

**Strategic Direction**  
Report by Chief Executive

**Summary:** This report sets out progress in implementing the Authority's Strategic Priorities for 2017/18.

**Recommendation:** That the updates are noted (Appendix 1).

## 1 Strategic reporting

- 1.1 The Broads Authority uses two cyclical reporting processes on the strategic objectives for the Broads and annual priorities for the Authority.
- 1.2 **(i) Broads Plan:** The Broads Plan is the partnership management plan for the Broads. It contains a long-term vision for the area and shorter-term guiding objectives for the Broads Authority and its partners working in the Broads. The current Plan was adopted in March 2017 and covers the period 2017-22.
- 1.3 Progress updates on the Broads Plan and linked guiding strategies are reported to the Authority in May and November each year and published on our website at [www.broads-authority.gov.uk](http://www.broads-authority.gov.uk). We also report changes and new actions as we go through the Plan period. The latest Broads Plan update newsletter (November 2017) may be viewed here: [Broads-Plan-newsletter](#) and [Broads-Plan](#)
- 1.4 **(ii) Broads Authority priorities:** Each year we identify a set of our own strategic priorities, guided by the Broads Plan. The priorities focus on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. Setting these priorities helps us target resources and make the most of partnership working and external funding opportunities. Although priorities are set each year, the scale of many projects means they are likely to continue for a number of years.
- 1.5 A progress report on our strategic priorities is in Appendix 1.

Background papers: None

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Broads Plan Objectives: Multiple

Appendices: APPENDIX 1: Strategic Priorities 2017/18

Broads Authority strategic priorities 2017/18					
	Project	Aim and milestones	Quarterly updates (at January 2018)	Status	Lead
1	<b>Integrated flood risk management</b>	<p><u>Aim: Profile raised on urgency to develop an integrated approach to flood risk management (Broads and coast).</u></p> <ul style="list-style-type: none"> <li>Engage with stakeholders to help define the next stages of the initiative - by end 2017</li> <li>Create framework for gathering relevant information on key potential actions - by end March 2018</li> </ul>	<p>The Broads Climate Partnership has approved the approach to the Broadland Flood Initiative. The draft governance structure and communication plan will now have detail added.</p> <p>The Environment Agency is writing a resources bid to its large project group in Feb to develop an integrated flood risk strategy over the coming 5 years. Resources are for first stage stakeholder engagement by the summer to seek support for the next stages. Trial talks around risks and needs will be offered to develop background awareness.</p>		Simon Hooton
2	<b>Catchment management</b>	<p><u>Aim: Facilitated working with farmers and others on catchment management and on the future of agri-environment schemes post-Brexit.</u></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 and as necessary</li> </ul>	<p>A new Broadland Catchment Partnership website is being developed to promote best practice, knowledge sharing and events, including stakeholder information about projects and interventions to improve the water environment in Broadland.</p> <p><a href="#">Broadland Catchment Partnership newsletters</a> are published on the Authority's website.</p>		Neil Punchard
3	<b>Broads Landscape Partnership Scheme (LPS)</b>	<p><u>Aim: Successful LPS project delivery.</u></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 1 Jan 2018</li> </ul>	<p>The Broads LPS 'Water, Mills and Marshes' was launched officially on 17 January at Norwich Cathedral.</p> <p>Two WMM Project Officers have been recruited, and we are advertising for a Heritage Skills Training Supervisor to manage onsite mill restoration work.</p> <p>23 WMM projects will be underway by the end of January.</p>		Will Burchnell

			Education programme bookings by primary schools are already oversubscribed and additional days are being allocated to meet demand. 10 introductory roadshows to 600 students will be delivered by March.		
4	<b>Hickling Broad Enhancement Project</b>	<p><u>Aim: Hickling Vision implemented.</u></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>Sediment removal work in early 2018 is focused on mud pumping from the marked channel and the approach to Hickling Parish Staithe. Waiting to get all permissions in place has delayed work.</p> <p>We are continuing to develop the large-scale project to recreate the reed swamp in Area F on the southern edge of the broad. An application for planning consent is being prepared for submission by April 2018.</p> <p>We are recruiting a CANAPE project manager, who is due to begin work in February 2018.</p>		Dan Hoare
5	<b>External funding</b>	<p><u>Aim: Medium-term strategy in place for external funding and commercial opportunities to support Broads Plan implementation.</u></p> <ul style="list-style-type: none"> <li>Draft external funding strategy to BA - Nov 2017</li> </ul>	Broads Authority supported the establishment of a working group and additional members have volunteered to work with officers in the development of a strategic approach.		Emma Krelle
6	<b>Marketing, promotion and media relations</b>	<p><u>Aim: Raised profile, awareness and reputation of Broads National Park and Broads Authority including through:</u></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>Quarterly reporting on BA media coverage to November 2017 shows 35 stories were recorded, of which 65% had a positive sentiment. 19 stories were from pro-active press release or media opportunities, and 16 were as a result of media enquiries. This is the highest period of positive media recorded at the BA.</p> <p>The 2018 events calendar is being planned.</p> <p>Broads National Park social media accounts have grown to 1,546 likes and 86,000 views on Facebook, 6,432 followers and 330,300 views on Twitter, and 4,721 engagements on Instagram.</p>		Rob Leigh