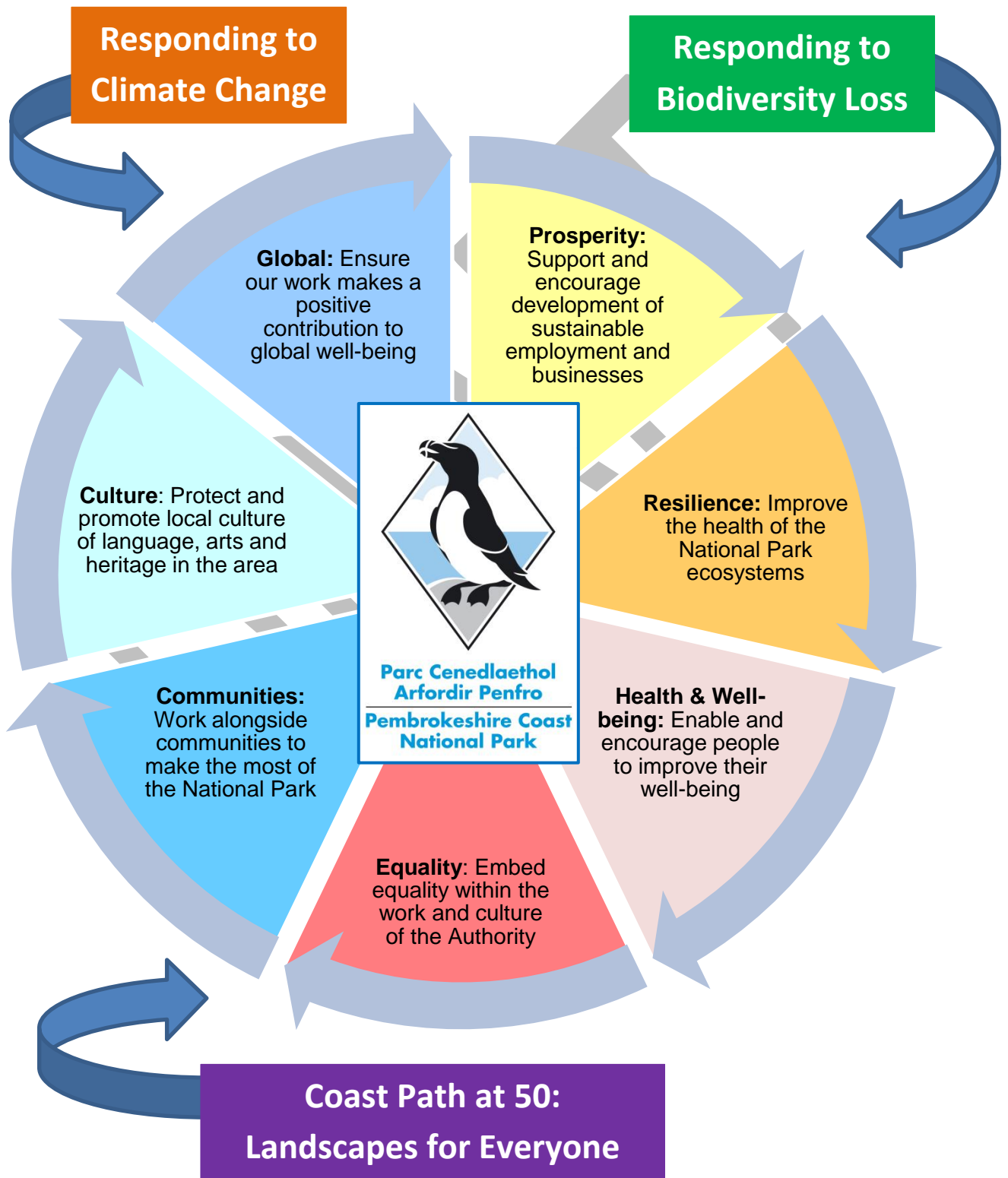


Pembrokeshire Coast National Park Authority

Corporate and Resources Plan 2020/21

Summary Version (Draft)



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Comments on this or other versions of the Corporate and Resources Plan may be emailed to info@pembrokeshirecoast.org.uk with a subject of Corporate Plan or in writing to PCNPA, Llanion Park, Pembroke Dock, SA72 6DY.

If you require this document in an alternative format, i.e. easy read, large text, audio please contact info@pembrokeshirecoast.org.uk / 01646 624800

Introduction – Corporate and Resources Plan

The three National Park Authorities in Wales have agreed to work to a common format of an annual Corporate and Resources Plan to meet the requirements of both the [Local Government \(Wales\) Measure 2009](#) and [The Well-being of Future Generations \(Wales\) Act 2015](#). This document acts as our Annual Improvement Plan part 1 and sets out our Well-being Objectives and aligned work programme for 2020/21. The Well-being of Future Generations Act requires public bodies to act in accordance with the sustainable development principles and we have highlighted how these principles will be embedded in work carried out to achieve our objectives.

Each year the Authority commences its forward work planning and budget preparation cycle in October in order to approve a balanced budget by February 15th. The National Park Authorities face growing and sometimes conflicting demands to deliver conservation, public access, local employment and affordable housing, at a time when resources are being constrained.

In preparing this plan we have reviewed progress during previous years, had discussions with staff including a session with the senior management team, held a budget workshop for Members and considered any changes in legislation, policy and funding which might affect our work.

Pembrokeshire Coast National Park

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

Pembrokeshire Coast National Park's "special qualities" are:

Accessibility	Coastal Splendour
Diverse Geology	Diversity of Landscape
Cultural Heritage	Islands
Rich historic environment	Space to breathe
Richness of habitats and biodiversity	Remoteness, tranquillity and wildness
Distinctive Settlement Character	The diversity of experiences and combination of individual qualities

The National Park covers an area of 612km², with approximately 23,000 people living in some 50 community council areas. Most of the National Park is in private ownership with the Authority owning only about 1%.

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 \(the Act\)](#). The Authority consists of 18 Members, 12 nominated by Pembrokeshire County Council and six appointed by the Welsh Government.

Park Purposes and the National Park Management Plan

The [Environment Act 1995](#) 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 seek to foster the social and economic well-being of local communities.

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.

A new National Park Management Plan 2020-2024 was approved in December 2019. The revised National Park Management Plan takes into account the Well-being of Future Generations (Wales) Act 2015, the Environment (Wales) Act 2016 nine principles of sustainable management of natural resources (SMNR) and State of Natural Resources Report. The revised plan will guide the priorities of the Authority's annual Corporate and Resources Plan from 2020 onwards.

The Authority is the statutory planning authority for the National Park and is responsible for the preparation of the Local Development Plan. The Authority's revised Local Development Plan has been going through examination in 2019 with planned adoption in 2020.

PCNPA Well-being Statement and Objectives

The Authority has seven Well-being Objectives which contribute to the Well-being Goals for Wales and also form our improvement objectives for the next year under the Local Government Measure. No changes have been made to the objectives.

PCNPA Well-being Objectives	How we contribute to Well-being Goals for Wales
Prosperity: To encourage and support the development of sustainable employment and businesses, particularly in tourism & recreation.	<ul style="list-style-type: none"> ✓ 'Prosperous Wales' – Through promotion of sustainable businesses and supporting tourism industry by working to extend the traditional tourism season and maintaining a key tourist and recreational asset in the Park, the Coast Path. ✓ 'Resilient Wales' – Through supporting sustainable tourism and recreational management in the Park. ✓ 'Healthier Wales' – Through maintaining and promoting Public Rights of way helping engage more people in walking and related activities.
Resilience: To improve the health of the National Park's ecosystems.	<ul style="list-style-type: none"> ✓ 'Resilient Wales' – Through contributing to improving the health of Wales ecosystem and seeking to address the issue of biodiversity loss in the Park. ✓ 'Globally Responsible Wales' – Through activities that respond to biodiversity loss that also support the interconnected challenge of responding to climate change. ✓ 'Wales of Cohesive Communities' – Through providing opportunities for people to get involved in looking after the Park's ecosystem.
Health and Well-being: To enable and encourage more people to improve their well-being by making a greater use of the National Park regardless of their circumstances.	<ul style="list-style-type: none"> ✓ 'Healthier Wales', 'More Equal Wales,' 'Wales of Cohesive Communities.' - Through promoting more regular use of the outdoors, outdoor experiences for children, encouraging volunteers and removing barriers to access this objective will have positive benefits for people's physical and mental well-being and help address issues such as social isolation.
Equality: To continue to ensure equality is embedded within the work and culture of the National Park Authority	<ul style="list-style-type: none"> ✓ 'More Equal Wales,' 'Healthier Wales', 'Wales of Cohesive Communities.' - Through working towards achieving our long term aims in the Authority's Equality Plan and breaking down barriers to accessing opportunities in the Park the Authority will support these goals.
Community: To work alongside communities to help them make the most of the National Park.	<ul style="list-style-type: none"> ✓ 'Resilient Wales,' 'Wales of Vibrant Culture' – Through actively engaging communities, communities of interest such as landowners and local groups, volunteers in activities that support Welsh ecosystems and heritage. ✓ 'Wales of Cohesive Communities.' – Through promoting opportunities for people to come together

	<p>in the Park that also helps reduce social isolation.</p> <p>✓ ‘Globally Responsible Wales’ – Through assisting communities to develop projects that respond to the climate change emergency by refocusing the focus of the SDF fund.</p>
Culture: To protect and promote the local culture of language, arts and heritage of the area.	<p>✓ ‘Wales of Vibrant Culture and Thriving Welsh Language.’ – Through supporting activities that promotes and protects culture, heritage and the Welsh language, and seeks to engage more people in these activities.</p> <p>✓ ‘Wales of Cohesive Communities,’ ‘Resilient Wales.’ – Through engaging communities and volunteers in looking after heritage sites.</p>
Global: To ensure our work makes a positive contribution to global well-being.	<p>✓ ‘Globally Responsible Wales’- Through responding to the global challenge of the Climate Change emergency, while also engaging people with nature, outdoors and heritage to be inspired to look after and learn about the world around them.</p> <p>✓ ‘Resilient Wales,’ ‘Prosperous Wales,’ ‘Healthier Wales’ – Activities that respond to the Climate Change emergency will also due to their interlinked nature contribute to these goals.</p>

Sustainable Development Principles in our Work

The [Well-being of Future Generations \(Wales\) Act 2015](#) requires public bodies to act in accordance with the sustainable development principles – Long Term, Preventative, Integration, Collaboration and Involvement.

The Environment (Wales) Act and Section 6 Duty

The Authority is required under [The Environment \(Wales\) Act 2016](#) to take account of the biodiversity and resilience of ecosystems duty under the Act. Activities within work streams aimed at delivering on our Well-being Objectives in particular resilience and global well-being objectives help integrate the Section 6 duty in our work.

Strategic Context

Our Corporate and Resources Plan takes account of the following:

- Nine principles of sustainable management of natural resources under The Environment (Wales) Act.
- Welsh Government priorities identified in its Designated Landscapes: Valued and Resilient written statement and other Welsh Government priority policy areas.
- Project areas identified within the Well-being Plan for Pembrokeshire
- Actions within PCNPA’s Strategic Equality Plan 2020-2024 and Welsh Language Strategy 2017-2022.

- Impact of the United Kingdom withdrawing from the European Union.

Funding


The Authority's net revenue expenditure for 2020/21 is determined by the Welsh Government, by allocating the annual National Park Grant and levy at £3,939,000. Authority generated income of about £1,776,000 is raised from planning fees, admissions, merchandise sales, car parks etc.

2020/21 Budget Forecast

Income	
	£000's
Welsh Government Grant	2,954
Local Authority Levy	985
Authority Generated Income	1,776
Transfer from Reserves	1,010
Bank Interest	15
Total	6,740

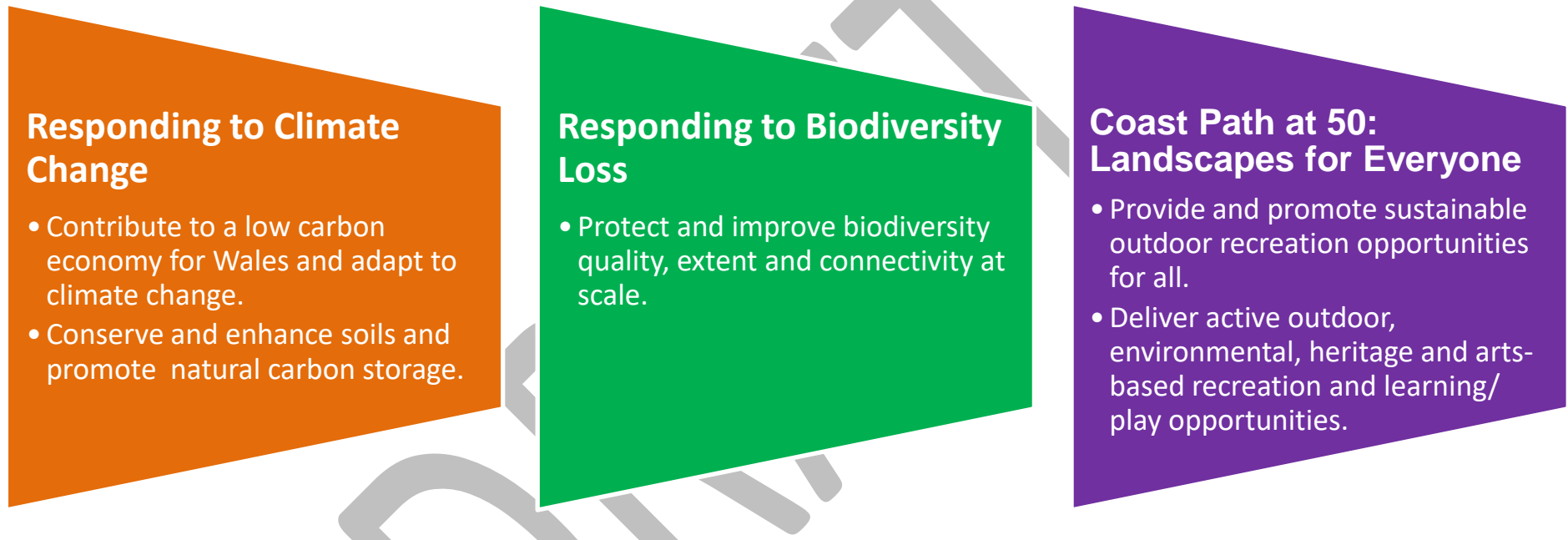
Expenditure		
PCNPA Well-being Objective	Resource (£000's)	
To encourage and support the development of sustainable employment and businesses	1,257	18%
To improve the health of the National Park's ecosystems	1,128	17%
To enable and encourage more people to improve their well-being by making a greater use of the National Park regardless of their circumstances	983	15%
To continue to ensure equality is embedded within the work and culture of the NPA	736	11%
To Work alongside communities to help them make the most of the NPA	749	11%
To protect and promote the local culture of language, arts and heritage of the area	1,136	17%
To ensure our work makes a positive contribution to global well-being.	751	11%
Total	6,740	100

PCNPA - Work streams Across Well-being Objectives for 2020/21

Prosperity	Resilience	Health & Well-being	Equality	Community	Culture	Global	Governance/Financial	Support Services
Planning Policy & Planning Service	Conservation Land Management Service	Supported Walking Opportunities	Strategic Equality: Our Workforce	Engagement: Ongoing conversation about NPMP	Historic Inspiration & Experiences	Responding to Climate Change Emergency	Long Term Planning & Project Prioritisation	Finance HR Democratic Services IT Communications Customer Services External Fundraising Performance Property Administration
Maintaining PROW a Key Tourist Asset	Biodiversity & Connectivity Projects	Promoting Health Benefits of the Park	Strategic Equality: Our Services	Community Activities & Projects benefiting the Park & People	Art Inspiration & Engagement		Fundraising & Income Generation	
Sustainable Tourism & Recreation: Management & Promotion	Engagement & Volunteering in looking after the Park's Ecosystems	Health and Well-being: Initiatives & Projects	Landscapes for Everyone: Social Inclusion	Planning Service: Enforcement and Community Engagement	Historic Environment: Historic Buildings & Community Archaeology	Special Qualities: Inspiration & Education	Work Force Development	
Tourism Engagement & New Audiences	Conservation Strategic Partnerships & Engagement	Outdoor Schools and Play	Landscapes for Everyone: Inclusive Experiences	Sustainable Development Fund	Heritage Partnership and Collaboration		Improving how we work: Digital Approaches	
Supporting Local Business	Planning: SMNR & responding to biodiversity loss	Planning: Affordable Housing	Engagement: Outreach, young people & volunteers		Promoting the Welsh Language: Skills, opportunities and inspiration		Health and Safety	
Employment Transformation in Pembrokeshire	Looking after Trees in the Landscape	Workforce Well-being					Members Development	
	Marine & Foreshore Environment						Corporate Compliance & Standards	

National Park Management Plan Authority Impact Campaigns

To assist in integrating delivery of National Park Management Plan Impacts with Corporate Planning the Authority has identified 3 key impact areas that work streams delivering against its well-being objectives will also contribute too during 2020/21:



The choice of these three priority areas for 2020/21 reflects that:

- ➡ The interim [NRW report on the State of Natural Resources](#) highlights that climate change and biodiversity loss are interconnected global challenges. The Authority using its past experience, current ambition and staff skills and knowledge is well placed to respond to these challenges.
- ➡ 2020 is the 50th anniversary of the Coast Path and provides an opportunity to celebrate how this achievement has opened up opportunities for more people to experience the Park's Landscape. It also enables the Authority to look to the future to further develop other opportunities in the Park that help more people to access and benefit from its Special Qualities.

Well-being Objective Prosperity

To encourage and support the development of sustainable employment and businesses, particularly in tourism and recreation.

Work Streams contributing to this Objective:

Planning Policy and Planning Service Implementation of revised Local Development Plan and delivery of an effective planning service that supports a sustainable economy.	Maintaining Public Rights of Way a Tourism Asset Continue to ensure that the Pembrokeshire Coast Path and Rights of Way (PROW) network remains a key tourist and recreational asset that benefits current and future generations and supports the local tourist economy.	Sustainable Tourism and Recreation Management and Promotion Work with others to take a strategic and sustainable approach to the promotion and management of the Park, hotspot locations within it and its special qualities as a tourist and recreation destination. Including supporting activities that help lengthen the traditional tourist season.
Tourism Engagement and New Audiences Facilitate reaching new audiences through Seasonal Summer Rangers, Celtic Routes Project, repositioning Oriel y Parc as a discovery centre, piloting discovery points and carrying out further engagement with local businesses.	Supporting Local Businesses Support local business through opportunities at our centres and through sustainable procurement practices.	Employment Transformation in Pembrokeshire Promote skills development in Pembrokeshire through providing work placements and other opportunities.



Well-being Objective Resilience

To improve the health of the National Park's Ecosystems.

Work Streams contributing to this Objective:

Conservation Land Management <p>Continue to deliver and develop the Authority's Land Management activities through Conserving the Park scheme, activities on our owned or leased estate and engagement with dairy industry and farmers.</p>	Biodiversity and Connectivity Projects <p>Develop and deliver projects that will further develop our approach to biodiversity and connectivity.</p>	Engagement and Volunteering in looking after the Park's Ecosystems <p>Engage and work with volunteers, school pupils, third sector, tourism businesses, communities and visitors in actions that improve the health of National Park's ecosystems.</p>
Conservation Strategic Partnerships and Engagement <p>Contribute to partnership networks and assist them to deliver on action plans that support the Pembrokeshire Nature Recovery Plan. Contribute to opportunities to influence UK and Welsh policy on land management following withdrawal from the EU.</p>	Planning - SMNR and responding to biodiversity loss <p>Implement planning policy and utilise S6 duty to ensure sustainable development of natural resources and the protection and enhancement of the special qualities of the Park through planning service.</p>	Looking after Trees in the Landscape <p>Continue to provide protected tree services, respond to ash dieback in the National Park and support tree related volunteering opportunities.</p>
Marine and Foreshore Environment <p>Work with strategic partners, visitors, volunteers and communities to carry out actions that help protect the Marine Environment and facilitate its use for enhancing carbon stores.</p>		

Well-being Objective Health and Well-being

To enable and encourage more people to improve their well-being by making greater use of the National Park regardless of their circumstances.

Work Streams contributing to this Objective:

Supported Walking Opportunities Continue to offer supported walking opportunities in and around the Park through the Walkability scheme and further develop our approach through the West Wales Walking for Well-being project.	Promoting Health Benefits of the Park Continue to develop health related strategic partnership opportunities and deliver activities that demonstrate and promote the health benefits of the Park.	Health and Well-being Projects and Initiatives Promote well-being for people of all ages through developing, delivering and evaluating initiatives that focus on improving mental and physical health and address social isolation, particularly through volunteering.
Outdoor School and Play Provide pre-school children, school children and young people with the opportunity to benefit from outdoor education and play. Empower schools to engage pupils in outdoor education sessions.	Planning: Affordable Housing Use planning policies and S106 affordable housing contributions to provide affordable housing.	Workforce Well-being Review our well-being activities and offer for staff and relevant policies to ensure they reflect best practice.

Well-being Objective Equality

To continue to ensure equality is embedded in the work and culture of the NPA.

Work Streams contributing to this Objective:

Strategic Equality: Our Workforce <p>Begin to increase potential routes into employment for underrepresented groups in our workforce and implement activities to address and further analyse our Gender Pay gap.</p>	Strategic Equality: Our Services <p>Develop a training plan and provide training and guidance to staff to help them deliver, procure and design accessible and inclusive services. Support our Centres to develop inclusive visitor experiences.</p>	Landscapes for Everyone: Social Inclusion <p>Deliver social inclusion work that breaks down barriers to accessing the Park and its benefits, including those relating to rural and child poverty.</p>
Landscapes for Everyone: Inclusive Experiences <p>Promote and support landscapes for everyone through the Experience for All project, developing the beach wheelchair scheme and promoting walk for all resources.</p>	Engagement: Outreach, young people and volunteers <p>Continue to seek opportunities to involve a more diverse range of people in influencing the work of the Authority, particularly through outreach activities, developing mechanisms for young people to influence the work of the Authority and volunteer forum.</p>	



Well-being Objective Communities

To encourage communities to become more engaged with the National Park.

Work Streams contributing to this Objective:

Engagement: Ongoing conversation about the National Park Management Plan	Community Activities and Projects benefiting the Park and People	Sustainable Development Fund
Deliver outreach engagement that assists communities and stakeholder to engage in an ongoing conversation about the Park and influence projects that deliver Plan impacts. Celebrate the contribution of others to the delivery of the Plan.	Promote community resilience through engaging communities with projects, volunteering and social action opportunities in the Park, participating in community stakeholder meetings and using the Park's assets to host opportunities for communities to come together. Celebrate the relationship of communities with the landscape through Coast Path at 50 celebration activities.	Refocus the Sustainable Development Fund so that it supports people to develop innovative projects focused on responding to the Climate Change Emergency. Work to improve the exposure of the fund and the quality of applications to the fund.
Planning Service: Enforcement and Community Engagement		
Deliver an effective planning enforcement service with the support of the community and continue to engage with community councils.		

Well-being Objective Culture

To protect and promote the local culture of language, arts and heritage of the area.

Work Streams contributing to this Objective:

Historic Inspiration and Experience Promote the Park's historic culture and environment through Carew Castle and Castell Henllys and the Authority's schools programme, interpretation work, events and activities.	Art Inspiration and Engagement Engage people with the works of art on display at Oriel Y Parc and continue to support its artist in residence scheme.	Historic Environment: Historic Buildings and Community Archaeology Advise owners of historic building and sites and support community groups and schools in the Park to restore historic sites of interest.
Heritage Partnership and Collaboration Further develop partnership working opportunities and relationships between the centres, with others organisations and stakeholders within the heritage, arts and cultural sector.	Promoting the Welsh Language - Skills, opportunities and inspiration Continue to develop opportunities for service users, volunteers and visitors to engage with the Park in Welsh, including developing Castell Henllys as a Welsh Language hub. Encourage staff to learn and speak Welsh in work and develop a staff mentoring scheme to facilitate this.	



Well-being Objective Global

To ensure our work makes a positive contribution to global well-being.

Work Streams contributing to this Objective:

Responding to the Climate Change Emergency	Special Qualities: Inspiration and Engagement
Promote a carbon neutral and resource efficiency approach in our work and within the Park, including Greening our Fleet and supporting sustainable transport within the Park. Develop projects that can help enhance the Park's carbon stores at scale. Work with other to respond to climate change risks..	Provide opportunities for school pupils, communities and visitors to discover, engage and learn about the Special Qualities of the Park through activities, interpretation and citizen science opportunities. Align our education programme with the new national curriculum for Wales so that children can continue to benefit from learning opportunities within the Park.

Governance, Financial Sustainability, Workforce Development and Resilience

Work Streams contributing to this Objective:

Long Term Planning and Project Carry out activities to support corporate and financial long term planning. Monitoring and responding to legislative, policy and operational impacts and opportunities post withdrawal from EU.	Fundraising and Income Generation Generate funding from alternative sources and support Pembrokeshire Coast National Park Charitable Trust in its activities.	Workforce Development Review current HR practices and develop a People plan to drive workforce development across the Authority, helping ensure it is a great place to work and staff have the skills they need to deliver Authority objectives.
Improving How we Work: Digital Approaches Continue with the Authority's digital transformation work, with a focus this year on further digitising planning services and implementing office 2016 across the Authority, a new HR system and performance management system.	Health and Safety Ensure effective mechanisms are in place to prevent and respond to health and safety incidents.	Member Development Continue to assist Member Support and Development Committee on Skills Development and support their activities in relation to the Wales Charter for Member Support and Development.
Corporate Compliance and Standards Respond to recommendations from Wales Audit Office and Internal Audit. Improve how we communicate corporate policies to staff, integrate compliance into practice and promote delivery of high standard of customer care.		