

Report of Performance and Compliance Officer

Subject: Corporate and Resources Plan and Delivery Plans 2023/24 – 2026/27

Purpose of Report

To ask Members to approve the Corporate and Resources Plan and Delivery Plans 2023/24 – 2026/27.

Introduction/Background

PCNPA's draft Corporate and Resources Plan 2023/24 -26/27 sets out in line with requirements under the Well-being of Future Generations (Wales) Act 2015 the

- Authority's Well-being Objectives and Statement
- The steps we will take to reach these Objectives through our placemaking activities and delivery plans.
- How we will meet the sustainable development principles within the Act.

The Authority is no longer required to produce annual improvement plans a previous requirement of the Local Government Measure. The draft Corporate and Resources plan takes into account the Welsh Government term of government remit letter and wider policy context.

To turn our ambitions into operational action the new Management Team has developed a set of Delivery Plans for 2023/24 - 26/27. The actions and deliverables within these plans will guide the Authority's operational priorities for the 2023/24 - 26/27 period. These plans are cross cutting in nature, with activities often supporting one or more of our Well-being Objectives. Responsibility for delivery of a plan sits with a member of the Authority's Management Team who will work with officers across the Authority to ensure the plan is delivered. No plan sits within one team as each plan requires a cross Authority collaborative approach if we are to be successful. Teams contributing to a deliverable are identified within each plan. During the development process the plans have evolved and it was identified that specific plans were needed on Governance and Decision Making and Skills Development and Training to ensure co-ordinated approach was taken in these areas.

The Corporate and Resources plan and our Delivery Plans cover 2023/24 -26/27 and will be subject to annual review as part of the Corporate Planning cycle.

Development of our Well-being Objectives

PCNPA approved a new high-level strategy in July 2021, identifying four priority areas for 2022-26 and a revised vision. Online surveys with staff, Members and wider public were carried out as part of its development. In person engagement opportunities were limited due to the impact of the Covid-19 pandemic.

The approval of the high-level strategy triggered a review of our Well-being Objectives. The Objectives were revised to align with the new priorities and to take account of key policy developments and challenges including the nature and climate emergencies. Staff, Members and the Public were consulted on the revised Objectives and associated outcomes. A new set of Well-being Objectives were approved and included in the Corporate and Resources Plan 2022/23. These Objectives have been carried forward for 2023/24 -2026/27.

Development Process and Consultation

- Lead officers from Management Team were appointed to lead on development of each Delivery plan.
- Collaborative workshops were held with members of the Management Team to support development and cross cutting approach. Head of Nature Recovery and Head of Regenerative Tourism held specific engagement events with their teams as part of development process.
- Officers with specialist roles provided comment on the draft delivery plans before it went to consultation.
- Virtual Staff consultation drop-in sessions were held on 13/6/23, 20/6/23, 22/6/23 facilitated by Performance and Compliance Officer. With cross section of staff attending from across teams. Key themes were identified from each of the workshop discussions.
- Corporate and Delivery Plans were circulated to staff for comment and e-mail responses received (including follow up e-mail's from staff who attended workshops.)
- Response document prepared for circulation to staff who participated in the drop-in sessions or provided e-mail feedback. It indicates where amendments applied, reason why amendment not applied and areas where we will need to monitor and review as part of annual review cycle. Workshops also identified some broader actions for Management Team to take forward outside of scope of Corporate and Resources Plan and Delivery Plans and these will be shared with the Management Team for them to consider.
- Members provided opportunity to comment 21/6/23 NPA. Key themes included:

NPA Feedback	Response
Supportive of Cross-Cutting Approach – we can't deliver as Authority if working in silo. Delivery plans highlight ways of working and	Noted – Have tried to create cross-cutting and collaborative approach. With collaboration one of the ways of working at heart of our approach. Management Team members will play

collaboration. Alignment with our four level objectives.	crucial role in terms of embedding this collaborative approach.
Length of Delivery Plans – lot of detail. Manage our resource and keeping things snappy.	Effort has been made to shorten the Corporate and Resources Plan which is the key public facing document. The Delivery Plans are longer in length as they are operational in nature and as a result reflect this.
Are key messages captured in Corporate Plan? What are the big ideas?	The priority actions within the Corporate Plan reflect those that were developed as the delivery plans were created. As Heads of become embedded in new roles and within their teams we can revisit this as part of annual review cycle.
<p>Outcomes and Targets indicators will be interesting.</p> <p>Outcome– difficult to hold organization to account, at ambition level. Are SMART measures needed with annual focus. Separating out targets and measures.</p> <p>Different approaches within different delivery plans.</p> <p>Allow time for embedding in and reflection – when assessing delivery against these plans.</p>	<p>Measuring Impact section has been included within the Corporate and Resources Plan. Section included on delivery plan front cover about how delivery plans will be monitored.</p> <p>A new performance framework will be developed taking account of need to have performance reports focused on what is expected to be delivered within a year (which are suitable for quarterly reporting) and annual assessment against higher level outcomes and measures (which will also link into Vital signs work being explored in terms of National Park Management Plan). It is likely that some of the measures within the delivery plans will be amended as part of this process and assessment of viability of collation of some data sets.</p> <p>Performance reporting system dashboards will be created for Management Team members to support accountability and monitoring. An item can feature across multiple dashboards so this will enable us to address some of the cross reporting and ownership considerations.</p>
Supportive - Zero based budgeting. Items not currently resourced.	Zero based budgeting exercise will play important role in terms of exploring prioritisation of deliverables, particularly those that are currently identified as not resourced. Further

	rationalisation of deliverables within plans may be required as part of annual review process reflecting outcome of this exercise.
Lots of communication, internally and externally needed in terms of the Plans.	Work will be carried out to promote delivery plans with teams across Authority and corporate and resources Plan and Objectives with external partners. Management team will play important role in term of this.

- E-mail response received from Member with additional comments. These were considered with amendments applied where appropriate, reason why amendment not applied noted and areas where we will need to monitor and review as part of annual review cycle noted.
- Draft Corporate and Resources Plan was published on our website for consultation 15/6/23 with closing date 7th July. No representations from Public received. The Authority has previously carried out engagement work – surveys as part of its development of high level priorities. Integrated Assessment has considered wider documents that have been informed by consultations including – Pembrokeshire Well-being Assessment, Experiences for All Report and Pembrokeshire National Park Youth Committee’s Youth Manifesto. Performance officer will explore with Strategic Policy and Engagement and Inclusion teams opportunities and approaches to improve engagement with the public linked to future Corporate Planning activities and report development.
- Delivery Plans contained section for lead officers to note how they will be implemented to take account of cross cutting outcomes. This helped embed the integrated assessment process into the development of the plan.
- Further amendments were also required and applied to the plans as a result of the Integrated Assessment with areas also identified that will need monitoring and review as part of annual review cycle.

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 Well-being Objectives and this is shown in the Funding section of the plan.

The Authority has developed a delivery plan focused on resources and broadening our funding, which takes account of the Audit Wales findings following their report on income diversification. This delivery plan includes a deliverable on undertaking a Zero Based Funding exercise to reallocate funding to key priorities and also identify funding gaps.

A key role of each of the new Heads of under the new structure is to explore additional funding/ income opportunities across their areas of responsibility.

Budget forecasts and sensitivity analysis for 2024/5 to 26/7 were included within the [Draft Budget Planning Report](#) that was presented to Members at the 8th February 2023 National Park Authority Meeting.

Risk considerations

The Authority is moving to new model of delivery through new management team led delivery plans. Collaboration between Heads of and Teams will be central to successfully achieving the plans. The Corporate and Resources plan and our Delivery Plans will be subject to annual review as part of the Corporate Planning cycle, providing an opportunity to reflect and make adjustments where needed.

The Authority needs to ensure that its activities are effective in contributing to addressing both the nature and climate change emergency and continue to support delivery of the existing National Park Management Plan until it is reviewed during the 2023-2027 period.

A key risk identified when the Authority revised its Well-being Objectives and reduced them to four was the removal of specific Well-being Objective on Equality and the potential impact that this would have on delivery of Authority's Equality Objectives and Plan. As part of the integrated assessment a progress assessment was carried out against our Equality Plan to assess where we are in terms of the plan and to see how outstanding or ongoing actions interrelate with priority actions and deliverables across the Delivery Plans.

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

The Authority 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.

As part of the integrated assessment a progress assessment was carried out against our Equality Plan to assess where we are in terms of the plan's actions and to see how outstanding or ongoing actions interrelate with priority actions and deliverables across the Delivery Plans.

The addition of section on how we will implement delivery plans to take account of Equality and Socio-Economic Duties / Reducing Child Poverty is important as it supported Management Team to think about these areas when developing the plans and hopefully this will translate to the implementation of the plans. This supports our integrated assessments approach and improving plans at development stage.

An integrated impact assessment (that covers both equality and socio economic impact) has been carried out on the Plan. A summary of the assessment can be found in Appendix 1.

The approved Corporate and Resources Plan will be published in HTML format on the website.

Biodiversity/ Sustainability implications

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.

The addition of section on how we will implement delivery plans to take account of Section 6 biodiversity duty is important as it supported Management Team to think about the duty when developing the plans and hopefully this will translate to the implementation of the plans. This supports our integrated assessments approach and improving plans at development stage.

An integrated impact assessment (that covers both carbon emissions and biodiversity impact) has been carried out on the Plan. A summary of the assessment can be found in Appendix 1.

Specific Objectives have been included on Climate and Conservation. With focused delivery plans developed on Nature Recovery, Decarbonisation and Adapting to Climate Change. While other delivery plans will support Authority to achieve outcome on supporting more people to take action for nature.

Welsh Language

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.

The addition of section on how we will implement delivery plans to take account of Welsh Language is important as it supported Management Team to think about this area when developing the plans and hopefully this will translate to the implementation of the plans. This supports our integrated assessments approach and improving plans at development stage.

An integrated impact assessment (that covers the Welsh Language) has been carried out on the Plan. A summary of the assessment can be found in Appendix 1.

The Authority is currently reviewing its Welsh Language Strategy. As a result, the integrated assessment recommends that as part of annual corporate planning cycle review we revisit the plans to take account of revised Welsh Language Strategy.

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

Recommendation

Members APPROVE the Corporate and Resources Plan 2023/24 – 2026/27 and Delivery Plans 2023/24 – 2026/27.

Appendix 1

Integrated Assessment Summary for Corporate and Resources Plan

Note on Data: Alongside other research and data, the assessment was informed by the key findings from Pembrokeshire Well-being Assessment and Census 2021 releases relating to the National Park.

Equality, Socio Economic Disadvantage and Inequality of Outcomes, Health Inequalities and Outcomes Summary

The focus of this assessment was on how the plans align and will impact on delivery of the Authority's existing Equality Plan. Taking account of where actions within Equality Plan have been completed, where further work is needed and wider policy developments since the Equality Plan and Objectives was agreed.

Supporting delivery of actions within our Equality Plan

As part of the integrated assessment a progress assessment was carried out against our Equality Plan to assess where we are in terms of the plan's actions and to see how outstanding or ongoing actions interrelate with priority actions and deliverables across the Delivery Plans. There are a number of priority actions (with associated deliverables) within the delivery plans which will provide greater focus to some actions within the Equality Plan (and also support the Socio Economic Duty that came into force in March 2021.):

- Awareness, Access and Empowerment: Deliver a programme of interventions to empower people and remove where possible barriers to accessing the Park for underrepresented groups or those who face specific barriers. Working collaboratively with others to achieve this.
- Empowerment and Collaboration: Providing a range of opportunities for people and communities to inform, support, engage with, and influence the work of the Authority.
- Sustainable Communities: Contribute through planning to provision of affordable housing and appropriate type and mix of general housing within the Park
- Connection: Promoting opportunities for people of all ages, abilities and backgrounds to discover and experience the Park, in a way that connects them to the landscape and instils a sense of deep connection to encourage positive change.
- Communities: Promoting our winter of well-being campaign working in partnership to support local communities through the cost-of-living crisis.

The Health, Well-being and Access Delivery plan is particularly focused on groups who currently can't/ don't or face barriers to accessing the National Park. As a result, this delivery plan will help the Authority achieve actions within its Equality Plan. Based on Census 2021 data and unpaid carer profile for Pembrokeshire Coast National Park, it would be beneficial to explore building links with unpaid care support organisations and investigating opportunities to develop partnership projects. The Pembrokeshire Well-being Assessment key findings also notes "The number of unpaid carers is increasing and likely underestimated by official figures." Similarly

based on Census data for Pembrokeshire for Gypsy and Irish Travellers compared to Wales as a whole, it would be beneficial for us to explore building links with support organisations/ other public bodies working with Gypsy and Irish Traveller communities in Pembrokeshire and investigating opportunities to develop partnership projects. The stakeholder mapping exercise to identify underrepresented groups and community/ support link groups has been amended to take account of Census 2021 data. Within this plan there is a focus on projects and activities being shaped by engagement with those they are seeking to benefit.

Climate, Conservation and Just Transition

The Climate Strategic Context section within the Corporate and Resources Plan has been amended to reference Welsh Government's development of a Just Transition to Net Zero Framework. Well-being of Future Generations Commissioner office have highlighted in their Inequality in a [Future Wales report](#) that behaviour change policies can unjustly displace responsibilities for emissions reductions onto vulnerable groups. In the report they note that: "Just Transition can be a way forward towards widening Net Zero through integrated efforts to reduce inequalities across climate change and environmental decline agendas." It is important that Authority's approach to decarbonisation and climate adaptation take account of the Just Transition approach. There are examples of this approach being taken in terms of some of the community decarbonisation projects previously funded by the sustainable development fund. Equality and Socio Economic Duties/ Child Poverty section of relevant delivery plans have been amended to reference use of project checklist. This is to ensure any new decarbonisation projects and behaviour change focused activities take a just transition to net zero approach or consider additional barriers people from different groups may face. The Authority's mini buses currently play important role in supporting people who face barriers to access national park, so this needs to be factored in when we are looking for reductions linked to Authority's fleet. A deliverable has also been included in the decarbonisation delivery plan on "Engagement with strategic partners to support and where feasible retain and expand sustainable transport initiatives in the Park. Monitor developments linked to Coastal bus service, Fflecsi bus service and other regular bus routes."

Corporate and Resources Plan was amended so that reference to Procurement in Governance and Compliance section now explicitly references the Socially Responsible Procurement Duty which has been introduced under the Social Partnership and Procurement (Wales) Act 2023. The deliverable within the Decarbonisation Delivery Plan on deep dive into procurement and purchasing with recommendations on placing a value on decarbonisation has been amended to include "To support Just Transition to Net Zero the deep dive will consider the Socially Responsible Procurement duty under Social Partnership and Procurement (Wales) Act 2023 and procurement aspect of Equality Duty." Aligning these actions will also support us to make progress against procurement action within the equality plan where we have made limited progress to date.

Corporate and Resources Plan has been amended to refer to Anti Racist Wales Action plan and work being undertaken to develop Climate, Rural Affairs and Environment Section of the Plan. This action plan will be important in terms of supporting Environment sector to address issues linked to underrepresentation

within the sector. The Equality and Socio-Economic Duty/ Reducing Child Poverty Section of relevant delivery plans have been amended to reflect that we will collaborate with people with lived experience across protected groups to reframe how we look at the heritage and history of the Park, hidden histories or relationship people from different backgrounds have with landscapes in the Park.

Review of Equality Plan and Objectives (current plan runs until end of 2024) has been added as deliverable to Governance and Decision Making Delivery Plan. This review will enable the Authority to explore the relationship between our Climate and Conservation Objectives and the Welsh Government's Climate, Rural Affairs and Environment section of the Anti-Racist Wales Action plan and Just Transition to Net Zero framework when finalised.

Pembrokeshire Coast National Park Youth Manifesto

Corporate and Resources Plan amended to reference under the Communities well-being objective section's strategic context the Pembrokeshire Coast National Park Youth Manifesto. Developed by Authority's Next Generation – Youth Committee it has four key areas focused on youth empowerment, living, learning and working. Deliverable already included in Engagement, Involvement and Learning about the Park Delivery Plan on "Delivery of Next Generation and Youth Committee programmes including ongoing review and promotion of the PCNPA Youth Manifesto and magnification of Youth Voice in addressing issues related to the National Park and areas for priority action (nature recovery, decarbonisation etc.)" The Equality and Socio Economic Duties/ Child Poverty section of a number of the delivery plans have been strengthened to take account of engagement with young people. Including involving Young Farmers and Youth Committee in the process of defining what nature recovery means for the Park and engaging with Youth Committee as part of the education programme review as learning is an area of particular importance to them.

Regenerative Tourism

As part of setting our regenerative tourism vision, becoming an exemplar and influencing others we will consider how we can support access to underrepresented groups and those who face additional barriers in terms of accessing recreational and tourism activities in the Park. Expertise of engagement and inclusion team and strategic advisor will be sought to support this. Integrated assessment will be carried out on key statement/ set of principles on Regenerative Tourism.

Pembrokeshire Life

Lack of affordable housing is a particular issue in the Park, and housing costs can have an impact on child poverty. One of the key findings from the Pembrokeshire Well-being Assessment was that "Availability and affordability of housing in Pembrokeshire is felt to be a barrier to staying in the county by young people." Pembrokeshire Life delivery plan includes priority action on "Contribute through planning to provision of affordable housing and appropriate type and mix of general housing in the Park." This delivery plans through the Partnership framework will also support initiatives such as the PSB poverty led action plan. The Equality and Socio

Economic Duties/ Child Poverty section of this plan has been strengthened to reference that “Funding of events will be dependent on events providing evidence of work they are doing on inclusion and accessibility.”

Taking account of equality and socio-economic duty in decision making

There are pressures on public bodies finances (Authority but also public sector partners), with impact on need to raise costs on certain discretionary services – car parking charges or risks to facilities or services such as toilets or coastal buses that can support or impact on access opportunities for some groups. Deliverable relating to integrated assessments under the Governance and Decision Making Delivery Plan should support the Authority to ensure relevant equality and socio economic duty considerations and impacts have been taken into account when making decisions linked to pressures on finances and services. Integrated assessments will be carried out on the Commercial Opportunity Strategy and on Partnership and Commissioning Strategy with a supporting RAG checklist created. One theme within reports particularly for underrepresented groups within the environment sector is that smaller grassroots organisations and community-based work in the environmental space are not perceived as ‘legitimate’ or ‘successful’ because the work is often carried out by non-traditional means and on a smaller scale. It would be beneficial for us to explore this working with strategic advisor, as part of the integrated assessments for the Partnership and Commissioning Strategy and when looking at developing projects to increase representation and access to nature and heritage activities in the Park. As part of the Corporate Improvement Project on Management and Communication of Corporate Policies we will identify where policies need to be enhanced in terms of inclusion, accessibility and equitable approaches.

Workforce – Training and Pathways to Employment

Under the Skills Development and Training Delivery Plan the development of training plan will identify, and support staff skills linked to improving accessibility of services and engaging with more diverse audiences. Line managers will be expected to complete appraisals annually for all staff under their responsibility to ensure that all staff have access to workplace development opportunities. We will consider how new pathways to employment opportunities through skills development, training, student placements and apprenticeship opportunities could provide routes into employment for underrepresented groups in our workforce or wider environmental/ designated landscape/ heritage sector.

Staff Health and Well-being / Pay and Grading Review

Staff health and well-being is not strongly referenced in terms of Skills Development and Training delivery plan. It is felt that this should be revisited as part of annual review process for delivery plans as it is an area referenced within the Authority’s Equality Plan in terms of “Undertake a review of all our well-being activities and support for staff and work with staff reps to develop a well-being offer for staff that reflects current best practice.” Current focus of HR is on completion of Pay and Grading Review and it is one of the priority areas within the AGS noted in Corporate and Resources Plan Governance and Compliance section. It has now

been added to Skills Development and Training Delivery Plan. It has implications for actions within the Authority's equality plan.

Communications, Marketing and Digital Transformation

A range of deliverables have been included within the Communications and Marketing Delivery Plan that will support actions within the Authority's equality action plan and respond to recommendations within the Experiences for All report. This will mean that accessibility and inclusivity will be central to the development and delivery of marketing and communications, building on our current resources and assets. Marketing plan for centres, regenerative tourism and fundraising will consider diversity of audiences, accessible communication needs and representation. In terms of Digital Transformation, accessibility compliance will form part of Digital Review when looking at systems, applications and processes. We will take into account current and future information from Centre for Digital Public Resources on [Building accessible and inclusive services](#). Digital exclusion risks for service users will be considered as part of digital review and when carrying out review and mapping activities with Heads of.

Cross Cutting Approach

Corporate Plan and delivery plans take a cross cutting approach, making it clear that Delivery Plans don't sit within one team for delivery. This means that expertise can be sought from other teams in particular Engagement and Inclusion team to enhance our outreach and inclusion work in other areas such as Nature Recovery, Decarbonisation or Regenerative Tourism.

Welsh Language Summary

Cross Cutting Outcome and Welsh Language Strategy

The Communities section of Well-being statement in the Corporate and Resources Plan makes explicit reference to contributing to the National Milestones for Wales of a million Welsh speakers by 2050 and that our activities will support the Welsh Government's Cymraeg 2050 strategy. Promoting the Welsh Language to support national targets on number of speakers and taking account of our Welsh Language Strategy is included as one of the cross cutting outcomes. Each of the delivery plans state how they will be implemented to take account of the Welsh Language.

However, priority actions and deliverables across the plans and how we implement them to support Welsh Language will need to be reviewed once the review of the Welsh Language Strategy (referenced in Corporate and Resources Plan) is completed. This will enable us to take a fresh look at our approach and opportunities to promote the Welsh Language and its use. Including exploring how we can encourage people to contact the Authority in Welsh or participate in engagement opportunities and Committees through Welsh.

Sustainable Communities and Supporting Use of Welsh Language

The Local Development Plan and Planning Service section in the Corporate and Resources Plan notes that we will “engage with Welsh Government and Pembrokeshire County Council on planning legislation and policy developments on second homes, holiday lets, affordable housing and Welsh Language Communities Housing Plan.” Priority action (and associated deliverables) included under Pembrokeshire Life Delivery Plan on “Sustainable Communities: Contribute through planning to provision of affordable housing and appropriate type and mix of general housing within the Park. Deliver a programme of opportunities across our centres, events and outreach work supporting people to use Welsh and develop their Welsh Language skills.” This action and associated deliverables should support use of Welsh Language, confidence of Welsh speakers and learners to use Welsh and Sustainability of Welsh Language communities.

As part of setting our regenerative tourism vision, becoming an exemplar and influencing others we will consider how we can support the promotion of the use of the Welsh Language.

Engagement / Staff and Volunteer Welsh Language Skills

Activities across plans will involve engagement with range of stakeholders. It is important that our workforce have the skills to engage with them in Welsh where needed and are encouraged to use Welsh in the workplace. This includes engaging with landowners and facilitating sessions with volunteers in Welsh or bilingually. One of the key findings from the Pembrokeshire Well-being Assessment was that “Welsh language speakers report that the ability to use Welsh informally and in the work place has a positive effect on their well-being.” Under the Skills Development and Training Delivery Plan the development and delivery of a training plan will identify, and support staff Welsh Language skills development and use in the workplace. Under the decarbonisation delivery plan we will support staff to expand their Welsh language vocabulary and familiarity with technical terms linked to climate change. We will explore how we can use volunteers with Welsh Language skills to increase reach and scope of our Welsh Language provision linked to events and activities.

Priority actions and deliverables within our delivery plans will:

- Deliver a programme of opportunities across our centres, events and outreach work supporting people to use Welsh and develop their Welsh language skills
- Provide support for Welsh language events and organisations working through the medium of Welsh and promoting the Welsh language
- Promote Welsh Language provision and opportunities in terms of events supported through Pembrokeshire Life Delivery Plan
- Support Welsh in the landscape to be part of programme of lifelong and community learning.
- Support opportunities to promote Welsh Language and Welsh in Landscape as part of activities and projects developed to increase access to nature for

underrepresented groups or those who face additional barriers.

Welsh Language Standards

According to Census 2021 data 19.4% (3,977) of all usual residents aged 3 years and over can speak Welsh in Pembrokeshire Coast, this is above 17.2% in Pembrokeshire and 17.8% in Wales. This compares to 57.2% in Eryri and 13% in Bannau Brycheniniog. While 15.8% (3,241) can write, 18.2% (3,738) can read and 24.5% (5,027) can understand Welsh in Pembrokeshire Coast.

In the Corporate and Resources Plan the Welsh Language Standards are referenced within list of compliance related areas the Authority will continue to monitor its performance against. The corporate improvement project on management and communication of corporate policies, procedures and templates will support communication of Welsh Language Standards related responsibilities. Revised induction process will help emphasise importance of compliance with Welsh Language Standards for new starters.

Welsh Language needs, standards and best practice will be considered when implementing different engagement techniques and tool and carrying out community engagement. Project and programme delivery for communications, marketing and information delivery will follow Welsh Language Standards, with our aim to actively promote the Welsh language and culture through all material produced.

Welsh Language Standards compliance will form part of Digital Review when looking at systems, applications and processes. Review of system and licence requirements against job roles will identify staff who require access to Gwirio and Cysgeir. We will take into account current and future information from Centre for Digital Public Resources on Welsh language and meeting users needs.

Decision Making

Deliverable on review of integrated assessments under the Governance and Decision Making Delivery Plan should support the Authority to ensure relevant Welsh language considerations and impacts are taken into account when making decisions, developing strategies and key statement/ set of principles (regenerative tourism). The review process will enable us to assess whether Welsh Language section of integrated assessment is sufficient, taking account of the findings from the [Decision Notice for City and County of Swansea Council](#) (Case number: CSG470) in terms of considering the effects a decision would have on opportunities for persons to use the Welsh language, and to treat the Welsh language no less favourably than the English language.

Section 6 Biodiversity Duty and Decarbonisation

Conservation and Climate

Specific Well-being objectives and associated outcomes have been included on Climate and Conservation with focus on Authority contributing to addressing dual challenge of the climate and nature recovery. With specific delivery plans developed focused on Nature Recovery, Decarbonisation and Adapting to Climate Change. A section on how we will implement delivery plans to take account of Section 6 biodiversity duty has been included in each delivery plan.

A potential gap was identified in terms of Nature Recovery and impact of Ash Dieback, Avian Flu and other potential diseases and viruses on species in the Park. Deliverable has been added to Nature Recovery delivery plan under Knowledge and Power priority action on “Monitor and respond to Ash Dieback on Authority’s estate. Monitor and respond to impact of other diseases and viruses on animals, birds and plant species in the Park.”

Land use carbon sequestration activities have been embedded within the Nature Recovery plan and not the decarbonisation plan. This should help ensure that carbon sequestration activities take account of and are sensitive to wider biodiversity considerations. While actions within the decarbonisation plan should support collection of Land Use data and impact of our efforts in terms of own estate as part of Welsh Government Net Zero reporting.

Decarbonisation plan has been amended to include within deliverables; “Identify areas across Authority where circular economy principles can be applied.” and deep dive into procurement now references the Socially Responsible Procurement Duty.

Adapting to Climate Change Delivery Plan is aligned with Pembrokeshire’s Climate Adaptation Strategy. Deliverable within plan have taken account impact of climate change on natural heritage, high value nature sites and wildfires.

Revised partnership framework and partnership approach will support our continued membership, engagement and joint working with of key biodiversity partnerships including Pembrokeshire Nature Partnership and SACs.

Embedding Section 6 Duty

There is evidence of Section 6 duty being applied across delivery plans, including:

- embedding nature recovery in how we operate with focus on access and heritage.
- Supporting increased access to nature and opportunities to take action for nature for underrepresented groups or those who face additional barriers.
- Embedding nature recovery and decarbonisation within our education, community learning, engagement and volunteering activities. With dark sky awareness project providing opportunity to raise awareness of impact of light pollution on species and opportunities to reduce emissions.
- Setting out our Regenerative Tourism principles/ Statement.
- Development and implementation of Regenerative Tourism plans for each of the centres, covering biodiversity and decarbonisation. Promoting our work linked to

biodiversity at the centres within wider visitor sector to support them to develop similar approaches.

- Recreation management activities within Regenerative Tourism plan will help manage or address negative impacts visitor pressures can have on biodiversity. Including behaviour change campaigns and promoting adoption of International Standard on Sustainable Event Management (ISO 20121) for suitable events in the Park.
- Impact on biodiversity will be considered in terms of any infrastructure and facilities work carried out under access and outdoor mobility scheme, including any opportunities for biodiversity enhancement.
- Skills Development and Training Plan should support skills development linked to biodiversity and carbon literacy and provide pathways to support a wider range of people to develop careers and contribute to positive action for biodiversity.

Decision Making

Review of integrated assessments will include focus on exploring Section 6 biodiversity duty and decarbonisation aspects. Section 6 biodiversity duty signposting document to be updated. We will look to identify where policies or procedures need to be enhanced in terms of Section 6 biodiversity duty and decarbonisation. Revised asset management strategy will take account of how it can support the Section 6 biodiversity duty.

Section 6 Biodiversity duty strengthened in terms of Pembrokeshire Life Delivery plan for funding of events: “Funding of events will be dependent on organisers providing evidence of work they are doing to minimise impact on the environment, reduce emissions, support circular economy approach, develop sustainability plans or achieve ISO 20212 standard.”

Activities under the resourcing and broadening funding delivery plan are likely to result in increase of funding allocated to activities that support biodiversity and ensure that our approach is responsive to developments linked to Welsh Government Sustainable Farming Scheme. Checks and balances have been included within activities linked to broadening our funding and partnership and commissioning strategy so that decisions made on funding opportunities align with ethics considerations and are consistent with Authorities purposes (Integrated Assessments and RAG checklists).

Communications

Deliverables within our Communications and Marketing Delivery plan will work to connect all NPA audiences with the natural environment in a way that encourages positive behaviour change in support of our Biodiversity Duty. Delivery plan will also look to promote our climate success stories and marketing of sustainable transport. Other deliverables within plan are focused on promoting easy access locations and opportunities and championing sustainable tourism across the tourism industry rather than on increasing visitor numbers to locations.

Ways of Working

Activities within the Decarbonisation Plan linked to reducing the Authority's emissions are likely as they progress to impact on ways of working and approaches across the other delivery plans.

Digital transformation priority action is looking to transform information governance, use of data and our ways of working to deliver improved services, efficiencies, cyber security, and reductions in carbon emissions. Important to remember that there is a digital carbon footprint, including for data stored in the cloud. Effective record management can help reduce this footprint. The Digital review will consider procurement and how to reduce WEEE.

The Authority's mini buses currently play important role in supporting people who face barriers to access national park, so this needs to be factored in when we are looking for carbon emission reductions linked to Authority's fleet.

Well-being Goals and Sustainable Development Principles / NPMP/ Horizon Scanning

PCNPA has considered how its Well-being Objectives can maximise the Authority's contribution to achieving the Well-being goals within the Well-being of Future Generations (Wales) Act and this is set out in the Well-being Statement Section of the corporate and Resources Plan. 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 Sustainable Development Principles – 5 Ways of Working. Taking a collaborative approach is at the heart of our approach. Contribution and impacts to National Park Management Plan was considered under relevant sections of the integrated assessment.

In terms of horizon scanning and future trends – The top 5 risks identified by both experts and general public in [AXA Foresight Report 2023](#) are Climate Change, Geopolitical instability, Cyber Security, Energy risks and Pandemic and Infectious diseases. Pollution and Natural Resources and biodiversity risks come in as future 4th and 5th risk for those aged under 25 and those between 25-34. For the Authority we need to take into account current and future risks related to climate adaptation, climate and nature emergency, impact geopolitical instability and energy risks can have on supply chain and costs (in particular for decarbonisation related projects and low emission technology), growing cyber security risks and pandemic and infectious diseases that have impact for animal and plant species in the Park (Already seeing this in terms of bird flu and ash dieback.) Amendment made to plan to include reference to cyber security in the priority action for Digital Transformation Delivery Plan. Action has been included within nature recovery delivery plan linked to our work on ash dieback and responding to impact of other diseases and viruses on animals, plant and bird species in the Park.

Pembrokeshire Coast National Park Authority Corporate and Resources Plan 2023/24 - 26/27



**Parc Cenedlaethol
Arfordir Penfro**

**Pembrokeshire Coast
National Park**

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Introduction

This Corporate and Resources Plan 2023/24 -26/27 sets out Pembrokeshire Coast National Park Authority's (PCNPA) road map to achieving its priorities and Well-being Objectives.

It captures PCNPA's Well-being Statement and how our Well-being Objectives contribute to the Well-being goals and wider policy challenges facing designated landscapes, Wales and the World. It sets out how we will achieve our ambitions through our placemaking activities and priority actions within our delivery plans. Identifying how we will implement these actions to achieve cross cutting outcomes, measure our impacts and distribute our resources to meet our Well-being Objectives. It also outlines our priority actions for improving corporate governance.

This plan and our Delivery Plans cover 2023/24 -26/27 and will be subject to annual review as part of the Corporate Planning cycle. This plan and the delivery plans have been subject to an integrated assessment.

We look forward to collaborating with our staff, volunteers, Members, communities, visitors and wider stakeholders to meet the ambitions set out in this plan.

National Park and its Special Qualities

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 21,000 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

National Park Authority and Park Purposes

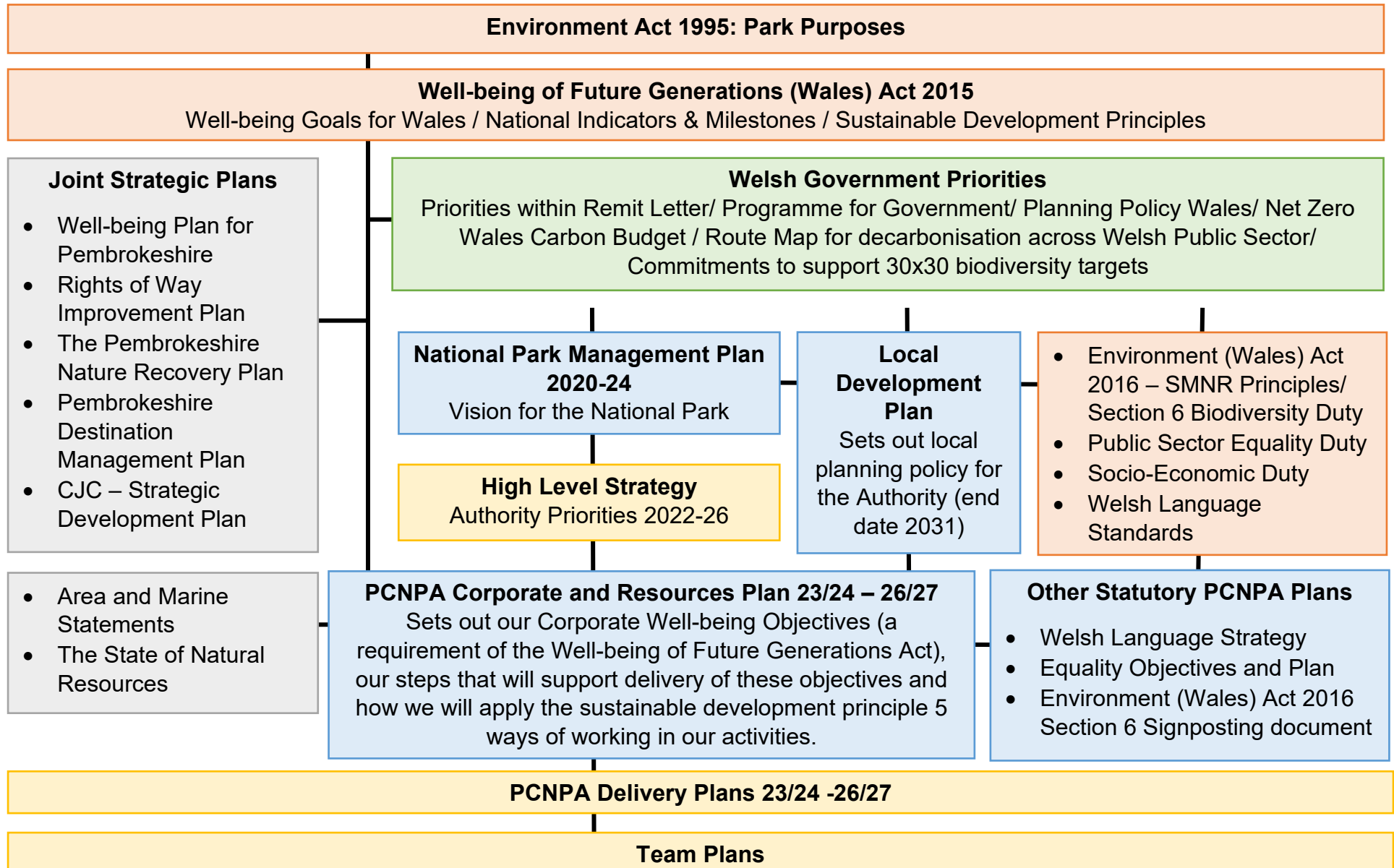
The Pembrokeshire Coast National Park Authority was created as a free-standing special purpose local authority under the 1995 Environment Act (the Act). The Authority consists of 18 Members, 12 nominated by Pembrokeshire County Council and six appointed by the Welsh Government.

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.

Diagram of our Plans and Statutory Duties – Where the Corporate and Resources Plan sits



Well-being Statement and Objectives

Development of our Well-being Objectives

PCNPA approved a new high-level strategy in July 2021, identifying four priority areas for 2022-26 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
Vision: A National Park where nature, culture and communities thrive	

Online surveys with staff, Members and wider public were carried out as part of its development. In person engagement opportunities were limited due to the impact of the Covid-19 pandemic.

The approval of the high-level strategy triggered a review of our Well-being Objectives. The Objectives were revised to align with the new priorities and to take account of key policy developments and challenges including the nature and climate emergencies. Staff, Members and the Public were

consulted on the revised Objectives and associated outcomes. A new set of Well-being Objectives were approved and included in the Corporate and Resources Plan 2022/23. These Objectives have been carried forward for 2023 -2026.

Meeting the Sustainable Development Principles

Long Term: The world is facing a nature and climate emergency, lack of action now will have long term consequences for future generations and the Park. Supporting action to address these challenges is at the heart of our Well-being Objectives.

Prevention: All our Well-being Objectives are focused on delivering interventions that will look to prevent problems occurring or getting worse across the National Park Area.

Integration: Our Well-being Objectives can only be achieved by taking a strategic and integrated approach with partners. Our delivery plans support an integrated approach maximising cross cutting impacts across our Well-being Objectives.

Collaboration: We have placed collaboration at the heart of all our Well-being Objectives and delivery plans. From experience we know that positive change can only be achieved through working together with others.

Involvement: Our Well-being Objectives can only be achieved by proactively involving and listening to people. Engagement will be used to ensure we develop the right interventions to break down barriers to support a more diverse range of people to take action for nature or experience the outdoors and wonders of the Park.

Status: For Approval

Corporate Priority: Conservation

Our Conservation Well-being Objective: 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.

Contribution to National Well-being Goals

This Objective aims to deliver the following outcomes:

- 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 conservation status is achieved on high nature value sites.
- Increase in land managed for 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.

Through delivering nature recovery it will support a prosperous Wales, resilient Wales, healthier Wales and globally responsible Wales. Contributing to the '30x30' commitment to protect 30% of our land and seas for nature by 2030 and national indicators for Wales on

- 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

Through supporting a wide range of people to participate in taking action for nature and working in partnership with others, including landowners, farmers and communities it will support a more equal Wales and a Wales of cohesive communities.

Strategic Context

The world is facing a nature emergency and we need to act now to prevent further loss of biodiversity. All administrations across the UK, have publicly committed to supporting the 30x30 target of protecting 30% of our land and seas for nature by 2030. The Welsh Government has undertaken a Biodiversity Deep Dive to develop a set of [recommendations and collective actions](#) to support Nature Recovery. To achieve our Objective we 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.

We will continue to work in partnership with Pembrokeshire Nature Partnership to support delivery of the [Pembrokeshire Local Biodiversity Action Plan](#) . We will work with Public Services Board colleagues to achieve the [Biodiversity and the Nature Emergency project](#) within the Well-being Plan.

Our approach will also take into account [South West Wales Area Statement](#), [Marine Area Statement](#), [State of Natural Resources for Wales Report](#) and [NRW's Corporate Plan to 2030 - Nature and people thriving together](#).

Status: For Approval

Corporate Priority: Climate

Our 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.

Contribution to National Well-being Goals

This Objective aims to deliver the following 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.

Through supporting the Authority and Park to become Carbon neutral it will support a prosperous Wales ambition for Wales to be a low carbon society. It will also support a globally responsible Wales and a healthier Wales. Contributing to Welsh public sector ambition to reach net zero greenhouse gas emissions by 2030 and 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

Carbon sequestration activities that also benefit nature recovery will support a more resilient Wales. Building resilience in terms of climate adaptation will support a more resilient Wales and a Wales of cohesive communities.

Strategic Context

The world is facing a climate emergency and we need to support the acceleration of action to reduce emissions and support sequestration. The Welsh Government has ambitions for public bodies collectively to be carbon neutral by 2030 and has set out its '[Routemap for decarbonisation across the Welsh Public Sector by 2030](#)' and the '[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 2040. Baseline data reports and pathways options for decarbonisation have been received for both the Authority and the Park area.

Wider Welsh Government national strategies are in place for both [circular economy](#) and [transport](#) and they are developing a [Just Transition To Net Zero Framework](#). Through supporting carbon sequestration activities in the right place, the Authority can also support wider nature recovery efforts.

[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. We will work with Public Services Board colleagues to achieve the [Decarbonisation and Net Zero](#) project and [Climate Adaptation project](#) within the Well-being Plan. Our work will be informed by the [Pembrokeshire Climate Adaptation Strategy](#).

Corporate Priority: Connection

Our 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.

Contribution to National Well-being Goals

This Objective aims to deliver the following 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 Way network, 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.

Supporting people to access the physical and mental well-being benefits of the outdoors and engaging with nature and heritage will contribute to a healthier Wales and a Wales of vibrant culture and thriving Welsh Language. Breaking down barriers to assist a more diverse range of people to take action for nature and heritage or experience the Park will support a more equal Wales, Wales of cohesive communities and a resilient Wales. Contributing to National Indicators for Wales on:

- 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

Strategic Context

The role access to green and blue spaces can play in supporting improved health outcomes is highlighted in the [South-West Wales Area Statement](#). The All Wales Framework for Social Prescribing will provide a future framework for our engagement with Health and Social Care sector.

Status: For Approval

Our education programme will continue to support [the New Curriculum for Wales](#) and the ‘what matters statements’ across the six areas of learning and experience.

The Welsh Government in its [Term of Government Remit Letter for the National Park Authorities](#) stated that it would like to see all bodies working with under-represented audiences and communities. In contributing to this we will take account of the [Welsh Government’s Equality related plans](#), including the Climate, Rural Affairs and Environmental Section of the Anti Racist Wales Action Plan once finalised and the Authority’s own [Equality Plan](#).

We will work with Public Services Board colleagues to achieve the [Reducing Poverty and Inequalities project](#) within the Well-being Plan in support of the [Socio Economic Duty](#).

We will continue to work in partnership with Pembrokeshire County Council to deliver the [Rights of Way Improvement Plan](#) and NRW to maintain Pembrokeshire Coast Path as a National Trail and part of the wider [Wales Coast Path](#). Our heritage activities will be influenced by [Welsh Government Priorities for the historic environment of Wales](#).

Corporate Priority: Communities

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

Contribution to National Well-being Goals

This Objective aims to deliver the following 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.

Promoting regenerative tourism in the park and helping visitors to make a positive contribution to local communities and nature recovery will support a resilient Wales, prosperous Wales, and a Wales of cohesive communities. Sustainable transport initiative will contribute to target of 45% of journeys in Wales being undertaken by sustainable modes by 2040.

Through working in partnership with others to enhance cultural, heritage and Welsh Language opportunities in the Park we will support a Wales of vibrant culture and thriving Welsh Language and healthier Wales. Contributing to the National Milestones for Wales of a million Welsh speakers by 2050 and national indicator on Percentage of people attending

Status: For Approval

or participating in arts, culture or heritage activities at least three times a year.

Wider Placemaking activities supporting affordable housing in the Park will contribute to a Wales of cohesive communities, more equal Wales, healthier Wales and prosperous Wales.

Strategic Context

[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. Similarly the [Pembrokeshire Destination Management Plan](#) sets out an ambition for destination partners “to grow tourism for the good of Pembrokeshire.”

Our Welsh Language activities need to support the [Welsh Government’s Cymraeg 2050 strategy](#).

Our placemaking policy is informed by [Planning Policy Wales](#) and we will continue to engage in regional planning activities.

We will work with Public Services Board colleagues to achieve the [Strengthening Communities Project](#) within the Well-being Plan.

The Authority’s Next Generation – Youth Committee have developed a [Pembrokeshire Coast National Park Youth Manifesto](#) with four key areas focused on youth empowerment, living, learning and working.

Making it Happen - Place Making

National Park Management Plan

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.

Our current [National Park 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

During the 2023-26/27 period the Authority will review its current National Park Management plan in partnership with communities and relevant stakeholders. This will provide an opportunity to explore the interrelationship of the Authority’s new Well-being Objectives and priorities with its wider placemaking activities and duties. We will involve people in National Park Management Plan preparation and maintain ongoing conversations with stakeholders during implementation.

Status: For Approval

Local Development Plan and Planning Service

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 is monitored through its Annual Monitoring Report.

The Authority will continue to

- prepare, consult and seek approval for Local Development Plan 2 supplementary planning guidance.
- engage with Welsh Government and Pembrokeshire County Council on planning legislation and policy developments on second homes, holiday lets, affordable housing and Welsh Language Communities Housing Plan.
- engage with regional planning processes, including the South West Wales Corporate Joint Committee and Strategic Development Plans.
- adhere to the place making charter through promoting the six placemaking principles in the planning, design and management of new and existing places.
- deliver an effective and efficient planning and enforcement service. Including monitoring our performance against Welsh Government Indicators and identifying opportunities to improve the service we provide.
- review Conservation areas within the Park and provide advice to owners of historic buildings and sites.
- engage with community councils and provide training on planning to them in collaboration with others.

Making it Happen - Delivery Plans

To turn our ambitions into operational action the Authority has developed a set of delivery plans for 2023/24-26/27. The actions and deliverables within these plans will guide the Authority's operational priorities for the 2023/24 -26/27 period.

These plans are cross cutting in nature, with activities often supporting one or more of our Well-being Objectives.

Responsibility for delivery of a plan sits with a member of the Authority's Management Team who will work with officers across the Authority to ensure the plan is delivered. No plan sits within one team as each plan requires a cross Authority collaborative approach if we are to be successful. Teams contributing to a deliverable are identified within each plan.

Priority Actions within our Delivery Plans for 23/24-26/27

Nature Recovery Delivery Plan Priority Actions

- ✓ **Increasing our ambition for nature-based interventions in the Park:** Taking action at scale, focused on where our interventions will have the most impact on connectivity, condition, scale/ extent and diversity of ecosystems alongside maintaining and enhancing resilient ecological network. This approach will involve working on our own estate and collaboratively with other landowners, farmers and other stakeholders. Supporting high nature value farming systems.
- ✓ **Knowledge and Empowerment:** Improving data collection to measure and prioritise actions for greatest

Status: For Approval

impact for nature recovery. Engaging people and communities in Nature Recovery activities.

- ✓ **Nature Recovery informing how we operate:** Embedding nature recovery in how we operate with focus on access and heritage.
- ✓ **Collaboration and Strategic Approaches:** Continue to support and participate in strategic nature and marine partnerships helping their activities contribute to the 30x30 commitment. Respond to wider policy developments.

Decarbonisation Delivery Plan Priority Actions

- ✓ **Ways of Working & Innovation:** Reduce emissions of the NPA (from 280,000 tonnes CO2 per year (baseline Aquatera report) to 80,000 tonnes per year by 2030. Tracking mid-way point 2025 to 180,000 tonnes per year.
- ✓ **External & Partners:** On way with supporting National Park to be net zero/ Carbon neutral by 2040.

Adapting to Climate Change Delivery Plan Priority Actions

- ✓ **Engagement with Vulnerable Coastal Communities:** Working with partners to engage with vulnerable coastal communities (those affected by Coastal Change Management Areas) on consequences of coastal change and adaptation (including LDP policies.)
- ✓ **Data gathering and Risk Monitoring/ Management:** Improved information to support climate adaptation and monitor risks.

- ✓ **Building Resilience in Practice:** Testing approaches focused on our assets, PROW, high value nature sites and heritage and archaeological sites.

Health, Well-being and Access Delivery Plan Priority Actions

Note: Focused on groups who currently can't/ don't or face barriers to accessing the National Park.

- ✓ **Awareness, Access and Empowerment:** Deliver a programme of interventions to empower people and remove where possible barriers to accessing the Park for underrepresented groups or those who face specific barriers. Working collaboratively with others to achieve this.
- ✓ **Collaboration:** Engage with Health, Public Health, Care sector, Welsh Government, and third sector partners to influence, develop and participate in social prescribing opportunities. Ensuring that the Park and opportunities within it are used to support people's physical and mental health.

Engagement, Involvement and Learning about the Park Delivery Plan Priority Actions

- ✓ **Knowledge, Learning and Behaviour Change:** Delivering learning and outreach programmes that enable people of all ages to understand and appreciate the National Park and how they can engage in activities to protect the Park and its environment. With a particular focus on nature

Status: For Approval

recovery, decarbonisation, forming connection to outdoors and heritage and behaviour change.

- ✓ **Empowerment and Collaboration:** Providing a range of opportunities for people and communities to inform, support, engage with, and influence the work of the Authority.

Supporting Regenerative Tourism through the Visitor Economy Delivery Plan Priority Actions

- ✓ **Setting our Vision:** Defining what Regenerative Tourism means for PCNPA, setting out PCNPA's regenerative tourism principles and parkwide strategy.
- ✓ **Becoming an Exemplar:** Work to become exemplar in Regenerative Tourism. Displaying and implementing the principles in practice through our:
 - Visitor Centres
 - Activities and Events Programme
 - Work with internal departments across the Authority.
- ✓ **Influencing Others and Supporting Behaviour Change:** Work with PCNPA colleagues and in partnership with local communities and trade, to create positive change within the sector. Ensure that Park visitors understand and engage in appropriate and safe behaviour which does not compromise the Park's special qualities.

Pembrokeshire Life Delivery Plan Priority Actions

- ✓ **Collaboration and Integration:** Supporting events in Pembrokeshire – e.g. County Show, Ironman. Working in partnership to deliver wider outcomes to benefit the people

and environment in Pembrokeshire: PSB, Wildfire group, Visit Pembrokeshire, Voluntary roles (Fire and Rescue Services, Governor roles.)

- ✓ **Sustainable Communities:** Contribute through planning to provision of affordable housing and appropriate type and mix of general housing within the Park. Deliver a programme of opportunities across our centres, events and outreach work supporting people to use Welsh and develop their Welsh Language skills.
- ✓ **Safeguarding Heritage and Public Rights of Way in the Park:** Safeguarding and engaging people with Pembrokeshire's historic environment and Public Rights of Way, including the National Trail.

Governance and Decision-Making Delivery Plan Priority Actions

- ✓ **Decision Making and Consistency:** Updating our decision making and corporate approaches to mainstream our new priorities and Well-being Objectives in how we work and make decisions. Ensuring consistent approaches are developed and that new ways of working become embedded, with particular emphasis on decarbonisation and Section 6 biodiversity duty.

Skills Development and Training Delivery Plan Priority Action

- ✓ **Skills Development and Training:** Updating and reviewing our training and skills development for staff, Members and volunteers to reflect Authority's new

Status: For Approval

priorities and Well-being Objectives. Upskilling and improving digital literacy to ensure we are all making the most of tools available.

Resourcing Plan to Broaden our Funding Delivery Plan Priority Actions

- ✓ **Realigning Funding and Project Development:** Realigning our funding and project development process to meet the ambitions across delivery plans to achieve our priorities and Well-being Objectives.
- ✓ **Commercial Opportunities:** Identification of opportunities to broaden our income base through exploring commercial opportunities within a framework that is sensitive to the National Park Authority's brand, ethos and remit. Ensuring we are making the most of our existing assets and expertise to generate income.
- ✓ **Partnerships and Commissioning / Fundraising Opportunities:** Maximising opportunities to deliver our priorities through:
 - identifying flagship/ landscape scale projects and potential funding routes.
 - identifying potential funding routes linked to partnerships and commissioning. Including exploring opportunities linked to Sustainable Farming Scheme/ Tourism Tax and commissioning opportunities within Health/ Social Care Sector.

Communications and Marketing Delivery Plan Priority Actions

- ✓ **Conservation:** Engaging and empowering NPA audiences to take action for nature.
- ✓ **Climate:** Creating opportunities to champion our journey to net zero through a creative programme of communications, marketing and interpretation.
- ✓ **Connection:** Promoting opportunities for people of all ages, abilities and backgrounds to discover and experience the Park, in a way that connects them to the landscape and instils a sense of deep connection to encourage positive change.
- ✓ **Communities:** Promoting our winter of well-being campaign working in partnership to support local communities through the cost-of-living crisis. Working with tourism industry partners to promote the regenerative tourism credentials of the Park.

Digital Transformation Delivery Plan Priority Action

- ✓ **Transforming our Ways of Working:** Assessing what IT support, systems and infrastructure we need to have in place to support our digital transformation ambitions and delivery of our Objectives. Transforming information governance, use of data and our ways of working to deliver improved services, efficiencies, cyber security, and reductions in carbon emissions.

Making it Happen - Cross Cutting Outcomes

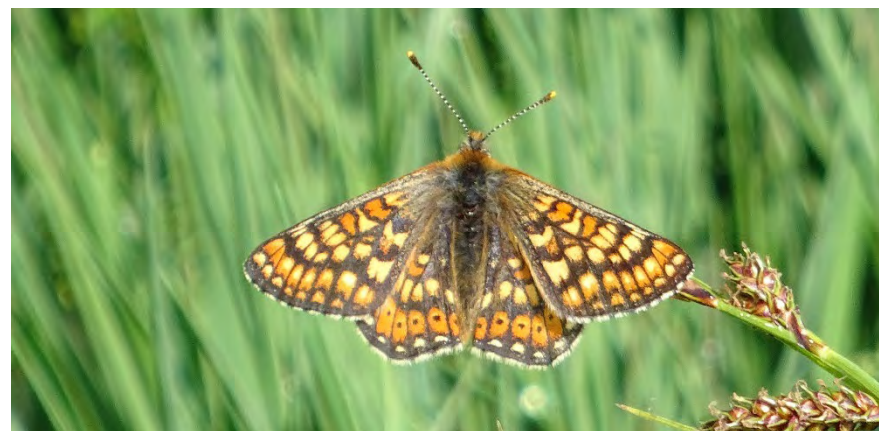
The Authority has identified a range of cross cutting outcomes linked to our Well-being Objectives and wider public sector duties:

- Sustainable Development Principles – 5 Ways of Working
- Public Sector Equality Duty and Socio-Economic Duty is embedded in what we do, and we are taking account of objectives within our equality plan.
- Supporting reduction in Child Poverty.
- Promoting the Welsh Language to support national targets on number of speakers and taking account of our Welsh Language Strategy.
- 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.
- The Authority engages effectively with communities and stakeholders.
- The Authority is effective and supports and develops staff and volunteers.

To help support delivery of these outcomes we will use a range of tools including:

- Delivery Plans – each of our delivery plans state how they will be implemented to support the cross-cutting outcomes.
- Integrated Assessments – these assessments provide information to decision makers of potential positive or negative impacts to help inform their decision making.

- Development of strong corporate policy and procedure framework – supporting communication of expectations and legislative requirements and standards to employees. Helping promote consistency across the Authority and embed best practice in areas that can impact on delivery of our cross-cutting outcomes.
- Engagement – including continuing to support Youth Committee, Volunteer Forum and developing projects in partnership with those who they are seeking to benefit.
- Expertise – Working with Wales' Designated Landscapes Inclusion, Diversity and Governance Excellence Strategic Lead to provide expertise on embedding public sector equality duty and socio-economic duty across our work.
- Collaboration – Working with Tirweddau Cymru Landscapes for Wales to combine the strengths of the eight Designated Landscapes to deliver collaborative action for climate, nature, culture, heritage and people.



Measuring Impact

A performance framework will be put in place to enable us to monitor during the year and annually our progress against the deliverables within our delivery plans. We will also assess the impact deliverables have had and the overall progress status of each plan. Progress against delivery plans will be monitored through:

- Authority's performance reporting system and case impact studies.
- Management Team Dashboards.
- Reports to Authority Members via Committees.
- Annual Report on Meeting Well-being Objectives.
- Delivery Plans will be reviewed annually alongside Corporate Plan as part of corporate planning cycle.

To support assessing how we are meeting our Well-being Objectives we have developed a set of high-level indicators of change across them. These are not a perfect set of indicators but should provide indicative insight into whether we are on the right track and making a difference across our Objectives. These indicators will be refined alongside work that is being done on Vital Signs models to inform the development of the National Park Management Plan.

Conservation:

1. Increase in extent of effective protection and management for nature recovery happening in the Park area (focused on Authority intervention and management regimes).

Climate:

2. Authority: Decrease in emissions from Authority sources and increase in removals.
3. Park: Community and agricultural decarbonisation initiatives completed.
4. Adaptation: Number of practical work and realignment activities completed on Coast Path to build resilience.

Connection:

5. Volunteer and social action days/ hours contributing to four priority areas.
6. Number of people engaged with through – outreach and supported walking activities, community, education and public activities linked to four priority areas. Range of organisations engaged with/ tailored events to increase reach of our activities.
7. Number of locations/ routes achieving access for all standard.
8. % PROW open and meeting quality standards
9. Number of people using footpath from fixed counters
10. Number of monuments where improvement/maintenance work has taken place.

Communities

11. Number of Blue Flag and Green Coast Award beaches in county retained / Bathing Water Quality Readings
12. Number of passengers on Coastal Buses.
13. LDP2 – Affordable housing targets.

Governance and Compliance

The Authority's [Code of Corporate Governance](#) sets out its commitment to, and understanding of, corporate governance. It outlines the arrangements the Authority has put in place to ensure ongoing effective implementation and monitoring.

Every year the Authority identifies within its annual governance statement key actions to be taken to address any governance issues or risks identified. Our priority areas and actions identified for 2023-24 are:

Governance Issues/ Risk Identified	Actions to be Taken
Health and Safety	Undertake a review of management of health and safety.
Continue implementation of Microsoft 365 across the organisation, including exploring functionality opportunities for Sharepoint alongside implementing improved record management processes and practices.	Undertake activities to support improved record management across the Authority, incorporating activities to support the move to Sharepoint.
Mid term financial planning and cost pressures	Continue to work with Members and Welsh Government to manage mid term financial challenges and pressures.

Review of Corporate Policies	Undertake activities to support delivery of Corporate Improvement Project on management and communication of Corporate Policies and Standards
Complete Pay and Grading review	Complete and review outcome of Pay and Grading Review
Welsh Language Strategy	Completion and publication of Welsh Language Strategy.
Implement recommendations from Audit Wales review of Governance	Implement agreed recommendations from Audit Wales review of Governance.

The Authority will continue to monitor its performance against compliance areas, including meeting any additional duties placed on it as a public body:

- Health and Safety
- Safeguarding
- Data Protection and Information Governance
- Equality and Socio-Economic Duty
- Welsh Language Standards
- Welsh Government Net Zero Reporting and Section 6 Biodiversity Duty
- Social Partnership and Socially Responsible Procurement Duty
- Governance and Financial management arrangements

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The Authority will continue to assess risk on an ongoing basis through review and scrutiny of its risk register by Management Team and Audit and Corporate Services Review Committee. It will continue to respond to Internal Audit and Audit Wales findings and recommendations. An action log will be developed to assist the monitoring of actions put in place in response to internal and external audit recommendations.

Funding and distribution against Well-being Objectives

The Authority's net revenue expenditure for 2023/24 is determined by the Welsh Government, by allocating the annual National Park Grant and levy at £4,333k. Authority generated income of about £2,465k is raised from planning fees, admissions, merchandise sales, car parks, grants etc.

The Authority has developed a delivery plan focused on resources and broadening our funding and will also look at how to respond to Audit Wales findings following their report on income diversification. A key role of each of the new Heads of under the new structure is to explore additional funding and income opportunities across their areas of responsibility.

Budget forecasts and sensitivity analysis for 2024/25 to 26/27 were included within the [Draft Budget Planning Report](#) that was presented to Members at the 8th February 2023 National Park Authority Meeting.

2023/24 Budget Forecast

Income	
	£000s
Welsh Government Grant	3,250
Local Authority Levy	1,803
Authority Generated Income	2,465
Transfer from Reserves	1,366
Bank Interest	5
Total	8,169

Expenditure		
PCNPA Well-being Objective	Resource (£000's)	%
Conservation	1,841	22.5
Climate	1,410	17.2
Connection	3,135	38.4
Communities	1,783	21.9
Total	8,169	100.0

Status: For Approval

This table provides a more detailed breakdown of the budget against the CIPFA codes for National Park Authorities.

Summary Draft Estimate – Gross Expenditure 2023/24 on 4 Well-being Objectives against CIPFA codes for National Park Authorities					
	Conservation	Climate	Connection	Communities	Total
	22.5%	17.3%	38.4%	21.8%	100.0%
000s					
Conservation of the Natural Environment	608	122	24	24	777
Conservation of the Cultural Heritage	0	0	84	33	117
Development Control	58	58	0	461	577
Forward Planning & Communities	24	124	0	189	336
Promoting Understanding & Enjoyment	144	144	1,639	203	2,130
Recreation and Park Management	28	42	557	42	669
Rangers, Estates & Volunteers	460	312	312	312	1,396
Democratic Representation and Management	138	138	138	138	552
Support Services	382	471	382	382	1,616
Total Gross Expenditure	1,841	1,410	3,135	1,783	8,169
Income from grants, fees, charges, EMR transfers etc.					-2,465
Levy and NP Grant					-4,333
Non cash adjustment					-1,366
Bank Interest					-5
					-8,169

For further information on the Corporate and Resources Plan or to request the plan in an alternative format please contact: info@pembrokeshirecoast.org.uk / 01646 624800

Status: For Approval

PCNPA Delivery Plans 2023/24 - 26/27

Supporting the Authority to meet its Well-being Objectives through setting our operational priority actions and deliverables.

Approvals	Approved by	Date
Original Approval		
Review 2024/25 CP process		
Review 2025/26 CP process		
Review 2026/27 CP process		

Progress against delivery plans are monitored through:

- Authority's performance reporting system and Case Impact Studies
- Management Team Dashboards
- Reports to Authority Members via Committees
- Annual Report on Meeting Well-being Objectives
- Delivery Plans will be reviewed annually as part of corporate planning cycle

These plans support delivery of the Authority's Well-being Objectives which are set out in the Authority's Corporate and Resources Plan 2023/24 - 26/27.

For further information on Delivery Plans please contact:

mairt@pembrokeshirecoast.org.uk



Parc Cenedlaethol
Arfordir Penfro
Pembrokeshire Coast
National Park

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Status: For Approval

Nature Recovery Delivery Plan

Lead Officer: Head of Nature Recovery

Outcomes

Conservation

- 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 conservation status is achieved on high nature value sites.
- Increase in land managed for 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.

Climate

- PCNPA to be a carbon neutral Authority by 2030. [Land Use]
- PCNPA has supported the Park on its pathway to becoming carbon neutral as near as possible to 2040. [Land Use]

Priority Actions (PA)

- 1. Increasing our ambition for nature-based interventions in the Park.** Taking action at scale, focused on where our interventions will have the most impact on connectivity, condition, scale/ extent and diversity of ecosystems alongside maintaining and enhancing resilient ecological network. This approach will involve working on our own estate and collaboratively with other landowners, farmers and other stakeholders. Supporting high nature value farming systems.
- 2. Knowledge and Empowerment:** Improving data collection to measure and prioritise actions for greatest impact for nature recovery. Engaging people and communities in nature recovery activities.

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3. **Nature Recovery informing how we operate:** Embedding nature recovery in how we operate with focus on access and heritage.
4. **Collaboration and Strategic Approaches:** Continue to support and participate in strategic nature and marine partnerships helping their activities contribute to the 30x30 commitment. Respond to wider policy developments.

PA	Deliverable	Milestones/ Measuring impact against outcomes	Timescale	Resource	Teams involved in delivery
1	Delivery of Pilot Coastal Management Scheme under SLSP: Wild Coast, Wild Park Nature Recovery Project	# of Schemes Hectares of habitat created/managed. M of habitat created Case Studies produced # of interventions aimed at reducing light pollution. Area of INNS managed	2023/24 - 2024/25	3 year SLSP project (Overall fund £676,000)	Joint Lead: Nature Recovery. Strategic Policy.
1	Implement Peatland Action Programme Work	Practical work completed as part of programme. Case Studies produced.	To March 2025	Funding Allocation through NRW and National Peatland Action Programme	Lead: Nature Recovery.
1	Review of opportunities for peatland conservation within the Park	Report Completed.	2024/25	Funding for external contract required	Lead: Nature Recovery.
1	Implement Stitch in Time Nature Networks Fund Project	1 FTE INNS coordinator post # of events/talks Area Of INNS managed	To March 2025.	Nature Networks HLF Funding secured	Lead: Nature Recovery. Support/ Input: Volunteering.

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		# of Volunteer hours			Engagement and Inclusion.
1	Implement Commons Resilience and Traditional Boundary Schemes in support of High Nature Value Farming systems in the park.	Length of boundary restored/created. Length of boundary fenced. Length of Firebreaks managed	To March 2024.	Some SLSP funding allocated. Potential to take these to 2025 dependant on spend on other areas.	Lead: Nature Recovery.
1	Implement the Conserving the Park Scheme empowering land owners and managers to deliver nature recovery at a landscape scale	Area of land under management.	Ongoing.	Funded Funding supplemented through Make More Meadows and Wild About Woodlands (soon to be the Birds and the Bees) campaigns	Lead: Nature Recovery Support/ Input: Fundraising.
1	Review of Connecting the Coast pilot and refresh and rebrand of the Conserving the Park Scheme with the aim of increasing the reach of the Scheme.	Area of land under management	2025-26	Partly Funded Trust Campaigns Potential future SLSP rounds.	Lead: Nature Recovery. Support/ Input: Fundraising. Communications.
1	Sequestration for the Nation project. – strategic acquisition of land for nature recovery and carbon storage. Management Plan in place and added to work programme for	Area acquired. Management Plan in place. Area of land under management.	As opportunities arise.	External Funding Required. Potential future SLSP rounds.	Joint Lead: Nature Recovery. Decarbonisation.

Status: For Approval

	nature recovery/ carbon storage management.	Aspiration should be reflected in review of Asset Management Strategy within Governance and Decision Making delivery plan.		Additional funding may be needed for ongoing work programme at sites.	
1	Activities to ensure own sites are exemplar sites for nature recovery including management for recreation and visitor behaviour. [See Regenerative Tourism in terms of PCNPA centres]	Case studies. Management Plans in place. Area of land under management for nature.	Ongoing	Some activities within current staff resource/ budget however additional resource needed for management planning/ site management for Nature Recovery officers and Warden Teams.	Lead: Nature Recovery. Support/ Input: Decarbonisation. Regenerative Tourism. Engagement and Inclusion.
2	Defining what nature recovery means and what this looks like for the Park as part of National Park Management Plan Development. Engaging with nature recovery team, and wider teams, members and stakeholders/ partners.	Feedback captured from Engagement Activities. Clear definition of what nature recovery means and looks like for the Park reflected in National Park Management Plan.	2023/24 - 2024/26	Within current staff resource/budget (NPMP) Additional engagement activities depending on their nature may require additional resource.	Lead: Strategic Policy. Support/ Input: Nature Recovery. Engagement and Inclusion.
2	Evaluation of baseline data, project evaluations and identification of indicators for the future to help measure impact and target interventions. Engagement with partners such as NRW who are involved	Baseline data and assessment in place. Set of revised indicators in place to measure impact and target interventions.	2023/24 - 2024/25	Staff time/ resource needs to be allocated for this work to be completed.	Lead: Nature Recovery. Support/ Input: Strategic Policy. Performance.

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	in nature recovery data capture to inform our approach				
2	Alignment of wildlife monitoring and citizen science/ volunteering wildlife and accessible monument monitoring to our indicators and nature recovery data capture priorities.	# volunteer wildlife monitoring submissions supporting our indicators.	2025/26 – 2026/27	Additional Staff time/ resource needed. Some tools already available. Additional funding may be needed to develop specific monitoring projects.	General Wildlife Monitoring Lead: Nature Recovery Support/ Input: Strategic Policy Volunteering/ Citizen Science Lead: Engagement and Inclusion. Support/ Input: Nature Recovery. Strategic Policy.
2	Monitor and respond to Ash Dieback on Authority's estate. Monitor and respond to impact of other diseases and viruses on animals, birds and plant species in the Park.	Completion of surveys and work programme activities for Ash Dieback on Authority's estate. Case studies of outcome of partnership working, monitoring activities and responses developed.	2023/24 – 2026/27	Within current staff resource/budget. Additional funding may be needed for additional work (Ash Die back.) Additional funding may be needed to develop specific monitoring projects and responses.	Lead: Nature Recovery Support/ Input: Strategic Policy. Engagement and Inclusion.
2	Piloting and development of community nature plans carried	# community nature plans in place.	2024/25 – 2026/27	Additional resource / funding needed.	Joint Lead: Engagement and

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	out through the Local Nature Partnership building on Local Places for Nature work. Plans should take account of the conservation profiles for each of the 5 National Park management areas within current NPMP's State of the Park Report.	Case studies of interventions carried out under the plans.			Inclusion and Nature Recovery. Support/ Input: Decarbonisation. Fundraising.
3	Embedding approaches to manage Coast Path/ IROW for Nature Recovery.	# pollinator/ habitat improvement jobs completed.	2023/24 - 2026/27	Exploration is needed as to whether this can be done within existing budgets/ resource or if additional resource is needed.	Lead: Nature Recovery. Support/ Input: Communications. Interpretation. (Explaining changes in approach to public)
3	Enhancing nature recovery opportunities aligned to community archaeology/ heritage interventions. Including using nature recovery as one of our priority criteria for deciding where to focus our efforts for our work on sites.	# nature recovery enhancements carried out linked to community archaeology / heritage.	2023/24 - 2026/27	Within current staff resource/ budget. Additional volunteer support. For more complex sites, work can only be carried out if additional funding is available.	Lead: Nature Recovery. Support/ Input: Volunteering. Engagement and Inclusion.

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3	Review and develop further Nature Recovery volunteering opportunities including those linked to Coast Path/ IROW.	# Volunteer hrs – Nature Recovery activities (including those linked to Coast Path/ IROW activities.)	2024/25 - 2026/27	Review – within current staff resource/ budget. Development and Implementation may require additional resource including resource for volunteer supervision.	Joint Lead: Nature Recovery. Engagement and Inclusion. Volunteering.
3	Supporting Nature Recovery through Planning: <ul style="list-style-type: none"> ○ Joint Planning ecologists with PCC ○ Biodiversity enhancements on planning applications 	Case studies of biodiversity enhancements achieved on planning applications. Continued funding of joint planning ecologists.	2023/24 - 2026/27	Within current budget / staff resource	Lead: DM. Support/ Input: Strategic Policy.
4	Supporting local and designated landscape partnerships to contribute to the 30x30 commitment: <ul style="list-style-type: none"> ○ Pembrokeshire Nature Partnership and Recovery Plan ○ Pembrokeshire Grazing Network ○ Pembrokeshire Wildfire Group ○ Designated Landscape Deep Dive Biodiversity Working Group 	Evidence of influencing partnerships and working collaboratively to support delivery of NPA priorities. Captured through monitoring reports for partnerships for Management Team /Committee.	2023/24 - 2026/27	Within current budget / staff resource. Additional funding may be required to support partnership projects.	Lead: Nature Recovery.

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	<ul style="list-style-type: none"> Other partners – NRW, National Trust and Wildlife Trust. 				
4	<p>Supporting marine, foreshore and catchment partnerships to contribute to the 30x30 commitment and respond to wider policy developments:</p> <ul style="list-style-type: none"> Nutrient Management Board Relevant Authority Groups – SAC WG Marine Groups Foreshore Management Plan 	<p>Evidence of influencing partnerships and working collaboratively to support delivery of NPA priorities. Captured through monitoring reports for partnerships for Management Team /Committee.</p> <p>Continuation of funding contribution to SAC.</p>	2023/24 - 2026/27	<p>Within current budget / staff resource. Continuation of funding contribution to SAC.</p> <p>Additional funding may be required to support partnership projects.</p>	<p>Lead: Strategic Policy.</p> <p>Foreshore Lead: Nature Recovery.</p> <p>Foreshore Support/ Input: Regenerative Tourism. Decarbonisation. Engagement and Inclusion.</p>
4	<p>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.</p>	<p>Consultation responses and participation in engagement/ influencing opportunities.</p> <p>Review of impact of Sustainable Farming Scheme on our approach completed.</p>	2023/24 – 2026/27	<p>Within current staff/ budget resource.</p>	<p>Joint Lead: Senior Leadership Team. Nature Recovery. Landscape Wales Co-ordinator</p>

How this Delivery Plan will be implemented to support cross cutting outcomes

<p>Equality and Socio-Economic Duties / Reducing Child Poverty</p>	<p>Development of further nature recovery volunteering and wildlife monitoring/ citizen science opportunities through joint working between Nature Recovery, Engagement and Inclusion and Volunteering teams will provide opportunities for wider range of people to be supported to act for nature. Community nature plan activities may identify opportunities related to food growing activities or engagement with local community support groups. We will seek to involve Young</p>
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	Farmers and Youth Committee in the process of defining what nature recovery means for the Park. The Engagement and Inclusion Team will also be involved in this process to capture wider views and perspectives from groups whose voices are underrepresented in wider environment sector.
Promoting Welsh Language	Linked to wider activities in Skills Development and Training Delivery Plan, we will have in place a workforce that can continue to engage with a range of stakeholders including landowners and volunteers in Welsh when carrying out our nature recovery activities.
Engagement with Communities and Stakeholders	Engagement and development of positive working relationships with landowners, farmers and other stakeholders will be central to our approach in order to meet our ambitions for nature-based interventions in the Park. Piloting and development of community nature plans building on Local Places for Nature work. Engagement opportunities as part of National Park Management plan exploring what nature recovery means and what this looks like for the Park.
Decarbonisation	Identification and delivery of nature recovery interventions that have benefits for both nature recovery and carbon sequestration. Working with partners to maximise these opportunities in terms of both the terrestrial and marine environment.
Section 6 Biodiversity Duty	All priority actions and deliverables will support Section 6 biodiversity duty. Action on embedding Nature Recovery in how we operate will support aims of Section 6 biodiversity duty in terms of work beyond traditional nature recovery activities.
Volunteering Opportunities/ Staff Development	Review and development of further Nature Recovery volunteering opportunities and alignment of wildlife monitoring and citizen science/ volunteering wildlife monitoring to support our indicators and nature recovery data priorities. Training plan developed through Skills Development and Training Delivery Plan will identify, and support staff skills development linked to climate adaptation and risks.

Status: For Approval

Decarbonisation Delivery Plan

Lead Officer: Head of Decarbonisation

Outcomes

Climate

- 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.
- Engagement activities with staff and wider public have led to behaviour change.

Communities

- Residents and visitors have effective and sustainable options (including using the rights of way network) to travel around the National Park.

Priority Actions (PA)

- 5. Ways of Working & Innovation.** Reduce emissions of the NPA (from 280,000 tonnes CO2 per year (baseline Aquatera report) to 80,000 tonnes per year by 2030. Tracking mid-way point 2025 to 180,000 tonnes per year.
- 6. External & Partners:** On the way with supporting National Park to be net zero/ Carbon neutral by 2040.

PA	Deliverable	Milestones/ Measuring impact against outcomes	Timescale	Resource	Teams involved in delivery
5	Implementation of Carbon reduction delivery plan, created by Aquatera. Including: <ul style="list-style-type: none">○ Deep dive into procurement and purchasing with	Current emission as baseline. Annual emissions showing reduction of CO2 across emission sources. /	2023/24 -2024/25 Ongoing – Recording and Analysing Data	Within current budget/ staff resource (New Decarbonisation Officer post.)	Lead: Decarbonisation. Support/ Input: Finance. Fundraising.

	<p>recommendations on placing a value on decarbonisation. To support Just Transition to Net Zero the deep dive will consider the Socially Responsible Procurement duty under Social Partnership and Procurement (Wales) Act 2023 and procurement aspect of Equality Duty. Engagement with SME's within our supply chain.</p> <ul style="list-style-type: none"> ○ Continue to work collectively to record and analyse data for Welsh Government (WG) reporting. Where possible improve data from tier 1 and 2 to tier 3 recording and reporting of waste under separate tab. Identify opportunities for real time recording/ analysis. ○ Decarbonisation Plan for PCNPA Fleet. ○ Identify areas across Authority where circular 	<p>Reduction in intensity of emissions (per FTE.)</p> <p>Mapping of procurement processes and procedures with recommendations. Agreement and Implementation of attaching decarbonisation value to all purchasing and procurement. Net zero supply chain reduction (WG reporting). Evidence of engagement activities carried out with SME's within our supply chain.</p> <p>Decarbonisation Plan for PCNPA in operation/ % fleet electric/ hydrogen.</p>		<p>Additional funding likely to be required to implement decarbonisation plan for fleet.</p>	<p>Management Team. Officers across teams supporting WG reporting. Strategic Advisor (Procurement).</p>
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	economy principles can be applied.				
5	<p>Feasibility study into all buildings and how to reduce emissions.</p> <p>Implementation of recommendations to reduce emissions in all buildings.</p>	<p>Completion of reduction works.</p> <p>In year and annual emissions for buildings shows a reduction.</p>	<p>2023/24 (Feasibility Study)</p> <p>2024/25 -2025/27 (Implementation)</p>	<p>Funding through Energy Services Wales (tbc).</p> <p>Funding required depending on intervention – some capital funding from SLSP decarbonisation.</p>	<p>Lead: Decarbonisation.</p> <p>Support/ Input: Nature Recovery (Site Managers). Regenerative Tourism (Centre Managers).</p>
6	SDF decarbonisation of communities – through supporting community decarbonisation projects.	<p>5 Communities per year involved in implementing decarbonisation practices.</p> <p># community decarbonisation projects completed.</p> <p>Case Studies of Completed Projects.</p>	To March 2025	SLSP funding until 2025.	<p>Lead: Decarbonisation.</p> <p>Support/ Input: Finance. Engagement and Inclusion.</p>
6	Work with dairy farms in the National Park to trial different approaches to enable farm businesses to reduce carbon through offsetting and reduction measures.	<p>Amount of carbon offset.</p> <p>Number of schemes.</p> <p>Case Studies of Completed Work.</p>	To March 2025	SLSP funding until 2025.	<p>Lead: Nature Recovery</p> <p>Support/ Input: Decarbonisation.</p>
6	<p>Planning Policy:</p> <ul style="list-style-type: none"> o Is supporting developments achieving high standards in terms of sustainable design. 	LDP Annual Monitoring Report: Indicator 11, 12 and 13.	<p>2023/24 -2026/27</p> <p>Guided by LDP2 and</p>	Within current budget/ staff resource.	Joint Lead: Strategic Policy. DM.

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	<p>With all new dwellings meeting the standards set out in national planning policy.</p> <ul style="list-style-type: none"> ○ The National Park contributing to renewable energy generation. 		supplementary planning guidance.		Support/ Input: Members.
6	<p>Engagement with strategic partners to support and where feasible retain and expand sustainable transport initiatives in the Park. Monitor developments linked to Coastal bus service, Fflecsi bus service and other regular bus routes.</p>	<p>Annual contribution provided to Coastal buses and Greenways Officer Salary.</p> <p># Coastal bus routes available</p> <p># passengers coastal buses</p>	2023/24 - 2026/27	<p>Annual contribution to Coastal buses and Greenways Officer Salary.</p> <p>Senior Leadership Team staff resource – strategic engagement locally, regionally and nationally.</p> <p>Working collaboratively with partners to identify funding gaps and opportunities.</p>	<p>Lead: Senior Leadership Team.</p> <p>Support/ Input: Strategic Policy. Decarbonisation. Regenerative Tourism.</p>
6	<p>Engagement with partners including business' with focus on visitor economy sector, 3rd sector and PSB to support decarbonisation of National</p>	<p>Take up of Green Growth Pledge for business in Park Area.</p>	2023/24 -2026/27	<p>Within current budget/ staff resource.</p>	<p>Joint Lead: Decarbonisation and Regenerative Tourism.</p>

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	Park. Engagement to be informed by findings within Small Worlds Report.			However additional engagement activities may require additional resource.	Support/ Input: Engagement and Inclusion. Landscape Wales Co-ordinator.
6	Support UK National Parks Race to Zero application.	Completion of Race to Zero application	2023/24 – 2024/25	Within current budget/ staff resource.	Lead: Decarbonisation

How this Delivery Plan will be implemented to support cross cutting outcomes

Equality and Socio-Economic Duties / Reducing Child Poverty	SDF fund will continue to support community projects including projects that can provide warm spaces or support within communities. Engagement with strategic partners to support sustainable transport initiatives involving public transport could help tackle transport challenges facing some disadvantaged groups. To support just transition to net zero the procurement deep dive will consider the Socially Responsible Procurement duty under Social Partnership and Procurement (Wales) Act 2023 and procurement aspect of Equality Duty. Project checklist developed under the Governance and Decision Making Delivery plan will be used to ensure any new decarbonisation projects or behaviour change focused activities take a just transition to net zero approach.
Promoting Welsh Language	We will support staff to expand their Welsh Language vocabulary and familiarity with technical terms linked to climate change.
Engagement with Communities and Stakeholders	SDF is providing opportunity for communities to fund community decarbonisation projects. Authority is using greening agriculture project to develop and strengthen its engagement with farming sector. We will look to engage with SME's that we use as part of our decarbonisation work on Authority's procurement emissions. We will carry out engagement with partners, business' with focus on visitor economy sector, 3 rd sector and PSB to support decarbonisation of National Park.
Section 6 Biodiversity Duty	It will help embed practices that will also have positive impact on Nature Recovery for example waste reduction initiatives. Land use removals and emissions will be monitored via Net Zero reporting – this will influence wider Nature Recovery Delivery Plan actions. Land use activities have been embedded within Nature Recovery Delivery Plan instead of in the decarbonisation plan in order to ensure that any approaches we take consider potential biodiversity implications.

Status: For Approval

Volunteering Opportunities/ Staff Development	As plan progresses potential to explore new volunteering opportunities linked to decarbonisation. Training plan developed through Skills Development and Training Delivery Plan will identify, and support staff skills development linked to carbon literacy.
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Adapting to Climate Change Delivery Plan

Lead Officer: Director of Placemaking, Decarbonisation and Engagement

Outcomes

Climate

- 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.

Connection

- Infrastructure is maintained, including the Public Rights of Way network, heritage assets and access points to enable people to continue to gain access to and enjoy the National Park.

Priority Actions (PA)

- 7. Engagement with Vulnerable Coastal Communities:** Working with partners to engage with vulnerable coastal communities (those affected by Coastal Change Management Areas) on consequences of coastal change and adaptation (including LDP policies.)
- 8. Data gathering and Risk Monitoring/ Management:** Improved information to support climate adaptation and monitor risks.
- 9. Building Resilience in Practice:** Testing approaches focused on our assets, PROW, high value nature sites and heritage and archaeological sites.

Priority Actions and Deliverables take into account the [Pembrokeshire Climate Adaptation Strategy](#).

PA	Deliverable	Milestones/ Measuring impact against outcomes	Timescale	Resource	Teams involved in delivery
7	<p>Input into the protocol for engaging with communities at risk from climate impacts.</p> <p>Contribute to or carry out pilot with community (within coastal change management area) to test approach set out in protocol. (CM1) [This potentially would be a partnership project.]</p>	<p>Completion of protocol.</p> <p># of members of community reached as part of pilot.</p> <p>Exploration of how we can measure against models that look at – coping and bouncing back, planning for change, planning for letting things go etc.</p>	<p>2023/24 - 2024/25 (Engagement)</p> <p>2025/26 - 2026/27 (Pilot)</p>	<p>Funded by PSB (Engagement).</p> <p>Seek additional funding to deliver a pilot. [This potentially would be a partnership project]</p>	<p>Joint Lead: Strategic Policy. Engagement and Inclusion.</p> <p>Support/ Input: DM. Decarbonisation.</p>
8	<p>Completion of Climate Change Risk Assessment and Resilience Plan/ Report for Natural Heritage in PCNPA (NA2/ NA4).</p> <p>To include Coast Path, if possible in scope [(I3) - Coastal Path Study on future resilience of Pembrokeshire Coastal Path to Climate Change.]</p>	<p>SLSP funded report completed.</p>	<p>2023/24 - 2024/25</p>	<p>SLSP Funding.</p>	<p>Lead: Nature Recovery.</p>
8	<p>Continued engagement and support for Pembrokeshire Wildfire Group.</p> <p>Ongoing monitoring of spatial distribution of wildfires as part of Vital Signs Model.</p> <p>Commission research into future spatial distribution and adapting</p>	<p>Evidence of influencing partnership and working collaboratively to respond to Wildfires. Captured through monitoring reports for partnerships for Management Team /Committee.</p> <p>Trend data - on frequency/ spatial distribution of wildfires.</p>	<p>2023/24- 2026/27 (Wildfire Group)</p> <p>2024/25 - 2026/27 (Monitoring and Research)</p>	<p>Within existing budget/ staff resource (Wildfire Group and Monitoring).</p> <p>Additional funding required (Research).</p>	<p>Joint Lead: Nature Recovery. Strategic Policy.</p> <p>Support/ Input: Engagement and Inclusion.</p>

Status: For Approval

	wildfire management in response. Sharing of information with Wildfire Group. (CM4)				
9	Practical work and adapting of approaches for PROW, high value nature sites and heritage/ archaeological sites to build resilience including realignment activities.	Scope work and consider funding opportunities. Completion of practical/ realignment work. Case studies of new approaches adopted.	2023/24 - 2026/27 [Long Term project beyond 2027 timescale]	Scope work and consider funding opportunities. External funding likely to be need for work.	Lead: Nature Recovery. Delivery Support/ Input: Decarbonisation. Fundraising. Regenerative Tourism.
9	Identifying opportunities when reviewing assets for future proofing (including leaseholders / concession providers). Testing approaches in practice within our assets. Taking learning to inform future approaches.	Examine 3 case studies in year 3 looking at how any redevelopment of assets owned by PCNPA has incorporated climate risk adaptation.	2023/24 - 2026/27	Review of Assets: Within current budget/ staff resource – through Asset Management Group. Additional funding needed for testing approaches in practice.	Lead: Decarbonisation. Support/ Input: Management Team. Asset Management Group. Regenerative Tourism.

How this Delivery Plan will be implemented to support cross cutting outcomes

Equality and Socio-Economic Duties / Reducing Child Poverty	Engagement with PSB work linked to the protocol for engaging with communities at risk from climate impacts will provide opportunity for us to consider impact on different groups. Work relating to Coast Path and Inland Rights of Way and our assets will help where appropriate to ensure continued access to accessible/ wheelchair paths etc.
Promoting Welsh Language	Any community engagement will take account of meeting Welsh Language needs and compliance with Welsh Language Standards.

Status: For Approval

Engagement with Communities and Stakeholders	Engagement with PSB work linked to the protocol for engaging with communities at risk from climate impacts. Continued engagement with Wildfire group.
Section 6 Biodiversity Duty	Completion of Climate Change Risk Assessment and Resilience Plan for Natural Heritage in PCNPA. Potential testing of approaches and practical work for high value nature sites.
Volunteering Opportunities/ Staff Development	As plan progresses potential to explore new volunteering opportunities linked to climate adaptation, particularly in terms of surveying and monitoring building on Changing coast photo submissions. Training plan developed through Skills Development and Training Delivery Plan will identify, and support staff skills development linked to climate adaptation and risks.

Health, Well-being and Access Delivery Plan

Note: Focused on groups who currently can't/ don't or face barriers to accessing the National Park

Lead Officer: Head of Engagement and Inclusion

Outcomes

Connection

- 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.
- People are supported to lead a more physically active lifestyle by accessing sustainable outdoor recreational opportunities in the National Park.
- People are supported to report that accessing the National Park has had a positive impact on their health and wellbeing.
- Infrastructure is maintained, including the Public Rights of Way network, heritage assets and access points to enable people to continue to gain access to and enjoy the National Park.

Conservation

Status: For Approval

- A wide range of people are supported to participate in taking action for nature.

Priority Actions (PA)

10. Awareness, Access and Empowerment: Deliver a programme of interventions to empower people and remove where possible barriers to accessing the Park for underrepresented groups or those who face specific barriers. Working collaboratively with others to achieve this.

11. Collaboration: Engage with Health, Public Health, Care sector, Welsh Government, and third sector partners to influence, develop and participate in social prescribing opportunities. Ensuring that the Park and opportunities within it are used to support people’s physical and mental health.

PA	Deliverable	Milestones/ Measuring impact against outcomes	Timescale	Resource	Teams involved in delivery
10	<p>Development of Access to the Park and Outdoor Mobility Scheme. Focused on:</p> <ul style="list-style-type: none"> • Delivery of Beach Wheelchair and Mobility Equipment service (visitors, communities and to improve access to our own services e.g. events, education programme.) • Delivery of programme of targeted supported walking, supported volunteering and outdoor engagement opportunities. • Engagement with service users to audit our locations and the way we inform 	<p>Scheme in place and funding secured.</p> <p># bookings/use of equipment.</p> <p>User feedback and satisfaction survey.</p> <p># supported opportunities provided.</p> <p>Participants report improved health/wellbeing.</p> <p># locations/routes achieving access for all standard</p> <p>Case Study Examples.</p>	2024/25 – 2026/27	External funding required.	<p>Overall Lead: Engagement and Inclusion.</p> <p>Infrastructure Challenges Joint Lead: Decarbonisation. Nature Recovery.</p> <p>Support/ Input: Engagement and Inclusion. DM. Strategic Policy. Strategic Advisor.</p>

	<p>people about them to identify opportunities for improvement.</p> <ul style="list-style-type: none"> • Delivery of focused activities/ projects to address infrastructure challenges (facilities, entry points, transport including our own minibus provision) or enhance accessible/ circular/ active travel routes. • Ensure that our own properties are exemplar sites where people can access and experience nature. 				<p>Own Properties Joint Lead: Decarbonisation and Regenerative Tourism.</p> <p>Support/ Input: Engagement and Inclusion. DM. Strategic Policy. Strategic Advisor.</p>
10	<p>Stakeholder mapping exercise to identify underrepresented groups and community/ support link groups. Informed by Experiences for All Work, project evaluations and Census 2021 data.</p> <p>Follow recommendations of Experiences for All Report to build links and empower external groups (with a focus on those supporting underrepresented groups in terms of access to outdoors/ nature opportunities or who face additional barriers) to increase</p>	<p>Completion of Stakeholder mapping exercise</p> <p>Project developed and funding secured.</p> <p>Training/workshops offered to support external groups/organisations.</p> <p>Range of organisations engaged with.</p> <p># outreach activities carried out/ participants.</p>	<p>2023/24 - 2024/25 (Stakeholder mapping)</p> <p>2024/25 - 2026/27 (Engagement and Delivery)</p>	<p>Staff time/ resource needs to be allocated for this work to be completed (Stakeholder Mapping).</p> <p>External funding required (Engagement and Delivery).</p>	<p>Lead: Engagement and Inclusion.</p> <p>Support/ Input: Strategic Advisor (Link to Action Plan). Fundraising.</p>

Status: For Approval

	access and participation in health and well-being benefits of the Park. Develop and deliver programme of work and projects that build on model developed through Roots to Recovery where PCNPA worked in partnership with external organisation (in case of Roots to Recovery this was MIND Pembrokeshire.)	Project evaluation / participant feedback.			
10	Use outcomes from First 1000 Days Project to develop programmes of support for young families and children. Including working with groups who are supporting families and people in Pembrokeshire facing poverty – linked to the work of the PSB poverty in Pembrokeshire Sub Group.	Programme in place. # participants in early years activities. Case Studies.	2024/25 - 2026/27	External funding required.	Lead: Engagement and Inclusion.
11	Review our health and well-being offer to identify future role of the Authority in response to all-Wales framework for social prescribing. Taking on board learning from evaluation of the West Wales Walking for Well-being Project. Following completion of review and in line with its	Completion of review and set of recommendations in place for future working. Case studies of projects developed/ funding secured.	2023/24 - 2026/27	Review within current budget/ staff resource (Health and Well-being Officer). Additional funding required for any joint projects.	Lead: Engagement and Inclusion. Support/ Input: Fundraising.

Status: For Approval

<p>recommendations, explore opportunities to develop joint social prescribing projects with health, Public Health and Social Care providers. Including potential for jointly funded link workers or for Authority staff to be located within health care setting.</p>				
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How this Delivery Plan will be implemented to support cross cutting outcomes

<p>Equality and Socio-Economic Duties / Reducing Child Poverty</p>	<p>Access to the Park and Outdoor Mobility Scheme will break down barriers people face to accessing the outdoors, including involving service users in auditing our locations and the way we inform people about them to identify opportunities for improvement. This will build on work carried out as part of West Wales Walking for Well-being and Walkability’s ‘Well-being Wanderers’. Volunteering opportunities will include the opportunity for those to get involved who have their own experience of limited mobility or who use mobility equipment. Programme of interventions will be delivered to empower people and remove where possible barriers to accessing the Park for underrepresented groups or those who face specific barriers. Working collaboratively with other organisation/ groups to achieve this. Outcomes from First 1000 Days Project will be used to develop programmes of support for young families and children. Including working with groups who are supporting families and people in Pembrokeshire facing poverty – linked to the work of the PSB poverty in Pembrokeshire Sub-Group. We will collaborate with people with lived experience across protected groups through our projects to reframe how we look at the heritage and history of the Park, hidden histories or relationship people from different backgrounds have with landscapes in the Park.</p>
<p>Promoting Welsh Language</p>	<p>Provide opportunities for those using access and outdoor mobility scheme to access services and information through Welsh. Explore opportunities to promote Welsh Language and Welsh in Landscape as part of activities and projects developed to increase access to nature for underrepresented groups or those who face additional barriers.</p>

<p>Engagement with Communities and Stakeholders</p>	<p>Access to the Park and Outdoor Mobility Scheme will involve engagement with service users to audit our locations and the way we inform people about them to identify opportunities for improvement. We will engage with stakeholders supporting underrepresented groups in terms of access to outdoors/ nature opportunities or who face additional barriers. Projects and activities developed will be shaped through engagement with those they are seeking to benefit. We will look to engage with Health, Public Health and Care Sector to ensure that the Park and opportunities within it are used to support people’s physical and mental health.</p>
<p>Section 6 Biodiversity Duty</p>	<p>Through working collaboratively with other organisations/ groups we will support increased access to nature for underrepresented groups or those who face additional barriers. Alongside providing opportunities to experience nature they will also be supported to participate in taking action for nature. Impact on biodiversity will be considered in terms of any infrastructure and facilities work carried out under access and outdoor mobility scheme, including any opportunities for biodiversity enhancement.</p>
<p>Volunteering Opportunities/ Staff Development</p>	<p>Through working collaboratively with other organisations and groups we will support increased access to nature for underrepresented groups or those who face additional barriers. Alongside providing opportunities to experience nature they will also be supported to participate in taking action for nature which will include volunteering and social action opportunities. The Access to the Park and Outdoor Mobility Scheme will be developed to support a range of volunteering opportunities including supporting the provision of mobility equipment, engaging people in auditing sites and leading supported walks. Volunteering opportunities will include the opportunity for those to get involved who have their own experience of limited mobility. Training plan developed through Skills Development and Training Delivery Plan will identify, and support staff skills development linked to creating inclusive and accessible services.</p>

Status: For Approval

Engagement, Involvement and Learning about the Park Delivery Plan

Lead Officer: Head of Engagement and Inclusion

Outcomes

Connection

- Provide support to enable people of all ages to develop an understanding of the National Park.
- 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.

Communities

- 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.

Conservation

- A wide range of people are supported to participate in taking action for nature.

Climate

- Engagement activities with staff and wider public have led to behaviour change.

Corporate Area of Change – Engagement

- The Authority is engaged with a diverse range of people and stakeholders to develop collaborative approaches and solutions to support delivery of its Well-being Objectives and priorities.

Status: For Approval

Priority Actions (PA)

12. Knowledge and Learning: Delivering learning and outreach programmes that enable people of all ages to understand and appreciate the National Park and how they can engage in activities to protect the Park and its environment. With a particular focus on nature recovery, decarbonisation, forming connection to outdoors and heritage and behaviour change.

13. Empowerment and Collaboration: Providing a range of opportunities for people and communities to inform, support, engage with, and influence the work of the Authority.

PA	Deliverable	Milestones/ Measuring impact against outcomes	Timescale	Resource	Teams involved in delivery
12	<p>Review our education/ learning offer across Authority Teams including Centres to realign with our new priorities with a particular focus on nature recovery, decarbonisation, forming connection to outdoors and heritage and behaviour change. Develop and deliver a focused learning programme for following:</p> <ul style="list-style-type: none"> ○ Schools in Park and Pembrokeshire - (meeting requirements of National Curriculum for Wales but focused in approach) ○ Offer for schools outside Pembrokeshire (including for those schools with students who have limited opportunities to access outdoors) 	<p>Revised focused learning programme in place.</p> <p>Monitoring of take up (participants/ sessions) and reach of schools participating.</p> <p>Training sessions for Teachers.</p> <p>Resources created for teachers.</p> <p>Number of Flying Start and Cylch Meithrin settings worked with.</p>	2023/24 – 2024/25	Within current budget/ staff resource.	<p>Joint Lead: Engagement and Inclusion. Regenerative Tourism.</p> <p>Support/ Input: Nature Recovery. Decarbonisation.</p>

Status: For Approval

	<ul style="list-style-type: none"> ○ Opportunities for those with additional learning needs ○ Social Action Opportunities/ D of E Volunteering ○ Early years ○ Resources and training for teachers 				
12	<p>Develop and deliver a programme of lifelong and community learning. Developing specific projects where needed and using a range of approaches. With a focus on</p> <ul style="list-style-type: none"> ○ themed behaviour change activities. Supporting the delivery of wider nature recovery, regenerative tourism, recreation management and decarbonisation objectives. ○ Dark Sky awareness through Dark Sky Project. ○ LIDAR Citizen Science Project. ○ Welsh in the Landscape. ○ Ensuring that the activities and events programme includes opportunities for lifelong learning. ○ Ensuring that all planned projects where appropriate include learning opportunities. 	<p>Revised programme involving range of approaches in place.</p> <p># Behaviour change and awareness sessions/ participants against topic and range of stakeholders.</p> <p>Case study engagement activities carried out linked to Dark Sky Project / LIDAR Citizen Science Project.</p> <p># sessions/ participants in Welsh in the Landscape sessions.</p> <p>Feedback from participants.</p>	<p>2023/24 (Development)</p> <p>2024/25 – 2026/27 (Delivery)</p>	<p>Staff time/ resource needs to be allocated for this work to be completed. Additional funding may be required for some approaches.</p> <p>Opportunity to make use of existing resources e.g. information van.</p> <p>Dark Sky project is SLSP funded.</p>	<p>Joint Lead: Engagement and Inclusion. Regenerative Tourism.</p> <p>Support/ Input: Decarbonisation. Communications. Nature Recovery.</p> <p>Dark Sky Project Lead: Strategic Policy.</p> <p>LIDAR Project Lead: Nature Recovery.</p> <p>Support/ Input: Engagement and Inclusion. Volunteering.</p>

Status: For Approval

12	Delivery of SLSP funded Designated Landscapes Education Project - Working with all Wales designated landscapes on collaborative education resource project funded through SLSP.	<p>Number of teachers and professional learning communities worked with.</p> <p>Resources created as part of funded programme (23/24 & 24/25).</p> <p>Case studies.</p> <p>Engagement with other stakeholders including organisations such as NT, Wildlife Trusts etc.</p>	2023/24-2024/25	SLSP (Project is funded until March 2025.)	Lead: Engagement and Inclusion.
13	Delivery of Next Generation and Youth Committee programmes including ongoing review and promotion of the PCNPA Youth Manifesto and magnification of Youth Voice in addressing issues related to the National Park and areas for priority action (nature recovery, decarbonisation etc.)	<p># participants in Next Generation and Youth Committee programme activities.</p> <p>Case studies of activities undertaken.</p> <p>Feedback from Next Generation activities.</p>	2023/24 - 2026/27	Core funded as part of 2 days/week Inclusion Officer role.	<p>Lead: Engagement and Inclusion.</p> <p>Support/ Input: Democratic Services.</p>
13	Delivery of Volunteer Forum reflecting the diversity of volunteers.	Attendance at Volunteer Forum against different volunteer groupings.	2023/24 - 2026/27	Within current budget/ staff resource.	<p>Lead: Volunteering.</p> <p>Support/ Input: Engagement and Inclusion.</p>

Status: For Approval

13	<p>Explore potential to develop community level National Park plans. Building on the development of community nature plans referenced in the Nature Recovery Plan to cover broader set of aims including decarbonisation, learning and access to the park, regenerative tourism. Consideration will be needed of how these plans interrelate or can support the development of Community Well-being Plans, addressing all determinants of Well-being referenced within the Well-being Plan for Pembrokeshire. Support communities in the delivery of these plans through the Ranger Service.</p>	<p># community nature/holistic plans in place if feasible.</p> <p># volunteers involved in development and delivery of plans.</p>	2023/24 - 2025/26	<p>Local Places for Nature.</p> <p>Additional funding will be required for creation of more holistic plans and for project work.</p>	<p>Lead: Engagement and Inclusion.</p> <p>Support/ Input: Nature Recovery Decarbonisation. Regenerative Tourism. Communication (Interpretation).</p>
13	<p>Using National Park Management Plan engagement process to test and further develop our engagement approaches, including new digital tools.</p> <p>Develop winter community engagement tour of communities using information van.</p>	<p>Feedback data gained as part of National Park Management Plan engagement activities and community engagement tour.</p> <p>% Communities engaged with as part of tour / # individuals engaged with.</p>	2023/24 - 2025/26	Additional funding/ staff resource needed.	<p>Joint Lead: Engagement and Inclusion. Strategic Policy.</p> <p>Support/ Input: Communications. Regenerative Tourism. IT. Performance.</p>

13	Develop programme for service users to assess and test Authority services to improve its approach. Particularly in terms of inclusion and accessibility. Including identifying where additional surveys are needed or where we want to engage people in audits/ mystery shopping activities.	Feedback provided from surveys and audits. Evidence of implementation of agreed recommendations.	2024/25 - 2026/27	Additional funding/ staff resource needed.	Joint Lead: Engagement and Inclusion. Support/ Input: Performance. Regenerative Tourism. DM. Communications. Decarbonisation. Management Team. Strategic Advisor. Youth Committee. Customer Services Team.
13	Develop a framework for annual participant survey to target regular participants in our volunteering, projects etc. With electronic survey (Microsoft Forms) and then tailored approach to support service users where this is more appropriate. With annual service user report produced outlining – what people said/ what we will do and what we have done and why we can't do some things.	Creation of annual participant survey. Survey response rate. Survey results – with annual service user report produced outlining – what people said/ what we will do and what we have done and why we can't do some things.	2023/24 (Development of Survey) 2024/25 piloting of survey. 2025/26 annual survey cycle and report on 2024/25 findings.	Staff time/ resource needs to be allocated for this work to be completed. Microsoft Forms available via 365. Additional resource may be needed for tailored approaches e.g. creation of easy read version.	Lead: Engagement and Inclusion. Support/ Input: Volunteering. Communications. Performance. Volunteers. Youth Committee.

13	<p>Provide a variety of ways to get involved, with particular focus on providing a range of volunteering and social action opportunities.</p> <p>Review, identify and develop new volunteering opportunities linked to Regenerative Tourism, Health, Well-being and Access, Nature Recovery, Decarbonisation and Adapting to Climate Change. Including exploring opportunities linked to citizen science approaches.</p>	<p># volunteer hours/days against different roles/ activities.</p> <p># social action hours/days contributed against different activities.</p> <p>Case studies of contribution of volunteers to PCNPA priorities.</p>	2023/24 - 2026/27	<p>Within current budget/ staff resource although Pathways provision will require additional external funding.</p> <p>Consideration needed of any capacity implications for volunteer co-ordinator or volunteer line managers.</p>	<p>Lead: Volunteering. Engagement and Inclusion.</p> <p>Support/ Input: Nature Recovery. Decarbonisation. Strategic Policy. Regenerative Tourism.</p>
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How this Delivery Plan will be implemented to support cross cutting outcomes

<p>Equality and Socio-Economic Duties / Reducing Child Poverty</p>	<p>Review of education programme will take account of opportunities for those with additional learning needs. Review of education and development of lifelong learning and community learning will consider how we look at the heritage and history of the Park, hidden histories or relationship people from different backgrounds have with landscapes in the Park. We will provide opportunities for young people to influence our work through next generation activities. As learning is an area of particular importance to the Youth Committee they will be asked to contribute to the education programme review. Development of programme for service users to assess and test Authority services will enable us to improve our approach, particularly in terms of inclusion and accessibility. We will consider accessibility needs and best practice when implementing different engagement techniques and tools. Provision of range of volunteer opportunities will include supported volunteering opportunities and volunteer activity roles that support wider inclusion work. We will ensure that these volunteers have opportunity to</p>
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	participate in volunteer forum. Project checklist developed under the Governance and Decision Making Delivery plan will be used to ensure any behaviour change focused activities consider potential additional barriers people from different groups may face.
Promoting Welsh Language	Welsh in the landscape will form part of programme of lifelong and community learning. Welsh Language needs, standards and best practice will be considered when implementing different engagement techniques and tools. Provision of range of volunteer opportunities will look at how we can increase the range of engagement/ activities we provide through medium of Welsh or bilingually through developing our volunteering base with Welsh Language skills.
Engagement with Communities and Stakeholders	Focus of this plan is around providing a range of opportunities for people and communities to inform, engage with, support and influence the work of the Authority.
Section 6 Biodiversity Duty	Engagement activities will help collect information and raise awareness of Authority's nature recovery work. Review of education programme will consider opportunities to enhance education offer through supporting knowledge and engagement with nature recovery. Volunteering and social action activities will help support a range of people to take action for nature.
Volunteering Opportunities/ Staff Development	Teams across the Authority will help provide a range of volunteering opportunities and we will look to develop new volunteering opportunities linked to Regenerative Tourism, Health, Well-being and Access, Nature Recovery, Decarbonisation and Adapting to Climate Change. Training plan developed through Skills Development and Training Delivery Plan will identify, and support staff skills development linked to engagement.

Status: For Approval

Supporting Regenerative Tourism through the Visitor Economy Delivery Plan

Lead Officer: Head of Regenerative Tourism

Outcomes:

Communities

- 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

Connection

- People are supported to lead a more physically active lifestyles by accessing the National Park, through promoting sustainable outdoor recreational opportunities.
- PCNPA has helped address 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.
- Infrastructure is maintained, including the Public Rights of Way network, 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.

Conservation

- A wide range of people are supported to participate in taking action for nature.

Climate

- 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.
- Engagement activities with staff and wider public have led to behaviour change.

Priority Actions (PA)

14. Setting our Vision: Defining what Regenerative Tourism means for PCNPA, setting out PCNPA’s regenerative tourism principles and parkwide strategy.

15. Becoming an Exemplar: Work to become exemplar in Regenerative Tourism. Displaying and implementing the principles in practice through our:

- Visitor Centres
- Activities and Events Programme
- Work with internal departments across the Authority

16. Influencing Others and Supporting Behaviour Change: Work with PCNPA colleagues and in partnership with local communities and trade, to create positive change within the sector. Ensure that Park visitors understand and engage in appropriate and safe behaviour which does not compromise the Park’s special qualities.

PA	Deliverable	Milestones/ Measuring impact against outcomes	Timescale	Resource	Teams involved in delivery
14	Research Regenerative Tourism. Create key statement and set of principles on Regenerative Tourism to guide PCNPA’s initial work in this area.	Statement and Principles are in place.	2023/24	Within current budget/ staff resource.	Lead: Regenerative Tourism. Support/ Input: Management Team. Strategic Policy. Decarbonisation. Nature Recovery. Engagement and Inclusion. DM.

					Communication & Marketing. Strategic Advisor. Performance.
14	<p>Review how we measure success and develop revised set of indicators.</p> <p>Explore how indicators can contribute to NPMP vital signs work.</p>	<p>Set of revised internal and external indicators are agreed.</p>	<p>2023/24 – 2024/25 (Internal focus)</p> <p>2024/25 – 2025/26 (External focus, link with NPMP vital signs work)</p>	<p>Within current budget.</p>	<p>Lead: Regenerative Tourism.</p> <p>Support/ Input: Management Team. Performance. Strategic Policy. Nature Recovery. Engagement and Inclusion. Finance. Decarbonisation.</p>
14	<p>Commission a dedicated long term (10 years) Regenerative Tourism Plan for the National Park that contributes to revised National Park Management Plan priorities and Pembrokeshire's Destination Management Strategy.</p>	<p>Tender process completed and contract agreed.</p> <p>Overarching outcome: Establish plan for the Park with clear understanding of key priorities across communities, trade and PCNPA.</p>	<p>2026/27</p> <p>(Following review of National Park Management Plan)</p>	<p>Will require funding. (Value TBC)</p>	<p>Joint Lead: Senior Management Team. Regenerative Tourism.</p> <p>Support/ Input: Management Team. Strategic Policy. Decarbonisation. Nature Recovery. Engagement and Inclusion. DM. Communication & Marketing. Strategic Advisor. Performance. Members.</p>

15	<p>Develop and implement Regenerative Tourism plans for each of the centres, covering biodiversity and decarbonisation. Plans for Castell Henllys and Carew will take account of historic environment considerations for these sites.</p> <p>Build upon relationships with host communities via community engagement.</p> <p>Promoting positive changes to the wider sector.</p>	<p>Action plans created covering a review of current status with guidance and actions on how centres can improve where possible. Annual emissions from centres showing reduction of CO2 across emission sources.</p> <p>Case studies of VSM establishing community links, identify key stakeholders, attend community meetings where applicable, represent PCNPA in their area.</p> <p>Evidenced by press releases / social media. Manager updates.</p>	<p>2024/25 - 2025/26 (Plan development)</p> <p>2025/26 – 2026/27 (Implementation of plans)</p>	<p>Creation of Biodiversity element of plans will require additional resource for Nature Recovery Team. Wider decarbonisation work will contribute to creation of decarbonisation element of plans. Staff time needs to be allocated to put plans together. Implementation may require additional funding.</p> <p>Building relationships with host communities within existing budget/ staff resource.</p>	<p>Regenerative Tourism Plans Joint Lead: Regenerative Tourism. Nature Recovery. Decarbonisation.</p> <p>Relationship with Communities and Promotion Lead: Regenerative Tourism.</p> <p>Support/ Input: Communications. Engagement and Inclusion.</p>
15	<p>Develop or review key interpretive aims for each centre</p>	<p>A set of aims created and agreed upon.</p>	<p>2024/25 - 2025/26</p>	<p>Within current budget. Dependent on</p>	<p>Joint Lead: Regenerative Tourism.</p>

	in line with PCNPA Regenerative Tourism principles.	Aims used to ‘sense check’ all interpretation on site. Audit to assess implementation in practice.		size of review, could require external funding if contractor needed.	Communications (Interpretation). Input/ Support: Engagement and Inclusion. Decarbonisation. Nature Recovery. Strategic Advisor.
15	<p>Creation of an internal Activities and Events group with terms of reference. Meeting quarterly.</p> <p>Review PCNPA Activities and Events programmes, creating an agreed approach to events programming following PCNPA Regenerative Tourism principles, ISO20121 standards alongside interpretive aims where applicable. Use revised approach to plan for 2024 onwards. Including PCNPA representation at external events (festivals, community shows etc.)</p>	<p>Group created. Terms of reference agreed. Minutes of meetings provided to Management Team.</p> <p>Activities & Events Strategy (similar to existing Retail Trading Strategy) is in place.</p> <p>Revised set of indicators for Events and Activities in place (linked to wider work on development of indicators.)</p>	2023/24 – 2024/25	Within current budget but may need additional resources to increase PCNPA presence at key events.	<p>Lead: Regenerative Tourism.</p> <p>Support/ Input: Communications (including Interpretation). Engagement and Inclusion. Volunteering. Volunteer Activity Leaders. Nature Recovery. Decarbonisation.</p>
15	Review role of Summer Rangers.	Revised Job Description and Person Specification.	2023/24	<p>Review within current staff resource/ budget.</p> <p>2 summer rangers within</p>	<p>Lead: Regenerative Tourism.</p> <p>Support/ Input: Management Team.</p>

				current budget based on previous approach. Additional summer rangers would require additional budget. Explore as part of review.	Engagement and Inclusion.
15	<p>Engagement with Teams and internal groups across the Authority to review and identify how they can embed regenerative tourism principles within their work, with a particular focus on:</p> <ul style="list-style-type: none"> ○ Communications ○ Recreation Management through internal working group. ○ Engagement & Inclusion ○ Tourism Assets such as the Coast Path, car parks, concessions etc. through Asset Management Group ○ Strategic Planning and DM ○ Decarbonisation ○ Nature Recovery ○ Customer Services Team 	<p>Evidence of wider teams consulting Head of RT on projects / areas of work.</p> <p>Introductory meetings held by Head of RT with key staff.</p> <p>Minutes of Asset Management Group and Internal Recreation Management Working Group.</p>	2023/24 – 2026/27	Within current budget.	<p>Lead: Regenerative Tourism.</p> <p>Support/ Input: Nature Recovery. Engagement and Inclusion. Decarbonisation. Strategic Policy. DM. Communications. Customer Services Team</p>
16	Develop a package of support for visitor economy stakeholders/ businesses	Package of existing support identified.	2024/25-2026/27	Additional budget required – possible grant-aid	Lead: Regenerative Tourism.

	promoting Regenerative Tourism principles. Including existing resources (green key) and identifying additional opportunities where there is need. Taking account of outcome of review of Wonder Filled Coast Brand Ambassador scheme included within Communications and Marketing Delivery Plan.	Areas for additional project work identified and commissioned. (Such as a new 'Green Standard')		/ PCNPT fundraising opportunities.	Support/ Input: Communications. Nature Recovery. Decarbonisation. Engagement and Inclusion. Fundraising.
16	Engagement with partners to identify communities which would benefit from regenerative tourism approaches. Explore potential pilot projects. Any projects developed that look to provide solutions to visitor traffic or encourage sustainable transport alternatives will consider SLSP Recreation related vehicular issues report to ensure they are viewed within a strategic lens and don't push problems elsewhere.	Possible communities identified and relationship developed. Communication plan between identified communities and PCNPA agreed. Potential schemes and funding identified.	2024/25-2026/27	Engagement activity is within current budget. May require additional funds dependent on depth of engagement. Schemes identified would require external funding.	Lead: Regenerative Tourism. Support/ Input: Strategic Policy. DM. Decarbonisation. Engagement and Inclusion. Nature Recovery. Communications.
16	Explore & promote networking opportunities within the sector to learn and share best practice.	Attendance at relevant events / meetings. Evidence of influencing partnerships/ networks and working collaboratively to	2023/24 Ongoing after that.	Within current staff resource/ budget.	Lead: Regenerative Tourism. Support/ Input: Decarbonisation. Engagement and

		support delivery of NPA priorities. Captured through monitoring reports for partnerships for Management Team /Committee.			Inclusion. Nature Recovery. Communications.
16	<p>Work with internal and external partners and stakeholders to deliver effective recreation management in the Park through:</p> <ul style="list-style-type: none"> ○ Behaviour change campaigns focused on issues such as wildfire, dog behaviour, heritage crime and water safety. ○ Working with the Pembrokeshire Outdoor Charter Group and other coastal landowners to review use of sites for adventurous activity and to consider a concordat approach to outdoor activity provision. ○ Activities of internal recreation management working group drawing on expertise across Authority teams. ○ Promoting adoption of International Standard on Sustainable Event 	<p>Behaviour Change campaigns implemented.</p> <p>Impact case studies.</p> <p>Minutes of recreation management working group.</p>	2023/24 – 2026/27	Some from within current staff resource but additional project funding is required and additional resources required for oversight of this work.	<p>Lead: Recreation Management Working Group</p> <p>Support/ Input: Regenerative Tourism. Nature Recovery. Engagement and Inclusion. Decarbonisation. Communications.</p>

Status: For Approval

	Management (ISO 20121) for suitable events in the Park.				
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How this Delivery Plan will be implemented to support cross cutting outcomes

Equality and Socio-Economic Duties / Reducing Child Poverty	As part of setting our vision, becoming an exemplar and influencing others we will consider how we can support access to underrepresented groups and those who face additional barriers in terms of accessing recreational and tourism activities in the Park. Expertise of Engagement and Inclusion team and strategic advisor will be sought to support this. Integrated assessment will be carried out on key statement/ set of principles on Regenerative Tourism. Project checklist developed under the Governance and Decision Making Delivery plan will be used to ensure regenerative tourism projects and behaviour change focused activities consider additional barriers people from different groups may face and take a just transition to net zero approach. Regenerative Tourism plans for the Centres will take account of deliverable within Health, Well-being and Access delivery plan on ensuring our own properties are exemplar sites where people can access and experience nature. As part of review of key interpretive aims for each centre and activities and events programme, we will consider opportunities for us to reframe how we look at the heritage and history of the Park, hidden histories or relationship people from different backgrounds have with landscapes in the Park. Engaging with those with lived experience and support and community organisations to inform our approach.
Promoting Welsh Language	As part of setting our vision, becoming an exemplar and influencing others we will consider how we can support the promotion of the use of the Welsh Language. Integrated assessment will be carried out on key statement/ set of principles on Regenerative Tourism. We will explore how we can use volunteers with Welsh Language skills to increase reach and scope of our Welsh Language provision linked to events and activities.
Engagement with Communities and Stakeholders	A package of support for visitor economy stakeholders/ businesses promoting Regenerative Tourism principles will be developed. We will look to explore and promote networking opportunities within the sector to learn and share best practice. Volunteer activity leaders will be involved in the review of events and activities programme.
Section 6 Biodiversity Duty	Development and implementation of Regenerative Tourism plans for each of the centres, covering biodiversity and decarbonisation. Promoting our work linked to biodiversity at the centres within wider visitor sector to support them to develop similar approaches.

Status: For Approval

Volunteering Opportunities/ Staff Development	Volunteer activity leads will support delivery of events and activities programme. As plan progresses potential to explore new volunteering opportunities linked to nature recovery. Skills Development and Training Delivery Plan includes deliverables that will support upskilling relevant staff in regenerative tourism approaches.
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Pembrokeshire Life Delivery Plan

Lead Officer: Chief Executive

Outcomes:

Communities

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

Connection

- Infrastructure is maintained, including the Public Rights of Way network, 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.

Status: For Approval

Priority Actions (PA)

- 17. Collaboration and Integration:** Supporting events in Pembrokeshire – e.g. County Show, Ironman. Working in partnership to deliver wider outcomes to benefit the people and environment in Pembrokeshire: PSB, Wildfire group, Visit Pembrokeshire, Voluntary roles (Fire and Rescue Services, Governor roles.)
- 18. Sustainable Communities:** Contribute through planning to provision of affordable housing and appropriate type and mix of general housing within the Park. Deliver a programme of opportunities across our centres, events and outreach work supporting people to use Welsh and develop their Welsh Language skills.
- 19. Safeguarding Heritage and Public Rights of Way in the Park:** Safeguarding and engaging people with Pembrokeshire’s historic environment and Public Rights of Way, including the National Trail.

PA	Deliverable	Milestones/ Measuring impact against outcomes	Timescale	Resource	Teams involved in delivery
17	Sponsorship of key events that showcase Pembrokeshire. These to include: <ul style="list-style-type: none"> • Ironman Wales (2023-2026) • Pembrokeshire County Show (2023 – 2026) • Events agreed by Members 	Evidence of promotion of key messages regarding the National Park, with a focus on: Nature Recovery, Decarbonisation, Regenerative Tourism, Inclusion, Community Engagement and Promotion of Welsh Language. Captured through Evaluation/ Feedback reports for events for Management Team /Committee.	2023/24 – 2026/27	£20,000 pa (Iron Man). £5,000 pa (Pembrokeshire County Show). £10,000 pa (Events agreed by Members).	Lead: CEO. Support/ Input: Management Team. Democratic Services. Members.
17	Partnership Framework is reviewed, updated and implemented to enable the Authority to achieve its key aims	Framework developed. Evidence of influencing partnership and working	2023/24 – 2024/25 (Framework developed)	Staff time needs to be allocated for work to be completed.	Lead: CEO. Support/ Input: Management Team.

Status: For Approval

	and objectives through partnership. The Authority is represented and contributes towards the work of key partnerships on an ongoing basis.	collaboratively to support delivery of NPA priorities. Captured through monitoring reports for partnerships for Management Team /Committee.	Representation ongoing.		Performance. All Teams.
17	The Authority supports staff to volunteer to contribute towards organisations delivering public services in Pembrokeshire such as school governors, magistrates, Fire and Rescue Service volunteers, Territorial Army, and Coastguard.	Case study evidence of supporting organisations in Pembrokeshire. # Volunteering requests approved via volunteering policy/ volunteer hours given per year.	2023/24 – 2026/27	Within current budget/ staff resource.	Lead: HR Support/ Input: All Line Managers and Staff. Volunteering.
18	Planning: Implement planning policy to support delivery of the Authority’s targets for affordable dwellings to be built over the Local Development Plan period. Secure S106 agreements.	LDP2 – Affordable Housing Indicators from within Annual Monitoring Report. £ S106 agreements.	2023/24 – 2026/27	Within current budget/ staff resource.	Joint Lead: Strategic Policy. DM.
18	Activities to support appropriate type and mix within the Park linked to Use Class changes – C3, C5 and C6.	Monitoring the use of conditions in appropriate circumstances / Case Study Examples from Planning Applications	2023/24 – 2026/27	Within current budget/ staff resource.	Joint Lead: Strategic Policy. DM.
18	Deliver a programme of opportunities across our centres, events and outreach work supporting people to use Welsh and develop their Welsh Language skills.	# activities delivered in Welsh / participants # bilingual activities delivered aimed at	2023/24 – 2026/27	Within current budget/ staff resource. Volunteer resource.	Joint Lead: Regenerative Tourism. Engagement and Inclusion.

Status: For Approval

		increasing access/ use of Welsh Language.		Income can be generated from some activities. Some activities may need to be free of charge.	
19	Safeguarding Monuments Scheme – working with volunteers to monitor and develop a work programme focused on the Park’s publicly accessible monuments.	# of visits to monuments carried out by heritage volunteers. # of monuments where improvement/maintenance work has taken place.	2023/24 – 2026/27	Monitoring within current budget/ staff and volunteer resource Additional funding required for sites requiring more complex intervention where identified.	Lead: Nature Recovery. Support/ Input: Engagement and Inclusion. Volunteering. Fundraising.
19	Heritage Watch Scheme (working with partners to respond to the issue of heritage crime in the Park.)	# of known heritage crime occurrences reported	2023/24 – 2026/27	Within current budget/ staff resource.	Lead: Nature Recovery. Support/ Input: Communications.
19	Delivery of Annual Archaeology Day .	# Attendees Event Feedback	2023/24 – 2026/27	Within current budget/ staff resource.	Lead: Nature Recovery. Support/ Input: Communications

Status: For Approval

19	Collaborating with others on Community Archaeology excavations and projects in the Park.	Case study evidence and evaluation of collaboration activities.	2023/24 – 2026/27	Within current budget/ staff resource. Potential need to seek additional funding or joint project bids with communities.	Lead: Nature Recovery. Support/ Input: Engagement and Inclusion.
19	Continued maintenance of Carew Castle and Castell Henllys to provide continued community heritage learning assets.	Capital works completed. # visitors to sites.	2023/24 - 2026/27	Additional funding outside annual capital programme likely to be required.	Joint Lead: Decarbonisation. Regenerative Tourism.
19	Maintenance and continuous improvement of Pembrokeshire Coast Path National Trail in accordance with National Trail Management Strategy, Safety Statement & NRW Quality Standards. Maintenance of public rights of way network (including condition survey) in accordance with National Park Authority Public Rights of Way Management Guidance & Safety Statement.	% PROW open and meeting quality standards # of people using footpath from fixed counters # Coast Path and IROW Concerns ROWIP Delivery Plan. # Work Programme Cutting and Maintenance Jobs Completed.	2023/24 - 2026/27	Within current budget/staff resource. Annual National Trail grant funding will be subject to fluctuation over delivery period. Welsh Government Access Improvement Grant is	Lead: Nature Recovery. Support/ Input: Engagement and Inclusion.

Status: For Approval

<p>Additional access opportunities delivered by CROW Access Land, Management Agreements and permissive access arrangements.</p> <p>Delivery of Pembrokeshire Rights of Way Improvement Plan 2018-28 (ROWIP).</p>			<p>confirmed on annual basis.</p>	
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How this Delivery Plan will be implemented to support cross cutting outcomes:

<p>Equality and Socio-Economic Duties / Reducing Child Poverty</p>	<p>Funding of events will be dependent on events providing evidence of work they are doing on inclusion and accessibility. Partnership approach adopted to support initiatives such as the PSB led Poverty Action Plan and three Welsh National Park Child Poverty Plan. Contribute through planning to provision of affordable housing and appropriate type and mix of general housing within the Park. As part of our community archaeology activities, we will consider opportunities for us to reframe how we look at the heritage and history of the Park, hidden histories or relationship people from different backgrounds have with landscapes and heritage in the Park. Engaging with those with lived experience and support and community organisations to inform our approach.</p>
<p>Promoting Welsh Language</p>	<p>Welsh language provision within events and opportunities to promote Welsh language will be considered for any proposals put before Members for approval. Provide support for Welsh language events and organisations working through the medium of Welsh and promoting the Welsh language. Deliver a programme of opportunities across our centres, events and outreach work supporting people to use Welsh and develop their Welsh language skills.</p>
<p>Engagement with Communities and Stakeholders</p>	<p>Revised partnership framework will support our continued contribution towards the work of key partnerships on an ongoing basis. Activities should provide an opportunity to engage and support work in local communities and the work of key stakeholders. Joint working with partners to deliver heritage watch scheme and Archaeology Day. Volunteers play a central role in delivery of scheduled monument scheme. Authority will continue to support in partnership with PPC facilitation of Local Access Forum.</p>

Status: For Approval

Section 6 Biodiversity Duty	Revised partnership framework and partnership approach will support our continued membership, engagement and joint working with of key biodiversity partnerships including Pembrokeshire Nature Partnership and SACs. Funding of events will be dependent on organisers providing evidence of work they are doing to minimise impact on the environment, reduce emissions, support circular economy approach, develop sustainability plans or achieve ISO 20212 standard.
Volunteering Opportunities/ Staff Development	Support for other organisations providing volunteering and staff development opportunities. Opportunities provided for people to take part in volunteering opportunities to safeguard Pembrokeshire's historic environment. We will explore how we can use volunteers with Welsh language skills to increase reach/ scope of our Welsh language provision.

Governance and Decision-Making Delivery Plan

Lead Officer: Democratic Services Manager / CEO

Corporate Areas of Change

- The Authority has the governance, scrutiny, and accountability mechanisms in place to drive delivery of its Well-being Objectives and priorities.

Climate

- PCNPA to be a carbon neutral Authority by 2030.

Priority Actions (PA)

20. Decision Making and Consistency: Updating our decision making and corporate approaches to mainstream our new priorities and Well-being Objectives in how we work and make decisions. Ensuring consistent approaches are developed

Status: For Approval

and that new ways of working become embedded, with particular emphasis on decarbonisation and Section 6 biodiversity duty.

PA	Deliverables	Milestones/ Measuring impact against outcomes	Timescale	Resource	Teams involved in delivery
20	<p>Finalise set of revised values for the Authority.</p> <p>Carry out a range of activities to embed Authority’s new values.</p>	<p>Finalised set of values agreed.</p> <p>Annual Learning and support survey – Staff satisfaction on implementation of values.</p>	<p>2023/24 – 2024/25 (Finalise set of Values)</p> <p>2025/26 – 2026/27 (Embed Values)</p>	<p>Management Team time needs to be allocated for work to be completed.</p>	<p>Joint Lead: CEO. HR Manager.</p> <p>Support/ Input: Management Team. All Teams.</p>
20	<p>Review of integrated assessments template and development of project checklist or other tools to reflect new priorities and to maintain compliance with relevant statutory duties. Including embedding Section 6 duty, decarbonisation information and investigating new role of Environmental Outcomes Reports.</p> <p>Project checklist to include engagement, inclusion and volunteering. Ensuring that stakeholder engagement, learning and volunteering</p>	<p>Updated integrated assessment template and guidance in place.</p> <p>Project checklist and other tools complete reflecting new priorities including Section 6 duty, decarbonisation considerations. Engagement, inclusion and volunteering included within the checklist.</p> <p>Review of information provided to Members complete.</p> <p># integrated assessments / checklists or other tools completed.</p>	<p>2023/24 – 2024/25</p>	<p>Staff time needs to be allocated for work to be completed.</p>	<p>Lead: Performance.</p> <p>Support/ Input: Management Team. Strategic Policy. Democratic Services. Specialist officers from across the Authority. Strategic Advisor.</p>

Status: For Approval

	<p>opportunities form a key component of every project. Exploring how project checklist can support opportunities for potential participants to shape the development of the project.</p> <p>Review of information provided to Members as part of Committee Papers and reports for Senior Leadership Team and Management Team.</p>	<p>Monitoring of ongoing impact/ follow up actions via monitoring log.</p>			
20	<p>Updating of Section 6 Biodiversity Signposting document.</p> <p>Raise awareness and understanding of the duty amongst staff as part of this process.</p>	<p>Approval of new Section 6 Biodiversity Signposting Document</p>	2023/24.	<p>Within current budget / staff resource.</p>	<p>Lead: Strategic Policy.</p> <p>Support/ Input: Performance. Nature Recovery. Management Team.</p>
20	<p>Review of Equality Plan and Objectives (current plan runs until end of 2024). Exploring as part of this the relationship between our Climate and Conservation Objectives and the Welsh Government's Climate, Rural Affairs and Environment section of the Anti-Racist Wales Action plan and Just Transition to Net Zero framework when finalised.</p>	<p>Revised Equality Plan and Objectives in Place.</p>	2023/24 - 2024/25	<p>Within current budget/ staff resource – staff time needs to be allocated for work to be completed.</p> <p>Additional resource may be needed for tailored engagement activities.</p>	<p>Joint Lead: Performance. Head of Engagement. HR Manager.</p> <p>Support/ Input: Strategic Advisor. Management Team. Specialist officers from</p>

					across the Authority.
20	Review of Authority’s Asset Management Strategy – to align it with our new objectives/ priorities. Including considerations around acquisitions for carbon sequestration.	New Asset Management Strategy in Place.	2023/24 – 2024/25	Within current budget/ staff resource – staff time needs to be allocated for work to be completed.	Lead: Decarbonisation. Support/ Input: Management Team. Specialist officers from across the Authority. Asset Management Group.
20	Corporate Improvement Project on Management and Communication of Corporate Policies, Procedures and Templates. [AGS] Identify where policies or procedures need to be enhanced in terms of Section 6 biodiversity duty, decarbonisation, inclusion, accessibility, and equitable approaches.	Corporate Policy Hub in place on Sharepoint. Forward work programme in place. # of documents reformatted and signed off for inclusion on hub. Annual Learning and support survey - Staff satisfaction with access to policies and procedures/ ease of understanding.	2023/24 – 2024/25	Within current budget/ staff resource – staff time needs to be allocated for work to be completed. Potential external consultants may be needed in specific areas – recruitment policies (linked to Strategic Advisors action plan.)	Lead: Performance. Support/ Input: Management Team. Decarbonisation – IT. Specialist officers from across the Authority. Strategic Advisor.
20	Review of Health and Safety – ensuring we can deliver our new priorities in a way that is aligned	Health and Safety documentation updated.	2023/24	Within current budget/ staff resource (Health	Lead: HR Manager via

Status: For Approval

	to our Health and Safety obligations. [AGS]	Implementation of recommendations. Revised Health and Safety indicators developed.		and Safety Project Officer) Additional Training or costs identified tied to machinery/ changing how we operate.	Health and Safety Project Officer. Support/ Input: Management Team. All Line Managers and Staff.
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Equality and Socio-Economic Duties / Reducing Child Poverty	Aims to embed integrated assessments within corporate decision making and extend it to project development, opportunity to include considerations around just transition to net zero. Corporate improvement project on management and communication of corporate policies, procedures and templates will support communication of equality related responsibilities.
Promoting Welsh Language	Aims to embed integrated assessments within corporate decision making and extend it to project development. Corporate improvement project on management and communication of corporate policies, procedures and templates will support communication of Welsh Language Standards related responsibilities.
Engagement with Communities and Stakeholders	Project checklist to include engagement (including supporting potential participants to the shape the development of projects), inclusion and volunteering to ensure they form a key component of every appropriate project.
Section 6 Biodiversity Duty	Aims to embed integrated assessments within corporate decision making and extend it to project development. Section 6 biodiversity duty signposting document to be updated. We will look to identify where policies or procedures need to be enhanced in terms of Section 6 biodiversity duty and decarbonisation. Revised asset management strategy will take account of how it can support the Section 6 biodiversity duty.
Volunteering Opportunities/ Staff Development	Improving communication of policies and procedures to volunteers and staff. Ensuring Health and Safety of staff is at the centre of our approach to delivering our new priorities. Integrated assessments will consider impact of decisions on staff and volunteers. Project checklist to include engagement, inclusion and volunteering.

Status: For Approval

Skills Development and Training Delivery Plan

Lead Officer: HR Manager / Head of People

Outcomes

Corporate Areas of Change

- The Authority has an empowered and resilient workforce with the necessary skills and motivation to deliver its Well-being Objectives and priorities.
- The Authority is using technology and data to improve its ways of working to drive delivery of its Well-being Objectives and priorities.

Climate

- Engagement activities with staff and wider public have led to behaviour change.

Conservation

- A wide range of people are supported to participate in taking action for nature.

Connection

- 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.

Communities

- National Park communities are vibrant, sustainable and prosperous.

Status: For Approval

Priority Actions (PA)

21. Skills Development and Training: Updating and reviewing our training and skills development processes and opportunities for staff, Members and volunteers to reflect Authority’s new priorities and Well-being Objectives. Upskilling and improving digital literacy to ensure we are all making the most of tools available.

PA	Deliverable	Milestones/ Measuring impact against outcomes	Timescale	Resource	Teams involved in delivery
21	Updating of induction process to reflect new priorities (Staff, Volunteers and Members induction.)	New induction process in use. Annual Learning and support survey –satisfaction with induction process.	2023/24 - 2024/25	Staff time needs to be allocated for work to be completed.	Joint Lead: HR. Democratic Services. Support/ Input: Management Team. Performance. Volunteering.
21	Implementing Management Team Development Programme.	Training programme in place. % management team completing programme. % completing climate change leadership training.	2023/24 - 2024/25	Additional resource may be required for training programme. WLGA leadership in Climate Change.	Joint Lead: HR. CEO. Support/ Input: Management Team.
21	Complete and review outcome of Pay and Grading Review.	Review Completed. Outcome of review assessed.	2023/24	Within current budget.	Lead: HR Support/ Input: Management Team. All Line

					Managers and Staff.
21	Updating of Annual Appraisal/ Work and Well-being process to capture progress against new priorities and identify skills gaps and development opportunities for all staff.	<p>Annual Appraisal form updated.</p> <p>% of Annual Appraisals for Staff completed (Need to ensure completed annually for all staff – Management Team responsible for ensuring this happens for all staff in their teams).</p> <p>Evidence of training/ skills development opportunities feeding into wider training plan for Staff.</p> <p>Annual Learning and support survey – Staff satisfaction with appraisal process and skills development opportunities.</p>	2023/24	Staff time needs to be allocated for work to be completed.	<p>Joint Lead: HR. CEO.</p> <p>Support/ Input: Management Team. All Line Managers and Staff.</p>
21	Ensuring PDP for Members capture any skills gaps/ development opportunities linked to new priorities.	<p>% of PDP for Members completed.</p> <p>Evidence of training/ skills development opportunities feeding into wider training plan for Members.</p>	2023/24 – 2026/27	Within current budget / staff resource.	<p>Lead: Democratic Services.</p> <p>Support/ Input: Management Team. Members.</p>
21	Development and delivery of training plan/ programme 2024 -	Training Needs Analysis/ Scoping Complete. Training	2023/24 – 2024/ 25 (Training	Needs Analysis/ Scoping and Plan	Lead: HR. CEO.

<p>2027 for all Staff, Members (through Member development training plan) and volunteers incorporating new priorities. For staff this will include:</p> <ul style="list-style-type: none"> ○ General training for all staff across new priorities (e.g. carbon literacy/ nature literacy) ○ Specialist training for staff across new priorities linked to officer’s role. Including: Upskilling and development on regenerative tourism for Head of RT and associated team leaders (Example: Tourism Colab’s co-designing tourism for positive impact course or similar.) Upskilling and training for staff to support them as volunteer leaders and to provide them with the skills to enhance our inclusion work linked to volunteering. ○ Digital Training - Back to basic IT Skills, 365 training, specialist training linked to officer’s role. ○ Compliance Areas – Health and Safety, Equality, Safeguarding, Data 	<p>plan/ programme in place for all Staff, Members and Volunteers.</p> <p>Annual review and update of plan completed.</p> <p>% members/ staff/ volunteers completing relevant training within the training programme.</p> <p>Annual Learning and support survey - Staff, Member and Volunteer satisfaction with training sessions attended/ application of learning in practice.</p> <p>Carbon literacy accreditation for Authority.</p>	<p>Needs Analysis/ Scoping and Plan Development)</p> <p>2024/25 - 2026/27 (Training Plan Implementation)</p> <p>Plan should be reviewed / updated annually.</p>	<p>Development - Staff time needs to be allocated for work to be completed.</p> <p>Training plan to assess costing options. Including looking at most effective ways to allocate time to complete training. Will consider potential free training opportunities Authority can be part of, train the trainer approaches, lunch time briefings and online instructional video learning opportunities.</p>	<p>Support/ Input: Management Team. All Line Managers and Staff. Members. Volunteers.</p>
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	Protection, Cybersecurity, Welsh Language.				
21	Training/ workshop sessions for Members on LDP2 Policies 34, 35, 36, 37 (CM1) and updated WG Technical Advice Note 15. [Climate Adaptation]	# of Members attending workshop and number considering training to be 'good'. Decisions in line with policy (AMR).	2023/24	Within existing budget/ staff resource. Additional budget may be required to cover external trainers where needed.	Joint Lead: Strategic Policy. Democratic Services. Support/ Input: DM.
21	Review contracts and our offer and opportunities provided linked to seasonality demand – with focus on regenerative tourism and nature recovery teams.	Review of contracts and offer complete. Recommendations considered and where appropriate reflected in revised contracts and jobs roles.	2023/24 - 2024/25	Management Team time needs to be allocated for work to be completed.	Lead: HR. Support/ Input: Regenerative Tourism. Nature Recovery. Management Team. Finance.
21	Explore new pathways to employment opportunities through skills development/ training / apprenticeship opportunities. Assessing feasibility, making connections with relevant providers and developing scheme where appropriate. Review our offer for further and higher education students with framework in place to support	New Scheme in Place. Further metrics to be developed once suitable pathways have been identified. Framework in place. Research opportunities provided – outputs from research. # student placements hosted.	2024/25 - 2026/27	Initial exploration: Management Team time needs to be allocated for work to be completed. Exploration needed of different funding opportunities available or costs associated with	Lead: HR. Support/ Input: Management Team. Input needed from Line Managers and Specialist Officers across Authority. Finance.

Status: For Approval

research opportunities and student placement requests.			different approaches.	
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How this Delivery Plan will be implemented to support cross cutting outcomes

Equality and Socio-Economic Duties / Reducing Child Poverty	Training plan will identify, and support staff skills development linked to improving accessibility of services and engaging with more diverse audiences. We will consider how new pathways to employment opportunities through skills development, training, student placements and apprenticeship opportunities could provide routes into employment for underrepresented groups in our workforce or wider environmental/ designated landscape/ heritage sector. Line managers will be expected to complete appraisals annually for all staff under their responsibility to ensure that all staff have access to workplace development opportunities.
Promoting Welsh Language	Training plan will identify, and support staff skills development linked to developing Welsh Language skills and use in the workplace. Revised induction process will help emphasise importance of compliance with Welsh Language Standards for new starters.
Engagement with Communities and Stakeholders	Training plan will identify, and support staff skills development linked to engagement. We will engage with education and training providers in county and beyond to explore new pathways to employment opportunities through skills development, training, placements, and apprenticeship opportunities. Introduction of learning and support survey will help Authority assess effectiveness of its induction, training and skills development approach to ensure that corporately we are meeting staff and the Authority's needs.
Section 6 Biodiversity Duty	Training plan will identify, and support staff skills development linked to nature recovery and decarbonisation. Revised induction process will help emphasise importance of nature recovery and Section 6 Biodiversity Duty to all new starters.
Volunteering Opportunities/ Staff Development	We will update, review and improve our training and skills development for staff, Members and Volunteers as part of process to align skills development to Authority's new priorities and Well-being Objectives.

Status: For Approval

Resources and Broadening our Funding Delivery Plan

Lead Officer: Head of Finance

Outcomes

Corporate Areas of Change

- The Authority has the resources it needs to achieve its Well-being Objectives and priorities.

3 areas of focus for broadening our income and funding:

- **Commercial Opportunities:** Broadening our income through commercial opportunities from our assets and relevant activities.
- **Partnership and Commissioning Opportunities:** Broadening our funding and income through partnership and commissioning opportunities. Including potential opportunities linked to partnership, commissioning, and sustainable farming scheme/ tourism tax schemes.
- **Fundraising Opportunities:** Broadening our funding through fundraising activities and grant applications. Including income provided through Pembrokeshire Coast Charitable Trust.

Priority Actions (PA)

22. Realigning Funding and Project Development: Realigning our funding and project development process to meet the ambitions across delivery plans to achieve our priorities and Well-being Objectives.

23. Commercial Opportunities: Identification of opportunities to broaden our income base through exploring commercial opportunities within a framework that is sensitive to the National Park Authority's brand, ethos and remit. Ensuring we are making the most of our existing assets and expertise to generate income.

24. Partnerships and Commissioning / Fundraising Opportunities: Maximising opportunities to deliver our priorities through:

- identifying flagship/ landscape scale projects and potential funding routes.
- identifying potential funding routes linked to partnerships and commissioning. Including exploring opportunities linked to Sustainable Farming Scheme/ Tourism Tax and commissioning opportunities within Health/ Social Care Sector.

Status: For Approval

PA	Deliverable	Milestones/ Measuring impact against outcomes	Timescale	Resource	Teams involved in delivery
22	Continue to work with Members and Welsh Government to manage mid-term financial challenges and pressures [AGS].	Meetings/ Engagement activity with Welsh Government. NPA Financial Settlements/ Grants received.	2023/24 - 2026/27	Within current budget/ staff resource.	Joint Lead: Finance. CEO. Support/ Input: Management Team.
22	Undertake a Zero Based Funding exercise to reallocate funding to key priorities and also identify funding gaps.	Revised budget for 2024 – 25 and Matrix in place of funding gaps – with opportunities identified to fill these gaps.	2023/24	Within current budget/ staff resource – staff time needs to be allocated for work to be completed.	Lead: Finance. Support/ Input: Management Team. All Teams.
22	Review project identification/ prioritisation process for funding to align to new priorities, delivery plan funding gaps and to support development of larger scale projects with different fundable elements.	New process in place. # landscape scale projects developed and funded. £ of funding/ income generated for projects.	2023/24 - 2024/25	Within current budget/ staff resource – staff time needs to be allocated for work to be completed.	Lead: Finance (Fundraising) Support/ Input: Management Team. Performance. Strategic Policy.
23	Commission an external consultant/ facilitator to review and identify commercial opportunities across all Authority activities and assets (within scope/ linked to Authority brand.) Working with officers and Members to explore new opportunities.	Completion of review with set of recommendations. Audit Wales self-evaluation tool completed. Approval of new commercial opportunities strategy with completed integrated assessment. Completion of RAG checklist for future use.	2023/24 - 2024/25 (Review and Strategy) 2024/25 - 2026/27 (Piloting Approaches)	Review of Strategy -Cost of Consultant/ Facilitator. Staff time /resource needs to be allocated for work to be completed.	Lead: Head of Finance. Support/ Input: Management Team. Relevant officers across all Teams. Performance (integrated

	<p>Develop a commercial opportunity strategy – to make best use of assets. Subject to integrated assessment to consider ethics related impacts. With development of RAG checklist to create framework to support decision making on an ongoing basis. As part of strategy development complete Audit Wales Income Diversification self-evaluation tool. Strategy to include set of SMART performance measures and ensure appropriate governance systems are in place for monitoring/ scrutiny.</p> <p>Pilot suitable new commercial opportunities identified through the review. Including developing communication strategy to go alongside their delivery – explaining where the money goes.</p>	<p>£ generated from new commercial opportunities. Authority activities supported through additional income generated across priority areas. # complaints related to income generation activities.</p>		<p>Piloting Approaches - Staff time needs to be allocated for work to be completed. Additional funding may be required for any start up costs.</p>	<p>assessment/ RAG checklist).</p>
23	<p>Development and delivery of Marketing and Communications Plan for the Centres and Regenerative Tourism activities.</p>	<p>Marketing and Communications Plan in place.</p> <p>£ admissions/ merchandise sales and other income generated at centres and from</p>	<p>2023/24 – 2024/25 (Development)</p> <p>2024/25-2026/27 (Delivery)</p>	<p>Development - Additional budget/ staff resource will be required.</p>	<p>Joint Lead: Communications and Regenerative Tourism</p>

		Regenerative Tourism activities.		Delivery – Marketing/ Branding Costs	
		Reach metrics for marketing campaigns.			
23	Development and delivery of Marketing and Communications Plan for fundraising activities.	Marketing and Communications Plan in place. Reach metrics for marketing campaigns. £ income generated.	2023/24 – 2024/25 (Development) 2024/25-2026/27 (Delivery)	Development - Additional budget/ staff resource will be required. Delivery – Marketing/ Branding Costs	Lead: Finance (Fundraising) Support/ Input: Communications.
24	Identify flagship/ landscape scale projects linked to actions with Delivery Plans across: <ul style="list-style-type: none"> ○ Nature Recovery ○ Decarbonisation ○ Adapting to Climate Change ○ Health, Well-being and Access ○ Engagement, Involvement and Learning ○ Pembrokeshire Life <p>Develop long term project proposal for each flagship project.</p> <p>Identify potential routes of funding for each, including new</p>	Flagship/ Landscape scale projects identified. # bids for funding routes. £ generated through new funding routes/ partnership funding opportunities for each flagship/ landscape scale project.	2023/24 - 2026/27	Within current budget/ staff resource – staff time needs to be allocated for work to be completed. Expected that Heads of will lead this work. Consideration will be needed of staff capacity in terms of input into project development in order to ensure	Lead: Finance (Fundraising) Support/ Input: Management Team. Nature Recovery. Decarbonisation. Regenerative Tourism. Engagement and Inclusion. Strategic Policy. Volunteering. Tirweddau Cymru (partnership bids with other

Status: For Approval

	routes related to partnerships, commissioning, grants and fundraising campaigns.			that delivery of existing projects aren't effected by project and bid development activities.	designated landscapes)
24	<p>Develop and deliver revised partnership and commissioning strategy. Including exploring potential opportunities linked to Sustainable Farming Scheme/ Tourism Tax and commissioning opportunities within Health/ Social Care Sector.</p> <p>Carry out integrated assessment on draft strategy to consider ethics related impacts. With development of RAG checklist to create framework to support decision making on an ongoing basis.</p>	<p>Revised Funding Strategy in place.</p> <p>Additional £ generated as a result of delivery against actions within the strategy linked to the activities they are supporting us to deliver.</p>	<p>2024/25 – 2025/26</p> <p>Timescales may be affected by wider policy developments.</p>	<p>Staff time needs to be allocated for work to be completed.</p> <p>Potential external expertise – engagement with commissioning providers within other sectors.</p> <p>Additional cost identified linked to delivery of strategy.</p>	<p>Lead: Finance.</p> <p>Support/ Input: Officers across relevant teams – with expertise in specific areas including Health and Well-being Officer. Performance (integrated assessment and RAG checklist).</p>

How this Delivery Plan will be implemented to support cross cutting outcomes

Equality and Socio-Economic Duties / Reducing Child Poverty	Integrated assessments will be carried out on the Commercial Opportunity Strategy and on Partnership and Commissioning Strategy. RAG checklist will be developed to create framework to support decision making on an ongoing basis. Marketing plan for centres, regenerative tourism and fundraising will consider diversity of audiences, accessible communication needs and representation. Potential development of flagship Health, Well-being and Access project.
Promoting Welsh Language	Integrated assessments will be carried out on the Commercial Opportunity Strategy and on Partnership and Commissioning Strategy. RAG checklist will be developed to create framework

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	to support decision making on an ongoing basis. Marketing plan for centres, regenerative tourism and fundraising will comply with Welsh Language standards.
Engagement with Communities and Stakeholders	Brief for external consultant/ facilitator to identify potential commercial opportunities across the Authority will include engagement activities with staff and potentially Members. Information from wider engagement activities will be considered as part of integrated assessment on Commercial Opportunity and Partnership and Commissioning Strategy. Community and stakeholder engagement will be carried out to help inform the development of the flagship/ landscape scale projects.
Section 6 Biodiversity Duty	Integrated assessments will be carried out on the Commercial Opportunity Strategy and on Partnership and Commissioning Strategy. RAG checklist will be developed to create framework to support decision making on an ongoing basis. Potential development of flagship Nature Recovery Project.
Volunteering Opportunities/ Staff Development	Volunteering opportunities to be identified as part of the development of flagship/ landscape scale projects. Potential for volunteers to be involved in fundraising opportunities. Development of Commercialisation and Partnership and Commissioning Strategies to identify any skills gap or training needs for staff in these areas.

Communications and Marketing Delivery Plan

Lead Officer: Head of Communications

Outcomes

Corporate Areas of Change

- The Authority is using communication and marketing to support the promotion, understanding and delivery of its Well-being Objectives and priorities. Creating wider behaviour change in relevant areas.

Conservation

Status: For Approval

- A wide range of people are supported to participate in taking action for nature.

Connection

- 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.
- People are supported to lead a more physically active lifestyle by accessing the National Park, through promoting sustainable outdoor recreational opportunities.

Communities

- Visitors make a positive contribution to local communities and the Park's Special Qualities.
- National Park communities are vibrant, sustainable and prosperous.

Priority Actions (PA)

25. Conservation: Engaging and empowering NPA audiences to take action for nature.

26. Climate: Creating opportunities to champion our journey to net zero through a creative programme of communications, marketing and interpretation.

27. Connection: Promoting opportunities for people of all ages, abilities and backgrounds to discover and experience the Park, in a way that connects them to the landscape and instils a sense of deep connection to encourage positive change.

28. Communities: Promoting our winter of well-being campaign working in partnership to support local communities through the cost-of-living crisis. Working with tourism industry partners to promote the regenerative tourism credentials of the Park.

PA	Deliverable	Milestones/ Measuring impact against outcomes	Timescale	Resource	Teams involved in delivery
25	Supporting the story of biodiversity loss and the importance of protecting the natural world through a year-	Exhibition visitor figures; % traditional and social media coverage and online engagement; event attendance figures.	2023/24	Within current budget/ staff resource.	Lead: Communications (including Graphics and Interpretation).

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	long programme of promotion for The Lost Words exhibition.				Support/ Input: Regenerative Tourism. Engagement and Inclusion.
25	Develop opportunities provided through our 30x30 partnership work to raise awareness of the need for nature recovery.	% traditional and social media coverage.	2023/24 – 2026/27		Lead: Communications (including Graphics and Interpretation). Support/ Input: Nature Recovery. Engagement and Inclusion.
25	Collaboration: Wider promotion of the NPUK 'Look Wild' project to encourage a broader range of audiences to engage in nature.	App engagement levels. % media coverage.	2023/24 – 2024/25	Within current budget/ staff resource.	Lead: Communications Support/ Input: Nature Recovery. Engagement and Inclusion. Volunteering.
26	Identify a series of Climate Champions (internal and external) to support a programme of climate communications storytelling aimed at raising awareness and encouraging positive climate action.	% traditional and social media coverage and online engagement.	2024/25 – 2025/26	Within current budget/ staff resource.	Lead: Communications (including Graphics and Interpretation). Support/ Input: Decarbonisation.

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26	On the Road to Net Zero – wider promotion of our climate success stories and highlighting excellence.	% traditional and social media coverage and online engagement.	2024/25 – 2025/26	Within current budget/ staff resource.	Lead: Communications (including Graphics and Interpretation). Support/ Input: Decarbonisation.
26	Collaboration: Increase the scope of our partnership project with Transport for Wales to promote and market sustainable transport (including the fflecsi scheme) to Pembrokeshire across all mainline TfW routes and stations.	QR code and social engagement levels; partnership website page engagement stats.	2023/24 - 2024/25	£10k additional marketing spend required	Lead: Communications (including Interpretation). Support/ Input: Decarbonisation
27	Develop a targeted main season campaign to raise awareness of easy access opportunities across the Park, including promotion of the beach wheelchair and mobility equipment scheme.	Online engagement via easy access website pages; % uptake in beach wheelchair hire; social engagement levels.	2024/25	Within current budget/ staff resource.	Joint Lead: Communications (including Graphics). Support/ Input: Engagement and Inclusion.
27	Mainstream accessibility as a visible component of the NPA marketing brand by developing a bank of photography and videography assets to showcase a Park for all.	Marketing collateral reflects a Park for all.	2023/24 - 2024/25 (collation of assets.) 2024/25 - 2025/26 (roll-out.)	Additional £10k potentially required (depending on project scope)	Joint Lead: Communications (including Graphics). Engagement and Inclusion.

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	As part of development of this work carry out engagement with those we are seeking to represent to ensure our approach is appropriate.				Support/ Input: Strategic Advisor.
27	<p>Review the Experiences for All Action Plan in support of broadening our accessible communications resources.</p> <p>Review the accessibility and inclusivity of our communication and interpretation resources to increase representation, diversity and raise awareness of opportunities to experience the Park.</p>	<p>Accessible communications resources are expanded.</p> <p># accessible resources developed and in use.</p>	2024/25 – 2025/26	<p>Review potentially within current budget/ staff resource.</p> <p>External funding required, cost dependent on scope of review findings</p>	<p>Joint Lead: Communications (including Graphics). Engagement and Inclusion.</p> <p>Support/ Input: Strategic Advisor.</p>
27	<p>Collaboration: Work in partnership with Visit Wales to promote opportunities through Year of Trails to highlight the benefits of outdoor access and the PCPNT.</p>	% traditional and social media coverage and online engagement	2023/24 - 2024/25	Within current budget/ staff resource.	<p>Lead: Communications (including Graphics).</p> <p>Support/ Input: Nature Recovery. Engagement and Inclusion. Regenerative Tourism.</p>
28	<p>Extend and develop the Winter of Wellbeing campaign, working in partnership to support local</p>	# community groups supported and engaged with; % traditional and social media coverage and online	2024/25 – 2025/26	£10k additional funding required.	Joint Lead: Communications (including Interpretation and

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	communities through the cost-of-living crisis	engagement; # participants attending events.			Graphics). Engagement and Inclusion. Support/ Input: Regenerative Tourism.
28	Review and explore the potential to deliver the Wonder Filled Coast Brand Ambassador Scheme, aimed at promoting and championing sustainable tourism across the tourism industry.	Review completed. # businesses signed up to scheme if ambassador scheme adopted.	2023/24 (Review Scheme scope.)	£15k additional funding required to develop a scheme with potential additional ongoing costs to co-ordinate the scheme, if viable.	Joint Lead: Communications (including Interpretation). Regenerative Tourism. Support/ Input: Decarbonisation. Engagement and Inclusion.
28	Collaboration: Review and scope attendance at a more diverse range of UK-wide festivals and events in partnership with tourism partners.	# event attendance and engagement levels; follow-up online engagement levels.	2023/24 – 2026/27	Additional funding required, dependent on event and presence required.	Joint Lead: Communications and Regenerative Tourism. Support/ Input: Engagement and Inclusion.

How this Delivery Plan will be implemented to support cross cutting outcomes

Equality and Socio-Economic Duties / Reducing Child Poverty	Accessibility and inclusivity will be central to the development and delivery of marketing and communications, building on our current resources and assets. We will take into account current and future information from Centre for Digital Public Resources on Building accessible
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	and inclusive services and develop our accessible resources as part of the programme delivery. Training and staff development will be actioned, linked to improving accessibility of service and engaging with more diverse audiences. The review of attendance at UK-wide festivals and events will take account of opportunities for the Authority and tourism partners to engage with more diverse audiences.
Promoting Welsh Language	Project and programme delivery will follow Welsh Language Standards, with our aim to actively promote the Welsh language and culture through all material produced.
Engagement with Communities and Stakeholders	Engagement will form an integral element of all communications activity, ensuring that communities and stakeholders have a relevant voice in relation to the work of the Authority. Communications and Engagement and Inclusion teams will work together to build upon existing networks and deliver engagement with a diverse and fully representative cross-section of society.
Section 6 Biodiversity Duty	We'll work to connect all NPA audiences with the natural environment in a way that encourages positive behaviour change in support of our Biodiversity Duty.
Volunteering Opportunities/ Staff Development	Ensuring staff and volunteers are informed and engaged will be an integral part of all communications activity. We'll also provide relevant training and guidance and upskill those staff who work in support of overall communications objectives as part of their roles.

Digital Transformation Delivery Plan

Lead Officer: Director of Decarbonisation

Outcomes

Corporate Areas of Change

- The Authority is using technology and data to improve its ways of working to drive delivery of its Well-being Objectives and priorities.

Climate

Status: For Approval

- PCNPA to be a carbon neutral Authority by 2030

Priority Actions (PA)

29. Transforming our ways of working: Assessing what IT support, systems and infrastructure we need to have in place to support our digital transformation ambitions and delivery of our Objectives. Transforming information governance, use of data and our ways of working to deliver improved services, efficiencies, cyber security, and reductions in carbon emissions.

PA	Deliverable	Milestones/ Measuring impact against outcomes	Timescale	Resource	Teams involved in delivery
29	Review and mapping of current and future data needs with each department Head. Identifying where there are data cross over considerations between departments. Findings should feed into digital review and implementation action plan.	Set of findings produced outlining current and future data needs of departments. Findings from review and mapping reflected in digital review and implementation action plan.	2023/24 – 2024/25	Additional budget/ staff resource required for work to be completed.	Lead: Decarbonisation. Support/ Input: Management Team. Performance. Strategic Policy.
29	Review and mapping of opportunities with each department Head and corporate related services to look at where process could be improved, made more efficient, deliver better consistency and where new approaches could also reduce carbon emissions. Implementation of any quick wins identified through review. More complex areas should be	Examples of quick wins implemented and how they have approved efficiency or reduced emissions. More complex areas identified, prioritised and reflected in digital review and implementation action plan.	2023/24 – 2024/25	Additional budget/ staff resource required for work to be completed.	Lead: Decarbonisation Support/ Input: Management Team.

Status: For Approval

	fed into digital review and implementation action plan.				
29	<p>Digital review of what we currently have and what we need to have in place in terms of IT support, systems and infrastructure to support our digital transformation ambitions. Including looking at emissions implications tied to digital systems and infrastructure.</p> <p>Review will include identifying current and future risk areas, IT team capacity, oversight for systems falling outside of IT (ArcGIS), IT staff support, systems/ software in use and future systems needed, network and infrastructure, cyber security and data protection risks, licencing considerations, cost modelling, accessibility and Welsh language standards compliance, wider information governance, procurement/ opportunities to reduce WEEE and ensuring our actions align with Digital Service Standards for Wales.</p>	<p>Review complete and set of recommendations provided.</p> <p>Implementation action plan in place.</p>	2023/24 – 2024/25	Additional budget/ staff resource will be required.	<p>Lead: Decarbonisation.</p> <p>Support/ Input: Management Team. Performance. Strategic Policy. DPO. All Teams.</p>

Status: For Approval

	Development of implementation action plan based on recommendations of the digital review with identification of priority areas for focus based on business need.				
29	Development of new business case process/ procedure for <ul style="list-style-type: none"> o approval of new systems. o approval of new apps. o external data sharing via Teams. 	New procedures in place. Audit evidence that procedure being used. Including review of IT Help desk requests.	2023/24 – 2024/25	Staff time/ resource needs to be allocated for this work to be completed.	Lead: Decarbonisation. Support/ Input: Management Team. Performance. DPO.
29	Development of list of systems / licence requirements for each job role under new structure. Amend project development process and request to fill forms to take account of full cost recovery/ cost implications tied to systems/ licence / IT related cost.	List in place. Process in place to update on ongoing basis. Request to fill form amended. Audit evidence that systems/ licence needs/ costs are being included in request to fills and in new projects developed.	2023/24 – 2024/25 List to be updated on ongoing basis.	Staff time/ resource needs to be allocated for this work to be completed.	Joint Lead: Decarbonisation. HR. Support/ Input: Management Team. Strategic Policy. Performance.
29	Implementation of actions within Record Management Project to support improved information governance. Completion of restructure of F/Drive and Movement of Digital	Record Management documentation updated and in place. Completion of restructure.	2023/24 – 2026/27	Staff time/ resource needs to be allocated for this work to be completed.	Joint Lead: Decarbonisation. Performance Support/ Input: DPO. Management Team.

Status: For Approval

Files where needed to Teams/ Sharepoint. [AGS]				All Teams.
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How this Delivery Plan will be implemented to support cross cutting outcomes

Equality and Socio-Economic Duties / Reducing Child Poverty	Accessibility compliance will form part of Digital Review when looking at systems, applications and processes. We will take into account current and future information from Centre for Digital Public Resources on Building accessible and inclusive services . Digital exclusion risks for service users will be considered as part of digital review and when carrying out review and mapping activities with Heads of.
Promoting Welsh Language	Welsh Language Standards compliance will form part of Digital Review when looking at systems, applications and processes. Review of system and licence requirements against job roles will identify staff who require access to Gwirio and Cysgeir. We will take into account current and future information from Centre for Digital Public Resources on Welsh language and meeting users needs .
Engagement with Communities and Stakeholders	Collaboration, engagement and participation with staff across the Authority will be central to delivery of actions within this plan. Business case for new systems will need to consider user experience and opportunities for user testing.
Section 6 Biodiversity Duty	Improved information governance and data collection will support Authority to meet its wider Nature Recovery goals. Digital review to consider procurement and how to reduce WEEE. Transforming our ways of working provides opportunities to explore how we can reduce carbon emissions through more efficient practices.
Volunteering Opportunities/ Staff Development	Systems and processes that support volunteering opportunities will be considered as part of the reviews identified within the plan. Skills Development and Training Delivery Plan includes deliverables to support upskilling and improving digital literacy to ensure we are all making the most of tools available.