

# Broads Authority

23 July 2021

Agenda item number 13

## Strategic direction update

Report by Head of Governance

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### Purpose

This report sets out the latest progress in implementing the Authority's annual strategic priorities, and starts the process for considering next year's priorities. The report also presents a draft timetable for the Broads Plan review.

### Recommended decision

- (i) To note the progress in implementing this year's strategic priorities;
  - (ii) To consider how members wish to engage in setting strategic priorities for 2022/23; and
  - (iii) To note the proposed timetable for the Broads Plan review.
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## 1. Strategic priorities 2021/22 - update

- 1.1. Each year the Broads Authority identifies a small set of strategic priorities, which focus on projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. Setting these priorities helps target the Authority's resources and make the most of partnership working and external funding opportunities. Priorities are set each financial year, although some large-scale projects carry across several years.
- 1.2. The first update on our agreed strategic priorities for 2021/22 is in Table 1.

**Table 1**

Strategic priorities 2021/22 – progress update

Themes, aims and milestones	Progress	Lead officers
<p><b>1. Broads strategy and policy review</b></p> <p><b>(a) Broads Plan</b></p> <p>Aim: To refresh the Plan’s strategic actions, assessing the Government’s response to the Landscapes Review and its implications for protected landscape management plans.</p> <p>Milestones:</p> <ul style="list-style-type: none"> <li>(i) Produce Sustainability Appraisal Scoping Report (by Autumn 2021)</li> <li>(ii) Prepare first draft Plan for consultation (by Nov 2021)</li> <li>(iii) Prepare final draft Plan for consultation (by Mar 2022)</li> </ul>	<p>Status: <b>On track</b></p> <p>Review timetable - see Table 2 in this report</p> <p>(i) SA Scoping Report on today’s agenda</p>	<p>Head of Governance</p>
<p><b>(b) Local Plan for the Broads</b></p> <p>Aim: To review and update the Broads planning policy framework</p> <p>Milestones:</p> <ul style="list-style-type: none"> <li>(i) Produce Sustainability Appraisal Scoping Report (by Autumn 2021)</li> <li>(ii) Produce Issues and Options version of Local Plan ready for consultation in 2022</li> <li>(iii) Produce evidence base on various topics including housing need (2021 and early 2022)</li> </ul>	<p>Status: <b>On track</b></p> <p>(i) SA Scoping Report on today’s agenda</p>	<p>Planning Policy Officer</p>

Themes, aims and milestones	Progress	Lead officers
<p><b>2. <a href="#">CANAPE project</a></b> (Creating A New Approach to Peatland Ecosystems)</p> <p>Aim: To implement CANAPE work packages 3 and 4 to agreed schedules.</p> <p>Milestones:</p> <ul style="list-style-type: none"> <li>(i) Complete Chara Bay construction work (April 2021)</li> <li>(ii) Develop and contribute to the CANAPE Conference (Oct 2021)</li> <li>(iii) Begin construction work at paludiculture demonstration site at Horsey (Aug 2021)</li> </ul>	<p>Status: <b>Some delays</b></p> <ul style="list-style-type: none"> <li>(i) Planting of reed at Chara Bay not possible over winter 2020/21 due to high water levels - finishing work moved to winter 2021/22.</li> <li>(ii) Planning for CANAPE conference ongoing, with bookings opening shortly.</li> <li>(iii) Planning underway for Horsey construction, with initial designs and costings produced and contractors appointed.</li> <li>(iv) Final peat survey with QMUL produced and shared with farmers and land managers at Broads Land Managers Board and Natural England peat team, providing valuable new insight into carbon storage in the Broads.</li> </ul>	CANAPE Project Manager
<p><b>3. Environment Land Management scheme (ELM)</b></p> <p>Aim: To implement sustainable wetland and lowland grazing options within ELM scheme.</p> <p>Milestones:</p> <ul style="list-style-type: none"> <li>(i) Conduct and write up 3 farmer seminars with advisory group testing role of local land management boards (Apr-Jul 2021)</li> <li>(ii) Conduct survey on role of local conveners in ELM scheme (Mar-May 2021)</li> <li>(iii) Hold collaboration workshop (May 2021)</li> </ul>	<p>Status: <b>On track</b></p> <p>ELM Test and Trial:</p> <ul style="list-style-type: none"> <li>(i) 3 farmer seminars tested role of Broads Land Management Board, exploring local prioritisation, long-term water and carbon management and private financing.</li> <li>(ii) 9 face-to-face farmer and land manager discussions completed/ written up on role of local conveners in ELM scheme.</li> <li>(iii) Finalised Operating Procedures for Broads Land Management Board and updated to administer Farming in Protected Landscapes (FiPL) programme with Norfolk Coast Partnership - to create</li> </ul>	Environment Policy Adviser

Themes, aims and milestones	Progress	Lead officers
<ul style="list-style-type: none"> <li>(iv) Finalise Operating Procedures for Broads land management board (Jul 2021)</li> <li>(v) Complete final report and Defra handover meeting/presentation (Jul 2021)</li> </ul>	<p>Broads and Norfolk Coast Land Management Board.</p> <ul style="list-style-type: none"> <li>(iv) Draft report on Test and Trial prepared for Board and Defra handover meeting being set.</li> </ul> <p><a href="#">Farming in Protected Landscapes:</a></p> <ul style="list-style-type: none"> <li>(v) Coordination of advice and information to potential applicants about the FiPL Programme.</li> </ul>	
<p><b>4. Responding to climate change</b></p> <p><a href="#">(a) Broadland Futures Initiative</a></p> <p>Aim: To implement the joint programme of work with the Environment Agency and other partners to develop longer-term integrated flood risk management for Broadland.</p> <p>Milestones:</p> <ul style="list-style-type: none"> <li>(i) Hold virtual exhibition and online survey (Jan-Apr 2021)</li> <li>(ii) Hold first meeting of Elected Members Forum (Spring 2021)</li> <li>(iii) Various technical deliverables from consultant (throughout 2021/22)</li> </ul>	<p>Status: <b>On track</b></p> <ul style="list-style-type: none"> <li>(i) Action completed.</li> <li>(ii) First meeting of Elected Members Forum held in March 2021.</li> <li>(iii) On track.</li> </ul>	Director of Strategic Services
<p>(b) Climate Change Action Plan</p> <p>Aim: To reduce the carbon footprint of the Broads Authority and the Broads Executive Area ('Broads Area').</p> <p>Milestones:</p>	<p>Status: <b>Some delays</b></p> <ul style="list-style-type: none"> <li>(i) Difficulty in obtaining data is delaying Smallworld delivery to end July/early Aug. Many National Park Authorities lined up to take part and benefit from trailblazer work BA is doing.</li> </ul>	Carbon Reduction Project Manager

Themes, aims and milestones	Progress	Lead officers
<ul style="list-style-type: none"> <li>(i) Broads Area carbon baseline (Smallworld Consulting Ltd) (June 2021)</li> <li>(ii) Broads Authority footprint for 2020/21 (Jun 2021)</li> <li>(iii) Solar power at Dockyard (Oct 2021)</li> <li>(iv) Consultation and consensus building on sustainable propulsion in the Broads (ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>(ii) Calculating BA footprint underway with staff survey to understand impact of homeworking, and other data gathering.</li> <li>(iii) Reviewing solar power options - primary barrier is initial capital cost.</li> <li>(iv) Survey of boat owners launched to gather views on green boating and usage data to inform decisions about infrastructure.</li> </ul> <p>Bid submitted to Clean Maritime Demonstration Fund for feasibility study of zero emission hire cruiser, incl. boat design and infrastructure needs.</p>	
<p><b>5. Safety in the Broads</b></p> <p>Aim: To manage and monitor safety in the Broads for Authority staff and volunteers and for Broads users.</p> <p>Milestones:</p> <ul style="list-style-type: none"> <li>(i) Recruit and train new Rangers (April 2021)</li> <li>(ii) Prepare and make available 9 training videos (April 2021)</li> <li>(iii) Develop survey approach of visitors to assess handover procedure and effectiveness of videos (Summer 2021)</li> <li>(iv) Review MAIB report when published</li> </ul>	<p>Status: <b>On track</b></p> <ul style="list-style-type: none"> <li>(i) New Rangers recruited and trained by end of April 2021.</li> <li>(ii) Videos produced and widely circulated on line, via social media and through boatyards April 2021.</li> <li>(iii) Survey developed and data being recorded. Survey available to public online and Rangers set targets to carry out 30 surveys each with hirers. Survey data to be collated and reviewed at end of season.</li> <li>(iv) MAIB report not yet out – revised date is Autumn 2021.</li> </ul>	Head of Ranger Services
<p><b>6. <a href="#">Water, Mills and Marshes Landscape Partnership Scheme</a></b></p> <p>Aim: To implement partnership projects to agreed schedules.</p>	<p>Status: <b>On track</b></p> <p>Quarterly returns submitted on time and paid by NLHF. App projects progressing well to adjusted plans.</p>	WMM Programme Manager

Themes, aims and milestones	Progress	Lead officers
<p><b>Milestones:</b></p> <ul style="list-style-type: none"> <li>(i) Monitor and report progress (Sept/Mar)</li> <li>(ii) Submit quarterly claims to National Lottery Heritage Fund (Apr/Jul/Oct/Jan)</li> <li>(iii) Implement fundraising plan with partners (May)</li> <li>(iv) Hold Broads Hidden Heritage Conference (Nov)</li> </ul>	<p>Recognised with awards from Norfolk Constructing Excellence Club: 1st in Preservation and Rejuvenation category and 2<sup>nd</sup> overall for projects across construction industry in Norfolk. Awards based on quality of heritage building work by our two apprentices at 6-Mile House Mill in 2020.</p> <p>Works underway to restore Highs Mill, Halvergate; access route to Stones Mill surveyed; millwright recruited to assist with works at Muttons Mill and sails removed from mill.</p> <p>Working with Somerleyton Estate to redevelop Herringfleet Hills open access area, with new accessible signage, benches and replacement of car parking charge with optional donation to support Smock Mill Trust.</p> <p>Working with NCC Historic Environment Team to create new maintenance and management system on their database for mills project legacy.</p> <p>Module led with NUA Year 3 illustration students on Broads environment and newsletter of their works published. Evidence and case study provided to <a href="#">Research Excellence Framework</a>.</p> <p>Submitted multiple applications for project funding with project partners; funding received to deliver EXPERIENCE project on behalf of NCC.</p> <p>Planning underway for public engagement events incl. Heritage Open Days in Sept 2021.</p>	

Themes, aims and milestones	Progress	Lead officers
	<p>Burgh Castle Almanac received external funding from Community Fund to continue beyond WMM scope.</p> <p>Digital engagement continuing on website and social media, with great response for new #WalksWednesday, promoting different Broads trail every week.</p> <p>Legacy Planning ongoing, with new legacy partners recruited to continue works beyond project funding.</p>	

## 2. Setting strategic priorities for 2022/23

- 2.1. The role of strategic priorities in our strategic ‘golden thread’ is set out in Appendix 1.
- 2.2. The Management Team has identified the need to engage members in early discussion on the strategic priorities for 2022/23, so they can feed into the budget setting process. Members’ views are invited on how they wish to participate in this process.
- 2.3. It is important to remember that much of the Authority’s resources is already committed into the future, in providing statutory services such as planning and tolls, and undertaking essential works such as maintenance of the waterways.
- 2.4. The Management Team’s initial draft ideas for next year’s strategic priorities are listed below, as a starting point for members’ consideration:
  - CANAPE (Creating A New Approach to Peatland Ecosystems)
  - Water, Mills and Marshes Landscape Partnership Scheme
  - Responding to climate change (Broadland Futures Initiative and Climate Change Action Plan)
  - Broads strategy and policy review (Broads Plan and Local Plan)
  - Farming in Protected Landscapes
  - Nature Recovery Networks (and other potential impact from the Environment Bill)
  - Tolls system replacement
  - Safety in the Broads and Hire Boat Licensing Review
  - Response to the Government’s proposals on the Landscapes Review (subject to Government’s consultation)

### 3. Broads Plan review timetable

- 3.1. The draft summary timetable for the Broads Plan review is at Table 2. The Plan is subject to Sustainability Appraisal/Strategic Environment Assessment and Appropriate Assessment and these processes will be built into the timetable at the appropriate plan drafting stages and brought to the Authority alongside the emerging Broads Plan.

**Table 2**

Broads Plan review timetable

Dates	Actions
June to Sept 2021	Roll out plan template of priority partnership actions - lead officers to update plan in liaison with external delivery partners  Prepare report for with early thoughts for members' consideration
Sept – Oct 2021	Hold member workshop session to discuss emerging draft plan (BA meeting 24 Sept or separate workshop meeting – tbc)  Complete first draft plan ready for consultation
19 Nov 2021	Seek Authority approval of first draft plan for consultation
End Nov 2021 – end Jan 2022	Consult on first draft plan
Feb 2022	Assess consultation responses and prepare revised draft plan
18 Mar 2022	Report to Authority (possible workshop session if required) seeking approval of revised draft plan for consultation
21 Mar- end Apr 2022	Consult on revised draft plan
May-June 2022	Assess consultation responses and prepare final plan
15 July 2022	Report to Authority seeking approval to adopt final plan. (Substantial changes should not emerge at 2nd consultation stage – if they do, then use this Authority meeting to consider those changes, and move adoption to a subsequent meeting).

Author: Maria Conti

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[Broads Plan](#) strategic actions: All

Appendix 1 - Strategic 'golden thread'



## Appendix 1 – ‘Golden thread’ strategic framework

**Fig. 1**

‘Golden thread’ strategic framework

