

**Strategic Direction**  
Report by Chief Executive

<b>Summary:</b>	This report sets out progress in implementing the Authority's Strategic Priorities for 2017/18.
<b>Recommendation:</b>	(i) That the updates for 2017/18 are noted (Appendix 1 and Appendix 2). (ii) That a small Reference Group of Members is established to: (a) Review the governance of the Broads Authority and develop proposals on how the arrangements could be improved in both the short and long term; (b) Advise and support the Chief Executive in preparing for the Peer Review in October 2017.

**1 Progress on Strategic Priorities 2017/18**

- 1.1 Each year, the Broads Authority identifies a small set of strategic priorities. These priorities focus on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. The strategic priorities help target resources and make the most of partnership working and external funding opportunities. These priorities were agreed at the Authority's meeting in January and following the meeting in March now include the Peer Review.
- 1.2 Reference Groups are established for two of the priorities: Greg Mumford and Sarah Mukherjee have agreed to support the work on the branding project; and John Ash, Kelvin Allen and Matthew Bradbury have volunteered to support the work on external funding. Both of these items are due to start next month.
- 1.3 It would also be helpful to establish a Reference Group to examine the governance arrangements for the Broads Authority in advance of the Peer Review. If this suggestion is supported, it is proposed that it should consider the potential for both short-term and long-term improvements, as well as advising and supporting the Chief Executive in the run up to the Peer Review.
- 1.4 Alongside these priorities and as resources allow, the Authority will continue to work with partners and local communities to deliver Broads Plan actions and routine works. All Broads Plan updates are posted online at: [www.broads-plan.co.uk](http://www.broads-plan.co.uk).
- 1.5 An update on the Strategic Priorities for 2017/18 is outlined in Appendix 1.

- 1.6 A list of the key Broads Authority Strategic Documents setting out progress on each is attached at Appendix 2.



Background papers:	None
Author:	John Packman, Maria Conti, Andrea Long
Date of report:	9 May 2017
Broads Plan Objectives:	Multiple
Appendices:	APPENDIX 1: Strategic Priorities 2017/18 APPENDIX 2: Broads Authority strategic documents: Progress report








Broads Authority strategic priorities 2017/18					
	Project	Aim and milestones	Progress	Status	Contact
1	<b>Integrated flood risk management</b>	<p>Aim: Raised profile about urgency to develop an integrated approach to flood risk management.</p> <ul style="list-style-type: none"> <li>Engagement with stakeholders to help define the next stage of the initiative by end of 2017</li> <li>Framework for gathering relevant information on key potential actions by end of March 2018</li> </ul>	<p>Local politicians have been briefed on the content of the High Level Review of Flood Risk Management. Two of the local MPs also briefed. Further engagement with MPs delayed by General Election.</p> <p>Broads Climate Partnership agreed as the Steering Body – includes Jacquie Burgess, John Ash and Sarah Mukherjee</p>		Simon Hooton
2	<b>Catchment management</b>	<p>Aim: Facilitate working with farmers and others on both catchment management and the future of agri-environment schemes post Brexit.</p> <ul style="list-style-type: none"> <li>Implement small scale local interventions to reduce soil and nutrient loss from fields</li> <li>Meet with farmers to gauge interest in tailored Broads solution for agri-environment payments post-Brexit - Feb 2017</li> </ul>	<p>Meetings with farmers held 24 Feb and 15 March. Lord Gardiner, Minister for National Parks, also met with farmers during his visit to the Broads on 31 March and paper on the future of agri-environment schemes sent as follow up.</p>		Neil Punchard

## Broads Authority strategic priorities 2017/18

	Project	Aim and milestones	Progress	Status	Contact
3	<b>Broads Landscape Partnership Scheme (LPS)</b>	<p>Aim: Successful LPS project delivery.</p> <ul style="list-style-type: none"> <li>• Submit Landscape Conservation Action Plan and second stage HLF application by May 2017. Decision expected Nov 2017.</li> <li>• Start project delivery – from 1 Jan 2018</li> </ul>	<p>Landscape Conservation Action Plan completed.</p> <p>HLF application due to be submitted 19 May.</p>		Will Burchnall
4	<b>Hickling Broad Enhancement Project</b>	<p>Aim: Hickling Vision implemented.</p> <ul style="list-style-type: none"> <li>• Construction work: Next phase priority dredging from navigation channel and land spreading to adjacent land</li> <li>• Win additional resources for delivery – in particular, CANAPE bid (decision expected Jun 2017).</li> <li>• If bid successful, start CANAPE implementation – Jan 2018</li> </ul>	<p>Churchill's Bay and Studio Bay infill areas completed.</p> <p>CANAPE bid submitted and outcome awaited.</p>		Dan Hoare
5	<b>External funding</b>	<p>Aim: Development of medium-term strategy for external funding and commercial opportunities to support Broads Plan delivery.</p> <ul style="list-style-type: none"> <li>• Draft strategy to BA – November 2017</li> </ul>	<p>Programme Manager and Head of Strategy &amp; Projects to work on external funding strategy following submission of HLF bid for LPS (priority 3 above).</p> <p>John Ash, Kelvin Allen and Matthew Bradbury agreed Reference Group</p>		Simon Hooton

## Broads Authority strategic priorities 2017/18

	Project	Aim and milestones	Progress	Status	Contact
6	<b>Marketing, promotion and media relations</b>	<p>Aim: Raised profile, awareness and reputation of Broads National Park and Broads Authority</p> <ul style="list-style-type: none"> <li>Proactive media around BA successes</li> <li>Proactive digital communications</li> <li>Presence at Norfolk Show</li> <li>Signage strategy</li> </ul>	<p>New visitor website launched, BA Digital Officer recruited, digital content strategy developed, social media accounts separated into tourism and BA. Social media activity increased significantly.</p> <p>Norfolk Show plans underway.</p> <p>First National Park signage installed at Beccles rail station, talks underway with other stations and town councils; research needed to identify strategic signage points.</p> <p>Greg Munford and Sarah Mukherjee agreed Reference Group</p>		Rob Leigh
7	<b>Peer Review of Governance Arrangements</b>	<p>Aim: Review existing governance arrangements and potential for improvements</p> <ul style="list-style-type: none"> <li>Establish Reference Group of Members to review governance arrangements and support peer review process by end of May</li> <li>Agree date and composition of Peer Review Team with LGA by end of May</li> <li>Prepare background documents by end of July</li> <li>Reference Group to report back to the Broads Authority in September 2017</li> <li>Peer Review visit October 2017</li> </ul>	<p>Peer Review visit agreed with LGA for October 10-12 2017</p> <p>Peer Review Team agreed</p> <p>Reference Group proposal on this agenda</p>		Maria Conti

Key	Progress	Key	Progress
	Project completed		Unlikely project will be delivered on time, significant worries
	Project on track, no causes for concern		Project will not be delivered on time, major concerns
	Good progress, some challenges in delivery		Direction of progress since last meeting
	Project timetable slipping, plan in place to address concerns		

### Broads Authority strategic documents: Progress report

The table below sets out the high level strategic documents that guide key areas of the Broads Authority's work (and, in many cases, the work of its partners). Many are underpinned by more detailed themed or site-specific action plans, translating into operational level projects.

The table sets out priorities for the financial year 2017-18. Members will be updated on progress at the BA meeting in November 2017.

Title of strategy	Scope	Lead BA Officer	Status / Priorities for 2017-18	Key delivery partners
<b>Broads Plan</b>	Key partnership management plan for Broads Executive Area	Maria Conti	<p>Status: Adopted 24 March 2017.</p> <p>Key BA Projects to take forward:</p> <ul style="list-style-type: none"> <li>• Landscape Partnership Scheme: Second Round Bid Submission followed by Delivery Phase in Jan 2018.</li> <li>• Hickling/Canape bid</li> <li>• Dark Skies Status bid</li> </ul>	All Broads Plan partners
<b>Broads Local Plan</b>	Planning policies used in determining planning applications within Broads Executive Area	Natalie Beal	<p>Status: Under review.</p> <p>Updates / Priorities for 2017-18:</p> <ul style="list-style-type: none"> <li>• Results of Preferred Options consultation being analysed.</li> <li>• Publication Version of Plan due in Autumn 2017</li> </ul>	Landowners, planning applicants and agents, local communities, statutory and non-statutory bodies
<b>Broads Biodiversity and Water Strategy</b>	Implementation of National Biodiversity 2020 Strategy within Broads Executive Area	Andrea Kelly	<p>Status: Adopted 2013.</p> <p>Updates / Priorities for 2017-18:</p> <ul style="list-style-type: none"> <li>• Lake enhancement projects, incl. reed swamp at Hickling (incl. Habitats Regulation Assessment of water plant management), bio-manipulation at Barton, Sotshole and Ranworth, assessment of nutrient input at Cromes.</li> <li>• Programme of fen monitoring, research and management, with assessment of catch dyke water management at How Hill and</li> </ul>	Broads Conservation Partnership, Broads Biodiversity Group

			<p>Buttle Marsh.</p> <ul style="list-style-type: none"> <li>• Management of externally funded projects: Fen Raft Spider and swift tower (Love the Broads), Wild Compost, Wetland Life (LPS)</li> <li>• Species recovery and community engagement projects include barn owl box and advice provision, schools education, Whitlingham species engagement on bats, swifts and wildflowers), PhDs on carbon capture in fens at publication stage. Salinity reconstruction of Upper Thurne in second year. Mink management completed and reported to steering group and volunteers.</li> </ul>	
<b>Broadland Rivers Catchment Plan</b>	Water management within Broadland Rivers Catchment	Neil Punchard	<p>Status: Adopted 2014.</p> <p>Updates / Priorities for 2017-18:</p> <ul style="list-style-type: none"> <li>• Water Sensitive Farming project 2016-2018 ongoing with further silt trap construction and farmer knowledge exchange events.</li> <li>• Tesco pilot project 2017 working directly with farmers to trial and promote innovative machinery to prevent run-off.</li> <li>• Natural Flood Management bid to be co-ordinated and submitted to Defra.</li> <li>• Further development of stakeholder led ecosystem services opportunity mapping including functional floodplains.</li> <li>• Increased social media presence for wider stakeholder engagement with improved newsletter format.</li> <li>• Web site and projects database development.</li> <li>• Support for sub-catchment partnerships, fisheries groups and estuarine research projects.</li> </ul>	Broadland Catchment Partnership (BCP)
<b>Broads Climate Change Adaptation Plan</b>	Planning for Climate Change Adaptation in the Broads <i>(incl. integrated flood risk management for wider area)</i>	Simon Hooton	<p>Status: Adopted 2016.</p> <p>Updates / Priorities for 2017-18:</p> <ol style="list-style-type: none"> <li>1. <u>High level review of flood risk management</u>: work with partners to define follow-up initiative; hold stakeholder workshops by end of 2017; create framework for next steps; create communication plan.</li> </ol>	Broads Climate Change Partnership



			<p>2. <u>Raising awareness</u>: develop and trial awareness and engagement techniques to get flood risk and climate adaptation to be talked about more in locality; identify opportunities to promote 'climate-smart' to priority groups such as through county resilience forums</p> <p>3. <u>PhD on flood and saline incursion modelling</u>: continue support for study; help develop stakeholder engagement.</p> <p>4. <u>National Engagement</u>: continue work with other National Parks (NPs), Defra, NAP ecology group to develop national adaptation programme relevant to NPs.</p>	
<b>Integrated Access Strategy</b>	Improving access to and between land and water within the Broads Executive Area	Adrian Clarke	<p>Status: Adopted 2013. Revised Action Plan adopted by Broads Local Access Forum in September 2016.</p> <p>Updates / priorities for 2017-18:</p> <ul style="list-style-type: none"> <li>• Rockland Short Dyke and Berney Arms 24-hour moorings leases completed. Mooring being constructed at Rockland for opening Summer 2017.</li> <li>• Clayrack Marshes permissive path to Crowe's Staithe accommodation works completed with path due to be opened Summer 2017.</li> <li>• River Wensum Strategy draft completed with public consultation due June 2017, strategy adoption Autumn 2017 and project delivery 2017-2027.</li> <li>• Ranworth Dinghy Dyke canoe launch programmed for completion June 2017.</li> <li>• Horstead Mill canoe launch – funding allocated, design being sourced for issue of tender documents in June 2017 with completion of site works by end 2017.</li> <li>• New signage and interpretation for Ludham Bridge Access Autumn 2017.</li> </ul>	Broads Local Access Forum (BLAF)

<b>Sustainable Tourism Strategy</b>	Promotion and management of sustainable tourism within the Broads Executive Area	Rob Leigh	<p>Status: Adopted January 2016.</p> <p>Updates / Priorities for 2017-18:</p> <ul style="list-style-type: none"> <li>• Develop outstanding wildlife experiences: Discover England Fund bid submitted by English National Parks for experience promotion to overseas visitors.</li> <li>• Work with other partners on linked marketing campaigns: Long term action over five years</li> <li>• Spread visibility of the Broads National Park brand identity</li> <li>• Continue to provide the UK's leading boating holiday offer: The provision of boating holidays and the investment needed to meet, anticipate and attract future market demand is largely up to the boat yards and operators; alternative moorings to inform their promotion where the natural environment will not be affected. Long term action over five years.</li> <li>• Extend and diversify the walking and cycling offer</li> <li>• Improve the quality and distinctiveness of places to stay, eat and drink: This action area is primarily in the hands of individual private businesses and their investments, operations and profitability. Quality and distinctiveness can be encouraged, assisted and recognised in a number of ways. Long term action over five years.</li> <li>• Deliver effective visitor information through a range of services and media: Long term action over five years</li> <li>• Support the conservation of natural and cultural heritage through tourism: Long term action over five years.</li> </ul>	Broads Tourism and partners including RSPB, SWT, NWT, Discover England Fund, English National Parks, Visit Norfolk, Visit East Anglia, Broads Hire Boat Federation, Broads Boat Hire Operators, local authorities
<b>Education Strategy</b>	Environmental education and outreach in the Broads	Nick Sanderson	<p>Status: Adopted 24 March 2017</p> <p>Updates / Priorities for 2017-18:</p> <ul style="list-style-type: none"> <li>• Develop events to promote Broads National Park</li> <li>• Develop the range of work experience opportunities</li> <li>• Develop health and wellbeing initiatives</li> </ul>	Broads Environmental Education Network (BEEN)

			<ul style="list-style-type: none"> <li>Continue to develop the Broads Curriculum</li> </ul>	
<b>Volunteer Strategy</b>	Promotion and delivery of the BA Volunteer Service	Beth Williams	Status: Adopted 24 March 2017  Updates / Priorities for 2017-18: <ul style="list-style-type: none"> <li>Review volunteer training programmes</li> <li>Update and review training programme for new volunteers</li> <li>Review training programme for BA staff involved in supervising volunteers</li> <li>Build capacity of volunteers to run public events</li> <li>Devise modular training programme for Ranger volunteers</li> </ul>	Broads volunteers and BA staff
<b>Financial Strategy</b>	Strategy for the use of resources within the Broads Authority	Emma Krelle	Status: Adopted 2017  Plan period 2017/18 – 2019/2020	Broads Authority
<b>Asset Management Strategy</b>	Practices and procedures to manage and maintain the Broads Authority's land, property and other assets	Angie Leeper	Status: Due for review following Audit planned for Qtr 2  Priorities for 2017-18: <ul style="list-style-type: none"> <li>Update Capital Asset Plan</li> </ul>	Broads Authority
<b>Business Plan</b>	Annual overview of the Broads Authority's planned activities	BA Management Team	Status: Adopted January 2017  See Strategic Priorities report	Broads Authority