




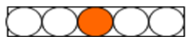
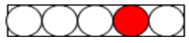


Strategic Direction
Report by Chief Executive

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. The report details the progress made towards the objectives, projects and key milestones for the Strategic Priorities for 2014/15.

Recommendation: That the Authority notes the performance on the different projects to meet the Strategic Priorities for 2014/15 in the schedule at Appendix 1.

1 Progress on Strategic Priorities for 2014/15

- 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 2014/15 priorities, objectives, projects and key milestones, agreed by the Authority on 21 March 2014, 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 21 March 2014.
- 1.5 One objective has already reached completion. The traffic lights for all remaining projects are currently green with the exception of:
- a. Objective 3.2: Continue to work with the WCT on the major project to enhance the public facilities at Whitlingham. There are unresolved issues relating to the Partnership agreement and lease arrangements. Attempts to arrange a meeting to discuss these matters further have not been successful. A report will be taken to the next WCT meeting in June to discuss way forward. This objective currently attracts an amber traffic light.
- 1.6 The completion of those 2013/14 Strategic Priority objectives, which have not been completed or carried forward to the Strategic Priorities for 2014/15, will be pursued with any key matters being reported to the Broads Authority.

Background papers: Nil

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Broads Plan Objectives: CC2, BD1, BD3, BD5, PE1, PE2 and TR2.

Appendices: APPENDIX 1 – Strategic Priorities for 2014/15

Strategic Priority Objectives, Projects and Key Milestones for 2014/15

Priority 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.




Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
1.1	Furthering community involvement to understand vulnerabilities and inform adaptation planning (Broads Plan Objective CC2)	Head of Strategy & Projects	<p>Continue to take opportunities to discuss with differing interests in the Broads the climate impacts and choices for getting the best for the broads throughout 2014</p> <p>Prepare revised climate adaptation plan for consultation with stakeholders by October 2014</p> <p>Use consultation responses to guide revised climate adaptation plan to be adopted by Authority & partners by January 2015 Submit revised plan to Defra by March 2015</p>	Outline of revised plan agreed by Adaptation Panel and detailed implementation process drafted	

Priority 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.

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
2.1	Deliver Biodiversity and water Strategy (Broads Plan Objective BD1)	Head of Construction, Maintenance and Environment Senior Ecologist	Develop a proposal and seek funding for the restoration of Hickling and its catchment. <ul style="list-style-type: none"> • Initial proposal to the Broads Authority in September 2014 • Feasibility and funding plan complete and reported to the Broad Authority in January 2015 Report on Strategy whole work programme for 2014/15 in July 2014	Discussion have taken place with Land Agent & Local Resident to scope potential Land for dredgings. Sediment analysis has been arranged to determine what re-use the dredged material could have. Draft of the Hickling Lake Review chapter complete and will be reported to the final meeting of the Upper Thurne Working Group in May. Lake Review will be reported to BA committee later in the year.	
2.2	Continue the improvement of water quality and water resource (Broads Plan Objective BD3)	Senior Ecologist	Hold research seminar on fen hydrology in autumn 2014 and work with partners to agree a research programme by end of 2014.	Partners discussions held about monitoring requirements and funding from IPENS "Improvement Plans for England's Natural Sites" led by Natural England to provide a high level	





				overview of the issues affecting the condition of sites, and identify the priority actions and mechanisms required to tackle those issues and the financing sources available.	
2.3	Develop landscape-scale initiatives (Broads Plan Objective BD5)	Senior Ecologist	<p>Implement Broadland Catchment Plan</p> <ul style="list-style-type: none"> Seek and confirm external funding to enable continuation of Catchment Partnership Officer till at least the end of 2014/15 by May 2014 Gain partner adoption of Broadland Catchment Plan by July 2014 Identify 3 key projects and funding by September 2014 Report on status of 3 projects by March 2015 	<p>Funding confirmed for Catchment Partnership Officer till end of March 2015.</p> <p>Plan to be approved by Broads Authority in May and final plan on track for production in June.</p> <p>Action Plan within the plan has set out projects and budget is available for project delivery.</p>	  

Priority 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.


Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
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)	Head of Communications	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. Generate a programme of promotional events to highlight the work of the Broads Authority and its 25 th anniversary. Report to the Broads Authority in May for delivery during 2014.	Initial suggestions for events have been sought from Staff. The 25 th Anniversary Beer "Flagon-dry" was launched by Woodfordes in conjunction with the Eating Out Guide on 8 th April.	
			Assist Broads Tourism to relaunch 'Enjoy the Broads' brand to businesses in June 2014	Work in progress	
			Undertake bilateral discussions with all key stakeholders to gauge level of support for greater use of the National Park brand and the Authority's long term ambition of achieving full National Park status. Report to BA in January 2015.	Work in progress	
			Produce report and action plan on the positive steps that can be taken to raise the profile of the Broads through clear area signage and promotion outside of Norfolk & Suffolk by December 2014	Work in progress	

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)	Director of Operations/ BA Project Manager/ Historic Environment Manager	<p>Continue to work with the WCT on the major project to enhance the public facilities at Whitlingham.</p> <ul style="list-style-type: none"> Working with partners develop and submit stage 1 HLF bid – October 2014 Subject to Stage 1 success develop a Stage 2 HLF bid for submission in 2015/16 	Public consultation completed, and analysis underway Unresolved issues relating to Partnership agreement and lease arrangements exist, and attempts to arrange a meeting to discuss further not successful. Report on next WCT agenda to discuss way forward.	
3.3	Continue to improve the quality of the visitor experience, providing a consistent standard of facilities, services and welcome. (Broads Plan Objective TR2)	<p>Head of Communications</p> <p>Senior Waterways and Recreation Officer</p> <p>Head of Communications</p>	<p>Produce development strategies for the yacht stations and visitor hubs to create direction of travel and main milestones for the coming five years by autumn 2014.</p> <p>Survey boat owners, hirers and hire boat yards to gain a clearer picture of their views and aspirations.</p> <p>Boat owners' survey complete and reported to the BA by autumn 2014. Hire yards and hirers surveys in summer 2014.</p> <p>Organise 4th Broads Outdoors Festival, May 2014</p>	<p>Work in progress</p> <p>Research brief sent to Market Research companies seeking methodologies and cost indications for proposed survey work. Proposals received and further meeting of steering group proposed to assess proposals prior to making recommendations to Navigation Committee and Broads Authority</p> <p>Outdoor Festival Taster Days held in Castle Mall and Forum in April.</p> <p>Outdoor Festival Brochure published and</p>	  

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Priority 4 - Governance/Organisational Development of the Authority

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
4.1	Review opportunities for income generation and further efficiencies	Head of Finance	Investigate the opportunities to benchmark costs of the Authority's services with national parks, local government and other relevant organisations.	Benchmarking / performance information from the Joint Improvement Group has been reviewed but does not provide suitable comparative financial information. Work to identify other existing benchmarking material is underway. Investigation of the options for commissioning bespoke external benchmarking has previously been undertaken and discussed with FSAC but associated costs are likely to be prohibitive.	
		Chief Executive	Work with National Parks UK to raise income for the family from corporate sponsorship. Report to the Chairs of the National Parks in summer 2014	Income from Airwick partnership has been re-invested in further initiatives to develop major corporate sponsorship	

		Management Team	Identify potential income generation from sources such as Europe, the Lottery and the New Anglia together with potential further efficiencies by Autumn 2014.	<p>opportunities in conjunction with the other members of the National Park family.</p> <p>Work ongoing to identify potential project funding including potential for HLF bids and future EU project bids.</p>	
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