

**Strategic Priorities 2012/13**  
Report by Chief Executive

**Summary:** In this report progress of the projects used to deliver the strategic priorities adopted for the coming year are set out for members to consider.

**Recommendation:** That the Authority notes the performance of the different projects in the accompanying schedule.

**1 Priorities for 2012/13**

- 1.1 The Authority uses a small set of strategic priorities with accompanying projects to monitor at each meeting the delivery of the Broads Plan. During the Broads Authority meeting on 18 March 2011, members adopted the three key themes from the draft Broads Plan 2011, and a fourth strategic priority heading which will report on strategic matters concerning the Governance and Organisational Development of the Authority as its four strategic priorities for the life of the Broads Plan 2011.
- 1.2 The 2012/13 priorities, objectives, projects and key milestones, agreed by the Authority on 16 March 2012, are detailed in Appendix 1. These clearly cannot encompass all the Authority's activity but summarise performance, using a traffic light system, for the key projects. The specific outcomes for each of these projects and key milestones are detailed in the report to the Broads Authority on 16 March 2012.
- 1.3 Eight milestones have already been completed. The remaining traffic lights for all key projects are currently green with the exception of:
- (a) Priority 2(b)3: The contract award for a replacement Fen Harvester will be slightly delayed, but there are no major concerns. This traffic light is currently yellow.
  - (b) Priority 2 (c) 1: Concerns over anomalies thrown up by the sediment management compliance data required additional work which is being addressed to allow this to be presented to the Navigation Committee. This has now been resolved and a report will be presented to Navigation Committee in December. This traffic light is currently yellow.
  - (c) Priority 3(a)1: The re-launch of the Authority's website has been deferred to 2013/14 as there is insufficient capacity within the ICT and

Communications Teams to deliver this project during 2012/13. Consequently this has been awarded a red traffic light.

- (d) Priority 3(b)2/3: The public consultation for the Integrated Access Strategy has been slightly delayed, but will commence in November. These traffic lights are currently yellow.
- (e) Priority 4.1: Further negotiation on the costs for the development of the Dockyard has meant that the completion dates for this priority is likely to slip. This traffic light is currently yellow.
- (f) Priority 4.3: The review of the Tolls System has been slightly delayed. The report on this review is included within this agenda. Following agreement by the Authority, this project will be completed.
- (g) Priority 4.5: The requirements to address the HSE inspection report and work on the Hand Arm Vibration Syndrome issues has had a higher priority over these projects, and the deadlines will need to be adjusted accordingly. This traffic light is currently amber.
- (h) Priority 4.6. The work to continue to roll out the Document Management System across the whole Authority has been delayed due to a lack of resources in the ICT Team. This traffic light is currently amber.

1.4 Members will note that the transition to the required two Directorate structure in accordance with Priority 4.2 is on track for completion for 1 April 2013. The Chief Executive will implement this change to meet the required reductions to the National Park Grant and provide the required efficiencies and savings. This will also include dealing with any issues concerning redundancy and early retirement, subject to consultation with the Financial Scrutiny and Audit Committee where appropriate on financial matters.

## **2 Priorities for 2011/12**

2.1 Some of the outstanding 2011/12 priority objectives, projects and key milestones have been incorporated within the 2012/13 priorities, objectives, projects and key milestones. The remainder will be pursued to completion. Significant issues regarding the completion of these 2011/12 priorities will continue to be reported to the Broads Authority.

Background papers: Nil

Author: John Organ  
Date of report: November 2012

Broads Plan Objectives: CC2, CC4.4, LC2.1, LC2.3, LC3, BD1.2, BD3.1, BD3.2, BD4.2, NA1, NA2, NA4, PE1.2, PE2.1, PE2.3 PE3.2, PE3.3, PE3.4, TR1.4, TR2, TR2.2 and TR3.1.








Appendices: APPENDIX 1 – Strategic Priorities for 2012/13

**Strategic Priorities for 2011/12 – 2015/16**

The following strategic priorities have been adopted by the Authority for the life of the Broads Plan 2011:



- **Priority 1: Planning for the Long-term future of the Broads in response to climate change and sea-level rise:** Understanding and responding to the key challenges facing the Broads over the next 50 -100 years presented by climate change and sea level rise.
- **Priority 2: Working in Partnership on the Sustainable Management of the Broads:** Landscape and cultural heritage; agriculture and land management; biodiversity; and management of the navigation area.
- **Priority 3: Encouraging the Sustainable Use of the Broads:** Promoting understanding, enjoyment and wellbeing; and tourism, recreation and access.
- **Priority 4: Governance and Organisational Development of the Authority**

The Authority operates a traffic light system to determine progress against the objectives milestones and key projects as detailed in the table below:


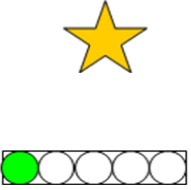
		Completed
	Green	Project on track and no causes for concern
	Yellow	Good progress being made but some challenges in delivery e.g. minor slippage or limitations of staff and financial resources
	Amber	Project timetable slipping and concerns about how it is developing
	Red	Looks unlikely that the project will be delivered on time or significant worries about the way its is heading
	Black	Project won't be delivered on time and very major concerns about implications
		Direction of travel - comparison with last meeting

## Strategic Priority Objectives, Projects and Key Milestones for 2012/13

### Priority 1 - Planning for the Long-term future of the Broads in response to climate change and sea-level rise



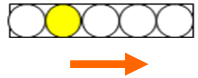
Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
1.1	CC2 Develop Broads climate change adaptation plan to identify policy direction and 'no regret' actions	Head of Strategy and Projects	<p>Run initial programme of community engagement over climate adaptation by Autumn 2012;</p> <p>Review progress and identify next steps to expand spread and depth of engagement and understanding at community level by Dec 2012</p>	<p>Consultants Dialogue by Design (DBD) appointed to design community engagement process. Design Process Workshop held in September.</p> <p><u>October wider workshop cancelled and telephone calls used instead. Final report for Panel to see due 3<sup>rd</sup> December</u></p>	
1.2	CC4.4 Development of options for expanding the production of renewable energy	Landscape Officer	Complete a Landscape Sensitivity Project study on the capacity for renewable energy for the Broads by June 2012	Study Complete on budget and within timescale.	

**Priority 2 - Working in Partnership on the Sustainable Management of the Broads –  
(a) Landscape and Cultural Heritage**



Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
2(a)1	LC2.1/2.3 Listed and Locally significant buildings	Historic Environment Manager	Complete Conservation Area Appraisals for Geldeston, Ellingham and Ditchingham by December 2012.  Publish adopted list of local heritage assets on Broads Authority Website by July 2012	<a href="#">Conservation Area Appraisals Adopted by Planning Committee on 12<sup>th</sup> October 2012</a>  Local List adopted by Planning Committee on 20 <sup>th</sup> July 2012	
2 (a)2	LC3 Promote sustainable development to meet local needs and encourage sustainable communities	Planning Policy Officer	Progress Local Development Framework - Site Specifics Development Plan Document <ul style="list-style-type: none"> <li>Publication September 2012</li> <li>Submission January 2013</li> </ul>	<a href="#">Publication Version agreed by Members on 21<sup>st</sup> September 2012.</a> <a href="#">Consultation begins for 6 weeks on 1<sup>st</sup> November 2012.</a>	









**Priority 2 - Working in Partnership on the Sustainable Management of the Broads –  
(b) Biodiversity**

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
2(b)1	BD1.2 Implement the Biodiversity Action Plan to enhance ecosystem services	Head of Strategy and Projects/Senior Ecologist	Agree conservation management priorities with key stakeholders and present report to the Broads Authority on a collaborative programme of action by March 2013	<a href="#">Report to Management Team in November on initial conclusions and suggested way forward</a>	
2(b)2	BD3.1/2 Improvements in catchment management	Head of Strategy and Projects / Senior Ecologist	Hold a catchment workshop/conference with partners in Autumn 2012 to inform and stimulate a Broads catchment approach to water management	Workshop held on 13 <sup>th</sup> September 2012	

2(b)3	BD4.2 Management of fen and drained marsh	Head of Construction and Maintenance and Environment and Design Supervisor	Increase the amount of commercially managed fen by 8 ha by March 2013.	Reed & Sedge Cutter Action Plan has been agreed. BA funded reed & sedge bed restoration work with BRASCA members being planned for autumn/winter 2012/13	
			Increase fen under agreed management by Broads Authority by 80 ha by March 2013	Review of BA management of fen sites is complete and renegotiation of management agreements is on-going. Secured new agreements with landowners at Decoy Carr, Acle and Mill Marsh, Barton Turf	
			Investigate replacement options for the Fen Harvester and award contract by September 2012	Trial of "Softrak" machine was completed w/b 2 <sup>nd</sup> July. Further options are being reviewed prior to final selection, <u>indicative costs have now been received</u>	

**Priority 2 - Working in Partnership on the Sustainable Management of the Broads –  
(c) Management of the Navigation Area**







Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
2(c)1	NA1: Deliver a strategic catchment approach to sustainable sediment management to achieve a balance of inputs	Head of Construction & Maintenance	Implement PRISMA Project Plan by end of March 2013 Dredge 50,000m <sup>3</sup> of sediment from the navigation area by end March 2013  Identify, secure and prepare priority strategic disposal locations to	Works currently on target, <u>Salhouse project started in October for the mid Bure dredging works and bank restoration</u>  Second phase sites to be identified <u>once Sediment Management Strategy is</u>	  

	with outputs, securing defined waterways specifications for the navigation area.	Senior Waterways and Recreation Officer	<p>deliver future dredging projects by March 2013</p> <p>Identify significant sediment sources and develop projects to reduce the inputs by Dec 2012</p> <p>Complete Sediment Management Strategy Review and update 5 year Action Plan by September 2012; review &amp; agree appropriate performance indicators Dec 2012</p>	<p><u>agreed. Deadline to be moved to 2013/14</u></p> <p>Surveys <u>completed and project development phase is starting</u></p> <p>Further review of Compliance data has taken place and concern over anomalies being resolved.</p>	 
2(c)2	<b>NA2:</b> Manage trees and scrub along the river corridor in line with agreed management guidance and criteria.	Head of Construction & Maintenance	<p>Identify priority tree clearance sites, and secure all necessary consents by Sept 2012</p> <p>Complete 80 days of river bank tree clearance works by end March 2013, including providing opportunities for volunteers</p> <p>Support and facilitate community or users groups to complete appropriate tree clearance work</p>	<p>Tree clearance works <u>started</u> end of October</p> <p><u>Programme currently includes 93 days</u></p> <p>Broadsword dates agreed for winter 2012/13, started on 21<sup>st</sup> Oct following appropriate H&amp;S training</p>	  
2(c)3	<b>NA4:</b> Implement, manage and promote safety management measures for the navigation and boats, to minimise risk and reduce environmental impact	Head of Construction and Maintenance	<p>Complete legal transfer of Breydon Water to Broads Authority jurisdiction by July 2012</p> <p>Complete programme of identified immediate maintenance requirements by March 2013</p> <p>Investigate sediment modelling of Breydon Water to inform Turntide Jetty replacement options by Sept 2012</p>	<p>Appointed day occurred on 1<sup>st</sup> June 2012</p> <p><u>Contract awarded for priority maintenance work, to be completed by end Nov 2012, in house works will be completed by end march 2013</u></p> <p><u>Contract awarded, final report due March 2013</u></p>	  


**Priority 3 - Encouraging the Sustainable Use of the Broads – (a) Promoting Understanding, Enjoyment and Wellbeing**

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
3(a)1	PE1.2 Further develop Broads Authority websites	Head of Communications	Re-launch BA website to encourage greater understanding and involvement in the work of the Authority by the public by March 2013	Deferred to 2013/14 due to pressures of other priorities and insufficient staff resources to complete this year – although the Website Working Group will continue to monitor and update text and design of existing website.	
3(a)2	PE2.1 Develop the network of Visitor Information Centres	Head of Communications	Revamp Great Yarmouth Yacht Station customer area by Dec 2012 with increased interpretation and stock/leaflets  Create additional interpretation and signage for Hoveton TIC and Norwich, Reedham and Gt Yarmouth yacht stations by March 2013	Meeting held with Borough Council Tourism Department who are supportive of the proposals in principle. <u>Drawings prepared in order to obtain Buildings Regulations approval.</u>  Map created for Gt Yarmouth and signage improved at Gt Yarmouth and Norwich. <u>'A' boards produced and in place for three boat trips.</u> Further work planned.	  
3(a)3	PE2.3 Increase range of audio visual material to illustrate the cultural history and special qualities of the Broads	Head of Communications	Make 3 additional videos for tourism website to include at least one video history by Sept 2012  Develop QR code technology for use with smart phones at Whitlingham Country Park by July 2012	Training provided for internal production of videos.  STEP App Project underway.	



3(a)4	<p><b>PE 3.2</b> Provide opportunities for 'hard to reach' groups to experience the Broads.</p> <p><b>PE3.3</b> Improve delivery of educational experiences</p>	Education Officer	<p>Implement Education Strategy</p> <ul style="list-style-type: none"> <li>• Train at least 6 teachers to deliver Forest Schools programme for new audiences with BA messages by December 2012</li> <li>• Provide 2 new educational resource packs on BA website with emphasis on teenage audience by Oct 2012</li> </ul>	<p>Teacher's course held to deliver educational training at Whitlingham with 13 participants. Forest Schools qualification to be sought.</p> <p>'For Peat's Sake' pack produced in draft form <u>– to be tested during teachers in Spring 2013.</u> Geldeston Lock Education Pack <u>drafted, to be placed on website.</u></p>	 
3(a)5	<p><b>PE3.4</b> Deliver and increase opportunities for active engagement through volunteering;</p>	Volunteer Coordinator	<p>Implement Volunteer Strategy</p> <ul style="list-style-type: none"> <li>• At least one Members Volunteering Day to have been run by September 2012</li> <li>• Four training workshops run for staff who work with volunteers by December 2012.</li> <li>• Four corporate volunteering days identified and listed on the BA website for 2013 by December 2012.</li> <li>• Two external events attended by the BA to advertise volunteering opportunities by April 2013</li> </ul>	<p>Member Volunteer Day arranged for 18<sup>th</sup> September at How Hill but cancelled due to low numbers. Will be rearranged for March 2013</p> <p>2 held, further 2 planned</p> <p>Programme to be finalized and online by Oct 12</p> <p>Volunteer event held 1<sup>st</sup> June, Voluntary Norfolk AGM 4<sup>th</sup> Oct</p>	   





**Priority 3 - Encouraging the Sustainable Use of the Broads –  
(b) Tourism, Recreation and Access**

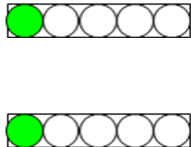

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
3(b)1	<p><b>TR 1.4</b> Establish initiative for visitor support for conservation</p>	STEP Project Manager	<p>Implement the STEP Programme according to the Action Plan</p> <ul style="list-style-type: none"> <li>• Produce report on options for visitor conservation fund by June 2012</li> </ul>	<p>Visitor Gifting <u>approach agreed by BA on 21 September.</u></p>	

			<ul style="list-style-type: none"> <li>Subject to the BA decision in June 2012 support the Norfolk &amp; Suffolk Broads Charitable Trust to allocate the first parts of this fund by March 2013</li> </ul>		
3(b)2	TR3.1 Develop a strategic approach to sustainable access in the Broads	Head of Strategy and Projects and Senior Waterways & Recreation Officer	<p>Publish for public consultation the Integrated Access Strategy for the Broads by September 2012</p> <p>Publish action plan for implementing access priorities by December 2012</p>	<p><u>Strategy consultation to begin with presentation to Broads Forum in November 2012.</u></p>	
3(b)3	TR2.2 Maintain programme of expansion and improvement of moorings, slipways and yacht stations	Senior Waterways and Recreation officer	<p>Refresh action plans for moorings and slipway strategies by Autumn 2012;</p> <p>Develop implementation funding options and priorities for development of new moorings and slipways to 2016 by Jan 2013</p>	<p>Progress linked to Integrated Access Strategy above. Potential new slipway projects being developed</p>	

#### Priority 4 - Governance/Organisational Development of the Authority

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
4.1	Integrate our activities to deliver greater efficiencies and increased flexibility for the benefit of all our purposes and help the Authority respond to the changes in funding	<p>Chief Executive/ Director of Change Management &amp; Resources Director of Operations</p> <p>Director of Operations</p>	<p>New organisation transitional arrangements:</p> <ul style="list-style-type: none"> <li>Complete organisational changes to the Authority by moving to a two Directorate structure in April 2013.</li> <li>Relocate from the Ludham Field Base by end of March 2013.</li> <li>Complete the development and improvement of the Dockyard site at Griffin Lane to meet the Authority's operational requirements by end of March</li> </ul>	<p><u>On schedule.</u></p> <p>Timetable amended, will now be vacated during 2013 following <u>Dockyard completion.</u></p> <p><u>Contract signed, work started on 24 September, with expected completion date April 2013.</u></p>	  

			2013.		
4.2	Increase the organisational and financial capacity of the Authority through effective partnership working	Chief Executive/ Director of Change Management & Resources  Director of Planning and Strategy	Implement NPAPA Improvement Action Plan.  - Undertake Review of Consultation and engagement arrangements with non-statutory stakeholders and local groups to improve feedback and two way exchanges: by December 2012	Review of Consultative arrangements and community engagement in progress. <a href="#">Workshop held on 3 October.</a>  <a href="#">Broads Forum to consider options on 22 November 2012.</a>	
4.3	Obtain general stakeholder consensus towards a revised Tolls System, taking into account the Authority's Financial Strategy.	Chief Executive	Undertake review of the tolls system by September 2012. - Survey Broads boat owners and analyse results by May 2012. - Conduct workshop for members and stakeholders by end of June 2012. - Develop recommendations through a Working Group by end August 2012.  - Consult Navigation Committee on recommendations by 6 September 2012, - Recommendations to be considered by Broads Authority by 21 September 2012.	Report to Broads Authority in May. Workshop held on 21 June 2012  Working Group Meetings held on 11 July 2012 and 6 September 2012  Consultation of Navigation Committee <a href="#">held on 11 October.</a> <a href="#">Report on this agenda.</a>	
4.4	Increase the Authority's understanding of its assets to allow them to be used effectively and efficiently	Director of Change Management & Resources/ Head of Safety Management Asset Officer	Asset Management Continue to develop Asset Management Plan to include all assets in addition to land and property. - Complete consolidated asset database project scoping – June 2012 - Review and approve revised Asset Management Strategy –	<a href="#">Scoping Report drawn up and approved by Management Team.</a>	 

			<p>April 2012</p> <ul style="list-style-type: none"> <li>- Identify further liabilities and associated costs arising out of Broads Authority assets, and incorporate into capital programme – August 2012</li> <li>- Complete countryside site prioritisation and associated actions by end of 2012</li> </ul>	<p>Asset Management Strategy approved by BA on 13 July.</p> <p>Work to commence later in year</p>	
4.5	<p>TR2 Continue to improve the quality of the visitor experience, providing a consistent standard of facilities, services and welcome. Safety standards at land based sites will be consistent with published safety management System</p>	<p>Head of Safety Management</p>	<p>Implement the Safety Management System Audit Action Plan by end June 2012</p> <p>Develop Tree Management Policy by end May 2012</p> <p>Complete Hazard Review to cover land based activities on Broads Authority sites by Sept 2012</p> <p>Expansion of the Safety Management System to cover identified additional risks by March 2013</p>	<p>HSE inspection and work on HAVs has overtaken these projects, therefore the deadlines will need to be adjusted accordingly as follows:</p> <p>SMS Audit Action Plan end Nov</p> <p>Tree Policy March 13</p> <p>Land based activity Hazard review deferred to 2013/14</p> <p>Expansion of SMS deferred to 2013/14</p>	
4.6	<p>Enable effective management of information</p>	<p>Head of ICT and Collector of Tolls</p>	<p>Continue to roll out the Document Management System across the whole Authority.</p> <p>Procure latest version of Microsoft SharePoint and associated software licences by April 2012</p> <p>Scope requirements by June 2012 and implement priority actions including recommendations from the Safety Audit by March 2013</p>	<p>Work is yet to commence due to other priorities</p>	