

**REPORT OF THE BUSINESS AND PERFORMANCE MANAGER**

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**SUBJECT:  
PERFORMANCE REPORT FOR THE PERIOD TO MARCH 2013**

Introduction

This report considers performance against the actions and measures for Corporate Outcomes 8, and parts of Outcomes 3 and 5 for the period up to the end of March 2013, and those actions relating to Strategic Grant Letter requirements.

Corporate Strategy

The Corporate Strategy sets out the relevant corporate outcomes as follows -

**3 - Residents and visitors use opportunities provided to adopt more sustainable lifestyles**

**5 - A thriving local economy exists based on the sustainable use of the National Park.**

**8 - The Authority is recognised as meeting good practice standards in terms of governance, providing value for money and listening to the views of residents, visitors and partners**

Appendix 1 details the progress against the 32 actions reported to this committee. Nineteen are coded green to indicate completion or on target, 9 are amber indicating the project is underway, but is behind target with reasons included in the comments. Four actions are coded red where progress in two is delayed awaiting further guidance from Welsh Government and other workload has prevented progress on the remainder. None of the actions have changed their progress status since last quarter.

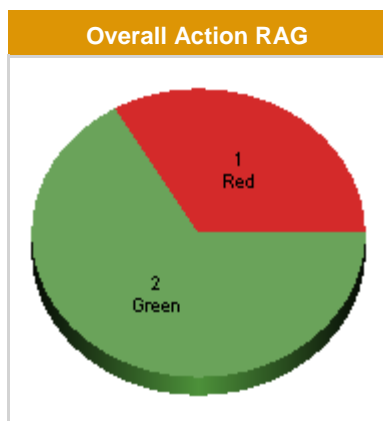
Appendix 2 details the measures from the Corporate Strategy for 2012/13 which are not collected within the Ffynnon system and are generally positive.

Appendix 3 details the current Risk Register. There have been no changes in the level of risk, although two new risks have been included concerning use of SDF funds and potential damage from climate change.

**Recommendation: Members are requested to RECEIVE and COMMENT on the Performance Report.**

*(For further information contact Alan Hare –Business & Performance Manager on ext 4810)*

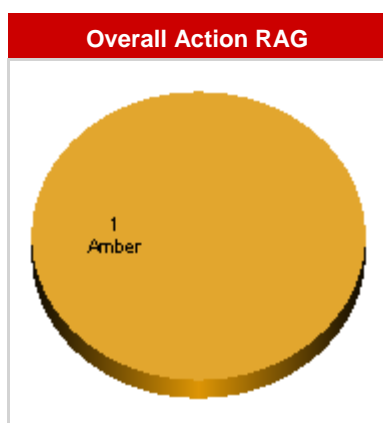
Outcome 1 - The National Park is conserved for current and future generations



- ↓ Worsening Trend
- Static Trend
- ↑ Improving Trend

Action	Previous Period January 2013		Current Period March 2013			
	% Complete	RAG	% Complete	RAG	Trend	Comment
e Implement Conservation of Habitats and Species Regulations(SGL)		Red		Red	→	Guidance from WG still outstanding
h Integrate biodiversity mitigation, etc into new developments through the planning system (SGL)	80	Green	100	Green	→	Conditions applied to all consents according to LDP policies
I To report on priorities and activities to promote and safeguard the cultural heritage of the Parks.(SGL)	75	Green	100	Green	→	All work completed

Outcome 2 - Residents and visitors enjoy and appreciate the National Park

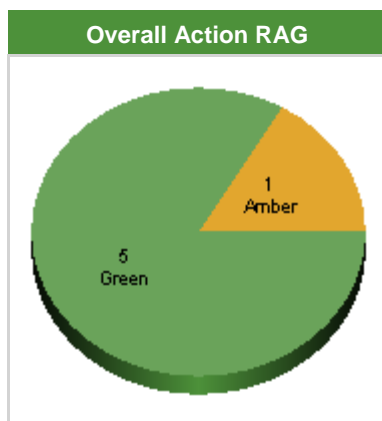


- ↓ Worsening Trend
- Static Trend
- ↑ Improving Trend

Action	Previous Period January 2013		Current Period March 2013			
	% Complete	RAG	% Complete	RAG	Trend	Comment
d Report to WG on recreation strategy(SGL)	30	Amber	80	Amber	→	Report being prepared

# Performance Report

## Outcome 3 - Residents and visitors use opportunities provided to adopt more sustainable lifestyles

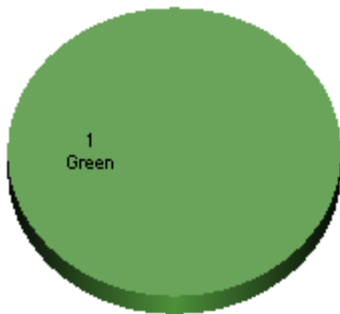


Action	Previous Period January 2013		Current Period March 2013			
	% Complete	RAG	% Complete	RAG	Trend	Comment
b Maintain our investment in Greenways & Coastal Buses schemes (SGL)	100	Green	100	Green	→	Budget maintained for 2013/14
c Use all available Sustainable Development Fund	80	Amber	100	Amber	→	£86,000 not committed for 2012/13 although actual spend during year was £227,000 8 applications due for SDF cmttee in May which exceed funds available if all approved.
d Install a new biomass boiler at Llanion HQ and investigate renewable energy	100	Green	100	Green	→	Fully operational - first RHI application submitted
e Reduce energy consumption and carbon emissions by 3%(SGL)	80	Green	100	Green	→	Overall CO2 reduction of 16%. Although electricity was up 6%, gas was reduced by 39%, diesel by 9% and petrol by 3%. Photo voltaic panels now operating.
f Demonstrate the effectiveness of schemes already in place (SGL)	50	Green	100	Green	→	Response detailed in end of year SGL report
g Identify the risks posed by climate change(SGL)	50	Amber	100	Green	→	Draft report to CMT for signoff 26/3/13. Workshop being arranged by WG - late May or June

# Performance Report

Outcome 4 - Opportunities are provided for local people to live within the National Park

## Overall Action RAG

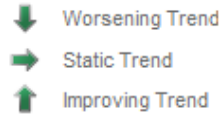
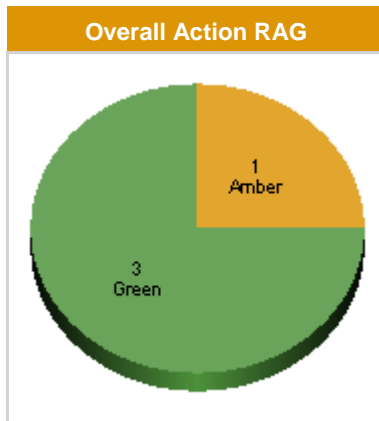


- ↓ Worsening Trend
- Static Trend
- ↑ Improving Trend

Action	Previous Period January 2013		Current Period March 2013			
	% Complete	RAG	% Complete	RAG	Trend	Comment
c Enable affordable housing and work with local housing authorities on delivery(SGL)	75	Green	100	Green	→	Planning application for 18 dwellings at Crymych to be reported to Planning Committee in April 2013 with recommendation of approval. Replied positively to proposal for 7 units at Glanrhyd. Update meetings held with Tai Centref and Pembs Housing Association and study looking into the implementation of allocated sites completed.

# Performance Report

## Outcome 5 - A thriving local economy exists based on the sustainable use of the National Park

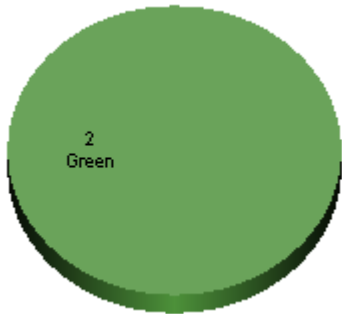


Action	Previous Period January 2013		Current Period March 2013			
	% Complete	RAG	% Complete	RAG	Trend	Comment
a Greater promotion of the contribution of the Park to the economy	37	Amber	40	Amber	→	Meetings held with Destination Pembrokeshire group and Pembrokeshire Tourism. Supporting bid for Digital Tenby project and others.
c Provide evidence to WG on the economic and social importance of the coast, etc.(SGL);	30	Green	60	Green	→	Interim report recvd. Draft final report due mid April and final publishing in June.
d Carry out a feasibility study into Geopark Status	100	Green	100	Green	→	Report to April NPA recommending not to progress Geopark membership but to monitor impact of possible UNESCO recognition
e To report on how plans and programmes support the social and economic well-being of communities (SGL)	35	Green	60	Green	→	Report being prepared

# Performance Report

Outcome 6 - Residents and Visitors from a wide range of backgrounds access opportunities for improved understanding about the National Park

## Overall Action RAG

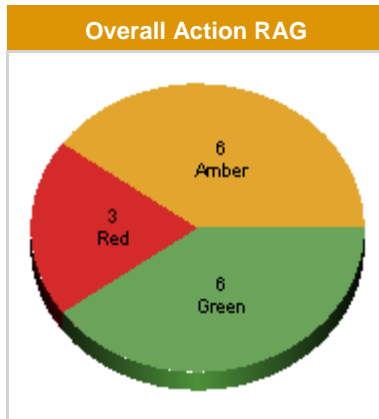


- ↓ Worsening Trend
- Static Trend
- ↑ Improving Trend

Action	Previous Period January 2013		Current Period March 2013			
	% Complete	RAG	% Complete	RAG	Trend	Comment
c Identify those who make less use of NPs and encourage participation(SGL)	80	Green	100	Green	→	2708 participants in Social Inclusion and Walkability projects. Rangers engaged with a further 1667 members of the public and 883 volunteers.
h Utilise the special qualities of the Park in contributing to life-long learning(SGL)	80	Green	100	Green	→	7286 participants in events. 1114 school children at Carew (closed for last term) and 4876 at Castell Henllys.

# Performance Report

Outcome 8 - The Authority is recognised as meeting good practice standards in terms of governance



Worsening Trend  
 Static Trend  
 Improving Trend

Action	Previous Period January 2013		Current Period March 2013			
	% Complete	RAG	% Complete	RAG	Trend	Comment
a Improve the response times for both pre-application enquiries and planning applications (SGL)	80	Green	100	Green		72% applications determined within 8 weeks (Only 1 in last 9 months below 65%) YTD figure 67%. 91% of enforcement cases closed within 12 weeks. Backlog down to 61(from 66 previous quarter). 432 pre-application enquiries received with 54% closed within 30 days and an average of 38 days.
b Continue to engage with the Welsh Government's Planning Division in relation to the Planning Review of Protected Areas (SGL)	40	Green	40	Green		Waiting for WG to publish planning bill
c Continue to implement efficiency savings, joint working, benchmarking and sharing experiences	80	Green	100	Green		PCC - preparing off- street parking order. SHC to manage Regency car park in 2013. 3 Parks Shared Planning options consultancy report. Outsourcing legal services has saved approx. £20k.
d Improve performance management and include benchmarking data	50	Amber	75	Amber		Team plan template used for all services. Improvement Plan to NPA in April. Revised reporting from Ffynnon being prepared for 2013/14.
e Develop ways to measure and improve our customer satisfaction levels	10	Red	15	Red		Survey thru Citizens Panel shows generally high levels of satisfaction on all services, although 12% were extremely dissatisfied with the planning service.
f Commence on a process of reviewing the effectiveness of our Support Services	50	Green	50	Amber		No further progress this quarter
g Introduce a formal scrutiny process	100	Green	100	Green		Report due May
h Apply for accreditation of the Advanced Charter for Members	40	Green	50	Green		Will apply for Members Charter during 2013
i Report on the health of Park ecosystems using methodology for state of the park reporting (SGL)	80	Green	100	Green		Report to CMT for signoff 26/3/13.

j Implement principles outlined in the Strategic Policy Statement for Protected Areas in place by the end of 2012. (SGL)		Red		Red	➔	WG preparing policy statement - consultation to start in May
k Commence work on a document management system for the planning service to improve internet access for planning information.	10	Amber	12	Amber	➔	Limited progress due to other IT projects - HR and Finance systems.
l Implement new IT systems for HR.	60	Green	75	Amber	➔	Staff absence and other workload has delayed launch by 1 - 2 months
m Develop methodology to measure the quality and added value of the planning service (SGL)	1	Amber	1	Amber	➔	No change - dependant on WG and new planning bill due soon
n Work with Welsh Government to establish a new way of demonstrating progress and accountability by the Park Authorities (SGL)	10	Amber	10	Amber	➔	Final report submitted to WG by consultants, waiting for WG decisions.
o Work towards achieving the Customer Service Excellence Standard by end 2012/13 (SGL)	5	Red	5	Red	➔	Linked to e above



**Measures****Appendix 2**

<b>Measure</b>	<b>Progress</b>
We receive a favourable Corporate Review by Wales Audit Office;	Positive report received and reported to previous meeting of this committee
We meet the targets in Strategic Grant letter;	Most actions completed where possible and those relevant to this committee included in appendix 1 above.
Customer satisfaction levels are improving;	Survey of planning service customers completed with mostly positive replies although response level fairly low Survey forms issued to all schools events, 'Your Park' events and for visitors to the centres with high levels of satisfaction. Citizens Panel survey also showed high levels of satisfaction with only Planning and Car Parks registering very unsatisfactory responses (11 and 8 respectively out of 587 respondents).
We maintain our position as a good employer, with engagement levels remaining high	'Best Company' survey of staff completed with result slightly lower than last year. Health and well-being staff group set up and developing projects.
We retain Investors in People in 2012	IIP retained in October.
Improvement in the number of valid complaints and compliments	13 formal complaints have been received so far this year (9 planning related).
The trend in the number of health & safety incidents is reducing	A total of 42 incidents have been recorded during the year compared to 54 for last year. These were all minor or a 'near miss'. No road traffic accidents were recorded.
The majority of our media coverage is positive or neutral	Over 98% of media coverage is positive or neutral.

# Risk Register

Period: March 2013

## PCNPA RISK REGISTER

Risk	Probability	Impact	RAG	Comment	Owner	Custom Field 6
01. Incident due to tripping hazard etc on Coast Path leading to claim	Unlikely	Severe	Amber	Winter work programme completed.	charlesm	Cllr Mike James
02. Incident due to tripping hazard etc on other paths leading to claim	Unlikely	Moderate	Green	Survey underway, work programme in progress	charlesm	Cllr M James
03. Incident due to falling trees or branches in our property	Unlikely	Moderate	Green	Tree inspection training completed and surveys undertaken	charlesm	David Ellis
04. Incident due to maintenance activities on sites, paths, grass cutting etc.	Unlikely	Moderate	Green		charlesm	Cllr M James
05. Incident due to driver error/vehicle fault	Unlikely	Moderate	Green	Updated driver's handbook being prepared	charlesm	Cllr Alison Lee
06. Incident due to condition on one of our properties or sites	Unlikely	Moderate	Green	Annual risk assessments being prepared.	charlesm	Cllr Bob Kilmister
07. Incident caused by volunteers	Unlikely	Moderate	Green		charlesm	Cllr Paul Harries
08. Incident to school children while involved in NPA provided activity	Unlikely	Moderate	Green		Philroach	Cllr Paul Harries
09. Incident caused by livestock managed by NPA	Possible	Moderate	Amber	Grazing licences improved and responsibilities clarified. Insurance cover clarified.	charlesm	David Ellis
10. Incident caused by faulty merchandise, food etc provided by NPA	Unlikely	Moderate	Green		Jamesp	Cllr Paul Harries
11. Incident caused by condition of NPA building	Unlikely	Moderate	Green	Annual inspection completed. Work programme for 2013/14 arranged, budget agreed.	charlesm	Cllr David Rees
12. Incident causing significant environmental damage	Unlikely	Severe	Amber		charlesm	David Ellis
13. Risk of significant reduction in funding	Unlikely	Moderate	Green	Budget confirmed for 2013/14 - no change.	TegrynJones	Cllr Tony Brinsden
14. Risk of loss of major NPA building due to fire etc	Unlikely	Severe	Amber		charlesm	Ted Sangster
15. Risk of failing to comply with Local Government Measure	Unlikely	Moderate	Green	Annual AIR report from WAO positive	TegrynJones	Cllr Rob Lewis
16. Risk of major IT failure	Unlikely	Severe	Amber	Annual equipment replacement underway	alanh	Alan Archer
17. Risk of loss of key documents	Unlikely	Moderate	Green		alanh	Cllr Rob Lewis
18. Risk of major incident	Unlikely	Moderate	Green	Response plan to major incident under review.	charlesm	Chris Gwyther
19. Risk of failing to deliver against Strategic Grant Letter targets	Unlikely	Moderate	Green	Most items in SGL completed where possible - some waiting for information from WG.	TegrynJones	Gwyneth Hayward
20. Risk of flawed decision on planning application	Unlikely	Severe	Amber		JaneGibson	Cllr Bob Kilmister
21. Risk of closure of pension fund	Unlikely	Moderate	Green		TegrynJones	Chris Gwyther

22. Oriel y Parc financial performance	Unlikely	Minor	Dark Green		richardg	Ted Sangster
23 Failing to meet planning on Carew reception buildings	Unlikely	Minor	Dark Green	New reception due to open in April	Jamesp	Melinda Thomas
25. Risk of poor partner relationships affecting joint working	Unlikely	Moderate	Green		TegrynJones	Peter Morgan
26. Reputational risk caused by Solva accident	Likely	Severe	Dark Red		TegrynJones	Cllr Tony Brinsden
27. Solva accident claim exceeding insurance limit	Likely	Severe	Dark Red		TegrynJones	Cllr Mike Williams
28. Risk of failing to meet long term lease at Carew	Unlikely	Moderate	Green		Jamesp	Ted Sangster
29. Failure to comply with new Welsh Language Standards	Possible	Moderate	Amber		TegrynJones	Cllr David Rees
30. Failure to comply with Equalities legislation	Possible	Moderate	Amber		TegrynJones	Chris Gwyther
31. Failure to retain liP	Unlikely	Minor	Dark Green	liP Retained	junes	
32. Risk of staff shortages in Direction due to special event or significant sickness etc	Unlikely	Moderate	Green		JaneGibson	Cllr Alison Lee
33. Risk of staff shortages in Delivery due to special event or significant sickness etc	Unlikely	Moderate	Green		Jamesp	Cllr Reg Owen
34. Risk of staff shortages in corp srvces due to special event or significant sickness etc	Unlikely	Moderate	Green		TegrynJones	Cllr David Rees
35. Risk of lack of capacity/skills of Direction staff for key work	Unlikely	Moderate	Green		JaneGibson	Cllr Alison Lee
36. Risk of lack of capacity/skills for Delivery staff for key work	Unlikely	Moderate	Green		Jamesp	Cllr Reg Owen
37. Risk of lack of capacity/skills for Corp Svces staff for key work	Unlikely	Moderate	Green		TegrynJones	Cllr Reg Owen
38. Failure to reduce CO2 emissions by 3% pa	Possible	Moderate	Amber	CO2 emissions reduced by 16% overall although electricity up by 6% compared to previous year.	TegrynJones	Cllr Lyn Jenkins
39. Risk of poor decision making based on inaccurate GIS data	Possible	Moderate	Amber		MartinaDunne	Cllr Peter Morgan
40. Risk of inappropriate or offensive behaviour by member of the public towards staff	Possible	Moderate	Amber		TegrynJones	Cllr Tony Wilcox
41. Failure to provide affordable housing opportunities in accord with target	Likely	Moderate	Red		JaneGibson	Gwyneth Hayward
42. Risk of unpopular planning decision on high profile development	Possible	Moderate	Amber		JaneGibson	Cllr Bob Kilmister
43. Failure to improve performance on speed of determining applications & provide quality service	Possible	Moderate	Amber	Overall figure for year of 68%, 9 out of last 10 months above 65%	JaneGibson	Cllr Mike Williams
44. Risk of failing to introduce enhanced web access & document management in reasonable time	Possible	Moderate	Amber		alanh	Melinda Thomas

45. Incident caused by faulty merchandise, provided by Cilrhedyn	Unlikely	Moderate	Green		charlesm	Cllr Lyn Jenkins
46. Failure to deliver Origins project at Castell Henllys	Unlikely	Moderate	Green	Design contract let.	Jamesp	Melinda Thomas
47. Failure to agree new SLA with National Museum on OyP	Unlikely	Minor	Dark Green	SLA Signed by both parties	TegrynJones	Cllr Lyn Jenkins
48. Risk of intruder/virus attack on systems and website	Likely	Severe	Dark Red		alanh	Alan Archer
49. Risk of PSBA project failing to deliver improvements	Unlikely	Moderate	Green	OyP delayed - waiting for contractor. All other sites operational.	alanh	Cllr Rob Lewis
50. Failure of phone system	Possible	Moderate	Amber		alanh	Alan Archer
51. Risk of new HR system failing	Unlikely	Moderate	Green	Staff absence and other workload has delayed roll out by 2 months	alanh	Gwyneth Hayward
52. Risk of new Finance system failing	Unlikely	Moderate	Green	Preferred supplier identified. System specification prepared.	richardg	Cllr Tony Wilcox
53. Failure to to allocate and spend use all of SDF fund	Possible	Moderate	Amber	8 applications due in May - total bids exceed funding available	alanh	Cllr Mike Williams
54. Risk of impact of budget cuts in partner organisations	Possible	Moderate	Amber		alanh	
55. Risk of long term impact on National Park from climate change	Possible	Moderate	Amber		alanh	