

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 also details the progress on the Placemaking exercise and the work being undertaken to support the Valuing England's National Parks and Love Your National Parks Campaign initiatives. .

Recommendation: That the Authority notes:

- (i) the performance on the different projects to meet the Strategic Priorities for 2013/14 in the schedule at Appendix 1;
- (ii) the progress on the Placemaking Exercise as detailed in Section 3;
- (iii) that National Parks England have published a new report "Valuing England's National Parks" as detailed in Section 4; and
- (iv) the National Parks England initiative on the Love Your National Parks Campaign as detailed in Section 5.

1 Introduction

- 1.1 This report consolidates a number of items relating to the Strategic Direction of the Authority in order to provide members with a strategic overview of the key issues for consideration. This report covers the items set out in the table below:

Report Section	Item
2	Progress on Strategic Priorities for 2013/14
3	Progress on Placemaking Exercise
4	Valuing England's National Parks
5	Love Your National Parks Campaign

2 Progress on Strategic Priorities for 2013/14








- 2.1 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.

2.2 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.

2.3 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

2.4 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.

2.5 One objective has already been completed. The traffic lights for all remaining projects are currently green with the exception of:

- (a) 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 is proposed to be removed and the document will be subject to a nine week consultation in July. 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. Planning Members will consider the revised policy approach on 21 June 2013 and the Full Authority on 12th July. This objective is currently amber.
- (b) Priority 2(c)1: Review and deliver strategic sediment management in accordance with waterways specifications. The award of the hydrographic contract has been slightly delayed. An advert has been placed for expressions of interest for the contract and tender documents will be sent out at the end of July. The contract award is now planned for September, requiring the Contractor to provide deliverables for the first survey in December as the timing was felt more appropriate for after the aquatic plants had died back, to improve the accuracy of results.
- (c) 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.

2.6 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.

3 Progress on Placemaking Exercise

- 3.1 The placemaking project has been identified as a strategic priority for 2013/14. The project is being developed in tandem with the new Broads Authority web site as it's outputs have the potential to provide content for some of the web site pages.
- 3.2 Appendix 2 sets out the project concepts and the proposed structure of the outputs. The latter has been the subject of internal discussion and agreement

to ensure that the project is developed to provide a resource to help meet a range of Broads Plan objectives.

3.3 Work completed to date has included:

- (i) The commissioning and completion of the “geological story” in summary for the Broads area and in more detail for the Thurne catchment and the Halvergate marshes;
- (ii) Completion of a series of trial community events relating to landscape. undertaken with partners from the UEA , Norfolk County Council historic environment team and the Broads Authority Ranger Team and with financial support from Natural England;
- (iii) Completion of a landscape lesson plan for use by Primary schools;
- (iv) Paper on placemaking project issued to the Heritage and Asset Review Group for comments;
- (v) Completion of an animation of the “Great Estuary Story” which illustrates one of the potential options for communicating the landscape story. This has been posted on Enjoy the Broads web site at the following link: <http://www.enjoythebroads.com/discover/videos/great-estuary-story>. This link will be disseminated to a wide range of existing contacts for their use. Suffolk Wildlife Trust have already found the animation to be a helpful resource for their youth work and it is also to be used in a summer workshop event at the UEA; and
- (vi) A workshop has been organized in late July for internal staff and two external organisations to consider the media options for the outputs and the audience for the intended products.

3.4 Drawing on the findings of the workshop event, further work will be undertaken to scope out the potential content of a range of options for the delivery of the project as a whole or in parts and consider resources and mechanisms needed to deliver these options.

4 Valuing England’s National Parks

4.1 A new report, Valuing England’s National Parks, was published by National Parks England on 23 May 2013. A copy of the report can be downloaded from the following address:

<http://www.nationalparksengland.org.uk/home/policy/valuing-national-parks>

4.2 The report indicates that the family of ten National Parks contribute £4.1-6.3 billion in Gross Value Added to the nation. There are 22,500 businesses in the National Parks that between them generated £10.4 billion in turnover last year. Encouragingly employment also grew by 2.7% in 2012. Tourism, farming and forestry are very important sectors for National Park economies as you would expect. For example, 17,300 people are employed in farming in

National Parks. But the report also reveals that other sectors are still significant and provide around 50% of National Park employment overall. Such expenditure and employment is important for the national economy. There is a high proportion of Small and Medium Sized Enterprises in National Parks, and an exciting number of entrepreneurs who are capitalising on the natural beauty of the National Parks to achieve economic and social benefits. In this respect, the report demonstrates how it is possible to achieve economic benefit through sustaining a high quality environment.

- 4.3 Richard Benyon MP, the Defra Minister with responsibility for National Parks, said:

"This report demonstrates the role of National Parks not just as iconic landscapes and part of our national identity and history, but as living, thriving economies and communities. In bringing together the most up-to-date socio-economic data relating to National Parks the report is valuable evidence of the contribution National Parks make to local and national prosperity and well-being. Such evidence is critical in helping make the right decisions for the right places at the right time.

I know that the Park Authorities work hard to support and grow rural businesses and the leveraged funding achieved by the Authorities is impressive, as is their enthusiasm and innovation. Importantly the report also identifies opportunities for future economic growth within National Park boundaries. Working in partnership is the key to success and we in Defra look forward to working with the Park Authorities to make the most of those opportunities."

- 4.4 The report contains an Appendix with specific information for the Broads which shows that when compared to the rest of the family:
- (i) The Broads experienced strong population growth between 2001 and 2011 (6.7%) compared to 2.1% for the family as a whole;
 - (ii) The local population is more heavily weighted towards the elderly population with 40% aged over 60 compared to 33% for the family;
 - (iii) Unemployment is slightly higher than the national park average although lower than that for England as a whole;
 - (iv) Average household income of households in the Broads is the fourth highest at £35,341 but significantly lower than the average household income for the East of England;
 - (v) The average house price in the Broads was £285,000 in 2009, almost a third higher than the average house price in the East of England; and
 - (vi) Employment in the Broads has grown by almost 11% between 2009 and 2012. The 170 local businesses in The Broads provided employment for approximately 2000 people in 2012.

- 4.5 The report has been welcomed by Defra as a useful update of the importance of the national parks. Jacquie Burgess attended the launch event on behalf of the Authority as the Chairman was in Birmingham at the Waterways Renaissance Awards.

5 Love Your National Parks Campaign

- 5.1 Overview. Love Your National Parks (LYNP) is a National Parks England (NPE) initiative which dovetails into the National Parks, National Assets report and has three aims:

- (i) To boost the economic value of national parks, particularly from tourism;
- (ii) To increase understanding and awareness of the importance of national parks for the health and well being of the public but also to local economies; and
- (iii) To celebrate with ministers and MPs, high profile individuals, key stakeholder organisations and businesses the value and importance of national parks.

Some of the aims of the celebration resonate with work already underway and being led by UK Association of National Park Authorities (ANPA), while others rely on NPE, particularly work with the policy community. LYNP is an umbrella initiative bringing together the UK and English work in a co-ordinated manner, and with partners.

- 5.2 Launch. LYNP was launched publicly on 10 June and an embargoed press release was issued three days prior to this to local and national media. It outlined the key message that national parks, beyond being the most important landscapes and vital reservoirs for biodiversity, are valuable generators of wealth and economic activity and that in difficult economic times it is important to enhance the contribution they make while not undermining their special qualities. This involves raising the parks' profile with the general public so in particular more of them stay at home rather than going abroad for their holidays. There is a specific task in England in raising understanding about the importance of national parks with ministers, business leaders and key national organisations. Key messages for the public are:

- (i) Visit the national parks and have a great time;
- (ii) National parks are good for your mind, body and soul; and
- (iii) By visiting national parks you will be supporting their local economy.

- 5.3 Ongoing Promotion. Promotion is being carried out both locally and nationally utilising traditional channels such as press and events and through digital and social media. Activity is being branded under a new LYNP logo, designed by the Design and Information Supervisor.

- 5.4 Press and Events. The campaign was launched by Defra minister Richard Benyon on his visit to Northumberland National Park which attracted local and national coverage. Endorsement from Norfolk celebrity Stephen Fry (see below) significantly boosted local coverage. On Wednesday 10 July, an evening reception for ministers will be hosted in London including speeches from a supporting personality and a local entrepreneur, yet to be named. This will also be promoted locally. A series of local and national events to be branded under the LYNP banner has been put together and is detailed in Appendix 3 with the Broads events bolded.
- 5.5 Digital and Social Media. A dedicated webpage has been set up by NPE at the following link <http://www.nationalparksengland.org.uk/home/love-your-national-parks> and a Twitter hashtag of #lovenationalparks is being used by the Enjoy the Broads Twitter account as well as other National Parks. As of 20 June 2013 this has been used more than 950 times nationally – nearly ten times a day. It has had celebrity endorsement from Stephen Fry who also linked to the NPE web page. His tweet was ‘retweeted’ 334 times and ‘favourited’ 89 times. A ‘Twitterthon’ is also in the process of being organised, whereby National Parks and supporters will take part in a concentrated tweeting session to promote the campaign’s messages over a defined, limited period using the hashtag in attempt to create a trend to promote online awareness.
- 5.6 Other Communications Initiatives. NPE is working on preparing postcards that will be sent to celebrities and organisations encouraging them to tell us why they love national parks. These will then be compiled and used in the reception for parliamentarians and in further media work. The Authority’s communications team is in the process of finalising its local celebrity list.
- 5.7 Evaluation. Success nationally will be measured against the following targets at an end time still to be decided:
- (i) A statistically significant increase in public awareness of England’s national parks in responses to public awareness polling;
 - (ii) An increase in the number of visits to England’s national parks;
 - (iii) Ministers and MPs participation in the celebration; and
 - (iv) An increase in the economic contribution of tourism (visitor expenditure and jobs).

Background papers: Nil

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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
APPENDIX 2 – The Broads – Placemaking Project
APPENDIX 3 - Love Your National Parks Timeline

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




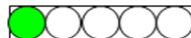
Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
1.1	CC2.1 Establish programme of community engagement to explain vulnerability of climate change and identify local concerns and aspirations to inform adaptation planning	Head of Strategy and Projects/ Strategy and Projects 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	Graphic identity for project formed; first trial events being held end of June	
1.2	CC4.2 Establish integrated catchment approach for Broadland rivers with a wide range of partners	Senior Ecologist/ Catchment 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 th June 2013 with actions and priorities identified	
2(a)3	LC3 Promote affordable housing to meet identified local needs and encourage sustainable	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	





	communities			submission in October 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	<p>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</p> <p>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.</p> <p>Evaluate and report the effectiveness of turf ponds creation and report on further targeted actions by March 2014.</p> <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</p>	<p>Developing a comprehensive review of Broads restoration and management: history, current condition and feasibility for further lake restoration.</p> <p>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.</p> <p>Sites identified and survey planned for late summer 2013.</p> <p>To date 5 landowners involved in barn owl project and 32 landowners contacted to</p>	<p></p> <p></p> <p></p> <p></p>


			designations) by March 2014 Develop and hold, in conjunction with partners, the 3 rd biodiversity and water forum meeting in February 2014 to report on progress of the Strategy	request survey for CWS designation. Themes for the conference being discussed with partners	
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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	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. Award term hydrographic survey contract by July 2013 Develop 2014/15 dredging programme and complete hydro surveys by January 2014 Analyse hydrographic survey data and update Waterways Specifications compliance performance by March 2014	Dredging underway on lower Bure, Advert has been placed for expressions of interest for the hydrographic survey contract, tender documents will be sent out at end July, with award planned for September. Contractor to provide deliverables for first survey in December.	 
2(c)2	NA1.4 Seek to establish network of appropriately licensed disposal sites to ensure viability of future dredging programmes.	Director of Operations	Identify three priority areas for dredging disposal sites by April 2013, Initiate discussions with landowners by June 2013. Review progress/ budget availability	Sites identified Discussions held	 


			and strategy by October 2013 Conclude negotiations by January 2014		
2(c)3	NA5.2 Deliver enhanced demasting mooring provision in accordance with strategic priorities for mooring.	Director of Operations/ Senior Waterways & Recreation Officer	Design scheme and investigate sources of funding for demasting moorings at Acle Bridge and St Olaves by July 2013 Review demasting needs at all bridges and identify priority projects for 2014/15 by December 2013	Draft scheme designs prepared, awaiting response from consultation to prioritise.	

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. 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>Target completion of new corporate site brought forward to end of November 2013. Invitation to quote has gone to 10 design agencies for quotes by mid-July. Web content strategy has been drafted for approval. In process of drawing up new site map and content audit being undertaken.</p> <p>Analysis into risks and implications of proposed work on EnjoytheBroads being undertaken.</p>	

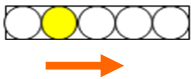


3(a)2	PE2.1 Maintain effective network of visitor information centres serving the Broads and revise provision of on-site BA visitor information points.	Director of Operations	<p>Develop proposals to improve the public facilities at the Country Park in conjunction with the Whitlingham Charitable Trust.</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>Vision statement has been agreed by partners and Whitlingham Charitable Trust. Detailed discussions underway regarding outline business case.</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>Broads Environmental Education Network partners have discussed the Broads Curriculum, and potential subject areas for modules have been identified. Resource development has begun for several modules. Various initiatives in progress.</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	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 	<p>Internal scoping session with staff taken place.</p> <p>Early dialogue with Breydon User group taking place.</p> <p>Full process plan being</p>	

	opportunities to extend or expand navigable water space for recreation, consistent with conservation interests and flood risk.		consultation.	developed	
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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	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	Implement the findings of the Review of Consultative Arrangements. <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. 	Preliminary arrangements for trial area in progress. Trial to be held in Ant/Bure Area in September to allow for parish involvement in the agenda setting process	
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	Progress the DMS project. <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. Asset Management. <ul style="list-style-type: none"> Complete the valuation of assets by November 2013. Update Asset Management Strategy by January 2014. 	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. Underway	 

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>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>	<p>Objections in process of review.</p>	

The Broads – Placemaking Project

1.0 Project concepts

“with imagination, interpreters can make significant contributions towards encouraging public participation in countryside management. One of the biggest challenges to be met by park authorities and others is the area of forward planning of protected landscapes. The project demonstrated that it is not only possible using simple interpretative techniques to bring diverse sectors of the public up to a new common level of awareness, understanding and concern, but at this heightened level of understanding, they feel more able, confident and motivated to participate in this planning process”

“Landscapes for Tomorrow – Interpreting

- 1.1 The above is an extract from a publication “Landscapes for Tomorrow – Interpreting Landscape Futures in the Yorkshire Dales National Park” which documents a research project completed in 1992 by the Yorkshire Dales National Park and the University of East Anglia. It was an experiment in communication about the significant resource management issues within the Park and the development of methods to seek meaningful involvement by local people in considering future options.
- 1.2 The approaches and processes developed and assessed in this research project are no less relevant today, however the methods by which information can be communicated and exchanged have changed dramatically. Today digital media is widely used to research, collate, engage and disseminate information and this provides opportunities to reach wider audiences, through a variety of exciting techniques.
- 1.3 The Broads Plan 2011 has a series of objectives which relate to the promotion and understanding of the Broads. Key to supporting some of the projects identified in “mechanisms for delivery” is the need for the provision of good, relevant information often visual, on the landscape and cultural heritage of the Broads. This will also be a fundamental requirement for the content needed to support the development of the Broads Authority’s new web site. The placemaking project therefore provides a timely opportunity to
 - assess the lack of /or availability of relevant information
 - consider and agree the key messages that need to be provided in relation to landscape and cultural heritage
 - explore the techniques by which the general public can be encouraged to relate to the Broads landscape to a greater extent
 - map out a project or series of projects which will assist in delivering the overall project aims.
- 1.4 The project is ambitious but a robust development phase will tease out the key ambitions for the project and the options available for delivery. Synergies will and already are being developed with projects that have similar aims.

- 1.5 At the most basic level the project may result in the reorganisation of the way we hold information and data related to landscape matters which draws on existing material and resources. However, there is potential to take a completely fresh and exciting approach to producing, disseminating landscape information and involving people in the process. This approach will obviously be more resource hungry and will need to be carefully considered as the project evolves.

2.0 Aim of the Placemaking project

The overarching aim of the whole project is as follows:-

To enable a wide range of people to have access to and be involved with the production of a greater level of text and visual information about the Broads landscape and its component features and elements thereby providing the opportunities to build a new common level of awareness, understanding, confidence and motivation to participate in shaping future landscape of the Broads.

3.0 Project objectives

3.1 The main objectives of the project are to;

- establish a sound structure and framework for accessing information on the Broads landscape;
- where possible use existing sources of information;
- identify and work with partners to help provide new information which is relevant, and can be accessed by a wide ranging audience;
- produce information that encourages further exploration and understanding of the Broads area;
- use innovative approaches to tell “the story” about the landscape of the Broads past present and future;
- ensure the information and interpretation packages produced can be used in a flexible way;
- involve the public in the development of the project and the content;
- use the project as a mechanism for improving dialogue with Broads users in relation to the future landscape of the Broads which include planning related matters;
- ensure that the outputs are sustainable and systems are in place for the long term management of the information and interpretation products produced;
- develop methods to measure the effectiveness of the project outputs.

4.0 Project principles

4.1 **Use of guiding principles and objectives set out in the Broads Plan 2011 to provide the framework for the project.**

The Broads Authority is tasked with taking a holistic view in the delivery of its 3 purposes set out in the Broads plan. Key objectives have been set out in relation to

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

- Working in partnership on the sustainable management of the Broads
- Encouraging the sustainable use and enjoyment of the Broads

4.2 **Use of the European Landscape Convention definition of landscape to ensure the integrated approach to the organisation and production of information.**

Landscape as defined in the European Landscape Convention:-

“Landscape means an area as perceived by people, whose character is the result of the action and interaction of natural and/or human factors”

The interpretation landscape naturally lends itself to drawing on information about a range of important facets of the Broads.

4.2 **Development of shared vision of project outputs and delivery mechanisms.**

For each of the project development stages from inception to delivery of its component parts it will be necessary to maintain effective working relationships across all involved groups both internal and external to the Authority to enable the development of common goals and the identification of the methods by which these can be achieved. Understanding and responding to suggestions will assist in building a consensus as will the provision of feedback and updates to the interested parties.

4.3 **Focus and flexibility**

There will need to be a balance struck between a focus on the desired aims and objectives of the overall project and its individual component projects and a flexibility to respond to feedback as projects are developed.

4.4 **Innovation**

New ways of producing and presenting information , will be explored as will the opportunities for the general public to be involved in the production of the information.

5.0 Participation in the project

5.1 Organisations and group involvement –

The extent to which partners will be involved in the project has yet to be determined. However, there are a variety of opportunities and these will be explored as the project develops they could include;

- Active involvement and a commitment to the development of the main project and the delivery of the project outcomes;
- The provision of /or providing links to existing specialist information;
- Identification of gaps in information necessary to the delivery of the project;
- Delivery of projects to fill information gaps and promote community involvement;
- Providing a specialist technical resource;

- Providing funding;
- Partnering funding bids.

Pilot projects have already taken place with which partners have already been involved.

5.2 Local communities and visitors to the Broads -

A key aspect to the project is considered to be the development of methods by which the general public (local communities and tourists) and local businesses are involved in the development of the project and ultimately the content. This aspect needs still to be scoped out and considered in detail as will undoubtedly require considerable resources.

6.0 Proposed structure of information/interpretation packages

6.1 Internal discussions have led to the development of a proposed structure for the way any ultimate interpretation package/s are produced. It is intended that information as it is generated will be tiered i.e. The higher the level the more general the information becomes about the Broads as a whole. This information will provide a useful resource to the visitor. A second tier of information provision will be more relevant to the local communities in the Broads this will build on the information generated through the Valley approach. The new web site will facilitate links between both the tiers of information and the different topics thereby maintaining its flexible use.

6.2 The scope of the content of the interpretation packages has also been considered, with some of the key messages being:-

- The importance of water as a feature in our landscape,
- The co-evolution of people and the landscape of the Broads
- That landscapes change
- The “sense of place” is a complex and fragile mix of all elements

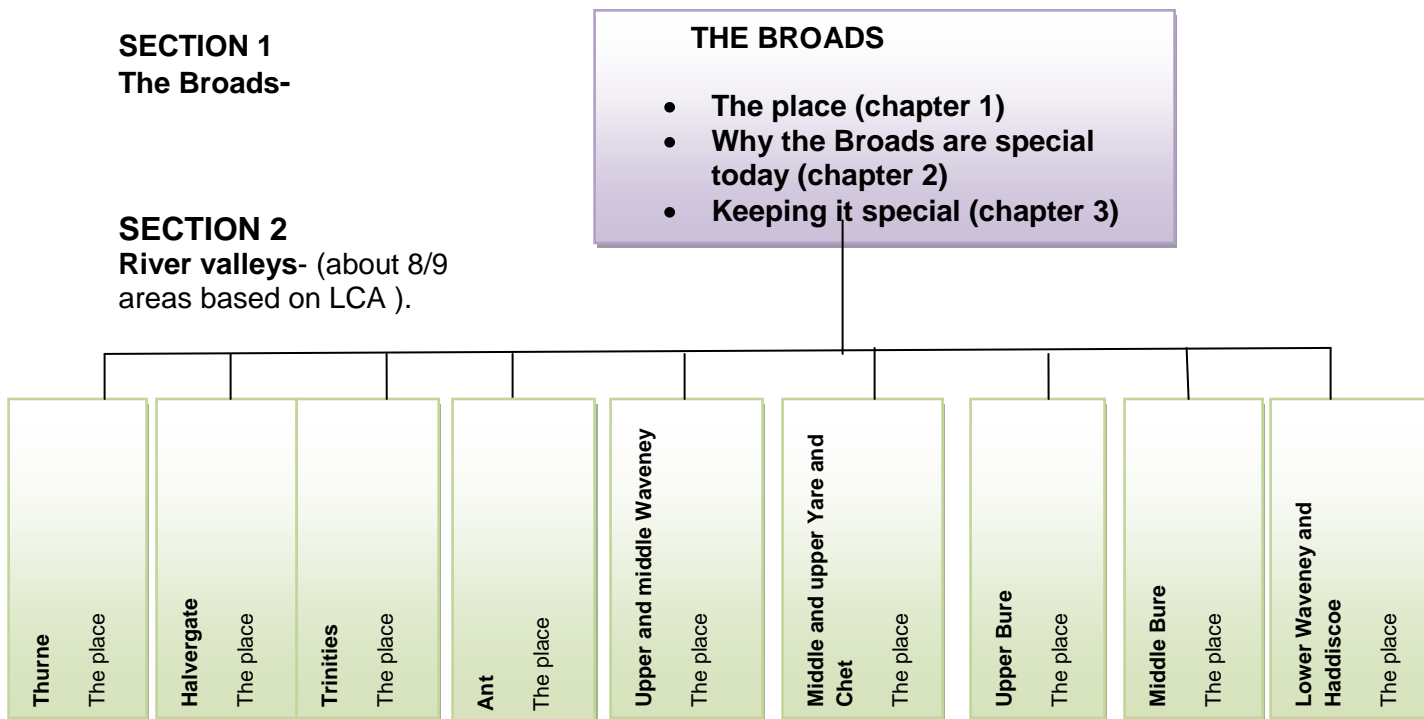
6.3 Who will use it?

The audience for the project will be determined through a workshop event at which the intellectual and emotional objectives of the project are to be considered allied to what effects we would hope for relating to behavioural change. We will also consider why the potential audience would want such a product and what will they use it for. However, we are aiming to make it relevant to a wide range of users including visitors, local people, schools, tourism companies.

7.0 Summary and detailed outline of project and content structure

7.1 Summary

The following illustration sets out the proposed tiered structure. The sections and chapters potentially relate to the way the information is set out in which could be in the form of an ebook or web site.



7.2 Detailed structure of top tier (SECTION 1 only)

The Broads Placemaking Guide

Introduction

- General introduction about what landscape is (ELC wider definition) and how it is shaped.
- The purpose of the “document”. How to use it.
- The physical area it covers

Section 1 – The Broads

Chapter 1 - THE PLACE

Key messages chapter 1

- *Landscapes dynamic and continually change through both natural processes and being shaped by people.*

The natural world and physical processes

Introduction - A description of the main processes through the millennia

Possible Sub stories

- The Great Estuary
<http://www.enjoythebroads.com/discover/videos/great-estuary-story>
- The story of peat in the Broads and the ancient forests
- Chalk- “a great sea”
- Sands and gravels – “glaciers in the Broads”
- Water- “The Broads has always been wet”

How people have shaped the area

A Using the resource

How and why each topic has influenced the landscape.

Summary of landscape influences

Water is
key

Geology / physiography – aquifers, building materials, flood attenuation, transport networks.

Soil – agriculture, exploitation of peat, salt and building materials, food production

B Managing the resource

How and why each topic has influenced the landscape.

Religion and governance – spiritual element? Fortifications

Economic and social - Gt Yarmouth and Norwich and influence, Water management , navigation recreation, habitat creation

Planning

Regulation

Legislation

Possible Sub stories

- St Benets
- Staithes

Chapter 2 – WHY THE BROADS ARE SPECIAL TODAY

(Why are the features special to people today)

Key messages chapter 2

- *No one element or characteristic creates a “sense of place” it is a complicated mix.*
- *A co-evolution people and landscape*
- *The mosaic of different elements is special in own right*
- *The landscape provides a range of provisioning, regulating, cultural and supporting services.*
- *That there is a fragility to the Broads landscape*



Ecosystem services



Overview /Introduction – see above key messages

Topography – facts and figures, nature of low lying area, relatively undeveloped, extensive and constrained views, lack of intrusive development, sense of space, solitude.

Geology and soils – facts and figures, underlying geology, water storage, physical processes, farming, vegetation patterns, peat (carbon storage).

Water- facts and figures, recreation, navigation, habitat.

Historic environment – facts and figures, built heritage and environment, unique drainage mill heritage, archaeology, land use practices, cultural heritage including boating heritage, access (staithes, transport networks)

Wildlife and habitats -facts and figures, unique range of habitats in Broads area, and the different species.

Cultural importance – how inspired artists and writers.

People – associations, memories, activity, reflection.

Chapter 3 – KEEPING IT SPECIAL

Key messages section 3

- *Landscapes change*
- *A co-evolution of man and landscape will continue*
- *What the key forces for change are for the Broads area.*
- *How can we manage change for the better?*
- *Many factors interrelated*

Forces for change – what are the key factors that bring about change. How can change be managed? Many inter-related. Is all change bad?

Climate include:- loss of land, saltwater inundation, change in vegetation, change in agriculture. (add to list from Climate change adaptation plan), wetland development, inundation, loss of historic features.

Farming and Tourism Economies,

Land management practices

Flood protection

Legislation

Recreational pressure include:- more people, more time for outdoor activities, increased range of activities and hobbies.

Development pressures include:- tourism, adjacent districts

Invasive species include:- information about how they alter our environment.

Water quality

Advice and Guidance

General guidance on a range of generic topics to be provided. These would be more detailed in Section 2 and would relate to specific locations



Love your
National Parks

Timeline

Date	National/ Local	Activity	Notes
10 June	National	Launch of LYNP Richard Benyon MP visit to Northumberland	<ul style="list-style-type: none"> • National media release issued. • Photo opportunity arranged. • NPAs may issue own locally orientated media releases. • National Parks England will add content to NPE website and use twitter to promote.
10 June	Local	Promoting Sense of Place Toolkit for businesses to impart unique selling points	The SNPA is using opportunity of launch of LYNP to launch the toolkit. This is an online resource for businesses to draw on the special qualities of the National Parks in their promotion. BIS and DCMS Ministers to be approached for supportive quotes.
11 June	Local	Lake District - Richard Benyon MP visiting Lake District NP	Minister is visiting Ambleside YHA and also seeing NPA transport projects. Need to brief YHA.
June	National	DfT announce investment in cycling in National Parks	Major investment (up to £12m) in approx. 3 National Parks. Opportunity for DfT to link into LYNP
21 June (eve)	Local	Dartmoor – launch of ‘Active Summer’ events	The ‘Active Summer’ events are aimed at encouraging people to do something new outdoors – walking, cycling, riding, climbing etc. The launch will involve local businesses.
26 June	Local	New Forest – Launch of new route for New Forest	Launch of a new route for this open top bus. The Tour now covers the whole of the National Park, contributing £500k p.a.

		tour	towards the economy. Opportunity to launch the route, to meet businesses that have benefited. Opportunity to link with BIS
28 June	Local	Broads – opening of brand new dockyard and annual open day	The day involves opening the brand new dockyard followed by the annual open day for members of the public to see what the Broads Authority has achieved. Opportunity to name a new boat, attend and support the launch. Invitations have been sent to all local MPs.
28 June	Local	South Downs – Promoting sustainable travel in the National Park.	DfT Norman Baker MP confirmed as attending.
Late June/ early July	Local	Broads – official opening of newly refurbished yacht station in Great Yarmouth	A local MP has been invited to open. Opportunity to support with quotes for press interviews, social media etc.
Late June/ early July (TBC)	National	Richard Benyon MP writes to all MPs/ Peers on Love Your National Parks	Letter is drafted and will promote the celebration and National Parks Week events.
2 July	National	Launch of National Parks England/ Visit England Joint Partnership by Lady Cobham and Richard Benyon MP	Joint Statement has been agreed by both Boards. Cements a positive relationship. Launch will be in North York Moors National Park.
w/c 1 July	Local	New Forest – launch of exhibition on WWII heritage at New Forest Centre museum	The exhibition explores the vital role of the New Forest in WWII (12 airfields, D-Day preparations, PoW camps, evacuees etc). Opportunity to meet people who were involved in the war effort and launch the exhibition with BBC's Dan Snow (museum patron). Opportunity to link with DCMS.
10 July	National	Reception for Parliamentarians Church House, London (6.30-9pm)	Owen Paterson MP has been invited to speak and/or Richard Benyon MP. Approaching a celebrity, and an entrepreneur speaker. Food and drink will be sourced from the National Parks.
20 July	Local	Dartmoor: Bellever Day	A free public event focused on celebrating Dartmoor's rich archaeology. Is part of the national Festival of British Archaeology. Opportunity to visit new Bronze Age display at Visitor Centre. Opportunity to link to DCMS.

24 July	Local	Exmoor: Haddon Hill Big Adventure	Family games and events lasting all day, including taking a moorland safari, going on a 'Exmoor Beast Hunt', and learning bush-craft skills. Opportunity to link with DoE (David Laws MP).
28 July	Local	Broads – Open Picnic in the Park at Whitlingham Broad on edge of Norwich	A free event to kick off National Parks Week in the Broads. Will include music, food, family activities, guided walks, boat trips etc. Whitlingham Broads is on the edge of Norwich (the 'gateway' to the Broads). Event could be opened by DoH (and local) Minister, Norman Lamb MP.
28 July	Local	North York Moors – A celebration of the countryside. The biggest event in the North York Moors annual calendar.	Co-inciding with launch of National Parks Week 2013. Held at The Moors National Park Centre, Danby. The Moors National Park Centre at Danby is the venue for a full day of walks, talks, activities and demonstrations, from woodland skills and moorland crafts to sheep-shearing and have-a-go-archery. Opportunity to meet NPA staff, join in with some of the activities, and find out about local dialect, songs and customs with the Danelaw Living History Group. Opportunity to meet a wide range of partner organisations.
29 July – 4 Aug	National	National Parks Week	Run by the UK Association of National Park Authorities. It is the annual event for all 15 National Parks across the UK. This year's theme is 'activities' in National Parks. See: http://www.nationalparks.gov.uk/visiting/2013nationalparksweek.htm Plenty of opportunities for Ministerial and other VIP visits.
30 July – 1 Aug	Local	New Forest – Present a sustainability award with the CLA at New Forest show	The New Forest show has 100,000 visitors. The theme of the NFNPA stand is 'biodiversity'. Opportunity to present a sustainability award with the CLA. Opportunity to link with BIS, Defra, Cabinet Office (Oliver Letwin).
1-3 Aug	Local	Northumberland – Active Outdoors programme	Walltown quarry is going to be turned into a giant playpark with zipwire, climbing etc. Focus of the event is on young people.
4 Aug	Local	North York Moors - Moorland Festival. Range of	Hands on activities/crafts throughout the day, inc. Danelaw Living History as they bring the sights, smells and stories of the

		events to celebrate moorland heritage	ancient moorland to life. Opportunity to learn about Celtic traditions, farming, cooking and weaponry. Be a Ranger for day as you go out on patrol, helping manage our wonderful moorland. Possible link to upland policy agenda.
8 Aug	Local	Govt Chief Planner visiting the Broads	Steve Quartermain has been visiting each of the National Parks. An opportunity to highlight the importance of planning for protecting these special places as well as promoting sustainable development.
11 Aug	Local	Broads – Broads Family Day at Museum of the Broads in Stalham	Opportunity to attend the Museum of the Broads in Stalham. There will be various children’s activities, displays, trips on a traditional ‘wherry’ (boat) and steam launch. Opportunity to link with DoH Minister Norman Lamb MP.
15 Aug	Local	Govt Chief Planner visiting the Peak District	Steve Quartermain has been visiting each of the National Parks. An opportunity to highlight the importance of planning for protecting these special places as well as promoting sustainable development.
1 Sept	Local	Broads – Fair on the Yare, traditional country fair	There will be live music at Claxton Manor, stalls, entertainment, bar, BBQ, teas and slideshows. Such events are a real draw and help support the rural economy. Opportunity for Minister to open and attend, provide a speech, and support via social media. Opportunity to link with DoH Minister Norman Lamb MP, or DCMS.
6 Sept	Local	New Forest – Local Sustainable Transport Fund conference	This conference will showcase sustainable transport in the New Forest and South Downs National Parks. Opportunity to take the award-winning New Forest Tour bus, try an electric Twizy vehicle, visit a cycle hire business. Opportunity to link to DfT.
7-15 Sept	Local	Peak District – Open the first major Bike Festival in the Peak District.	The Festival will promote cycling to a wider audience and promote the National Park as a destination for the best cycling in the country. Minister could open the event, which could be on a traffic free trail with the Minister riding a bike. Message being – get great views, no cars, environmentally friendly and good for your health. Alternatively, could ride part of the Tour

			do France which will be visiting Peak District and Yorkshire Dales National Parks in 2014. Opportunity to link Defra, DoH, DfT Ministers.
15 Sept	Local	New Forest – Celebration and launch of Community Wildlife Plans project	The project has been working with 7 communities to record, map and develop action plans to support wildlife. The celebration with the village groups will be held at Keyhaven/ Lymington Nature Reserve.
17 Sept	Local	North York Moors: Moors & More Celebration Event. A business to business event to celebrate the end of Moors and More Local Distinctiveness project	The project was NPA run and LEADER funded. The NPA has developed a strong network of 300+ tourism, food & drink and creative businesses in the North York Moors, Coast & Hills LEADER area. This includes the Howardian Hills AONB. The project involved extensive business engagement, focusing on ways to use local distinctiveness to develop new products and experiences to generate more income from visitors. Expect 50-70 businesses to attend the event which will see the launch of 4 films; a beautiful map drawn by local cartoonist Tim Bulmer; and 'Yorkshire Treasures' - an innovative strong online marketplace. There will also be a commitment to continue the network post LEADER funding.
20 Sept	Local	Dartmoor: Tour of Britain Stage Finish at Haytor	The Stage finish will be at Haytor. There will be some fun activities to encourage people to cycle. Minister could be present at the finish and involved in pre-finish activities. Estimated crowd 8-10,000. Opportunity to link to DfT/ DCMS.
25-27 Sept	National	UK ANPA national conference on theme of Landscape	The 15 UK National Parks come together with policy makers every other year. This conference will be held in the North York Moors and is themed on 'landscape'. There will be a landscape declaration at the end. Owen Paterson MP has been invited as the keynote speaker (TBC). An opportunity to highlight how landscape inspires, as well as delivers prosperity, and to link with the Government's greenest ever credentials.
Currently Unscheduled			
	National	Signing of Accord with MOA	National Parks England is in early discussions with the Mobile Operators Association over signing an Accord.

	National	Signing of Accord with BT Openreach	National Parks England is in early discussions with BT Openreach over signing an Accord about joint ambition and working.
	National	LYNP Tweetathon	Initial discussions with Defra Comms positive on the back of successful forestry tweetathon.
Every Wed 31 July – 28 Aug	Local	Broads – Whitlingham Wednesdays.	The Wednesdays each have a theme – treasure hunt, pond dipping, teddy bear’s picnic, orienteering. It was first launched by local Minister.
Sept ‘13	Local	New Forest - New Forest Marque Local Produce Scheme	The New Forest Marque local produce scheme supports 135 local produce and craft businesses. Opportunity to visit a farm to hear about the ‘pannage’ season where pigs are allowed to roam in the forest to eat accords that are poisonous to New Forest ponies. Visit the award winning Pig Restaurant which uses local produce and has a farm shop. Opportunity for David Heath MP.
Summer ‘14	Local	South Downs – Launch and celebrate South Downs Centre community hub.	This new centre is located in the heart of the South Downs National Park. VIP attendance being sought by NPA. Will include tours of the National Park.
Oct 2013	Local	New Forest - New Forest Volunteer Award launch	Tour Hurst Castle (English Heritage) and hear about the work of NPA volunteers involved in archaeology, wildlife recording, practical conservation tasks and present the first volunteer awards. Opportunity to link to Cabinet Office.
April 2014	Local	Broads – Broads 25th Anniversary celebration	An ambitious celebration of the Broads and the Authority’s work to protect and promote over a quarter of a century. Looking for senior minister launch.
May 2014	Local	Broads – Broads Outdoor Festival celebrating what the Broads has to offer	Opportunity to attend and support the festival at the press launch.