

Introduction

In 2007, the branch held a forward planning day to discuss the medium to long-term objectives for the charity. Trustees and volunteers with an active involvement in the branch's activities took part in the day and a three year forward plan for the period 2008-10 was subsequently drafted. Following further consultation with the branch's district groups and campaigning groups, this was revised and adopted in Spring 2008.

Although the plan resulted in funding from a range of donors to fund activities over the plan period, changes in the economic climate towards the end of the plan period and withdrawal of some sponsorship agreements, means that much funding uncertainty currently exists.

As a result, although the Trustees are aware that a new long-term forward plan is required at some stage, an annual plan is currently considered more useful. Thus, in the interim, the following annual set of objectives have been agreed to cover the year 2011, following consultation with staff, Trustees, the planning committee and campaigning groups. Timelines for activities and internal goal-setting with staff and key volunteers has also been completed.

These annual objectives are presented here in the framework of CPRE's national strategic plan to which the branch contributed and supports. The wider organisation has four strategic aims, to:

- *influence land use in town and country for people and nature*
- *protect and enhance beauty, tranquillity and local distinctiveness*
- *increase and harness public and political support for the countryside*
- *develop as an organisation so we can achieve our goals*

CPRE Norfolk Annual Objectives 2011

National Aim: Influence land use in town and country for people and nature

Local objectives for coming year

- Ensure interaction with every local planning authority in Norfolk, monitoring planning applications, making responses and attending public hearings for significant cases.
- Respond to planning correspondence from members of the public within 7 days and take action where appropriate.
- Establish progress of the remaining local development framework consultations at district level and make further responses where relevant.
- Continue to make a full response to the formal proceedings of the Joint Core Strategy for the Greater Norwich area and use campaigning initiatives to continue to apply pressure on elected councillors and MPs in the three local authorities.
- Continue monitoring of the Norfolk County Council Minerals and Waste LDF Joint Core Strategy and Site Allocations process.

- Prepare a branch position on the proposed Energy-from-Waste plant in King's Lynn and ensure views are given directly to local authority officers and through the formal planning process.
- Working with CPRE East, engage with the New Anglia Local Enterprise Partnership where opportunity allows.
- Organise briefings for parish councils on the new national planning framework.

National Aim: Protect and enhance beauty, tranquillity and local distinctiveness

Local objectives for coming year

- Continue to reward best practice in landscape, building and education, through the CPRE Norfolk Awards scheme.
- Continue campaigning work on energy-efficient homes, working with the Energy Saving Trust and other partners: running a programme of guided tours, attending trade fairs and circulating research to professionals and the public.
- Working in partnership with the Norfolk County Council, continue management of the Norfolk Historic Buildings Trust, ensuring maintenance of previously restored buildings and seeking new properties to restore.
- Reward the efforts of local communities through ongoing involvement in the Pride in Norfolk competition.
- Report the results of the Norwich Mapping Local Food Webs project to local media.
- Continue to track progress of North Norfolk District Council's Defra-sponsored Pathfinder project: social and economic adaptation to coastal erosion.
- Use branch expertise to minimise light pollution in the county, in line with County Council policy, keeping in regular contact with developers, contractors, street lighting engineers and planners, and making responses to planning applications and consultations, where relevant.
- Prepare guidance on Light Pollution for all decision-makers, drawing on national best practice guidelines and local case studies.
- Revise the branch's map showing the locations and cumulative impact of wind farm applications, both proposed and existing, in the county.

3. Increase and harness public and political support for the countryside

Local objectives for coming year

- Establish a CPRE Corbin Prize with schools/colleges in Norfolk, to recognise appreciation of the countryside in young people.
- Increase the number of Norfolk litter wardens to 40, ensuring good coverage across the county and strong links with district authorities.

- Prepare a report on the successes of the Norfolk litter warden scheme and send to the Chief Executives of all local authorities, and to the media, with a covering letter from Bill Bryson.
- Produce and distribute 2000 copies of Norfolk Voice across the county, with a range of articles showcasing countryside issues and CPRE's work.
- Organise meetings with a range of key journalists in print media, radio and TV, with specific briefings to the EDP Public Affairs correspondent in the first quarter.
- Make comment in the press on a wide range of issues and ensure regular follow up of national CPRE press releases.
- Use the CPRE Norfolk website to inform public and professionals on planning responses, news stories and events.
- Seek opportunity for staff and 'expert' volunteers to give public talks on a variety of platforms.
- Organise public talks and presentations from a range of speakers, on local countryside issues, at events such as the CPRE Norfolk AGM, the West Norfolk AGM and the West Norfolk Annual Lunch and Supper.
- Organise an archive Film Show, with a countryside theme, working with the East Anglian Film Archive.
- Re-schedule the visit to Heydon Hall and Gardens and advertise to members and the general public.

4. Build organisational capability

Local objectives for coming year

- Incorporate and welcome current regular givers as CPRE Norfolk members, working with CPRE National Office.
- Bring a membership angle to all charity activities, promoting the value of membership and creating benefits where possible.
- Set up an online donations facility on the CPRE Norfolk website.
- Continue to support a commission-based approach to trust fund applications, ensuring that project papers are updated.
- Conduct face-face briefings to key local trusts, businesses and other potential donors, following up with funding applications where appropriate.
- Sign up at least one corporate sponsor each for the CPRE Norfolk Awards and Green Building Open Days events
- Draw up a list of relevant trade organisations and sell advertising space in the Green Buildings Open Days brochure.

- Prepare a branch codicil form and covering letter and mail to members in May.
- Visit at least 10 high profile local solicitors to introduce CPRE Norfolk and leave copies of relevant literature.
- Organise two fundraising concerts at stately homes in Norfolk, led by recruited volunteers.
- Further recruitment of 100 Club members through new CPRE members, CPRE supporters, our volunteer network and district committees.
- Recruit and train a new Honorary Secretary by the Annual General Meeting.
- Build the capacity of our planning expertise by recruiting new volunteer caseworkers, widening membership of our Planning Committee and consulting with outside experts.
- Continue to identify volunteering opportunities for a wide range of volunteers and advertise through a variety of media and organisations.
- Organise a branch forward planning day in the last quarter, inviting all active volunteers and involving an external trainer, with the aim of drafting a new Forward Plan by January 2012.

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CPRE's national strategic plan is set out below.

STRATEGIC PLAN 2011-2015

Introduction

The Board agreed a new rolling five year strategic plan in December 2008, following extensive consultation with branches and regional groups.

A Circular requesting views on the draft plan for 2011-15 was issued on 15 October. Seven comments had been received by 18 November, three from branches or regional groups, four from individuals. These submissions are available on request and will be reported to the Board on 2 December. There will be a Policy Committee discussion on the operational plan on 25 November. If this throws up any significant reasons to change the strategic plan, they will also be reported to the Board.

At the October Board meeting, it was agreed that the draft plan should be amended in light of the new government's agenda. It was also agreed that Tony Kemmer would advise on how to make the strategic plan more useful. In light of Tony's advice, it is proposed to carry out a two-and-a-half year review the plan at the July Board away days with a view to a more radical revision. Any significant alterations to the version of the draft plan considered by the Board in October have been highlighted.

CPRE 2011-15 STRATEGIC PLAN

CPRE's strategic plan is intended to help us campaign for a clear, ambitious and shared vision for the countryside. It sets out what we want to achieve over the next five years and gives the whole of CPRE clear goals to work towards, while maintaining the independence of our branches.

Our purpose

To campaign for a beautiful and living countryside.

Our distinctiveness

- We care for the whole countryside, not just specially protected areas
- We do not own land or represent any special interests: we exist for the benefit of the nation and promote the public interest in the protection and enhancement of the countryside
- We are concerned with land use across England, urban as well as rural
- Our campaigning is evidence-based, reasoned and authoritative
- We are experts in the planning system at all levels, local, regional and national

Our strategic plan sets out what we will do over the next five years. We have four strategic aims, to

- influence land use in town and country for people and nature

- protect and enhance beauty, tranquillity and local distinctiveness
- increase and harness public and political support for the countryside
- develop as an organisation so we can achieve our goals

CPRE is present at all levels – parish, district, county, region and nation. The different parts of the organisation have their own priorities and will address them in different ways. But the effectiveness of CPRE as a whole is greatly enhanced when all parts of the organisation respect and support each other, and work together for common ends. Working effectively at all levels, CPRE is in a strong position to contribute to the Government’s localism agenda.

2026: A Vision for the Countryside

Alongside work on the strategic plan, all parts of CPRE have engaged in developing a vision for the countryside in 2026, our centenary year. While that vision is comprehensive, our focus over the five years of the strategic plan will continue to be on land use, particularly as shaped by the planning system. That is where we have most expertise and can have the greatest impact. But we will work with and support other organisations to advance the vision in policy areas where we do not have capacity or expertise to do so ourselves. We focus on land use, but our concerns do not stop there: we care also about the people and communities of rural England.

Our approach over the next five years will be consistent with the 2026 Vision – optimistic about the future, yet serious about the need to mitigate and adapt to climate change; intent on shaping, rather than simply resisting change; committed to protecting and improving England’s countryside as a great resource for everyone.

Our approach will also be ‘localist’, in line with the vision’s support for a ‘reinvigorated, democratic planning system’ and ‘serious devolution of power... to local authorities based on identifiable communities to which residents feel a sense of loyalty, including counties and parishes’.

STRATEGIC AIMS AND GOALS

1. Influence land use in town and country for people and nature

CPRE uses the planning system to protect and improve the whole of the English countryside, not just our special landscapes. Inevitably, this work requires a serious involvement in urban, as well as rural planning.

The planning system is facing potentially its most significant reform for over sixty years. The Coalition Government intends to replace most existing planning guidance with a new National Planning Framework. At the same time, regional plans will be abolished and power devolved to local authorities and, beneath the level of local authorities, local communities. We aim to play a prominent role in influencing these reforms, with the aim of ensuring that a reinvigorated planning system is better able to secure environmental objectives, including climate change mitigation and adaptation, and protect the countryside and other green spaces while facilitating the development the country needs.

Despite the current recession, housing remains a particularly important issue for us. Over the next five years decisions on energy infrastructure will also have a significant impact on the countryside. National office will therefore do more to influence decisions on energy and support the work of branches in this area.

Our goals are to

- 1.1 Achieve the best use of land by influencing policies and decisions on land use in rural and urban areas
- 1.2 Reinvigorate the planning system and use planning as a major tool of environmental protection
- 1.3 Promote policies to enable the countryside to play an appropriate role in climate change mitigation and adaptation
- 1.4 Ensure the better integration of land use and transport planning to protect the countryside and reduce the need to travel

To this end we will

- Influence primary planning legislation
- Influence the proposed National Planning Framework
- Develop and promote a new policy agenda to guide housing development
- Influence strategic planning structures, plans and decisions, including their enforcement, particularly the new Local Enterprise Partnerships
- Influence local plans and planning decisions taking account of the growing importance of localism
- Continue to promote the 'brownfield first agenda', particularly through local advocacy
- Influence transport policy as it affects the countryside including by engaging in debates over high speed rail and publishing a rural transport toolkit
- Strongly defend the green belt, while seeking to increase its extent and improve its quality and use in light of emerging government policy
- Influence national debates on energy, seek to mitigate the impact of energy generation and transmission on the countryside, and provide limited support for local campaigns on proposed energy developments

How will we know we have succeeded?

- New planning legislation and the National Planning Policy Framework substantially reflect CPRE's agenda
- There will be increasing consensus in support of a planning system that protects the countryside
- At least 75% of development in the period of the plan will take place on brownfield land

- We make a discernible impact on emerging proposals for HS2
- Local bodies take up solutions proposed in our transport toolkit
- CPRE's concerns about the impact on the landscape of some energy schemes will be understood and respected by decision-makers
- Promote low carbon rural settlements and rural affordable housing
- Continue to play a role in shaping the work of the Rural Coalition
- Solutions proposed by CPRE will have been adopted by decision-makers

2. Protect and enhance beauty, tranquillity and local distinctiveness

CPRE campaigns to safeguard both the country's most special landscapes, such as AONBs and National Parks, and the unprotected areas that make up much of the countryside. We advocate policies to enhance the countryside's qualities, for instance through improvements to farming policy and practices, and the promotion of sustainable rural communities. We will vigorously oppose moves that threaten the quality of the countryside and its towns and villages.

Our goals are to

- 2.1 Protect and improve landscape quality and the experience of the countryside
- 2.2 Ensure a farming system that benefits the landscape while contributing to food production
- 2.3 Promote the importance of local food webs

To this end we will

- Continue to assert the need to strengthen the protection of Areas of Outstanding Natural Beauty and National Parks
- Work with branches in protecting and improving local and historic landscapes, and the wider countryside
- Work with others to influence farming policy and publish our 2026 Vision for Farming
- Campaign against light pollution as part of our work to promote rural distinctiveness
- Map local food webs across England, in order to strengthen local food economies and support landscape-sensitive agriculture
- Seek to influence proposals set out in the Natural Environment White Paper and assist in its implementation

- Influence the Government’s wellbeing agenda

How will we know we have succeeded?

- Planning decisions protect our designated landscapes
- CAP reform reflects the contribution of farmers to shaping the landscape
- Land management policies are increasingly designed with a view to mitigating and adapting to climate change
- The Mapping Local Food Webs project is fully delivered and the importance of local food webs is increasingly understood by decision-makers, who safeguard and promote them
- The Natural Environment White Paper takes proper account of landscape, not just biodiversity
- The Government’s wellbeing project embraces the importance of the countryside

3. Increase and harness public and political support for the countryside

We need to increase public and political support for the countryside. We want our audiences to know that CPRE works for a beautiful and living countryside and that our 2026 Vision offers an optimistic future. We want to align these goals with a our brand so that there is wide understanding and appreciation of the value of the countryside and CPRE’s place in safeguarding it, while ensuring that support for the countryside has both a political impact and a benefit for CPRE in terms of increased support, and income.

Our goals are to

- 3.1 Run a flagship campaign to increase public knowledge and appreciation of the countryside – an overarching ‘campaign for the countryside’ which will help promote membership of CPRE following completion of the brand and supporter reviews
- 3.2 Increase public and political support for CPRE’s vision
- 3.3 Engage people in decisions affecting the countryside, through campaigns, communications and marketing
- 3.4 Be seen as a leading and constructive voice in public and political countryside debates

To this end we will

- Revisit the 2026 Vision for the countryside and ensure this is strongly represented in our communications and available for promotion across CPRE

- Continue to campaign against litter and fly-tipping both locally and nationally, including through engagement with local authorities, government and business, in particular by promoting a deposit refund scheme for drinks containers. The work on Stop the Drop as a flagship campaign is scheduled to end in 2011, though work on the litter agenda will continue
- Develop and launch a new overarching flagship campaign before 2013. This should involve the whole of CPRE and include fundraising and membership benefits, as well as helping us influence policy
- Seek to influence the agenda of the new Government, including by hosting major speeches by senior Ministers
- Improve contact with politicians and policymakers
- Manage public facing initiatives that promote an appreciation of the countryside and CPRE's brand.
- Work with other groups, bilaterally and in coalition, to pursue our objectives

How will we know we have succeeded?

- Important aspects of our vision for the countryside are reflected in the policies and positions of decision-makers
- Our influence with our key audiences, both political and public, increases and is measured through comparable reputation audits
- There is less litter in the countryside, measured in official annual surveys
- A bottle deposit scheme is given serious consideration by Government
- We inspire a major new public awareness campaign on reduce littering

4. Build organisational capability

We need to continue to build organisational capability in order to achieve our policy and campaigning aims. CPRE's credibility enables us to gain access to decision-makers; our influence is rooted in the quality of our arguments and research. We want to build on this foundation to create a brand that is well known for the right reasons among decision-makers and potential supporters.

We also need to adapt our campaigning methods as the political scene changes. For instance, it is increasingly necessary to focus not only on policy but on what is happening on the ground, the implementation or non-implementation of policy. In this respect, CPRE's local reach, our eyes and ears across the country, is invaluable.

We need a more united organisation that maximises the strengths of its constituent parts, and where the different parts of the organisation respect each other. We also need a strong network of branches: our aspiration is that all CPRE branches are viable, well-led and suitably funded.

The Board's role is to listen to all parts of CPRE, but also to provide firm leadership.

We need to increase our financial resources to fund our work.

Our goals are to

- 4.1 Build a strong brand that helps CPRE achieve the strategic plan and 2026 Vision
- 4.2 Develop leadership for a connected and cohesive organisation and increase organisational capacity to enable our goals to be achieved
- 4.3 Embed effective processes for the development of policy positions and priorities
- 4.4 Ensure that CPRE has sufficient and reliable income to deliver this plan

To this end we will

- Create and work to promote a brand identity, a strong image and consistent view of what we stand for which is widely understood and manifested through national and local communications
- Develop mechanisms for internal communication and collaboration across the organisation to ensure a common understanding of priorities and the appropriate contributions of national office, regional groups and branches
- Increase the organisation's campaigning capacity and infrastructure through attracting more volunteers, running an effective and high quality interns programme and sharing good practice
- Build on the policy procedures review and consult effectively on policy without weakening the credibility and effectiveness of CPRE's advocacy
- Make good use of expertise within and beyond CPRE via Policy Committee, the legal panel, topic groups, working parties and other forums
- Maximise all appropriate fundraising streams and continue to develop new ones, in particular the High Net Worth Individual programme
- Implement the findings of the Supporter Review by developing the new membership proposal, converting regular givers to membership, and upgrading levels of giving
- Increase non-legacy income by 5% per annum and increase membership numbers to 60,000 by the end of this strategic plan.
- Purchase, install and implement new database software
- Achieve high levels of staff motivation and development

How will we know we have succeeded?

- Public surveys of unprompted recognition of CPRE show improvements
- Local and regional activities are well-led and supported

- Branch surveys indicate increased support by branches for CPRE's policy priorities and positions.
- Non-legacy income increases by at least 5% in real terms year-on-year, while ensuring a continuing growth in legacy income
- There are at least 60,000 members by the end of the period of the strategic plan
- A staff sensing survey shows high levels of motivation

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