

Consultation on the Draft Strategic Priorities 2014/15
Report by Chief Executive

Summary: The Authority will need to adopt objectives, projects and key milestones to meet the strategic priorities for 2014/15 during its meeting on 21 March 2014. Following the Broads Authority's endorsement of the strategic context at its meeting on 22 November 2013, this report sets out revised draft objectives and activities in this regard and seeks the Forum's views on these.

1 Introduction

- 1.1 The Authority will need to adopt objectives, projects and key milestones to meet the strategic priorities for 2014/15 during its meeting in March 2014. The Broads Plan 2011 sets out the main themes, objectives and priorities for the area and sets the framework for the Authority's activities. As this is a Plan for the Broads, not all objectives fall to the Broads Authority to make progress on. It should also be noted that the Strategic Priorities do not replicate all the activities to be undertaken by the Authority, but should concentrate on those matters which involve large levels of resource, have a very large impact on the Broads or are politically sensitive. This initial consultation with the Broads Forum seeks to identify the important areas of work members would like to see addressed.
- 1.2 During its meeting on 7 November 2013, the Broads Forum considered potential suggestions for Strategic Priorities for 2014/15. These included:
- a. Development of Partnership Working in general, with the following areas specifically mentioned:
 - (i) Provision of access and interpretation for historic buildings.
 - (ii) More emphasis on tourism.
 - (iii) The re-generation of the Southern Broads.
 - (iv) Evidence based impact analysis of recreation in relation to the conservation of the Broads.
 - b. A higher priority towards understanding the effects of climate change.
 - c. To determine an approach to enable protection for the special qualities of the Broads and in particular the potential loss of grazing marsh due to

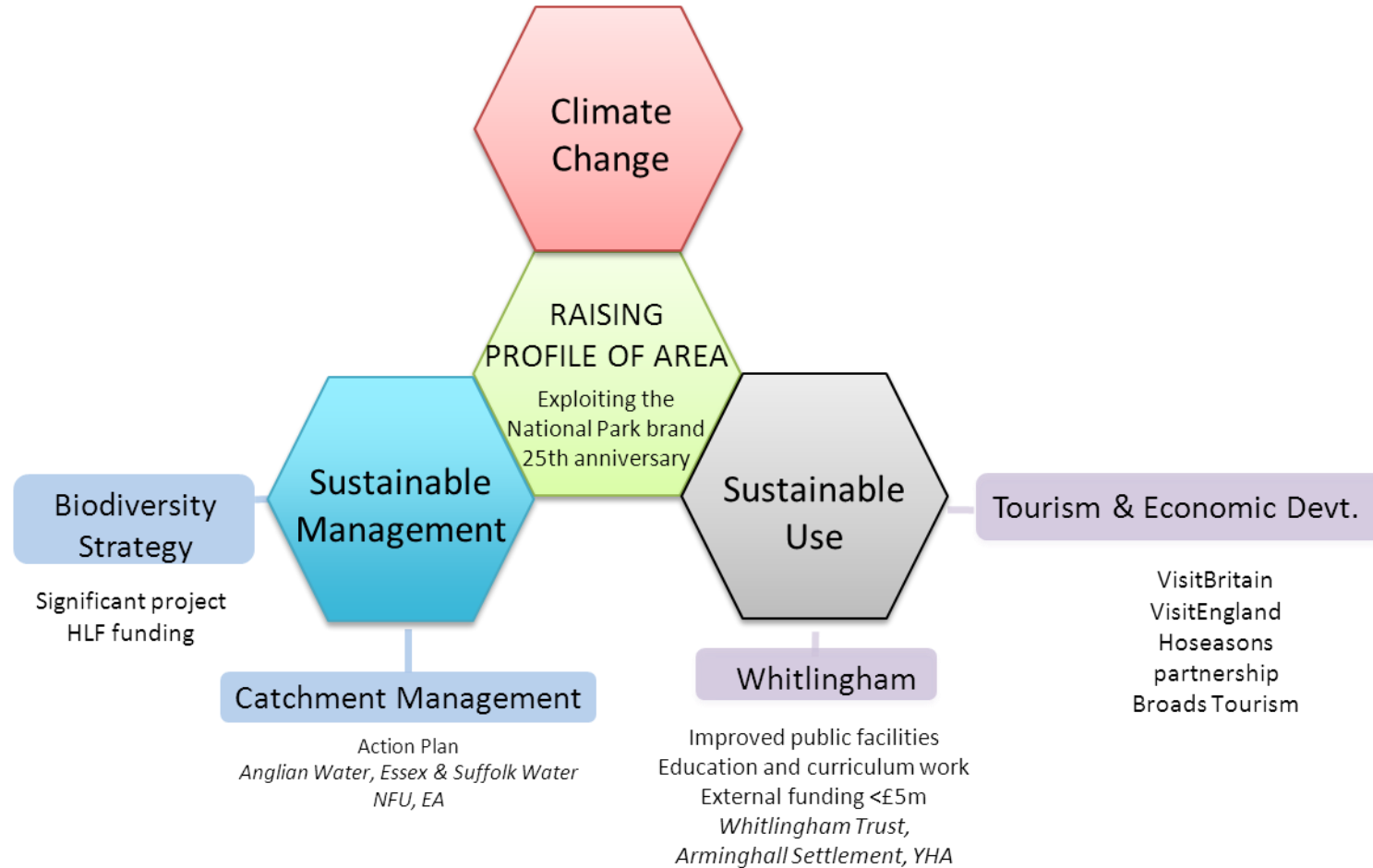
the demise of ESA and its resulting impact on water quality and conservation.

d. To harmonise the tensions between farming and conservation interests.

- 1.3 On 22 November 2013, the Broads Authority received a report setting out the rapidly changing external environment, particularly relating to the further reductions in National Park Grant which provided the context and would have a bearing on the difficult decisions the Authority was required to make on its Strategic Priorities for 2014/15. The Authority endorsed a diagrammatic representation of the overall strategic context as it provided a helpful means of focusing attention on those overriding strategic priorities to be considered in delivering effective and efficient services. The Authority particularly endorsed the view that central to this was raising the profile of the Broads and the Authority. This diagram is replicated in Appendix 1. The Authority also reviewed a list of priority activities, which included those represented by the Broads Forum. Using the strategic context endorsed by the Authority, a draft set of overriding Strategic Priority objectives for 2014/15 has been generated and these are detailed in Appendix 2. Examples of other priority activities, which will be undertaken within work programmes as resources allow, are also included in Appendix 3. Members will wish to note the update on National Park Grant, provided within the separate Chief Executive's Report to this meeting, which helps provide further context on this matter.
- 1.4 Following the Broads Authority meeting on 22 November 2013, the consultation with the Parish and Town Councils (P&TCs) on the draft Strategic Priorities for 2014/15 commenced, with the P&TCs receiving the information in Appendices 1 – 3. Comments from the P&TCs have been requested by 14 February 2014. Taking into account the strategic context detailed in Appendix 1, and recognising that other priority activities as detailed in Appendix 3 will be undertaken within work programmes as resources allow, the Broads Forum's endorsement of the Draft Strategic Priority Objectives for 2014/15 as detailed in Appendix 2 is sought.

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Broads Plan Objectives:	Multiple
Appendices:	APPENDIX 1 – Diagrammatic Representation of the Overall Context. APPENDIX 2 – Draft Strategic Priority Objectives 2014/15 APPENDIX 3 – Examples of Other Priority Activities to be Undertaken Within work Programmes as Resources Allow

Diagrammatic Representation of the Overall Context



Draft Strategic Priority Objectives for 2014/15

A draft set of overriding Strategic Priorities for 2014/15, which are grouped within the three key themes in the Broads Plan are detailed below. At the heart of themes 1 – 3 is the profile of the Broads and the Broads Authority. Dedicated resource will be required to see how the area could make the most of the National Park brand. Activities in this regard are detailed in a fourth theme concerning the Governance/Organisational Development of the Authority.

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

This priority continues to be identified by others, including the Broads Forum, as a high priority, and the Authority has embarked on a major public consultation exercise which should lead to a revised Adaptation Plan and a new Action Plan. The following objective with indicative activities are proposed:

Ser	Objectives	Indicative Activities
1.1	Furthering community involvement to understand vulnerabilities and inform adaptation planning (Broads Plan Objective CC2)	Dialogue with the community on the potential impacts of climate change has started and will continue through to next year. The output will then be used to produce a revised climate adaptation plan and an action plan

Theme 2 - Working in Partnership on the Sustainable Management of the Broads –

There are two main strands identified within this area:

- The Biodiversity Audit and the Biodiversity and Water Strategy completed in 2012 should provide the guide for future action and concentration should be given, working with partners, for a major project, or series of projects, to continue to protect and enhance biodiversity in the area.
- In conjunction with partners, the Catchment Plan for the Broads should be developed to seek long-term benefits to the whole area.

The following objectives, with indicative activities are proposed:

Ser	Objectives	Indicative Activities
2.1	Deliver biodiversity planning (Broads Plan Objective BD1)	Implement the Biodiversity Strategy through partnership working and developing a major conservation project suitable for external funding.
2.2	Continue the improvement of water quality and water resource (Broads Plan Objective BD3)	Through partnership working, make use of the Water Framework Directive and other funding.
2.3	Develop landscape-scale initiatives (Broads Plan Objective BD5)	Take forward the Catchment Management Plan through partnership working.

Theme 3 - Encouraging the Sustainable Use of the Broads

There are two main strands identified within this area:

- In conjunction with the Whitlingham Charitable Trust, the Trustees of the Arminghall Settlement and the Youth Hostel Association, develop a project to improve the public facilities in the Whitlingham Country Park. This was likely to involve applications for external funding.
- Following the completion of the STEP programme, work with partners to further promote tourism and economic development within the area.

The following objectives, with indicative activities are proposed:

Ser	Objectives	Indicative Activities
3.1	Promote a clear and consistent Broads 'brand' that defines the special qualities and status of the area as a resource for all (Broads Plan Objective PE1)	Understand the need and take opportunities to develop a national park brand.
3.2	Develop the network of information provision to enable people to better understand the special qualities of the Broads and enjoy them in a sustainable way. (Broads Plan Objective PE2)	Continue to work with the WCT on the major project to enhance the public facilities at Whitlingham.
3.3	Continue to improve the quality of the visitor experience, providing a consistent standard of facilities, services and welcome. (Broads Plan Objective TR2)	Seek to utilise Rural Development Strategies to enable investment in tourism and other economic development. Conduct a visitor survey to base the future tourism strategy on. Continue to explore partnership approaches for marketing the whole Broads

Theme 4 - Governance/Organisational Development of the Authority

At the heart of Strategic Priorities 1 – 3 is the profile of the Broads and the Broads Authority. Dedicated resource will be required to see how the area could make the most of the National Park brand. The following objectives, projects and key milestones are proposed:

Ser	Indicative Activities
4.1	Use the 25 year anniversary of the Broads Authority to focus on the profile of the Broads and the Authority to galvanise support for future objectives.
4.2	Strengthen partnership working to meet common objectives by combining/identifying available resources

Examples of Other Priority Activities to be Undertaken Within work Programmes as Resources Allow

This appendix provides examples of other priority activities to be undertaken within work programmes as resources allow. Similarly, to the draft Strategic Priorities in Appendix 1, these actions are grouped within the three themes from the Broads Plan, together with the fourth theme concerning governance and organisational development.

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

Broads Plan Objective	Suggested Work Areas
Promote planning and design approach to sustainable living (Broads Plan Objective CC4)	Working with partners, continue to champion the importance of the Broads to ensure maximum benefits from the urban growth around Norwich and on the edge of the Broads.

Theme 2 - Working in partnership on the sustainable management of the Broads

Broads Plan Objective	Suggested Work Areas
Promote distinctive landscape character areas, integrated project management with local communities (Broads Plan Objective LC1)	Determine approach to enable protection of the special qualities of the Broads and in particular partnership working with farmers to allow water quality and conservation to improve. Provide more information to the public on what makes the Broads special through the 'Place making' initiative. Generate evidence based analysis of recreation effects on Broads Special Qualities
Protect heritage assets (Broads Plan Objective LC2)	A survey of mills has been completed. The next stage is to develop a project in partnership and apply for funding for mills and the drained marshes. Explore, with partners opportunities for potential apprenticeship schemes to foster traditional skills on the Broads
Promote affordable housing to meet identified local needs and encourage sustainable communities (Broads Plan Objective LC3)	In partnership, development of local plans
Deliver strategic sediment management (Broads Plan Objective NA1)	Continue regular programme of dredging and sediment management exploiting the new techniques developed under PRISMA. Look for a potential follow-on project from PRISMA with external funding.
Safety Management (Broads Plan Objective NA4)	Complete land based inventory and risk management

Theme 3 - Encouraging the sustainable use and enjoyment of the Broads

Broads Plan Objective	Suggested Work Areas
Network of information provision to better understand the Broads (Broads Plan Objective PE2)	Identify partnership opportunities for enhanced interpretation at key sites
Enable a wider range of people to understand, experience and actively benefit from the Broads (Broads Plan Objective PE3)	<p>Develop electronic/social media provision Continue development of the Broads Curriculum and educational programmes.</p> <p>Promote opportunities for young people to gain an understanding of the Broads environment.</p> <p>Develop improved resource sharing, through the Volunteer Strategy in particular</p>
Provide a wide range of opportunities to experience and enjoy the Broads – implement the integrated access strategy (Broads Plan Objective TR1/3)	<p>Take opportunities to increase slipway and angling provision</p> <p>Promote opportunities for young people to take up boating and sailing. Fill in gaps in mooring provision</p> <p>Explore strategies to reverse the reducing trend in numbers of small boats</p> <p>Support restoration of Broads and explore managed access onto and around them</p>

Theme 4 - Governance and Organisational Development of the Authority

Suggested Work Areas
Continue programme of Parish Forums
Maximise the opportunities for partnership / external funding / income generation
Continue refinement of services and consolidation of premises to develop greater efficiency and effectiveness
Review the governance and structure of the Authority in conjunction with the review of National Park status