

REPORT OF HEAD OF BUSINESS MANAGEMENT

SUBJECT:
DRAFT CORPORATE STRATEGY 2011/12 – 2013/14

Purpose of Report

This report provides members with an opportunity to consider and comment on the draft Corporate Strategy 2011-2014 and also agree to a consultation on its content with key stakeholders

Introduction/Background

As part of the Authority's performance management framework, the Corporate Strategy (see Annex A) sets out the Authority's corporate objectives, how the success of these will be measured and what actions are required to achieve them. This Corporate Strategy document shows the Authority's contribution in the short to medium term delivery of the longer term National Park Plan and is also the basis of budget priorities and work programmes and individual staff performance appraisals.

The presentation of this draft Corporate Strategy follows workshops involving members, all the staff and extensive discussion by senior team leaders and managers as well as facilitation by external consultants.

Previous Corporate Plans have tended to focus on the statutory purposes and some national agendas from the Welsh Assembly Government. While these are still included, this document presents the Authority's work under the themes of sustainable development – environment, social, economic and governance as so much of the work contributes to these themes.

For each of the nine Corporate themes the document sets out the desired outcome, how that outcome could be measured, a general strategy or approach as to how the outcome can be achieved over the next three years and the detailed actions which will be carried out in the coming year.

It is proposed to present the final version of the document to Members, for their approval at the February NPA

Options

The draft is currently provided to Members for their comment. In addition, subject to Members approval we would like to undertake some consultation on the draft with key stakeholders. Work will continue on this draft Corporate Strategy, particularly to ensure the measures are realistic and that the data is easily available. More detailed planning is also required on the actions to ensure the activity contributes in an efficient and cost effective way to delivering the required outcomes.

Financial considerations

While there are no specific financial considerations relating to this draft, Members need to be aware that this strategy will need to be delivered within the Authority's budget

Risk considerations

None

Compliance

This document will provide the basis for a number of the Authority's Compliance documents and the Annual Plan 2011-2012.

Human Rights/Equality issues

No specific issues

Biodiversity implications/Sustainability appraisal

The document makes a contribution towards the ability of the Authority to deliver in these areas

Welsh Language statement

The strategy will be delivered in accordance with our Welsh Language Statement

Conclusion

The paper provides an opportunity for Members to contribute towards developing the strategy that will guide our work over the next three years.

Recommendation

Members are asked to:

- **Provide comments and suggestions to be included in the final draft of the Corporate Strategy; and**
- **Approve that officers can consult on the draft with key stakeholders**

(For further information, please contact Alan Hare)

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Consultees: Senior Management Team and Heads of Service and Managers

Annex A

Pembrokeshire Coast National Park Authority

Draft Corporate Strategy 2011-2014

Our Vision

Enthuse for today, enlighten for tomorrow, cherish forever

Our Role

To conserve the landscape, environment and culture, support community well-being and promote appreciation and enjoyment of the National Park.

The Outcomes we are looking to deliver

The successful delivery of this strategy will lead to the delivery of the following outcomes:

The National Park Authority will work in an open, transparent and fair manner towards ensuring that the natural and historic landscape of the National Park is conserved for future generations. We will seek to ensure that the special qualities of the National Park are valued and that people have ample opportunities to enjoy and appreciate it, through learning and use. We will promote the adoption of more sustainable lifestyles, and seek to ensure the well-being of local communities through encouraging the provision of affordable housing for local people and employment through the sustainable use of the resources of the National Park.

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

To achieve this outcome

We will use our planning powers to ensure that the Pembrokeshire Coast National Park retains its special features. We recognise that those responsible for land and buildings need to make a living and we will seek to support them to balance this need with the need to protect the natural and historic landscape and promote biodiversity for its environmental and economic benefits.

To show that we have delivered this outcome we will measure:

- The percentage of new development permitted on previously developed land;
- The area of greenfield and open space lost to development which is not allocated in the plan;
- Mapped landscape quality indicators (if data available);
- Trends in 'key species' populations;
- Increase in the area of land managed in partnership with NPA;
- Conservation status of farmland habitats (if data available); and
- The percentage of listed buildings and Scheduled Ancient Monuments at risk.

We will take the following Actions to deliver these Outcomes:

- Implement LDP policies;
- Use S106 and similar agreements;
- Manage our own sites and encourage others to manage for conservation benefit;
- Assist landowners and farmers to engage in agri-environment schemes, both national and local; and
- Develop biodiversity corridors.

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

To achieve this outcome

We will promote access and provide opportunities for residents and visitors to enjoy quiet recreation and the cultural and historic environment of the Park.

To show that we have delivered this outcome we will measure:

- The length of rights of way open and accessible;
- The number of people using the rights of way and other paths;
- The length of paths suitable for less able access; and
- User surveys to show increased satisfaction levels of enjoyment and appreciation

We will take the following Actions to deliver these Outcomes:

- Maintain Coast Path;
- Maintain inland rights of way, other paths and sites;
- Develop website and other media

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

To achieve this outcome

We will encourage the adoption of more sustainable lifestyles by providing easy access to recreation, promoting sustainable transport, renewable energy sources and the well-being of communities.

To show that we have delivered this outcome we will measure:

- The number of people walking and cycling;
- The number of hard to reach groups walking and cycling;
- The number of people using coastal buses, park and ride and similar schemes;
- The number of Planning Obligations for community facilities secured from development. (or financial contributions); and
- The number of renewable energy schemes or Mw of power generated by renewable.

We will take the following Actions to deliver these Outcomes:

- Promotion of walking & cycling and public transport;
- Improve sustainable transport;

- Use Sustainable Development Fund funding;
- Demonstrate good practice.

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

To achieve this outcome

We will use our planning responsibilities to assist in the provision of affordable homes.

To show that we have delivered this outcome we will measure:

- The number of Affordable Homes granted planning permission; and
- The percentage of affordable housing agreed and actually delivered compared to Local Development Plan target.

We will take the following Actions to deliver these Outcomes:

- Implement Local Development Plan Policies;
- Use Section 106 agreements; and
- Sell surplus NPA land that is suitable for affordable housing development.

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

To achieve this outcome

We will encourage local businesses to balance their use of the resources of the Park with their need to create sustainable businesses.

To show that we have delivered this outcome we will measure:

- Economic figures or examples of thriving businesses using the Park; and
- Number of people using visitor centres

We will take the following Actions to deliver these Outcomes:

- Prioritise planning enforcement actions;
- Greater promotion of the economic benefits; and
- Closer working and partnerships;

Outcome 6 - A thriving sustainable tourism industry exists within the park

To achieve this outcome

We will support the development of the tourism industry by promoting the sustainable use of the National Park resource as a tourism attraction

To show that we have delivered this outcome we will measure:

- Survey through Pembrokeshire Tourism members;

We will take the following Actions to deliver these Outcomes:

- Develop tourism partnership working
- Encourage good practice

Outcome 7 - Residents and Visitors to the National Park from all backgrounds take advantage of opportunities for improved understanding about the park and other environmental and cultural issues

To achieve this outcome

We will use the special qualities of the National Park as the basis for lifelong learning for all.

To show that we have delivered this outcome we will measure:

- % of people displaying a good understanding of the National Park and role of the Authority;
- Number of individuals using the education service of the National Park Authority;
- Number visitors to the Tourist Information Centres and Visitor Centres; and
- % inspiration following school visits

We will take the following Actions to deliver these Outcomes:

- Events programme linked to key stages
- Promote understanding through visitor centres, communications tools and media

Outcome 8 - Residents and visitors recognise the distinct culture of the National Park

To achieve this outcome

We will promote the wide variety of local, linguistic, artistic and social cultures found within the National Park.

To show that we have delivered this outcome we will measure:

- Surveys of visitors and residents

We will take the following Actions to deliver these Outcomes:

- Encourage use of the Welsh language
- Promote traditional land management techniques
- Use our centres to promote and demonstrate cultural heritage

Outcome 9 - 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

To achieve this outcome

We will work to meet standards of good practice in terms of governance, fairness and efficiency, and we will work with residents, visitors and partners.

To show that we have delivered this outcome we will achieve:

- A favourable Corporate Review by Wales Audit Office;
- Meet the targets in Strategic Grant letter;
- Ensure that the Development Management Department is ranked in the top quartile of key measures;
- Improving Customer satisfaction levels; and
- % of positive / neutral media coverage

We will take the following Actions to deliver these Outcomes:

- Embed performance management
- Develop scrutiny role of Members
- Work towards advance charter for Members