

Pembrokeshire Coast National Park Authority Corporate and Resources Plan 2021/22



PCNPA Well-being Objectives	National Park Management Plan Impacts
Prosperity: To encourage and support the development of sustainable employment and businesses, particularly in tourism & recreation.	<ul style="list-style-type: none"> ➔ Responding to Climate Change Emergency ➔ Responding to Biodiversity Loss ➔ Landscapes for Everyone
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 please contact info@pembrokeshirecoast.org.uk / 01646 624800

Introduction

This document sets out Pembrokeshire Coast National Park Authority's (PCNPA) Corporate Well-being Objectives a requirement of the Well-being of Future Generations (Wales) Act 2015 and our aligned work programme for the year that will support delivery of these objectives. The Well-being of Future Generations Act requires public bodies to act in accordance with the sustainable development principles and we have highlighted how these principles will be embedded in work carried out to achieve our objectives.

Each year we commences our 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, the impact of the ongoing COVID 19 pandemic on our activities, 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.

We will look to review our Well-being Objectives and the Authority's priorities in 2021/22. As a result no changes have been made to our existing well-being objectives.

PCNPA Well-being Objectives

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.

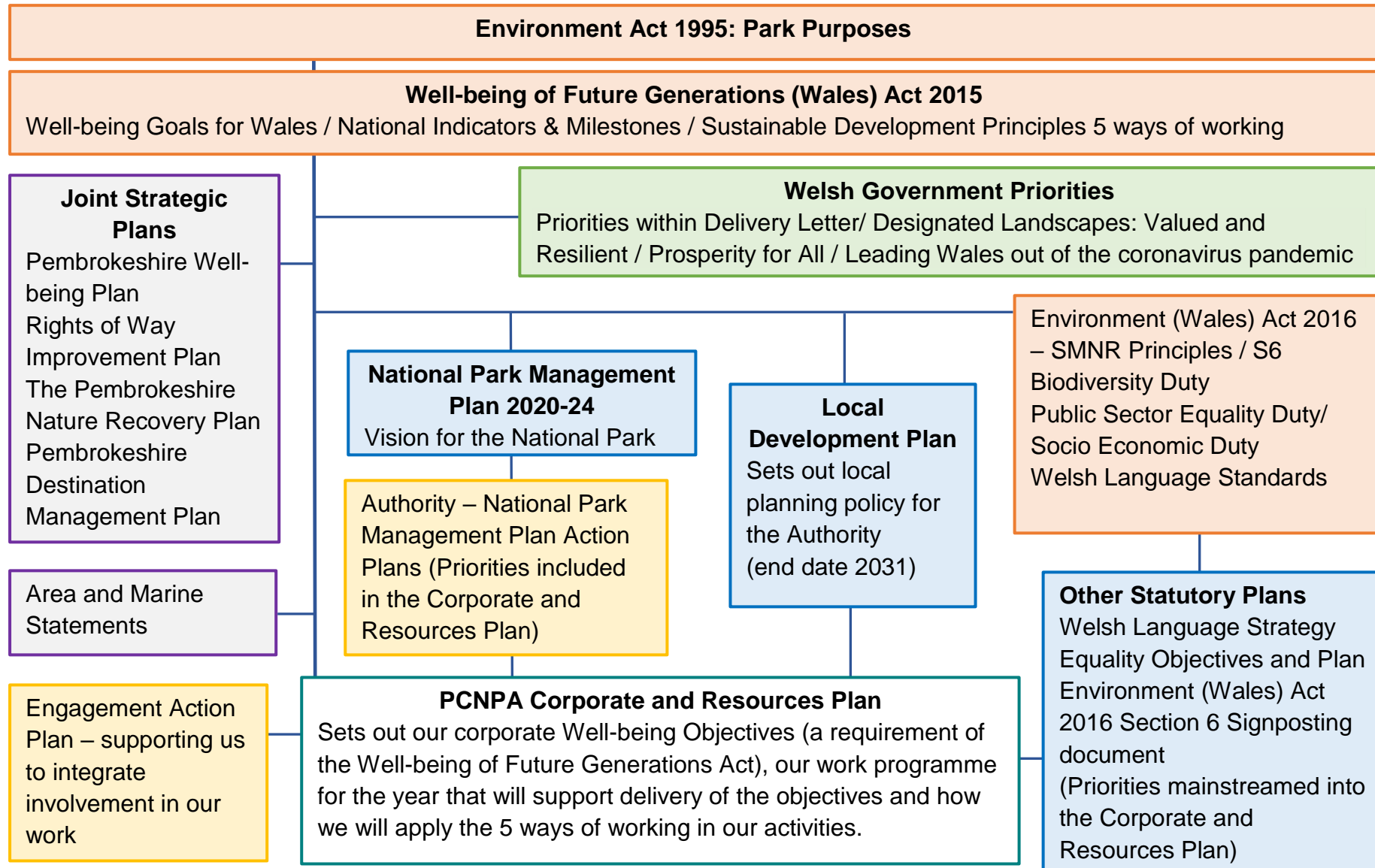
Equality: To continue to ensure equality is embedded within the work and culture of the National Park Authority.

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.

Diagram explaining where our Corporate and Resources Plan Sits



Pembrokeshire Coast National Park

Pembrokeshire Coast National Park was designated in 1952 under the National Park and Access to the Countryside Act 1949. The National Park covers an area of 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's "special qualities" are:

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

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 Management Plan pursues National Park purposes through partnership action across five complementary

themes.

A national asset - A landscape for life and livelihoods
Landscapes for everyone - Well-being, enjoyment and discovery
A resilient Park - Protecting and restoring biodiversity
A place of culture - Celebrating heritage
Global responsibility - Managing natural resources sustainably

To support integration of the National Park Management Plan into our work we have identified three key impact areas that our Well-being Objectives and associated work streams will also contribute to during 2021/22. These are themes that go across the five partnership action theme areas.

Impact Areas	Why
Responding to Climate Change Emergency	Climate change and biodiversity loss are interconnected global challenges and using our past experience, current ambition and staff skills and knowledge we are well placed to respond to these challenges.
Responding to Biodiversity Loss	
Landscapes for Everyone	We can have a positive impact on helping more people to access and benefit from the Park's Special Qualities and associated health and well-being impacts. This is particularly

important in the context of the impact COVID 19 has had on people's mental and physical health and increased interest in outdoor engagement.

Local Development Plan

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](#) was approved in September 2020, and will be monitored through its Annual Monitoring Report.

In 2021/22 we will look to prepare and engage with significant changes relating to regional planning processes, including the development of the South West Wales Corporate Joint Committee and Strategic Development Plans.

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:

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.

Our Well-being Statement and Objectives

We have seven Well-being Objectives which contribute to the Well-being Goals for Wales. We will look to review our Well-being Objectives and the Authority's priorities in 2021/22. As a result no changes have been made to our existing well-being objectives.

PCNPA Well-being Objectives	How we contribute to Well-being Goals for Wales
Well-being Objective 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.
Well-being Objective Resilience: To improve the health of the National Park's ecosystems.	<ul style="list-style-type: none"> ✓ 'Resilient Wales' - Through contributing to improving the health of Wales ecosystem and seeking to address the issue of biodiversity loss in the Park. ✓ 'Globally Responsible Wales' - Through activities that respond to biodiversity loss that also support the interconnected challenge of responding to climate change emergency. ✓ 'Wales of Cohesive Communities' - Through providing opportunities for people to get involved in looking after the Park's ecosystem.
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.	<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.
Well-being Objective Equality: To continue to ensure equality is embedded within the work and culture of the NPA.	<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.

PCNPA Well-being Objectives	How we contribute to Welsh Well-being Goals
Well-being Objective Community: To work alongside communities to help them make the most of the NPA.	<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 and through promoting placemaking through planning policy and decisions. ✓ 'Globally Responsible Wales' - Through assisting communities to develop community based decarbonisation projects through the SDF fund.
Well-being Objective Culture: To protect and promote the local culture of language, arts and heritage of the area.	<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.
Well-being Objective Global: To ensure our work makes a positive contribution to global well-being.	<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.

Measures and activities under work streams have also been established for governance and financial sustainability to support the Authority in effectively achieving the above outcomes now and in the longer term.

The Well-being Assessment and Well-being Plan for Pembrokeshire, State of Natural Resources Report (SoNaRR) for Wales 2020, South West Wales Area Statement, Marine Area Statement, Sustainable Management of Natural Resources (SMNR), Planning Policy Wales and its focus on placemaking and the 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 will also influence the work of the Authority.

Sustainable Development Principles

The Well-being of Future Generations (Wales) Act 2015 requires public bodies to act in accordance with the sustainable development principles:

Long Term	Collaboration	Integration
Preventative	Involvement	

Under each objective there are activities which demonstrate how these principles are being applied in the way we work. The Future Generations Commissioners' Journey Checkers and engaging with Audit Wales helps us to assess our performance 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.

Section 6 Biodiversity and Resilience Duty

We are also required under [The Environment \(Wales\) Act 2016](#) to take account of the biodiversity and resilience of ecosystems duty under the Act. Activities in work streams that support delivery of our Well-being Objective, in particular our resilience and global objectives help integrate the Section 6 duty in our work. Where a positive Section 6 Impact has been

identified this is noted against relevant activities within work streams.

Sustainable Management of Natural Resources

[The Environment \(Wales\) Act 2016](#) identifies nine simple principles of sustainable management of natural resources which need to underpin the way we work. These are:

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

South West Wales Area and Marine Statements

[NRW's South West Wales Area Statement](#) identifies four themes that our work towards achieving our 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

We will also take account of [The Welsh Marine Area Statement](#) themes of:

Building resilience of marine ecosystems
Nature-based solutions and adaptation at the coast
Making the most of marine planning

Well-being Plan for Pembrokeshire

Our work towards achieving our 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

Our [Equality Plan 2020-24](#) 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 our Equality Objectives have been mainstreamed into work streams aimed at delivering our Well-being Objectives. In particular our objectives on prosperity, health and well-being, equality and communities.

On the 31 March 2021 the [Socio Economic Duty](#) under the Equality Act will come into force in Wales. The overall aim of the duty is to deliver better outcomes for those who experience socio-economic disadvantage.

Where a positive Equality or Socio Economic Impact has been identified this is noted against relevant activities within work streams.

Welsh Language Strategy

The vision for our [Welsh Language Strategy 2017-2022](#) 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.

Where a positive Welsh Language Impact has been identified this is noted against relevant activities within work streams.

Placemaking

Planning Policy Wales along with the redrafting of the National Development Framework / Future Wales 2040 emphasises placemaking on a strategic level with the objectives of becoming better connected, reducing travel and boosting local services to enhance identity, character, sense of community and collective ownership through the planning system.

Wellbeing is central to the placemaking process and gives importance to the need to work together to build better places. This is achieved by applying a holistic approach to the planning process: one that considers the context, function and relationships between a development site and its wider surroundings.

In February 2021 Members gave approval to the Authority to sign the [Placemaking Charter](#).

The Placemaking Charter has been developed by the Placemaking Wales Partnership. This partnership is a multi-disciplinary group representing professions and organisations working within the built and natural environment.

The Charter includes six principles covering:

People and Community	Location
Identity	Movement
Mix of Uses	Public Realm

In signing the Placemaking Charter the Authority agrees to support placemaking in all relevant areas in working and

promote the six placemaking principles in the planning, design and management of new and existing places.

Welsh Government Priorities

Our work to support delivery of our Well-being Objectives will also support delivery of wider Welsh Government priority and action areas for National Park Authorities, including:

Climate Change and Biodiversity	Prosperity, Equality and Green Recovery
Future Farming – Sustainable Farming	Sustainable Tourism and Outdoor Recreation
Culture, Heritage and the Welsh Language	

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](#). Our work towards achieving our Well-being Objectives and National Park Management Plan impacts will contribute to the 10 priorities identified within the Statement.

Halting the loss of biodiversity	Growing tourism and outdoor recreation
Exemplars of the sustainable management of natural resources	Thriving Welsh Language
Landscapes for Everyone	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 we will contribute to

- Welsh Government's wider goals as outlined in the Programme for Government 'Taking Wales Forward' and 'Prosperity for All: the national strategy.'
- [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
- [Visit Wales – Welcome to Wales Strategy](#)

Our activities and approach will also align with the Welsh Government's strategic Coronavirus plans:

- [Coronavirus control plan: alert levels in Wales](#)
- [Unlocking our society and economy: continuing the conversation](#)
- [Leading Wales out of the coronavirus pandemic A framework for recovery](#)

Funding

The Authority's net revenue expenditure for 2021/22 is determined by the Welsh Government, by allocating the annual National Park Grant and levy at £4,332,000. Authority generated income of about £1,513,000 is raised from planning fees, admissions, merchandise sales, car parks, grants 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.

2021/22 Budget Forecast

Income	
	£000's
Welsh Government Grant	3,249
Local Authority Levy	1,083
Authority Generated Income	1,451
Transfer from Reserves	772
Bank Interest	19
Total	6,574

Expenditure		
PCNPA Well-being Objective	Resource (£000's)	%
To encourage and support the development of sustainable employment and businesses	1,138	17%
To improve the health of the National Park's ecosystems	1,167	18%
To enable and encourage more people to improve their well-being by making a greater use of the National Park regardless of their circumstances	1,130	17%
To continue to ensure equality is embedded within the work and culture of the NPA	730	11%
To Work alongside communities to help them make the most of the NPA	762	12%
To protect and promote the local culture of language, arts and heritage of the area	850	13%
To ensure our work makes a positive contribution to global well-being.	797	12%
Total	6,574	100%

Addressing uncertainty caused by COVID 19

We recognise that COVID 19 will continue to impact on our work going into 2021/22 and that there is a need to be flexible and respond to ongoing developments.

In order to address this we have broken down our activities under work streams for objectives into four areas:

- ▶ COVID Recovery Management / Statutory and Business Critical Activities: These activities will be prioritised during the year.
- ▶ Adapted service/ Delivery dependent on COVID regulations during the year: These activities are likely to be affected by the ongoing COVID 19 situation. We will take our learning from 2020/21 to adapt or restart activities as and when it is appropriate to do so during the year.
- ▶ Additional Activities/ Projects: These are activities that should be less affected by the COVID 19 situation.
- ▶ Strategic Partnerships or Engagement: We will seek to continue collaborative activities with our partners.

Measuring Performance – Well-being Objectives

The Authority monitors its progress against its well-being objectives during the year, through performance reports provided to Members through relevant Committees. Some statistics are captured on an annual basis. The Authority also utilises qualitative data to help support analysis of its performance.

In areas significantly impacted by the COVID 19 situation and regulations, where data is collected, we will focus on monitoring trends (informed by pre COVID 19 data and 2020/21 data) to assess the ongoing impact of COVID-19 on certain activities and to assess recovery progress in these areas.

Our 2021/22 Work Programme – Activities under PCNPA Work Streams helping us to deliver our Well-being Objectives

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

Work streams that will support delivery of this objective in 2021/22

Planning Policy and Service	Maintaining PROW a Key Tourism Asset	Sustainable Tourism and Recreation – Management, Promotion and Engagement
Supporting Local Businesses and Sustainable Procurement	Employment Transformation and Skills Development in Pembrokeshire	

Activities under work streams in 2021/22 that will support delivery of this objective:

Work Stream 1: Planning Policy and Planning Service

COVID 19 Recovery Management / Statutory and Business Critical Activity

- Following the adoption of the Local Development Plan 2 in September 2020, we will continue to prepare, consult and seek approval of supplementary planning guidance during 2021/22.
- We will continue to collect data to inform our Annual Monitoring Report. Revised indicators for Local Development Plan 2 will help the Authority monitor impacts against this well-being 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. We will monitor how we are doing during the year through the following measures and compare our performance with others through the Welsh Government Annual Planning Performance Report process:
 - % of all planning applications determined within time periods required [PCNPA Target 82%/ Welsh Government Target 80%]
 - Average time taken to determine all planning applications in days [Welsh Government Target <67 days]

PCNPA Corporate and Resources Plan 2021/22 – Work Programme (Prosperity)

- % of Member made decisions against officer advice (recommendation) [Welsh Government Target <5%]
- % of appeals dismissed [Welsh Government Target >66%]
- Applications for costs at section 78 appeal upheld in the reporting period [Welsh Government Target 0]
- % of planning applications determined under delegated power
- # planning applications registered
- % of planning applications approved

Additional Activities / Projects

- The processing and administration of planning applications was impacted by COVID 19 regulations in 2021/22. We will take the learning from our experiences and initiate a review of our processes and use of technology to support an efficient planning application administration process.
- Following the move to virtual meetings during 2020/21 we will review the Authority's Public Speaking Procedures to ensure they are fit for purpose.

Strategic Partnerships and Engagement

- We will look to prepare and engage with significant changes relating to regional planning processes, including the development of the South West Wales Corporate Joint Committee and Strategic Development Plans.

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 Impacts

Climate Change Emergency	Planning policy and decisions that support and contribute to decarbonisation agenda in the Park.
Biodiversity Loss	Planning policy and decisions that don't negatively impact on biodiversity in the Park.
Landscapes for Everyone	Planning policy and decisions that supports sustainable and viable economy and communities in the Park.

Work Stream 2: Maintaining Public Rights of Way a Key Tourism Asset

COVID 19 Recovery Management / Statutory and Business Critical Activity

- We will continue to [maintain the Pembrokeshire Coast Path](#) and Inland Rights of Way (IPROW) network so that the paths remain a key tourist and recreational asset in 2021/22 and for future generations. This will be achieved through continued delivery of the Authority's operational work programme during 2021/22 for the PROW, including seasonal cuttings and maintenance activities. The Warden team with support of the Rangers team successfully completed the seasonal cutting programme for the Paths during 2020/21, however delivery of wider work programmes have been affected by lockdown periods during the year.
- We will continue to monitor the use, quality and user satisfaction with the Coast Path and IPROW through these measures:
 - 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)
 - # Concerns reported for Coast Path and IROW
- We will carry out activities to respond and increase resilience to the impact of coastal erosion and poor weather cycles on paths. This will include completing reactive work during the year and making progress against our planned programme as capacity allows, including Coast Path realignment work.

Additional Activities / Projects

- Through the Digital Park Project we will continue to carry out activities to improve our operational management of the Coast Path and Inland Rights of Way network. We will look to capitalise on data gathered from processes that have now been digitised to improve decisions making process and prioritization of work. We will also initiate the process of developing specifications for Inland Rights of Way.
- We will initiate work to agree standard specifications for signs to enable a more standardised and consistent approach to replacement. This will support the maximisation of use of the Gravograph sign writing machine at the Cilrhedyn Workshop.

- New footpath links and circular walks help promote active travel and walking routes. We will continue our work to create a new footpath link between Newport and Nevern and improvement work to form circuit walk from St Dogmaels via Moylegrove and Poppit Sands.

Strategic Partnerships and Engagement

- We will continue to collaborate with Pembrokeshire County Council on the delivery of the Rights of Way Improvement Plan and facilitation of the Local Access Forum.
- We are a member of and will continue to participate in the Welsh Government's Access Legislation Forum.

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 Impacts

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, Promotion and Engagement

COVID 19 Recovery Management / Statutory and Business Critical Activity

- The Rangers team played an important role in the busy summer season of 2020/21 in providing visitor, community, and landowner liaison. We will continue this engagement work in 2021/22 season, and also increase our presence through employing 4 summer rangers. We will continue to monitor summer ranger interactions through:
 - # attending pop up events across the Park
 - # people engaged with through Summer Rangers business and general public networking activities

PCNPA Corporate and Resources Plan 2021/22 – Work Programme (Prosperity)

- To support the above activities we will develop and implement an incident reporting system for sites, coast path and inland rights of way for Rangers and Wardens.
- The Authority will continue to deliver its well-received Communicating out of Covid Strategy. Our messaging and digital campaigns during 2021/22 will help support destination management during COVID recovery and the summer season, with a particular focus on reaching new visitor audiences. We will monitor the reach of our digital campaigns to assess their effectiveness.
- We will respond in a phased manner to changes in regulations to the opening up of Oriel y Parc centre to visitors during 2021/22. Our approach will be informed by risk assessments and adapted approaches. We will monitor the impact of this on visitor interactions during the year through:
 - # visitors to Oriel Y Parc and Oriel Y Parc Trip Advisor rating 1-5

Additional Activities / Projects

- We will look at how we can take on board any recommendations and models identified from the external sustainability research that the Authority commissioned Swansea University to carry out. [\[S6 Duty Impact\]](#)
- Our Well-being and Tourism officer is being engaged as the sustainability manager for the World Rowing and Beach sprints which is planned to be held in Saundersfoot in 2022. During 2021/22 they will focus on preparation activities for the event including work to support the development of a sustainable event management system to [ISO 20121:2012](#) standard and policy with the event organisers. [\[S6 Duty Impact\]](#)
- An interpretation plan has been created for Oriel Y Parc to support it's repositioning as a discovery centre for the Park and we will continue activities to support delivery of the plan at the site during 2021/22.
- The Authority will continue where opportunities arise to set up Information Discovery Points at sites throughout the National Park. We will produce Coast to Coast to provide a guide to those visiting and living in the area during the 2021/22 season and provide information through our website. We will monitor engagement with our website through:
 - # Main website users and # Main website page views

Strategic Partnerships and Engagement

- We will collaborate with the newly established Visit Pembrokeshire on implementing the Pembrokeshire Destination Management Plan and wider destination management and promotion.
- The Celtic Routes Interreg Partnership Project is moving into a new phase, following successfully gaining funding for another two years. We will continue to collaborate with partners to delivery this phase of the project, as it refocuses its marketing and engagement with the UK domestic visitor market. We will also continue to participate in the complementary Ancient Connection partnership project, with our activities focused on developing interpretation at St Non's Chapel in St Davids.
- We will continue to co-ordinate the ongoing review of the *Managing Visitor Pressures and Visitor Experiences* with external partners. This document assists the management of hot spot sites in the Park and ongoing and new recreation issues. [S6 Duty Impact]
- We are a member of and will continue to participate in the Pembrokeshire Water Safety Forum, and we will continue to support the forum through the collating and mapping of coastal and foreshore incidents. [S6 Duty Impact]
- Our rangers, including the Castle Martin MOD ranger will continue to liaise with recreational groups and Pembrokeshire Coastal Forum, supporting delivery of the Pembrokeshire Outdoor Charter. [S6 Duty Impact]
- We will continue to work with other National Park Authorities on the development of Sustainable Tourism Indicators, focused on considerations relating to regenerative tourism. [S6 Duty Impact]

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. New audiences are aware of opportunities in the Park and how to experience and make the most of its special qualities. New and repeat visitors are able to enjoy the Park while also caring for its special qualities.

Delivering National Park Management Plan Impacts

Climate Change Emergency

Visitor economy in the Park is managed in a way that supports sustainable tourism opportunities and associated decarbonisation agenda. More people learn about the impact of climate change in the Park and what can and is being done to address it.

Biodiversity Loss	Visitor economy in the Park is managed in a way that supports biodiversity. More people learn about biodiversity loss in the Park, and what can and is being done to address it.
Landscapes for Everyone	More people are able to benefit from accessing and making the most of the Park. New audiences are able to enjoy the Park while also caring for its special qualities.

Work Stream 4: Supporting Local Businesses and Sustainable Procurement

COVID 19 Recovery Management / Statutory and Business Critical Activity

- We recognise the impact that the 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. We will monitor how we are doing during the year through these measures:
 - % Authority spend locally
 - % Invoices paid on time (Average) [Target 97%] **[S6 Duty Impact]**

Adapted service / Delivery dependent on COVID regulations during the year

- Subject to COVID 19 regulations, we will provide opportunities for stalls at fairs, opportunities for artists to sell their work at Oriel y Parc and continue to identify and stock local and Welsh produce at the Authority's Centres to help support local businesses. We will monitor the take up of these opportunities during the year through:
 - # of stall holders participating in fairs and events at Oriel Y Parc and Carew
 - # of artists and craft makers supported at Oriel Y Parc **[S6 Duty Impact]**

Additional Activities / Projects

- Procurement activities play an important role in the decarbonisation agenda and potential delivery of positive equality and socio economic duty impacts through community benefit opportunities. During 2021/22 we will commission an external review of Authority procurement activities. This review will look at how we can better promote sustainability and

decarbonisation, support local supply chains and use community benefit opportunities through our procurement activities.

[S6/ Equality/ Socio Economic Duty Impact]

Outcome

Local businesses are supported through opportunities at our centres and through sustainable procurement practices. Procurement practices are having positive decarbonisation, environmental, community and equality impacts.

Delivering National Park Management Plan Impacts

Climate Change Emergency	Reducing indirect emissions in the Park area through procurement practices.
Biodiversity Loss	Procurement practices are having positive environmental impacts.
Landscapes for Everyone	Procurement practices are having positive equality and socio economic impacts.

Work Stream 5: Employment Transformation and Skills Development in Pembrokeshire

Adapted service / Delivery dependent on COVID regulations during the year

- We will provide a framework for supporting work experience and placements across the Authority, these will be developed through partnerships with key stakeholders. Provision of placement opportunities will be subject to the impact of COVID 19 regulations. We will monitor how we are doing through:
 - # Work experience placements provided [Equality/ Socio Economic Duty Impact]
- We will continue to develop a wider range of volunteering opportunities and as part of this we will identify opportunities to provide training or step up opportunities across our volunteer offer in order to support skills development. We will take on board learning from our experiences in 2020/21, where we delivered a wide range of virtual training sessions to volunteers and developed new independent volunteering roles. We will monitor our performance during the year through these measures:
 - # attending volunteer training sessions
 - # volunteer days – new volunteer opportunities (volunteer roles) [Equality/ Socio Economic Duty Impact]

Additional Activities / Projects

- Under the UK Government's Kickstart scheme in partnership with other UK National Park Authorities, we will deliver a number of new job placements for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment. We will monitor how we are doing during the year through these measures:
 - # Kickstart Scheme placements initiated
 - # Kickstart Scheme placements completed [Equality/ Socio Economic Duty Impact]

Outcome

People develop work and career based skills to assist them with future employment and educational opportunities.

Delivering National Park Management Plan Impacts

Landscapes for Everyone

Widening access to opportunities to contribute to work that support the National Park and the management of its Special Qualities.

Well-being Objective Resilience: To improve the health of the National Park's ecosystems.

Work streams that will support delivery of this objective in 2021/22

Conservation Land Management – Managing land for nature	Biodiversity and Connectivity Projects	Engagement and Volunteering in looking after the Park's Ecosystem
Looking after Trees in the Landscape	Marine and Foreshore Environment	Planning Policy and Service - SMNR & responding to biodiversity loss

Activities under work streams in 2021/22 that will support delivery of this objective:

Work Stream 1: Conservation Land Management – Managing Land for Nature

COVID 19 Recovery Management / Statutory and Business Critical Activity

- During 2020 work programming for conservation was re-prioritised to take account of the demand placed on opening up footpaths and has been further affected by lockdown periods related to COVID 19 regulations during the year. This has only had a limited impact in the short term, however we need to manage the longer term impact on resilience if work programme delivery continues to be affected by COVID 19 impacts. We will focus in 2021/22 on delivery of priority areas within the conservation work programme to maintain long term resilience of sites we manage for conservation across the Park. [S6 Duty Impact]
- One of the priority areas we will focus on is delivery of the annual cutting of the fire break network. [S6 Duty Impact]

Adapted service / Delivery dependent on COVID regulations during the year

- The dairy industry and farmers are key stakeholders in the National Park and we will seek to initiate engagement activities with this sector during the year. Our Traditional Boundaries Grant programme offers one tool that could assist with these engagement activities. [S6 Duty Impact]

Additional Activities / Projects

- We will continue to deliver through the management of the Authority's owned or leased estate and through working in partnership with private landowners via our '[Conserving the Park](#)' scheme conservation work aimed at benefitting priority habitats and species within the Park. We will monitor the impact of this through the following measures and our Annual Conservation Report:
 - Conservation Sites - % in line with their formal management plan [Target 100%]
 - Hectares – Property owned or leased by the National Park Authority managed for biodiversity
 - Hectares – Land managed for biodiversity in partnership with private landowners
 - Hectares – Access land where the National Park Authority supports commons management partnerships
 - # new formal management agreements made through Conserving the Park
 - Hectares – Covered by new formal management agreements through Conserving the Park
 - # new sites where we are working with owners for conservation (outside formal management agreements)
 - Hectares – Covered by new sites where we are working with owners for conservation (outside formal management agreements)
 - Hectares – New pollinator habitat that has been created [[S6 Duty Impact](#)]

Strategic Partnerships and Engagement

- Improving the condition of the Parks ecosystems cannot be done in isolation. We will continue to engage and support strategic partnerships that promote collaboration and integrated working including the [Pembrokeshire Local Nature Partnership](#) supporting the delivery of the [Pembrokeshire Nature Recovery Plan](#), [Pembrokeshire Wildfire Group](#) and [Pembrokeshire Grazing Network](#). [[S6 Duty Impact](#)]
- We will continue to participate in opportunities to influence and support the design and delivery of the new Sustainable Land Management Scheme for Wales as it is developed. [[S6 Duty Impact](#)]

Outcome

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. 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 in the development of the new Sustainable Land Management Scheme for Wales as it is developed.

Delivering National Park Management Plan Impacts

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 2: Biodiversity and Connectivity Projects

Additional Activities / Projects

- We launched the [Traditional Boundary Pilot Grant Scheme](#) in 2020 to support the restoration of traditional boundaries in the Park. The Park has a wealth of traditional field boundary types, including Pembrokeshire hedgebanks (cloddiau), earth banks and drystone walls and they make a significant contribution to the landscape and ecology of the Park. We will continue to deliver the scheme providing opportunities for landowners to receive financial support with the management and restoration of traditional field boundaries. We will measure the impact of the scheme through:
 - Length of Traditional Boundary restored [\[S6 Duty Impact\]](#)
- The People, Paths and Pollinator pilot project has been enhancing biodiversity and connectivity along the Newgale to Abereiddi section of the Pembrokeshire Coast Path through carrying out a range of small scale habitat management jobs and exploring ways to embed pollinator friendly activities into day to day coast path management. In 2021/22 we will focus on extending the project to the wider Pembrokeshire Coast Path and taking the learning from the project to develop guidance for the Warden team on management of Coast Path and Public Rights of Way from a biodiversity perspective. [\[S6 Duty Impact\]](#)
- We will implement the work programme, funded through the Dawnsio ar y Dibyn SMS coastal project. [\[S6 Duty Impact\]](#)
- We will investigate habitat use of the coastal belt by adders to inform strategies for better managing recreational pressures on this species. The Adder is rapidly declining in the UK and if current trends continue this species could be restricted to just

a few UK sites by 2032. The commons and coastline of the National Park have been identified as a potential stronghold for adders in the UK. [S6 Duty Impact]

- We will carry out activities to support the development of a long term management plan for Southern Damselfly and Marsh Fritillary and continue with long term monitoring projects for Chough, Barn owl, Carew Castle bats and Skylarks (at St. Davids Airfield). We will also carry out further analysis of the Chough monitoring dataset to identify factors affecting success. [S6 Duty Impact]

Outcome

There will be a revival of skills around the management, repair and maintenance of traditional field boundaries. The contribution made to ecological connectivity, landscape quality and the historic environment will be secured for the future. 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. The diversity of native and migrant species within the National Park is safeguarded for future generations.

Delivering National Park Management Plan Impacts

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 Ecosystem

Adapted service / Delivery dependent on COVID regulations during the year

- We will continue to deliver our ENRaW funded [Stitch in Time project](#) which takes a catchment based approach to the management of invasive species. This project has extended its coverage to the Castlemartin Corse Catchment and wider areas of the Clydach catchment, building on previous work in the Cwm Gwaun catchment. We will measure the impact of the project through the following measures, wider evidence gathering will happen as part of the projects evaluation:
 - Hectares - Invasive species removed at source/ injected
 - # Volunteer days – Invasive species work [S6 Duty Impact]

PCNPA Corporate and Resources Plan 2021/22 – Work Programme (Resilience)

- At Oriel y Parc we will look to enhance both the picnic area and the woodland area with more trees, plants and hedgerows to increase biodiversity, and provide different types of low impact interpretation to help people engage and learn about biodiversity. [S6 Duty Impact]
- We will deliver a flexible programme of conservation volunteering and social action opportunities across relevant teams and projects. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through:
 - # volunteer days – conservation [S6 Duty Impact]
- We will look to recruit and train specialist volunteers to carry out reptile, Marsh Fritillary and Southern Damselfly monitoring. [S6 Duty Impact]

Strategic Partnerships and Engagement

- We will support and proactively submit records to the [West Wales Biodiversity Information Centre \(WWBIC\)](#). [S6 Duty Impact]
- We will continue to engage and work to strengthen the Pembrokeshire Light Pollution Partnership, including carrying out community engagement activities where appropriate. [S6 Duty Impact]

Outcome

Volunteers and communities are improving the health of the National Park's ecosystems. There is increased engagement with biodiversity and nature conservation. Improved knowledge of the condition and trends of habitats and species within the National Park is informing an evidence-based approach to conservation.

Delivering National Park Management Plan Impacts

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 and support an evidence based approach to conservation.
Landscapes for Everyone	A wide range of people are able to access opportunities to help look after the Park.

Work Stream 4: Looking after Trees in the Landscapes

COVID 19 Recovery Management / Statutory and Business Critical Activity

- Tree diseases are having an impact on the trees in our landscape in particular *Chalara Fraxinea*/ ash dieback which is resulting in the loss of Ash a significant native tree. During 2020 we carried out ash tree surveys to determine the extent of the problem on our owned estate. We will continue to monitor and deliver a work programme to manage ash die back on our estate. [S6 Duty Impact]
- Local planning authorities have specific powers to protect trees by making Tree Preservation Orders (TPOs). We will continue to deliver our protected trees activities. We will monitor this through:
 - # of applications for works to protected trees determined
 - # of new tree preservation orders made [S6 Duty Impact]

Adapted service / Delivery dependent on COVID regulations during the year

- We will deliver a flexible programme of volunteer, social action and community tree planting opportunities across relevant teams and projects. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through:
 - # volunteer and social action days – contributing to tree planting [S6 Duty Impact]

Outcome

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

Delivering National Park Management Plan Impacts

Climate Change Emergency	Contributing to carbon stores in the Park through looking after and increasing the number of trees in the landscape.
Biodiversity Loss	Supporting improved biodiversity and connectivity in the Park through looking after and increasing the number of trees in the landscape.
Landscapes for Everyone	A wide range of people are able to access opportunities to help look after the Park.

Work Stream 5: Marine and Foreshore Environment

Adapted service / Delivery dependent on COVID regulations during the year

- We will deliver a flexible programme of volunteer, social action and community beach cleans and litter picks that help reduce marine litter. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through:
 - # volunteer and social action days – beach, foreshore and river cleaning activities [S6 Duty Impact]

Additional Activities / Projects

- We will initiate the development of a sustainable seaweed collection policy. This will support the management of the commercial gathering of seaweed in the intertidal. [S6 Duty Impact]

Strategic Partnerships and Engagement

- We will look to explore opportunities through partnerships to develop projects that can support/ enhance carbon sequestration in the marine environment. [S6 Duty Impact]
- We will continue our involvement with the Foreshore Management Plan development and implementation and collaborate on marine pollution prevention, contingency planning and response. Alongside this we will support NRW and others in managing commercial gathering activity e.g. collection of wild seaweeds and bait digging in the intertidal. [S6 Duty Impact]
- We will seek opportunities for joint working to improve water quality information and land management and to expand water quality work from the Waterway to the open coast. [S6 Duty Impact]
- We will continue to participate in Relevant Authority Groups for SAC areas and Marine protected areas management at a Wales/ Welsh Government level. [S6 Duty Impact]
- We will continue to provide financial support to Pembrokeshire Coast Forum, Milford Haven Waterway Environmental Surveillance Group and Relevant Authority Group SAC areas to help facilitate the above activities. [S6 Duty Impact]

Outcome

Marine, foreshore and river environment improve through activities and joint working that help reduce marine litter, pollution and pressures. The Marine and foreshores' carbon stores are being enhanced and protected.

Delivering National Park Management Plan Impacts

Climate Change Emergency

Collaborative working is supporting delivery of enhanced carbon stores in the marine environment surrounding the Park.

Biodiversity Loss

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

Work Stream 6: Planning - Sustainable Management of Natural Resources (SMNR) and Responding to Biodiversity Loss

COVID 19 Recovery Management / Statutory and Business Critical Activity

- Through the Local Development Plan Annual Monitoring Report we will continue to monitor the effectiveness of planning policy to ensure planning decisions in the Park support the sustainable development of natural resources and the protection and enhancement of the Special Qualities of the Park. We will measure this through the LDP 2 indicator:
 - Approvals contrary to Strategy Policy 8 (Indicator 4) [S6 Duty Impact]

Strategic Partnerships and Engagement

- We will work with regional partners to develop a South West regional approach to specialist advice on one planet developments and biodiversity enhancements conditions under the Environment (Wales) Act 2016 Section 6 biodiversity duty. Through this process we will explore opportunities for biodiversity enhancements to have a positive socio economic duty impact, by exploring how they can be used for retrofitting and enhancement work and associated training opportunities on housing association properties and estates. [S6 / Socio Economic Duty Impact]

Outcome

Promotion of sustainable management of natural resources and the Special Qualities of the National Park are protected and enhanced through planning decisions. Collaborative regional approaches are developed that have a positive impact on one planet developments, biodiversity enhancement and potentially socio economic impacts.

Delivering National Park Management Plan Impacts

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.
Landscapes for Everyone	Biodiversity enhancement conditions are helping to drive positive socio economic impacts.

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 that will support delivery of this objective in 2021/22

Supported Walking Opportunities	Promoting Health Benefits of the Park - Partnerships, Initiatives and Projects	Outdoor Schools and Play
Planning Affordable Housing	Workforce Well-being, Resilience and Development	

Activities under work streams in 2021/22 that will support delivery of this objective:

Work Stream 1: Supported Walking Opportunities

Adapted service / Delivery dependent on COVID regulations during the year

- We will continue to support as the lead organisation the regional West Wales Walking for Well-being partnership project and deliver the Pembrokeshire element of the project. This 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. The project has been affected by COVID 19 restrictions and wider impact on health services including GPs in 2020. However during 2020 when restrictions allowed, walks have been delivered in both Pembrokeshire and Carmarthenshire and volunteer walk leaders have been trained with a complementary virtual offer developed in Ceredigion. The focus in 2021/22 will be on measuring the impact involvement in the project has had on participants' health and connecting with GP hubs, to help sustain walks led by volunteer walk leaders once the project ends. We will monitor participation in the Pembrokeshire element of the project through the following measure, wider evidence gathering will happen as part of the projects evaluation:
 - # Pembrokeshire participants in Walking for Well-being project walks [\[Equality Duty Impact\]](#)
- We will continue to offer supported walking opportunities in and around the Park through our [Walkability](#) scheme. Volunteers will continue to play an important role in leading walks within this scheme. Opportunities provided through the

year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor participation through the following measure:

- # Pembrokeshire participants in Walkability supported walks [Equality Duty Impact]

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 through the West Wales Walking for Well-being Project a sustainable model is developed that can be replicated in other areas across Wales.

Delivering National Park Management Plan Impacts

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 - Partnerships, Initiatives and Projects

Adapted service / Delivery dependent on COVID regulations during the year

- We will continue to offer supported volunteering, training and learning opportunities in the Park and surrounding areas for both individuals and groups through our Pathways project. The project is designed to remove some of the barriers faced by people who want to get out and explore the local countryside and provides transport for many of its activities. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments, this particularly impacts on the ability to provide transport for volunteers to sites. [Equality/ Socio Economic Duty Impact]
- We will continue to carry out activities to support our funding bid for a Roots to Recovery project. There is strong evidence that outdoor activity can provide real benefits to the well-being of individuals and that as restrictions ease post COVID 19 there may be a need to address issues around community well-being and resilience. This project which is being developed in partnership with MIND Pembrokeshire will aim to support disadvantaged groups and individuals to access the outdoors in

and around the Park, providing opportunities for participants to get involved in volunteering and other activity that contributes to wellbeing and quality of life. [\[Equality/ Socio Economic Duty Impact\]](#)

- We will deliver a flexible programme of volunteering opportunities across relevant teams and projects. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through:
 - # volunteer days
 - # participants in volunteering and social action sessions involving physical activity [\[Equality Impact\]](#)
- We will deliver Authority facilitated public guided walk programme during the season, this will build on the programme delivered in 2020. Volunteers will continue to play an important role in leading walks within this programme. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through:
 - # participants in PCNPA led walks
- We will continue to update information and guidance for walkers on our [COVID-19 Walking Guidance page](#) of our website and provide information and [downloadable walk maps](#) on our website. We will monitor take up through:
 - # of online walk maps downloaded from PCNPA website

Additional Activities / Projects

- We will commission an external review of our volunteer offer, to help guide our long term approach and priorities for volunteering.
- The [National Park Management Plan 2020-24](#) was approved in December 2019. To help integrate our activities with the plan, action plans have been developed for a number of impact areas covered in the plan including [responding to the climate change emergency](#), restoring nature and celebrating heritage. We will continue work on the development of a National Park Management Action Plan for our Health and Well-being activities. [\[Equality/ Socio Economic Duty Impact\]](#)

Strategic Partnerships and Engagement

- We recognise the importance of working with partners to demonstrate the positive impact access to the opportunities within National Parks can have on people's health and well-being. We will continue to co-ordinate the West Wales Nature Based

Health Service Network and engage and support Public Health Wales with its strategic activities on social and Green Solutions for health. In 2020 we have supported networking and engagement activities in this area through facilitating the use of Basecamp to share learning and discuss opportunities across stakeholders and organisations. We will also work with partners to develop and promote active travel and every day walking and cycling opportunities in the Park. [Equality/ Socio Economic Duty Impact]

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. 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 Impacts

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. We are supporting increase use of active travel opportunities in the Park, helping decrease car use and carbon emissions.
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	More people are aware, accessing and benefiting from health and well-being related activities in the Park. 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 3: Outdoor School and Play

Adapted service / Delivery dependent on COVID regulations during the year

- We will continue to support delivery of the [Pembrokeshire Outdoors Schools](#) partnership project through a range of activities. Including continuing to work collaboratively with teachers to develop outdoor resources linked to the Cynefin element of the new curriculum in Wales, including digital resources. In 2020 the project successfully delivered virtual training, which has

been well attended teachers from a range of schools in Pembrokeshire. Delivery of work directly with pupils in schools and on school grounds will be dependent on COVID 19 regulations and associated risk assessments during the year. [Equality/ Duty Impact]

- We will continue to deliver the Roots/ Gwreiddiau project following Pembrokeshire Coast National Park Trust securing extended funding for the project for 2021. The Project is being delivered by our Education Officer and aims to work with the Milford Haven Cluster of junior schools exploring natural produce and food chains. Due to COVID 19 elements of the project have been adapted to enable delivery within school grounds. Delivery of work directly with pupils in schools and on school grounds will be dependent on COVID 19 regulations and associated risk assessments during the year. [Equality Duty Impact]
- We will begin delivery of our new First 1000 day project. This project will look to employ play workers to work with parents of and pre-school children to build confidence in accessing the outdoors. The project will work with the Flying Start Centre that covers the Pembroke Dock and Pembroke area. This project expands our support based work, so that people at different stages of their lives can benefit from our work. Delivery of project activities directly with parents and children during the year will be dependent on COVID 19 regulations and associated risk assessments. [Equality/ Socio Economic Duty Impact]
- We will deliver a flexible programme of outdoor education session and school ground activities around the Park across relevant teams and projects. Delivery of sessions through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through this measure:
 - # participants in PCNPA outdoor learning sessions
 - % schools in National Park engaged with PCNPA outdoor learning activities
 - % schools in Pembrokeshire engaged with PCNPA outdoor learning activities [Equality/ Socio Economic Duty Impact]

Outcome

More children and young people, including pre-school aged children have access to and are benefitting from outdoor learning and play, opportunities to be physically active and positive mental health impacts from being outdoors. Teachers have the skills to deliver outdoor learning opportunities.

Delivering National Park Management Plan Impacts

Climate Change Emergency	Children and young people 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, including pre-school aged children have access to and are benefiting from outdoor learning and play, opportunities to be physical active and positive mental health impact from being outdoors.

Work Stream 4: Planning Affordable Housing

COVID Recovery Management / Statutory and Business Critical Activities

- Through the Local Development Plan Annual Monitoring Report we will continue to monitor the effectiveness of planning policy and decisions on supporting the delivery of affordable housing in the Park. The Authority has a target of 362 affordable dwellings to be built over the Local Development Plan period under indicator 23. We will continue to use S106 contributions to support the development of affordable housing. We will monitor progress, alongside the range of affordable housing related indicators within the Local Development Plan Annual monitoring report through:
 - % of housing units approved that are affordable
 - # affordable housing units approved
 - Section 106 agreements contributions **[Equality/ Socio Economic Duty Impact]**

Outcome

There are increased opportunities for people in housing need in the National Park to access an affordable home with associated well-being benefits.

Delivering National Park Management Plan Impacts

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	There are increased opportunities for people in housing need in the National Park to access an affordable home with associated well-being benefits.

Work Stream 5: Workforce Well-being, Resilience and Development

COVID Recovery Management / Statutory and Business Critical Activities

- We will continue to pro-actively manage and support our workforce in response to COVID 19 related development during the year. This will include planning and managing phased opportunities, for staff across different teams to return to their normal place of work or duties (or restricting activities due to changes in regulations, local situation or Welsh Government guidance.) This process will be informed by continuous review of relevant risk assessments and team level recovery plans and we will take on board learning from 2020/21 to inform our approach. [\[Equality/ Socio Economic Duty Impact\]](#)
- We recognise that staff face a variety of ongoing changeable challenges and competing priorities both in terms of their work and home life as a result of the COVID 19 pandemic. We will continue to prioritise supporting the health and well-being of all staff and encourage staff to seek help and support. We will monitor trends in relation to this area through:
 - Days Lost through Sickness Absence excluding Long Term Sickness
 - Days Lost through Sickness Absence including Long Term Sickness
 - Average number of absences per employee excluding Long Term Sickness
 - Average number of absences per employee including Long Term Sickness [\[Equality/ Socio Economic Duty Impact\]](#)

Additional Activities / Projects

- We will continue activities that support us achieving Bronze Level under the [Corporate Health Standard](#), the national quality framework and award for employers to improve health and well-being in the workplace. This process will help provide re assurance in terms of our health and well-being offer and support. [\[Equality/ Socio Economic Duty Impact\]](#)

PCNPA Corporate and Resources Plan 2021/22 – Work Programme (Health and Well-being)

- We will create a Training and Development Plan to support workforce resilience, ensuring staff have the skills and competence to deliver our objectives and fulfil our statutory duties and are given opportunities to further their personal development. [Equality/ Socio Economic Duty Impact]
- We will begin implementation of our People Plan. This will include initiating a review of the Authority's Values and Behaviour frameworks and responding to findings from the 2020 Employee Opinion Survey (EOS). We will monitor the effectiveness of our interventions by carrying out an annual EOS. [Equality/ Socio Economic Duty Impact]

Outcome

Staff well-being is improved and staff feel supported within an inclusive and fair work environment. We continue to be able to operate effectively during 2021/22 and in the longer term. We have an empowered and resilient workforce with the necessary skills and motivation to deliver our wider strategic goals and objectives.

Delivering National Park Management Plan Impacts

Climate Change Emergency	Our staff have the skills needed to respond effectively in their work to address the challenges of the climate change emergency.
Biodiversity Loss	Our staff have the skills needed to respond effectively in their work to address Biodiversity loss.
Landscapes for Everyone	Through supporting staff well-being and creating an inclusive work place all staff are able to continue to contribute to delivering activities that support the National Park.

Well-being Objective Equality: To continue to ensure equality is embedded within the work and culture of the National Park Authority.

Work streams that will support delivery of this objective in 2021/22

Strategic Equality – Our Workforce and Services

Landscapes for Everyone - Inclusive Experiences and Social Inclusion

Engagement

Activities under work streams in 2021/22 that will support delivery of this objective:

Work Stream 1: Strategic Equality - Our Workforce and Services

COVID Recovery Management / Statutory and Business Critical Activities

- We will embed the [Socio Economic Duty](#) under the Equality Act, that will come into force for public bodies in Wales on the 31 March 2021 in our decision making process. The overall aim of the duty is to deliver better outcomes for those who experience socio-economic disadvantage. To support this we will look to complete integrated impact assessments on our strategic decisions and ensure staff and Members have the skills needed to pay due regard to the duty. We will monitor engagement with the duty through:
 - # Integrated Assessments for Strategic Plans and Decisions completed (Equality Impact Assessments that are also a statutory duty will form part of the integrated assessment) [\[Equality/ Socio Economic Duty Impact\]](#)
- We will continue activities to address and further analyse our Gender Pay Gap in the Authority and to assess how our interventions have impacted on the gap. We will continue to collect and analyse workforce equality monitoring data and project level equality monitoring data for participants where suitable. To be able to carry out continued analysis we need to ensure that we have sufficient level of equality monitoring work force data and we will monitor this through:
 - % workforce equality monitoring information completed on people management system [\[Equality/ Socio Economic Duty Impact\]](#)

PCNPA Corporate and Resources Plan 2021/22 – Work Programme (Equality)

- We will continue to develop a corporate approach to Web Accessibility Regulation compliance. We need to ensure that digital tools and services that we provide are compatible with assistive technology, best practice and comply with The Public Sector Bodies (Website and Mobile Applications) (No2) Accessibility Regulations. [Equality Duty Impact]
- We will integrate equality training and awareness into the Training and Development Plan for the Authority. This will ensure staff have the skills and behaviours to help deliver, procure and design accessible and inclusive services. [Equality Duty Impact]

Additional Activities / Projects

- We will initiate activities that will support us achieving Level 1 under the UK Governments Disability Confidence Scheme. The Disability Confident scheme supports employers to make the most of the talents disabled people can bring to their workplace. We will also sign up to the EHRC 'Working Forward' pledge. [Equality/ Socio Economic Duty Impact]
- We will explore with other National Parks, conservation and heritage providers opportunities to develop a scheme or initiatives to promote job opportunities within the sector to underrepresented groups. [Equality/ Socio Economic Duty Impact]

Outcome

We are moving towards achieving our long term aim of having a diverse workforce, being an employer of choice and delivering an inclusive and fair work environment helping support us to deliver our strategic goals. We are moving towards achieving our long term aim of services being accessible and inclusive by default, ensuring that people have a positive engagement with us and the Park.

Delivering National Park Management Plan Impacts

Climate Change Emergency	Through increasing the diversity and understanding of our workforce we are gaining a wider knowledge base to support the development of inclusive solutions to the climate change emergency.
Biodiversity Loss	Through increasing the diversity and understanding of our workforce we are gaining a wider knowledge base to support the development of inclusive solutions to biodiversity loss.

Landscapes for Everyone

Through increasing the diversity of our workforce we are widening access to opportunities to contribute to delivering activities that support the National Park. Barriers are removed to people accessing opportunities in the Park delivered by us.

Work Stream 2: Landscapes for Everyone - Inclusive Experiences and Social Inclusion

Adapted service / Delivery dependent on COVID regulations during the year

- We will deliver a flexible programme of social inclusion opportunities across relevant teams and projects, including our Youth Ranger Scheme. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through:
 - # 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) **[Equality/ Socio Economic Duty Impact]**
- Covid 19 has impacted on how we deliver our Beach Wheelchair initiative. We will review the initiative in light of this and look at opportunities to further develop our offer, to include use of our mountain trikes and the development of a potential 'mobility club'. We will continue to liaise with Pembrokeshire County Council's Access officer as part of this work. **[Equality Duty Impact]**
- We will continue to provide information on accessible walks on our website through our walk for all resources. We will monitor take up through:
 - # of web wheelchair walks downloaded **[Equality Duty Impact]**

Additional Activities / Projects

- We have commissioned research through the 'Experience for All Project' which is working with different user groups to develop a list of priority areas for improvement to inform our future work in this area. In 2021/22 we will respond and begin developing projects and initiatives where appropriate to recommendations made. We will also use this research and its recommendations to inform the development of a project checklist that can be shared with partners to ensure projects developed to address National Park Management Plan impacts are inclusive. **[Equality/ Socio Economic Duty Impact]**

- We will continue to carry out a range of physical access projects to promote more inclusive experiences in the Park including creation of more accessible circuit walk at reed bed, Freshwater East and access work at Carew Castle. Work on these projects have begun, however delivery has been affected by delays caused by the COVID 19 pandemic. [Equality Duty Impact]
- We will initiate a process to explore the potential for developing an enhanced specification and inspection regime for easy access routes. [Equality Duty Impact]

Strategic Partnerships and Engagement

- We will review the joint position statement Landscapes for Everyone that relates to Social Inclusion and Child Poverty that has been developed with the other Welsh National Park Authorities' to ensure socio economic considerations are embedded within it. [Equality/ Socio Economic Duty Impact]

Outcome

Barriers are removed so that more people are able to help look after the Park and benefit from accessing and experiencing its Special Qualities, helping create a Park that is a landscape for everyone. The Authority is delivering activities that have a positive benefit for those facing inequalities and using the Park's assets to achieve this.

Delivering National Park Management Plan Impacts

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. Projects that are developed in response to climate change emergency are inclusive.
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. Projects that are developed in response to biodiversity loss are inclusive.
Landscapes for Everyone	More people are able to access, benefit from and experience the Park's Special Qualities.

Work Stream 3: Engagement

Additional Activities / Projects

- We will continue to engage and listen to young people and our volunteers through continuing to facilitate our Youth Committee and Volunteer Forum. We will continue to encourage our Members to participate in these forums. [Equality Impact]
- Staff who are part of our Engagement Action Plan group have carried out self-assessment work on our involvement activities following feedback from Audit Wales work. This work will form a basis to identify future priorities for the engagement action plan. This group will work with our leadership team, Members and staff across the Authority to progress priorities within the engagement action plan. [Equality/ Socio Economic Duty Impact]
- We will look for opportunities to involve Members, Staff, stakeholders and the public in the review of the Authority's priorities and Well-being Objectives which will happen during 2021/22. The nature of these engagement opportunities provided through the year will be influenced by COVID 19 regulations. [Equality/ Socio Economic Duty Impact]

Outcome

A diverse range of people are able to influence our work, priorities and decisions that affect the Park area. We are moving towards having an improved and co-ordinated approach to engagement.

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 the National Park Management Plan to ensure that we are delivering a Park that is a landscape for everyone.

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

Work streams that will support delivery of this objective in 2021/22

Community Activities and Projects benefiting the Park and People

Sustainable Development Fund – Supporting Community Decarbonisation Projects

Planning Service - Enforcement, Placemaking and Community Engagement

Activities under work streams in 2021/22 that will support delivery of this objective:

Work Stream 1: Community Activities and Projects benefiting the Park and People

COVID Recovery Management / Statutory and Business Critical Activities

- We will continue to carry out community liaison work through our Rangers Team focused on COVID 19 responses and their impact on communities and visitor management. We will continue to engage with partners in relation to our response and participate in the local Community Safety Partnership and Rural Crime Partnership.

Adapted service / Delivery dependent on COVID regulations during the year

- We will deliver a flexible programme of community activities and engagement (including social action activities, volunteering, guided walks, talks, community events at centres and hosting of community groups at Oriel Y Parc.) Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through these measures:
 - # community project/ engagement activities, # social action participant days and # community events held at centres
[Equality/ Socio Economic Duty Impact]

- We will continue through our Stitch in Time project to increase awareness among organisations, individuals, communities and landowners about INNS and to build capacity in local communities to monitor and manage them and any re-infestation. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments.

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 and our community liaison work.

Delivering National Park Management Plan Impacts

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 2: Sustainable Development Fund – Supporting Community Decarbonisation Projects

Additional Activities / Projects

- In June 2020 the National Park Authority Committee took the decision to change the focus of the Sustainable Development Fund. The Fund now supports community led projects that contribute towards a reduction in carbon and help respond to the climate emergency. We will continue to deliver the SDF fund in order to support the delivery of community led decarbonisation projects in 2021/22. We will monitor the impact of this fund through the following measures, alongside project evaluations:
 - # community projects approved/ completed - Installing renewable energy generation facilities to a community building
 - # community projects approved/ completed - An initiative to promote reduction in carbon emissions in transport
 - # community projects approved/ completed - Install a community facilities that minimises waste

PCNPA Corporate and Resources Plan 2021/22 – Work Programme (Community)

- # community projects approved/ completed - Other community based carbon reduction initiatives
- % of Sustainable Development Fund allocated [Equality/ Socio Economic Duty Impact]

Outcome

SDF fund is supporting community projects that respond to the climate change emergency, helping promote community led decarbonisation, resource efficiency and enhancement of carbon stores in the Park and surrounding areas.

Delivering National Park Management Plan Impacts

Climate Change Emergency	Community 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.
Landscapes for Everyone	More people are able to engage with the decarbonisation agenda in the Park. Community groups that support people or work with disadvantaged groups are benefiting from the fund.

Work Stream 3: Planning Service – Enforcement, Placemaking and Community Engagement

COVID Recovery Management / Statutory and Business Critical Activities

- We will continue to provide an effective enforcement service with the support of the community. We will monitor how we are doing during the year through the following measures and compare our performance with others through the Welsh Government Annual Planning Performance Report process:
 - % 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

- Through implementing our Local Development Plan 2 we will take account of and support Members to consider the role of placemaking and the principles within the [Placemaking Wales Charter](#), when making planning decisions. [Equality/ Socio Economic Duty/ Welsh Language Impact]

Adapted service / Delivery dependent on COVID regulations during the year

- Our planning service will continue to engage with community councils. The nature of these engagement opportunities through the year will be influenced by COVID 19 regulations.

Outcome

Effective planning enforcement service is in place, supported by communities. Planning services have developed positive relationships with communities in the Park and our planning decisions are supporting placemaking.

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.

Landscapes for Everyone

More people feel able to engage with the planning process in the Park.

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

Work streams that will support delivery of this objective in 2021/22

Historic Inspiration and Experiences	Art Inspiration and Engagement	Historic Environment - Historic Buildings and Community Archaeology
Promoting the Welsh Language - Skills, opportunities and inspiration		

Activities under work streams in 2021/22 that will support delivery of this objective:

Work Stream 1: Historic Inspiration and Experiences

COVID Recovery Management / Statutory and Business Critical Activities

- We will respond in a phased manner to changes in regulations to the opening up of Castell Henllys and Carew Castle to visitors during 2021/22. Our approach will be informed by risk assessments and adapted approaches. We will monitor the impact of this on visitor interactions during the year through:
 - # visitors to Carew Castle and # visitors to Castell Henllys
 - Carew Trip Advisor rating 1-5 and Castell Henllys Trip Advisor rating 1-5

Adapted service / Delivery dependent on COVID regulations during the year

- We will deliver a flexible programme of historical events, activities and workshop programme at the centres or across the Park (including virtual events where appropriate). Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through:
 - # participants in historical activities and events

PCNPA Corporate and Resources Plan 2021/22 – Work Programme (Culture)

- We will deliver a flexible programme of education sessions at Castell Henllys and Carew (including virtual and onsite provision where appropriate.) Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We recognise that take up may be limited due to the impact of COVID 19 on schools and travel to sites or us being restricted due to the impact on other visitors. We will monitor take up and trends in this area through:
 - # people engaged with through education programme at Castell Henllys and Carew (Virtual and onsite provision)
[Equality Duty Impact]

Additional Activities / Projects

- We will carry out activities to support the development of interpretation in the exhibition room at Carew Castle.

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 the 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

COVID Recovery Management / Statutory and Business Critical Activities

- We will respond in a phased manner to changes in regulations to the opening up of the gallery at Oriel y Parc to visitors during 2021/22. Our approach will be informed by risk assessments and adapted approaches. We will monitor the impact of this on visitor interactions during the year through:
 - # visitors to gallery at Oriel y Parc

Adapted service / Delivery dependent on COVID regulations during the year

- We will deliver a flexible programme of school holiday art workshops for children. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through:
 - # participants school holiday art workshops for children [Equality/ Socio Economic Duty Impact]
- We will look to develop a range of digital and supplementary online materials for exhibitions, helping more people to engage with art works on display. [Equality/ Socio Economic Duty Impact]

Strategic Partnerships or Engagement

- We will continue to work with Amgueddfa Cymru – National Museum Wales to carry out joint curation of exhibitions, supported through our SLA agreement with them. We will look to deliver two exhibitions in 2021/22, subject to Covid 19 regulations and impact, these are
 - Land/Sea by Mike Perry
 - The Lost Words/ Geiriau Diflanedig exhibition [Welsh Language Impact]
- We will continue to participate in the Inspire Pembrokeshire project which aims to increase collaboration and develop entrepreneurial skills to build resilience for creative arts providers in Pembrokeshire.

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 opportunities.

Biodiversity Loss

Engaging people in topics related to biodiversity loss and responses to it through art and 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

COVID Recovery Management / Statutory and Business Critical Activities

- We will continue to advise owners of historic building and sites on management through our Building Conservation Officer. We will monitor the impact of this work through:
 - % Buildings at Risk [Target < 6%]
 - # listed building applications determined under CADW delegated scheme

Adapted service / Delivery dependent on COVID regulations during the year

- We will continue to deliver our Safeguarding Archaeological Monuments scheme, working with volunteers to monitor and develop a work programme focused on our publically accessible monuments. Significant progress has been achieved in 2020 for this scheme in terms of training and recruiting volunteers. We will monitor the impact of this work through:
 - # of archaeological sites where conditions have improved
 - # of archaeological sites where conditions have improved with the help of volunteers and social action participants
- We will continue to engage with local schools and colleges through our heritage guardian scheme. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through:
 - # participants in and # of heritage guardian sessions [Equality Duty Impact]
- We will continue to deliver the Annual Archaeology Day. In 2020 we delivered a virtual archaeology day, and subject to COVID 19 restrictions we will look to develop a hybrid virtual and face to face event in 2021/22. We will also expand our digital community archaeology interpretation offer. [Equality Duty Impact]
- We will support the delivery of community archaeology projects and community excavations, with a focus on opportunities linked to Castell Nevern and excavations linked to Ancient Connections project at St Non's and St Patrick's Chapel,

Whitesands. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments.

- We will carry out a LIDAR survey of the Preseli's via SMS funding. The data will provide us with a detailed topographical map of the landscape and as such will potentially reveal new information about archaeological and heritage features in the landscape.

Additional Activities / Projects

- We will continue to review Conservation Areas within the Park.

Strategic Partnerships or Engagement

- We will continue to collaborate and engage with Dyfed Powys Police, Cadw and DAT through the Heritage Watch scheme which aims to respond to the issue of heritage crime in the Park.

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. Through Heritage Watch communities and visitors have the knowledge to prevent damage to heritage sites happening.

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	Increasing access and opportunities for people to engage and look after historic sites in the Park.

Work Stream 4: Promoting the Welsh Language - Skills, opportunities and inspiration

COVID Recovery Management / Statutory and Business Critical Activities

- We will aim to increase the number of staff and volunteers with basic Welsh Language skills through getting more staff to complete Work Welsh Level 1. We will also look at ways we can better support staff to gain the confidence to use and further develop their Welsh Language Skills in the work place. We will monitor our progress through:
 - % of staff with Welsh Language skills at Work Welsh Level 1 or above
 - # of staff who have completed Work Welsh online course [Welsh Language Impact]

Adapted service/ Delivery dependent on COVID regulations during the year

- We will deliver a flexible programme of events and activities and education sessions facilitated in Welsh across relevant teams and projects. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through these measures:
 - # events and activities delivered in Welsh and # participants in events and activities delivered in Welsh people
 - # education programme sessions delivered in Welsh and # participants in education programme sessions delivered in Welsh [Welsh Language Impact]
- We will continue to develop opportunities for Castell Henllys to become a Welsh Language hub, with a focus on working with Menter Iaith on joint opportunities, including exploring the potential to hold joint virtual events. Where feasible the site will continue its work to engage with Welsh learner groups. Activities through the year will be dependent on COVID 19 regulations and associated risk assessments. [Welsh Language Impact]

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 Impacts

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.

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

Work streams that will support delivery of this objective in 2021/22

Responding to Climate Change Emergency

Special Qualities - Inspiration and Learning

Activities under work streams in 2021/22 that will support delivery of this objective:

Work Stream 1: Responding to Climate Change Emergency

COVID Recovery Management / Statutory and Business Critical Activities

- In partnership with Pembrokeshire County Council we will continue our project work activity, involving installing a network of 'Fast' and 'Rapid' Electric Vehicle Charging points and hubs across the Park and Pembrokeshire. Welsh Government funding through Sustainable Landscapes, Sustainable Place has enabled us to take an ambitious approach to our activities in this area. We will measure our progress through:
 - # new electric vehicle charging points installed [S6 Duty Impact]

Adapted service / Delivery dependent on COVID regulations during the year

- We will continue to support our centres to achieve the Green Key Awards and to implement biodiversity, carbon and waste reduction initiatives on their sites. [S6 Duty Impact]

Additional Activities / Projects

- We will continue to monitor progress against our NPMP Responding to the Climate Change Emergency Action Plan. As part of this work we will realign our carbon emission calculation to the Welsh Government Methodology for public bodies. We will create environmental management systems aligned to the methodology and consider how to embed it into the development of our wider project proposals. We will measure our progress through:

- Annual carbon emissions [S6 Duty Impact]
- We will continue to explore and pursue opportunities to reduce emissions from and green our fleet and our equipment. We will measure our progress through:
 - % Authority vehicles that are hybrid/ electric [S6 Duty Impact]
- We will continue to explore and pursue opportunities to green our buildings, through our building maintenance programme and exploring the role that the [Re:fit Cymru](#) Scheme could potentially play. [S6 Duty Impact]
- We will carry out work to support the installation of Photovoltaic PV Generation at our Cilrhedyn Workshop. We will measure our impact through:
 - KW renewable energy produced from Authority PV panels [S6 Duty Impact]
- We will create in partnership with the local community an exemplar Integrated Site Plan and monitoring/data regime for the site acquired for carbon sequestration purposes via Welsh Government Sustainable Places, Sustainable Landscapes funding. We will look to encourage collaboration across teams to support the development of the plan. [S6 Duty Impact]
- We will continue to deliver our commons resilience project through commons resilience grants for fencing to facilitate commons management while also supporting the Peat carbon store in the Park. [S6 Duty Impact]
- We will review the UKCP18 Climate Change predictions and implications for future management and adaptation at our Freshwater East site and implement the recommendations from the review at our Carew site. [S6 Duty Impact]

Strategic Partnerships or Engagement

- We will continue to participate and learn from the Pembrokeshire Energy Forum and engage with the Pembrokeshire Public Services Board's Environmental and Climate Change Risk Assessment for Pembrokeshire.
- We will continue to provide financial support for the Coastal Bus Service (via the Greenways Partnership), helping support sustainable transport options within the Park. Where opportunities arise we will engage with relevant partners to explore opportunities to improve public transport and affordable sustainable transport opportunities in the Park. [S6/ Equality/ Socio Economic Duty Impact]

Outcome

We are reducing our carbon emissions and achieving resource efficiency. Projects are helping to enhance the Park's carbon store at scale while also helping to respond to the connected challenge of biodiversity loss. We are contributing to the local, national and international response to the climate change emergency.

Delivering National Park Management Plan Impacts

Climate Change Emergency	Through delivering activities set out in our NPMP Responding to the Climate Change Emergency Action Plan, we will be contributing to reducing carbon emissions in the Park and enhancing its carbon stores.
Biodiversity Loss	Projects that support enhancing natural carbon stores will also contribute to the associated challenge of responding to biodiversity loss in the Park.
Landscapes for Everyone	More people can contribute to the local, national and international response to the climate change emergency as a result of our activities in this area.

Work Stream 2: Special Qualities - Inspiration and Education

Adapted service / Delivery dependent on COVID regulations during the year

- We will deliver a flexible programme of education sessions around the Park across relevant teams and projects. These sessions will be focused on outdoor engagement and will be supported by digital engagement opportunities. Delivery of sessions through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through:
 - # participants in our education programme
- We will deliver Authority facilitated public guided walk programme during the season, this will build on the programme delivered in 2020 and we will supplement this with additional pop up and virtual events where possible. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We will monitor take up and trends in this area through the following measure, and introduce a new evaluation form for our events:
 - # participants in public events and activities programme

- We will deliver a flexible programme of volunteer conservation, wildlife and heritage survey opportunities across relevant teams and projects. Opportunities provided through the year will be dependent on COVID 19 regulations and associated risk assessments. We will also continue to encourage people to take part in our changing coast photo project from fixed points on the Coast Path. We will monitor take up and trends in this area through:
 - # Changing Coast photo submissions
 - # volunteer days – conservation wildlife survey or monitoring / heritage sites monitoring [S6 Duty Impact]

Additional Activities/ Projects

- We will continue to carry out activities to realign our education offer with the New Curriculum, focusing on the 'Cynefin' a key component of the Humanities part of the curriculum. Our education programme offers a great opportunity for schools in Pembrokeshire and their pupils to investigate their local area, environment, heritage and landscape. We will monitor take up and trends in this area through:
 - # participants in and # of Cynefin related education sessions delivered

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 and young people continue to benefit from learning opportunities within the Park.

Delivering National Park Management Plan Impacts

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.

Governance and Financial Sustainability

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 Senior Management and Leadership Team review performance on a monthly basis. 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.

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.

Work streams that will support delivery in 2021/22

Long Term Planning	Fundraising and Income Generation	Health and Safety
Improving how we work: Digital Approaches and Infrastructure	Members Development and Governance	Corporate Compliance and Standards

Activities under work streams in 2021/22 that will support delivery:

Work Stream 1: Long Term Planning

COVID Recovery Management / Statutory and Business Critical Activities

- We will review the Authority's priorities, well-being objectives and associated resources in 2021/22, with the expectation that we will have in place a new set of objectives and priorities for 2022/23.
- We will deliver Year 3 activities for our Carew Causeway 5 year plan.
- We will continue to engage with the Welsh Government's Sustainable Landscapes and Sustainable Places programme.
- We will develop a business continuity plan and approach based on learning from our COVID 19 response experience.
- We will monitor and respond to legislative, policy and operational impacts, risks and opportunities as a result of UK withdrawal from the EU.

Work Stream 2: Fundraising and Income Generation

Adapted service / Delivery dependent on COVID regulations during the year

- We will generate funding from alternative sources and support the Pembrokeshire Coast National Park Trust in its activities. COVID 19 is likely to continue to have a negative impact on some of our income generation activities. We will monitor trends in this area through the following measures and also assess the funding progress of projects that have been categorised as Band A through our prioritisation of projects process:
 - £ 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 and £ Carew Cafe Sales Income

Work Stream 3: Health and Safety

COVID Recovery Management / Statutory and Business Critical Activities

- We will continue to ensure staff are able to complete health and safety training. We will continue to monitor and analyse health and safety data and safeguarding data, and develop responses where needed through:

- # RIDDOR (Reportable Incidents)
- # accidents (Injury) over 3 days/ up to 7 days absence
- # accidents (Injury) Minor incidents, # vehicle damage incidents, # conflict incidents and # safeguarding incidents

Additional Activities / Projects

- We will seek to improve our health and safety reporting processes through moving to a digitized approach.
- We will develop a digitized site inspection process, integrating ad-hoc site visits, visits due to adverse weather events and annual inspections into this system.

Work Stream 4: Improving how we work: Digital Approaches and Infrastructure

COVID Recovery Management / Statutory and Business Critical Activities

- We will carry out IT back up infrastructure project, as this is a business critical project it will be given priority against other digital and IT projects.

Additional Activities / Projects

- We will further progress our digital transformation activities, focusing on developing a strategic digitization plan. We will map and look for opportunities to align digitized platforms across the Authority to ensure we have the right systems in place to improve efficiency within the organization while also supporting delivery of our wider objectives and priorities.
- We will implement and train staff in a new HR system.

Work Stream 5: Members Development and Governance

COVID Recovery Management / Statutory and Business Critical Activities

- We will continue to support members with virtual Committee meetings and carry out activities to support the move to potential hybrid meetings. This will be dependent on COVID 19 regulations and Welsh Government Legislation. We will continue to monitor engagement with webcasts of our virtual meetings through:
 - # Committee webcasts and # People viewing online webcasts for Committees
- We will ensure relevant delegations remain in place.

Additional Activities / Projects

- We will continue to provide support to the Member Support and Development Committee and associated activities related to the Authority achieving the Wales Advanced Charter for Member Support and Development. We will continue to provide training and workshop opportunities to Members. We will continue to monitor:
 - % Member Attendance at Committee [Target: 75%] and % Member attendance at training [Target: 65%]

Work Stream 5: Corporate Compliance and Standards

COVID Recovery Management / Statutory and Business Critical Activities

- We will continue to use feedback from the Audit Wales 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.
- We will continue to respond to internal audit recommendations and use this process as a way to review our practices and implement improvements.
- We will continue to develop our corporate approach to data protection compliance and look for ways to improve our communication of corporate policies and standards.
- We will continue to ensure compliance with public sector equality duties, Welsh Language Standards, data protection, freedom of information and environmental information regulations and to carry out media monitoring. We will continue to monitor:
 - # 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

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- # 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

Appendix 1: Summary Draft Estimate – Gross Expenditure 2021/22 on 7 Well-being Goals

	Prosperous	Resilient	Healthier	More Equal	Cohesive Communities	Vibrant Culture	Global Responsible	Total
	17%	18%	17%	11%	12%	13%	12%	100%
000s								
Conservation of the Natural Environment	42	377	0	0	4	0	47	470
Conservation of the Cultural Heritage	0	0	0	0	0	111	3	114
Recreation and Park Management	78	41	78	41	41	41	42	362
Promoting Understanding	242	192	539	160	160	160	201	1,654
Rangers, Estates and Volunteers	176	176	176	176	176	176	176	1,232
Development Control	250	50	25	50	50	50	25	500
Forward Planning and Communities	71	52	33	24	52	33	24	289
Democratic Representation and Mgmt	90	90	90	90	90	90	90	630
Support Services	189	189	189	189	189	189	189	1,323
Total Gross Expenditure	1,138	1,167	1,130	730	762	850	797	6,574
Income from grants, fees, charges, EMR transfers etc.								- 1,451
Levy and NP Grant								-4,332
Non cash Adjustment								-772
Bank Interest								-19
								-6,574

Appendix 2 - Work Streams against Five Ways of Working and Welsh Well-being Goals

Work Streams against Five Ways of Working and Welsh Well-being Goals												
✓ indicates a strong contribution • indicates indirect or limited contribution												
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	Globally Responsible
Prosperity: To encourage and support the development of sustainable employment and businesses, particularly in tourism and recreation												
Planning Policy and Service	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Maintaining PROW a Key Tourism Asset	✓	✓	✓	✓		✓		✓	✓	✓		
Sustainable Tourism and Recreation – Management, Promotion and Engagement	✓	✓	✓	✓	✓	✓	✓	•	•	•	✓	✓
Supporting Local Businesses and Sustainable Procurement	✓		✓		✓	✓	✓		✓	✓		✓
Employment Transformation and Skills Development in Pembrokeshire	✓		✓	✓	✓	✓			✓	✓		✓
Resilience: To improve the health of the National Park's Ecosystems												
Conservation Land Management – Managing land for nature	✓	✓	✓	✓	✓	•	✓	•		•		✓
Biodiversity and Connectivity Projects	✓	✓	✓	✓	✓	•	✓	✓	✓	✓		✓
Engagement and Volunteering in looking after the Park's Ecosystem	✓	✓	✓	✓	✓	•	✓	•		•		✓
Looking after Trees in the Landscape	✓	✓	•		✓	•	✓	•		•		✓
Marine and Foreshore Environment	✓	✓	✓	✓	✓	•	✓	•		•		✓
Planning Policy & Service - SMNR & responding to biodiversity loss	✓	✓	✓	✓		•	✓	✓	✓	•		✓
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 against Five Ways of Working and Welsh Well-being Goals												
✓ indicates a strong contribution • indicates indirect or limited contribution												
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	Globally Responsible
Supported Walking Opportunities	✓	✓	✓	•	•	•		✓	✓	•		•
Promoting Health Benefits of the Park - Partnerships, Initiatives and Projects	✓	✓	✓	✓	•	•		✓	✓	✓		•
Outdoor Schools and Play	✓	✓	✓	•	•	•		✓	✓	✓		•
Planning Affordable Housing	✓	✓	✓		•	•		✓	✓	✓		•
Workforce Well-being, Resilience and Development	✓	✓		✓	✓	•		✓	✓			•
Equality: To continue to ensure equality is embedded within the work and culture of the National Park Authority												
Strategic Equality – Our Workforce and Services	✓		•		✓	✓		✓	✓	✓		
Landscapes for Everyone: Inclusive Experiences and Social Inclusion	✓		•		✓	✓		✓	✓	✓	✓	
Engagement	✓		•		✓	✓	•	✓	✓	✓	•	•
Community: To encourage communities to become more engaged with the National Park												
Community Activities and Projects benefiting the Park and People	✓	•	✓		✓	•	•	✓	✓	✓	•	✓
Sustainable Development Fund – Supporting Community Decarbonisation Projects	✓	✓	✓		✓	•	✓	•	•	✓	•	✓
Planning Service – Enforcement, Placemaking and Community Engagement		✓	✓		✓			✓		✓		
Culture: To work alongside communities to help them make the most of the National Park												
Historic Inspiration and Experiences	✓	✓				✓		✓	•	•	✓	✓
Art Inspiration and Engagement			✓	✓	✓	✓	•	✓	•	•	✓	✓

Work Streams against Five Ways of Working and Welsh Well-being Goals												
✓ indicates a strong contribution • indicates indirect or limited contribution												
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	Globally Responsible
Historic Environment - Historic Buildings and Community Archaeology	✓	✓	✓	✓	✓	✓	✓	•	•	✓	✓	
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 and Learning	•		✓		✓	✓	•	✓	•	•	✓	✓
Governance and Financial Sustainability												
Long Term Planning	✓	✓				•	•	•	•	•	•	•
Fundraising and Income Generation	✓	✓				•	•	•	•	•	•	•
Health and Safety	✓	✓	✓		✓		✓	✓	✓			
Improving how we work: Digital Approaches and Infrastructure	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Members Development and Governance	✓	✓			✓	•	•	•	•	•	•	•
Corporate Compliance and Standards		✓	•	•	•	•	•	•	✓	•	✓	•