

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 Authority will also need to adopt objectives, projects and key milestones to meet the strategic priorities for 2014/15 during its meeting on 21 March 2014. This report sets out draft objectives and activities in this regard and seeks members' views on these.

Recommendations:








- (i) That the Authority notes the performance on the different projects to meet the Strategic Priorities for 2013/14 in the schedule at Appendix 1.
- (ii) That members provide their comments on the draft objectives in Appendix 2 and provide guidance as to which objectives should be taken forward for more detailed consultation.

1 Progress on Strategic Priorities for 2013/14

- 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 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 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.
- 1.5 Six objectives have already been completed. The traffic lights for all remaining projects are currently green with the exception of:
- (a) Priority 1.1: Establish programme of community engagement to explain vulnerability of climate change and identify local concerns and aspirations to inform adaptation planning. The development of the project and preparing materials was delayed, which pushed event planning past the summer break. There are now dates for parish councils and tourism business in November and December and a farmer event should be confirmed for around this time as well. Meetings to help the dialogue process will continue in the New Year and initial plans for a young person's event at How Hill and a public event at The Forum are forming. This objective is currently yellow.
 - (b) 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 has been removed and the document was subject to a nine week consultation which ended 13 September 2013. The DPD was submitted to the Planning Inspectorate on 27 September and a Pre Hearing Meeting is set for 26 November and Examination in Public is to be held 12/13/14 February 2014. There are 4 unresolved 'unsound' objections to the DPD and these are likely to form the basis of the Examination in Public. Elizabeth Ord has been appointed as the Planning Inspector for the Broads Sites Specifics DPD. The policies in the Sites Specifics DPD can be used in determining planning applications but have limited weight as they are not adopted. Those policies not receiving any objections have more weight than those which received objections. This objective is currently amber.

- (c) Priority 4.4: National Park Status. Work on this objective has been delayed due to other more pressing priorities relating to the Comprehensive Spending Review and Navigation Charges for 2014/15. This objective is currently yellow.

- 1.6 Some of the outstanding 2012/13 priority objectives, projects and key milestones have been incorporated within the 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.

2 Consultation on the Draft Strategic Priorities 2014/15

- 2.1 This report also seeks guidance from members on which Broads Plan objectives should be included in the Authority's Strategic Priorities for 2014/15. The three key themes in the Broads Plan are expanded upon in more detail, listing for each key priority the strategic objectives, the means to achieve these, the lead and key partners and the mechanism for delivery. The Broads Plan also flags a certain number of these objectives with a priority status. Members can access the Broads Plan at <http://www.broads-plan.co.uk/> This e-document also allows members to view the progress to date on the different objectives (through clicking on the reference numbers within the three priority sections), which should assist members in identifying the areas which they consider may still require attention.
- 2.2 To assist members, the Management Forum has raised a selection of objectives to contribute towards the Strategic Priorities for 2014/15 for consideration. These are included in Appendix 2.
- 2.3 An initial consultation on the 2014/15 Strategic Priorities was held with the Navigation Committee on 24 October 2013. The Committee identified the following items for consideration:

- a. To examine the potential for extending the Navigation space at Hoveton Great Broad;
- b. To examine the potential for additional mooring provisions and the installation of pontoon type moorings at Ranworth Broad in particular;
- c. To identify strategies to reverse the declining trend in smaller boat numbers; and
- d. To identify targets for income generation.

2.4 An initial consultation on the 2014/15 Strategic Priorities was also held with the Broads Forum on 7 November 2013. The Forum identified the following items for consideration:

- 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) 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.

2.5 The considerations of the Navigation Committee and Broads Forum have been included within Appendix 2.

2.6 Once members have provided guidance on the objectives to be included within the 2014/15 Strategic Priorities, officers will generate a consultation draft to be forwarded to Parish and Town Councils. Further consultations will also be scheduled with the Navigation Committee and Broads Forum in February 2014, before the results of all consultations and a revised list of draft objectives are presented to the Authority for consideration on 21 March 2014. When providing direction, members are reminded that the Strategic Priorities are not intended to 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.

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 2013/14
APPENDIX 2 – Draft Objectives for 2014/15

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	<p>Panel agree engagement plan and resource needs by 9 April 2013</p> <p>Report on information and engagement phase to Broads Authority by November 2013</p> <p>Draft adaptation plan to Broads Authority by March 2014</p>	2nd newsletter circulated. Events planned for late Nov & early Dec. Further events for 2014 being planned.	
1.2	CC4.2 Establish integrated catchment approach for Broadland rivers with a wide range of partners	Senior Ecologist/ Broadland Catchment Partnership Officer	<p>Develop with partners a plan which will identify joint actions to improve water quality in the Broadland catchment by March 2014.</p> <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 	<p>Review of evidence case studies and engagement plan of the Broadland Catchment Approach completed and signed off by the steering group.</p> <p>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.</p>	


**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 ('Your Broads/Broads View') 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	Draft Action Plans for each Mill presented to Mill owner/stakeholder workshop held 20 June 2013 with actions and priorities identified. HARG meeting on 8 th November 2013 agreed investigation of funding bid for the How Hill Group of Mills	 
2(a)3	LC3 Promote affordable housing to meet identified local needs and encourage sustainable communities	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 	Sites Specifics DPD submitted 27 September 2013. Pre Hearing Meeting to be held 26 November. Examination in Public	




				to be held 12/13/14 February 2014.	
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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	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	Comprehensive list of projects developed including project to develop a comprehensive review of lake restoration and management: history, current condition and feasibility for further lake restoration.	
			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.	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.	
			Evaluate and report the effectiveness of turf ponds creation and report on further targeted actions by March 2014.	Survey complete, report due before end March 2014.	
			Provide appropriate support to at least 15 landowners / site managers through species and habitat enhancement projects (e.g. Barn owl boxes, County Wildlife Site designations) by March 2014	To date 9 landowners involved in barn owl project and 32 landowners contacted to request survey for CWS designation.	


			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	Themes for the conference agreed to focus on the Catchment Approach. Sponsorship being sought	
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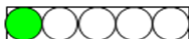
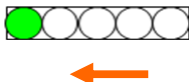
**Priority 2 - Working in Partnership on the Sustainable Management of the Broads –
(c) Management of the Navigation Area**

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.	Dredging on Lower Bure to be completed in December 2013. From November the Prisma dredging project at Hardley commences, followed by the Chet as well as Heigham Sound dredging. From December the Mid Bure commences between Thurne mouth & Ranworth bends	
			Award term hydrographic survey contract by July 2013	Contract awarded. Contractor to provide deliverables for first survey in December.	
			Develop 2014/15 dredging programme and complete hydro surveys by January 2014	Draft 14/15 dredging programme agreed by Navigation Committee	
			Analyse hydrographic survey data and update Waterways Specifications compliance performance by March 2014		


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,	Completed	  
			Initiate discussions with landowners by June 2013.	Completed	
			Review progress/ budget availability and strategy by October 2013	Report deferred to December Navigation Committee due to weight of business on October agenda	
			Conclude negotiations by January 2014	No longer applicable	
2(c)3	NA5.2 Deliver enhanced de-masting 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	St Olaves scheme is being developed for implementation by March 2014 Report scheduled for December Navigation Committee	
			Review demasting needs at all bridges and identify priority projects for 2014/15 by December 2013		

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	Redevelop the corporate website to modernise the site and provide enhanced functionality by March 2014.	Content strategy in place Agency produced first wireframe designs and revisions ongoing. Site map now being	






			<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. 	developed further and content being revised in keeping with the new structure	
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>Architects appointed and work underway, to present to WCT at meeting on 4 December</p> <p>Research into funding options is underway, with initial grant opportunity identified.</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>Activities/resources for two modules in geography and history have been developed focusing on travel/tourism and historical fact packs and are being piloted with input/feedback from participant schools being gathered and collated for improvements and wider roll out during the 2013/14 academic year</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 opportunities to extend or expand navigable water space for recreation, consistent with conservation interests and flood risk.	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 consultation. 	Write up of individual stakeholder meetings taking place and summary produced to assess future need and scope.	

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	<p>Implement the findings of the Review of Consultative Arrangements.</p> <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. 	<p>Successful trial forum held at Ludham on 18 September 2013.</p> <p>Programme for 2014 :</p> <p>March –(Yare) – Reedham June – (Thurne/Bure) – Acle Sept – (Waveney/Breydon) – Oulton Broad/Beccles</p>	

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	<p>Progress the DMS project.</p> <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. <p>Asset Management.</p> <ul style="list-style-type: none"> Complete the valuation of assets by November 2013. Update Asset Management Strategy by January 2014. 	<p>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.</p> <p>High level report on valuation of navigation assets taken to Navigation Committee in October 2013, with detailed consolidated report to be presented to Navigation Committee in December 2013 and BA in January 2014.</p>	 
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</p>	<p>Objections in process of review.</p>	

			<p>become a national park by December 2030</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>		
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Draft Objectives for 2014/15

The tables below relate to the Authority's Strategic Priorities, which follow the three key themes in the Broads Plan together with an organisational priority. Where possible these are linked to a relevant Broads Plan objective. Potential actions have been included for consideration. Members' direction on the potential actions to be included as strategic priorities for 2014/15 is requested, to allow officers to generate draft objectives and outcomes for wider consultation. Please note that the Authority has historically had around 15 – 20 high level objectives within its Strategic Priorities and therefore members may need to prioritise the objectives to be included for 2014/15.

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

Broads Plan Objective	Potential Action
Furthering community involvement to understand vulnerabilities and inform adaptation planning 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 (BF)
Sustainable planning and management of water resources at a catchment scale CC4	Promote catchment plan and implement action
Promote planning and design approach to sustainable living CC4	Working with GNDP 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. (BF)

2. Working in partnership on the sustainable management of the Broads

Broads Plan Objective	Potential Action
Promote distinctive landscape character areas, integrated project management with local communities 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.(BF) Provide more information to the public on what makes the Broads special with 'Place making' Generate evidence based analysis of recreation effects on Broads Special Qualities (BF)
Protect heritage assets 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.(BF) Local heritage list next phase? Traditional skills – potential apprenticeship scheme?
Promote affordable housing to meet identified local needs and encourage sustainable communities LC3	In partnership, development of local plans

Implement current biodiversity and water strategy BD1 BD3	Continue our practical Habitat creation / fen restoration /
Develop and support landscape scale approaches to character and habitat management BD5	Implement the Biodiversity Strategy through partnership working and developing a major conservation project suitable for external funding.
Deliver strategic sediment management 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. (NC)
Safety Management NA4	Complete land based inventory and risk management

3. Encouraging the sustainable use and enjoyment of the Broads

Broads Plan Objective	Potential Action
Promote a clear and consistent brand PE1	Understand the need and opportunities to develop a national park brand. Celebrate the 25 years of the Broads Authority and 70 years of Hosesons
Network of information provision to better understand the Broads PE2	Continue to work with the WCT on the major project to enhance the public facilities at Whitlingham. Identify partnership opportunities for enhanced interpretation at key sites (BF)
Enable a wider range of people to understand, experience and actively benefit from the Broads PE3	Develop electronic/social media provision Continue development of Broads Curriculum Volunteer strategy – resource sharing
Provide a wide range of opportunities to experience and enjoy the Broads – implement the integrated access strategy TR1 TR3	Take opportunities to increase slipway provision Fill in gaps in mooring provision (pontoon type moorings at Ranworth Broad (NC)) Explore strategies to reverse the reducing trend in numbers of small boats (NC) Support restoration of Hoveton Great Broad and explore managed access onto the Broad (NC)
Improve the visitor experience with a consistent standard of facilities and services TR2	Visitor survey to base future tourism strategy on (BF) Continue to explore partnership approaches for marketing the whole Broads (BF)

4. Governance and Organisational Development of the Authority

Potential Action
Maximise the opportunities for partnership (BF)/ external funding/income generation (NC)
Continue refinement of services to develop greater efficiency and effectiveness
Continue the consolidation of premises
Continuation of Parish Forums