

Broads Authority

29 July 2022

Agenda item number 12

Strategic Priorities- update

Report by Senior Governance Officer

Purpose

This report sets out the latest progress in implementing the Authority's annual strategic priorities for 2022/23, and starts the process for considering next year's priorities.

Recommended decision

- (i) To note the progress in implementing this year's strategic priorities; and
- (ii) To consider the draft strategic priorities for 2023/24.

1. Strategic priorities 2022/23 - update

- 1.1. Each year the Broads Authority identifies a small set of strategic priorities, which focus on projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. Setting these priorities helps target the Authority's resources and make the most of partnership working and external funding opportunities. Priorities are set each financial year, although some large-scale projects carry across several years.
- 1.2. In addition, Defra has recently introduced a new requirement for National Park Authorities and the Broads Authority to provide quarterly updates on deliverables against the Business Plan, as part of its grant funding agreement. These update reports on our strategic priorities will assist officers in compiling the information necessary to comply with that requirement.
- 1.3. The first update on our agreed strategic priorities for 2022/23 is in table 1.

Table 1

Strategic priorities 2022/23 – progress update

Themes, aims and milestones	Progress	Lead officer
1. Response to the Government's proposals on the Landscapes Review	Status: on track	Chief Executive

Themes, aims and milestones	Progress	Lead officer
<p>Aim: To influence the Government’s approach to the implementation of the Landscapes Review.</p> <p>Milestones: 9 April 2022 deadline</p>	<p>Broads Authority meeting on 18 March 2022 agreed the response which was sent to Defra on 8 April 2022.</p> <p>Await further response from the Government.</p>	
<p>2. Broads strategy and policy review</p> <p>(a) Broads Plan</p> <p>Aim: To review, update and produce the Broads Plan for adoption in 2022.</p> <p>Milestones:</p> <p>(i) Consult on draft Plan (May-July 2022)</p> <p>(ii) Adopt final Plan (Sept 2022)</p>	<p>Status: on track</p> <p>(i) Consultation launched on 23 May and closed on 15 July 2022 Consultations (broads-authority.gov.uk)</p> <p>(ii) On track</p>	<p>Strategy and Projects Officer</p>
<p>(b) Local Plan for the Broads</p> <p>Aim: To review the Local Plan for the Broads for adoption in 2024 (estimated).</p> <p>Prepare and adopt Supplementary Planning Documents and guidance to support Local Plan policy.</p> <p>Milestones:</p> <p>(i) Sustainability Appraisal Scoping Report – May 2022</p> <p>(ii) Housing and residential moorings need assessments – June 2022</p> <p>(iii) Issues and Options version of Local Plan (with HRA and SA) consultation – August 2022</p> <p>(iv) Preparation of the Preferred Options version of Local Plan</p>	<p>Status: on track</p> <p>(i) Complete</p> <p>(ii) Complete</p> <p>(iii) Due to be published August 2022 (on track)</p> <p>(iv) On track</p>	<p>Planning Policy Officer</p>

Themes, aims and milestones	Progress	Lead officer
(with HRA and SA) consultation – towards consultation for June 2023		
<p>3. Safety in the Broads & Hire Boat Licensing Review</p> <p>Aim: To manage and monitor safety in the Broads for all users.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Recruit and train new Rangers (date May 2022) (ii) Prepare and make available safety videos (May 2022) (iii) Review Marine Accident Investigation Branch (MAIB) report. (iv) Review new safety measures and liaise with Broads Hire Boat Federation (BHBF) on any additional measures. 	<p>Status: complete</p> <ul style="list-style-type: none"> (i) Rangers recruited and trained in time for the new season. Additional Rangers recruited, trained and deployed onto the waterway, enabling the Authority to maintain a 7 day a week on river patrolling. (ii) Amended safety videos distributed. Instructional videos produced and shared through partnering websites and YouTube channels. The suite of instructional videos has been added too in 2022, bringing paddlesports and what to do in an emergency into the free online suite (iii) Marine Accident Investigation Branch (MAIB) report into fatal accident on the Diamond Emblem 1 at Great Yarmouth on the River Bure on 19 August 2020 published on 5 May 2022. Response to recommendations sent on 1 June 2022. The Marine Accident Investigation Branch report was released in May 2022, following consultation and inputs from the Broads Authority. The three recommendations suggested by the MAIB for the Authority have been either approved or implemented. (iv) Following consultation with the Navigation Authority and in line with the MAIB recommendations 	<p>Head of Ranger Services</p>

Themes, aims and milestones	Progress	Lead officer
	<p>the last recommendation made by the MAIB, adoption of the British Marine Quality Accredited Boatyard Scheme as part of our Hire Boat Licensing Conditions, will be implemented from April 2023.</p>	
<p>4. Responding to climate change</p> <p><u>(a) Broadland Futures Initiative</u></p> <p>Aim: To implement the next steps of the Broad Futures Initiative (BFI) programme, including the development of the modelling which is expected in 2023.</p> <p>Milestones:</p> <p>(i) Publish 9th and 10th editions of the BFI newsletter (April and December 2022).</p> <p>(ii) Hold 3rd and 4th meetings of the Elected Members Forum (Spring 2022 and early 2023).</p> <p>(iii) Various technical deliverables from consultant (throughout 2021/22) including the list of all possible actions.</p>	<p>Status: on track</p> <p>(i) 9th edition of the newsletter published in April 2022</p> <p>(ii) 3rd meeting of the Elected Members Forum on 28 June 2022. Cllr Eric Vary chaired the meeting, and members agreed the proposed method for the identification and appraisal of potential strategic actions.</p> <p>(iii) A statistical model will be developed to improve our understanding of saline intrusion (see article in newsletter no.9).</p>	<p>Director of Strategic Services</p>
<p><u>(b) Climate Change Action Plan</u></p> <p>Aim: To implement agreed actions in the Authority’s Climate Change Action Plan.</p> <p>To reduce the carbon footprint of the Broads Authority and the Broads Executive Area (‘Broads Area’).</p> <p>Milestones:</p> <p>(i) Work with partners to secure funding for Phase II of the “Electrifying the Broads” Project</p>	<p>Status: on track</p> <p>(i) Electrifying the Broads report delivered to DfT on time. Second phase of funding for trialling an electric hire boat delayed. Potential funding through other schemes is being explored.</p> <p>(ii) We have received the final report from Small World Report, which will be briefed to members at the end of July.</p>	<p>Carbon Reduction Project Manager</p>

Themes, aims and milestones	Progress	Lead officer
(ii) Develop proposals for each of the six areas identified in the Small World report and consult with members		
<p>5. <u>Water, Mills and Marshes Landscape Partnership Scheme</u></p> <p>Aim: To implement and report to National Lottery Heritage Fund (NLHF) on partnership projects to agreed revised schedules (scheme extended to 2024).</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Monitor and report progress (July/Dec). (ii) Submit quarterly claims to National Lottery Heritage Fund (April/Jul/Oct/Jan) (iii) Implement Fundraising and Legacy plan with partners (July) (iv) Hold Broads Life Festival (June) (v) Hold Broads Hidden Heritage Conference (Oct) (vi) Implement Changing Places Toilets Installation project with district councils 	<p>Status: on track</p> <ul style="list-style-type: none"> (i) All projects progressing well to adjusted plans, with most scheduled to end in 2022. Scheme evaluator made visits to project partners in June to obtain additional data for reports to Lottery. (ii) Quarterly returns submitted on time and paid by NLHF. (iii) Legacy and fundraising plan in progress. Working with partner to secure remaining cash for grant drawdown. (iv) Broads Life Festival held on 11 June at Beccles Quay. Incredibly successful and very well attended. (v) Planning for Broads Hidden Heritage Conference ongoing. Smaller “Life on Marsh” open event held on 2 July at Acle Recreation ground. Held in partnership with the Mill and Marsh Folk project. Very well attended throughout the day. (vi) First meetings with Changing Places Toilet Contractors held in June to explore site logistics. Toilets project needs to be planned with certified contractor and Muscular Dystrophy UK as part of funding agreement. Must be complete by 30 March 2024. <p>Works are continuing at Mutton’s Mill, Halvergate, with students from City College Norwich continuing to play an</p>	<p>WMM Programme Manager</p>

Themes, aims and milestones	Progress	Lead officer
	<p>important part on completing aspects of the schedule of works. Former apprentice Tom Allen was given an award as Construction Apprentice of the Year by CNN in June, for his works on the mills project.</p> <p>Our final public arts engagement project output is being held at Skipplings Gallery, Great Yarmouth until 25 June.</p> <p>Eastern Angles “Booming Voices” touring drama completed its spring tour after visiting 25 venues across East Anglia, performing 34 shows about the environment and future of the Broads.</p>	
<p>6. Nature for Climate Peatland Grant Scheme (NCPGS) Discovery project</p> <p>Aim: Co-ordinate and implement with partners the NCPGS Discovery project to agreed schedule.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Landowner agreements (ii) Appoint Engineering Consultants (iii) Landowner engagement and development of carbon finance model (iv) Technical studies including peat and vegetation water surveys, and Historic Environment Assessments (v) Scheme wide engagement and education 	<p>Status: on track</p> <ul style="list-style-type: none"> (i) Complete for original sites. (ii) In progress (iii) Two Carbon Finance workshops successful with over 50 attendees. Commercial Model outline developed to include nutrient neutrality as well as carbon finance. (iv) Ahead of schedule with peat coring and topographic levelling nearing completion and vegetation surveys have commenced (v) Engagement planned with young people (farmers and fashion) and selected professionals (architects). Successful engagement with wetland products display stand at Norfolk Show as the first activity. 	<p>Peat Project Manager</p>

Themes, aims and milestones	Progress	Lead officer
<ul style="list-style-type: none"> (vi) Water Vole Survey New Approach to be approved by Natural England (vii) Monitoring and Restoration Plans (viii) Complete site selection for potential restoration (ix) Restoration Grant Application 	<p>The programme with colleges is due to commence in September.</p> <ul style="list-style-type: none"> (vi) On target. Overall method approved, although consenting will be required on a site basis. Habitat assessment method has been tested at three sites and approved for onward use. Analysis indicates a significant relationship between increasing habitat suitability score and water vole presence. (vii) Restoration Plan structure drafted and near to sign off. (viii) Revisions of sites agreed with landowners and Natural England. Prioritisation of sites to have full Restoration Plans to be developed will be discussed with the Partnership on 28 July and then sent to NE (ix) Not commenced – submission deadline expected in June 2023 	
<p>7. Farming in Protected Landscapes (FiPL)</p> <p>Aim: To run the FiPL programme and support the Broads and Norfolk Coast Land Management Board to allocate funding.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Hold seven land management board meetings (March 2023) (ii) Allocate all grant funding to projects (December 2022) (iii) Pay all grant claims for completed projects (March 2023) 	<p>Status: on track</p> <ul style="list-style-type: none"> (i) Two Land Management Board meetings held on 11 April and 6 June. (ii) On track (iii) On track (iv) Under way 	<p>Catchment & Farming Officer</p>

Themes, aims and milestones	Progress	Lead officer
(iv) Promote the success of the programme through the Press and our partners.		
<p>8. Tolls system replacement</p> <p>Aim: To replace current legacy system and provide improved online functionality.</p> <p>Milestones: Undertake scoping for the replacement of the:</p> <ul style="list-style-type: none"> • Internal system • External system and • Ranger mobile application 	<p>Status: on track</p> <p>Initial project initiation document being progressed for review by MT.</p>	<p>Director of Finance / Collector of Tolls</p>

2. Setting strategic priorities for 2023/24

- 2.1. The role of strategic priorities in our strategic “golden thread” is set out in appendix 1. The strategic priorities for 2023/24 will feed into the 2023/24 budget setting process.
- 2.2. The Management Team’s initial draft ideas for next year’s strategic priorities are listed below, as a starting point for members’ consideration:
- Water, Mills and Marshes Landscape Partnership Scheme
 - Responding to climate change (Broadland Futures Initiative)
 - Local Plan for the Broads
 - Farming in Protected Landscapes (FiPL)
 - Tolls system replacement
 - Response to budgetary pressures
- 2.3. It is important to remember that much of the Authority’s resources is already committed into the future: in providing statutory services such as navigation safety and tolls, planning, and undertaking essential works such as maintenance of the waterways.

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Appendix 1 – “golden thread” strategic framework

Appendix 1 – ‘Golden thread’ strategic framework

Fig. 1

‘Golden thread’ strategic framework

