

Strategic Direction
Report by Chief Executive

Summary: This report sets out the Broads Authority's activities in delivering progress against the Broads Plan 2011 through a series of Strategic Priorities which are designed to meet those objectives where the Authority has been identified as the lead partner. The report details the progress made towards the objectives, projects and key milestones for the Strategic Priorities for 2014/15.

Recommendations: That the Authority:








- (i) notes the performance on the different projects to meet the Strategic Priorities for 2014/15 in the schedule at Appendix 1;
- (ii) agrees to remove the objective at serial 3.2 from the 2014/15 strategic priorities; and
- (iii) notes the potential for a Landscape Partnership bid to the HLF as detailed in paragraph 1.6.

1 Progress on Strategic Priorities for 2014/15

- 1.1 The Authority uses a small set of Strategic Priorities with accompanying projects to monitor at each meeting the delivery of the Broads Plan. The Authority's Annual Strategic Priorities, along with the Business Plan, provide the link, the 'Golden Thread', between the objectives in the five-year management plan, the Broads Plan 2011, and the Directorate work programmes and targets for individual members of staff. As agreed in March 2011, the Authority's Strategic Priorities follow the three key themes in the Broads Plan together with an organisational priority, namely:
- (a) Planning for the Long-term future of the Broads in response to climate change and sea-level rise;
 - (b) Working in Partnership on the Sustainable Management of the Broads;
 - (c) Encouraging the Sustainable Use of the Broads; and
 - (d) The Governance and Organisational Development of the Authority.
- 1.2 It is important to remember that the Broads Plan is a plan for the Broads, not just for the Broads Authority. A range of partners will take the lead or joint role in the delivery of specific actions in the Plan. The Strategic Priorities do

not replicate all the activities being undertaken by the Authority, but concentrate on those matters which involve large levels of resource, have a very large impact on the Broads or are politically sensitive.

- 1.3 The Authority operates a traffic light system to determine progress against the objectives milestones and key projects as detailed in the table below:

		Completed
	Green	Project on track and no causes for concern
	Yellow	Good progress being made but some challenges in delivery e.g. minor slippage or limitations of staff and financial resources
	Amber	Project timetable slipping, concerns about how it is developing and a plan in place to address them
	Red	Looks unlikely that the project will be delivered on time and significant worries about the way its is heading
	Black	Project won't be delivered on time and very major concerns about implications
		Direction of travel – comparison with last meeting

- 1.4 The 2014/15 priorities, objectives, projects and key milestones, agreed by the Authority on 21 March 2014, are detailed in Appendix 1. The specific outcomes for each of these projects and key milestones were detailed in the report to the Broads Authority on 21 March 2014.

- 1.5 Four objectives have already reached completion. The traffic lights for all remaining projects are currently green with the exception of:

- a. Objective 1.1: Prepare revised climate adaptation plan for consultation with stakeholders by October 2014. The revision of Climate Change Adaptation Plan has identified a new approach currently being discussed with partners. This may delay the consultation with stakeholders until late in 2014.
- b. Objective 3.2: Continue to work with the WCT on the major project to enhance the public facilities at Whitlingham. During the Authority's meeting on 11 July 2014, members were informed that it had not been possible to resolve the matters relating to the partnership and lease arrangements or provide mitigating measures acceptable to all parties. Therefore, with much regret and disappointment of all those involved, the Authority resolved that it was not possible to proceed with the project at the present time. However, the project development had been very worthwhile and it was hoped that there would be opportunities for it to be

progressed in the future. In view of this outcome it is recommended that this objective is removed from the Strategic Priorities for 2014/15.

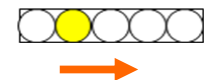
- 1.6 As a result of discussions held with the Heritage Lottery Fund, principally in connection with the Whitlingham Project, HLF officers suggested that the Broads Authority might like to consider the option of pursuing a Landscape Partnership bid. This would be for submission to the HLF in May 2015. Officers therefore are currently working on an outline scope for the Broads Landscape Partnership Project 'Big Skies, Mills and Marshes'. The project is proposed to encompass three themes of: 'above ground' (mills); 'on the ground' (grazing marsh); and 'below ground' (archaeology). The project is likely to involve an area of circa 160km², between the urban areas of Norwich, Yarmouth and Lowestoft, using the river corridors. Appendix 2 provides some initial details of what may be included within the project, which could call down up to £3M of funding from the HLF; requiring a 10% cash or in kind contribution from the partnership organisations. A more detailed report on the potential for this project will be reported to members at the November Broads Authority meeting.
- 1.7 The completion of those 2013/14 Strategic Priority objectives, which have not been completed or carried forward to the Strategic Priorities for 2014/15, will be pursued with any key matters being reported to the Broads Authority.

Background papers:	Nil
Author:	John Organ
Date of report:	15 September 2014
Broads Plan Objectives:	CC2, BD1, BD3, BD5, PE1, PE2 and TR2.
Appendices:	APPENDIX 1 – Strategic Priorities for 2014/15 APPENDIX 2 – Landscape Partnership Project

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

Priority 1 - Planning for the Long-term Future of the Broads in Response to Climate Change and Sea-level Rise


This priority continues to be identified by others, including the Broads Forum, as a high priority, and the Authority has embarked on a major public consultation exercise which should lead to a revised Adaptation Plan and a new Action Plan.





Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
1.1	Furthering community involvement to understand vulnerabilities and inform adaptation planning (Broads Plan Objective CC2)	Head of Strategy & Projects	<p>Continue to take opportunities to discuss with differing interests in the Broads the climate impacts and choices for getting the best for the broads throughout 2014</p> <p>Prepare revised climate adaptation plan for consultation with stakeholders by October 2014</p> <p>Use consultation responses to guide revised climate adaptation plan to be adopted by Authority & partners by January 2015 Submit revised plan to Defra by March 2015</p>	<p>BA members Annual Site visit (24 July) focussed on climate change</p> <p>Revision of plan has identified new approach currently being discussed with partners. May delay consultation till late in 2014</p>	


Priority 2 - Working in Partnership on the Sustainable Management of the Broads

There are two main strands identified within this area:

- The Biodiversity Audit and the Biodiversity and Water Strategy completed in 2012 should provide the guide for future action and concentration should be given, working with partners, for a major project, or series of projects, to continue to protect and enhance biodiversity in the area.
- In conjunction with partners, the Catchment Plan for the Broads should be developed to seek long-term benefits to the whole area.

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
2.1	Deliver Biodiversity and water Strategy (Broads Plan Objective BD1)	Head of Construction, Maintenance and Environment	<p>Develop a proposal and seek funding for the restoration of Hickling and its catchment.</p> <ul style="list-style-type: none"> • Initial proposal to the Broads Authority in September 2014 • Feasibility and funding plan complete and reported to the Broad Authority in January 2015 	<p>A meeting is being arranged with NWT to look at partnership working and to further develop a project for erosion protection as the start of further improvements to Hickling Broad. Navigation Committee on 4 September provided support in principle for a long-term project to be developed for Hickling. Draft of the Hickling Lake Review chapter complete and has been reported to the Upper Thurne Working Group in May. Lake Review will be reported to BA</p>	



		Senior Ecologist	Report on Strategy whole work programme for 2014/15 in July 2014	<p>Committee later in the year.</p> <p>New ditch system in the Brograve catchment being dug in mid-July to test ochre and salt production from different drainage scenarios.</p> <p>Update on work programme provided on 11 July 2014.</p>	
2.2	Continue the improvement of water quality and water resource (Broads Plan Objective BD3)	Senior Ecologist	Hold research seminar on fen hydrology in autumn 2014 and work with partners to agree a research programme by end of 2014.	Seminar proposals being developed but will wait to be held until decision on Catfield Fen has been made by Environment Agency	
2.3	Develop landscape-scale initiatives (Broads Plan Objective BD5)	Senior Ecologist	<p>Implement Broadland Catchment Plan</p> <ul style="list-style-type: none"> Seek and confirm external funding to enable continuation of Catchment Partnership Officer till at least the end of 2014/15 by May 2014 Gain partner adoption of Broadland Catchment Plan by July 2014 	<p>Funding confirmed for Catchment Partnership Officer till end of March 2015.</p> <p>Plan approved by Broads Authority, welcomed by partners and launched at River Waveney Study Center</p>	 



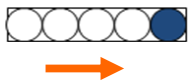
			<ul style="list-style-type: none"> Identify 3 key projects and funding by September 2014 Report on status of 3 projects by March 2015 	<p>on 19 June.</p> <p>Action Plan within the plan has set out projects and budget is available for project delivery.</p>	
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Priority 3 - Encouraging the Sustainable Use of the Broads

There are two main strands identified within this area:


- In conjunction with the Whitlingham Charitable Trust, the Trustees of the Arminghall Settlement and the Youth Hostel Association, develop a project to improve the public facilities in the Whitlingham Country Park. This was likely to involve applications for external funding.
- Following the completion of the STEP programme, work with partners to further promote tourism and economic development within the area.



Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
3.1	Promote a clear and consistent Broads 'brand' that defines the special qualities and status of the area as a resource for all (Broads Plan Objective PE1)	Head of Communications	<p>Use the 25 year anniversary of the Broads Authority to focus on the profile of the Broads and the Authority to galvanise support for future objectives. Generate a programme of promotional events to highlight the work of the Broads Authority and its 25th anniversary. Report to the Broads Authority in May for delivery during 2014.</p> <p>Assist Broads Tourism to</p>	<p>Initial suggestions for events have been sought from Staff.</p> <p>The 25th Anniversary Beer "Flagon-dry "was launched by Woodfordes in conjunction with the Eating Out Guide on 8th April.</p> <p>Completed</p>	 

			<p>relaunch 'Enjoy the Broads' brand to businesses in June 2014</p> <p>Undertake bilateral discussions with all key stakeholders to gauge level of support for greater use of the National Park brand and the Authority's long term ambition of achieving full National Park status. Report to BA in January 2015.</p> <p>Produce report and action plan on the positive steps that can be taken to raise the profile of the Broads through clear area signage and promotion outside of Norfolk & Suffolk by December 2014</p>	<p>Work in progress. Report on agenda.</p> <p>Delivery of report and action plan postponed until March 2015 in order to incorporate any branding development decisions</p>	 
3.2	Develop the network of information provision to enable people to better understand the special qualities of the Broads and enjoy them in a sustainable way. (Broads Plan Objective PE2)	Director of Operations/ BA Project Manager/ Historic Environment Manager	<p>Continue to work with the WCT on the major project to enhance the public facilities at Whitlingham.</p> <ul style="list-style-type: none"> Working with partners develop and submit stage 1 HLF bid – October 2014 Subject to Stage 1 success develop a Stage 2 HLF bid for submission in 2015/16 	<p>It had not been possible to resolve the matters relating to the partnership and lease arrangements or provide mitigating measures acceptable to all parties. Therefore, with much regret and disappointment of all those involved, the Authority resolved that it was not possible to proceed with the project at the present time.</p>	

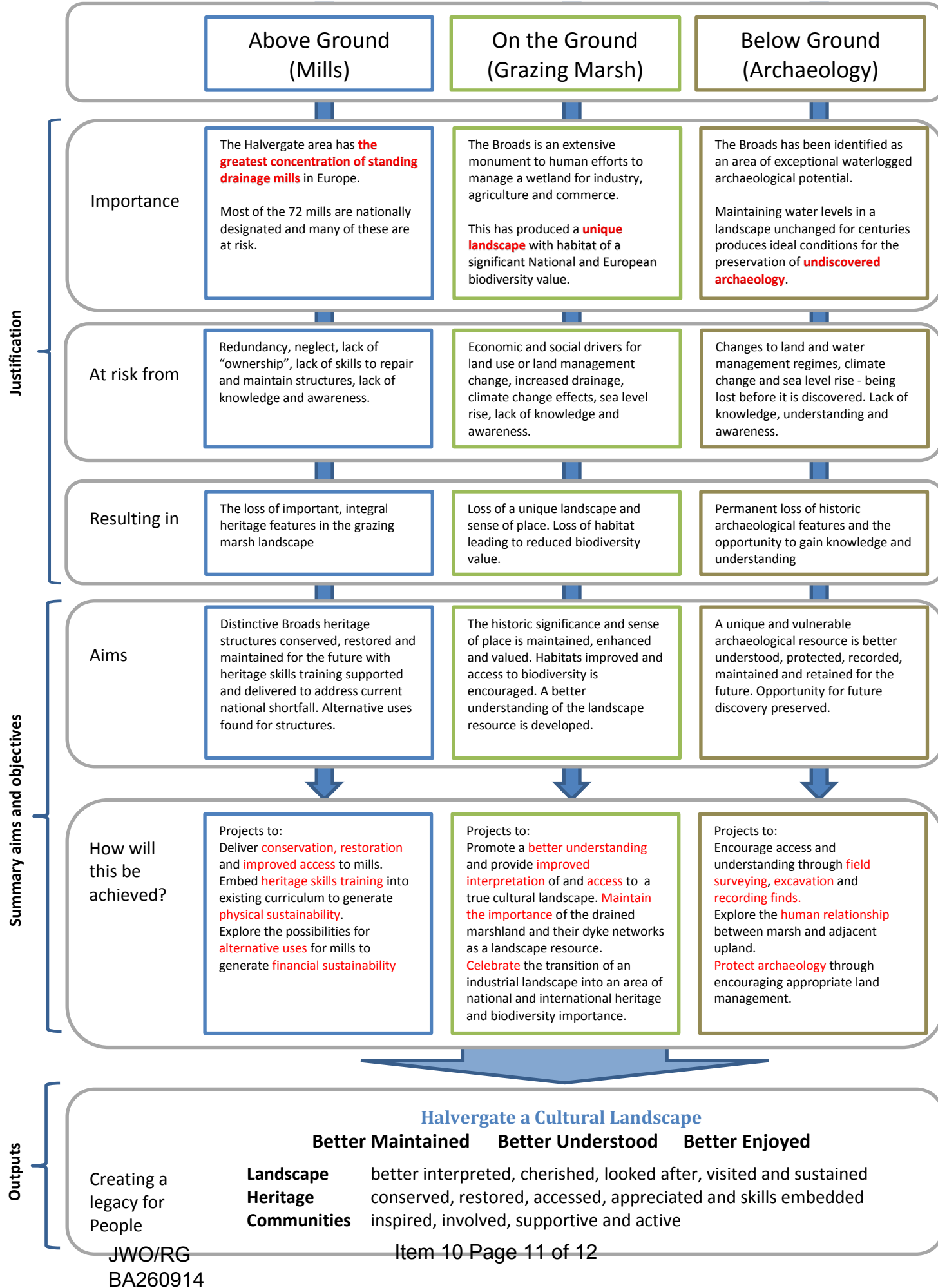
3.3	Continue to improve the quality of the visitor experience, providing a consistent standard of facilities, services and welcome. (Broads Plan Objective TR2)	Head of Communications	Produce development strategies for the yacht stations and visitor hubs to create direction of travel and main milestones for the coming five years by autumn 2014.	Work in progress	
		Senior Waterways and Recreation Officer	Survey boat owners, hirers and hire boat yards to gain a clearer picture of their views and aspirations. Boat owners' survey complete and reported to the BA by autumn 2014. Hire yards and hirers surveys in summer 2014.	Successful pilot complete. Surveys in progress and due for completion by end of September 2014. Analysis to be completed by end of October 2014	
		Head of Communications	Organise 4 th Broads Outdoors Festival, May 2014	Completed	

Priority 4 - Governance/Organisational Development of the Authority

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
4.1	Review opportunities for income generation and further efficiencies	Head of Finance	Investigate the opportunities to benchmark costs of the Authority's services with national parks, local government and other relevant organisations.	Joint Improvement Group has agreed to scope development of new benchmarking activity and options are being explored. Work to identify other benchmarking material has been undertaken but this is relatively	

		Chief Executive	Work with National Parks UK to raise income for the family from corporate sponsorship. Report to the Chairs of the National Parks in summer 2014	<p>limited and no longer current Investigation of the options for commissioning bespoke external benchmarking has previously been undertaken and discussed with FSAC but associated costs are likely to be prohibitive.</p> <p>Income from Airwick partnership has been re-invested in further initiatives to develop major corporate sponsorship opportunities in conjunction with the other members of the National Park family.</p>	
		Management Team	Identify potential income generation from sources such as Europe, the Lottery and the New Anglia together with potential further efficiencies by Autumn 2014.	<p>Chief Execs of National Parks have signed off income generation strategy.</p> <p>Work ongoing to identify potential project funding including potential for HLF bids and future EU project bids.</p>	

Big Skies, Mills and Marshes: the Broads Landscape Partnership



Outcomes and Legacy

- Conserve a number of drainage mills by 2020 to prevent further deterioration, and provide public access opportunities where appropriate (Partners: BA, education providers, owners, English Heritage, NCC, heritage preservation interest groups)
- Work with education providers in East Anglia to embed traditional built heritage skills training into Further Education courses by 2018 (Partners: NCC, BA, Easton College, Norfolk Windmills Trust)
- Amend local planning policy to allow income generation activities to take place on mill sites where appropriate
- Improve access along existing public rights of way throughout the Landscape Partnership Area
- Produce interpretation material about the area for primary and secondary school curriculums by 2018 and provide accessible opportunities for field visits
- Work with landowners, local groups and businesses to increase the number of nature hotspots along the river corridor through habitat enhancements
- Increase water quality and efficiency awareness through eye catching promotional campaigns and use of new technologies.
- Construction of interpretive, educational and promotional attractions that can be toured throughout the area
- Facilitate local interest groups continued work through the creation of a co-operative consortium to manage training, insurance and funding opportunities.
- Recruit 500 volunteers from all sectors of society to take part in partner and local interest groups activities across the landscape partnership project
- Develop better interpretation and information facilities at transport hubs
- Produce interpretation and information packages that are accessible to everyone both physically and online.
- Involving a greater number and wider range of people in looking after the landscape