

**REPORT OF BUSINESS & PERFORMANCE MANAGER**

**SUBJECT: IMPROVEMENT PLAN 2013/14 - PART 1**

Purpose of Report

To ask Members to adopt the Improvement Plan 2013/14 Part 1.

Introduction/Background

Under the Local Government Measure, the National Park Authority is required to publish its Improvement Plan as soon as practical for the new financial year.

Summary Findings

The Improvement Plan is based on the Corporate Strategy which was approved at the Authority's meeting in February. The plan highlights an Improvement Objective for each of the four corporate outcomes in the plan.

<b>CORPORATE OUTCOME</b>	<b>IMPROVEMENT OBJECTIVE</b>
<b>1 – The landscape, environment and culture of the National Park are conserved for current and future generations.</b>	To review at least 50% of the managed sites during 2013/14 and identify any failing to meet their management plan objectives.
<b>2 – Residents and visitors from a wide range of backgrounds enjoy, appreciate and understand the National Park.</b>	To develop a network of rights of way which are open, usable, suitably signposted, and in an acceptable condition with at least 80% of path network open and meeting the standard by March 2014.
<b>3 – The work of the National Park Authority has a positive impact on the local economy and the well-being of residents and visitors to the National Park.</b>	To increase the accessibility of our services to as diverse a range of users as practical by identifying and removing those potential barriers which are within our capability.
<b>4 - The National Park 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.</b>	To improve the quality of our customer service.

Financial considerations

No additional budget requirements

Risk considerations

No additional risks are involved.

Compliance

Required to comply with Local Government Measure.

Human Rights/Equality issues

None.

Biodiversity implications/Sustainability appraisal

None

Welsh Language statement

The approved document will be translated and published on the Authority's website.

**Recommendation**

**Members ADOPT the Improvement Plan 2013/14 Part 1.**

Background Documents

None

*(For further information, please contact Alan Hare)*

*Author: Alan Hare*

*Consultees:*



Pembrokeshire Coast  
National Park  
Authority

Improvement  
Plan Part 1  
2013/14

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## Introduction

The National Park Authority delivers a wide variety of work that contributes to the vitality of the local area from conservation management and public access to local employment and affordable housing. The National Park Authority will continue to endeavour to meet the expectations of our customers, both residents and visitors, during a time of economic constraint. This document sets out our corporate priorities in the years ahead and sets specific targets for the National Park Authority to deliver in 2013-14.

Under Welsh Government legislation the Authority is required to publish an Annual Improvement Plan which sets out what improvements to its services, in terms of quality, effectiveness, access, sustainability and cost, it proposes to make. The Authority is fully committed to continuously improving its services. This is finalised during May and makes use of the most up to date information available, although in some cases this may not be for a full year or may refer only to 2010/11, particularly when using data from other organisations for bench-marking and comparison.

Each year the Authority prepares a Corporate Strategy which is primarily for use by staff and Members, and which outlines what we plan to achieve over the next year. The Corporate Strategy for 2013/4 was approved by the National Park Authority in February 2013 and is used as the basis for the Improvement Plan Part 1. In preparing the Corporate Strategy we have reviewed progress during 2012 and considered any changes in legislation or society in general which might affect our work.

The National Parks face growing and sometimes conflicting demands to deliver conservation, public access, local employment and affordable housing, at a time when resources are being constrained. Not all of the proposed actions will be completed in the coming year and it should be viewed as part of a rolling three year programme with specific key actions to take place during the year to enable us to focus on the demands placed on the National Park by its users.

## Why do we have a Corporate Strategy?

The Corporate Strategy sets out our vision, our role, and, in four improvement objectives, what the National Park Authority (NPA) will achieve over the next few years. All work or activity by staff contributes to achieving one or more of the strategic outcomes.

## How did we develop the strategy?

Although the NPA is a relatively small organisation there are many factors influencing its work. These include

- The statutory purposes as defined in the Environment Act 1995;
- The National Park Management Plan which sets out the long term vision for the National Park;
- The policy context provided by the National Park Policy Statement produced by the Welsh Government;
- The Welsh Government's Programme for Government;
- The Strategic Grant Letter issued by Welsh Government to the National Park Authority each year;
- The statutory role as the planning authority for the national park area and the policies set out in the Local Development Plan;
- Welsh Government's sustainable development scheme One Wales: One Planet
- The Community Strategy/Single Integrated Plan for Pembrokeshire (The NPA helps deliver 10 of the priority actions in the environment section of this plan)
- Other Welsh Government policies and strategies such as Natural Environment Framework
- The resources available to fund activities
- Past performance
- Reports by Wales Audit Office on the National Park Authority
- Responses to surveys from residents, visitors and service users.

A number of workshops were held, involving staff and Members of the Authority, to identify the priority outcomes for the National Park Authority and how these will be measured.

#### Who did we consult?

We consulted on a draft of this Improvement Plan with staff, and key stakeholders including Welsh Government, Countryside Council for Wales (now National Resources Wales) and Pembrokeshire County Council. Information was also gained from the Pembrokeshire Citizens Panel, customer and staff surveys, and feedback from the biannual staff workshops which include group discussions on service topics. The Corporate Strategy, on which this Improvement Plan is based, was posted on the web site for comments.

Comments on this or for future versions of the Improvement Plan may be emailed to [info@pembrokeshirecoast.org.uk](mailto:info@pembrokeshirecoast.org.uk) with a subject of 'Improvement Plan' or in writing to PCNPA, Llanion Park, Pembroke Dock, SA72 6DY

## Background

### Pembrokeshire Coast National Park

Pembrokeshire Coast National Park was designated in 1952 under the National Park and Access to the Countryside Act 1949.

The National Park covers an area of 612,km<sup>2</sup>, with approximately 23,000 people living in some 50 community council areas. At its widest, the National Park is about 16km wide and at its narrowest only 200m. Most of the National Park is in private ownership.

### Pembrokeshire Coast National Park Authority

The Pembrokeshire Coast National Park Authority was created as a free standing special purpose local authority under the 1995 Environment Act. The Authority consists of 18 Members, 12 nominated by Pembrokeshire County Council and six appointed by the Welsh Government.

### Park Purposes

The Act specifies that the purposes of a National Park Authority are

- ❖ To conserve and enhance the natural beauty, wildlife and cultural heritage of the park area
- ❖ To promote opportunities for the understanding and enjoyment of the special qualities of the area by the public.

The Act also states that in pursuing the above purposes the Authority has a duty to foster the social and economic well being of local communities.

As part of local government the Authority also contributes to many of the Welsh Government's wider goals for the economy, health, sustainability and social inclusion. In addition, the Authority meets the aspirations for better public services set out in policy publications including One Wales: One Planet and the emerging Living Wales Programme.

The Authority is the statutory planning authority for the National Park area and is responsible for the preparation of the Local Development Plan. Every five years the Authority is required to produce a National Park Management Plan which sets out how it would like to see the National Park managed not just by the Authority itself but by the other agencies and organisations whose activities might impact on the Park.

### Funding

The Authority's net expenditure is determined by the Welsh Government, by allocating the annual National Park Grant and levy, which remains unchanged for 2013/14 at £4,727,137 with an additional capital grant of £116,667.

When providing the funding, the Welsh Government also specifies a number of performance targets in its annual Strategic Grant Letter covering sustainability, social inclusion, corporate governance, access to the countryside and planning.

The Corporate Strategy sets out our four improvement outcomes and is intended to:

- State our aspirations for the Park and how these may benefit people
- Guide our work and explain our priorities
- Inform our staff and key partner organisations
- Inspire and engage others to contribute to our desired outcomes
- Form the basis of our business planning

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## **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 Improvement Outcomes we would like to deliver**

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

- 1 – The landscape, environment and culture of the National Park are conserved for current and future generations.**
- 2 – Residents and visitors from a wide range of backgrounds enjoy, appreciate and understand the National Park.**
- 3 – The work of the National Park Authority has a positive impact on the local economy and the well-being of residents and visitors to the National Park.**
- 4 - The National Park 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.**

## **Improvement Outcome 1 - The landscape, environment and culture of the National Park are conserved for current and future generations.**

### Introduction

We will use our resources, expertise and statutory powers to support and encourage those responsible for land and buildings to minimise the impact of climate change and implement sustainable development. We will promote the wide variety of local, linguistic, artistic and social cultures found within the National Park through our conservation, education and interpretation activities.

### What are we trying to achieve? -

A special landscape

- Which is admired by everyone for its beauty
- Where the native species flourish
- Where local business benefits from the special qualities
- Where historic features are maintained
- Where the linguistic, artistic and social cultures are celebrated

### Improvement Objective for Outcome 1

To review at least 50% of the managed sites during 2013/14 and identify any failing to meet their management plan objectives.

### Where are we now with this improvement objective?

At present the National Park Authority manages directly or supports land owners to manage 1,900 hectares on 200 sites for the purposes of maintaining and enhancing biodiversity. New sites are chosen to increase the area of land in the National Park managed for conservation and to improve habitat connectivity across the county.

### How will we measure our performance for this improvement objective?

The majority of these sites will be monitored annually to assess the overall ecological condition and highlight whether or not a site has been managed in line with the objectives laid out by its management plan.

Sites will be assigned a status according to the following conditions:

- Green – Site is in good ecological condition and is being managed in line with the management plan.
- Amber – Site is being managed in line with the management plan but ecology is not yet in expected condition.
- Red – Site is in poor ecological condition or is not being managed in line with the management plan, which may occur in the early years of a management plan.

Where are we with other activities under this outcome?

A recent landscape assessment using CCW’s Landmap methodology identified 28 distinct landscape character areas within the National Park.

A recent visitor survey indicates that the natural environment is a significant factor to the visitor experience and their associated activities. The survey also shows that walking is becoming increasingly popular and most visit the area regularly.

Each year grants totalling £100,000 have been awarded for the improvement of historic buildings. We encourage landowners to conserve scheduled ancient monument sites although coastal erosion is probably the most significant cause of damage.

The Oriel y Parc visitor centre promotes understanding of the landscape through the medium of art in partnership with National Museum of Wales and with exhibitions and residencies by local artists.

We will be succeeding in delivering this outcome when:

- a. Land managed in partnership with NPA is improving in biodiversity over time
- b. There is no reduction in the quality of the landscape, as identified in Landmap;
- c. There is a reduction in the number of Listed Buildings at risk;
- d. This year over 30,000 people are introduced to cultural aspects of the National Park through the Urdd Eisteddfod, archaeology, art and language related events.

We will take the following actions to deliver these Outcomes:

- a. Manage our own sites for conservation benefit;
- b. Increase the area of land managed for conservation in partnership with NPA by an average of 5% a year over the next three years;
- c. Encourage landowners and farmers to engage in agri-environment schemes, both national and local;
- d. Encourage sustainable development through our planning policies;
- e. Promote and support the artistic, linguistic and social cultures; and
- f. Encourage owners of historic and archaeological sites to protect them

How do we compare?

Although the latest key species indicators show a reduction, this is much less than most other species as shown in local and national comparisons such as the State of Wildlife in Pembrokeshire and the National Farmland Birds Survey. The percentage of listed buildings and archaeological sites at risk is similar to the average in the UK national parks.

Measures & Indicators

Measure	Actual 2011/12	Target 2012/13	Actual 2012/13 (where known)	Target 2013/14	Comparison/Comment
% of NPA managed sites which are in good ecological condition and being managed				70%	New indicator – data not available until 2013/14

Measure	Actual 2011/12	Target 2012/13	Actual 2012/13 (where known)	Target 2013/14	Comparison/Comment
in line with the management plan					
Number of developments approved contrary to LDP policies 8 or 15		No more than 2		No more than 2	New indicator – data collected annually
Area of land managed for biodiversity in partnership with NPA	1630 ha	1710ha	1900ha	1890ha	
% of listed buildings at risk	4.1 %	7%		4%	Data collected annually 2011/12 - Average in English NPAs – 3%
Number of listed buildings at risk rescued through NPA action during the year, as a % of the total number of listed buildings at risk in the National Park.	12%(7)	10%		10%	Data collected annually 2011/12 - SNPA 2.33% (7) Top quartile for English NPAs – 17%
Number of people engaged through cultural events				30,000	New indicator – 2013 will be exceptionally high due to Urdd Eisteddfod in Pembrokeshire

## **Improvement Outcome 2 - Residents and visitors from a wide range of backgrounds enjoy, appreciate and understand the National Park.**

### Introduction

We will promote access and provide opportunities for residents and visitors to enjoy recreation and the natural, cultural and historic environment of the Park, and we will use the special qualities of the National Park as the basis for lifelong learning for all.

### What are we trying to achieve?

Safe and accessible opportunities for public enjoyment and understanding of the National Park's special qualities by;

- Providing easy access to appropriate recreational activities free from barriers for all potential users
- Information and interpretation is easily available and accessible
- The resources and special qualities of the National Park are inspirational for life-long learning

### Improvement Objective for Outcome 2

To develop a network of rights of way which are open, usable, suitably signposted, and in an acceptable condition with at least 80% of path network open and meeting the Authority's standard by March 2014.

### Where are we now with this improvement objective?

The Authority maintains over 1014km of footpaths and bridleways, including the popular Pembrokeshire Coast Path National Trail. Approximately 70% of the paths are open, usable and maintained to a quality standard.

### How will we measure our performance for this improvement objective?

The paths will be surveyed against set criteria, with a 5% random sample each year in addition to ensuring each path is surveyed at least once every five years. A survey of the condition and quality of all rights of way in the National Park is being undertaken and should be completed during 2014.

### Where are we with other activities under this outcome?

In addition, many lengths of paths (180km in total) are suitable for the less able with improved surfaces, removal of stiles, limited steps and gradual slopes, including 50km suitable for wheelchair users. Details of the wide variety of walks throughout the National park are available in publications and leaflets, with over 210 downloadable maps on the Park Authority's main website. The Authority also maintains over 50 sites, including car parks, giving access to the most popular walks and beaches in the area.

Over 250,000 people a year make use of the Authority's visitor centres and the Authority's website attracts more than 160,000 individual visits. 225,000 copies of the Authority's flagship visitor publication, Coast to Coast, are distributed every year and over 300 activities and events are organised throughout the National Park to promote enjoyment and understanding of the Park's special qualities.

Over 7,000 people took part in National Park Authority organised activities and events, and more than 4,000 pupils visited Carew and Castell Henllys as part of the Authority’s education service.

We will be succeeding in delivering this outcome when:

- a. There is an increasing % of the rights of way meeting the Authority’s agreed standards, with a target of 80% during 2013/14.
- b. The number of people using the path network is increasing,
- c. We engage directly with at least 250,000 individuals through the Discovery programmes and via the Authority’s visitor centres and attractions.
- d. The number of volunteers involved with National Park activities increases in both number and range of skills involved

We will take the following Actions to deliver these Outcomes:

- a. Complete the survey of all paths during 2014/15;
- b. Maintain and improve the Coast Path, inland rights of way, other paths and sites;
- c. Develop interpretation, education, website and other media to promote the relevance of the National Park in addressing environmental and socio-economic concerns;
- d. Engage with new audiences, at our centres and through a wide range of organised events including Mosaic Wales, and ‘Your Park’ activities.

How do we compare?

In 2011/12 approximately 72% of paths in the Pembrokeshire Coast National Park were open and usable compared to 76% in the Brecon Beacons National Park. The average in England’s National Parks is 85% with the average across Wales estimated at about 55%.

Measures & Indicators

Measure	Actual 2011/12	Target 2012/13	Actual 2012/13 (where known)	Target 2013/14	Comparison/Comment
% of RoW open & accessible meeting the quality standard	72%	80%	76%	80%	Quality criteria changed during 2012 – actual is for new standard. Full survey underway – figures estimated based on partial survey.
Number of people using footpaths (from fixed counters)	18,690		13,646		Exceptionally poor weather has probably led to the decrease
Number of people involved as volunteers			1200 (10 months)		New indicator. Target not set until full year figures available

Measure	Actual 2011/12	Target 2012/13	Actual 2012/13 (where known)	Target 2013/14	Comparison/Comment
Number of volunteer events			200 (10 months)		New indicator
Level of inspiration of learners/pupils engaging with the National Park as reported by teachers (modal score, 11 point scale)		10	10 (to date)	10	Calculated annually 2011/12 - BBNPA 10 SNPA 10
Total number of people engaged directly by NPA staff	270,495	275,000	235,000 (9 months)	250,000	Includes centres, schools, Activities & Events, Social Inclusion, health events. (Target reduced in anticipation of reduction in visitor numbers.)

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### **Improvement Outcome 3 - The work of the National Park Authority has a positive, sustainable, impact on the local economy and the well-being of residents and visitors to the National Park.**

#### Introduction

We will encourage the adoption of more sustainable lifestyles by providing easy access to recreation, and by promoting sustainable transport, renewable energy sources and the well-being of communities. We will use our planning responsibilities to assist in the provision of affordable homes.

We will encourage local businesses, in particular tourism and agriculture, to ensure a sustainable use of the resources of the Park in the development of their businesses.

#### What are we trying to achieve?

The National Park Authority's work is recognised as improving the economic and social wellbeing by

- Promoting affordable and quality housing
- Encouraging and supporting local sustainable business
- Engaging with local communities and encouraging volunteering
- Providing activities which have a positive impact on health
- Promoting a clean and safe environment, and
- Promoting sustainable development

#### Improvement Objective for Outcome 3

To ensure our services are accessible by as diverse a range of users as practical by identifying and removing those potential barriers which are within our capability.

#### Where are we now with this improvement objective?

We have already achieved much in making recreation and access to the Park more accessible through reducing the number of stiles on footpaths, provision wheel chair friendly footpaths, supervised and guided walks and three mobility scooters. Over 2,000 people have been engaged with the National Park in 2012/13 through Authority led events. Specific work has been undertaken to encourage more people from ethnic minority backgrounds to use the National Park, through the MOSAIC Wales project.

However, many of our other services might be enhanced by considering the requirements of a population with diverse needs and characteristics.

#### How will we measure our performance for this improvement objective?

It is difficult to measure the improvement directly for this objective, although we can measure the number of people introduced to the National Park through Authority organised events, who might not otherwise have been involved.

#### Where are we with other activities under this outcome?

In 2011/12 18% of housing permissions were for affordable units, although the number completed is restricted by the current economic climate.

The National Park Authority's primary purposes relate to conservation and recreation, however, much of the Authority's work also contributes to a range of economic, health and community priorities. The Pembrokeshire Coast Path National

Trail and wider path network attracts many visitors, to the benefit of the accommodation and hospitality sector. Similarly, the promotion of walking and other outdoor activities contributes to the health and well-being of the population. The visitor centres support the recreation and activity providers and many local businesses use the National Park in promotion materials.

Volunteer projects and community engagement helps to break down various social barriers, and the planning service ensures that there is a sustainable use of resources within the National Park.

The Authority is a funding partner in local sustainable transport schemes and also supports many renewable energy proposals with over 85% of planning applications for energy installations approved.

*We will be succeeding in delivering this outcome when:*

- a. The organised events introduce over 5,000 people who would not normally be engaged to the National Park each year and surveys show a high level of customer satisfaction.
- b. Over 10% of all planning approvals for housing will be for affordable homes
- c. We contribute to the economic activity of the region through greater partnership and involvement with Destination Pembrokeshire, and the Pembrokeshire Business Panel.

*We will take the following Actions to deliver these Outcomes:*

- a. Implement the recommendations from the current scrutiny exercise into affordable housing provision
- b. Prepare the annual delivery report on the Local Development Plan
- c. Work with the Destination Pembrokeshire Partnership and others to encourage and support sustainable tourism businesses and promote Pembrokeshire as a destination.
- d. Develop closer working relationships with the economic sector through partnerships including Destination Pembrokeshire, the Pembrokeshire Business Panel, and town centre regeneration programmes with PCC
- e. Continue the 'Walkability', 'Your Park' and Mosaic Wales projects and other inclusion related activities.
- f. Continue financial support for Greenways bus services

*How do we compare?*

Data on wellbeing is not generally available for the National Park area. The most recent all Wales statistics available from Welsh Government indicate that since 2007, 12% of PCNPA approvals for housing units have been affordable. This is the eighth best out of the 23 welsh planning authorities where the average is 10%.

Measures & Indicators

Measure	Actual 2011/12	Target 2012/13	Actual 2012/13 (where known)	Target 2013/14	Comparison/Comment
Number of 'hard to reach' people engaging with the National Park			1,730 (up to Dec)	5,000	
% of new housing units which are affordable	20%	20%	20% (up to Dec)	20%	Above the average for Welsh Planning Authorities
Number of people using coastal buses etc	77,400	83,000	83,000	83,000	Service jointly funded with PCC
Number of people involved in health related events arranged by NPA			1390 (10 months)	1,200	New indicator

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**Improvement Outcome 4 - The National Park 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.**

Introduction

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.

What are we trying to achieve?

The general public can have confidence that Authority

- Is open, fair and transparent in its decision making
- Provides value for money and quality services
- Works well with partner organisations
- Listens to and respects the views of local communities
- Contributes to reducing the impacts of climate change
- Is well managed and governed, and
- Is recognised as a good employer

Improvement Objective for Outcome 4

To improve the quality of our customer service.

Where are we now with this improvement objective?

Existing customer satisfaction surveys indicate a high level of overall satisfaction of our services. During 2012/13 we carried out customer satisfaction surveys at some of our centres, our education activities, and our planning service. We also used the Pembrokeshire Citizens Panel to survey the opinions of the local residents.

How will we measure our performance for this improvement objective?

By carrying out customer satisfaction surveys on at least three of our services.

Where are we with other activities under this outcome?

The Annual Improvement Report from Wales Audit Office refers to several instances of good practice and identifies a few areas where some improvements might be considered. The performance of our planning service has improved significantly in recent years and now consistently determines over 65% of applications within the 8 week target. The Authority has introduced new scrutiny procedures. A review of the National Park Management Plan is underway. The Authority recently retained the Investors in People award for the third time.

We will be succeeding in delivering this outcome when:

- a. We receive a favourable Corporate Review and Annual Improvement Report each year from Wales Audit Office;
- b. Customer satisfaction levels are improving;
- c. We maintain our position as a good employer, with engagement levels remaining high
- d. Our planning service maintains and improves its performance.

- e. The CO<sup>2</sup> emissions generated by our energy and travel requirements are reduced by an average of 3% annually.

We will take the following Actions to deliver these Outcomes:

- Measure and improve our customer satisfaction levels
- Improve the response times for both pre-application enquiries and planning applications and develop improved on-line access to application information
- Continue to improve the governance of the Authority
- Improve efficiency and reduce costs of the organisation
- Continue to reduce CO<sup>2</sup> emissions

Measures & Indicators

Measure	Actual 2011/12	Target 2012/13	Actual 2012/13 (where known)	Target 2013/14	Comparison/Comment
CO <sup>2</sup> emissions generated by our energy and travel	443,899	430,500	304,540 (10 months)	417,500	6.9% reduction last year – average in English NPAs was 12%. Est. 10% decrease in 2012/13
Member attendance at main committees	81%	75%	86% (11 months)	75%	2011/12 - Brecon 84% SNPA 76%
Member attendance at training events		66%	76% (11 months)	66%	2011/12 - BBNPA 70% SNPA 73%
Employee costs as a % of total revenue cost	55%	55%	55% est	55%	58% in 2010/11

Statutory Indicators

Measure	Actual 2011/12	Target 2012/13	Actual 2012/13 (where known)	Target 2013/14	Comparison/Comment
The number of working days/ shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	6.5	7	6.5 (est)	6	2011/12 - SNPA 13 BBNPA 7.4 Public sector average 8.1 Private sector 5.9
Number of planning applications registered	532		392		2011/12 - SNPA 296 BBNPA 311

Measure	Actual 2011/12	Target 2012/13	Actual 2012/13 (where known)	Target 2013/14	Comparison/Comment
The percentage of planning applications determined during the year that were approved.	87%	87%	84% (10 months)		2011/12 - SNPA 84% BBNPA 84%
The % of planning applications determined within the 8 or 13 week period	65%		66.4 % (10 months)	65%	
% planning appeals supporting the NPA decision	66%	75%	53% (10 months)		8 out of 15 2011/12 - BBNPA 85% SNPA 61.5%
% of enforcement cases closed within 12 weeks		75%	93% (after 6 months)	85%	2011/12 - SNPA – 53% BBNPA - 22%
Number of enforcement cases outstanding for more than 12 weeks	Over 120	100	66 (after 9 months)	80	2011/12 - BBNPA 140 cases outstanding
The number and percentage of posts in our Customer Contact Centre that have been designated “Welsh essential” and that have been filled by bilingual staff	3 fte 66%	3 fte 66%	3 fte 66%	3 fte 66%	Welsh Language Scheme indicator
The percentage of staff who have received Welsh language training to a specific qualification level	25%		25%	27%	6 to ‘A’ level 34 to GCSE (Welsh Language Scheme indicator)
The number of complaints received in relation to the operation of the Welsh Language Scheme	1	0	0	0	Welsh Language Scheme indicator