

Strategic Direction
Report by Chief Executive








Summary: This report sets out the Broads Authority's activities in delivering progress against the Broads Plan 2011 through a series of Strategic Priorities which are designed to meet those objectives where the Authority has been identified as the lead partner.

Recommendation:

That the Authority notes the performance on the different projects to meet the Strategic Priorities for 2013/14 in the schedule at Appendix 1.

1 Progress on Strategic Priorities for 2013/14

- 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. The Authority's Annual Strategic Priorities, along with the Business Plan, provide the link, the 'Golden Thread', between the objectives in the five-year management plan, the Broads Plan 2011, and the Directorate work programmes and targets for individual members of staff. As agreed in March 2011, the Authority's Strategic Priorities follow the three key themes in the Broads Plan together with an organisational priority, namely:
- (a) Planning for the Long-term future of the Broads in response to climate change and sea-level rise;
 - (b) Working in Partnership on the Sustainable Management of the Broads;
 - (c) Encouraging the Sustainable Use of the Broads; and
 - (d) The Governance and Organisational Development of the Authority.
- 1.2 It is important to remember that the Broads Plan is a plan for the Broads, not just for the Broads Authority. A range of partners will take the lead or joint role in the delivery of specific actions in the Plan. The Strategic Priorities do not replicate all the activities being undertaken by the Authority, but concentrate on those matters which involve large levels of resource, have a very large impact on the Broads or are politically sensitive.
- 1.3 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, concerns about how it is developing and a plan in place to address them
	Red	Looks unlikely that the project will be delivered on time and 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

- 1.4 The 2013/14 priorities, objectives, projects and key milestones, agreed by the Authority on 22 March 2013, are detailed in Appendix 1. The specific outcomes for each of these projects and key milestones were detailed in the report to the Broads Authority on 22 March 2013.
- 1.5 One objective has already been completed. The traffic lights for all remaining projects are currently green with the exception of:
- (a) Priority 1.1: Establish programme of community engagement to explain vulnerability of climate change and identify local concerns and aspirations to inform adaptation planning. The intention was to start some of the stakeholder meetings before the summer holidays. Delays in clearing space to develop the project details and getting in an Intern to help with the research has meant the support material was not ready before the summer period. This means public meetings will not start until September (and farmers may wait until October). There was sufficient space in the programme to accommodate this delay and it should not affect the target end point of a revised Adaptation Plan by Summer 2014. This objective is currently yellow.
 - (b) Priority 2(a)3: Promote affordable housing to meet identified local needs and encourage sustainable communities. The Sites Specifics Development Plan Document (DPD) submission to the Planning Inspectorate has been delayed. This is due to a successful challenge to an appeal regarding enforcement action on Thorpe Island that has resulted in the matter being remitted to the Planning Inspectorate for redetermination (timescale currently unknown)). In the meantime, the policy relating to Thorpe Island in the Sites Specifics DPD has been removed and the document is subject to a nine week consultation in ending 13 September 2013. The other policies in the Sites Specifics

DPD can still be used in determining planning applications but have limited weight as they are not adopted. Those policies not receiving any objections will have more weight than those which received objections. This objective is currently amber.

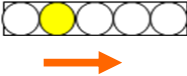

- (c) Priority 3(a)3: Improve coordination and delivery of high quality educational experiences in the natural environment of the Broads. Though slightly delayed, the BA and partner organisations have identified two new modules and these are currently being developed for piloting within the Broads Curriculum during the autumn term. They will be further built on during the 2013/14 academic year. This objective is currently yellow.
- (d) Priority 4.1: Ensure that arrangements are in place to provide effective two way engagement with stakeholders, local communities, funders and the general public. The Trial for the first Parish Forum will be delayed slightly to September 2013 to allow for parish involvement in the agenda setting process. This first Parish Forum will be held in the Ant/Bure area on 18 September 2013. This objective is currently yellow.
- (e) Priority 4.4: National Park Status. Work on this objective has been delayed due to other more pressing priorities relating to the Comprehensive Spending Review. This objective is currently yellow.

1.6 Some of the outstanding 2012/13 priority objectives, projects and key milestones have been incorporated within the proposed draft priorities, objectives, projects and key milestones for 2013/14. The remainder will be pursued to completion. Significant issues regarding the completion of these 2012/13 priorities will continue to be reported to the Broads Authority.




Background papers:	Nil
Authors:	John Packman, John Organ
Date of report:	9 September 2013
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 Priority Objectives, Projects and Key Milestones for 2013/14

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



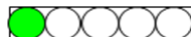
Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
1.1	CC2.1 Establish programme of community engagement to explain vulnerability of climate change and identify local concerns and aspirations to inform adaptation planning	Head of Strategy and Projects/ Strategy and Projects Officer	Panel agree engagement plan and resource needs by 9 April 2013 Report on information and engagement phase to Broads Authority by November 2013 Draft adaptation plan to Broads Authority by March 2014	Newsletters being sent out; twitter & facebook pages established. Intern working on team. Reference group formed. Public events from mid September.	
1.2	CC4.2 Establish integrated catchment approach for Broadland rivers with a wide range of partners	Senior Ecologist/ Broadland Catchment Partnership Officer	Develop with partners a plan which will identify joint actions to improve water quality in the Broadland catchment by March 2014. <ul style="list-style-type: none"> Identify quick win projects by September 2013 to feed into budget setting process Produce Draft framework document by Dec 2013 Broads Authority and partners to adopt Plan by the end of March 2014 setting out a new approach to managing the catchment 	Review of evidence case studies and engagement plan of the Broadland Catchment Approach completed and signed off by the steering group. Programme of workshops, communication and information collation and evaluation ongoing, including contacting local wildlife/river groups in Norfolk and Suffolk to gain additional information about the status and value of local rivers in addition to partner's data.	



**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	LC1.3 Develop comprehensive evidence base of cultural and historic landscape characterisation and assets to inform interpretation and management guidance	Historic Environment Manager/ Landscape Officer	Review & update existing landscape, historic and natural environment guidance and data into accessible web based information framework supporting the Broads Plan (<i>'Your Broads/Broads View'</i>) Present preliminary work to Members July13 Produce draft overview defining sense of place by Dec 2013 Consult on material with communities during winter to agree concept and define future steps Complete overview by March 2014	First draft of Structure of project content produced and issued to HARG. Text produced for Geology information. Work commenced on web development to provide framework for document storage.	
2(a)2	LC2.1 Develop action plan for listed and locally significant buildings	Historic Environment Manager	Complete Individual Action Plans for all Mills by end of April 2013 Hold surgery by end of May 2013 with some owners and interested parties to identify likely lead mills to work on Target lead Mills and Implement progress with owners through action plans by March 2014 Report on progress to each HARG meeting during 2013/14	Mill owner/stakeholder workshop held 20 June 2013 with actions and priorities identified	
2(a)3	LC3 Promote affordable housing to meet identified local needs and encourage sustainable communities	Planning Policy Officer	Progress Local Development Framework Site Specifics Document: <ul style="list-style-type: none"> Hold examination in public in Spring 2013; Adopt in September 2013 	Pre submission consultation undertaken. Second publication set to be held mid-July for 9 weeks. Anticipate	


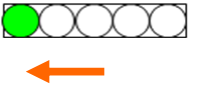
				submission 27 September with potential for examination before Christmas, all depending on representations received as part of second publication.	
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**Priority 2 - Working in Partnership on the Sustainable Management of the Broads –
(b) Biodiversity**

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
2(b)1	BD1.2 Review annual Biodiversity Action Plan and implement 5-year rolling programme that enhances ecosystem services	Senior Ecologist	Identify early win projects that meet the objectives in the Broads Biodiversity and Water Strategy by June 2013 and seek to implement by March 2014	Comprehensive list of projects developed including project to develop a comprehensive review of lake restoration and management: history, current condition and feasibility for further lake restoration.	
			Evaluate and report the effectiveness of Phoslock application in Cromes Broad and other lake management activities and report on further targeted actions by March 2014.	Monitoring sediment and water quality with water plant and fish survey to follow. Questionnaire for non-mains drainage property owners to be completed in May, working with the EA.	
			Evaluate and report the effectiveness of turf ponds creation and report on further targeted actions by March 2014.	Survey complete, report due before end March 2014.	


			<p>Provide appropriate support to at least 15 landowners / site managers through species and habitat enhancement projects (e.g. Barn owl boxes, County Wildlife Site designations) by March 2014</p> <p>Develop and hold, in conjunction with partners, the 3rd biodiversity and water forum meeting in February 2014 to report on progress of the Strategy</p>	<p>To date 9 landowners involved in barn owl project and 32 landowners contacted to request survey for CWS designation.</p> <p>Themes for the conference agreed to focus on the Catchment Approach. Sponsorship being sought</p>	 
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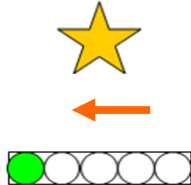
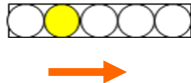
**Priority 2 - Working in Partnership on the Sustainable Management of the Broads –
(c) Management of the Navigation Area**

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
2(c)1	NA1.1 Review and deliver strategic sediment management in accordance with waterways specifications	Head of Construction & Maintenance	<p>Dredge at least 50,000m3 from the navigation area in accordance with identified priorities within the 2013/14 dredging programme by end March 2014 with reporting to each Navigation Committee.</p> <p>Award term hydrographic survey contract by July 2013</p> <p>Develop 2014/15 dredging programme and complete hydro surveys by January 2014</p> <p>Analyse hydrographic survey data and update Waterways Specifications compliance performance by March 2014</p>	<p>Dredging underway on lower Bure.</p> <p>Contract awarded. Contractor to provide deliverables for first survey in December.</p>	 


2(c)2	NA1.4 Seek to establish network of appropriately licensed disposal sites to ensure viability of future dredging programmes.	Director of Operations	<p>Identify three priority areas for dredging disposal sites by April 2013,</p> <p>Initiate discussions with landowners by June 2013.</p> <p>Review progress/ budget availability and strategy by October 2013</p> <p>Conclude negotiations by January 2014</p>	<p>Completed</p> <p>Completed</p> <p>Report scheduled for October Navigation Committee</p>	
2(c)3	NA5.2 Deliver enhanced de-masting mooring provision in accordance with strategic priorities for mooring.	Director of Operations/ Senior Waterways & Recreation Officer	<p>Design scheme and investigate sources of funding for demasting moorings at Acle Bridge and St Olaves by July 2013</p> <p>Review demasting needs at all bridges and identify priority projects for 2014/15 by December 2013</p>	<p>£15,000 allocated from MMR budget Nav Cttee consulted on priority at its meeting 5 Sept 2013 and identified St Olaves as the priority for implementation by March 2014.</p> <p>Report scheduled for December Navigation Committee</p>	

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

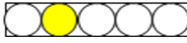
Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
3(a)1	PE1.2 Further develop 'EnjoytheBroads.com' tourism website and Broads Authority website	Head of Communications/ Head of ICT	<p>Redevelop the corporate website to modernise the site and provide enhanced functionality by March 2014.</p> <ul style="list-style-type: none"> Determine the scope and provisional costs for the project by July 2013. 	<p>Content strategy approved, design agency chosen and inception meeting to kick off design process scheduled with agency for 25 September. Launch now scheduled</p>	






			<ul style="list-style-type: none"> Undertake development of new corporate website from August 2013. Publish new website by March 2014. Rejoin National Park Portal as Full Member by March 2014. 	<p>for end of March at latest due to design agency's conflicting commitments.</p> <p>Risk analysis of proposed EnjoytheBroads work found insufficient mitigations so that project has been put to one side.</p>	
3(a)2	PE2.1 Maintain effective network of visitor information centres serving the Broads and revise provision of on-site BA visitor information points.	Director of Operations	<p>Develop proposals to improve the public facilities at the Country Park in conjunction with the Whitlingham Charitable Trust.</p> <ul style="list-style-type: none"> Member Group to agree specifications for the development by September 2013. Investigate funding options for the expanded facilities by December 2013. 	<p>Architects brief developed, agreed by Member Working Group and taken to Whitlingham Charitable Trust for agreement 18th Sept 2013</p> <p>Research into funding options is underway, with initial grant opportunity identified.</p>	
3(a)3	PE3.3 Improve coordination and delivery of high quality educational experiences in the natural environment of the Broads.	Education Officer	<p>Develop and pilot two modules for the Broads curriculum with the Broads Environmental Education Network by March 2014.</p> <ul style="list-style-type: none"> Identify and develop modules by July 2013. Begin pilot of modules in schools in September 2013 (across academic year ending July 2014). 	<p>BA and partner organisations have identified two new modules, activities for which are currently being developed for piloting within the Broads Curriculum during the autumn term to be further built on during the 2013/14 academic year</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	TR1.5 Monitor and maintain appropriate zoning and management of water space and wetlands for different forms of access and recreation; and TR1.1 Examine opportunities to extend or expand navigable water space for recreation, consistent with conservation interests and flood risk.	Director of Planning & Resources	<p>Develop Breydon Water Space Management Plan</p> <ul style="list-style-type: none"> • Agree “scope” and process with users/partners by December 2013 • Agree Draft “framework” document by March 2014 for consultation. 	<p>Internal scoping session with staff taken place.</p> <p>Early dialogue with Breydon User group taking place.</p> <p>Full process plan being developed</p> <p>Programme of 1:1 meetings with individual stakeholder groups currently underway. Update to the Breydon User Group planned for 1 October 2013.</p>	

Priority 4 - Governance/Organisational Development of the Authority

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
4.1	Ensure that arrangements are in place to provide effective two way engagement with stakeholders, local communities, funders and the general public.	Director of Planning & Resources/ Director of Operations/ Strategy & Projects Officer/ Head of Governance	<p>Implement the findings of the Review of Consultative Arrangements.</p> <ul style="list-style-type: none"> • Trial initial area parish forum by July 2013 • Develop full programme of area parish forum meetings for 2014 subject to the outcome of the trial by December 2013. 	<p>Trial Forum to be held in Ant/Bure Area (Ludham) on 18 September 2013</p>	

4.2	Establishment of an integrated and robust approach to the electronic storage of documents using DMS and the development of a comprehensive set of information about all assets owned by the Authority and an appropriate programme of monitoring	Head of ICT/ Asset Officer	<p>Progress the DMS project.</p> <ul style="list-style-type: none"> Determine the scope and provisional costs for the DMS project by October 2013. Create two year action plan by December 2013. <p>Asset Management.</p> <ul style="list-style-type: none"> Complete the valuation of assets by November 2013. Update Asset Management Strategy by January 2014. 	<p>Scoping work under way. Staff informed of requirements & progress via team briefings. Draft corporate wide taxonomy developed. To be signed off following consultation with key staff.</p> <p>Underway. High level report on valuation of navigation assets will be taken to Navigation Committee in October 2013, with detailed consolidated report in Dec, BA in Jan 2013.</p>	 
4.3	Member Development.	Chairman/ Head of Governance	<p>Establish a programme of member development to address development opportunities requested within member appraisals by May 2013.</p> <p>Undertake events as scheduled in the programme of member development by March 2014.</p>	<p>Completed</p> <p>On track for completion by March 2014</p>	 
4.4	National Park Status.	Chief Executive	<p>Review the objections previously identified in the consultation on the 2009 Act to understand the concerns raised by July 2013.</p> <p>Research the legal and procedural issues involved in the Authority's long term ambition for the Broads to become a national park by December 2013</p>	<p>Objections in process of review.</p>	

			<p>Establish Member Task and Finish Group in January 2014 to consider the options and any engagement requirements.</p> <p>Agree stakeholder and community engagement process by March 2014 for implementation in 2014/15</p>		
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