

**REPORT OF THE BUSINESS AND PERFORMANCE MANAGER**

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**SUBJECT:  
PERFORMANCE REPORT FOR THE PERIOD TO JANUARY 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 January 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**

Appendices 1 and 2 to this report have been reproduced directly from the Ffynnon Performance reporting system and show the progress reports for the actions and measures in these outcomes. Actions relating to the Strategic Grant Letter are marked with SGL.

The full risk register appears in appendix 3.

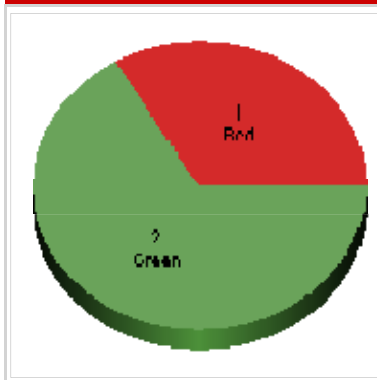
**Recommendation: Members are requested to RECEIVE and COMMENT on the Performance Report.**

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



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

### Overall Action RAG



Action	Previous Period October 2012		Current Period January 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)	50	Green	80	Green	→	Conditions applied to all consents according to LDP policies
l To report on priorities and activities to promote and safeguard the cultural heritage of the Parks.(SGL)	60	Green	75	Green	→	Report to be prepared shortly based on activities during the year.

# Performance Report

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

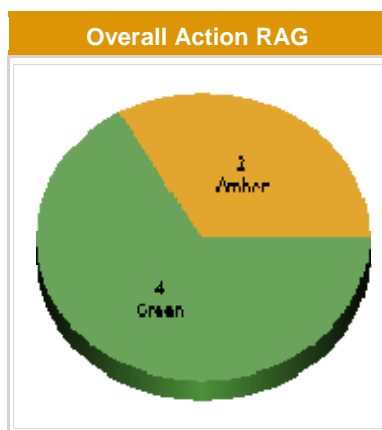
### Overall Action RAG



Action	Previous Period October 2012		Current Period January 2013			
	% Complete	RAG	% Complete	RAG	Trend	Comment
d Report to WG on recreation strategy(SGL)	30	Amber	30	Amber	→	Report to be prepared for year end

# Performance Report

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

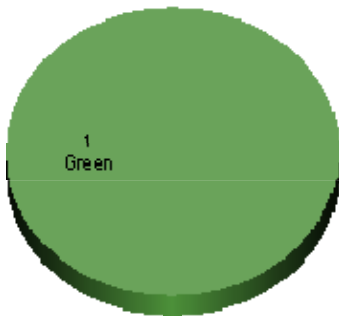


Action	Previous Period October 2012		Current Period January 2013			
	% Complete	RAG	% Complete	RAG	Trend	Comment
b Maintain our investment in Greenways & Coastal Buses schemes (SGL)	100	Green	5	Green	→	Input into report for Committee by Finance Officer to maintain level of funding for Coastal Buses and Greenways Officer in 2013/14. Survey on service cuts complete and draft report prepared for consideration by PCC CMT.
c Use all available Sustainable Development Fund	55	Red	80	Amber	↑	£69,500 not committed for 2012/3. £113,000 already committed for 2013/4
d Install a new biomass boiler at Llanion HQ and investigate renewable energy	100	Green	100	Green	→	Renewable heat initiative application approved with effect from mid Dec 2012
e Reduce energy consumption and carbon emissions by 3%(SGL)	50	Red	80	Green	↑	Although emissions generated from electricity consumption is up 5% since last year, gas consumption is 30% less and petrol and diesel is down by 12% making the overall reduction of 12%
f Demonstrate the effectiveness of schemes already in place (SGL)		Amber	50	Green	↑	Response to Minister in mid year report
g Identify the risks posed by climate change(SGL)	50	Amber	50	Amber	→	Workshop between WG and 3 Parks delayed until March 2013. Although the NPA is addressing this issue, our actions will need to be formalised into the particular format of the document outlined by WG in its guidance, and any additional recommendations that may emerge in the workshop.

# Performance Report

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

## Overall Action RAG

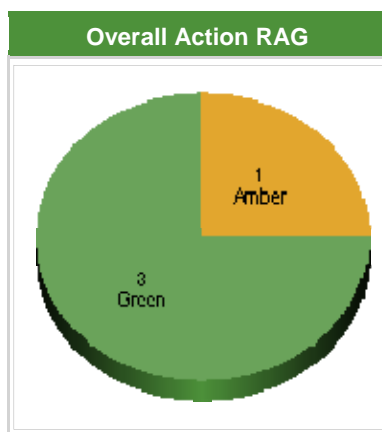


- ↓ Worsening Trend
- Static Trend
- ↑ Improving Trend

Action	Previous Period October 2012		Current Period January 2013			
	% Complete	RAG	% Complete	RAG	Trend	Comment
c Enable affordable housing and work with local housing authorities on delivery(SGL)	55	Green	75	Green	→	Planning application received to develop 18 affordable houses in Crymch by Tai Cantref HA. Pre-application discussion for 7 affordable homes on brownfield site at Glanrhyd. Ongoing discussions with Pembrokeshire HA re exception site for 8 affordable homes at Marloes. Details of all active sites, discussions and negotiations reported to Scrutiny Committee on 23/1/13.

# Performance Report

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

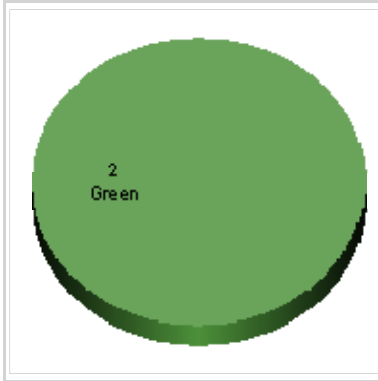


Action	Previous Period October 2012		Current Period January 2013			
	% Complete	RAG	% Complete	RAG	Trend	Comment
a Greater promotion of the contribution of the Park to the economy	5	Amber	37	Amber	→	-Input to sustainable tourism travel BETS VW action plan -Input to further develop DPP tourism trade newsletter -Attended PLANED community tourism steering group -Ongoing developments to refresh 'Enjoy website' -Attended SWWTP steering group meeting
c Provide evidence to WG on the economic and social importance of the coast, etc.(SGL);	15	Green	30	Green	→	Case studies being fianlised and interviews arranged. Progress meeting on 1st March. Final report scheduled June
d Carry out a feasibility study into Geopark Status	70	Green	100	Green	→	Fianl report recvd. Next steps meeting arranged for 25 Feb
e To report on how plans and programmes support the social and economic well-being of t communities (SGL)	15	Green	35	Green	→	Project in progress

# Performance Report

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

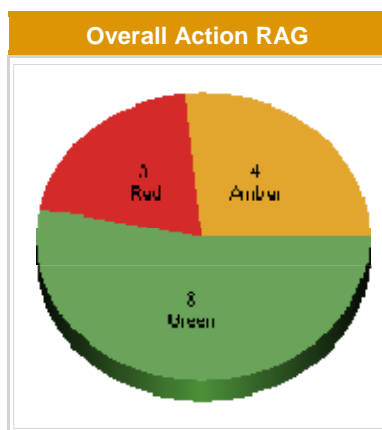
## Overall Action RAG



Action	Previous Period October 2012		Current Period January 2013			
	% Complete	RAG	% Complete	RAG	Trend	Comment
c Identify those who make less use of NPs and encourage participation(SGL)	60	Green	80	Green	→	2082 participants thru Social Inclusion and Walkability projects. A further 1369 have been involved in Ranger led activities
h Utilise the special qualities of the Park in contributing to life-long learning(SGL)	60	Green	80	Green	→	5614 participants in programme events. 1114 school children at Carew and 3857 at Castell Henllys

# Performance Report

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



Action	Previous Period October 2012		Current Period January 2013			
	% Complete	RAG	% Complete	RAG	Trend	Comment
a Improve the response times for both pre-application enquiries and planning applications (SGL)	60	Amber	80	Green	↑	70% applications determined within 8 weeks (3 consecutive months of 70%) YTD figure 66%. 93% of enforcement cases closed within 12 weeks. Backlog down to 66 (from 80 previous quarter).
b Continue to engage with the Welsh Government's Planning Division in relation to the Planning Review of Protected Areas (SGL)	20	Green	40	Green	→	Waiting for WG to publish planning bill
c Continue to implement efficiency savings, joint working, benchmarking and sharing experiences	50	Green	80	Green	→	Budget approved by NPA. Joint procurement exercise for Finance system with SNPA. Joint insurance broking being prepared. Renewable Heat Initiative for new boiler confirmed.
d Improve performance management and include benchmarking data	30	Amber	50	Amber	→	Team plan template being tested. Members to commence monitoring risks from April. More staff entering data in Ffynnon
e Develop ways to measure and improve our customer satisfaction levels	10	Red	10	Red	→	Project being revised and new plan to be prepared.
f Commence on a process of reviewing the effectiveness of our Support Services	40	Green	50	Green	→	Initial actions being progressed. Graphics Services to be next review.
g Introduce a formal scrutiny process	100	Green	100	Green	→	Scrutiny committee meeting regularly and nearing final sessions. Report scheduled for May
h Apply for accreditation of the Advanced Charter for Members	10	Green	40	Green	→	Report to NPA in Feb, new criteria so applying for assessment under Members Charter and not advanced this year.
i Report on the health of Park ecosystems using methodology for state of the park reporting (SGL)	50	Green	80	Green	→	Report being drafted and will be circulated internal for comments shortly
j Implement principles outlined in the Strategic Policy Statement for Protected Areas in place by the end of 2012. (SGL)		Amber		Red	→	Draft policy statement due February



k Commence work on a document management system for the planning service to improve internet access for planning information.	5	Green	10	Amber		Data on suppliers etc collected, but workload on HR & PACS and other systems has restricted progress on analysis
l Implement new IT systems for HR.	30	Green	60	Green		Selected users testing system, team leaders now accessing test system
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)	5	Green	10	Amber		Initial stakeholder meeting held - requesting further meeting with WG to discuss impact of proposed approach.
o Work towards achieving the Customer Service Excellence Standard by end 2012/13 (SGL)	5	Amber	5	Red		Linked to review of project in 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;	Underway – Actions relevant to this committee included 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.
We maintain our position as a good employer, with engagement levels remaining high	'Best Company' survey of staff underway. Health and well-being staff group set up.
We retain Investors in People in 2012	IIP retained in October.
Improvement in the number of valid complaints and compliments	11 formal complaints have been received so far this year (8 planning related).
The trend in the number of health & safety incidents is reducing	Data not updated since last report when there was a total of 6 incidents have been recorded this year compared to 31 for the same period 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 Conservation & Planning

# Appendix 3

Period: January 2013

Risk	Probability	Impact	RAG	Mitigation/Actions	Owner	Member
01. Incident due to tripping hazard etc on Coast Path leading to claim	Unlikely	Severe	Amber	Coast Path Strategy Annual condition inspection of length of path Routine maintenance – staff on path most days Reports from staff, coast guard and public £25m public liability insurance	Charles Mathieson	Cllr Mike James
02. Incident due to tripping hazard etc on other paths leading to claim	Unlikely	Moderate	Green	RoWIP Routine maintenance – staff on paths most days Reports from staff, other agencies and public £25m public liability insurance	Charles Mathieson	Cllr M James
03. Incident due to falling trees or branches in our property	Unlikely	Moderate	Green	Tree management policy and procedures in place. Additional inspection following dangerous weather conditions £25m public liability insurance	Charles Mathieson	David Ellis
04. Incident due to maintenance activities on sites, paths, grass cutting etc.	Unlikely	Moderate	Green	Risk assessment for operation and location Staff training, standard procedures Signs & barriers. £25m public liability insurance	Charles Mathieson	Cllr M James
05. Incident due to driver error/vehicle fault	Unlikely	Moderate	Green	All vehicles maintained to manufacturers recommendations Vehicles checked for roadworthiness Driver licence and vehicle documentation checked Staff driving assessed prior to driving members of public Staff training	Charles Mathieson	Cllr Alison Lee
06. Incident due to condition on one of our properties or sites	Unlikely	Moderate	Green	Annual condition inspection Regular site visits for maintenance etc Prioritised annual maintenance programme with budget Emergency repairs fund Alarms fitted and tested where practical £25m public liability insurance	Charles Mathieson	Cllr Bob Kilmister
07. Incident caused by volunteers	Unlikely	Moderate	Green	Risk assessment for operation and location Staff training £25m public liability insurance	Charles Mathieson	Cllr Paul Harries

08. Incident to school children / vulnerable people while involved in NPA provided activity	Unlikely	Moderate	Green	Risk assessment for operation and location CRB Checks Child protection policy Staff training £25m public liability insurance Monitor staff, liaise with partners, update procedures with legislation changes	Phil Roach	Cllr Paul Harries
09. Incident caused by livestock managed by NPA	Possible	Moderate	Amber	Risk assessment for operation and location Staff training £25m public liability insurance	Charles Mathieson	David Ellis
10. Incident caused by faulty merchandise, food etc provided by NPA	Unlikely	Moderate	Green	Reliable supply sources Merchandise group monitors products £25m public liability insurance	Jamesp	Cllr Paul Harries
11. Incident caused by condition of NPA building	Unlikely	Moderate	Green	Annual condition inspection Regular site visits for maintenance etc Prioritised annual maintenance programme with budget Emergency repairs fund Alarms fitted and tested where practical £25m public liability insurance	Charles Mathieson	Cllr David Rees
12. Incident causing significant environmental damage	Unlikely	Severe	Amber	Environmental management systems in place Risk assessments for operation and location	Charles Mathieson	David Ellis
13. Risk of significant reduction in funding	Unlikely	Moderate	Green	Identify potential cost savings and income generation Review all activities and prioritise. Zero based budget.	Tegryn Jones	Cllr Tony Brinsden
14. Risk of loss of major NPA building due to fire etc	Unlikely	Severe	Amber	All buildings well maintained Security & fire alarm systems in place Insurance to cover some costs. Business Continuity Plans being prepared	Charles Mathieson	Ted Sangster
15. Risk of failing to comply with Local Government Measure	Unlikely	Moderate	Green	Corporate Strategy prepared in line with WAO advice Performance systems being developed, benchmarking included. Working with WG to develop new indicators	Tegryn Jones	Cllr Rob Lewis
16. Risk of major IT failure	Unlikely	Severe	Amber	Daily backup of data Backup email server in place Disaster recovery facilities in place on second site	Alan Hare	Alan Archer
17. Risk of loss of key documents	Unlikely	Moderate	Green	Key documents in fire safe	Alan Hare	Cllr Rob Lewis
18. Risk of major incident	Unlikely	Moderate	Green	Major incident plan being reviewed and updated	Charles Mathieson	Chris Gwyther
19. Risk of failing to deliver against Strategic Grant Letter	Unlikely	Moderate	Green	Report quarterly against targets Alternative approach being considered by WG	TegrynJ ones	Gwyneth Hayward

targets						
20. Risk of flawed decision on planning application	Unlikely	Severe	Amber	Codes of practice & protocols including professional institute membership, Members Charter Member & staff training	Jane Gibson	Cllr Bob Kilmister
21. Risk of closure of pension fund	Unlikely	Moderate	Green	Monitor fund performance. Largely outside of NPA control.	Tegryn Jones	Chris Gwyther
22. Oriel y Parc financial performance	Unlikely	Minor	Dark Green	Café licensed to third party. Merchandise sales improved	Richard Griffiths	Ted Sangster
23 Failing to meet planning on Carew reception buildings	Unlikely	Minor	Dark Green	Project scheduled for completion by March 2013	James Parkin	Melinda Thomas
25. Risk of poor partner relationships affecting joint working	Unlikely	Moderate	Green	Many examples of joint/shared working in place Continue to monitor	Tegryn Jones	Peter Morgan
26. Reputational risk caused by Solva accident	Likely	Severe	Dark Red	Work closely with insurance and legal representatives, consider press releases if trial proceeds	Tegryn Jones	Cllr Tony Brinsden
27. Solva accident claim exceeding insurance limit	Likely	Severe	Dark Red	Work closely with legal team. Own advisor appointed	Tegryn Jones	Cllr Mike Williams
28. Risk of failing to meet long term lease at Carew	Unlikely	Moderate	Green	Regular inspections and maintenance actions.	James Parkin	Ted Sangster
29. Failure to comply with new Welsh Language Standards	Possible	Moderate	Amber	Review & update Welsh Language Scheme	Tegryn Jones	Cllr David Rees
30. Failure to comply with Equalities legislation	Possible	Moderate	Amber	Equality Plan adopted. Staff training arranged	Tegryn Jones	Chris Gwyther
32. Risk of staff shortages in Direction due to special event or significant sickness etc	Unlikely	Moderate	Green	Monitor sickness, etc	Martina Dunne	Cllr Alison Lee
33. Risk of staff shortages in Delivery due to special event or significant sickness etc	Unlikely	Moderate	Green	Monitor sickness, etc	James Parkin	Cllr Reg Owen
34. Risk of staff shortages in corp srvc es due to special event or significant sickness etc	Unlikely	Moderate	Green	Monitor sickness, etc	Tegryn Jones	Cllr David Rees
35. Risk of lack of capacity/skills of Direction staff for key work	Unlikely	Moderate	Green	Monitor skills requirements, assess training needs	Martina Dunne	Cllr Alison Lee
36. Risk of lack of capacity/skills for Delivery staff capacity/skills for key work	Unlikely	Moderate	Green	Monitor skills requirements, assess training needs	James Parkin	Cllr Reg Owen

37. Risk of lack of capacity/skills for Corp Svces staff for key work	Unlikely	Moderate	Green	Monitor skills requirements, assess training needs	Tegryn Jones	Cllr Reg Owen
38. Failure to reduce CO2 emissions by 3% pa	Possible	Moderate	Amber	Regular reporting & implementing improvements Continue greening our buildings	Tegryn Jones	Cllr Lyn Jenkins
39. Risk of poor decision making based on inaccurate GIS data	Possible	Moderate	Amber	Task group formed & preparing standards, guidance, training etc.	Martina Dunne	Cllr Peter Morgan
40. Risk of inappropriate or offensive behaviour by member of the public towards staff	Possible	Moderate	Amber	Risk assessments, staff training Register of problem areas Record & monitor incidents	Tegryn Jones	Cllr Tony Wilcox
41. Failure to provide affordable housing opportunities in accord with target	Likely	Moderate	Red	Scrutiny committee considering this topic. Current economic climate limiting residential development which funds affordable housing	Jane Gibson	Gwyneth Hayward
42. Risk of unpopular planning decision on high profile development	Possible	Moderate	Amber	Work closely with developers & stakeholders, communicate with community interest groups	Jane Gibson	Cllr Bob Kilmister
43. Failure to improve performance on speed of determining applications & provide quality service	Possible	Moderate	Amber	Three Parks Review of potential of joint working underway. New planning bill being drafted by WG.	Jane Gibson	Cllr Mike Williams
44. Risk of failing to introduce enhanced web access & document management in reasonable time	Possible	Moderate	Amber	PSBA access being introduced, Feasibility study scheduled for later this year.	Alan Hare	Melinda Thomas
45. Incident caused by faulty merchandise, provided by Cilrhedyn	Unlikely	Moderate	Green	Careful design, quality control Merchandise group monitors products £25m public liability insurance	David Owen	Cllr Lyn Jenkins
46. Failure to deliver Origins project at Castell Henllys	Unlikely	Moderate	Green	Detailed project plan prepared. Close liaison with Cadw	James Parkin	Melinda Thomas
47. Failure to agree new SLA with National Museum on OyP	Unlikely	Moderate	Green	SLA agreed, formal signing in Feb.	Tegryn Jones	Cllr Lyn Jenkins
48. Risk of intruder/virus attack on systems and website	Likely	Severe	Dark Red	High quality control systems. Frequent updates. Frequent monitoring of system logs	Alan Hare	Alan Archer
49. Risk of PSBA project failing to deliver improvements	Unlikely	Moderate	Green	Close liaison with suppliers. Scheduled to complete by March 2013.	Alan Hare	Cllr Rob Lewis
50. Failure of phone system	Possible	Severe	Red	Maintenance contracts in place	Alan Hare	Alan Archer
51. Risk of new HR system failing	Unlikely	Moderate	Green	Close liaison with supplier and IT team, & staff training	Alan Hare	Gwyneth Hayward
52. Risk of new Finance system failing	Unlikely	Moderate	Green	Close liaison with supplier and IT team, staff training	Richard Griffiths	Cllr Tony Wilcox

53. Failure to to allocate and spend use all of SDF fund	Possible	Moderate	Amber	Promote SDF through radio, press, County Show and internally	Alan Hare	Cllr Mike Williams
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