

Business Plan and Strategic Priorities 2017/18

Report by Management Team

Summary: This report follows on from the recent Business Planning workshop for Members. It proposes a set of Strategic Priorities for 2017/18 and brings together a range of information in a draft Business Plan for next year so that Members and members of staff have an overview of the Authority's priorities, activities and use of resources for the coming year.

Recommendations:

- (i) To adopt the strategic priorities for 2017/18 set out in Appendix 1.
- (ii) To adopt the Draft Business Plan 2017/18 set out in Appendix 2.

1 Members' Business Planning Workshop

- 1.1 A workshop for Members was held in early December to help guide the prioritisation of projects and the development of next year's Business Plan. The financial context, available resources and lists of committed and potential projects were considered. The workshop was helpful in identifying that there is very little spare capacity on the Authority's staff resource, almost all is committed against priority work. Members also confirmed that some projects were not a priority for the coming year. The guidance provided at the workshop has been built into a draft list of Strategic Priorities and a Draft Business Plan.

2 Draft Strategic Priorities for 2017/18

- 2.1 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. For the coming year the six strategic priorities can be grouped under three major headings:

(i) Proactive approach to long-term and major issues which have significant implications for the Broads

This includes: the long-term risk of flooding, continuing to progress our initiatives on catchment management and the implementation of the Hickling Vision. On top of that at a national and local level the Authority will be engaging in discussions around the specific implications for the Broads of the UK leaving the European Union, in particular the future of agri-environment

payments to farmers and the environmental protection provided to our important wildlife sites.

(ii) Raising the profile of the area and the reputation of the organisation

In response to guidance from Members the Communications Team is being strengthened so that it can support the new Visit the Broads website and engage more effectively in social media. The conclusion of the judicial review process means that the Authority is now in a position to follow through with the implementation of the new branding initiative once the new Team is in place.

(iii) Winning external funding to support our ambitious new Broads Plan



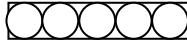
We have made a good deal of progress on our short term external funding programme of work – see Agenda item 14 for an update – and we have more in the pipeline. Our top priority, the Landscape Partnership Project is going well and is on track for submitting the second stage bid. Our engagement with the commercial sector is paying real dividends, both through our direct work with one of the major food retailers and in partnership with the rest of the National Park family through National Park Partnerships. Subject to Members support we shall be submitting before the end of the month a bid worth over €5 million to the Interreg Programme Panel under the banner of CANAPE. Of this €1.262 million is the Broads Authority's component. We are also proposing the development of a medium term funding strategy with a Member Group to guide our external funding bids to support the delivery of the new Broads Plan.


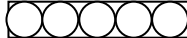

- 2.3 Of course, the strategic priorities only capture a small proportion of the Authority's total activity. We are also working more closely with the other 14 National Park Authorities to look for areas of potential greater cooperation and savings through joint procurement. The first initiative, concerning the procurement of insurance, is already delivering some cost reductions for some park authorities and in due course the Broads Authority will hope to benefit from this initiative. We shall also be looking at our back office functions and the potential for closer working, sharing expertise and knowledge.

3 Draft Business Plan for 2017/18

- 3.1 The Authority produces an annual Business Plan to provide a link between the Broads Plan, the Financial Strategy and the Work Plans of the Directorates. It is a key document to assist members of staff in seeing the connection between their work and the overall strategic direction of the Authority and the ambitions for the Broads set out in the Broads Plan.

Background papers:	Nil
Author:	Management Team
Date of Report:	30 December 2016
Broads Plan Objectives:	None
Appendices:	Appendix 1 – Draft Strategic Priorities 2017/18 Appendix 2– Draft Business Plan 2017/18

Broads Authority strategic priorities 2017/18					
	Project	Milestones	Progress	Status	Contact
1	Integrated flood risk management	<p>Raise profile for the urgency to develop an integrated approach to flood risk and win support for a way forward from local politicians</p> <p>March 2017 – Meeting with MPs in London</p> <p>June 2017 – Meeting with local authority Leaders</p> <p>Spring/Summer – Visit from Defra Minister</p>			Simon Hooton supported by John Packman
2	Catchment Management	<p>Deliver tangible outcomes from sponsored project for Tesco</p> <p>Hold initial meeting with Broads farmers to gauge interest in a tailored Broads solution for agri-environment payments post Brexit in February 2017</p> <p>If substantial progress made follow up with briefing for Defra Ministers as appropriate to brief on the issues particular to the Broads</p>			Andrea Long supported by Neil Punchard with John Packman and Andrea Kelly
3	Broads Landscape Partnership Scheme	<p>Successful LPS Project</p> <p>Submit Landscape Conservation Action Plan and second stage HLF application by May 2017</p> <p>Approval gained – decision expected in</p>			Will Burchnell supported by Andrea Long as Chair of the Partnership

Broads Authority strategic priorities 2017/18					
	Project	Milestones	Progress	Status	Contact
		November 2017 Project delivery started – from 1 st January 2018			
4	Hickling Broad Enhancement Project	Continue implementation of the Hickling Vision Construction Work – next phase of priority dredging from the navigation channel and land spreading to adjacent land. Win additional resources for delivery and in particular - decision on CANAPE bid expected June 2017 Start CANAPE implementation if successful in January 2018			Director of Operations with support from Emma Krelle and Andrea Kelly on CANAPE
5	External Funding	Develop a Medium-term strategy for external funding and the development of commercial opportunities to support delivery of Broads Plan January 2017 – BA approval for project February 2017 – Establish Member Group Draft Strategy to Broads Authority meeting in September 2017			John Packman supported by Lorna Marsh and Simon Hooton
6	Marketing, Promotion and Media Relations	Raise profile, awareness and reputation of the Broads National Park and the Broads Authority Proactive Media around Authority's successes Proactive digital communications			Lorna Marsh supported by John Packman

Broads Authority strategic priorities 2017/18					
	Project	Milestones	Progress	Status	Contact
		Norfolk Show Signage Strategy			



Business Plan 2017/18 (draft)

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Planning and Resources Directorate

Purpose of the Business Plan

The Business Plan gives Members and staff a clear understanding of the Authority's priorities for the coming year, the resources at our disposal and how we are going to use them. It provides the link in the 'golden thread' between the Broads Plan, which sets the strategic framework for all organisations working in the Broads National Park, through to the Authority's Directorate work plans and team plans, so we can see the bigger picture and how the pieces of the jigsaw fit together.

It is also a chance to look at the big challenges, opportunities and questions the Authority faces, and propose the means to address them. The Business Plan brings together information from a range of sources to provide an overview of the Authority's planned activities for the year to 31 March 2018.

Our Functions

The functions of the Broads Authority are set out in the Norfolk and Suffolk Broads Act 1988 ('the Act').

Paragraph 2 states that: "It shall be the general duty of the Authority to manage the Broads for purposes of:

- Conserving and enhancing the natural beauty, wildlife and cultural heritage of the Broads;
- Promoting opportunities for the understanding and enjoyment of the special qualities of the Broads by the public; and
- Protecting the interests of navigation."

No priority is set between these purposes. It is therefore up to the Authority in any particular instance to decide on the relative priority of the functions. This makes sense in the context of the Authority's commitment to integrated management. We are always looking for the potential win-win solution, rather than setting our different functions at odds with each other.

In discharging its functions, the Authority has to have to regard to:

- The national importance of the Broads as an area of natural beauty and one which affords opportunities for open air recreation;
- The desirability of protecting the natural resources of the Broads from damage; and
- The needs of agriculture and forestry and the economic and social interests of those who live and work in the Broads.

The Scottish national park legislation, which has four purposes, and the recent debates in Wales, provides or proposes greater emphasis on the social and economic considerations. It is important that the Authority does not forget this important caveat in the legislation when discharging its functions.

In respect of its navigation area, Section 10 (1) of the Act states that the Authority shall:

- (a) maintain the navigation area for the purposes of navigation to such standard as appears to it to be reasonably required; and
- (b) take such steps to improve and develop it as it thinks fit.

A new clause Section 10 (2A) inserted by the 2009 Acts states:

The Authority may carry out works and do other things in relation to any adjacent waters in or over which it has sufficient rights or interest for the improvement of navigation on those waters.

Our Core Values

Our five core values help to guide our work. We describe these values as “*Important and enduring beliefs or ideals shared by the staff and members of the Broads Authority about what is good or desirable and what is not. They exert a major influence on our behaviour and serve as broad guidelines in all situations.*” We have been working to simplify the definitions and develop the way the Authority embeds these values in the way it works, and this will continue in 2017.

1. Open and Honest

We are open, honest and inclusive in all our decisions and communications.

2. Exemplary

We strive for excellence in all we do.

3. Caring

We are considerate and respect each other.

4. Commitment

We are committed to making a difference to the Broads for the benefit of everyone.

5. Sustainable

We consider the environmental and financial implications in everything we do.

National Park Plan

On 23 March 2016 Liz Truss, our Secretary of State, launched an 8-Point Plan for England's National Parks. A copy of the Plan can be found on the Defra website via the following link: <https://www.gov.uk/government/news/new-plan-for-national-parks-gives-every-schoolchild-a-chance-to-visit>. The Plan is heavily focused on our second 'National Park' purpose. The eight areas of activity are as follows:

1. *Connect* young people with nature
2. Create *thriving* natural environments
3. National Parks driving growth in *international tourism*
4. Deliver *new apprenticeships* in National Parks
5. Promote the *best of British food* from National Parks
6. *Everyone's* National Parks

7. *Landscape and heritage* in National Parks

8. *Health and wellbeing* in National Parks

It is not intended that National Park Authorities and the Broads Authority will deliver every element of the Plan; rather, it has been designed to take account of the strengths of individual authorities. The Broads Authority has taken the National Park Plan into account in the development of the new Broads Plan (2017-22) and, with the other authorities, will be reporting to Defra on progress in delivering its aims.

Review of Last Year

1. Broads Plan

Table 1 below shows the Authority's performance in delivering its strategic priorities as at January 2017. One of the major tasks has been progressing the development of a new Broads Plan. As the key strategic management plan for the area, the Broads Plan guides the work of the Authority and other organisations and groups engaged in the management of the area. The plan is reviewed and updated every five years.

We consulted on a first draft Broads Plan 2017-22 in February-April 2016, and on a revised draft Plan in October-December 2016. The results of the latter consultation are currently being analysed and it is intended that the final Plan will be adopted by the Authority in March 2017 and implemented from 1 April 2017.

2. Broads Landscape Partnership Scheme: Water, Mills and Marshes

We are making good progress in developing the Broads Landscape Partnership Scheme. This year we have:

- Developed an education, learning and community engagement strategy
- Compiled detailed project plans, programme and budget for 5-year delivery phase
- Undertaken a thorough audit of the development phase of the Scheme with TIAA
- Passed the HLF mid-term review and incorporated HLF grants officer and mentor comments into the Landscape Conservation Action Plan

3. Hickling Broad Enhancement Project

We are on target to complete the bank restoration works at The Studio and Churchill's Bay and install silt curtains to vulnerable reed fringes. Dredging is planned to be completed from the entrance to Pleasure Boat Dyke to the Staithe Dyke in the north of the Broad, and the approach to Deep Go Dyke at the eastern end of the Broad.

4. Promoting the Broads

Judicial Review

In January 2015, the Broads Authority resolved to use the term Broads National Park when marketing and promoting the area. This decision was challenged by a local landowner through the process of a Judicial Review. The High Court ruled in the Authority's favour and an application to the Court of Appeal for leave to appeal was refused. This ends a long but very important process in establishing that, not only was the Broads given an equivalent status to that of the national parks in the UK, but also that the Broads Authority can capitalise on that status in using the term 'Broads National Park' when promoting the area.

In cooperation with Broads Tourism, the Authority has produced and distributed a set of Broads National Park branding guidelines, which are being used by local companies in their marketing.

European Charter For Sustainable Tourism in Protected Areas

The Authority successfully retained its Charter status in December 2016, and adopted its new Sustainable Tourism Strategy in March 2016. A new visitor website to replace the existing Enjoy the Broads site is due for completion in April 2017.

5. Stakeholder Action Plan

The Landscape Partnership Scheme has been, and will continue to be, a major instrument in engaging local people. For the time being it has replaced Local Parish Forums. One of our constituent local authorities has similar ambitions to increase its engagement with parish councils, and there may be scope for hosting joint events. The regular Chief Executive briefings have been well received and will continue in 2017.

Broads Tourism is going from strength to strength, and more opportunities for collaboration with tourism businesses are emerging as a result.

6. Integrated flood risk management and 'climate-smart' communities

The Authority continues to work in partnership with the Environment Agency, Natural England, the National Farmers Union, the local authorities and the University of East Anglia on climate change and flood risk management planning.

Through the Environment Agency, the Broads Climate Partnership jointly commissioned a High Level Review to take an integrated look at previous plans and strategies covering the Broadland rivers and surrounding coast. The aim of the review was to help inform existing plans for current schemes, as well as draw out the medium to longer term issues. The Review's conclusions included the need to take a more joined up approach to flood risk management, and to be aware that current Government policy would require significant local contributions to retain the status quo. The report was shared at a special workshop of the Broads Forum, with invited local councillors and stakeholders. Feedback from the workshop is helping inform the development of a programme to bring together local and national democratic interests and investigate integrated options for flood risk management. The Authority is also working alongside other local initiatives to develop greater awareness about flood risk and resilience and adaptation planning at local community level.

Other major items are as follows:

Directorate Work Plans

Much of the Authority's work is set out in detailed Directorate Work Plans, translated into team and individual targets for the year. We are currently on target to deliver our Directorate Work Programmes on time and within budget, while making savings throughout the year.

Tolls Review

A very large piece of work undertaken last year was a fundamental review of the structure of the tolls system. Seven Members spent a year examining the existing arrangements, testing different options and making recommendations on this important matter. The three principle proposals related to:

- (i) A new set of Guiding Principles;
- (ii) A simple charging structure; and
- (iii) A flexible charging structure.

The Group's proposals were supported by the Navigation Committee at its meeting in October and adopted by the Broads Authority in November.

The most significant change is a move from a calculation based on a fixed plus variable equation to one related purely to the size of the vessel. The net affect of this is that smaller boats, which have been in decline, will see a reduction in their tolls in 2017/18 and larger baots, which have been increasing, will see an increase. 44% of all boats will have a reduced toll in 2017/18.

The Authority has sent a special edition of Broad Sheet to all toll payers setting out the details and rationale for the changes.

National Park Partnerships

An important initiative for the Authority is the Limited Liability Partnership established with the 14 National Park Authorities in the UK. The Mission for the partnership is “to maintain and enhance our National Parks for future generations” with the specific role of creating successful partnerships between the UK Parks and businesses.

The Broads Authority was the first of the authorities to benefit, with a partnership with a major food retailer to support our Broadland catchment work. Other commercial arrangements are under negotiation and we are anticipating major benefits from this collaborative effort.

Financial position

Although we do not yet have the definitive picture in terms of the outturn from 2016/17 income and expenditure, it appears that a combination of increased income and managing our expenditure means that income marginally exceeds expenditure and we have healthy reserves. For Navigation Reserves this a particularly good outcome, as it will put them just at the 10% of expenditure minimum we have been seeking to reinstate and will hope to maintain. We are therefore well placed in terms of facing the challenges for the coming year.

Benchmarking Study

The Authority's Financial, Scrutiny and Audit Committee has advocated the need for the Authority to benchmark its back office costs. Officers have been pressing this idea with the National Park Authorities and good progress has been made.

A benchmarking study has been commissioned by the Brecon Beacons National Park Authority and Pembrokeshire Coast National Park Authority as part of their internal audit plan for 2016/17, as the two Authorities were also interested in gaining an understanding of how their back office support costs compared with peers within the sector.

Business consultants Gateway Assure have carried out the work, collecting income and expenditure information for 2015/16 from the 15 Authorities on the following areas: Grant income, non-Grant income, governance, outsourcing, finance, human resources, technology, communications and legal.

Officers will report the results to the Authority's Financial Scrutiny and Audit Committee (FSAC) in due course.

Strategic Priorities 2016/17 Progress Report – update January 20171. Broads Plan Review

Review and update the Broads Plan, the strategic management plan for the Broads. Work with partners, local communities and other stakeholders to assess achievements (Broads Plan 2011) and set aspirational strategy for 2017-22.

2. Broads Landscape Partnership Scheme: Water, Mills and Marshes

Implement development stage of Broads Landscape Partnership Scheme (LPS), including production of Landscape Conservation Action Plan (LCAP), and prepare second stage application to Heritage Lottery Fund.

3. Hickling Broad Enhancement Project

Develop a long-term approach for the management of Hickling Broad, building on scientific evidence from the Broads Lake Review. In the short term, progress development of a number of smaller projects to meet immediate concerns.

4. Promoting the Broads



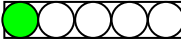








Produce and implement Broads National Park branding guidelines.

5. Stakeholder Action Plan

Implement multiple actions in response to the issues identified in the 2014 stakeholder surveys of hire boat operators, private boat owners, residents and visitors.

6. Integrated flood risk management and 'climate-smart' communities

Support EA review of short-term flood risk management strategy towards developing a longer-term integrated strategy for the coast and Broads. Develop approaches to climate adaptation planning and action within protected landscapes for local communities and visitors.

Broads Authority strategic priorities 2016/17					
	Project	Milestones	Progress	Status	Contact
1	Broads Plan review	Consult on revised draft Broads Plan 2017 by end Jul-October 2016 (min. 8 weeks)	Revised draft Broads Plan out to public consultation from 17 Oct-30 December 2016.	 	Maria Conti
		Adopt final plan Mar 2017; implement Apr 2017			
2	Broads Landscape Partnership Scheme: Water, Mills and Marshes	Hold 'drop in' events in Apr/May/Nov 2016 in Landscape Partnership Scheme area	Partner and stakeholder workshop held in July attended by 50 organisations.		Will Burchnall
		Hold partner/stakeholder LPS events by end Jul 2016			
		Landscape Conservation Action Plan (LCAP):	A successful mid-term review with the HLF too place in November 2016.		
		<ul style="list-style-type: none"> • Submit draft LCAP to LPS Board by end Nov 2016 • Carry out LCAP consultation in Dec 2016/ Jan 2017 • Submit final draft LCAP to LPS Board in Mar 2017 • Submit LCAP and second stage HLF application by May 2017 	<p>The consultation on the Landscape Character Assessment is underway.</p> <p>The 42 projects to be delivered by the LPS have been costed and programmed. Additional consultancy work has been completed to test education strategy, develop heritage skills training group and award schemes with construction industry training board.</p>	  	
3	Hickling Broad Enhancement Project	Submit planning application for Stage 2 in Apr 2016	Application submitted and approved.		Trudi Wakelin
		Start Phase 2 construction in Nov 2016	Work underway.		
		Develop full funding application for CANAPE (Creating a new approach for peatland ecosystems) project by Jan 2017	Expression of Interest approved. Development of full application underway. Submission deadline 31 Jan 2017.		
4	Promoting the Broads	Review outcome of Judicial Review (Apr 2016)	Branding guidelines developed by BA and Broads Tourism Marketing Group. BA guidelines disseminated. Clothing with National Park branding ordered.		Lorna Marsh

Broads Authority strategic priorities 2016/17					
	Project	Milestones	Progress	Status	Contact
5	Stakeholder Action Plan	Send regular updates from Chief Executive to Parish Clerks and other stakeholder groups	Regular Chief Executive forwarded to parish clerks. Formal branding of Chief Executive communications still in development.		Lorna Marsh
		Hold min x2 issue/project focused Parish Forums: • Waveney/Yare in Apr/May and Nov 2016 - Landscape Partnership Scheme (LPS) • Ant/Bure or Thurne/Bure in Sept/Oct 2016 (Hickling project or flood risk mgt strategy)	Parish forums not held; however a LPS partner workshop was held in July and a flood risk management workshop (special meeting of Broads Forum and other invitees) in November.		Maria Conti/ Will Burchnell
		Provide updates on activities to promote area to Broads Tourism and to BA as part of biannual Broads Plan/ BA strategic priorities reporting	BA strategic priorities updates provided. Tourism Strategy Annual Action Plan updates provided by Broads Tourism Marketing Group to monthly BT executive meetings.		Lorna Marsh
6	Integrated flood risk management and 'climate-smart' communities	Report on outcome of EA high level review to Broads Forum and BA by Autumn 2016	Report taken to special Broads Forum mtg 3 Nov; results reported to BA at this meeting		Simon Hooton
		Identify next steps to engage public on flood risk management and saline incursion issues - by Dec 2016	Analysis of response to High Level Review will inform next steps. In the meantime, pilot work started in Broadland on helping communities build in adaptation thinking to resilience plans.		
		Report on engagement and adaptation planning process to Broads Forum and BA - Autumn 2016 and Spring 2017			
		Establish core group and prepare external funding bid for climate interpretation in protected landscapes. Submit bid by end 2016.	Pilot project plans reviewed by internal BA process (Oct); feedback used to refine pilot ideas.		

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		

Financial Strategy 2017/18 – 2019/20

In recent years, the Broads Authority has been operating within a wider financial environment that has required it to make some difficult decisions about service levels, and challenging reductions in support services.

The Authority's guiding principles in setting the Financial Strategy up to 2019/20 are to:

- minimise the impact on staff;
- protect front-line services; and
- continue with an integrated approach to the management of the Broads

It also seeks to mitigate the impact of the following:

- the continued reduction to the Hire Boat Fleet
- resourcing the Asset Management Plan
- increases to staff pension costs
- the Apprenticeship Levy introduction from April 2017

With three years remaining from the four-year National Park Grant settlement, the Authority can confidently plan for this period. While National Park income and expenditure is operating at a deficit over the next three years, the financial position remains sustainable due to the reserves continuing to be in excess of the minimum. There are many areas of expenditure the Authority would like to increase, but it will need to remain prudent in adding any additional revenue expenditure. There is therefore the potential to look for additional one-off expenditure to deliver National Park purposes. It is suggested that the careful use of reserves should be aligned with the delivery of the new Broads Plan over five years.

The financial position regarding navigation income is more uncertain. The Financial Strategy takes account of a predicted reduction in the number of hire boats, but this may be an underestimate for 2017/18 and the position will not be clear until later in the year. The impact of the implementation of any proposals from the current Tolls Review is also unknown.

The Authority's Financial Strategy for the period 2017/18 – 2019/20 is found in the following link, with summary information for 2017/18 provided below and in the annual work plans.

(LINK TO BE INSERTED FOLLOWING APPROVAL OF BUDGET)

	2017/18		
	National Park	Navigation	Consolidated
Income	(3,307,095)	(3,179,500)	(6,486,595)
Operations	1,070,988	2,192,868	3,263,855
Planning & Resources	1,925,013	789,125	2,714,138
Chief Executive	306,959	166,021	472,980
Corporate items	46,080	30,720	76,800
(Surplus)/Deficit	41,944	(766)	41,178

Strategic Priorities for 2017/18




The Authority sets a small number of 'Strategic Priorities' each year. 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 priorities help target resources and make the most of partnership working and external funding opportunities. Progress is reported in the Strategic Direction report at each Broads Authority meeting.




A Member Workshop was held on 8 December on the Authority's future strategic priorities in the context of the next Broads Plan (2017-22). Members looked at the Authority's financial position and considered a number of challenges and potentially important projects. Some of the issues identified as important last year had progressed to the point that, while still important, were no longer a strategic priority. For example on the river Chet, there is now an agreed way forward and work is underway to stabilise the bank by the removal of and management of trees. Another issue, the windmills at How Hill, was still of concern, but any action by the Authority will need to await the development of skills and a labour force to support their repair, which will be part of the Broads Landscape Partnership Scheme 'Water, Mills and Marshes'.

The workshop helped to identify that the Authority already has a number of significant projects that committed most of its existing resource, and that this would continue into 2017/18, meaning there would be little scope for additional work. However, Members gave some clear indication of priorities, including sourcing additional external funding and building the reputation of the Authority. These have been included in the **Draft Strategic Priorities for 2017/18**, which are set out in Table 2 below. While work to deliver these priorities will formally start in April 2017, all of them are already under way to a greater or lesser extent.

DRAFT Strategic Priorities for 2017/18

Table 2

Broads Authority strategic priorities 2017/18					
	Project	Milestones	Progress	Status	Contact
1	Integrated flood risk management	<p>Raise profile for the urgency to develop an integrated approach to flood risk and win support for a way forward from local politicians</p> <p>March 2017 – Meeting with MPs in London</p> <p>June 2017 – Meeting with local authority Leaders</p> <p>Spring/Summer – Visit from Defra Minister</p>			Simon Hooton supported by John Packman
2	Catchment management	<p>Deliver tangible outcomes from sponsored project for Tesco</p> <p>Hold initial meeting with Broads farmers to gauge interest in a tailored Broads solution for agri-environment payments post-Brexit in February 2017</p> <p>If substantial progress made, follow up with briefing for Defra Ministers as appropriate on the issues particular to the Broads</p>			Andrea Long supported by Neil Punchard with John Packman and Andrea Kelly
3	Broads Landscape Partnership Scheme	<p>Successful LPS Project</p> <p>Submit Landscape Conservation Action Plan and second stage HLF application by May 2017</p> <p>Approval gained – decision expected in November 2017</p> <p>Project delivery started – from 1 January 2018</p>			Will Burchnell supported by Andrea Long as Chair of the Partnership

Broads Authority strategic priorities 2017/18					
	Project	Milestones	Progress	Status	Contact
4	Hickling Broad Enhancement Project	<p>Continue implementation of the Hickling Vision</p> <p>Construction Work – next phase of priority dredging from the navigation channel and land spreading to adjacent land.</p> <p>Win additional resources for delivery and in particular - decision on CANAPE bid expected June 2017</p> <p>Start CANAPE implementation if successful in January 2018</p>			<p>Director of Operations with support from Emma Krelle and Andrea Kelly on CANAPE</p>
5	External funding	<p>Develop a medium-term strategy for external funding and the development of commercial opportunities to support delivery of Broads Plan</p> <p>January 2017 – BA approval for project</p> <p>February 2017 – Establish Member Group</p> <p>Draft Strategy to Broads Authority meeting in September 2017</p>			<p>John Packman supported by Lorna Marsh and Simon Hooton</p>
6	Marketing, promotion and media relations	<p>Raise profile, awareness and reputation of the Broads National Park and the Broads Authority</p> <p>Proactive media around Authority's successes</p> <p>Proactive digital communications</p> <p>Norfolk Show</p> <p>Signage Strategy</p>			<p>Lorna Marsh supported by John Packman</p>

Annual Work Plans

Chief Executive's Group

The Chief Executive's Group is small, with just eight people including the Chief Executive. It covers three areas: Solicitor and Monitoring Officer, Human Resources, and Governance. These roles support the rest of the organisation, with a particular emphasis on Members and staff.

The main challenges the Chief Executive will be engaged in the coming year are:

- The long-term challenges for the Broads – including integrated flood risk management, and the impact of post-Brexit
- The need to raise the profile of the area and the reputation of the organisation through the implementation of the new branding of the area and a more proactive approach to the media
- Winning external funding to support our ambitious new Broads Plan through the Broads Landscape Partnership Scheme, engagement with the commercial sector, the CANAPE bid and the development of a medium-term funding strategy

Close working with the 14 National Park Authorities through National Park Partnerships will provide opportunities to raise the profile of the Broads on a wider stage. Working with the nine English National Parks will be important in engaging at a senior level within Government on the key issues of agri-environment and environmental protection after the UK's departure from the European Union.

Key tasks for the coming year for the Solicitor and Monitoring Officer include: Reviewing the ethics of the Authority's governance to ensure compliance with the Localism Act and Openness of Government Bodies Regulations 2014; redrafting the Standing and completing the Members' Handbook; running a desktop exercise on the Business Continuity Plan. There will be a number of formal re-tendering exercises relating to contracts concerning Yare House, and a review of the vehicle procurement strategy including the option for the outright purchase of second hand vehicles. We also need to look at options available to the Authority to share legal services with other organisations or sell our legal services through a Framework arrangement. We will need to look at the most cost effective on-line legal resource appropriate to the Authority's needs.

The HR Team will be working with Directors, Managers and members of staff to embed the Authority's core values in all aspects of its work. They will be carrying out the second stage of the comprehensive review of HR policies, associated practices and documentation and developing a People Strategy to look ahead at the issues around its most important resource - its staff. They will also continue to support the second intake of apprentices, and the equality working group which will begin in April.

The Governance Team will continue to support the Committees, working groups and Members. One challenge will be responding to Members' decisions on the potential for audio/video recording of meetings.

Expenditure summary for CE Group	2017/18		
Item by section	National Park Grant	Navigation	Consolidated
CE Management/ admin	67,059	43,911	110,970
HR and Staff training	77,048	53,542	130,590
Legal	79,477	27,503	106,980
Governance	50,679	24,961	75,640
Members	32,696	16,104	48,800
Total	306,959	166,021	472,980

Chief Executive's Group Summary	
Work area	Priority actions
Long-term challenges – integrated flood risk management; post-Brexit implications for agri-environment and environmental protection	Engage with local MPs, Leaders and Chief Executives of local authorities on flood risk; work with English National Park Authorities and local farmers and landowners on post-Brexit issues.
Promotion of the Area and proactive media to raise awareness and reputation of the organisation	Branding of the area, implementation of more proactive news management and greater involvement with social media
External funding	National Park Partnerships, Landscape Partnership, CANAPE and development of medium term strategy with members.
Provide leadership to the Authority, using key indicators and stakeholder feedback to drive service development	Monitor Authority performance, reporting to the Authority progress with the annual Strategic Priorities, Audit recommendations, Strategic Risk Register, etc.
Provide Human Resources service that ensures an effective staff team and strategic organisational development	Complete review of all HR policies
	Carry out Investor in People assessment
	Develop People Strategy
	Manage payroll
Deliver efficient and effective legal services to support the work of the Authority	Oversee legal services provided to the Authority by Norfolk County Council, including conveyance and property services; legal notices; preparation of agreements under s.106 of the Town and Country Planning Act 1990 etc
	Tender for external legal support in appropriate areas
	Review the ethics of the Authority's governance to ensure compliance with the Localism Act and Openness of Government Bodies Regulations 2014. Redraft the Standing and to complete the Members' Handbook. Desktop exercise in relation to the Business Continuity Plan. Look at options available to the Authority in sharing legal services with other organisations or selling our legal services through a Framework arrangement. Look at the most cost

	effective on-line legal resource appropriate to the Authority's needs.
	Respond to all requests made under the Freedom of Information Act within statutory timescales
	Respond to all complaints made about the Authority's policies or activities within Complaints Policy stated timescales
Provide support to Authority Members, including: Arranging all statutory meetings; ensuring that the necessary notices are displayed and that papers are in the public domain within statutory requirements; providing meeting agendas and reports of meetings; and implementing the Scheme of Members' Allowances	Ensure governance arrangements of the Broads Authority are well managed and transparent with Code of Conduct policies and practices adopted by other authorities reviewed against those in use at the Authority.
	Investigate feasibility of audio/video recording of Authority meetings
	Provide an efficient administrative support service including project support, mailings, creation and upkeep of databases, minute taking, and file/record keeping

Operations Directorate

Decisions about operational priorities are informed by a number of strategic documents, including the Asset Management Strategy and Integrated Access Strategy, and by evidence from regular surveys and condition monitoring to ensure that our facilities are safe and usable.

Operational activity for the Construction, Maintenance and Environment team for 2017/18 is apportioned at 70% Navigation / 30% National Park (20% conservation and 10% recreation work). This apportionment is reflected within the budget, and has led the development of the work programme.

Ranger team apportionment remains at 60% Navigation 40% National Park. This reflects the contributions made by the Ranger services in delivering events and education activities and managing the countryside sites that form part of the essential tourism infrastructure in the Broads. It includes the delivery of the Whitlingham Country Park Service Level Agreement with Whitlingham Charitable Trust. Ranger team work plans are agreed at area level, and priorities are refined subject to area specific issues, e.g. specific recreational uses.

Alongside leading on the Hickling Broad enhancement/ CANAPE project [BA Strategic Priority 4], additional issues to be considered this year include:

- Review the Ranger Service to confirm priority activities and appropriate targets, and investigate alternative vessels
- Complete additional adjacent waters surveys, along with increased tolls check events to monitor toll compliance as part of the extended trial of a paperless tolls system
- Work with Network Rail on their developing options for the upgrading of the London to Norwich railway line.

It is also hoped that the transfer of Mutford Lock will be finally completed this year, subject to a successful Harbour Revision Order, and that the outstanding issues with the review of the Hire Boat Code will also be concluded, leading to updated and consistent licensing conditions for all hire boats.

Regular monitoring of Operations work activity is reported to each Navigation Committee. This includes reports that identify progress against the construction and maintenance work programme, and details of Ranger activity to include all exercises of statutory powers. The development of plans, projects, strategies and budgets are also subject to consultation with the Navigation Committee prior to adoption by the full Authority.

Expenditure summary for Ops	2017/18		
	National Park Grant	Navigation	Consolidated
Item by section			
CME	607,988	1,464,852	2,072,840
Rangers	252,516	446,274	698,790
Safety	43,919	75,671	119,590
Assets	47,623	72,267	119,890
Management/ admin/ operational property	118,941	133,804	252,745
Total	1,070,988	2,192,868	3,263,855

The table below provides a summary of work to be completed and identifies the relevant Broads Plan objectives (highlighted in bold). The full Operations work plan is available on the Broads Authority intranet.

Operations Directorate Summary	
Work area (Broads Plan ref)	Priority actions
Carry out lake restoration, maintenance and enhancement works, incl. bio-manipulation, and use evidence to trial, monitor and implement further innovative restoration techniques (ref 2.1)	To deliver the next stages of the Hickling Vision, through the CANAPE project and ongoing work programme, by undertaking win-win beneficial reuse of dredged material projects and working with the stakeholder groups.
Implement, promote and monitor measures to maintain and improve safety and security for the navigation and boats (ref 4.3)	Review the Ranger Service to ensure we are providing an efficient and effective service for our customers which reflects agreed priorities
	Extend the roll out electronic condition monitoring system across the Broads area to include furniture and tree surveys, and allow for targeted maintenance according to priority
	Ensure that facilities, including moorings and countryside sites provided by the Broads Authority, meet modern standards and are safe and well maintained, with regular checking and management.
	Work with partners to develop and implement the updated Hire Boat Code via local licencing conditions, and continue to administer the Hire boat licencing scheme and compliance with the Boat Safety Scheme
	Develop the use of social media by the Ranger Service and in particular Broads Control, to provide timely and up to date safety and other information to our customers
Implement dredging regimes in accordance with defined waterways specifications and seek resources/ legislation to accelerate removal of sediment in the Broads system (ref 3.1)	Undertake a programme of dredging projects to remove at least 50,000m ³ from the navigation at key sites, including the Hickling Enhancement/ CANAPE project and the first year of the draft 5-year dredging programme agreed by Members at Dec 2016 Navigation Committee.
Develop and implement schemes to upgrade and improve the network of physical access points and routes, linked to visitor facilities, including access opportunities for people with mobility and sensory needs (ref 7.1)	Complete a programme of moorings maintenance to include repiling Hoveton Viaduct moorings and develop new moorings at Rockland Short Dyke and Berney Mill
	Manage risk to members of the public and members of staff, including development of health and safety policies, adopting management practices and completing monitoring checks.
	Ensure all practical works completed are to Standard Environmental Operating Procedures, with regular review of best practice and supporting environmental data.

Implement measures to improve the network provision of riverside facilities, incl. refuse and recycling services, electric power points, water and pump out (ref 7.2)	Extend the electric charging point network with a new site at Neatishead, and investigate the feasibility of solar powered charging points for use in rural locations
Offer a flexible range of practical organisation/ community lead volunteering programmes, events and training, and establish longer term succession strategy (ref 10.2)	Continue to provide work experience placements for school children and Easton College students alongside volunteering opportunities, working to support the maintenance team in the management of facilities and conservation areas.
	Maintain and support the Ranger volunteers to enhance the work of the Ranger Service and look to increase the opportunities for community engagement, e.g. ad hoc volunteering work parties
	Expand the community based Ranger volunteering opportunities to target local priorities and engagement
Maintain existing areas of priority fen, reed bed and wet grassland by promoting and implementing tailored site management agreements and prescriptions and offering support services to site manager (ref 2.3)	Develop awareness of the Authority's specialist fen management capabilities and review the potential for taking on any new fen site management agreements or contractual work
	Complete annual programme of conservation activity as required by HLS and other management agreements
	Undertake regular environmental monitoring to improve our understanding of site conditions and assess the impact of management actions, including the annual water plant surveys, fen plant surveys and site specific species checks.
Define, implement and monitor management regimes for priority species and control programmes and awareness campaigns for invasive non-native species (ref 2.4)	Prioritise the Authority's control of invasive, non-native species to where impacts to biodiversity and/or recreation are greatest.
Manage land and property to optimise the performance of the Authority's estate.	Renew the Operating Agreement and Service Level Agreement for the ongoing operation of Mutford Lock.
	Review the Asset Management Strategy and assess the relevance of Authority's land ownership
Maintain existing navigation water space and develop appropriate opportunities to expand or extend access for various types of craft (ref 4.1)	Work with Network Rail on their developing options for the upgrading of the London to Norwich railway line, and long term strategy for Reedham and Somerleyton bridges.

Planning and Resources Directorate

A number of Planning and Resources priority work areas are recognised in the Strategic Priorities for 2017/18, including the development of the Broads Landscape Partnership Scheme Stage 2 bid, promoting the Broads via agreed branding guidelines, and supporting activities to contribute to CANAPE. Integrated flood risk management and building 'climate-smart' communities has also been adopted as a Strategic Priority for 2017/18, which will involve providing support to the Environment Agency.

A number of guidance level strategies were reviewed during 2016-17. These include the Volunteer Strategy and the Education Strategy, which are closely related. The strategies for 2017-22 will be implemented from April 2017, pending Members' approval.

There will be further work to deliver the key objectives of the Sustainable Tourism Strategy, and the Integrated Access Strategy revised Action Plan, following its adoption by the Broads Local Access Forum in September 2016.

The review of the Broads Local Plan is ongoing, with consultation on Preferred Options taking place in early 2017. Subsequent stages, including publication and submission to the Secretary of State, are expected to take place in Autumn 2017. Planning performance statistics will be reported to Planning Committee on a quarterly basis and to the Department for Communities and Local Government. It should be noted that the Government has made changes to its national indicators, introducing qualitative as well as quantitative indicators.

The trial of a paperless tolls system will be monitored in terms of compliance and income. Support will be ongoing for the Tolls Working Group in terms of preparing data and statistics.

Expenditure summary for Planning and Resources	2017/18		
	National Park	Navigation	Consolidated
Item by section			
Planning	255,770		255,770
Communications inc TICs and Yacht Stations	385,822	156,578	542,400
Strategy and Projects	582,510	101,365	683,875
Finance and Insurance	176,840	164,840	341,680
ICT	204,256	100,604	304,860
Tolls		128,550	128,550
Management/ admin / Yare House	320,315	137,188	457,503
Total	1,925,013	789,125	2,714,138

The table below provides a summary of work to be completed. The full Planning and Resources work plan is available on the Authority's intranet.

Planning and Resources Directorate Summary

Work area	Priority actions
Planning	Determine planning applications within the national timeliness targets and provide a good service to applicants, and continue to provide free pre-application planning advice
	Broads Local Plan: Consult on Preferred Options and develop Publication Version for submission to Secretary of State, working to provide an updated set of planning policies to help guide development for the next 20 years
	Investigate alleged breaches of Planning and Listed Building Consent including condition and s106 monitoring, and resolve breaches of control through appropriate actions dependent on circumstances including negotiations, submission of applications and, where necessary, the serving of enforcement and other notices
	Hold Annual Members Design Tour and continue member training sessions
	Implement Service Improvements including annual Customer Satisfaction Survey, revise procedures for consultation, advertise and adopt Enforcement Plan
Communications	Produce and implement Broads National Park branding guidelines [BA Strategic Priority 1]
	Through Tourist Information Centres and Yacht Stations, provide a range of information and interpretation about the Broads and how to enjoy its special qualities.
	Provide and promote talks, walks, events and activities that offer a range of opportunities for people to experience the special qualities of the Broads
	Provide a presence at shows and events in partnership where appropriate, including the Norfolk Show / Outdoors Festival
	Provide a communications service to achieve coverage of news, events, festivals and opportunities for involvement and enjoyment in newspapers, on radio, TV and social media, and to raise public awareness of the Broads by seeking national coverage of the Broads on TV and in magazines and periodicals
	Produce and circulate the Broadcaster and Broadsheet newsletters
	Implement Education Strategy 2017-22
	Implement Sustainable Tourism Strategy
Strategy and Projects	Review Communications Strategy ?
	Implement Volunteer Strategy 2017-22
	Implement 'climate-smart' Priority Actions [BA Strategic Priority]
	Continue Barn owl Project
	Progress Wet Grassland Partnership Project
	Undertake Fen Survey
	Implement revised Action Plan for Integrated Access Strategy.

(Strategy and Projects)	Contribute to the adoption and implementation of the River Wensum Strategy
	Continue implementation of Broadland Rivers Catchment Plan including Slow the Flow project; increase Farmer Liaison through new externally funded officer
	Develop Landscape Partnership Scheme Second Round bid in line with Strategic Priorities [BA Strategic Priority 1]
	Continue to prepare, consult on and adopt Conservation Area Appraisals for Stalham Staithe and Somerton
	Host National Park Historic Environment Officers Conference in the Broads in May 2017.
Finance	End of year accounts, including Whitlingham Charitable Trust (WCT)
	Monthly financial monitoring reports, including WCT
	Internal and external audits management, including WCT Government returns for DCLG, CIPFA & HMRC
	3-year Financial Strategy Treasury Management
ICT	Continue Document Management System project and roll out
	Corporate priority projects: Asset Management, Tolls System upgrades, upgrade for planning system and Local Plan mapping
	Carry out hardware projects including server upgrades
	Implement Audit recommendations
Tolls	Continue to monitor toll compliance as part of paperless tolls system
	Continue Collection of Toll Income and processing of payments
	Prepare potential prosecutions