New Ways of Working – Community Enterprise in Reality

- Independent, neutral coastal partnership with 1000 + members
- Established in May 2000
- Funded via complex range of mechanisms – grant, public and private
- Developing sustainable business model – Not for profit CIC
- Predominantly Pembrokeshire based but remit expanding via projects
- Many of the projects viewed as best practice Nationally
- Here to share our experiences – We are learning along the way!

David Jones, Manager, Pembrokeshire Coastal Forum
Presentation overview

- Background to PCF from 2000 - 2014
- Why the move to a Community Interest Company?
- Overview of projects - Importance in keeping PCF going and in building long lasting relationships with customers
- A new way of thinking and a new way of working
- A new board and company structure
- Opportunities in a world of shrinking budgets/funding/resources
- Challenges of becoming a totally independent & non hosted
- Future work streams
PCF Background

- PCF started in 2000 due to wide range of competing interests
- EU funding in 2000 for 3 year project. No EU funding since!
- Steering group and topic groups set up for all sectors
- Core funding from key stakeholders PCNPA / CCW / EA / POMH / TCE / PCC / Private Sector
- Stakeholder engagement – locally and nationally (HPMCZ) SEP
- Coastal surgeries / debates – issue driven
- Annual Conferences
- ICZM Strategy for Pembrokeshire 2006
Pembrokeshire is a Highly Protected Area.
What is it?

• A study into the type, amount and distribution of recreation/tourism carried out on the South West Wales Coastline including infrastructure and management issues

• The data is stored in a web based GIS system primarily aimed at Recreation/Conservation/Tourism managers – wider uses

Why ?

• Activity tourism growing in Pembrokeshire - the need to balance growth within a protected landscape

• Evidence based approach becoming more important / essential for voluntary COC and stakeholder buy in

• How can you measure planning/policy/management without baseline data?
Uses

- PRIVATE SECTOR/CONSULTANTS - TEL for EIA
- WELSH GOVERNMENT - MRESF / Coastguard Station coverage / Marine Planning
- PCNPA / CCW - Evidence based approach to Recreation Plan / Enjoy website / SeaScapes / Toolkit
- CBEEMS - Management Plan / PMSAC – Plans and Projects
- LOCAL AUTHORITIES - Beach Management Plans / Blue Flag Status / Emergency Planning
- MCS - Angling bin pilot
- TCE/ Welsh Marine LF – Slipway and mooring areas
- NATIONAL TRUST - Licensing / Concordat and Access Development PCF / Coasteering Feasibility
- Evidenced based funding bids e.g. Kayaking - Coasteering best practice PCF / Visit Wales and EU Funding
Expenditure All Activities: Dale
Partnership working and sustainability

“The projects aim to promote the sustainable use of Pembrokeshire’s marine, coastal and terrestrial environments for adventure, and marine leisure activities.”

• Outdoor Centres
• Wildlife Tour Boat Skippers
• Instructors / Freelancers
• Field study centres
• Pembrokeshire Coast National Park Authority
• NRW
• National Trust
• Pembrokeshire College
• Pembrokeshire County Council
462 Members = All outdoor adventure tourism business in Pembrokeshire signed up to a sustainable approach
A glance at some key achievements

• Training: Over 1,300 instructors, skippers, activity leaders and conservationists have attended 40 environmental instructor/skipper training events including seal walks, geology boat trips, wildlife crime training, sea kayaking with wildlife, climbing, rocky shore

• 5 x Wise Courses run, 170 skippers crew and sea kayakers now accredited in Pembrokeshire

PASSING ON BEST PRACTICE, KNOWLEDGE AND ENTHUSIASM TO 10,000s OF VISITORS AND LOCALS
Codes of Conduct and Best Practice

• Developed Marine Code detailed maps for skipper / Seasonal Access Agreements for seals and sea birds

• Developed maps for the wider general public due to increases in public participation

• Review of the maps and codes of conduct in 2009

• Viewed as best practice and part of Marine Licensing
Coasteering feasibility project
Map of Recreation Character Areas (RCA) based on PCNP Landscape Character Assessment Study and the Compass Approach
<table>
<thead>
<tr>
<th>Recreational Activity</th>
<th>RCA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Resort Beach Coast</td>
</tr>
<tr>
<td></td>
<td>Developed</td>
</tr>
<tr>
<td></td>
<td>Semi Natural</td>
</tr>
<tr>
<td></td>
<td>Wild Cliff Coast</td>
</tr>
<tr>
<td></td>
<td>Remote Natural</td>
</tr>
<tr>
<td></td>
<td>Islands</td>
</tr>
<tr>
<td></td>
<td>Accessible and Remote Natural</td>
</tr>
<tr>
<td></td>
<td>Estuaries</td>
</tr>
<tr>
<td></td>
<td>Developed Semi Natural</td>
</tr>
<tr>
<td></td>
<td>Small Bay Coast</td>
</tr>
<tr>
<td></td>
<td>Developed Semi Natural</td>
</tr>
<tr>
<td></td>
<td>Accessible and</td>
</tr>
<tr>
<td></td>
<td>Remote Natural</td>
</tr>
<tr>
<td></td>
<td>Inland Valleys</td>
</tr>
<tr>
<td></td>
<td>Accessible and Remote Natural</td>
</tr>
<tr>
<td></td>
<td>Inland Commons and Hills</td>
</tr>
<tr>
<td></td>
<td>Accessible and Remote Natural</td>
</tr>
<tr>
<td>Beach Activities (passive)</td>
<td>n/a</td>
</tr>
<tr>
<td>Beach Activities (active)</td>
<td>n/a</td>
</tr>
<tr>
<td>Canoeing/Sea Kayaking</td>
<td>n/a</td>
</tr>
<tr>
<td>Climbing</td>
<td>n/a</td>
</tr>
<tr>
<td>Coasteering</td>
<td>n/a</td>
</tr>
<tr>
<td>Cycling (Bridleways/lanes)</td>
<td>n/a</td>
</tr>
<tr>
<td>Dinghy Sailing/Yachting</td>
<td>n/a</td>
</tr>
<tr>
<td>Diving</td>
<td>n/a</td>
</tr>
<tr>
<td>Dog Walking</td>
<td>n/a</td>
</tr>
<tr>
<td>Horse Riding (Bridleway)</td>
<td>n/a</td>
</tr>
<tr>
<td>Beach Riding</td>
<td>n/a</td>
</tr>
<tr>
<td>PWC/Jet skiing</td>
<td>n/a</td>
</tr>
<tr>
<td>Power Kite flying</td>
<td>**</td>
</tr>
<tr>
<td>Kite Surfing</td>
<td>n/a</td>
</tr>
<tr>
<td>Land Yachting</td>
<td>n/a</td>
</tr>
<tr>
<td>Motorised Land Activities</td>
<td>n/a</td>
</tr>
<tr>
<td>(Private land &amp; vehicle T0A)</td>
<td>n/a</td>
</tr>
<tr>
<td>Power Boating</td>
<td>n/a</td>
</tr>
<tr>
<td>Rowing</td>
<td>n/a</td>
</tr>
<tr>
<td>Angling</td>
<td>n/a</td>
</tr>
<tr>
<td>Snorkelling</td>
<td>n/a</td>
</tr>
<tr>
<td>Surfing</td>
<td>n/a</td>
</tr>
<tr>
<td>Swimming</td>
<td>n/a</td>
</tr>
<tr>
<td>Walking</td>
<td>n/a</td>
</tr>
<tr>
<td>Waterskiing</td>
<td>n/a</td>
</tr>
<tr>
<td>Wildlife Boat Trips</td>
<td>n/a</td>
</tr>
<tr>
<td>Windsurfing</td>
<td>n/a</td>
</tr>
</tbody>
</table>

**Matrix Categories**

- **Encourage and actively promote, management minimal except to provide associated facilities and access**
- **Encourage and support, management to develop close liaison with users and operators**
- **Encourage with responsible use, management to develop good practice and oversee out of season events**
- **Encourage only proven good practice or out of season, lobby for stricter training, insurance and codes of practice**
- **Do not encourage in this area/encourage elsewhere**
- **n/a** Not applicable in this area (* except Caldey Island)
- **** Except Milford Haven Port Authority ski zone

GROUP 1 table 2
GROUP 1 table 2
GROUP 2 table 2
GROUP 3 table 2
GROUP 4 table 2
Flowing from its picturesque and serene head of navigable water through Britain's only coastal National Park, the 26 or so miles of the Milford Haven Waterway offers a perfect destination for all marine leisure activity.

At the approaches to the waterway the Island Nature Reserves of Skomer, Skokholm and Grassholm provide a breathtaking welcome. The waters around the islands support an abundance of wildlife.

Charter boats out to the Islands or training schools for water-sports and cruisers also provide an opportunity to enjoy the waterway amid stunning scenery, rich in flora, fauna and fascinating maritime heritage. The county's spectacular coastline and coastal seas contain wildlife populations that are not only nationally, but also internationally important. In fact National Geographic voted Pembrokeshire the joint second best coastal destination in the world!
• Started as PCF economic coastal study for WSPDG

• Work stream grown beyond expectations

• Carnegie / Gwave / SEABASED / Atlantis Resources

• Sustainable economic development opportunities for local community
# MEP Activities 2010-14

## Sector Representation
- Consultation responses – ROC’s, Energy Policy oral evidence
- NAW cross party group on energy
- International Business Wales – panel debate
- W & T consenting day – RUK
- NRW 6 month review in Senedd - speech on marine energy
- The Crown Estate annual event / dinner

## Collaboration & Networking
- Working Group Meetings x 12 – topics to include grid, Wave Hub, TSB, Catapult, research, consents
- ME Seminars x 5
- Research co-ordination meetings x 2
- Collaborating with other parts of the UK – Regen SW, Invest NI, Anglesey Energy Isle, Marine Scotland

## Support & Guidance
- MRESF signposting / demonstration
- Bespoke support / facilitation of key stakeholder meetings
- Consent Guidance
- MEP Website – members area
- Supply chain database
- Industry intelligence / RSS feeds

## Marine Energy Profile Raising
- Ministerial meetings - Alun Davies, Edwina Hart, Jane Davidson, John Griffiths
- UK events – All Energy / RUK / Regen SW
- NRW MLT / Evidence teams
- MEP Prospectus / leaflet
- Marine Energy Career / schools days
- Energy skills workshops / meetings
MEP Work Plan 2014

- WG Meetings / Seminars / Political profile raising / Industrial intelligence

- New Activities – Research co-ordination / Supply chain / Consenting specific sub-group – Guidance and recommendation letter / Collaboration for research on resource areas / Demonstration Zones / EU funding opportunities / Single Point of Access

- Raise MEP’s profile and collaboration across the UK and beyond – MOU with RegenSW / Wave Hub / Scotland TBC / Catapult

- Work for POMH – Developer interest and needs / Spend and jobs to date / Potential to Port
PCF Education: Coastal Challenge Days

Coordinate Policy Key Stage 3/4/5

Sponsored OBJECTIVES Schools MC/OCG/ MEP

Expert led Inspire Informed decision

Challenge ideals Share Knowledge

Marine Conservation: Skomer MNR Sustainable Tourism: Blue Lagoon

Climate Change: Amroth
• Milford Docks ‘Master Planning’ visioning event - Stakeholder Engagement with local school groups and staff from the Port

• opPORTunities careers events – Schools Stakeholder Engagement with local school as part of their ‘meet the employer’ career days

• opPORTunities careers events – Train the trainer workshops are delivered by PCF to INFORM staff about the range of jobs available at the Port

• PCF evaluated 2 EU projects to assess impacts on and benefits to communities and project partners
2000 – 2010 Previously hosted by MHPA since inception
- New CEO / New ideas / No hosted projects!
- No core ICZM or community stakeholder engagement funding
- 2010 lost money for Forum Officer – 3 staff remaining
- Sink or swim – Projects allowed PCF to continue
- Think about current approach and new ways of working
- Survival beyond hosting / funding / core work
- Shadow board CEO of National Park
- Drive of Tonia!
Moving forward

• New Business Plan
• Marketing Strategy – websites with PCF services and business support sections (7 project websites)
• Internal visioning
• Aim - To work collaboratively across all sectors to identify and implement innovative and integrated solutions for the sustainable management of our coast
• Keep core values - Independence, Neutrality, Trust and Understanding, Collaborative Work, Transparency, Sustainable
• 3 new positions – BDE / FOC / MEC
Moving forward

- Not for profit CIC in April 2013
- Change in our way of thinking - Grants/Funders
- BDE to provide business focus
- Understanding our own services!
- Project Development / Project Management / Stakeholder Engagement / Business & Community Support
- Underselling – undervaluing services / appropriate costing
- Office and Finance Manager – focus team resource on delivery
- New board - skills for strategic support
PCF Structure 2014

PCF Board of Directors

Chief Executive
Tonia Forsyth

PCF Manager
David Jones

PCF Advisory Board

Engagement Coordinator
Jodie McGregor

Sustainable Recreation Coordinator
Paul Renfro

Marine Energy Coordinator
Louise Rigby

Finance and Office Coordinator
James Dyer

Business Development Executive
Ceri Crichton

Wales Active Mapping
Marine Energy Pembrokeshire
Protecting Wildlife
WAT0
A skilled and supportive board

Nick Ainger MP
Whip, Commissioner

Sue Davenport
NED, POMH

David Tudor Senior
Marine Planning
/Policy Manger, TCE

Kath Wellard Senior
Env Sci, Atkins

John Jenkins
Senior Consultant, Xodus

Martin Murphy MD, TEL

Community focus and sustainable projects
• Tender ready
• Sell to Wales 100%
• Preferred provider networks
• Actively link to consultancies and offer services e.g. Atkins/MPC
• Working with Natural Resources Wales on a JWP
• Understanding customers needs e.g. keeping up to date with Policy / Corporate plans / Port development / Sector Development
• Discussing retainer options with current customers
• Developing framework of local expertise to add resource
• Making the projects sustainable
• Membership and event sponsorship for MEP
• Visitor giving – Marine Code and Outdoor Charter
• Marketing services / selling products e.g. fact sheets/tide tables with COC
• Advertising on project websites
• Charging for events!
• To develop PCF brand awareness, understanding and identity amongst potential customer groups to ensure that PCF are aware of and are considered for all relevant pieces of work
Challenges

- Not easy!
- Delivering projects and developing a new business structure
- Company policies / payroll / procurement / pensions
- IT systems
- Bank account!
- Cash flow
- Perceived risk to present customers
- Moving away from large organisational procedures has increased efficiency
Growing in a challenging environment
A new way of working

PCF INCOME SPLIT 2013
- Grant Funding: 73%
- Business Activities: 27%

PCF INCOME SPLIT 2014-15
- Grant Funding: 42%
- Business Activities: 58%
Consultants or a coastal partnership?

- Passionate and committed team
- Independent status
- Positive and long standing relationship with communities and stakeholders – understand local issues - Networks
- Not for Profit status and social dividend
- Strong track record of continued delivery
- Contacts database developed over 14 years
- Stakeholder engagement on Marine Planning Oct 2014
- Community Stakeholder engagement - St Just / Abereiddy
- Voluntary support for NARC
- Grant funding will continue to play a large part in PCF
Ecosystem Enterprise Partnership will create a partnership framework between land managers, industry, commerce, government and the third sector working collaboratively to develop and pilot an Ecobank - for the Milford Haven catchment.
The Approach

- Market-based Nutrient Offsetting Scheme
- ‘Nutrient credits' to be generated by landowners who commit to improve and enhance management practices on their land
- These credits can then be sold, generating funds for the management of the site
- Credits can be used to counterbalance (or offset) the impacts of nutrient loading as result of future development.
- The credits can also be sold to those seeking to invest in conservation outcomes, including philanthropic organisations and government
Wales: Pembrokeshire Coast

99 Coastal Destinations Rated: Top Rated

Score: 80

Visitors flock in droves each year to the Pembrokeshire Peninsula to take in the beauty of the castle-clad cliffs that line its coast. Thankfully, a "very mature and established tourism industry" has preserved, rather than eroded, the qualities that make this region so unique.

Here is a representative sampling of additional anonymous comments from the panelists. They are not necessarily the views of the National Geographic Society:

"Magnificent protected coastline from both ecological and geological perspectives. Land-based and marine-based conservation tourism appeals to all ages. Current stewardship practices maintain quality and integrity."

"Wales has done a terrific job of sustainable development, including its coastline. The newly linked coastal walk will be one of the most scenic hiking paths in Europe. Citizens work hard at making sure that their coastal environment remains authentic and unspoiled. This is a practical model for other coastal areas."

"...a region steeped in history and scenic beauty..."
The Pembrokeshire Coastal Forum: Working together for our Coasts Future

**WHO:** The Pembrokeshire Coastal Forum (PCF) is a multi-sector partnership working with stakeholders to promote a sustainable approach to the planning, management, use of and development of the Pembrokeshire Coastal Zone.

**HISTORY:** With over 11 years experience working with diverse sectors across different parts of the Pembroke coastline, PCF is well placed to achieve its aims.