

**Strategic Direction**  
Report by Chief Executive

**Summary:** This report sets out progress in implementing the Authority's Strategic Priorities for 2015/16.

**Recommendation:** That the report be noted.

**1 Progress on Strategic Priorities**

- 1.1 The Authority uses a small set of annual strategic priorities with accompanying projects to help monitor the delivery of the Broads Plan. Progress against the five priorities for 2015/16 is outlined below and in Appendix 1.
- 1.2. An assessment of the Broads area parish forums, following the most recent event on 17 June, is attached (Appendix 2).
- 1.3 Updates on all objectives in the Broads Plan are posted on the e-Plan website at: [www.broads-plan.co.uk](http://www.broads-plan.co.uk)

Background papers: Nil

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Date of report: 20 June 2015

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

Appendices: APPENDIX 1 - Strategic Priorities 2015/16  
APPENDIX 2 – Feedback on Broads Parish Forums

**Strategic Priorities 2015/16****1. Broads Plan Review**

Review and update the Broads Plan, the strategic management plan for the Broads. Work with partners, local communities and other stakeholders to assess achievements (Broads Plan 2011) and set aspirational strategy for 2017-22. The proposal to develop a long-term navigation strategy will be assessed as part of this review.

**2. Broads Landscape Partnership Bid**

Submit an application to the Heritage Lottery Fund for £3m for a Landscape Partnership Scheme. If the application receives a successful HLF decision, subsequent development phase objectives will be developed. The proposed multiple projects within the bid would contribute significantly to the delivery of the Broads Plan.

**3. Hickling Broad Lake Enhancement Project**

Develop a long-term approach for the management of Hickling Broad, building on scientific evidence from the Broads Lake Review. In the short term, progress development of a number of smaller projects to meet immediate concerns.

**4. Promoting the Broads**





- Produce Broads National Park branding guidelines
- Review and update the Broads Sustainable Tourism Strategy and Action Plan in partnership with local businesses


**5. Stakeholder Action Plan**








Implement multiple actions in response to the issues identified in the 2014 stakeholder surveys of hire boat operators, private boat owners, residents and visitors.

Updates on all Broads Plan objectives are posted on the e-Plan website at: [www.broads-plan.co.uk](http://www.broads-plan.co.uk)

## Strategic Priorities Progress Report – update July 2015

Priority	Lead	Key milestones	Progress to date	Status
<b>Broads Plan Review</b>	Maria Conti	<ul style="list-style-type: none"> <li>▪ Scoping Mar - Nov 2015</li> <li>▪ Consult on first draft plan by end Feb 2016</li> <li>▪ Consult on revised draft by end Jul 2016</li> <li>▪ Adopt plan Mar 2017</li> <li>▪ Implement plan Apr 2017</li> </ul>	Review of achievements (Broads Plan 2011) and evidence gathering underway to support scoping of issues for next plan.	
<b>Broads Landscape Partnership</b>	Will Burchnell	<ul style="list-style-type: none"> <li>▪ Submit first application to HLF by 1 Jun 2015</li> <li>▪ HLF decision Oct 2015</li> <li>▪ (TBC: Further development phases Nov 2015 - May 2017, delivery phase May 2017- May 2022)</li> </ul>	<ul style="list-style-type: none"> <li>▪ First round application submitted to HLF 27 May. Site visits with HLF officers planned for July/August.</li> </ul>	
<b>Hickling Broad Enhancement Project</b>	Trudi Wakelin	<ul style="list-style-type: none"> <li>▪ Collate baseline data including Broads Lake Review outputs by Apr 2015</li> <li>▪ Hold Lake Review stakeholder workshop Apr 2015</li> <li>▪ Develop partnership approach with stakeholders and agree refreshed vision for Hickling by Sept 2015</li> <li>▪ Seek planning permission and in principle agreement from regulators to deliver the vision</li> <li>▪ Develop external funding options - Jan 2016</li> <li>▪ Undertake supporting research and pilots to inform feasibility by Mar 2016</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collation of baseline data completed</li> <li>▪ Lake Review workshop held on 17 April</li> <li>▪ Workshop with Upper Thurne Working Group held on 9 June</li> <li>▪ Funding proposals under development and discussions taking place on potential Interreg and LIFE funding bids</li> </ul>	
<b>Promoting the Broads</b>	Lorna Marsh	<ul style="list-style-type: none"> <li>▪ Produce Broads National Park branding guidelines for tourism industry by Summer 2015</li> <li>▪ Review of Sustainable Tourism</li> </ul>	<p>Target for completion at the end of July.</p> <p>Project Initiation Document produced for</p>	

		<p>Strategy and Action Plan:</p> <ul style="list-style-type: none"> <li>▪ Scoping Mar-Nov 2015</li> <li>▪ Consult on first draft plan by end Feb 2016</li> <li>▪ Consult on revised draft by end July 2016</li> <li>▪ Adopt plan March 2017 for implementation April 2017</li> </ul>	<p>Project Development Group funding for external consultant involvement ready for next stage of review and consultation work.</p>	
<b>Stakeholder Action Plan</b> (extract for reporting)	Andrea Long	<ul style="list-style-type: none"> <li>▪ Workshop with hire boat operators to understand their concerns</li> <li>▪ Explanation of tolls structure in Broadsheet</li> <li>▪ Website content for tolls information</li> <li>▪ Circulate Bulletin to parish clerks</li> <li>▪ Residents' newsletter</li> <li>▪ New Parish Forum format</li> <li>▪ Promotion of Broads Experiences</li> <li>▪ Develop Greeters' Initiative</li> <li>▪ Promotion of Proximity Campaign</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting with BHBF held on 25 June</li> <li>▪ Ant and Upper Bure Parish Forum held on 17 June. Assessment of forum format in Appendix to this report.</li> </ul>	

Key	Progress
	Project completed
	Project on track, no causes for concern
	Good progress, some challenges in delivery
	Project timetable slipping, plan in place to address concerns
	Unlikely project will be delivered on time, significant worries
	Project will not be delivered on time, major concerns
	Direction of progress since last meeting

### Feedback on Broads Parish Forums

#### 1. Introduction

- 1.1 The Audit into Consultation Activity and Partnership Provisions between January and March 2015 identified a need for formal feedback from each Broads Parish Forum to the Broads Authority. The recommendation from the Report is outlined below.

#### **Parish Forums**

#### **Recommendation 2 – Parish Forum Feedback is provided to the Broads Authority**

<b>Finding and Risk</b>	<b>Recommendation and Rationale</b>	<b>Priority</b>	<b>Management response and action</b>	<b>Deadline and responsibility</b>
<p><b>Finding</b> – Parish Forum feedback is provided verbally to the Broads Authority meeting. The information in the Broads Authority minutes is very limited in terms of quantity and content</p> <p><b>Risk</b> – The value and effectiveness of the meetings may be questioned as there is no public record of the issues discussed.</p>	<p><b>Recommendation</b> – Consideration should be given to providing a more formal feedback report, covering attendees, issues raised and the advice given at the Parish Forum meetings.</p> <p><b>Rationale</b> – A formal record would set out what happened at the meeting, issues discussed and advice given and provide the members of the public and the Broads Authority with a comprehensive record.</p>	Medium	Formal feedback from each Parish Forum in the form of a short written summary will be provided to the Broads Authority meeting following the relevant Parish Forum. The next Parish Forum is due in April/ May with feedback report to be added as a standing item to Broads Authority Agendas from the May meeting.	<p>31/05/2015</p> <p>Director of Planning and Resources/ Strategy and Projects Officer</p>

#### 2. Feedback from Parish Forum

- 2.1 The most recent Broads Parish Forum was held on 17 June 2015 at Ranworth Village Hall. The format was a drop in session from 6pm, where people could chat informally with BA staff and members on a one-to-one basis about any issues of interest to them. This was to be followed by a 'round table' session at 7.30pm.
- 2.2 We wrote to Parish Clerks asking for specific items for the round table session and compiled the agenda based on their feedback. The agenda, which was sent to the parishes in advance, included items on waste management, footpaths, and an update from the BA on practical works in the area, access issues and any other questions.
- 2.3 Unfortunately attendance at the forum was extremely low, with only a handful of people attending, and the event was cut short once particular questions had been answered. The previous Ant and Upper Bure forum held at Ludham in September 2013 attracted 80+ people. The low attendance at Ranworth

was at odds both with this and with the attendance at the other forums in 2014, which attracted 40-70 people.

2.4 There are a number of possible reasons for this poor turnout, and we are assessing these in looking at future events.

- Location: Previous forums were held in larger settlements and Ranworth may have seemed less accessible. Having said this, wider experience of holding public events has not highlighted any significant preference for locations; the geography of the Broads means that any location will be easy for some and difficult for others to get to, particularly those reliant on public transport.
- Publicity: We sent notice of the event to Parish Clerks, Broads Forum, Broads LAF, Broads Tourism, volunteers and other local groups and organisations, and distributed posters via the local Rangers. The event was also publicized in the Eastern Daily Press, on Radio Norfolk and on the BA website. Previous events were featured in other ways such as local parish newsletters and noticeboards, and through a dedicated but time consuming poster drop round the local area. We could make better use of social media (such as Facebook, Twitter and Broads Blog) and websites. We may also need more direct mailings to interest groups and organisations, including those represented on the Broads Forum.
- Format: The format of previous forums was a drop-in session from 5pm followed by a presentation from the BA and a Q&A session at 7pm. At Ranworth, the second half of the event was changed to a more formal, agenda-led round table discussion.

From feedback and observation, it seems that some people prefer to see a BA presentation, while others feel this makes their role too passive, with the BA 'talking rather than listening'. Some people also feel uncomfortable talking in front of an audience, although the drop-in part of the events allows them to chat on a one-to-one basis to the BA and other attendees, including invited representatives from partner organisations such as the RSPB. The round table approach is intended to give parishes a more leading role, but may be off putting to others.

- Timing: The early evening start was similar to that of previous forums and the mid-week choice was at the request of parishes. However, the time of year may be a factor. The well-attended events in Ludham, Beccles and Reedham were held in early spring or autumn. The Ranworth event was also held close to the larger BA Annual Meeting on 27 June.
- Specificity: The previous forums have tended to tie in with a specific local issue (e.g. Reedham Quay, Hickling Broad) that attracted people in. While the issue of waste management in Ranworth was very high profile 6-12 months ago, the Chair of the Parish Council indicated at the forum that this issue had subsided.

It may also simply be that the previous Ant and Upper Bure forum satisfied the general curiosity of parishioners and they did not feel the need to attend another such event.

3. Issues at Ranworth Forum

3.1 Issues raised by attendees at Ranworth covered access, cycling, footpaths, safety and some specific planning advice. All of these were dealt with on the night without the need for further correspondence. Those who attended said they found the event useful, which is consistent with the comments made at previous events.

3.2 We have written again to Parish Councils asking for their views following the meeting, particularly where they raised agenda items but did not actually attend the event.

4. Future Forums

4.1 Attendance and feedback at previous forums, together with comments from the recent Residents' Survey, suggest it is worth continuing with interactive area-based forums. While such events can be resource heavy, when they work well they are a positive way for the BA and local communities to connect with each other. However, we need to address issues regarding timing, location, format, publicity and specificity to maximize attendance and make the events worthwhile to all. This includes looking at how we might encourage attendance that is more truly representative of the whole community, including young people.

4.2 There may be merit in timing the events around big issues or developments. For example, we could hold a Thurne and Lower Bure forum at a key stage of the Hickling Broad project, a Waveney forum in November should the HLF Landscape Partnership bid be successful, and a Wensum and Yare event to coincide with the River Wensum Strategy development. We could also consider moving the Annual Meeting at the Dockyard to a date earlier in the year and having a similar event in the autumn, possibly at a location in the Northern Broads.