



Parc Cenedlaethol
Arfordir Penfro
Pembrokeshire Coast
National Park

Pembrokeshire Coast National Park Authority

Corporate and Resources Plan 2020/21

Short and Mid Term Phased Approach

Responsive, Effective and Ensuring Safety



Working Towards Long Term Objectives

Responding to
Climate Change
Emergency

Responding to
Biodiversity
Loss

Landscapes for
Everyone

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

Resilience: To improve the health of the National Park's ecosystems.

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.

Equality: To continue to ensure equality is embedded within the work and culture of the National Park Authority

Community: To work alongside communities to help them make the most of the National Park.

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

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



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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

Corporate and Resources Plans

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 2020/2021. 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.

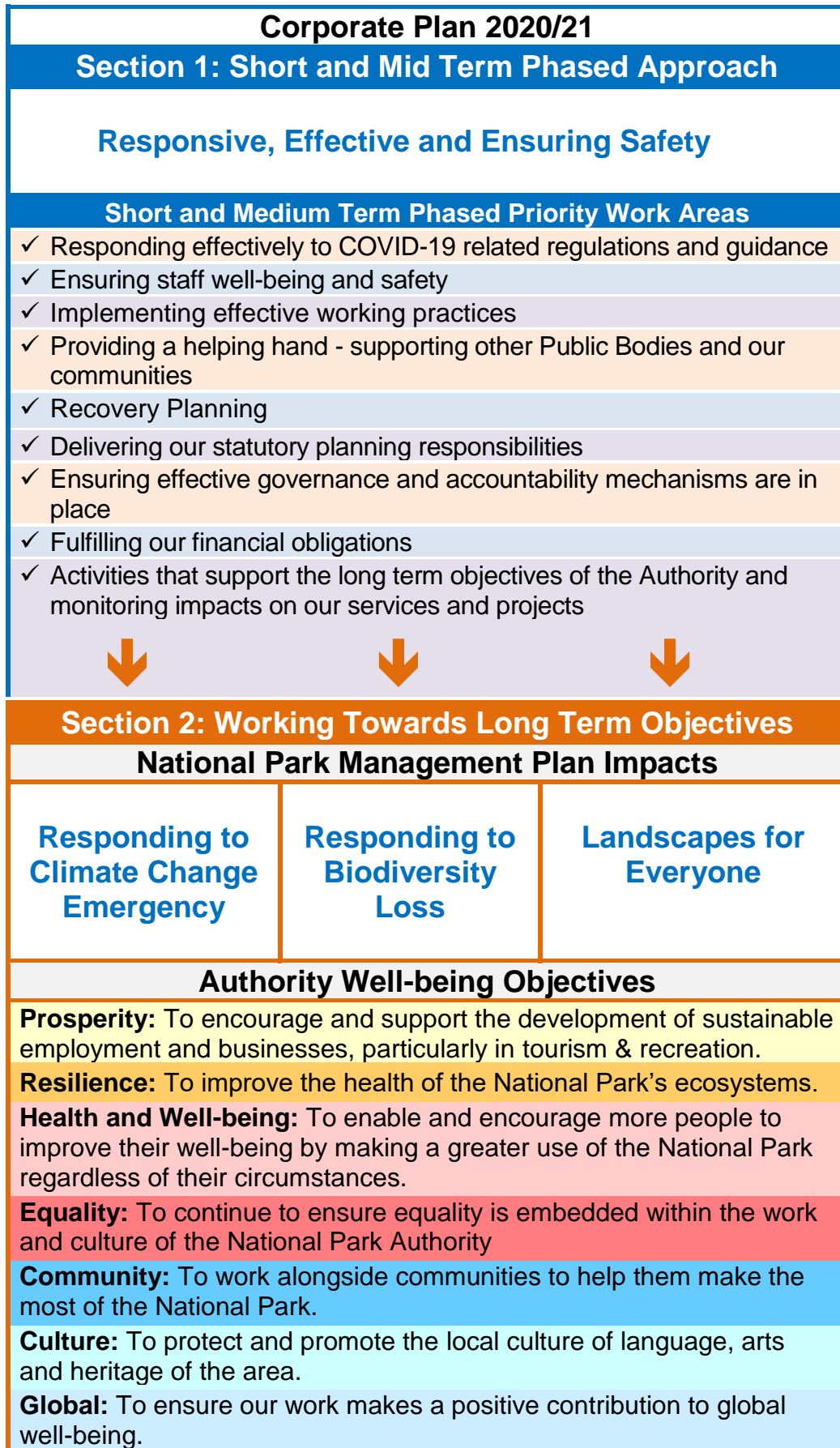
Development of the Plan

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.

During March of 2020 the Authority alongside other public bodies and organisations responded to the COVID-19 pandemic, associated new regulations and putting in place measures to protect its staff, communities and the public it serves.

Due to a need for the Authority to be able to respond effectively to changing circumstances while also responding to longer term outcomes, the Corporate and Resources Plan 2020/21 has been split into two. The first section is based on short and mid-term priorities focused on our COVID-19 response and recovery planning. This section takes a phased approach that will assist the Authority as external factors and regulations change to be responsive and effective in its approach, while ensuring the safety of staff and service users are maintained during 2020/21. It will assist the Authority to ensure its actions help the recovery process for communities and businesses in the Park and surrounding area that have been affected by the COVID-19 pandemic. We will also continue to identify ways to support our partner public bodies in their work.

Long term priorities and actions originally planned for 2020/21 that remain relevant have been kept in the second section of the plan. Some activities within work streams may not be delivered this year but will form the basis of the longer term delivery of our Well-being Objectives and impacts within the National Park Management Plan. They will be subject to further review during the year.



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

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 Local Development Plan 2 has been going through examination in 2019 with planned adoption in 2020.

Well-being Goals for Wales

This Corporate and Resources Plan is structured to take account of the requirements of the [Well-Being of Future Generations \(Wales\) Act 2015](#) with our objectives taking account of the following well-being goals for Wales under the Act:

Goal	Description of the Goal
A prosperous Wales.	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A resilient Wales.	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A healthier Wales.	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
A more equal Wales.	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
A Wales of cohesive communities	Attractive, viable, safe and well connected communities.
A Wales of vibrant culture and thriving Welsh language.	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
A globally responsible Wales.	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

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. Alongside this we have an additional Short and Mid Term objective of being – responsive, effective and ensuring safety as a result of the COVID-19 pandemic and this will form an additional improvement measure.

Three National Park Management Plan Impact campaigns have been identified for the Authority these are responding to Climate Change, Responding to Biodiversity

Loss and Landscapes for Everyone. Activities supporting these impact areas align with our current well-being objectives, activities under work streams that support their delivery and the Well-being Goals for Wales.

The Well-being Assessment and Well-being Plan for Pembrokeshire, State of Natural Resources Report (SoNaRR), South West Wales Area Statement, Sustainable Management of Natural Resources (SMNR) and Welsh Government priorities in the Valued and Resilient Written Statement, Prosperity for All: A Climate Conscious Wales provide an evidence base and policy direction to inform the work of the Authority for the duration of this plan. In the future the Pembrokeshire Environmental and Climate Change Risk Assessment and SoNaRR 2 will also influence the work of the Authority.

PCNPA Well-being Objectives	How we contribute to Welsh Well-being Goals
Short and Mid-Term phased approach: Responsive, Effective and Ensuring Safety	<ul style="list-style-type: none"> ✓ 'Prosperous Wales' – Through participating in recovery planning for destination and recreation in the Park and identifying ways to support local businesses and economy. ✓ 'Healthier Wales' – Through implementing access regulations and measures that protects the health and safety of staff, service users and supporting the wider efforts to contain the spread of COVID-19 within communities. Recovery planning will identify ways that we can assist people where their mental and physical health may have been affected during the pandemic. ✓ 'Wales of Cohesive Communities.' 'More Equal Wales' – Through recovery planning the Authority will look to assist communities with the recovery process and continue to support its partner public bodies in their work, where possible.
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

	<p>change.</p> <ul style="list-style-type: none"> ✓ 'Wales of Cohesive Communities' – Through providing opportunities for people to get involved in looking after the Park's ecosystem.
<p>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.</p>	<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.
<p>Equality: To continue to ensure equality is embedded within the work and culture of the National Park Authority</p>	<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.
<p>Community: To work alongside communities to help them make the most of the National Park.</p>	<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 in the Park that also helps reduce social isolation. ✓ '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>	<ul style="list-style-type: none"> ✓ '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. ✓ '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>	<ul style="list-style-type: none"> ✓ '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. ✓ '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.

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	Collaboration
Preventative	Involvement
Integration	

Under each objective there are activities which demonstrate how these principles are being applied in the way the Authority works. Utilising the Future Generations Commissioners' Journey Checkers has enabled the Authority to assess its performance against its objectives against the five ways of working.

In Appendix 2 there is a matrix cross referencing different work streams against the Welsh Well-being Goals and the 5 ways of working under the Well-being of Future Generations Act.

Sustainable Management of Natural Resources and Section 6 Duty

The Environment (Wales) Act 2016 identifies nine simple principles of sustainable management of natural resources which need to underpin the way the Authority works. These are:

Adaptable	Evidence
Scale	Long Term
Working Together	Prevention
Engaging with the Public	Resilience
Understanding all the benefits we receive from our natural resources	

The Authority is also 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 objectives help integrate the Section 6 duty in our work. (S6) will be noted against activities or measures that contribute to the delivery of the duty.

Withdrawal from the European Union

During 2020/21 the Authority will need respond to any impacts on its areas of operation caused by the United Kingdom withdrawing from the European Union. The United Kingdom is now in a transition period until December 2020. Key impact areas include delivery of current European funded partnership projects and policy development relating to land management. The Authority will continue to engage with opportunities to influence policy and legislative developments at both a Wales and United Kingdom level.

NRW – South West Wales Area Statement

NRW's [South West Wales Area Statement](#) identifies four themes that the Authority's work towards achieving its Well-being Objectives and National Park Management Plan impacts will contribute to. The four themes are:

Reducing health inequalities	Ensuring sustainable land management
Reversing the decline of, and enhancing, biodiversity	Cross-cutting theme: Mitigating and adapting to a changing climate

Welsh Government Priorities – Valued and Resilient

In July 2018 the Welsh Government set out its key priority areas for Areas of Outstanding Natural Beauty and National Parks in its [Designated Landscapes: Valued and Resilient written statement](#). The Authority's work towards achieving its Well-being Objectives and National Park Management Plan impacts will contribute to the 10 priorities identified within the Statement.

Landscapes for Everyone	Growing tourism and outdoor recreation
Exemplars of the sustainable management of natural resources	Thriving Welsh Language
Halting the loss of biodiversity	All landscapes matter
Green energy and decarbonisation	Delivering through collaboration
Realising the economic potential of landscapes	Innovation through resourcing

Through delivering on the above priorities the Authority will contribute to the Welsh Government's wider goals as outlined in the Programme for Government 'Taking Wales Forward' and 'Prosperity for All: the national strategy.'

It will also contribute to wider policy agendas including:

- ➡ Prosperity for All: a Low Carbon Wales
- ➡ Welsh Government Strategy: A Healthier Wales: our Plan for Health and Social Care
- ➡ "Successful Futures" the new National Curriculum for Wales
- ➡ Light Springs through the Dark: A Vision for Culture in Wales
- ➡ Planning Policy Wales
- ➡ Sustainable Management of Natural Resources (SMNR)
- ➡ Visit Wales – Welcome to Wales Strategy

The Authority will also work with and support Welsh Government activities in response to the COVID-19 Pandemic.

Well-being Plan for Pembrokeshire Projects

The Authority's work towards achieving its Well-being Objectives and National Park Management Plan impacts will contribute to wider projects within the [Well-being Plan for Pembrokeshire](#):

Recruitment and Employment Transformation Framework	Environmental and Climate Change Risk Assessment
Carbon Neutral County	Doing Things Differently
Celebrating the Great Outdoors	Community Participation
Understanding our Communities	Meaningful Community Engagement

Equality Plan

The Authority in 2019/20 reviewed its Strategic Equality Plan and Objectives. The Plan and objectives contribute to achieving four longer term aims in the following areas:

The Park – A Landscape for Everyone	Our Services – Accessible and Inclusive
Our Workforce – Diverse, Supportive and Inclusive	Governance and Engagement – Increased Participation

Activities and current priorities contributing to delivery of this plan and the Authority's Equality Objectives have been mainstreamed into work streams aimed at delivering our Well-being Objectives, particularly our objectives on prosperity, health and well-being and communities.

Welsh Language Strategy

The Authority has a Welsh Language Strategy 2017-2022. The vision for this strategy is to see the Welsh Language flourish in the Pembrokeshire Coast National Park and to see an increase of 1% of the Pembrokeshire Coast National Park's population who can speak Welsh by 2022. Activities and current priorities contributing to delivery of this strategy have been mainstreamed into work streams aimed at delivering our Well-being Objectives, in particular our objective on culture.

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. It is expected due to the impact of COVID-19 on our income generating activities that Authority generated income will fall significantly, the extent to which is unknown at the current time. Discussions are ongoing as to how the shortfall will be managed. A more detailed breakdown of the budget against the CIPFA codes for National Park Authorities is included as Appendix A.

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

Section 1: Short and Mid Term Phased Approach

Wellbeing Objective: Responsive, Effective and Ensuring Safety

Our approach will:

- ✓ Be phased, enabling the Authority to be responsive to changes in external factors and regulations.
- ✓ Be compliant with Welsh Government and UK Government regulations.
- ✓ Be informed, by Welsh Government, Public Health Wales and Health and Safety Executive guidance.
- ✓ Take a safety first approach, ensuring the health and safety and well-being of staff, service users and the general public.
- ✓ Be supportive, of staff, communities in the Park and wider Public Sector partner bodies.
- ✓ Be recovery based, looking forward to how we can best support the Authority, the Park and local communities and economy to recover.
- ✓ Identify opportunities that can help us achieve longer term objectives.

Short and Medium Term Phased Priority Work Areas

- ➡ Work Area 1: Responding effectively to COVID-19 related regulations and guidance.
- ➡ Work Area 2: Ensuring staff well-being and safety.
- ➡ Work Area 3: Implementing effective working practices.
- ➡ Work Area 4: Providing a helping hand - supporting other Public Bodies and our communities.
- ➡ Work Area 5: Recovery Planning.
- ➡ Work Area 6: Delivering our statutory planning responsibilities.
- ➡ Work Area 7: Ensuring effective governance and accountability mechanisms are in place.
- ➡ Work Area 8: Fulfilling our financial obligations.
- ➡ Work Area 9: Activities that support the long term objectives of the Authority and monitoring impacts on our services and projects (see [section 2 on working towards long term objectives.](#))

How we will deliver against each work area for this objective:

Work Area 1 – Responding effectively to COVID -19 related regulations and guidance

Phase One: Implement effectively COVID-19 Regulations and Guidance issued by the UK and Welsh Government

What we will do

The Authority will ensure its continued compliance with COVID-19 regulations both as an employee and service provider. It has particular responsibilities under the Health Protection (Coronavirus Restrictions) (Wales) Regulations 2020 to close sections of public rights of way in the interest of public health and communicate information on the closure of these paths.

Priority Actions

Milestones

Activity: Management and Implementation of COVID -19 Access Regulations: Closure of paths, signage, monitoring, management and communication of closure.

- ✓ Signage in place and weekly runs to monitor and ensure signage in place.
- ✓ Responding to enquiries from the public.
- ✓ Publication and Communication of closures.

Activity: Management and implementation of closure of Car Parks and Centres.

- ✓ Signage in Place and weekly runs to monitor and ensure signage in place.
- ✓ Responding to enquiries from the public.
- ✓ Publication and Communication of closures.

Activity: Ensuring our publically accessible sites and land is safe for the public to use.

- ✓ Carry out safety checks and resulting maintenance on Authority owned and managed properties.

Activity: Enabling safe monitoring, management and cutting of coast and inland rights of way paths.

- ✓ Path cutting work plan completed.
- ✓ Health and Safety of staff in relation to COVID-19 and general practice is maintained during cutting and maintenance activities.
- ✓ Essential safety work undertaken to ensure PROW network is safe to use.

Activity: Enabling safe management of critical conservation activities, including Grazing.

- ✓ Grazing activities and (graziers) continue.
- ✓ Critical conservation activities carried out.
- ✓ Regular monitoring and review of resources available to ensure the conservation programme does not go into decline.

Activity: Closure, suspension of activities, cancellation of events and adaptation of face to face services (application of relevant regulations on

- ✓ Closure of centres and suspension of face to face delivery.
- ✓ Continuation of planning services.
- ✓ Continued engagement with key

Short and Mid Term Phased Approach

Authority activities.)	<p>stakeholders through electronic and other non-face to face means.</p> <ul style="list-style-type: none"> ✓ Provision of virtual/digital activities and engagement where possible.
Strategic: Engagement with Welsh Government Departments over implementation of regulations	<ul style="list-style-type: none"> ✓ Virtual meetings and communication with Welsh Government Officials.
Phase Two: Respond effectively to relaxation of regulations taking a phased response as required.	
What we will do	
<p>The Authority will need to respond in a phased manner to changes in regulations with particular focus on changes around access regulations and recreation management, those affecting the workplace and those relating to face to face engagement. Linked to wider recovery planning, the Authority will need to take a phased approach to service delivery, informed by risk assessments, scenario planning and adapted approaches to how it delivers services and operates. Approaches will need to take account of potential changes and measures that need to be put in place if there are future waves of the virus.</p>	
Phased Actions	Milestones
Activity: Management and implementation of changes to COVID-19 Access Regulations and other regulations impacting on wider recreation management.	<ul style="list-style-type: none"> ✓ Phased management of changes to access regulations or regulations impacting on recreation management. ✓ Work in partnership with other land managers such as PCC and NT to ensure a regionally consistent approach.
Ways of Working: Planning and managing phased opportunities for the opening up of Centres and face to face services. Including Centres, education service, volunteering/ social action opportunities, community engagement and outreach activities, events and activities, project delivery (Stitch in Time, Paths, Plants and Pollinators, Supported Walking etc.), face to face planning service, face to face liaison with land owners and others, reception and internal/ external meetings.	<ul style="list-style-type: none"> ✓ Risk assessments completed and adapted approaches to delivery adopted (as regulations are relaxed.) ✓ Health and Safety of staff, the public and service users in relation to COVID-19 is maintained as suspension of activities is lifted.
Outcome	
<p>Authority is complying with regulations and supporting the wider efforts to contain the spread of COVID-19 and to prevent the risk of future peaks.</p>	

Work Area 2 – Ensuring staff well-being and safety

Phase One: Staff well-being and safety

What we will do

During March 2020, the Authority transitioned to staff working from home in compliance with Government regulations. The Authority recognises that staff will be facing a variety of challenges or competing priorities during this time depending on their circumstances, this could include child care or supporting relatives. Staff may also in some cases be feeling anxiety or isolated during this time. The Authority will carry out a range of activities to support staff health and well-being during this period where employee's homes have become their temporary base for work. The Authority will also ensure relevant health and safety procedures are in place for the small number of staff carrying out essential work or inspections at PCNPA sites or implementing access regulation requirements in the Park area.

Priority Actions

Ways of Working: Activities to support staff health and well-being during working from home and lock down.

Milestones

- ✓ Routine check ins with staff carried out by line managers.
- ✓ Regular virtual departmental meetings held.
- ✓ HR team wider initiatives.
- ✓ Provide essential guidance on issues such as GDPR when working from home.

Ways of Working: Maintaining health and safety of staff carrying out essential work or inspections at PCNPA sites or implementing access regulation requirements in the Park Area.

- ✓ Effective Health and Safety procedures in place.

Phase Two: Staff Well-being and Safety - Respond effectively to relaxation of regulations taking a phased response as required.

What we will do

The Authority will need to respond to changes in regulations that impact on work places. It will need to take a planned, phased and managed approach to staff from across different teams returning to day to day delivery of services and projects from their normal place of work. Linked to wider internal recovery planning, the Authority's phased approach will be informed by Government regulations, Health and Safety Executive guidance, risk assessments, scenario planning, adapted approaches within the workplace and specific health considerations for individual staff. A priority area of focus will be enabling relevant staff to carry out where appropriate the summer programme of coast path and inland rights of way cutting. Approaches will need to take account of potential changes and measures that need to be put in place if there are future waves of the virus.

Phased Actions

Planning and managing phased opportunities for staff across different

Milestones

- ✓ Risk Assessment completed
- ✓ Contingency and Scenario planning

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<p>teams to return to their normal place of work and duties (where possible and subject to restrictions)</p> <ul style="list-style-type: none"> ⇒ Countryside Management (including coast path cutting and maintenance), Property and Estates ⇒ Visitor and Community Services (Centres, Discovery and Rangers) ⇒ Direction (Access, Conservation, Planning Policy, National Park Management Plan, Health and Well-being/ Tourism, Community Archaeology) ⇒ Development Management ⇒ Support Services (Finance, HR, IT, Communications, Fundraising, Democratic Services and Customer Services, Performance) 	<p>✓ Return of staff to normal place of work and duties (where possible and subject to restrictions)</p>
<p>Outcome</p> <p>Staff are supported with positive impact on their mental and physical well-being. The Authority has put in place effective measures that ensure that the Health and Safety of staff is maintained when they return to their normal place of work and duties. The Authority is supporting the wider effort to contain the spread of COVID-19 and to prevent the risk of future peaks.</p>	

Work Area 3 – Implementing Effective Working Practices

<p>What we will do</p> <p>During March 2020, significant work was carried out by the Authority's IT department to provide the relevant equipment and access to systems to support staff to work from home. Alongside this the IT team has facilitated opportunities for the use of virtual meeting rooms and messaging platforms to assist with communication to support remote working. The provision of effective IT support and infrastructure will remain crucial during 2020/21. Work in this area is likely to have a longer term impact on how the Authority works. In particular, the growth in use of and familiarities with video conferencing has the potential to help the Authority reduce its carbon emissions from travel in the longer term.</p>	
<p>Priority Actions</p> <p>Ways of Working: Management of homeworking including staff, teams and work priorities (in line with government regulations and guidance)</p> <ul style="list-style-type: none"> ⇒ Countryside Management, Property and Estates ⇒ Visitor and Community Services (Centres, Discovery and Rangers) 	<p>Milestones</p> <ul style="list-style-type: none"> ✓ Effective arrangements in place across all departments and teams. ✓ Regular virtual departmental meetings are held.

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<ul style="list-style-type: none"> ⇒ Direction (Access, Conservation, Planning Policy, National Park Management Plan, Health and Well-being/ Tourism, Community Archaeology) ⇒ Development Management ⇒ Support Services (Finance, HR, IT, Communications, Fundraising, Democratic Services and Customer Services, Performance) ⇒ Leadership Team 	
Ways of Working: Management of IT infrastructure and support.	<ul style="list-style-type: none"> ✓ Delivery of IT Helpdesk support. ✓ Continued maintenance of critical IT infrastructure and systems.
Ways of Working: Internal Communication.	<ul style="list-style-type: none"> ✓ Internal Newsletter. ✓ Line Managers keeping in touch with Staff. ✓ Staff and teams engaged and using messaging system.
Outcome	
Staff are clear about what tasks they need to carry out when working from home and are aware of what is happening at a team and wider Authority level. Effective IT infrastructure and support is continuing to enable staff to work from home and is facilitating digital communication opportunities.	

Work Area 4 – Providing a helping hand, supporting other Public Bodies and our communities

What we will do	
The Authority will continue to engage with other Public Bodies and voluntary sector during the year to identify how we can provide additional support to them where appropriate and help support communities within the Park and surrounding areas. Initial support has included providing assistance to PATCH with delivery aid and a number of staff have offered their help as volunteers with local agencies.	
Priority Actions	Milestones
Strategic: Providing additional support to other Public bodies and voluntary sector where appropriate	<ul style="list-style-type: none"> ✓ Provision of support activities. ✓ Discuss with relevant bodies how the Authority can adapt its work to support how they deliver key services, e.g. education.
Outcome	
Authority is contributing to wider COVID-19 response effort and is helping communities within the Park and surrounding areas who are in need of assistance and support.	

Work Area 5 – Recovery Planning

What we will do	
The Authority will develop a recovery plan, informed by scenario planning to develop its phased recovery response to the COVID-19 pandemic and associated impacts. This plan will support the Authority's internal recovery and wider Park, community, local economy, health and well-being and sustainable destination and recreation based recovery. This will be supported by departmental recovery plans where necessary.	
Priority Actions	Milestones
Strategic: Recovery Plan developed and in place.	<ul style="list-style-type: none"> ✓ Recovery plan in place and being actioned. ✓ Departmental recovery plans in place where necessary.
Strategic: Working with Partners to develop effective responses to the impact of COVID-19 pandemic on <ul style="list-style-type: none"> ⇒ Destination management – including visitor and community relations. ⇒ Recreation management and access to the outdoors. ⇒ Exploring how we can support local supply chains and economy. ⇒ Development of Health and Well-being and Community focused projects that address longer term impact on people's physical and mental well-being. 	<ul style="list-style-type: none"> ✓ Meetings with partners and development of joint actions. ✓ Feeding into wider recovery plans. ✓ Projects developed that link to recovery plans.
Outcome	
The Authority is helping manage and support the recovery of the Authority's internal activities and is making a positive contribution to destination and recreation recovery and the wider Park, local economy, health and well-being and community recovery.	

Work Area 6 – Delivering our statutory planning responsibilities

What we will do	
The Authority will continue to provide its planning service to members of the public, including the management of applications, appeals and decisions. This will involve initially an adaptive approach with staff and Members moving to online approaches to the management of applications and committees. The Authority's Local Development Plan 2 has been going through the examination process during 2019/20. Adoption of the plan alongside a programme of supplementary planning guidance will influence the future direction of planning within the Park. Revised indicators for the Plan will help the Authority monitor impacts against this objective and National Park Management Plan impacts.	
Priority Actions	Milestones

Short and Mid Term Phased Approach

Ways of Working: Planning Service – Management of applications, appeals and decisions.	<ul style="list-style-type: none"> ✓ Authority continues to be able to provide an effective planning service to members of the Public. ✓ Review, and if required, update the Temporary Extension of the Delegation Scheme
Strategic: Adoption of LDP2.	✓ LDP2 adopted
Strategic: Adoption of supplementary planning guidance.	<ul style="list-style-type: none"> ✓ Programme of supplementary planning guidance initiated. ✓ Adoption of supplementary planning guidance.
Outcome	
An efficient and effective planning service remains in place, and a replacement Local Development Plan with supplementary planning guidance is in place providing the framework for planning decisions in the Park.	

Work Area 7 – Ensuring effective governance and accountability mechanisms are in place

What we will do	
The Authority will continue to ensure that effective governance mechanisms are in place in terms of decision making, accountability and scrutiny. Changes in regulations mean that the Authority is now able to hold virtual Committee meetings and will support Members and Officers during the transition to the new format of meetings.	
Priority Actions	Milestones
Governance: Hosting virtual Committee Meetings and supporting Members during this process to fulfil their role.	<ul style="list-style-type: none"> ✓ Effective hosting of NPAs, Operational Review and Audit and Corporate Services Committee and DM Committee.
Governance: Webcasting of virtual meetings.	<ul style="list-style-type: none"> ✓ Systems in place to enable webcasting of virtual meetings.
Governance: Relevant delegations are sought and in place.	<ul style="list-style-type: none"> ✓ Approval of delegations. ✓ Delegations being administered effectively.
Governance: Holding of virtual Leadership Team meetings and ERT meetings.	<ul style="list-style-type: none"> ✓ Regular hosting of meetings. ✓ Meetings informing recovery planning.
Governance: Risk Register is kept up to date and reported to Members via relevant Committees.	<ul style="list-style-type: none"> ✓ Ongoing monitoring of risk register by staff and Members.
Outcome	
Members continue to be able to make decisions and accountability and scrutiny mechanisms remain in place.	

Work Area 8 – Fulfilling our financial obligations

What we will do	
One way the Authority can help to support local suppliers and wider economy is through continued processing and payment of invoices on time. The Authority has a range of projects funded by external bodies, it will continue to communicate with its funders on the impact COVID-19 and regulations are having on achieving project milestones and budget profiles. A number of income generation activities carried out by the Authority have been impacted by COVID-19 regulations and the wider economic impact of the COVID-19 pandemic on the economy will have an impact on longer term financial climate. Financial impacts and mapping will be considered as part of internal recovery plans.	
Priority Actions	Milestones
Ways of Working: Processing of invoices and monitoring and fulfilling of contracts.	<ul style="list-style-type: none"> ✓ Suppliers are being paid on time. ✓ Contracts are fulfilled. ✓ Successful Payroll runs.
Projects: Communication with Funders for Projects.	<ul style="list-style-type: none"> ✓ Budget profiles and timescales for projects have been reviewed and extended where required.
Ways of Working: Monitoring and mapping of financial impact on services and future operations.	<ul style="list-style-type: none"> ✓ Financial implications and monitoring have informed recovery plans.
Outcome	
Authority continues to pay suppliers and staff on time. Authority's recovery plans take into account financial considerations.	

Work Area 9 – Activities that support the long term objectives of the Authority and monitoring impacts on our services and projects

What we will do
This work area is addressed through the second section of the plan. Some actions to support delivery of services, projects and activities listed in Section 2 will be ongoing during the short and mid-term. However for activities affected by COVID -19 regulations, in particular those involving face to face contact between individuals as part of their delivery, progress will be limited until restrictions are partially or fully lifted. In some cases this will mean that activities under some work stream may not be carried out during 2020/21.
Outcome
The Authority is continuing to make progress where possible against its Well-being Objectives and contributing to National Park Management Plan Impacts.

Section 2: Working Towards Long Term Objectives

Making a difference in the long term

Each of the Authority's Well-being Objectives have work streams that direct the activities that will be carried out to deliver the objective. Actions under work streams originally planned for 2020/21 in many areas remain relevant to the long term delivery of the Authority's broader Well-being Objectives and impacts within the National Park Management Plan.

However, although some activities within work streams can be progressed during 2020/21 a number of them particular those involving face to face contact between individuals may not be able to progress until restrictions are partially or fully lifted. In some cases this will mean that activities under some work stream may not be carried out during 2020/21. Activities under work streams will be subject to further review during the year to assess whether they remain relevant or need to be updated to align with recovery plans.

PCNPA Well-being Objectives and Work Streams	
Well-being Objective Prosperity: To encourage and support the development of sustainable employment and businesses, particularly in tourism & recreation.	
Work streams supporting delivery of this objective	
Planning Policy & Planning Service	Tourism Engagement & New Audiences
Maintaining Public Rights of Way a Tourism Asset	Supporting Local Business
Sustainable Tourism & Recreation: Management & Promotion	Employment Transformation in Pembrokeshire
Well-being Objective Resilience: To improve the health of the National Park's ecosystems.	
Work streams supporting delivery of this objective	
Conservation Land Management Service	Biodiversity & Connectivity Projects
Conservation Strategic Partnerships & Engagement	Planning: SMNR & responding to biodiversity loss
Looking after Trees in the Landscape	Marine & Foreshore Environment
Engagement & Volunteering in looking after the Park's Ecosystems	
Well-being Objective 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.	
Work streams supporting delivery of this objective	
Supported Walking Opportunities	Outdoor Schools and Play
Promoting Health Benefits of the Park	Planning: Affordable Housing
Health and Well-being: Initiatives & Projects	Workforce Well-being
Well-being Objective Equality: To continue to ensure equality is embedded within the work and culture of the National Park Authority.	
Work streams supporting delivery of this objective	

Working Towards Long Term Objectives

Strategic Equality: Our Workforce	Strategic Equality: Our Services
Landscapes for Everyone: Social Inclusion	Landscapes for Everyone: Inclusive Experiences
Engagement: Outreach, young people & volunteers	
Well-being Objective Community: To work alongside communities to help them make the most of the National Park.	
Work streams supporting delivery of this objective	
Engagement: Ongoing conversation about NPMP	Community Activities & Projects benefiting the Park & People
Planning Service: Enforcement and Community Engagement	Sustainable Development Fund
Well-being Objective Culture: To protect and promote the local culture of language, arts and heritage of the area.	
Work streams supporting delivery of this objective	
Historic Inspiration & Experiences	Art Inspiration & Engagement
Historic Environment: Historic Buildings & Community Archaeology	Promoting the Welsh Language: Skills, opportunities and inspiration
Heritage Partnership and Collaboration	
Well-being Objective Global: To ensure our work makes a positive contribution to global well-being.	
Work streams supporting delivery of this objective	
Responding to Climate Change Emergency	Special Qualities: Inspiration & Education
Governance, Financial Sustainability, Workforce Resilience and Development	
Long Term Planning & Project Prioritisation	Fundraising & Income Generation
Work Force Development	Improving how we work: Digital Approaches
Health and Safety	
Members Development	Corporate Compliance & Standards

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 to. Climate change and biodiversity loss are interconnected global challenges and 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, this achievement helped opened up opportunities for more people to experience the Park's Landscape. Looking to the future the Authority can have a positive impact in terms of further developing other opportunities in the Park that help more people to access and benefit from its Special Qualities and associated health and well-being impacts.

Responding to Climate Change	<ul style="list-style-type: none"> Contribute to a low carbon economy for Wales and adapt to climate change. Conserve and enhance soils and promote natural carbon storage.
Responding to Biodiversity Loss	<ul style="list-style-type: none"> Protect and improve biodiversity quality, extent and connectivity at scale.

Working Towards Long Term Objectives

Landscapes for Everyone

- Provide and promote sustainable outdoor recreation opportunities for all.
- Deliver active outdoor, environmental, heritage and arts-based recreation and learning/ play opportunities.

Monitoring Impact and Performance

Where feasible the Authority will still collect data and performance information across service areas. This will enable it to assess the impact COVID-19 and associated regulations have had on its services and to also inform recovery plans and their implementation.

Long Term Delivery of Well-being Objective Prosperity

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



Café Mor at Freshwater West

Activities under work streams that support delivery of this objective:

Work Stream 1 – Planning Policy and Planning Service

What we will do

The Authority will adopt and implement a replacement Local Development Plan and supplementary planning guidance that will positively influence the future direction of planning within the Park. Revised indicators for the Plan will help the

Working Towards Long Term Objectives

Authority monitor impacts against this objective and National Park Management Plan impacts. We will continue to provide an effective planning service that supports the development of sustainable businesses, communities and local economy.

Actions to help support this work stream will be delivered through our short and mid-term work area on delivering our statutory planning service.

Measures - Assessing impact on our services and informing recovery

% of all planning applications determined within time periods required [Target 82%]

Average time taken to determine all planning applications in days [Target <67 days]

% of Member made decisions against officer advice (recommendation) [Target <5%]

% of appeals dismissed [Target >66%]

Applications for costs at section 78 appeal upheld in the reporting period [Target 0]

% of planning applications determined under delegated power

planning applications registered

% of planning applications approved

Other Data: Annual Planning Performance Report. Local Development Plan Indicators.

Outcome

An efficient and effective planning service is in place, meeting and exceeding Welsh Government targets and supporting Welsh and local planning policy that contributes to sustainable local economy and communities.

Delivering National Park Management Plan Impact Campaigns

Climate Change Emergency	Planning policy and decisions that support and contribute to decarbonisation agenda in the Park.
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Biodiversity Loss	Planning policy and decisions that don't negatively impact on biodiversity in the Park.
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Landscapes for Everyone	Planning policy that supports sustainable and viable economy and communities in the Park.
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Work Stream 2 – Maintaining Public Rights of Way a Tourism Asset

What we will do

The Authority will continue to maintain the Pembrokeshire Coast Path and Rights of Way (PROW) network so that as COVID-19 related access regulations are relaxed the paths remain a key tourist and recreational asset. This will help ensure they continue to benefit current and future generations, communities and local tourist economy. We will carry out activities to respond to the impact of coastal erosion and poor weather cycles on paths. Through the Digital Park Project we will continue to improve our operational management of the coast path through digitising and streamlining back office functions.

Activities will need to be delivered in a phased approach in line with COVID-19 regulations, with activities on access regulations and coast path cutting set out in

Working Towards Long Term Objectives

the short and medium term phased work areas taking precedence.	
Actions	Milestones
Ways of Working: Digital Park Project.	✓ Further digitising reporting and procedures, including weather procedures and grading of footpaths based on use.
Project: Development of new footpath links and circular walk creation.	<ul style="list-style-type: none"> ✓ Progress made on new footpath link between Newport and Nevern, Llwybr Pwll Cornell. ✓ Improvement of Public footpath at Moylegrove to form circuit walk from St Dogmaels via Moylegrove and Poppit Sands.
Project: Increasing resilience to winter storm damage.	<ul style="list-style-type: none"> ✓ Stabilisation and regrade stream junction onto the beach at Aberfforest. ✓ Proactive realignment of Coast Path at St Davids Head to make it more resilient to coastal erosion and preserve continuity of route.
Strategic Partnerships: Rights of Way Improvement Plan and Local Access Forum.	
Strategic Engagement: Participating in Access Legislation Forum	
Measures - Assessing impact on our services and informing recovery	
Pembrokeshire Coast Path – Trip Advisor Overall Rating 1-5	
% of PROW open and accessible and meeting the quality standard	
# of people using footpath (from fixed counters)	
Other Data: Making a difference case studies.	
Outcome	
High level of user satisfaction with Pembrokeshire Coast Path and inland rights of way that encourages repeat visits. Paths are kept opened and more people can access and enjoy circular routes.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Supporting active travel opportunities in the Path. Protecting the Coast Path from impact of winter storm damage.
Landscapes for Everyone	More people can enjoy and access circular routes in the Park. Coast Path is open and accessible for people to use.

Work Stream 3 – Sustainable Tourism and Recreation Management and Promotion

What we will do
The Authority will work with others to take a strategic and sustainable approach to the promotion and management of the Park. We will align our activities with the Visit Wales' Welcome to Wales Strategy, the Destination Management Plan 2020-2025 and tourism related COVID-19 recovery plans. We will support activities that help lengthen the traditional visitor season and promote sustainable tourism activities. The Authority will continue to work with partners on the management of hot spot locations within the Park and on recreation management, focusing on

Working Towards Long Term Objectives

sustainability and safety.

Activities will need to be delivered in a phased approach in line with COVID-19 regulations, with activities on access regulations and recreation management and recovery planning set out in the short and medium term work areas taking precedence.

Actions	Milestones
Project: External Sustainable Events Research. (S6)	✓ Research completed by Swansea University. ✓ Model recommended for use.
Ways of Working: PCNPA Branding.	✓ PCNPA marketing refreshed to reflect revised branding.

Strategic Partnership: Supporting Destination Management Plan implementation and setting up of delivery organisation.

Strategic Partnership: Managing What We Can Document – Annual review with Partners. (S6)

Strategic Partnership: Pembrokeshire Water Safety Forum and mapping of coastal and foreshore incidents.

Strategic Engagement: Liaison with Recreational Groups and Pembrokeshire Coastal Forum. (S6)

Measures - Assessing impact on our services and informing recovery

filming enquiry requests and # filming enquiry licenses awarded

Other Data: Making a difference case studies.

Outcome

Sustainable visitor economy and recreation in the Park is promoted in a manner that has a positive impact on Park's special qualities, visitor experience, local economy and communities.

Delivering National Park Management Plan Impact Campaigns

Climate Change Emergency	Visitor economy in the Park is managed in a way that supports sustainable tourism opportunities and associated decarbonisation agenda.
Biodiversity Loss	Visitor economy in the Park is managed in a way that supports biodiversity.
Landscapes for Everyone	More people are able to benefit from accessing and experiencing the special qualities of the Park, while also ensuring the quality of visitor experience is maintained.

Work Stream 4 – Tourism Engagement & New Audiences

What we will do

Activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and the Authority implements a phased internal recovery plan it will be able to re-engage with core activities related to this work stream. This will include continuing to reach new audiences during future summer months through its summer seasonal rangers, particularly through engagement with pop up events at beaches. Delivering Parkwise sessions and further developing its activities that support local businesses to engage visitors with the Park and its special qualities. In line with the Authority's interpretation

Working Towards Long Term Objectives

strategy for the Park we will refresh the interpretation at Oriel y Parc and reposition the centre as a discovery centre for the Park, making the centre the gateway destination to find out more about the Park. The Authority will also explore opportunities to develop discovery points at other locations in the Park. The Authority's new website will support engagement with new audiences. In the mid and short term activities that support the development of materials for Parkwise, interpretation at Oriel y Parc and Discovery Points are ongoing.

Actions		Milestones
Project: Re positioning Oriel Y Parc as a Discovery Centre for the Park.		<ul style="list-style-type: none"> ✓ Interpretation Plan in place. ✓ Refresh of some interpretation on site.
Ways of Working: Activities to support implementation of business plan at Oriel Y Parc.		<ul style="list-style-type: none"> ✓ Progress is being made against actions identified in Oriel y Parc's business plan.
Project: Development of Discovery Points across the Park.		<ul style="list-style-type: none"> ✓ Delivery of pilot discovery points.
Partnership Project: Celtic Routes.		<ul style="list-style-type: none"> ✓ Project Milestones achieved.
Ways of Working: Training of staff in new website content management system and events booking system.		<ul style="list-style-type: none"> ✓ Relevant staff have received content management system training.
Project Development: Beach Roadshow linked to Summer Rangers Service.		<ul style="list-style-type: none"> ✓ Project proposal developed. ✓ Funding Secured.
Project Development: Engagement activities that will support local businesses to engage visitors with the Park and its special qualities.		<ul style="list-style-type: none"> ✓ Review of resources. ✓ Project proposal developed. ✓ Engagement activities undertaken.
Measures - Assessing impact on our services and informing recovery		
# Main website users and # Main website page views		
Oriel Y Parc Trip Advisor rating 1-5		
# visitors to Oriel Y Parc		
# attending pop up events		
# people engaged with through Summer Rangers business and general public networking activities		
# Parkwise training sessions held		
Other Data: Making a difference case studies		
Outcome		
New audiences are aware of opportunities in the Park and how to experience and make the most of its special qualities.		
Delivering National Park Management Plan Impact Campaigns		
Climate Change Emergency	More people learn about the impact of climate change in the Park and what can and is being done to address it.	
Biodiversity Loss	More people learn about biodiversity loss in the Park, and what can and is being done to address it.	
Landscapes for Everyone	New audiences are aware of opportunities in the Park and how to experience and make the most of its special qualities.	

Work Stream 5 – Supporting Local Businesses

What we will do	
<p>The Authority recognises the impact that the current COVID 19 pandemic and associated regulations have had on local businesses and the local economy. One way to support businesses is to ensure that we continue to deliver prompt payment of invoices and look for opportunities to support local suppliers. The Authority is unlikely to be able to host stall holder opportunities at its centres at events in the short term but will look for opportunities to promote local businesses and food suppliers virtually through its social media channels. Longer term we will continue to provide opportunities for stalls at fairs and artists to sell their work and also stock local and Welsh produce at centres to help support local businesses. Through reviewing its procurement processes the Authority will look at how it can help support local supply chains, promote sustainability and use community benefit opportunities. The Well-being of Future Generations Commissioner's journey checker on a prosperous Wales highlights opportunities on how to use procurement to encourage inclusive growth.</p>	
Actions	Milestones
Communications: Virtual promotion of stall holders and other local businesses and food suppliers, including those that were due to be at the Really Wild Food Show at OYP.	✓ Virtual promotion of local businesses and food suppliers.
Ways of Working: Review of procurement in the Authority, including community benefit options and sustainability practices. (S6)	<ul style="list-style-type: none"> ✓ Project scoped and developed. ✓ Funding secured. ✓ Review carried out.
Measures - Assessing impact on our services and informing recovery	
% Authority Spend locally	
% Invoices paid on time (Average)	
# of stall holders participating in fairs and events at Oriel Y Parc and Carew	
# of artists and craft makers supported at Oriel Y Parc	
Other Data: Making a difference case studies	
Outcome	
Local businesses are supported through opportunities at our centres and through sustainable procurement practices. Procurement practices are having positive community and environmental impacts.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Reducing indirect emissions in the Park area through procurement practices.
Biodiversity Loss	Procurement practices are having positive environmental impacts.

Work Stream 6 – Employment Transformation in Pembrokeshire

What we will do	
<p>The Authority will continue to engage with Pembrokeshire College and DWP Work Placement scheme as part of the Public Services Board's development of a Recruitment and Employment Transformation Framework to support people to work in Pembrokeshire. Alongside this we will continue to look at how we can develop skills and opportunities within the Authority. We will do this through expanding the nature of our volunteering opportunities and carrying out a feasibility study to inform the development of a replacement project for our previous successful skills in action project.</p> <p>Activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with core activities related to this work stream.</p>	
Actions	Milestones
Partnership Project: Pembrokeshire College Work Placement Scheme.	<ul style="list-style-type: none"> ✓ Development of a range of work placement opportunities across the Authority. ✓ Completion of work placements.
Project Development: Feasibility study to inform replacement project for Skills in Action including identifying potential Apprenticeship opportunities.	<ul style="list-style-type: none"> ✓ Feasibility study complete.
Ways of Working: Enhancing our volunteering opportunities – flexible and office and centre based opportunities.	<ul style="list-style-type: none"> ✓ Range of flexible volunteering option in place. ✓ Range of volunteering opportunities available across centres and at Llanion.
Measures - Assessing impact on our services and informing recovery	
# Work experience placements provided (Revised Measure)	
# Office and Centre based volunteer days our activities	
# attending volunteer study days	
Other Data: Making a difference case studies.	
Outcome	
People develop work and career based skills to assist them with future employment and educational opportunities.	
Delivering National Park Management Plan Impact Campaigns	
Landscapes for Everyone	Widening access to opportunities to contribute to activities that support the National Park.

Long Term Delivery of Well-being Objective Resilience

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



Skrinkle Haven Meadow

Activities under work streams that support delivery of this objective:

Work Stream 1 – Conservation Land Management

What we will do

The Authority will continue to deliver and develop the Authority's Land Management activities through working in partnership with private landowners with our 'Conserving the Park' scheme and our activities on our owned or leased estate. Through this work, conservation work is carried out on over one hundred sites, a total of approximately 4,323 hectares (7% of the National Park), aimed at benefitting priority habitats and species within the Park. The Authority has allocated additional resources to the scheme through the appointment of an additional Conservation Officer to increase capacity within the scheme. The dairy industry and farmers are key stakeholders in the National Park and the Authority will do more to engage with this sector.

Some activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with these activities.

Actions

Milestones

Working Towards Long Term Objectives

Engagement: Engagement activity with Dairy Industry/ Farmers. (S6)	✓ Connections made. ✓ Scoping of potential project.
Partnership Project: Engagement with Plant Life's Magnificent Meadows Project. (S6)	✓ Continued involvement with the project.
Measures - Assessing impact on our services and informing recovery	
Conservation Sites - % in line with Management Plan (S6)	
Hectares – Conservation work carried out on aimed at benefiting priority species (S6)	
Hectares – property owned or leased by the National Park Authority managed for biodiversity (S6)	
Hectares – land managed for biodiversity in partnership with private landowners (S6)	
Hectares – Access land where the NPA supports common management partnerships (S6)	
Hectares - Invasive species removed at source/ injected (S6)	
Hectares – New pollinator habitat that has been created (S6)	
Other Data: Conservation Land Management and Historic Environment Report (Presented to Operational Review Committee). Pilot Impact Maps. (S6)	
Outcomes	
Restoration of hay meadows, marshy grassland and connectivity features (hedges, cloddiau, stream corridors) and creation of new areas of habitat, including species-rich grasslands, coastal habitats and wood pasture.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Supporting enhancement of carbon stored in soil and semi-natural habitat.
Biodiversity Loss	Supporting biodiversity in ecosystems in the Park.

Work Stream 2 – Biodiversity and Connectivity Projects

What we will do
<p>The Authority will deliver the Paths, Plants and Pollinator Pilot project which aims to improve the way the Coast Path is managed by placing a greater emphasis on maintaining and increasing biodiversity and connectivity. The pilot is being delivered by a Pollinator Warden and focuses on enhancing the biodiversity alongside the Newgale to Abereiddi section of the Pembrokeshire Coast Path. The outcome of this project will inform the future management of the Coast Path in terms of opportunities to enhance biodiversity and connectivity. The Authority Traditional Boundaries pilot grant scheme within Conserving the Park will pilot supporting land managers to undertake boundary management in accordance with agreed guidelines. A Traditional Boundaries survey is being commissioned to inform this work. This will look to address the loss of these features that provide a wildlife refuge, food source, breeding area and connectivity feature from the landscape.</p> <p>Some activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with these activities.</p>

Working Towards Long Term Objectives

Actions		Milestones
Pilot Project: Paths, Plants and Pollinators Pilot Project. (S6)		✓ Project Milestones achieved
Pilot Project: Traditional Boundaries Pilot. (S6)		✓ Grant scheme piloted
Measures - Assessing impact on our services and informing recovery		
Making a difference case studies. Project evaluations. Pilot Impact Maps. (S6)		
Outcomes		
Biodiversity and connectivity is improved in the Park, and findings from pilots inform future ways of working in the Authority to ensure we maximise impact in these areas.		
Delivering National Park Management Plan Impact Campaigns		
Climate Change Emergency	Supporting nature based solutions that enhance carbon stores in the Park.	
Biodiversity Loss	Supporting improved biodiversity and connectivity in the Park.	

Work Stream 3 – Engagement and Volunteering in looking after the Park's Ecosystems

What we will do	
<p>The Authority will provide volunteering and social action opportunities that will assist people to carry out actions that improve the health of National Park's ecosystems. Projects and schemes such as the Voluntary Wardens, Youth Rangers, Pathways and Stich in Time have helped facilitate these opportunities. The Stich in Time project has secured ENRaW funding which will enable it to continue its work with communities in the Gwaun Valley and communities in other catchments to manage invasive species. The Authority will continue to seek funding for phase two Naturally Connected project to assist local tourism businesses with conservation work.</p> <p>Activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with core activities related to this work stream.</p>	
Actions	Milestones
Project: Stich in Time Project. (S6)	✓ Project Milestones achieved.
Project Development: Naturally Connected Project. (S6)	✓ Securing funding for project.
Measures - Assessing impact on our services and informing recovery	
# volunteer days – conservation (S6)	
# volunteer days – invasive species work (S6)	
# Social action days – conservation (S6)	
Other Data: Making a difference case studies. Project evaluations. Pilot Impact Maps.	
Outcomes	
Volunteers, local businesses and organisations and communities are helping	

Working Towards Long Term Objectives

improve the health of the National Park's ecosystems.

Delivering National Park Management Plan Impact Campaigns

Climate Change Emergency	People are engaged in activities that support nature based solutions that enhance carbon stores in the Park.
Biodiversity Loss	People are engaged in activities that support biodiversity in ecosystems in the Park.
Landscapes for Everyone	A wide range of people are able to access opportunities to help look after the Park.

Work Stream 4 – Conservation Strategic Partnerships and Engagement

What we will do

The Authority will contribute to partnership networks and assist them to deliver on action plans that support the Pembrokeshire Nature Recovery Plan. This includes the Pembrokeshire Local Nature Partnership, Pembrokeshire Wildfire Group, Pembrokeshire Grazing Network and the Pembrokeshire Coastal Forum. Virtual meetings for relevant groups where available will enable the Authority to continue to contribute and engage with these partnerships in the mid and short term. The Authority will continue to identify and participate in opportunities to influence UK and Welsh policies on land management following withdrawal from the EU.

Actions

Milestones

Strategic Engagement: UK and Welsh Policy Engagement on Land Management following withdrawal from EU. (S6)

Strategic Partnership: Participation with Pembrokeshire Nature Partnership and delivery of Pembrokeshire Nature Recovery Plan. (S6)

Strategic Partnership: Participation with Pembrokeshire Grazing Network and Pembrokeshire Wildfire Group. (S6)

Outcomes

Partnership approach is in place and joint initiatives are undertaken to assist communities, partners and stakeholders to improve eco systems and connectivity in the Park and deliver on priorities within the Pembrokeshire Nature Recovery Plan. Interests of the Park, Authority and its stakeholders are considered by Welsh and UK policy makers.

Delivering National Park Management Plan Impact Campaigns

Climate Change Emergency	Collaborative working is supporting delivery of nature based solutions that enhance carbon stores in the Park.
Biodiversity Loss	Collaborative working is supporting delivery of activities leading to improved biodiversity in ecosystems and connectivity in the Park.

Work Stream 5 – Planning: SMNR and responding to biodiversity loss

What we will do

Through the Local Development Plan Annual Monitoring Report the Authority will continue to monitor the effectiveness of planning policy to ensure sustainable

Working Towards Long Term Objectives

development of natural resources and the protection and enhancement of the special qualities of the Park through LDP2 indicators once adopted. The Authority will also look to utilise the S6 duty under the Environment (Wales) Act 2018 in relation to placement of enhancements on planning applications.

Actions	Milestones
Ways of Working: S6 Duty – Biodiversity Enhancement conditions for planning applications. (S6)	✓ Enhancement conditions placed on planning applications.

Strategic Partnership: Pembrokeshire County Council and PCNPA joint Planning Ecologist. (S6)

Measures - Assessing impact on our services and informing recovery

Annual Local Development Plan Indicator on Special Qualities.

Outcomes

Promotion of sustainable management of natural resources and the Special Qualities of the National Park are protected and enhanced.

Delivering National Park Management Plan Impact Campaigns

Climate Change Emergency	Biodiversity enhancement conditions on planning applications are supporting delivery of nature based solutions that enhance carbon stores in the Park.
Biodiversity Loss	Biodiversity enhancement conditions are supporting improved biodiversity in ecosystems in the Park. Planning policy is helping prevent developments that have a negative impact on biodiversity in the Park.

Work Stream 6 – Looking after Trees in the Landscape

What we will do

The Authority will continue to provide protected tree services, respond to ash dieback in the National Park and support tree related volunteering opportunities.

Some activities supporting this work stream are affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with activities across this work stream.

Actions	Milestones
Ways of Working: Responding to Ash Dieback in the Park Area. (S6)	✓ Ongoing monitoring and response in place.

Measures - Assessing impact on our services and informing recovery

of applications for works to protected trees determined (S6)

of new tree preservation orders made (S6)

volunteer days – contributing to tree planting (S6)

Other Data: Making a difference case studies.

Outcomes

Protected trees and woodland within the National Park are managed effectively.

Delivering National Park Management Plan Impact Campaigns

Climate Change Emergency	Contributing to carbon stores in the Park through looking after and increasing the number of trees in the landscape.
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Working Towards Long Term Objectives

Biodiversity Loss	Supporting improved biodiversity and connectivity in the Park through looking after and increasing the number of trees in the landscape.
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Work Stream 7 – Marine and Foreshore Environment

What we will do	
<p>The Authority will work with strategic partners, visitors, volunteers and communities to carry out actions that help protect the marine and foreshore environment and facilitate its use for enhancing carbon stores. The Authority will continue to collaborate with others in this area through engagement with the Relevant Authority Groups for the Pembrokeshire Marine Special Area of Conservation, Cardigan Bay Special Area of Conservation and Carmarthen Bay and Estuaries European Marine Sites. Virtual meetings for relevant groups where available will enable the Authority to continue to contribute and engage with these partnerships. The Authority will look to explore opportunities through these long established partnerships to develop projects that can support/ enhance carbon sequestration in the marine environment.</p> <p>Beach and river cleaning volunteering and social action activities supporting this work stream are affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with these activities.</p>	
Actions	Milestones
Collaboration: The Authority will look to explore opportunities through partnerships to develop projects that can support/ enhance carbon sequestration in the marine environment. (S6)	<ul style="list-style-type: none"> ✓ Connections made. ✓ Opportunities identified.
Strategic Partnerships: Involvement with Foreshore Management Plan development and implementation. (S6)	
Strategic Partnerships: Participation in Relevant Authority Groups for SAC areas. (S6)	
Strategic Engagement: Participation in Welsh Government Marine associate groups. (S6)	
Measures - Assessing impact on our services and informing recovery	
# volunteer and social action days – beach, foreshore and river cleaning activities (S6)	
Other Data: Making a difference case studies.	
Outcomes	
Marine, foreshore and river environment improve through activities that help reduce marine litter and pollution. The Marine and foreshores' carbon stores are being enhanced and protected.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Collaborative working is supporting delivery of enhanced carbon stores in the marine environment surrounding the Park.

Working Towards Long Term Objectives

Biodiversity Loss

Collaborative working is supporting improved biodiversity in marine ecosystems in the marine environment surrounding the Park.

Long Term Delivery of 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.



Participants in a Mobility Walk held in Saundersfoot

Activities under work streams that support delivery of this objective:

Work Stream 1 – Supported Walking Opportunities

What we will do

The Authority will continue to offer supported walking opportunities in and around the Park through the Walkability scheme. We will further develop our approach through delivery of the three year West Wales Walking for Well-being project funded by the Welsh Government's Healthy and Active Fund. This is a regional partnership project covering Pembrokeshire, Carmarthenshire and Ceredigion. The project focuses on developing health and well-being walks starting at and linked to GP hubs promoting supported walking opportunities as a form of social prescribing. In Pembrokeshire, where the Authority is the lead the aim is to develop 9 hubs over the 3 years.

Working Towards Long Term Objectives

Activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with core activities related to this work stream.	
Actions	Milestones
Partnership Project: West Wales Walking for Well-being project (Working with GP surgeries.) (S6)	✓ Project Milestones achieved.
Measures - Assessing impact on our services and informing recovery	
# participants Walkability Scheme	
# Pembrokeshire participants in Walking for Well-being project	
Other Data: Project Evaluations. Making a difference case studies.	
Outcome	
Barriers are removed to walking opportunities for people with a positive impact on people's physical and mental well-being. These activities support the wider preventative agenda promoted in the Welsh Government Strategy: A Healthier Wales: Our Plan for Health and Social Care and the through the Walking for Health Project a sustainable model is developed that can be replicated in other areas across Wales.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Supporting increase use of active travel opportunities in the Park, helping decrease car use and carbon emissions.
Landscapes for Everyone	More people have the confidence to access walking opportunities in the Park, supporting their mental and physical health.

Work Stream 2 – Promoting Health Benefits of the Park

What we will do
<p>The Authority will continue to develop health related strategic partnership opportunities, through involvement with Public Health Wales development of a strategic framework for social and Green Solutions for health and the West Wales Nature Based Health Service Network. Virtual meetings for relevant groups where available will enable the Authority to continue to contribute and engage with these partnerships in the short and mid-term.</p> <p>We will deliver activities that demonstrate and promote the health benefits of the Park, in particular the promotion of walks in the Park via the Authority's website and delivery of Authority led walks. As COVID-19 regulations are relaxed and the Authority implements a phased internal recovery plan it will be able to re-engage with these activities, this will be done sensitively and to align with wider public health messaging.</p>
Actions
Strategic Engagement: Involvement with Public Health Wales development of strategic framework for social and Green Solutions for health.
Strategic Partnerships: Involvement with the West Wales Nature Based Health Service Network.
Measures - Assessing impact on our services and informing recovery

Working Towards Long Term Objectives

# of web walks downloaded	
# participants in walks led by rangers, centre staff and volunteers	
Other Data: Making a difference case studies.	
Outcome	
People's physical and mental well-being is improved through increasing awareness and access to health and well-being opportunities in the Park.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Supporting increase use of active travel opportunities in the Park, helping decrease car use and carbon emissions.
Landscapes for Everyone	More people are aware, accessing and benefiting from health and well-being related activities in the Park.

Work Stream 3 – Health and Well-being Projects and Initiatives

What we will do	
<p>The Authority will 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. This will include evaluating and developing a follow on project to the Pathways Welsh Government funded volunteering project.</p> <p>Activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with core activities related to this work stream.</p>	
Actions	
Project Development: Delivery and evaluation of Pathways Project and development of follow on project.	<ul style="list-style-type: none"> ✓ Project evaluation carried out. ✓ Scoping and project development. ✓ Funding options explored.
Measures - Assessing impact on our services and informing recovery	
# volunteer days	
# participants in volunteering and social action sessions involving physical activity	
Other Data: Project Evaluations. Making a difference case studies. Feedback from volunteer forum.	
Outcome	
A wide range of people are able to access volunteering and other opportunities in the Park that helps improve their physical and mental well-being.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	People are engaged in activities that support nature based solutions that enhance carbon stores in the Park, while also contributing to their own well-being.
Biodiversity Loss	People are engaged in activities that support biodiversity in ecosystems in the Park, while also contributing to their own well-being.
Landscapes for Everyone	A wide range of people are able to access opportunities in the Park that can help improve their physical and mental well-being.

Work Stream 4 – Outdoor School and Play

What we will do	
<p>The Authority will provide pre-school children, school children and young people with the opportunity to benefit from outdoor education and play through our education programme. We will empower schools to engage pupils in outdoor education sessions through the Pembrokeshire Outdoor Schools project that aims to support local schools in integrating new opportunities for outdoor learning with the requirements of the new National Curriculum for Wales. This will include providing a programme of collaborative workshops (Professional Learning Communities) with teachers and outdoor learning practitioners, sessions for pupils showcasing new approaches to learning outdoors and provide bespoke (INSET) training for teachers at settings in and around the National Park. We will deliver the Roots project, funded by South Hook LNG through the Pembrokeshire Coast National Park Trust and delivered by the Authority's Education Officer. The project aims to explore natural produce in rural communities through working with Pembrokeshire junior schools to explore local natural produce and food chains.</p> <p>Activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with core activities related to this work stream.</p>	
Actions	Milestones
Project: Pembrokeshire Outdoor Schools.	<ul style="list-style-type: none"> ✓ Action plan priorities achieved. ✓ Collaborative Workshops and INSET training sessions delivered for teachers.
Partnership Project: Roots Pilot Project.	<ul style="list-style-type: none"> ✓ Programme delivered to 5 schools.
Project Development: First 1000 Days – Pre School aged children.	<ul style="list-style-type: none"> ✓ Funding opportunities explored. ✓ Funding secured.
Measures - Assessing impact on our services and informing recovery	
# participants in outdoor learning sessions	
% schools in National Park engaged with outdoor learning activities	
% schools in Pembrokeshire engaged with outdoor learning activities	
Outcome	
More children and young people have access to and are benefitting from outdoor learning and opportunities to be physical active. Teachers have the skills to deliver outdoor learning opportunities.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Children are engaged in activities and learning about challenges and solutions to tackle climate change in a National Park context.
Biodiversity Loss	Children and young people are engaged with the natural environment through understanding about the Park's ecosystems.
Landscapes for Everyone	More children and young people have access to and are benefitting from outdoor learning opportunities.

Work Stream 5 – Planning Affordable Housing

What we will do	
<p>The Authority will use planning policies and S106 affordable housing contributions to provide affordable housing. Good quality, affordable homes form the cornerstone of the well-being of individuals, families and communities. Challenges relating to the delivery of affordable housing within the Park have been considered in the development of the Local Development Plan 2 and progress following adoption of the plan will be monitored annually through Annual Local Development Plan Monitoring Report.</p> <p>Continuation of the Authority's statutory planning functions have been identified as a short and mid-term priority work area and this will enable opportunities for affordable housing related planning applications to continue to come forward.</p>	
Measures - Assessing impact on our services and informing recovery	
% of housing units approved that are affordable	
# affordable housing units approved	
Section 106 agreements contributions	
Other Data: Annual Planning Performance Report. Local Development Plan Indicators. Making a difference case studies.	
Outcome	
People in housing need in the National Park can access an affordable home with associated well-being benefits.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Houses being developed in the National Park are energy efficient and climate change adaptation considerations are considered in terms of design, mix and location of developments.
Landscapes for Everyone	People in housing need in the National Park can access an affordable home with associated well-being benefits.

Work Stream 6 – Workforce Well-being

What we will do	
<p>The Authority will review our well-being activities and offer for staff and relevant policies to ensure they reflect best practice. We will work towards achieving Bronze Level in terms of the Corporate Health Standard to provide re assurance in terms of the Authority's offer and support in this area.</p> <p>This work stream will be supported and will align with the short and mid-term priority work area on ensuring staff well-being and safety.</p>	
Actions	Milestones
Ways of Working: Undertake a review of our well-being activities to further develop our well-being offer and review relevant policies to ensure they reflect best practice.	<ul style="list-style-type: none"> ✓ Review undertaken of well-being activities. ✓ Review of relevant policies.

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Ways of Working: Corporate Health Standard.	✓ Achieving Bronze level in terms of the Corporate Health Standard
Ways of Working: Source and develop a suite of training for line managers to equip them to manage diverse teams and promote an inclusive culture.	✓ Scoping of training available.
Outcome	
Staff well-being is improved and staff feel supported within an inclusive and fair work environment.	
Delivering National Park Management Plan Impact Campaigns	
Landscapes for Everyone	Through supporting staff well-being all staff are able to continue to contribute to delivering activities that support the National Park.

Long Term Delivery of Well-being Objective Equality

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



Pathways Group making Bug Hotel

Activities under work streams that support delivery of this objective:

Work Stream 1 – Strategic Equality: Our Workforce

What we will do	
<p>The Authority will 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. These activities align with the Authority's equality objectives which were reviewed in 2019/20.</p> <p>HR activities relating to health and safety set out in the short and medium term phased priorities will take precedence, however where possible activities to progress this work stream will be carried out.</p>	
Actions	Milestones
Ways of Working: Begin review of the Authority's recruitment and selection process to ensure fairness within recruitment processes.	✓ Review initiated as part of wider people plan strategy.
Ways of Working: Become a Disability Confident Organisation.	✓ Level 1 achieved.
Ways of Working: Activities to address and further analyse Gender Pay Gap in the Authority.	✓ Further analysis of data and engagement with staff. ✓ Signed up to EHRC 'Working Forward'
Collaboration: Explore with other National Parks, conservation and heritage providers opportunities to develop a scheme to promote job opportunities within the sector to underrepresented groups.	✓ Scoping of potential project. ✓ Engagement with potential partners.
Measures - Assessing impact on our services and informing recovery	
% workforce equality monitoring information completed on people management system	
Other Data: Equality Monitoring Data – Recruitment and workplace. Pay gap analysis. Benchmarking data.	
Outcome	
The Authority is working towards achieving its long term aim of having a diverse workforce, being an employer of choice and delivering an inclusive and fair work environment helping support it to deliver its strategic goals.	
Delivering National Park Management Plan Impact Campaigns	
Landscapes for Everyone	Through increasing the diversity of its workforce the Authority is widening access to opportunities to contribute to delivering activities that support the National Park.

Work Stream 2 – Strategic Equality: Our Services

What we will do
<p>The Authority will develop a training plan and provide training and guidance to staff to help them deliver, procure and design accessible and inclusive services. We will carry out activities to ensure that the digital tools and services the</p>

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Authority uses are compatible with assistive technology, best practice and that the Authority complies with The Public Sector Bodies (Website and Mobile Applications) (No2) Accessibility Regulations. We will support our Centres to develop inclusive visitor experiences, building on work already carried out including provision of mobility scooters, British sign language and dementia awareness training for staff and a quiet hour at Castell Henllys.

Some activities within this work stream are affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with all activities related to this work stream.

Actions		Milestones
Ways of Working: Integrate equality training and awareness into staff induction processes.		✓ Integration of equality training and awareness in induction process.
Ways of Working: Develop a training plan for all staff and volunteers to be trained on how they can deliver accessible services.		✓ Training plan in place.
Ways of Working: Corporate approach developed to Web accessibility regulations compliance.		✓ Guidance and template developed. ✓ Training provided and internal promotion carried out.
Ways of Working: Support centres to engage, join and develop initiatives that support wider access to attractions, heritage and arts opportunities.		✓ Initiatives developed. ✓ Staff training delivered.
Measures - Assessing impact on our services and informing recovery		
# equality impact assessments completed		
# visitors attending Castell Henllys during its quiet hour		
Other Data: Equality impact assessment reports. Complaints. Making a difference forms. Visitor surveys at Centres.		
Outcome		
The Authority is working towards achieving its long term aim of services being accessible and inclusive by default, ensuring that people have a positive engagement with the Authority and the Park.		
Delivering National Park Management Plan Impact Campaigns		
Landscapes for Everyone	Barriers are removed to people accessing opportunities in the Park delivered by the Authority.	

Work Stream 3 – Landscapes for Everyone: Social Inclusion

What we will do
The Authority will deliver social inclusion work that breaks down barriers to accessing the Park and its benefits, including those relating to rural and child poverty. Our social inclusion work ranges from the Pathways scheme removing barriers to volunteering, engagement with Plas Dwbl students at Castell Henllys, supported walking opportunities through Walkability and engagement with young people through the youth rangers scheme and our work with youth clubs. The

Working Towards Long Term Objectives

Authority also continues to work with Pembrokeshire County Council's Team Around the Family to provide beneficial activities for families they are engaged with. The Authority also provides outdoor engagement and skills development for children and young people with additional learning needs.

Activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with core activities related to this work stream.

Actions		Milestones
Project: Heritage social inclusion opportunities – Plas College Dwbl at Castell Henllys.		✓ Activities carried out with Plas Dwbl students.
Strategic Engagement: Representing Welsh National Parks on the Welsh Government Socio-economic Duty Guidance Group.		
Strategic Partnership: Development of joint position statement with other Welsh National Parks on social inclusion and child poverty.		
Measures - Assessing impact on our services and informing recovery		
# people engaged with through social inclusion activities		
# participants engaged with through social inclusion work with young people		
# of active Youth Rangers (Average for all quarters)		
Other Data: Project Evaluation. Making a difference case studies.		
Outcome		
The Authority is delivering activities that have a positive benefit for those facing inequalities and using the Park's assets to achieve this. Barriers are removed so that more people are able to help look after the Park and experience its Special Qualities.		
Delivering National Park Management Plan Impact Campaigns		
Climate Change Emergency	A wide range of people are engaged in activities that support nature based solutions that enhance carbon stores in the Park, while also contributing to their own well-being.	
Biodiversity Loss	A wide range of people are engaged in activities that support biodiversity in ecosystems in the Park, while also contributing to their own well-being.	
Landscapes for Everyone	A wide range of people are supported to access opportunities and experiences in the Park that can help improve their physical and mental well-being.	

Work Stream 4 – Landscapes for Everyone: Inclusive Experiences

What we will do
The Authority will promote and support landscapes for everyone through the Experience for All research project, developing the beach wheelchair scheme and promoting walk for all resources. The Authority will also look to carry out a range of physical access projects to promote more inclusive experiences in the Park including physical access improvements at St Non's (St Davids), creation of more accessible circuit walk at reed bed, Freshwater East and access work at Carew Castle Access. In line with the equality impact assessment for the National Park

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Management plan a project checklist will be developed to ensure projects developed to address National Park Management Plan impacts are inclusive.

Some activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with these activities.

Actions		Milestones
Project: Experiences for All Project.		<ul style="list-style-type: none"> ✓ Research completed. ✓ List of recommended priorities produced.
Project: Further develop the Beach Wheelchair Scheme.		<ul style="list-style-type: none"> ✓ Scoping of opportunities to further develop the scheme.
Project: Physical Access Improvements at St Non's (St Davids).		<ul style="list-style-type: none"> ✓ Access work complete.
Project: Creation of more accessible circuit walk at reed bed, Freshwater East.		<ul style="list-style-type: none"> ✓ Access work complete.
Project: Carew Castle Access.		<ul style="list-style-type: none"> ✓ Access work complete.
Project: Develop project checklist that can be shared with partners to ensure projects developed to address NPMP impacts are inclusive.		<ul style="list-style-type: none"> ✓ Project checklist developed. ✓ Project checklist shared with staff and external stakeholders.
Measures - Assessing impact on our services and informing recovery		
# of web wheelchair walks downloaded		
# Beach Wheelchairs Hosted		
Other Data: Making a difference case studies. Research findings.		
Outcome		
The Authority has removed some barriers to accessing the Park for those facing specific barriers resulting in a more diverse range of people accessing, benefiting from and experiencing the Park's Special Qualities. In doing so creating a Park that is a landscape for everyone.		
Delivering National Park Management Plan Impact Campaigns		
Climate Change Emergency	Projects developed in response to climate change emergency take account of barriers people may face to accessing or using them.	
Biodiversity Loss	More people are able to engage with the natural environment and understand the importance of protecting and enhancing the Park's biodiversity.	
Landscapes for Everyone	More people are able to access, benefit from and experience the Park's Special Qualities.	

Work Stream 5 – Engagement: Outreach, young people and volunteers

What we will do	
<p>The Authority will 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 through a Young People's committee and continuation of the volunteer forum.</p> <p>Virtual meetings and digital engagement will be used where possible to enable continuation of engagement during short and mid-term.</p>	
Actions	Milestones
Engagement: Development of a Young People's Committee.	<ul style="list-style-type: none"> ✓ Committee established. ✓ Meetings held.
Engagement: Outreach engagement to inform development of projects to deliver NPMP impacts.	<ul style="list-style-type: none"> ✓ Outreach activities undertaken.
Engagement: Facilitation of PCNPA Volunteer Forum	<ul style="list-style-type: none"> ✓ Meetings held.
Strategic Engagement: Monitoring of Engagement Action Plan by Engagement Action Plan Group.	
Measures - Assessing impact on our services and informing recovery	
Social Media Campaign Data – End of Campaign Reports	
Outcome	
A diverse range of people are able to influence the work of the Authority and decisions that affect the Park area.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	A diverse range of people are able to influence the work of the Authority in the Park area on responding to the climate change emergency.
Biodiversity Loss	A diverse range of people are able to influence the work of the Authority in the Park area on responding to biodiversity loss.
Landscapes for Everyone	A diverse range of people are able to influence decisions that affect the Park area and are engaged and influencing the delivery of National Park Management Plan projects that facilitate the creation of landscapes for everyone.

Long Term Delivery of Well-being Objective Communities

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



Llanwnda Wall building with volunteers

Activities under work streams that support delivery of this objective:

Work Stream 1 – Engagement: Ongoing conversation about the National Park Management Plan

What we will do

The Authority will deliver outreach engagement that assists communities and stakeholder to engage in an ongoing conversation about the Park and influence projects that deliver the National Park Management Plan impacts. In December 2019 the Authority's National Park Management Plan 2020-24 was approved and adopted by the National Park Authority. The plan sets out how the Authority 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. We will celebrate the contribution of others to the delivery of the Plan.

Some activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with these activities.

Working Towards Long Term Objectives

Actions		Milestones
Ways of Working: Development of materials to explain the plan and for engagement with people in project development.		✓ Supporting material, including digital material to help explain and promote priorities in the plan developed.
Ways of Working: Development of action plans for the National Park Management Plan to inform project level delivery.		✓ Action plans in place for Climate Change, Biodiversity Loss, Heritage – Archaeology.
Ways of Working: Delivery of activities that celebrate the contribution of others to the delivery of the plan.		✓ At least one activity carried out to celebrate the contribution of others to the delivery of the plan.
Outcome		
The National Park Management Plan is a living document and people are engaged in its delivery.		
Delivering National Park Management Plan Impact Campaigns		
Climate Change Emergency	More people are engaged and influencing the delivery of National Park Management Plan projects that respond to the climate change emergency.	
Biodiversity Loss	More people are engaged and influencing the delivery of National Park Management Plan projects that respond to biodiversity loss.	
Landscapes for Everyone	More people are engaged and influencing the delivery of National Park Management Plan projects that facilitate the creation of landscapes for everyone.	

Work Stream 2 – Community Activities and Projects benefiting the Park and People

What we will do
<p>The Authority will 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. The Authority's Rangers support local communities within and close to the Park through providing local activities and talks, meeting community stakeholders and carrying out small scale local improvements. The Authority's community archaeologist is assisting a range of community groups to engage with local heritage and archaeological opportunities. The Centres hold events throughout the year that help bring communities together. Facilities within the centres also offer opportunities for groups to meet with Oriol y Parc hosting the local Memory café. While central to delivery of the Stitch in Time Project is getting communities to engage and respond to the issue of invasive species. The Authority's interpretation team works with communities to develop interpretation panels. The Authority is also exploring with Community Councils opportunities to develop a community led light pollution project.</p> <p>Activities within this work stream are significantly affected by COVID-19</p>

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regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with core activities related to this work stream.	
Actions	Milestones
Project Development: Project developed with Community Council addressing light pollution.	<ul style="list-style-type: none"> ✓ Project scoped and developed ✓ Funding secured
Project: Stitch in Time Project engagement with communities.	<ul style="list-style-type: none"> ✓ Activities with communities
Ways of Working: Centres engagement activity with local communities.	<ul style="list-style-type: none"> ✓ Support for local events ✓ Hosting of groups
Strategic Engagement: Involvement with the Rural Crime Partnership and Public Services Board's Communities Group.	
Measures - Assessing impact on our services and informing recovery	
# community project/ engagement activities	
# social action participant days	
# community events held at centres	
# Voluntary Wardens	
Other Data: Making a difference case studies. Community engagement mapping.	
Outcome	
Community resilience in the park is supported through communities, volunteers and social action participants engaging in community based activities and opportunities that use the Park's natural and heritage assets.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Communities, volunteers and social action participants are having opportunities to support activities that are responding to the issue of climate change in the Park.
Biodiversity Loss	Communities, volunteers and social action participants are having opportunities to support activities that are responding to the issue of biodiversity loss in the Park.
Landscapes for Everyone	More people are able to access community based activities within the Park area which use its natural and heritage assets.

Work Stream 3 – Sustainable Development Fund

What we will do	
The Authority will refocus the Sustainable Development Fund so that it supports people to develop innovative projects focused on responding to the Climate Change Emergency. We will work to improve the exposure of the fund and the quality of applications to the fund.	
Actions	Milestones
Ways of Working: Re alignment of SDF to support projects that are focused on responding to the climate change emergency and increasing	<ul style="list-style-type: none"> ✓ Fund criteria amended. ✓ Application forms refreshed. ✓ Marketing and project development support reviewed.

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exposure and quality of applications. (S6)	
Measures - Assessing impact on our services and informing recovery	
% of Sustainable Development Fund allocated	
Other Data: Project Reports and Evaluations.	
Outcome	
SDF fund is supporting projects that respond to the climate change emergency, helping promote decarbonisation, resource efficiency and enhancement of carbon stores in the Park and surrounding areas.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Projects are supported that respond to climate change emergency, helping promote decarbonisation, resource efficiency and enhancement of carbon stores in the Park.
Biodiversity Loss	Projects that enhance natural carbon stores in the Park are also likely to have a positive impact on biodiversity in the Park.

Work Stream 4 – Planning Service: Enforcement and Community Engagement

What we will do	
<p>The Authority will deliver an effective planning enforcement service with the support of the community and continue to engage with community councils. Some planning enforcement activities are affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with these activities.</p> <p>Due to job vacancies in the development management department in 2019/20 the Authority was not been able to progress its planned focused project on monitoring activities in terms of agricultural holdings and holiday lets. As conditions allow the Authority will look to progress this project.</p>	
Actions	Milestones
Project: Enforcement Project on Agricultural and holiday lets.	✓ Engagement work carried out
Engagement: Planning Service engagement with Community Councils	✓ Attendance at Community Council Meetings
Measures - Assessing impact on our services and informing recovery	
% of enforcement cases investigated (within 84 days)	
Average time taken to investigate enforcement cases in days	
Average time taken to take enforcement action in days	
# retrospective planning applications registered	
Other Data: Annual Planning Report. POSW Survey	
Outcomes	
Effective planning enforcement service is in place, supported by communities. Better monitoring of agricultural dwellings and holiday let occupancy. Planning services are delivering good customer service and have developed positive	

Working Towards Long Term Objectives

relationships with communities in the Park.

Delivering National Park Management Plan Impact Campaigns

Biodiversity Loss

Enforcement action is being carried out on developments and activities that are going against planning conditions and are having a negative impact on biodiversity in the Park.

Long Term Delivery of Well-being Objective Culture

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



The Wriggle Exhibition at Oriel y Parc

Activities under work streams that support delivery of this objective:

Work Stream 1 – Historic Inspiration and Experience

What we will do

The Authority will 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. Castell Henllys and Carew will work towards implementing their business plans developed in 2019/20. These plans will be reviewed as part of recovery planning.

Activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased

Working Towards Long Term Objectives

internal recovery plan it will be able to re-engage with core activities related to this work stream.	
Actions	Milestones
Ways of Working: Activities to support implementation of business plan at Carew.	<ul style="list-style-type: none"> ✓ Revision of plans to reflect recovery planning. ✓ Progress is being made against actions identified in Carew's business plan.
Ways of Working: Activities to support implementation of business plan at Castell Henllys.	<ul style="list-style-type: none"> ✓ Revision of plans to reflect recovery planning. ✓ Progress is being made against actions identified in Carew's business plan.
Project: Carew Castle – Exhibition room and other interpretation.	<ul style="list-style-type: none"> ✓ Interpretation work complete.
Measures - Assessing impact on our services and informing recovery	
Carew Trip Advisor overall rating 1-5	
Castell Henllys Trip Advisor overall rating 1-5	
# visitors to Carew and # visitors to Castell Henllys	
# participants in historical activities and events	
Castell Henllys - # people engaged with through education programme	
Carew - # people engaged with through education programme	
Other Data: Visitor Survey. Events and School Feedback. Making a difference case studies.	
Outcome	
People have a positive visitor experience at Carew and Castell Henllys as our historic centres. Visitors, residents and school children have increased appreciation, understanding and knowledge of history of the area.	
Delivering National Park Management Plan Impact Campaigns	
Landscapes for Everyone	Increasing access and opportunities to engage with heritage and historic environment in the Park area.

Work Stream 2 – Art Inspiration and Engagement

What we will do
<p>The Authority will engage people with the works of art on display at Oriel Y Parc and continue to support its artist in residence scheme. The Authority and Amgueddfa Cymru - National Museum Wales have continued to work closely on curating exhibitions at Oriel y Parc, with a service level agreement in place between the two organisations. Oriel y Parc will pilot delivering an education programme tied to exhibitions that will be delivered by centre staff and provide opportunities for children to be engaged in arts and crafts through a Wednesday Arts and Craft Club during school holidays.</p> <p>Activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with core activities related to this work stream.</p>

Working Towards Long Term Objectives

Actions		Milestones
Ways of Working: OYP delivering education programmes linked to Exhibitions.		✓ Education programme sessions delivered by OYP staff piloted.
Strategic Partnership: Continued partnership curation of exhibitions and liaison with Amgueddfa Cymru – National Museum Wales, supported through SLA agreement.		
Measures - Assessing impact on our services and informing recovery		
# gallery visitors		
Oriol y Parc - # people engaged with through education programme		
# participants in Wednesday School Holiday Art Club		
Other Data: Exhibition evaluations. Visitor Survey. Events and school feedback. Making a difference case studies.		
Outcome		
Visitors, residents and school children are engaging with art work from the National Collection and other art works on display and have a positive and inspirational experience.		
Delivering National Park Management Plan Impact Campaigns		
Climate Change Emergency	Engaging people in topics related to climate change and responses to it through art and education opportunities.	
Biodiversity Loss	Engaging people in topics related to biodiversity loss and responses to it through art and education opportunities.	
Landscapes for Everyone	Increasing access and opportunities to engage with art works that promote the special qualities of the Park.	

Work Stream 3 – Historic Environment: Historic Buildings and Community Archaeology

What we will do	
<p>The Authority will advise owners of historic building and sites on management through its Building Conservation Officer. We will support community groups and schools in the Park to restore historic sites of interest, including through the Heritage Guardian Scheme.</p> <p>Community Archaeology activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with core activities related to this work stream. This includes looking at how the Authority can deliver its Annual Archaeology Day.</p>	
Actions	Milestones
Project: Heritage Guardians school project.	✓ Deliver Heritage Guardian programme to 3 schools.
Project Development: Develop and deliver Community Archaeology Projects.	✓ Development and delivery of archaeology projects with communities.
Engagement: Research and Excavation partnerships in the Park – Community Archaeology.	✓ Connections made. ✓ Involvement and support for joint activities in the Park.

Working Towards Long Term Objectives

	✓ Commission schedule monument survey.
Event: Delivery of the Annual Archaeology Day.	✓ Event delivered (if conditions allow.)
Measures - Assessing impact on our services and informing recovery	
% Buildings at Risk	
# of archaeological sites where conditions have improved	
# of archaeological sites where conditions have improved with the help of volunteers and social action participants	
Other Data: Making a difference case studies. National Park's Historic Environment Joint Statement Accord Reporting.	
Outcome	
Historic sites are managed and restored within the Park. Communities recognise the value of historic sites within the Park and are engaged in looking after them.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Developing approaches to respond to the impact of climate change on ancient scheduled monuments and historic buildings.
Landscapes for Everyone	Increasing access and opportunities for people to engage and look after historic sites in the Park.

Work Stream 4 – Heritage Partnership and Collaboration

What we will do	
<p>The Authority will further develop partnership working opportunities and relationships between the centres, with others organisations and stakeholders within the heritage, arts and cultural sector. We will continue to engage with the Heritage Watch collaboration with Dyfed Powys Police and Cadw which aims to respond to the issue of heritage crime. We will continue to participate in the Pembrokeshire Inspired Cultural project which aims to increase collaboration and develop entrepreneurial skills to build resilience for creative arts providers in Pembrokeshire. The Rediscovering Ancient Connections grant funded partnership project is delivering a three-year programme of heritage, culture, arts and community-based activity with the aim of increasing overseas visits to North West Pembrokeshire and County Wexford, Ireland.</p> <p>Virtual meetings and digital engagement will be used where possible to enable continuation of engagement during short and mid-term</p>	
Actions	Milestones
Partnership Project: Participation in Ancient Connections Project.	✓ Project milestones achieved.
Strategic Partnerships: Involvement with Inspire Pembrokeshire.	
Strategic Partnerships: Delivery of Heritage Watch Scheme with Dyfed Powys Police and Cadw.	
Outcome	
Through Heritage Watch communities and visitors have the knowledge to prevent damage to heritage sites happening. Activities through partnership working help engage new audiences with heritage and arts based activities in the Park and	

Working Towards Long Term Objectives

further develop the offer available.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Working collaboratively to develop approaches to respond to the impact of climate change on ancient scheduled monuments and historic buildings.
Biodiversity Loss	Working collaboratively to engaging people in topics related to biodiversity loss through art, heritage and education opportunities.
Landscapes for Everyone	Working collaboratively to increase access and opportunities for people to engage with heritage and cultural activities in the Park.

Work Stream 5 – Promoting the Welsh Language: Skills, opportunities and inspiration

What we will do	
<p>The Authority will 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 and holding activities delivered through the medium of Welsh. We will encourage staff to learn and speak Welsh in work and develop a staff mentoring scheme to facilitate this.</p> <p>Some activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with these activities.</p>	
Actions	Milestones
Project: Developing Castell Henllys as a Welsh Language Hub.	<ul style="list-style-type: none"> ✓ Activities delivered in sport of this including piloting pop up poetry/ literature event. ✓ Scoping of further opportunities.
Ways of Working: Development of Welsh Language Staff Mentoring Scheme.	<ul style="list-style-type: none"> ✓ Trial scheme delivered informed by staff forum and wider staff engagement.
Measures - Assessing impact on our services and informing recovery	
# Staff who have completed Welsh work online course	
% of Welsh language level information completed on People Management System	
# events and activities delivered in Welsh	
# participants in events and activities delivered in Welsh	
# school sessions delivered in Welsh	
# participants in school sessions delivered in Welsh	
Other Data: Making a difference case studies. Visitor and schools Feedback. Complaints.	
Outcome	
More school children, visitors and others experience engagement with the National Park through the medium of Welsh. People's Welsh Language skills develop through opportunities provided by the Authority.	
Delivering National Park Management Plan Impact Campaigns	

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Landscapes for Everyone

Increasing access and opportunities for people to engage with the Park in Welsh and understand the Park's Welsh Language related heritage.

Long Term Delivery of Well-being Objective Global

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



The Strumble Shuttle one of the Coastal Buses

Activities under work streams that support delivery of this objective:

Work Stream 1 – Responding to Climate Change Emergency

What we will do

The Authority will 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. We will develop projects that can help enhance the Park's carbon stores at scale. We will work with others to respond to climate change risks. We will align our data Recording System to the Welsh Government Methodology once released.

To further our impact in this area a Climate Change Action plan has being developed which forms one of the actions plans for the National Park Management Plan adopted in December 2019. Activities across other work streams and objectives including conservation land management and biodiversity

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and connectivity projects will also contribute to our response to the climate change emergency.

Some activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with these activities.

Actions	Milestones
Ways of Working: Adoption and Monitoring of Climate Change Action Plan. (S6)	<ul style="list-style-type: none"> ✓ Adoption of Climate Change Action Plan. ✓ Quarterly Status Update.
Ways of Working: Create Environmental Management Recording System aligned to Welsh Government Methodology. (S6)	<ul style="list-style-type: none"> ✓ Scoping of system requirements. ✓ Development of system. ✓ Records being updated on system.
Ways of Working: Continuation of Centres achieving Green Key Awards and biodiversity and carbon and waste reduction is promoted on their sites. (S6)	<ul style="list-style-type: none"> ✓ Green Key Award continues to be achieved across sites. ✓ Biodiversity and waste initiatives promoted and carried out.
Project: Commons Resilience Project – Peat Carbon Store. (S6)	<ul style="list-style-type: none"> ✓ Project milestones achieved.
Project Development: Further develop projects that support carbon sequestration at scale in the Park. (S6)	<ul style="list-style-type: none"> ✓ Detailed project plan in place. ✓ Potential funding opportunities identified.
Ways of Working: Greening the Fleet and Our Equipment. (S6)	<ul style="list-style-type: none"> ✓ Fleet vehicles are replaced with low emission or hybrid/electric vehicles where possible.
Project Development: Greening our communities – collaborate with communities, local businesses and volunteers to carry out activities in response to climate change at a community level. (S6)	<ul style="list-style-type: none"> ✓ Development of community based projects. ✓ Potential funding opportunities identified.
Ways of Working: Promotion of Sustainable and Active Travel itineraries and initiatives to PCNPA staff, volunteers and Members. (S6)	<ul style="list-style-type: none"> ✓ Scoping and development of initiatives. ✓ Delivery of at least one initiative.
Partnership Project: Network of Electric Vehicle Charging Points. (S6)	<ul style="list-style-type: none"> ✓ Opportunities identified to increase Authority's contribution to this project.
Phased Project: Greening our Buildings – Feasibility Study. (S6)	<ul style="list-style-type: none"> ✓ Feasibility study carried out. ✓ Ongoing prioritised programme of works in place.
Project: Photovoltaic PV Generation Project. (S6)	<ul style="list-style-type: none"> ✓ Photovoltaic PV's installed.
Strategic Partnership: Continued involvement with Pembrokeshire Energy Forum (S6)	
Strategic Engagement: Continued involvement with Pembrokeshire Service	

Working Towards Long Term Objectives

Board's Environmental and Climate Change Risk Assessment for Pembrokeshire (S6)	
Strategic Partnerships: Continued Financial support for Coastal Bus Service (via Greenways Partnership) (S6)	
Measures - Assessing impact on our services and informing recovery	
Annual carbon emissions Kg (S6)	
% Authority vehicles that are hybrid/ electric (S6)	
# new electric vehicle charging points completed (S6)	
KW renewable energy produced from Authority PV panels (S6)	
Data Note: The Authority will realign its carbon calculation methodology and associated targets with the Welsh Government's methodology once released.	
Outcome	
The Authority is reducing its carbon emissions and achieving resource efficiency. Projects developed are helping to enhance the Park's carbon store at scale while also helping to respond to the connected challenge of biodiversity loss. The Authority is contributing to the local, national and international response to the climate change emergency.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Through delivering activities set out in the Authority's Climate Change Action Plan, it will be contributing to reducing carbon emissions in the Park.
Biodiversity Loss	Projects that support enhancing natural carbon stores will also contribute to the associated challenge of responding to biodiversity loss in the Park.

Work Stream 2 – Special Qualities: Inspiration and Education

What we will do	
<p>The Authority will 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.</p> <p>Activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with core activities related to this work stream.</p> <p>We will align our education programme with the new national curriculum for Wales so that children can continue to benefit from learning opportunities within the Park.</p>	
Actions	Milestones
Ways of Working: Realignment of education offer with the New Curriculum.	<ul style="list-style-type: none"> ✓ Developing sessions linked to the New Curriculum across teams. ✓ New flexible programme in place. ✓ PCNPA educators workshop held.
Measures - Assessing impact on our services and informing recovery	
# new school sessions developed aligned with new curriculum	
# participating in new school sessions aligned with new curriculum	

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Schools average feedback rating (1-11)	
# participants in our education programme	
Public Average feedback rating (1-11)	
# participants in public events and activities programme	
# participants at dark sky events held by the Authority	
# Changing Coast photo submissions	
# volunteer days – conservation wildlife survey or monitoring	
# volunteer days – heritage sites monitoring	
Data Note: Event and Schools Feedback. Making a difference case studies.	
Outcome	
There is increased understanding of the special qualities of the Park and more people are able to access and be inspired by them. More people feel engaged in issues around coastal change, biodiversity and heritage in their local area. Children continue to benefit from learning opportunities within the Park.	
Delivering National Park Management Plan Impact Campaigns	
Climate Change Emergency	Learning and citizen science opportunities and events provide opportunities for people to learn more about the impact of climate change in the Park and its wider global impacts and what can be done to address it.
Biodiversity Loss	Learning and citizen science opportunities and events provide opportunities for people to learn more about the biodiversity loss in the Park, and what can be done to address it.
Landscapes for Everyone	Increasing access and opportunities to engage and learn more about the Special Qualities of the Park.

Long Term Delivery of Governance, Financial Sustainability, Workforce Resilience and Development

Governance within the Authority

The National Park Authority meets at least six times each year to consider policy matters and make decisions on items not delegated to the Chief Executive. The National Park Authority determines the budget each February. Development Management Committee is programmed to meet every six weeks to determine planning applications. Operational performance is reported quarterly to the Operational Review Committee and finance and audit performance is reported quarterly to the Audit and Corporate Services Review Committee. Both review committees can recommend the need for further action to the full Authority. In addition fortnightly Senior Management and monthly Leadership Team meetings review performance. The Standards Committee assists Members of the Authority, to observe the Code of Conduct for members of local authorities in Wales and to arrange for advice and training to be provided.

Following a mid-term review the performance planning cycle re-commences to prepare the budget and corporate priorities for the following year with a series of workshops attended by Members.

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Under new Welsh Government regulations the Authority is now able to hold Committees virtually, this will enable the Authority in the short and medium term to ensure effective governance arrangements and scrutiny are maintained.

Activities under work streams that support delivery of this objective:

Work Stream 1 – Long Term Planning and Project Prioritisation

What we will do	
The Authority will carry out activities to support corporate and financial long term planning, including engaging Members in this process and reassessing its priorities and Well-being Objectives. The Authority will develop project bids for the Welsh Government's Sustainable Landscapes, Sustainable Places Scheme that contribute to the delivery of the National Park Management Plan and Well-being Objectives and wider challenges in terms of responding to climate change, sustainable tourism and biodiversity loss. The Authority will continue to monitor and respond to legislative, policy and operational impacts and opportunities post withdrawal from EU.	
Actions	Milestones
Ways of Working: Commence review of Authority priorities and well-being objectives.	<ul style="list-style-type: none"> ✓ Scoping of review. ✓ Review initiated. ✓ Involvement of Members.
Ways of Working: Carew Causeway 5 year plan.	<ul style="list-style-type: none"> ✓ Continued progress against plan.
Ways of Working: Carbon Impact embedded into project proposals. (S6)	<ul style="list-style-type: none"> ✓ Project proposals include carbon impact.
Project Development: Development of project bids for Welsh Government's Sustainable Landscapes, Sustainable Places Scheme and Visit Wales 'Brilliant Basics' fund.	<ul style="list-style-type: none"> ✓ Scoping of Projects. ✓ Project bids developed and submitted. ✓ Securing funding for projects.
Strategic Engagement: Monitoring and responding to legislative, policy and operational impacts and opportunities post withdrawal from EU.	
Outcome	
A clear prioritised direction of travel is set, ensuring the Authority makes progress and contributes to the Welsh Well-being Goals, National Park Management Plan, Pembrokeshire Well-being Plan and wider challenges in terms of responding to climate change and biodiversity loss.	

Work Stream 2 – Fundraising and Income Generation

What we will do
The Authority will generate funding from alternative sources and support Pembrokeshire Coast National Park Trust in its activities. The Authority recognises the need to identify and generate funding from alternative sources due

Working Towards Long Term Objectives

to the current climate of restricted resources.

Some activities within this work stream are significantly affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with these activities.

Actions

Strategic Partnership: Providing continued support to Pembrokeshire Coast National Park Trust.

Measures - Assessing impact on our services and informing recovery

£ from sponsor a gate scheme

£ from cashless donation pilot Oriel Y Parc

£ Centres Merchandise

£ Admissions Carew & Castell Henllys

£ Centres Other Income

£ Cafe Rental Income – Castell Henllys and Oriel Y Parc

£ Carew Cafe Sales Income

Other Data: Budget reports. Funding progress reports for prioritised projects.

Outcome

Organisation is financially sustainable in the long term enabling it to achieve its Well-being Objectives and contribute to the delivery of the National Park Management Plan and Pembrokeshire Well-being Plan and wider challenges in terms of responding to climate change and biodiversity loss.

Work Stream 3 – Workforce Development

What we will do

The Authority will 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's objectives.

HR activities relating to health and safety set out in the short and medium term phased priorities will take precedence, however where possible activities to progress this work stream will be carried out.

Actions

Ways of Working: Development of People Plan.

Milestones

- ✓ Review of current practices.
- ✓ Employee Opinion Survey carried out and analysed.
- ✓ People Plan developed

Outcome

The Authority has an empowered and resilient workforce with the necessary skills and motivation to deliver its wider strategic goals and objectives.

Work Stream 4 – Improving how we work: Digital Approaches

What we will do

The Authority will continue with its digital transformation work, including

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digitising planning services and implementing office 2016 across the Authority, implementing a new HR system and performance management system. Some activities within this work stream are affected by COVID-19 regulations. As regulations are relaxed and Authority implements a phased internal recovery plan it will be able to re-engage with these activities.

Activities set out in the short and medium term phased priorities on implementing effective working practices will take precedence, however where possible activities to progress this work stream will be carried out.

Actions	Milestones
Ways of Working: Digital Transformation Programme.	<ul style="list-style-type: none"> ✓ Review and recommendations for Development Management service. ✓ Historic planning records digitised.
Ways of Working: Implementing switch to Office 2016 across the Authority.	<ul style="list-style-type: none"> ✓ Desktop switch. ✓ Upgrade of infrastructure. ✓ Upgrade of Outlook/ Share Point.
Ways of Working: Replacement of HR System.	<ul style="list-style-type: none"> ✓ Procurement of system. ✓ Training of staff.
Ways of Working: Replacement of Performance Management System.	<ul style="list-style-type: none"> ✓ Scoping and procurement of system. ✓ Commence training of staff.

Outcome

The Authority's ways of working make it easier for staff to deliver wider strategic goals and impacts and deliver effective services to the public or employees in a HR context.

Work Stream 5 – Health and Safety

What we will do

The Authority will continue to identify opportunities to improve its processes and practices in terms of monitoring and responding to health and safety incidents and supporting the health and well-being of its workforce.

Health and Safety of staff, service users and the general public will form a central part of work areas for short and medium term phased priorities.

Actions	Milestones
Ways of Working: Digitise Health and Safety Reporting.	<ul style="list-style-type: none"> ✓ Digitised reporting process in place.

Measures - Assessing impact on our services and informing recovery

Days lost divided by full time equivalent

RIDDOR (Reportable Incidents)

accidents (Injury) over 3 days/ up to 7 days absence

accidents (Injury) Minor incidents

vehicle damage incidents

conflict incidents

safeguarding incidents

Other Data: Benchmarking data. Feedback from Health and Safety Executive.

Outcome

Working Towards Long Term Objectives

The Authority has an empowered and resilient workforce with the necessary skills and motivation to deliver its wider strategic goals and impacts. The Health and Safety of staff is protected.

Work Stream 6 – Member Development

What we will do	
The Authority will support Members in their role and continue to assist the Member Support and Development Committee on skills development and their activities in relation to the Wales Charter for Member Support and Development. Where possible in the short term virtual opportunities will be used to assist the continued facilitation of this work.	
Actions	Milestones
Ways of Working: Support for Member Support and Development Committee and achieving Wales Charter for Member Support and Development.	<ul style="list-style-type: none"> ✓ Completion of Personal Development Plans. ✓ Advanced Wales Charter for Member Support and Development achieved.
Measures - Assessing impact on our services and informing recovery	
% Members attendance at committee	
% Members attendance at training	
Outcome	
Members have the skills necessary and are empowered to assist the Authority to deliver and achieve its wider strategic goals and impacts.	

Work Stream 7 – Corporate Compliance and Standards






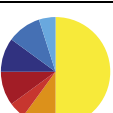
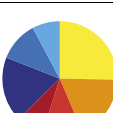
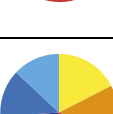

What we will do	
The Authority will use feedback from the Wales Audit field work activity to ensure that the five ways of working under the Well-being of Future Generations Act are integrated in how the Authority operates. The Authority will continue to use Internal Audit process as an effective method to review its practices and implement improvements. Work has commenced on improving communication of corporate policies, compliance issues and standards in 2019/20 and the Authority will be looking at further developing this work for the longer term. It will also continue to ensure compliance with public sector equality duties, Welsh Language Standards and data protection, freedom of information and environmental information regulations.	
Actions	Milestones
Ways of Working: Respond to Wales Audit recommendations – 5 Ways of Working.	<ul style="list-style-type: none"> ✓ Change in practice or approach informed by Wales Audit recommendations.
Ways of Working: Respond to Internal Audit Recommendations.	<ul style="list-style-type: none"> ✓ Business Continuity Plan in place. ✓ Change in practice or approach informed by Internal Audit recommendations.

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Ways of Working: Further develop corporate approach to data protection compliance.	<ul style="list-style-type: none"> ✓ Further guidance in place to support staff. ✓ Internal communication activities.
Ways of Working: Communication of corporate policies and standards.	<ul style="list-style-type: none"> ✓ Improvement in how policies displayed on share point system.
Ways of Working: Review of the Authority's induction process and development of programme of customer and visitor services training.	<ul style="list-style-type: none"> ✓ Review of induction process. ✓ New induction programme in place. ✓ Scoping of programme of customer and visitor service standards training.
Measures - Assessing impact on our services and informing recovery	
# complaints received	
# complaints concerning the Welsh Language made to the Authority	
# complaints to Welsh Language Commissioner regarding alleged failure to comply with Welsh Language Standards	
% of new and vacant posts advertised Welsh Language essential	
# Data Protection Impact Assessments completed	
# Data Protection Breaches reported to ICO	
% of Freedom of Information responses within required timeframe	
% of Environmental Information Regulations responses within required timeframe	
% of Subject Access Requests responses within required time frame	
% Positive/ neutral media coverage	
Other Data: Wales Audit Office Reports. Internal Audit Reports. Feedback from EHRC, Welsh Language Commissioner, Future Generations Commissioner and ICO.	
Outcome	
The Authority is continually reflecting and improving, ensuring it delivers and achieves its wider strategic goals and impacts and is meeting compliance requirements. People who come into contact with the Authority receive a high level of customer care.	

Appendix 1

Summary Draft Estimate – Gross Expenditure 2020/21 on 7 Well-being Goals

		Prosperous	Resilient	Healthier	More Equal	Cohesive Communities	Vibrant Culture	Global Responsible	Total
		18%	17%	15%	11%	11%	17%	11%	100%
000s									
Conservation of the Natural Environment		86	260	17	17	22	0	45	447
Conservation of the Cultural Heritage		0	0	0	0	10	149	6	165
Recreation & Park Management		240	48	24	48	48	48	24	480
Promoting Understanding		69	51	34	25	51	34	25	289
Rangers, Estates & Volunteers		303	262	351	160	132	421	158	1,787
Development Control		80	61	78	40	40	38	47	384
Forward Planning & Communities		184	184	184	184	184	184	184	1,288
Democratic Representation & Mgmt.		116	83	116	83	83	83	83	647
Support Services		179	179	179	179	179	179	179	1,253
Total Service Gross Expenditure		1,257	1,128	983	736	749	1,136	751	6,740
Income from grants, fees, charges, EMR transfers etc									-1,776
Levy and NP Grant									-3,939
Non cash Adjustment									-1,010
Bank Interest									-15
									-6,740

Appendix 2

Work Streams against Five Ways of Working and Welsh Well-being Goals												
✓ indicates a strong contribution to this well-being goal ✓ indicates indirect or limited contribution to this well-being goal												
Work Streams	5 Ways of Working					Welsh Well-being Goals						
	Long Term	Preventative	Collaboration	Integration	Involvement	Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
Prosperity: To encourage and support the development of sustainable employment and businesses, particularly in tourism and recreation												
Planning Policy & Service	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Maintaining PROW a Key Tourist Asset	✓	✓	✓	✓		✓		✓	✓	✓		
Sustainable Tourism & Recreation: Management & Promotion	✓	✓	✓	✓	✓	✓	✓				✓	✓
Tourism Engagement & New Audiences	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓
Supporting Local Business	✓		✓		✓	✓	✓		✓	✓		✓
Employment Transformation in Pembrokeshire	✓		✓	✓	✓	✓			✓	✓		✓
Resilience: To improve the health of the National Park's Ecosystems												
Conservation Land Management	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓
Biodiversity & Connectivity Projects	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓
Engagement & Volunteering in looking after the Park's Ecosystem	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Conservation Strategic Partnerships & Engagement	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓
Planning: SMNR & responding to biodiversity loss	✓	✓	✓	✓		✓	✓	✓		✓		✓
Looking after Trees in the Landscape	✓	✓	✓		✓	✓	✓	✓		✓		✓
Marine & Foreshore Environment	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓
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.												
Supported Walking Opportunities	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
Promoting Health Benefits of the Park	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
Health and Well-being: Initiatives & Projects	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
Outdoor Schools and Play	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
Planning Affordable Housing	✓	✓	✓	✓		✓		✓	✓		✓	
Workforce Well-being	✓	✓		✓				✓	✓			
Equality: To continue to ensure equality is embedded in the work and culture of the NPA.												
Strategic Equality: Our Workforce	✓				✓	✓		✓	✓	✓		
Strategic Equality: Our Services	✓				✓	✓		✓	✓	✓	✓	
Landscapes for Everyone: Social	✓				✓	✓		✓	✓	✓		

Work Streams against Five Ways of Working and Welsh Well-being Goals												
✓ indicates a strong contribution to this well-being goal ✓ indicates indirect or limited contribution to this well-being goal												
Work Streams	5 Ways of Working					Welsh Well-being Goals						
	Long Term	Preventative	Collaboration	Integration	Involvement	Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
Inclusion												
Landscapes for Everyone: Inclusive Experiences	✓				✓	✓		✓	✓	✓		
Engagement: Outreach, young people & volunteers	✓				✓	✓	✓	✓	✓	✓	✓	✓
Communities -To encourage communities to become more engaged with the National Park												
Engagement: On-going conversation about NPMP	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓
Community Activities & Projects benefiting the Park & People	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Sustainable Development Fund	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Planning Service: Enforcement and Community Engagement		✓	✓		✓		✓			✓		
Culture: To protect and promote the local culture of language, arts and heritage of the area.												
Historic Inspiration & Experiences	✓	✓				✓		✓	✓	✓	✓	✓
Art Inspiration & Engagement			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Historic Environment - Historic Buildings & Community Archaeology	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Heritage Partnership and Collaboration	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Promoting the Welsh Language: Skills, opportunities and inspiration	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Global - To ensure our work makes a positive contribution to global well-being.												
Responding to Climate Change Emergency	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Special Qualities - Inspiration & Education	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓
Governance, Financial Sustainability and Workforce Resilience and Development												
Long Term Planning & Project Prioritisation	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓
Fundraising & Income Generation	✓	✓				✓	✓	✓	✓	✓	✓	✓
Work Force Development	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Improving how we work: Digital Approaches	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Health and Safety	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Members Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Corporate Compliance & Standards		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

