

REPORT OF PERFORMANCE AND COMPLIANCE CO-ORDINATOR

SUBJECT: DRAFT CORPORATE PLAN 2022/23

Purpose of Report

To ask Members to comment on the draft Corporate Plan 2022/23.

Introduction/Background

PCNPA's draft Corporate and Resources Plan 2022/23 sets out the Authority's Corporate Well-being Objectives and Statement, our steps towards reaching those objectives and how we will carry out the sustainable development principles as required under the Well-being of Future Generations (Wales) Act 2015. The Authority is no longer required to produce annual improvement plans a previous requirement of the Local Government Measure. This provides us with an opportunity to take a fresh approach to our plan.

The plan presented is still very much a draft plan. The final version of the corporate and resources plan will be presented to Members for approval at the NPA on the 30th March. Officers across the Authority have been involved in the development of the Plan through engagement meetings and will have a further opportunity to comment on the Plan before its final approval. A session was also held with the senior management team. The draft plan also takes into account the Welsh Government draft remit letter and wider policy context.

Reviewing our Well-being Objectives

Pembrokeshire Coast National Park Authority (PCNPA) approved a new high level strategy for the Authority in July 2021, identifying four priority areas for 2022-26 period and a revised vision. The approval of the high level strategy triggered a review of the Authority's Well-being Objectives to ensure that our Well-being Objectives and high level priorities align to support effective delivery against both. Further information on the [Draft Well-being Objectives is available in the report](#) that went to the 15th December NPA.

These revised Well-being Objectives are currently out for [consultation](#). In the draft Corporate and Resources Plan amendments have been applied as track changes in terms of the Conservation Well-being Objective to indicate potential rewording of the Objective to take account of comments made by Members at the December NPA. Proposed amendments to outcomes under this objective and the Connection Objective have also been applied as track changes.

Journey to delivery of our Well-being Objectives and high level priorities 2022-26

2022/23 will be a transition period for PCNPA as it moves to consolidate its activities to support delivery of its new Well-being Objectives and high level priorities. As a result the Corporate and Resources Plan for 2022/23 aims to support this transition period while also ensuring the Authority continues to operate effectively and meet ongoing statutory obligations.



A section on Managing Change has been included under the section on Corporate Areas of Change in order to support this transition period.

A transition performance measurement framework taking account of activities identified under the steps to delivering our Well-being Objectives in the Corporate and Resources Plan will be put in place for 2022/23. This is to help the transition process and will be monitored via the Authority's Performance Reporting system and reports to relevant committees.

To support effective delivery of the Well-being Objectives and corporate priorities PCNPA will create a number of Delivery Plans in 2022/23. Measurement frameworks will be put in place for each delivery plan, incorporating any Welsh Government specific indicators. This will help PCNPA to monitor and demonstrate the impact of our interventions and ensure our delivery is embedded within emerging national targets related to decarbonisation and biodiversity. The Delivery Plans and associated measurement frameworks will form the basis of future corporate and resources plans from 2023/24 onwards.

Financial considerations

Activities indicated in the Corporate and Resources Plan will be subject to the approved budget.

The Authority has assessed its budget expenditure against each of the proposed Well-being Objectives and this is shown in the Funding section of the plan. It is likely that the split between Well-being Objectives may change as the Authority goes through the transition phase and new structures and delivery plans are put in place.

The ongoing COVID 19 pandemic is likely to continue to impact on income generation in some areas.

Risk considerations

The Authority needs to ensure that it pro-actively manages the transition period to ensure that statutory, external and funding obligations are still met and staff morale, well-being and commitment is maintained during this period of change.

The Authority needs to ensure that its activities are effective in contributing to addressing both the nature and climate change emergency.

Compliance

The Authority is required to comply with the Well-being of Future Generations (Wales) Act. This includes setting out in a Corporate Plan our Well-being Objectives and Statement, our steps towards reaching those objectives and how we will carry out the sustainable development principles.

Equality/ Socio Economic Duty

PCNPA has considered how we can deliver our Well-being Objectives in a way that can have positive impact on cross cutting outcomes including the Equality Public Sector Duty and Socio Economic Duty. Under each objective we have identified the activities that will support the delivery of these duties.

An integrated impact assessment (that covers both equality and socio economic impact) is being carried out on the Plan.

Biodiversity implications/Sustainability appraisal

Specific Objectives have been included on Climate and Conservation. Having these as clear high level priority areas (within a reduced set of Well-being Objectives) will help support the Authority to co-ordinate, drive change, develop projects and be innovative in terms of decarbonisation and consolidate and expand its work in terms of biodiversity.

PCNPA has considered how we can deliver our Well-being Objectives in a way that can have positive impact on cross cutting outcomes including the Section 6 Biodiversity duty under the Environment (Wales) Act 2016 and Sustainable Management of Natural Resources Principles. Under each objective we have identified the activities that will support the delivery of the duty and principles.

An integrated impact assessment (that covers both carbon emissions and biodiversity impact) is being carried out on the Plan.

Welsh Language

The approved document will be translated and published on the Authority's website.

PCNPA has considered how we can deliver our Well-being Objectives in a way that can have positive impact on cross cutting outcomes including the Welsh Language. Under each objective we have identified the activities that will support the Welsh Language.

An integrated impact assessment (that covers Welsh Language) is being carried out on the Plan.

The Authority will need to review its Welsh Language Strategy in 2022.

Recommendation

Members **COMMENT** ON the draft Corporate Plan 2022/23.

(For further information, please contact Mair Thomas, Performance and Compliance Co-ordinator)



Pembroke Coast National Park Authority Corporate and Resources Plan 2022/23

Contents

Introduction	3
Journey to delivery of our Well-being Objectives and high level	3
Delivery Plans and Measurement Frameworks.....	4
Cross Cutting Outcomes	4
Pembrokeshire Coast National Park	5
Pembrokeshire Coast National Park Authority	5
Park Purposes and the National Park Management Plan	6
Local Development Plan	6
Our Well-being Statement.....	7
Funding	10
Steps to Delivering our Well-being Objectives	11
1. Conservation	11
2. Climate	13
3. Connection	16
4. Communities	18
5. Planning – Policy and Delivery	21
6. Corporate Areas of Change.....	23
Appendix 1: Strategic Context.....	28
Appendix 2: Diagram explaining where our Well-being Objectives and Corporate and Resources Plan Sits	31
Appendix 3: Summary Draft Estimate – Gross Expenditure 2022/23 on 4 Well-being Objectives against CIPFA codes for NPAs.....	32

If you require this document in an alternative format please contact
info@pembrokeshirecoast.org.uk / 01646 624800.

Introduction

Pembrokeshire Coast National Park Authority (PCNPA) approved a new high level strategy for the Authority in July 2021, identifying four priority areas for 2022-26 period and a revised vision:

Priorities	Impacts
Conservation – Boosting biodiversity and halting its decline	Nature is flourishing
Climate – Destination: Net Zero	We're an Authority aiming for net zero and a carbon neutral National Park
Connection – Natural Health Service	People are healthier, happier and more connected to nature and heritage
Communities - Vibrant Communities	Places people can live, work and enjoy

The approval of the high level strategy triggered a review of the Authority's Well-being Objectives to ensure that our Well-being Objectives and high level priorities align to support effective delivery against both. This document sets out PCNPAs Corporate Well-being Objectives and Statement as required under the Well-being of Future Generations (Wales) Act 2015, our steps towards reaching those objectives and how we will carry out the sustainable development principles.

We want our Well-being Objectives to contribute to our new vision of a National Park where nature, culture and communities thrive

The Authority recognises the ongoing impact of the Covid-19 pandemic on staff, and is committed to continuing to support staff and their well-being. Support available includes: ongoing support from line managers, Care First counselling service, Members listening service and access to resilience training.

Journey to delivery of our Well-being Objectives and high level priorities 2022-26

2022/23 will be a transition period for PCNPA as it moves to consolidate its activities to support delivery of its new Well-being Objectives and high level priorities. As a result the Corporate and Resources Plan for 2022/23 aims to support this transition period while also ensuring the Authority continues to operate effectively and meet ongoing statutory obligations.



A transition performance measurement framework taking account of activities identified under the steps to delivering our Well-being Objectives in the Corporate

and Resources Plan will be put in place for 2022/23. This is to help the transition process and will be monitored via the Authority's Performance Reporting system and reports to relevant committees. This framework will prioritise measures and activities based on the following:

P1	High risk for Authority if not delivered or progressed in 2022/23/ Wider risks around compliance, funding commitments and reputational risks.
P2	Moderate risk for Authority if not delivered or progressed in 2022/23 / Likely to be taken forward and further developed through delivery plans.
P3	Lower risk for Authority if not delivered or progressed in 2022/23 / Likely to be taken forward and further developed through delivery plans.
C	Collaboration/ Strategic Partnership Activity.

Delivery Plans and Measurement Frameworks

To support effective delivery of the Well-being Objectives and corporate priorities PCNPA will create a number of Delivery Plans in 2022/23. Measurement frameworks will be put in place for each delivery plan, incorporating any Welsh Government specific indicators. This will help PCNPA to monitor and demonstrate the impact of our interventions and ensure our delivery is embedded within emerging national targets related to decarbonisation and biodiversity. The Delivery Plans and associated measurement frameworks will form the basis of future corporate and resources plans from 2023/24 onwards.

Each plan will be, co-produced with Authority staff and relevant partners who will be involved in its delivery and developed to take account of how they interrelate with the other delivery plans being created. For example all plans will need to consider how the activities within them will impact on decarbonisation, despite their being a delivery plan specifically developed to focus on decarbonisation. Proposed delivery plans to be developed in 2022/23:

- Nature Recovery
- Decarbonisation, this plan will take account of the outputs from the baseline and options projects currently being undertaken on the Authority and Park.
- Adapting to Climate Change
- Accessing the National Park (focused on groups who currently can't / don't access the National Park)
- Learning about the National Park
- Supporting the Visitor Economy through regenerative tourism
- Engagement and supporting Pembrokeshire Life
- Resourcing Plan to broaden our funding
- Digital Transformation
- Enabling Plan (outline support from Support / Enabling Services)
- Communications

Cross Cutting Outcomes

PCNPA has considered how we can deliver our Well-being Objectives in a way that can have positive impact on cross cutting outcomes. We want to take an integrated

approach in order to ensure that PCNPA meets a range of public sector duties. This is to ensure that the Sustainable Development Principles – 5 Ways of Working, Equality Public Sector Duty, Socio Economic Duty, Section 6 Biodiversity Duty and Welsh Language Standards are embedded in our ways of working. Under each objective we have identified the activities that will support the delivery of these cross cutting outcomes:

- Sustainable Development Principles - 5 Ways of Working [Long Term/ Prevention/ Collaboration/ Integration/ Involvement]
- Reducing Child Poverty [Child Poverty]
- Ensuring Equality and Taking Account of the Socio Economic Duty [Equality/ Socio Economic Duty]
- Promoting the Welsh Language to achieve 1 million Welsh Speakers [Welsh Language]
- An Authority that engages effectively with communities and stakeholders [Engagement]
- The Section 6 Biodiversity Duty and Sustainable Management of Natural Resources Principles are embedded and having a positive impact across the Authority's day to day activities [Biodiversity Duty/ SMNR]
- An effective Authority that supports and develops staff and volunteers [Effective Authority/ Staff and Volunteers]

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.

The [National Park Management Plan 2020-2024](#) was approved in December 2019. The 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

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.

The Authority will continue to engage with regional planning processes, including the South West Wales Corporate Joint Committee and Strategic Development Plans.

In February 2021 Members gave approval to the Authority to sign the [Placemaking Charter](#). In signing the Placemaking Charter the Authority agrees to support placemaking in all relevant areas of our work and promote the six placemaking principles in the planning, design and management of new and existing place places.

Our Well-being Statement

PCNPA has considered in setting its new Well-being Objectives how they will maximise the Authority's contribution to achieving the Well-being goals within the Well-being of Future Generations (Wales) Act.

Conservation Well-being Objective – To halt the decline and enhance biodiversity quality, extent and To deliver Nature Recovery and connectivity at scale, so nature is flourishing in the Park, <u>contributing to the protection of 30% of our land and seas for nature by 2030.</u>	A Prosperous Wales: We will contribute to the sustainable management of natural resources, support farmers and landowners to carry out positive action for nature and support the development of skills and employment opportunities tied to Nature Recovery.
	A Resilient Wales: We will contribute to improving the health of Wales' ecosystems by addressing the issue of biodiversity loss and improving ecological resilience and connectivity in the Park.
	A Healthier Wales: We will help to protect green and blue spaces in the Park that are an important health and well-being resource.
	A Wales of Cohesive Communities and a More Equal Wales: We will help communities and a wide range of people to take action for nature.
	A Wales of Vibrant Culture and Thriving Welsh Language: We will use cultural and interpretation opportunities in the Park to raise awareness of nature recovery.
	A Globally Responsible Wales: We will pursue a range of activities that respond to the issue of global biodiversity loss while also supporting the interconnected global challenge of responding to the climate change emergency. We will contribute to the wider global commitments of protecting 30% of our land and seas for nature by 2030.
Climate Well-being Objective – To achieve a carbon neutral Authority by 2030 and support the Park to achieve carbon neutrality and adapt to the impact of Climate Change.	A Prosperous Wales: We will contribute towards the creation of an innovative, productive and low carbon society.
	A Resilient Wales: We will support a range of land use activities that respond to both the climate change emergency and also improve biodiversity and strengthen ecosystems in the Park.
	A Healthier Wales: We will help to reduce pollution and promote active travel opportunities and work collaboratively with others on the provision of more sustainable transport options for visitors.
	A Wales of Cohesive Communities and a More Equal Wales: We will help communities and a wide range of people to take action related to decarbonisation. In delivering this objective we will take account of the need for public bodies to identify and mitigate the equality impacts of climate change and ensuring interventions developed don't widen inequality. Working in

	collaboration with partners we will support communities to implement climate adaptation considerations.
	A Wales of Vibrant Culture and Thriving Welsh Language: We will use cultural opportunities in the Park to engage with people about the decarbonisation agenda.
	A Globally Responsible Wales: We will contribute to addressing the global challenge of the climate change emergency.
Connection Well-being Objective – To create a Park that is a Natural Health Service that supports people to be healthier, happier and more connected to the landscape, nature and heritage.	A Prosperous Wales: We will help address barriers, including socio economic barriers that can prevent people from being able to connect and engage with landscape, nature and heritage.
	A Resilient Wales: We will help connect a wide range of people with green and blue spaces and increase awareness of the importance of looking after ecosystems. Through using the National Park as a Natural Health Service this objective will support the wider public health prevention and social prescribing agenda.
	A Healthier Wales: We will contribute to improving people's physical and mental well-being through helping a wide range of people to access and connect in a sustainable way with the outdoors and heritage opportunities. We will aim to support the prevention agenda further and consider wider determinants of health in delivering this Objective.
	A More Equal Wales: We will break down barriers that prevent some people from being able to access and connect with a range of opportunities in the Park and associated well-being benefits. We will take account of how our activities can help address and respond to health inequalities in Wales.
	A Wales of Cohesive Communities: We will support activities that provide opportunities for people to come together in the Park. Helping to reduce social isolation, while also providing opportunities for people to get involved in looking after and learning more about nature and heritage in the Park.
	A Wales of Vibrant Culture and Thriving Welsh Language: We will help protect heritage assets in the Park while providing opportunities for people to connect with and gain well-being benefits from heritage, culture, Welsh language activities and recreation opportunities.
	A Globally Responsible Wales: We will support people to connect with and take action on nature and heritage. As a result supporting people to become global citizens who are able to take positive action to help global well-being.

Communities Well-being Objective – To create vibrant, sustainable and prosperous communities in the Park that are places people can live, work and enjoy	A Prosperous Wales and A Resilient Wales: We will support regenerative and sustainable tourism and recreation management in the Park. This will help mitigate potential negative impacts on biodiversity and habitats in the Park and support the decarbonisation agenda, helping ensure people can continue to experience the Park's special qualities in the long term. We will seek to help improve access to employment and services through exploring with partners how to improve sustainable transport options in the Park.
	A Healthier Wales: We will provide opportunities for people to come together in the Park, helping break down social isolation.
	A Wales of Cohesive Communities and a More Equal Wales: We will aim to deliver an effective planning and enforcement service that embeds Placemaking principles and supports communities in the Park to be attractive, viable, safe and well-connected. Through our planning function we will seek to support the provision of affordable housing in the Park. Housing costs can impact on areas such as child poverty in the Park area. We will work more closely with National Park communities to better understand and support local priorities.
	A Wales of Vibrant Culture and Thriving Welsh Language: We will contribute and work in collaboration with other stakeholders and communities in the Park to enhance cultural, Welsh language and heritage opportunities for people to enjoy in the Park.

We have set out in Appendix 1 how the Well-being Objectives have been set in accordance with the sustainable development principle and the wider strategic context that they support, including delivery of Welsh Government remit letter priorities. It also provides insight into potential challenges and opportunities in terms of delivery against these objectives. Appendix 2 provides a diagram explaining the relationship of the Corporate and Resources Plan with other strategic documents.

The Authority carried out online surveys with staff, Members and wider public when developing its high level strategy. In person engagement opportunities were limited due to the impact of the Covid-19 pandemic. Further opportunities have been provided for staff, Members and the public to engage with the review of the Authority's Well-being Objectives, including engagement meetings with staff from across the Authority and a session with Senior Management.

Funding

The Authority's net revenue expenditure for 2022/23 is determined by the Welsh Government, by allocating the annual National Park Grant and levy at £4,333,000. Authority generated income of about £2,011,000 is raised from planning fees, admissions, merchandise sales, car parks, grants etc. As has been experienced in 2021/22 it is expected that the Authority income generating activities will continue to recover from impact of Covid-19 during 2022/23. A more detailed breakdown of the budget against the CIPFA codes for National Park Authorities is included as Appendix 3.

2021/22 Budget Forecast

Income	
	£000's
Welsh Government Grant	3,250
Local Authority Levy	1,083
Authority Generated Income	2,006
Transfer from Reserves	777
Bank Interest	5
Total	7,121

Expenditure		
PCNPA Well-being Objective	Resource (£000's)	%
Conservation - To deliver Nature Recovery and connectivity at scale, so nature is flourishing in the Park, contributing to the protection of 30% of our land and sea for nature by 2030.	1,654	23.2
Climate – To achieve a carbon neutral Authority by 2030 and support the Park to achieve carbon neutrality and adapt to the impact of Climate Change.	1,145	16.1
Connection – To create a Park that is a Natural Health Service that supports people to be healthier, happier and more connected to the landscape, nature and heritage.	2,147	30.1
Communities – To create vibrant, sustainable and prosperous communities in the Park that are places people can live, work and enjoy	2,175	30.6
Total	7,121	100%

Steps to Delivering our Well-being Objectives

1. Conservation

Corporate Priority: Boosting biodiversity and halting its decline

Impact: Nature is flourishing

"It is not too late to become Nature Positive by 2030 in the UK, provided we act now"

JNCC, Nature Positive 2030

Conservation Well-being Objective – ~~To halt the decline and enhance biodiversity quality, extent and~~ To deliver Nature Recovery and connectivity at scale, so nature is flourishing in the Park, contributing to the protection of 30% of our land and seas for nature by 2030.

Outcomes

- Reversing the loss of and enhancing biodiversity Promote and deliver Nature Recovery on land and in the marine environment supporting the protection of 30% of our land and seas for nature by 2030.
- Favourable conditions are achieved on high nature value sites.
- Increase in land managed for ~~conservation~~ Nature Recovery in the Park (achieved through influencing and working with others and managing our own estate.)
- Increase in ecological connectivity.
- A wide range of people are supported to participate in taking action for nature.
- The management of marine designations has improved through working with partners, nationally and locally.

Contribution to wider goals and national indicators

- '30by30' commitment to protect 30% of our land and seas for nature by 2030.
- National Indicators for Wales:
 - Areas of healthy ecosystems in Wales
 - Status of biological diversity in Wales
 - Percentage of surface water bodies, and groundwater bodies, achieving good or high overall status
- Welsh Government Indicators for NPA on Environment (TBA)

What we will do

- Take action at scale to improve the connectivity, condition, scale/extent and diversity of ecosystems in the Park, and maintain and enhance resilient ecological networks [Remit Letter]. We will do this through carrying out nature based interventions in the Park area and expanding their scale and reach

manage their land to assist nature recovery. We will seek to extend the reach of our engagement to those landowners and farmers in the Park where we have previously had more limited or no contact. [Long Term/ Prevention/ Collaboration / Engagement / Biodiversity Duty/ SMNR]

- Continue to help shape the future of the Sustainable Farming Scheme and invest time in ensuring our approach to working with landowners and farmers to manage land for nature is aligned to the new system. Helping to support the rural economy and delivery of wider environmental and social outcomes [Remit Letter]. [Long Term/ Collaboration / Welsh Language / Engagement / Biodiversity Duty/ SMNR / Staff and Volunteers]
- Develop and deliver targeted recovery and protection programmes that support practical management action for specific species and habitats and ensure that favourable conditions are achieved on high nature value sites. [Prevention/ Collaboration / Biodiversity Duty/ SMNR]
- Put in place interventions to respond to invasive species and the impact of diseases on biodiversity and habitats in the Park. [Long Term/ Prevention/ Collaboration / Engagement / Biodiversity Duty/ SMNR]
- Continue to support and participate in strategic nature and marine partnerships helping their activities contribute to the 30by30 commitment. This will include supporting the effective management of common land and grazing in the National Park, wild fire management, nutrient management, delivery of the Pembrokeshire Nature Recovery Action Plan and supporting activities of Relevant Authority Groups in terms of the SAC areas and Marine environment. [Collaboration/ Integration / Engagement / Biodiversity Duty/ SMNR]
- Manage the Coast Path and Inland Rights of Way Network to support biodiversity, maximising opportunities for them to become wildlife and pollinator corridors and support connectivity in the Park. [Integration / Biodiversity Duty/ SMNR / Staff and Volunteers]
- Deliver practical conservation volunteering and social action opportunities. Ensuring practical activities are prioritised to those that can have biggest impact on our outcomes under this objective. We will seek to support a wide range of people to participate in these opportunities, including those currently underrepresented or who face barriers to taking action for nature [Remit Letter]. [Collaboration/ Involvement / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty / Staff and Volunteers]
- Carry out and support others to participate in surveying and monitoring nature. Ensuring we have a sufficient evidence base to determine that our interventions and activities are making a difference and to identify any new challenges or risks for biodiversity in the Park. [Long Term/ Prevention/ Collaboration/ Involvement / Engagement / Biodiversity Duty/ SMNR / Staff and Volunteers]
- Deliver a learning and outreach programme that supports children, young people and others to explore, appreciate and protect nature and biodiversity in the Park. [Long Term/ Involvement / Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty]

- Support the development of skills and employment opportunities tied to Nature Recovery in the Park [Remit Letter]. [Long Term / Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Biodiversity Duty / Staff and Volunteers]
- Work with communities to explore and support nature recovery opportunities at a community level within the Park, identifying how these approaches can help strengthen wildlife corridors and connectivity in the Park. [Collaboration/ Involvement / Engagement]
- Ensure the section 6 biodiversity duty is embedded across all that we do. [Integration / Biodiversity Duty/ SMNR]

2. Climate

Corporate Priority: Destination Net Zero

Impact: We're an Authority aiming for net zero and a carbon neutral National Park

"By 2030, choosing zero carbon will be routine, culturally embedded and self-regulating across the Welsh public sector"

Welsh Government, Net Zero Carbon Status by 2030

Climate Well-being Objective – To achieve a carbon neutral Authority by 2030 and support the Park to achieve carbon neutrality and adapt to the impact of Climate Change.

Outcomes

- PCNPA to be a carbon neutral Authority by 2030.
- PCNPA has supported the Park on its pathway to becoming carbon neutral as near as possible to 2040.
- The National Park is made more resilient to the impacts of climate change by working with partners and supporting work led by the Public Services Board.
- Engagement activities with staff and wider public have led to behaviour change.

Contribution to wider goals and national indicators

- Welsh public sector to reach net zero greenhouse gas emissions by 2030
- 45% of journeys in Wales being undertaken by sustainable modes by 2040
- National Milestones for Wales:
 - Wales will achieve net-zero greenhouse gas emissions by 2050
 - Wales will use only its fair share of the world's resources by 2050
- Welsh Government Indicators for NPA on Climate (TBA)

What we will do

- Proactively ensure that carbon reduction is embedded in all Authority decisions across all levels of the organisation. Update relevant decision making templates, business and projects plans and templates, policies and procedures to support this. [Long Term/ Prevention/ Collaboration/ Integration / SMNR / Effective Authority]
- Monitor our operational and supply chain emissions through Welsh Government net zero reporting methodology and identify opportunities to improve our practices and data recording. Develop carbon reduction programmes focused on energy and water, fleet, grey fleet including vehicle rentals, commuting, equipment, and waste. Focus on interventions that will see the greatest reduction in emissions. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement / SMNR / Effective Authority]
- Take action to ensure that carbon reduction is appropriately considered in Authority procurement activities including policy and strategy documents, commissioning templates and tender evaluations. We will test best practice approaches across projects and take forward any learning. [Long Term/ Prevention/ Collaboration/ Integration / Equality/ Socio Economic Duty / Engagement / SMNR / Effective Authority]
- Ensure that our Centres are exemplar visitor sites in terms of carbon and waste reduction, sustainable retail practices and promoting decarbonisation behaviour change messages to visitors and staff. Ensure that our Llanion office, depots and Cilrhedyn Workshop are exemplar sites in terms of carbon and waste reduction and are promoting decarbonisation behaviour change messages to staff, volunteers, Members and general public. Support staff to implement a behaviour change programme as Covid-19 restrictions ease. [Collaboration/ Integration/ Involvement / Engagement / Biodiversity Duty/ SMNR]
- Support skills development and training related to decarbonisation and carbon literacy for staff, volunteers and Members [Remit Letter]. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement / Equality/ Socio Economic Duty / Biodiversity Duty/ SMNR / Effective Authority/ Staff and Volunteers]
- Proactively help facilitate woodland creation in areas where it is appropriate in the Park and increase engagement in the National Forest programme [Remit Letter]. This will include working with communities, volunteers and social action participants on tree planting opportunities including a tree planting scheme with community, town and city councils to commemorate 70 years since the National Park's designation. Planting will be informed by Tree and Woodland Siting and Design Guidance for the Park that the Authority has commissioned. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement / Equality/ Socio Economic Duty / Engagement / Biodiversity Duty/ SMNR]
- Support peatland restoration on commons and other relevant sites in the Park, in line with the National Peatland Action programme [Remit Letter]. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement / Engagement / Biodiversity Duty/ SMNR]
- Continue to deliver nature based interventions that support carbon sequestration on our own estate and work in collaboration with farmers,

landowners and communities. We will monitor and gather evidence to demonstrate the impact our nature based interventions have on carbon sequestration in the Park. Through our involvement with Relevant Authority Groups explore opportunities to support blue carbon sequestration in the marine environment. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement / Engagement / Biodiversity Duty/ SMNR]

- Monitor and research wider developments, trends and impact of private, public and community offsetting activities in the Park, looking at ongoing management, biodiversity and community impacts. [Long Term/ Prevention/ Collaboration/ Integration/ / Engagement / Biodiversity Duty/ SMNR]
- Work with strategic partners to develop a collaborative strategic vision and route map for sustainable transport for Pembrokeshire and the Park. Continue to work collaboratively with partners to encourage visitors to take up sustainable modes of transport, including continued support of Coastal Bus Service, active travel opportunities and exploration of Park and Ride options. We will monitor usage of the network of electric vehicle charging points that the Authority has installed to assess take up and future demand. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement / Child Poverty / Equality/ Socio Economic Duty / Engagement]
- Fund through the Sustainable Development Fund community led projects that contribute to decarbonisation in the Park. [Long Term/ Prevention/ Collaboration / Involvement /Child Poverty / Equality/ Socio Economic Duty / Engagement / Biodiversity Duty/ SMNR]
- Deliver a learning, outreach and behaviour change programme that supports people including visitors and communities to discuss, explore, monitor and consider solutions to the climate change emergency and engage in positive behaviour change. Beach cleans and litter picks and micro volunteering opportunities, interpretation, exhibitions and citizen science opportunities will be used to support this approach. We will seek to support a wide range of people to participate in these opportunities, including those who face additional barriers to taking action on climate change or who will be disproportionately affected by the impacts of Climate Change. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR]
- Participate in the development of the Pembrokeshire Climate Adaptation Strategy and associated activities being led by Pembrokeshire Public Services Board. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement / Engagement]
- Work with partners to deliver coastal adaptation schemes as a result of climate change. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement / Engagement]
- Carry out activities to respond and increase resilience to the impact of coastal erosion and more frequent extreme weather events on public rights of way and Authority sites. This will include completing reactive work during the year and making progress against our planned programme as capacity allows,

and making progress against our planned programme as capacity allows, including Coast Path realignment work. [[Long Term/ Prevention/ Collaboration/ Integration / Engagement](#)]

3. Connection

Corporate Priority: Natural Health Service

Impact: People are healthier, happier and more connected to nature and heritage

“We know that being active outdoors in a natural environment improves people’s physical health and mental well-being.”

NRW, South West Wales Area Statement

Connection Well-being Objective – To create a Park that is a Natural Health Service that supports people to be healthier, happier and more connected to the landscape, nature and heritage.
--

Outcomes

- People are supported to lead a more physically active lifestyle by accessing the National Park, through promoting sustainable outdoor recreational opportunities.
- People are supported to report that accessing the National Park has had a positive impact on their health and wellbeing.
- PCNPA has helped address where possible the barriers that can impact on people from diverse backgrounds or facing socio economic disadvantage from connecting with nature and heritage opportunities in the Park.
- Provide support to enable people of all ages to develop an understanding of the National Park.
- Infrastructure is maintained, including the Public Rights of network, and heritage assets and access points to enable people to continue to gain access to and enjoy the National Park.
- Historic assets in the National Park are protected and appreciated.

Contribution to wider goals and national indicators

- National Milestones for Wales:
 - To increase the percentage of children with two or more healthy behaviours to 94% by 2035 and more than 99% by 2050
- National Indicators for Wales (not addressed by above milestones)
 - Percentage of adults with two or more healthy lifestyle behaviours
 - Percentage of people who volunteer
 - Mean mental well-being score for people
 - Percentage of people who are lonely

- Percentage of people attending or participating in arts, culture or heritage activities at least three times a year
 - Percentage of designated historic environment assets that are in stable or improved conditions
 - Active global citizenship in Wales
- Welsh Government Indicators for NPA relevant to Connection and Health and Well-being Impacts (TBA)

What we will do

- Deliver a programme of interventions to help the broadest range of people to enjoy participation in the landscape, nature and heritage of the Park *[Remit Letter]*. Supported walking opportunities, mobility equipment, outreach and engagement activities, piloting of tailored events, volunteering and social action activities, improved information and physical improvements at sites where appropriate will be used to support this approach. Provide opportunities for people in vulnerable or disadvantaged groups and under-represented communities to benefit from the Park's health and well-being opportunities *[Remit Letter]*. Interventions used will be shaped by those they are seeking to benefit, including young people involved in the Authority's National Park Next Generation initiatives. We will work collaboratively with others to maximise the reach and impact of these interventions. Interventions will be subject to ongoing evaluation to ensure that they are effective and wider learning can be shared across the Authority and with partners. We will take forward priority recommendations from the Experiences for All project and approaches identified in Welsh National Parks: Landscapes for Everyone: Our approach to social inclusion and child poverty. *[Long Term/ Prevention/ Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement]*
- Collaborate with partners to support positive physical and mental health and well-being, active travel opportunities and engage with the development of the proposed all-Wales framework for social prescribing, identifying areas to tackle isolation and health inequality *[Remit Letter]*. *[Long Term/ Prevention/ Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Engagement]*
- Deliver a learning programme that supports children and young people to connect with the outdoors and nature, their health and well-being and explore heritage in the Park. This programme will take into consideration the New Curriculum for Wales and the 'what matters statements' across the six areas of learning and experience. We will support and engage with outdoor learning networks within Pembrokeshire. *[Long Term/ Prevention/ Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR]*
- Deliver heritage and cultural visitor experiences and events and activities programme, including digital engagement opportunities that help a wider range of people to feel connected to and be inspired by the Park's history and cultural assets. We will collaborate with others to support people to learn more

about archaeology in the Park through excavations, Annual Archaeology Day and volunteering opportunities. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement / Equality/ Socio Economic Duty / Welsh Language / Engagement]

- Collaborate with Cadw, Amgueddfa Cymru, the Archaeological Trusts and other partners to safeguard and interpret the historic environment and cultural heritage [Remit Letter]. Work in collaboration with volunteers and communities to survey and deliver a work programme to support the safeguarding of publically accessible Archaeological Monuments in the Park. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement / Welsh Language / Engagement / Biodiversity Duty/ SMNR]
- Continue to maintain the Pembrokeshire Coast Path and Inland Rights of Way network so that the paths remain a key health and well-being asset for local communities and visitors. Developing where appropriate new path links and circular routes to help promote active travel and leisure routes. Provide opportunities for local communities, volunteers and social action participants to participate in maintaining the public rights of way network. Continue to collaborate with Pembrokeshire County Council on the delivery of the Rights of Way Improvement Plan and facilitation of the Local Access Forum. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement / Equality/ Socio Economic Duty / Engagement]

4. Communities

Corporate Priority: Vibrant Communities

Impact: Places people can live, work and enjoy

“Create the conditions where people and communities can do the things that matter to them”

Future Generations Commissioner for Wales, The Future Generations Report 2020

Communities Well-being Objective – To create vibrant, sustainable and prosperous communities in the Park that are places people can live, work and enjoy

Outcomes

- Visitors make a positive contribution to local communities and the Park’s Special Qualities.
- Work more closely with National Park communities to better understand and support local priorities.
- National Park communities are vibrant, sustainable and prosperous.
- Residents and visitors have effective and sustainable options (including using the rights of way network) to travel around the National Park.

- The work of the Authority contributes to Pembrokeshire life supporting delivery of Welsh language, cultural, recreational and community activities.

Contribution to wider goals and national indicators

- National Milestones for Wales:
 - A million Welsh speakers by 2050
 - Eradicate the gap between the employment rate in Wales and the UK by 2050, with a focus on fair work and raising labour market participation of under-represented groups
- National Indicators for Wales (not addressed by above milestones)
 - Percentage who feel able to influence decisions affecting their local area
 - Percentage of people satisfied with their ability to get to/ access the facilities and services they need
 - Percentage of journeys by walking, cycling or public transport
 - Percentage of people feeling safe at home, walking in the local area, and when travelling
 - Percentage of people satisfied with local area as a place to live
 - Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect
 - Percentage of people attending or participating in arts, culture or heritage activities at least three times a year
- Welsh Government Indicators for NPA relevant to Communities (TBA)

What we will do

- Collaborate with partners to implement solutions to pressures caused on local infrastructure by visitors and recreation participants [*Remit Letter*]. Work with partners to monitor recreation in the Park including reviewing current approaches to management to ensure they are fit for purpose for the future and responsive to changes in recreation and visitor pressures. Continue to support the promotion of the Pembrokeshire Outdoor Charter and appropriate access to the Castlemartin Range. Collaborate with destination management partners to ensure a shared regenerative tourism approach to destination promotion is delivered for the Park. Use the learning from support provided to the World Rowing and Beach sprints, Saundersfoot due to be held in 2022 to improve sustainable events management and adoption of ISO 20121:2012 standard for events held in the Park. Continue to participate in Pembrokeshire Water Safety Forum, Beach Liaison Group and the delivery of the foreshore management plan. [[Long Term/ Prevention/ Collaboration/ Integration/ Involvement](#) / [Engagement](#) / [Biodiversity Duty/ SMNR](#)]
- Aligned to our wider decarbonisation work, engage with strategic partners to develop a collaborative strategic vision and route map for sustainable transport for Pembrokeshire and the Park [*Remit Letter*]. [[Long Term/ Prevention/ Collaboration/ Integration/ Involvement](#) / [Child Poverty](#) / [Equality/ Socio Economic Duty](#) / [Welsh Language](#) / [Engagement](#)]

- Depending on outcome of the feasibility study pursue in partnership with communities activities to support Dark Sky Reserve designation for Pembrokeshire. [[Collaboration/ Integration / Engagement / Biodiversity Duty/ SMNR](#)]
- Support our Centres to engage their audiences with wider messages relating to nature, climate change, health and well-being opportunities in the Park and the special qualities of the Park. Including improving the interpretation offer at Oriel y Parc. We will utilise other spaces such as our website, social media, Coast 2 Coast, interpretation material and outreach activities and micro volunteering opportunities on beaches and elsewhere to also engage wider audiences with these messages. [[Long Term/ Prevention/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR](#)]
- Take a more proactive approach and develop a framework to support the Authority to work more closely with National Park communities and Community, Town and City councils to better understand and support local priorities. [[Long Term/ Prevention/ Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR / Effective Authority](#)]
- Engage and support the Public Services Board as it develops a revised Well-being Plan following completion of the Well-being Assessment. Collaborate with Public Service Board Members to address key priorities within the Well-being Plan, focused on where we can impact on change. We will collaborate and engage with strategic partners, Welsh Government and other National Park Authorities to explore opportunities related to developing innovative solutions to acute housing issues within National Parks [*Remit Letter*]. [[Long Term/ Collaboration/ Integration /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR](#)]
- Continue to provide opportunities for young people to influence the work of the Authority through the Youth Committee and Next Generation initiatives. [[Long Term/ Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Effective Authority](#)]
- Deliver a learning programme that supports children and young people in the Park to explore their Cynefin (local area), this programme will be shaped by the Humanities 'what matter statements' within the new National Curriculum. [[Long Term/ Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty](#)]
- Contribute to Pembrokeshire Life through working collaboratively with others to deliver Welsh language, cultural, recreational and community activities in the Park. Our centres will work collaboratively with others to host activities and meeting places for communities, becoming integral parts of their local communities and helping break down social isolation. Castell Henllys will be developed as a place for people to develop Welsh language skills and learn about Welsh culture, with activities targeting visitors, Welsh learners and local community [*Remit Letter*]. We will continue to work with Amgueddfa Cymru – National Museum Wales to carry out joint curation of exhibitions, supporting

people to access the National Collection. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement]

- Review our Welsh Language Strategy ensuring the Authority is playing its part to ensure that the Welsh language is able to thrive in the Park [Remit Letter]. [Long Term/ Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Effective Authority/ Staff and Volunteers]
- Support local businesses through our retail offer, provision of stall holder and arts and craft selling opportunities at centres, concession opportunities and delivery of our wider nature recovery and footpath work that helps provide opportunities for local contractors. [Collaboration / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR]
- Support the development of skills and employment opportunities tied to nature recovery, decarbonisation and culture and visitor economy in the Park [Remit Letter]. [Long Term /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Biodiversity Duty / Staff and Volunteers]

5. Planning – Policy and Delivery

“The planning system is the key mechanism for delivering sustainable places.”
Planning Policy Wales, 2011

Outcomes for the Authority’s Planning Function

- Spending more time on the right things, those that make a significant difference to the National Park, its communities and Well-being Objectives.
- A resilient planning workforce.
- Collaborative service in place, working with regional partners and other National Park and Planning Authorities in Wales to address challenges and share expertise.
- Streamlined processes, aided by digital ways of working are leading to improved performance for planning applications and enforcement activities and improved service user experience.
- Local Development Plan 2 and supplementary planning guidance is implemented effectively and where appropriate contributing to the Authority’s Well-being Objectives and Welsh Well-being Goals demonstrated through measures within the Local Development Plan Annual Monitoring Report.
- Placemaking principles are embedded in our planning decisions.

Contribution to wider goals and national indicators

- Welsh Government Indicators for planning Authorities
- National Indicators for Wales:
 - Areas of healthy ecosystems in Wales

- Capacity (in MW) of renewable energy equipment installed
- Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea
- Percentage of households spending 30% or more of their income on housing costs
- Percentage who feel able to influence decisions affecting their local area
- Percentage of people satisfied with their ability to get to/ access the facilities and services they need
- Percentage of designated historic environment assets that are in stable or improved conditions

What we will do

- Continue to prepare, consult and seek approval for Local Development Plan 2 supplementary planning guidance. The programme will include supplementary planning guidance on affordable housing and conservation areas. The supplementary planning guidance is cross cutting in nature in terms of impact on the different Well-being Objectives. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement/ Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR]
- Monitor how Local Development Plan 2 and supplementary planning guidance is being implemented and its contribution to the Authority's Well-being Objectives through relevant measures within the Local Development Plan Annual Monitoring Report. [Long Term/ Integration /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR]
- Implement planning policy to support delivery of the Authority's target (indicator 23 in the Local Development Plan 2) of 362 affordable dwellings to be built over the Local Development Plan period. We will continue to use S106 contributions to support the development of affordable housing. [Long Term/ Collaboration/ Integration /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement]
- Continue to engage with Welsh Government and Pembrokeshire County Council on planning legislation and policy developments related to second homes, holiday lets, affordable housing and Welsh Language Communities Housing Plan [Remit Letter]. [Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement]
- Proactively contribute to setting local and regional planning policy, including through the CJC structure and through regional and national collaboration to implement the policies in Future Wales (with particular reference to Policy 9 and the requirement to secure resilient ecological networks and green infrastructure) [Remit Letter]. Provide further guidance on green infrastructure in the Park through completion of the Green Infrastructure Assessment in collaboration with Pembrokeshire County Council. Continue to work jointly with others to share expertise, including provision of a joint planning ecologist

with Pembrokeshire County Council. [[Collaboration/ Integration](#) / [Biodiversity Duty/ SMNR](#)]

- Continue to streamline our processes, aided by digital ways of working to help improve performance for planning applications and enforcement activities and service user experience. Undertake a review of the current enforcement service and implement any changes required from the review. We will continue to monitor our performance against Welsh Government Indicators and benchmark our performance against other planning Authorities through the Welsh Government Annual Performance Reporting framework and quarterly returns. [[Long Term/ Integration](#) / [Effective Authority](#)]
- Contribute to environmentally responsible developments through promoting and monitoring the inclusion of biodiversity enhancements in planning applications. Continue to deliver our protected trees activities. As a local planning Authority we have specific powers to protect trees by making Tree Preservation Orders. [[Long Term/ Prevention](#) / [Biodiversity Duty/ SMNR](#)]
- Create additional Conservation areas, continue to review Conservation areas within the Park and provide advice to owners of historic building and sites on management. [[Long Term/ Prevention](#) / [Biodiversity Duty](#)]
- Continue to engage with community councils and seek opportunities in collaboration with others to provide training on planning to them. [[Collaboration/ Involvement](#) / [Engagement](#)]

6. Corporate Areas of Change

“The corporate areas of change outlined in the Act are potential levers to drive change, but public bodies must make better use of them”

Future Generations Commissioner for Wales, The Future Generations Report 2020

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 workshop attended by Members. Under Welsh Government regulations due to Covid-19 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.

Outcomes

- Workforce structure is in place, ensuring the Authority can deliver its Well-being Objectives and priorities effectively. Transition period and implementation of new ways of working is managed effectively.
- The Authority's values are embedded across the organisation.
- Staff are supported and provisions are in place to assist staff who have been impacted by Covid-19 during 2020-2022.
- The Authority has a clear view on its risk appetite, supporting it to develop effective responses to achieving its Well-being Objectives.
- Authority governance mechanisms are working effectively and supporting delivery of the Well-being Objectives.
- The Authority is financially resilient and has the resources it needs to deliver against its Well-being Objectives.
- Improved mechanisms for collaborative working and sharing best practice are in place with National Park Authorities and AONBs in Wales.
- The Authority is complying with statutory compliance regulations and duties, and making improvements to practices on an ongoing basis.
- Volunteers continue to support delivery of the Authority's Well-being Objectives.

Contribution to wider goals and national indicators

- National Milestones for Wales:
 - An elimination of the pay gap for gender, disability and ethnicity by 2050
 - Eradicate the gap between the employment rate in Wales and the UK by 2050, with a focus on fair work and raising labour market participation of under-represented groups
 - At least 90% of 16-24 years olds will be in education, employment, or training by 2050
- National Indicators for Wales (not addressed by above milestones)
 - Percentage of people who volunteer
 - Mean mental well-being score for people
- Welsh Government Indicators for NPA on Governance (TBA)

Change Management - What we will do

- Realign in consultation with staff, Unions and Members the Authority's workforce structure to support the delivery of the Authority's new Well-being Objectives and priorities. With the aim that the new structure will be embedded in the Authority by the end of 2022/23. As part of this process a pay grade review will be carried out, taking account of gender pay gap considerations. Pro-actively manage the transition period to ensure that statutory, external and funding obligations are still met and staff morale, well-

being and commitment is maintained. [Long Term / Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR / Effective Authority/ Staff and Volunteers]

- As part of the change process, the Authority will carry out a range of activities to embed its new values and support its leadership and managers in implementing effective change and new ways of working. [Long Term / Collaboration/ Integration / Effective Authority/ Staff and Volunteers]
- Develop a framework for a future trainee/apprenticeships scheme for the Authority, with a focus on targeting groups currently underrepresented in the Authority's workforce. The Authority's leadership team will proactively look at how they can shape and drive improvements in the diversity of the Authority's workforce and the Authority's wider approach to equality and inclusion. [Long Term / Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR / Effective Authority/ Staff and Volunteers]
- Work with Authority Members to assess the Authority's Risk Appetite to help inform future approaches to delivering Well-being Objectives and Priorities. [Long Term / Collaboration / Biodiversity Duty/ SMNR / Effective Authority]
- Further embed Integrated Assessment approach into Authority's decision making processes. [Long Term / Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR / Effective Authority/ Staff and Volunteers]
- Implement Microsoft 365 across the Authority in 2022/23 to support digital transformation. This will include providing training and support for Staff and Members and updating relevant policies and record management processes and documentation. Implement 3CX at OYP, CH and Carew by end of 2022/23. [Integration / Effective Authority/ Staff and Volunteers]
- Develop clear external and internal corporate communication messages supporting promotion, understanding and delivery of the Well-being Objectives and priorities. This will include behaviour change messages. Starting with climate and conservation. [Collaboration/ Integration/ Involvement / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR / Effective Authority/ Staff and Volunteers]
- Update our Volunteer Action Plan in response to the recommendations of the volunteer review and embed recommendations within proposed delivery plans. [Collaboration/ Integration/ Involvement / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR / Effective Authority/ Staff and Volunteers]

Governance and Collaboration - What we will do

- Review Corporate Code of Governance, strengthening its alignment with the Well-being of Future Generations Act. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty /

Welsh Language / Engagement / Biodiversity Duty/ SMNR / Effective Authority/ Staff and Volunteers]

- Actively participate in WLGA sector-led improvement and support programme and deliver internal training and support to Members, including induction training for new Members *[Remit Letter]*. [Collaboration/ Integration/ Involvement / Effective Authority]
- Continue to complete Personal Development Plans for Members and embrace a strengthened annual performance reporting system for Welsh Government appointees, and investigate how this system or its principle could be fully extended to Local Authority appointees to NPAs *[Remit Letter]*. [Collaboration/ Integration/ Involvement / Effective Authority]
- Support Members with virtual Committee meetings and carry out activities to support the move to potential hybrid or in person meetings. [Collaboration/ Involvement / Effective Authority]
- Support Tirweddau Cymru (the National Designated Landscapes Partnership) to develop its ambition and establish more embedded ways of working including helping produce a strategic vision for action for 2022-24 *[Remit Letter]* [Collaboration/ Integration/ Involvement / Biodiversity Duty/ SMNR]
- Implement a transformational tripartite agreement between National Park Authorities to each host a Welsh Government funded Strategic Landscape Co-ordinator to work across the National Parks and AONBs. Objectives and outputs from these posts as they develop will be fed into the Authority's wider monitoring arrangements. *[Remit Letter]* [Long Term/ Prevention/ Collaboration/ Integration/ Involvement /Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR / Effective Authority]
- Support NRW and Welsh Government as the designation process for a new National Park progresses *[Remit Letter]*. [Collaboration/ Integration]

Finance and Assets - What we will do

- Continue to develop a programme of evidence-based, collaborative programmes of work through Welsh Government capital funding streams for nature and decarbonisation, including the Sustainable Landscapes, Sustainable Places scheme, and the Nature Networks Fund *[Remit Letter]*. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement / Biodiversity Duty/ SMNR]
- Continue to deliver a capital programme including continued work on Carew Causeway, monitored by the Asset Management Group. The way we manage our assets and deliver the capital programme will be influenced by wider decarbonisation work, particularly work on procurement. [Long Term/ Prevention/ Integration / Biodiversity Duty/ SMNR / Effective Authority]
- Continue to generate funding from alternative sources and support Pembrokeshire Coast National Park Trust, National Parks Partnership and UK National Parks Foundation in their activities. [Collaboration/ Integration Effective Authority]

Compliance and Performance - What we will do

- 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. Including implementation of a revised business continuity approach and responding to findings from sustainable tourism review. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement/ Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR/ Effective Authority/ Staff and Volunteers]
- Continue to respond to internal audit recommendations and use this process as a way to review our practices and implement improvements. [Long Term/ Prevention/ Collaboration/ Integration/ Involvement/ Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR / Effective Authority/ Staff and Volunteers]
- Take action to improve our health and safety reporting processes, practices, procedures and internal governance and accountability arrangements to ensure they are fit for purpose. [Prevention/ Collaboration/ Involvement / Equality Duty / Effective Authority/ Staff and Volunteers]
- Continue to develop and improve our corporate approach to data protection compliance. [Prevention/ Involvement / Equality Duty / Engagement / Effective Authority/ Staff and Volunteers]
- Continue to develop and improve our communication of corporate policies, standards and procedures, ensuring staff, volunteers and Members have the knowledge and tools to implement them in practice. [Integration/ Involvement / Child Poverty / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR/ / Effective Authority/ Staff and Volunteers]
- Test and pilot further approaches to improve our corporate accessible communications offer, including Website accessibility. [Involvement / Equality/ Socio Economic Duty / Engagement / Effective Authority/ Staff and Volunteers]
- Continue to monitor performance against key compliance areas, implementing improvements to practices where needed: Welsh Language Standards, Equality, Health and Safety, Data Protection, Freedom of Information Requests, Environmental Information Regulations, Subject Access Requests. [Involvement / Equality/ Socio Economic Duty / Welsh Language / Engagement / Biodiversity Duty/ SMNR / Effective Authority]
- Continue to monitor and respond to complaints, implementing improvements to practices where needed. Continue to monitor media coverage. [Prevention/ Integration/ Involvement / Effective Authority/ Staff and Volunteers]

Appendix 1: Strategic Context

Below we explain how the Well-being Objectives have been set in accordance with the sustainable development principle and the wider strategic context that they support, including delivery of Welsh Government remit letter priorities

The world is facing a Nature and Climate Emergency. The need to address the nature emergency is a central theme that runs across strategic documents that guide the work of the Authority. This includes the [National Park Management Plan 2020-2024](#), [South West Wales Area Statement](#), [Marine Area Statement](#), and [State of Natural Resources Report \(SoNaRR\) for Wales 2020](#). These documents highlight the need to act now to prevent the further loss of biodiversity. Putting in place effective interventions can make a difference. [The State of Wildlife in Pembrokeshire report 2016](#) assessed fourteen species (or species groups) and nine habitats (or habitat groups) for their current condition and likely trend over the previous five years in Pembrokeshire. Features assessed as in good condition or with improving trend had all been the subject of sustained conservation effort.¹ All administrations across the UK, have publically committed to supporting the 30 by30 target of protecting 30% of our land and seas for nature by 2030. [The Nature Positive 2030, Evidence Report](#) by JNCC identifies how the UK can succeed in achieving these commitments alongside nature recovery supporting net zero ambitions. The right activities relating to carbon sequestration can also have a complementary positive impact on nature recovery. Tree planting opportunities and activities that support and maintain ancient woodlands in the Park have an opportunity to contribute to the Welsh Government's ambitions for the [National Forest for Wales](#). Peatland restoration on commons and other relevant sites in the Park, will support delivery of the [National Peatland Action programme](#).

From experience the Authority knows it can make the most difference through working together with partners and conservation networks in Pembrokeshire and beyond. The Authority only owns a small percentage of land in the Park and to achieve this objective it has to work collaboratively with landowners and farmers. The Authority will need to respond to the development of the [Sustainable Farming Scheme](#) for Wales which will impact on how land is managed for nature in the Park. The Authority will take an integrated approach to ensure that the Section 6 Biodiversity duty under the Environment (Wales) Act and the Sustainable Management of Natural Resources is embedded across all that it does.

The Authority must act now and put in place effective interventions if it is going to help the Park to decarbonise and meet the Welsh Government's ambition for public bodies collectively to be carbon neutral by 2030. The Welsh Government has set out its '[Routemap for decarbonisation across the Welsh Public Sector by 2030](#)' and its '[Net Zero Wales Carbon Budget 2 \(2021-2025.\)](#)' In March 2021 Senedd Cymru approved a net zero target for 2050 and Wales also has interim targets for 2030 and

¹ PCNPA – Pembrokeshire Coast National Park Management Plan (2020-2024), Background Paper: the state of the Park, p58: [State-of-the-Park.pdf \(pembrokeshirecoast.wales\)](#)

2040. The Authority also needs to consider how it can support the move to a circular economy, and the Welsh Government's goal to become zero waste by 2050 outlined in ['Beyond Recycling – a strategy to make the circular economy in Wales a reality.'](#) The need to address the climate emergency is recognised in the [National Park Management Plan](#) and [South West Wales Area Statement](#). Technological or wider infrastructure limitations may impact on options and timescales, so the Authority will need to adapt as new solutions become available. Collaboration will be needed to meet many of the complex challenges relating to decarbonisation, particularly in areas affected by wider infrastructure. Working with partners offers opportunities to develop innovative solutions and gain shared learning. As highlighted in the [Welsh Government Llwybr Newydd: the Wales Transport Strategy 2021](#) decarbonisation interlinks with sustainable transport considerations that support rural communities, the visitor economy and active travel considerations.

The Authority can play an important role in collaboration with partners and communities to support a wide range of people to take action for nature and the climate change emergency.

[The Climate Change Risk Assessment for the UK](#), highlights a range of risks and opportunities for the environment, communities and businesses resulting from climate change. The Authority will continue to participate in the development of the Pembrokeshire Climate Adaptation Strategy being led by Pembrokeshire Public Services Board and address adaptation considerations relating to planning, rights of ways and its own sites.

The role the National Park and access to green and blue spaces can play in supporting improved health outcomes is highlighted in the [South West Wales Area Statement](#) and also in the [National Park Management Plan](#). The Park's role as a Natural Health Service is about drawing upon the natural and heritage environment to improve the health and well-being of individuals and communities. On the one hand it involves health protection, ensuring that we look after the natural world so that it continues to provide the basic 'building blocks' for life including clean air, pure water and rich soils. On the other it involves health promotion in that access to nature is a powerful means of encouraging healthy lifestyles (i.e. good physical and mental health) that can both prevent ill-health and help those who are already ill to recover more quickly. Through engaging with the development of the proposed all-Wales framework for social prescribing and by continuing to build connections with the health and social care sector there are opportunities for the Park to be used to tackle isolation and health inequality. The Covid-19 pandemic also highlighted the positive well-being role of access to green spaces, but also that there are disparities in terms of who has access to these opportunities. The Authority through the right interventions and in collaboration with partners can help a wider range of people to improve their well-being through access to the outdoors and heritage opportunities. The Authority will ensure the projects that it develops for well-being are shaped by those who they are seeking to benefit.

The Authority will need to take account of the new Welsh Government Race Equality Action Plan (REAP) for Wales, and action plan for advancing LGBTQ+ equality in

Wales when published alongside the [Welsh Government Strategic Equality Plan](#), [Gender Equality Plan](#) and [Framework for Action on Disability](#) and the Authority's own [Equality Plan](#). The new [Socio-economic Duty](#) came into force on the 31 March 2021 and requires public bodies, to consider how their strategic actions can deliver better outcomes for those who experience socio-economic disadvantage, including child poverty. The Authority will explore how it can support the Welsh Government's [young person's guarantee](#) and its aims to create 125,000 all age apprenticeships.

Engaging children and young people with the outdoors and culture can have long term positive well-being and educational benefits. Our learning programmes will take into consideration the New Curriculum for Wales and the ['what matters statements'](#) across the six areas of learning and experience.

The Authority's Welsh Language Strategy will need to be reviewed in 2022, and the Authority will continue to identify and deliver activities that support the [Cymraeg 2050 strategy](#) and Welsh Government target of reaching a million Welsh speakers by 2050.

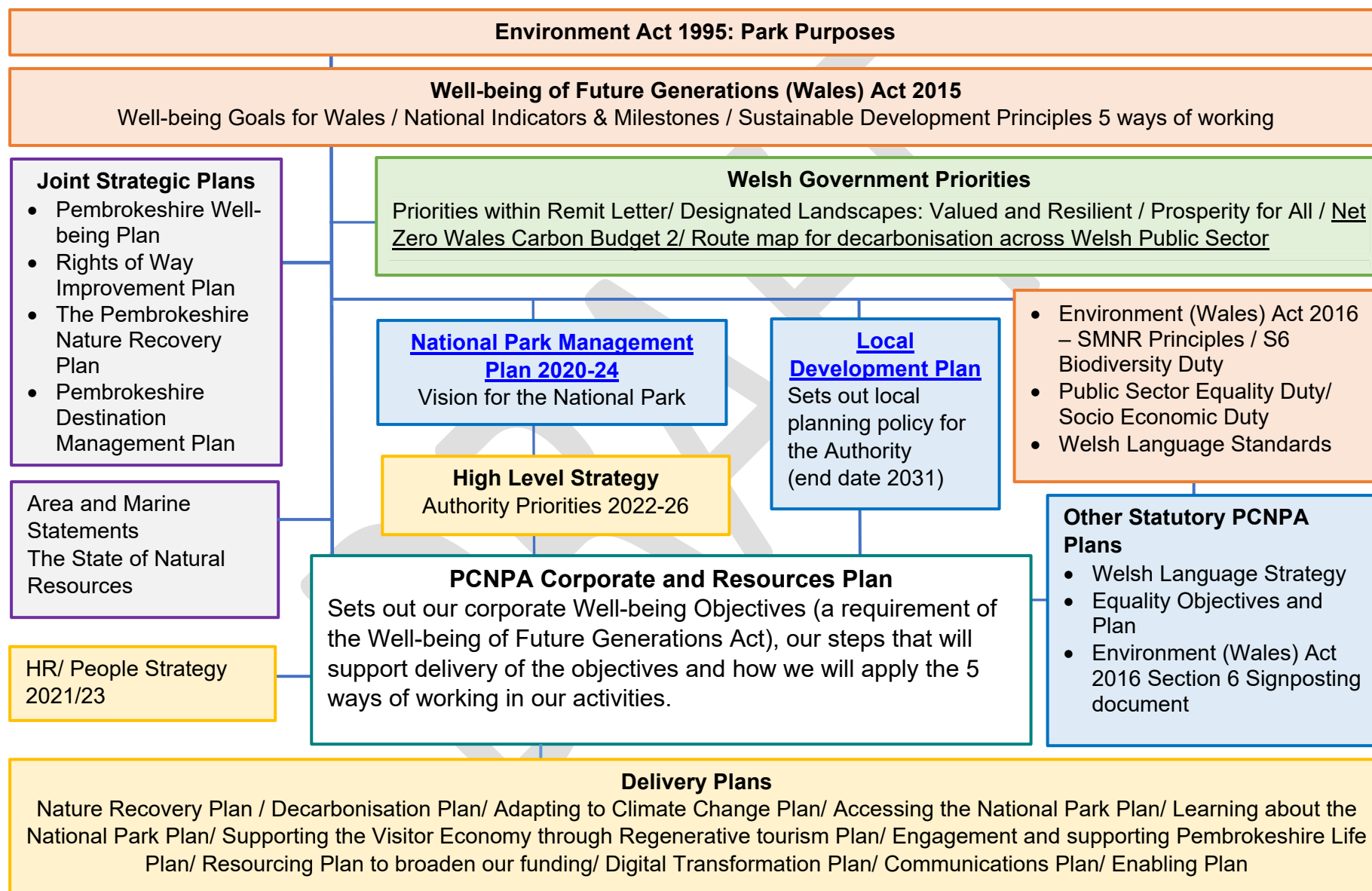
Welsh Government [Tourism Strategy for Wales 2020-25](#) sets out an ambition to grow tourism for the good of Wales. This means economic growth that delivers benefits for people and places, including environmental sustainability, social and cultural enrichment and health benefits. Through promoting regenerative and sustainable tourism practices and supporting effective recreation management there are opportunities for the Authority to work with partners to help tourism to make a positive contribution to local communities. By working with partners such as Cadw, Amgueddfa Cymru, the Archaeological Trusts and others the Authority is able to enhance cultural and heritage opportunities in the Park for people to enjoy.

The Authority will seek to work more closely with National Park communities to better understand and support local priorities. It will engage and support the Public Services Board as it develops a revised Well-being Plan following completion of the Well-being Assessment. Collaborating with the Public Service Board Members to address key priorities within the Well-being Plan, focused on where the Authority can impact on change.

The Authority's [Local Development Plan 2](#), and Supplementary Planning guidance set out the Park's local planning policy and guidance up to 2031. Achieving targets within this plan on Affordable Housing and other areas will play an important part in ensuring the Park is a place that people can continue to live and work, particularly for young people, families with children and individuals working in key sectors within the Park. [Placemaking](#) principles will also play an important role in the Authority's approach to planning. Effective enforcement activities help ensure that development in the Park doesn't have long term negative impact on the landscape, environment and communities.

The Authority will need to continue to monitor the current, mid and long term impact of Covid-19 and mid and long term impact of UK withdrawal from the European Union on its activities.

Appendix 2: Diagram explaining where our Well-being Objectives and Corporate and Resources Plan Sits



Appendix 3: Summary Draft Estimate – Gross Expenditure 2022/23 on 4 Well-being Objectives against CIPFA codes for NPAs

	Conservation	Climate	Connection	Community	Total
	23.2%	16.1%	30.1%	30.6%	100%
	000s				
Conservation of the Natural Environment	620	43	0	0	663
Conservation of the Cultural Heritage	0	0	117	0	117
Development Control	54	54	54	377	539
Forward Planning & Communities	21	121	21	150	313
Promoting Understanding & Enjoyment	0	0	1,068	737	1,805
Recreation and Park Management	119	145	88	112	464
Rangers, Estates & Volunteers	316	308	325	325	1,274
Democratic Representation and Mgmt	179	129	129	129	566
Support Services	345	345	345	345	1,380
Total Gross Expenditure	1,654	1,145	2,147	2,175	7,121
Income from grants, fees, charges, EMR transfers etc.					-2,006
Levy and NP Grant					-4,333
Non cash Adjustment					-777
Bank Interest					-5
					-7,121