

Report of: Performance and Compliance Officer

Subject: Revised Corporate and Resources Plan and Delivery Plans

Decision Required: Yes

Recommendation:

The Authority is recommended to:

- a. Approve the Corporate and Resources Plan 2023/24-26/27 (Revised 2025) and provide delegated authority to officers to apply any minor amendments agreed during the meeting or incorporate as necessary any minor changes as needed (e.g. typos, factual corrections) and amendments required following final agreement of Welsh Government Indicators.
- b. Approve the revised Delivery Plans and provide delegated authority to officers to apply any minor amendments agreed during the meeting or incorporate as necessary any minor changes as needed (e.g. typos, factual corrections) and amendments required following final agreement of Welsh Government Indicators.

1. Key Messages

- 1.1 The Authority approved its Corporate and Resources Plan 2023/24 – 2026/27 and Delivery Plans at the July 2023 NPA.
- 1.2 The plans are subject to annual review during the plans timeframe and minor amendments have been applied to Delivery Plans previously as part of this process.
- 1.3 However, a more detailed review of the Plans and has been carried out in 2025 to take account of
 - Approval of Partnership Plan
 - Project funding updates
 - Review of progress and priorities with senior leadership
 - Financial pressures and resilience
 - Risk areas
 - Learning from the first two years of implementation
 - Proposed introduction of new Welsh Government Indicators
- 1.4 A new performance framework will be put in place to support changes within the Plans.

- 1.5 The Plans end in 2026/27, and in 2026 we will look to review our Well-being Objectives and develop a new Corporate and Resources Plan. We will also assess the effectiveness of the current Delivery Plan model as part of this process.

2. Background

- 2.1 The review process has resulted in the following key changes to the Corporate and Resources Plan:

- Update to Pembrokeshire Coast National Park's Special Qualities and inclusion of vision for the National Park, taken from the Partnership Plan
- Diagram updated to take account of National Park Management Plan now being called Partnership Plan and reference added to Social Partnership and Socially Responsible Procurement Duty. Reference also included to Welsh Government Indicators.
- Updates to Strategic Context where further policy developments have occurred. Including references under Communities to changes that have occurred to definition of 'Prosperous Wales' goal because of the Social Partnership and Public Procurement (Wales) Act 2023, amending 'decent work' to 'fair work.'
- Updates to the Making it Happen – Place Making section to take account of the approval of new partnership plan and the review of LDP, which recommended that a full revision of the plan was required.
- Delivery Plan section updated to take account of changes applied to them, including having areas of focus, introduction of journey tracker key indicators that take account of Welsh Government proposed indicators and amalgamation of Corporate Services Delivery Plans into one Corporate Services Delivery plan. Due to the introduction of journey tracker key indicators the indicators previously in Measuring Impact section have been removed.
- The Governance and Compliance section has been updated and table of actions originally from AGS removed. These actions are updated annually, as a result to prevent duplication it is better that they are captured within AGS itself and feed through to Corporate Services Delivery Plan where appropriate.
- The Budget Forecast section has been updated for 2024/25 based on the Authority's Draft Budget Planning 2025-26. At this point the Authority hasn't been able to include a revised breakdown of expenditure against each Well-being objective due to implementation of new finance system. As part of developing reports from the system we will review and develop a revised approach to how we breakdown and report expenditure against the four Authority Well-being Objectives.

- 2.2 Please note key additions have been noted as track changes on the Corporate and Resources document, deletions have not been included in the track changes.

- 2.3 The Delivery Plans have been subject to more detailed changes. The review process has resulted in the following key changes to the Delivery Plans:

- Inclusion of Journey Tracker indicators, including incorporation of proposed Welsh Government Indicators. Supporting Tables to enable us to input annual data to assess progress.
- Priority actions have been changed to priority areas of focus.
- Updates applied because of the outcome of project funding bids and some projects completing following end of first round of SLSP funding. For example Nature Recovery Delivery Plan updated to consider successful SLSP and Nature Network Fund 4 project funding and introduction of Ffermio Bro Scheme.
- Update column noting key findings from March 2025 review of Delivery Plans.
- The review identified a need to differentiate securing funding (goal is to secure funding) versus funding is in place for project (goal is to deliver project effectively in support of its required outputs/ outcomes). To reflect this a portfolio project/ initiative approach has been taken within Delivery Plan.
- The Adapting to Climate Change Delivery Plan has been amended to take a more risk based approach. This aligns with the approach within the Climate Adaptation Strategy for Wales.
- To reduce the number of delivery plans all governance, compliance, corporate support function related delivery plans have been incorporated into one. This helps capture the overall work programme/ resource and capacity considerations for these activities. Some of the Skills Development and Training delivery plan deliverables have been amalgamated into the Engagement, Involvement and Learning about the Park Delivery Plan - this reflects emphasise within Welsh Government strategic grant letter around skills, training and apprenticeships.
- The review has taken account that Authority in 2024/25 approved new Park Partnership Plan (NPMP), Asset Management Strategy, Socially Responsible Procurement Strategy and Equality Plan.
- Reference numbers from Partnership Plan policies included against area in table.
- Pembrokeshire Life Delivery Plan amended to Pembrokeshire Life and Culture Delivery Plan, this followed discussions at Management Team in terms of importance of highlighting the Authority's contribution to Culture in the Park.

3. Consultation

3.1 Original Well-being Objectives, Corporate and Resources Plan and delivery plans were subject to following consultation activities

- The Authority 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.

- 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.
- 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. 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.)
- Members provided opportunity to comment 21/6/23 NPA.

3.2 As part of the 2025 review process two sessions were held with Senior Leadership Team to review progress and priorities against the Delivery Plans.

3.3 A session was held with Management Team to gain their feedback on the revised plans. Officers with specialist roles asked to check certain elements.

3.4 Draft copies of the revised Corporate and Delivery Plans were circulated to staff and Members for comment. Key amendments applied because of feedback included:

- Reference to results and addition of mission detail to Partnership Plan themes in Corporate and Resources Plan
- Reference added to Welsh Government's Good Practice guidance: planning for the conservation and enhancement of dark skies in Wales
- Addition of Glossary at end of Delivery Plan to explain acronyms used particularly in terms of references to SLSP, NNF4
- Information in deliverable on Feasibility Study into low carbon route in South East Pembrokeshire including how this could be funded, expanded to note that it will be investigating access to work transport barriers and solutions in Tenby.
- Deliverable on maintenance of Carew Castle and Castell Henllys in Pembrokeshire Life Delivery Plan expanded to include - Continued maintenance and management of heritage sites and assets on other Authority owned sites.

3.5 Ongoing work is being carried out with the Conservation Team looking at updating schemas and GIS layers in support of us improving our data collection processes to support the Plans and reporting against indicators.

4. Strategic Policy Context

4.1 The Corporate and Resources Plan 2023/24 -26/27 sets out the Authority's road map to achieving its priorities and Well-being Objectives. It captures the Authority's Well-being Statement and how our Well-being Objectives contribute

to the Well-being goals and wider policy challenges facing designated landscapes and Wales.

- 4.2 The Plans have been updated to take account of the approval of the new Park Partnership Plan (NPMP), Asset Management Strategy, Socially Responsible Procurement Strategy and Equality Plan.
- 4.3 The Strategic Policy Context sections within the Corporate and Resources Plan has been updated to take account of updates in policy areas. For example, the Climate Adaptation Strategy for Wales and Welsh Government priorities for culture.
- 4.4 Deliverables in Delivery Plans cross referenced with policy areas within the Partnership Plan.

5. Financial Considerations

- 5.1 The Budget Forecast section within the Corporate and Resources Plan has been updated for 2024/25 based on the Authority's Draft Budget Planning 2025-26. At this point the Authority hasn't been able to include a revised breakdown of expenditure against each Well-being objective due to implementation of new finance system. As part of developing reports from the system we will be review and develop a revised approach to how we breakdown and report expenditure against the four Authority Well-being Objectives.
- 5.2 The review identified a need to differentiate securing funding (goal is to secure funding) versus funding is in place for project (goal is to deliver project effectively in support of its required outputs/ outcomes). To reflect this a portfolio project/ initiative approach has been taken within Delivery Plan.
- 5.3 The update Delivery Plans take account of where the Authority has received additional project funding.
- 5.4 Following deliverable included within the Corporate Services – Supporting our Well-being Objectives Delivery Plan
 - Programme of review in support of mid/long term financial planning, to manage future deficits identified in 2025/26 budget planning and ensure future balanced budgets.

6. Risk and Compliance Considerations

- 6.1 The Authority has updated its risk management objectives, with failure to meet each of our Well-being Objectives captured within these objectives.
- 6.2 The Adapting to Climate Change Delivery Plan has been amended to take a more risk based approach. This aligns with the approach within the Climate Adaptation Strategy for Wales.
- 6.3 The Corporate Services – Supporting Our Well-being Objectives Delivery Plan plays an important role in supporting Authority meet compliance considerations and related risks. Actions within the delivery plan support the Governance Improvement Action Plan set out in the Annual Governance Statement.

7. Impact on our Public Sector Duties

7.1 Integrated Assessment Completed: Yes – Summaries from the Integrated Assessment are included in the next sections.

7.2 Equality, Socio-Economic, Health and Human Rights Impacts

- 7.2.1 The Delivery Plans consider actions included within the Equality Plan approved in February 2025, with [Equality Plan] noted in relevant sections of the Delivery Plans against priority areas of focus or deliverables. This includes deliverables that address areas relating to affordable housing and transport and workforce related actions.
- 7.2.2 The Health, Well-being and Access Delivery Plan's priority areas focus on 5 ways to well-being and equitable access. In response to Audit Wales Access report a Journey Tracker indicator has been put in place to help monitor risk in terms of reliance on grant funding. Authority has officers in place who have as part of their job descriptions/ role remit responsibility for seeking funding in support of our access and inclusion activities. The amendments to the Delivery Plan provides us with a framework for maintaining a flexible portfolio of projects in support of 5 ways of well-being and equitable access.
- 7.2.4 The Corporate Plan and Delivery Plans have been updated to take account of the Socially Responsible Procurement Strategy, and Social Partnership and Procurement Act. Including taking account of changes to prosperous Well-being Goal that amended 'decent work' to 'fair work' and the Authority approving in 2024 its socially responsible procurement strategy.
- 7.2.5 The review has moved the new pathways to employment deliverable to the engagement, involvement and learning deliverables section and indicators have been included on training opportunities and apprenticeships opportunities. This aligns with some of the aspirations within the Authority's Next Generation Youth Manifesto.
- 7.2.6 All the Delivery Plans consider how they can be implemented to support Equality and Socio-Economic Duties/ Reducing Child Poverty.
- 7.2.7 Our Corporate Plan notes in terms of involvement that engagement will be used to ensure we develop the right interventions to break down barriers to support a more diverse range of people to act for nature or experience the outdoors and wonders of the Park.
- 7.2.8 Well-being Objectives and Delivery Plans (including their priority areas of focus and deliverables) have potential to support Reducing Poverty and Inequalities Project and Strengthening Communities Project within the Pembrokeshire Well-being Plan. The Strategic Context of the Connection Well-being Objective has been updated to take into consideration the development of the Age Friendly Communities Strategy.

- 7.2.9 Communities Well-being Objective outcomes have been updated to include increase affordable housing provision in the Park. Pembrokeshire Life and Culture Delivery Plan includes deliverables linked to affordable housing provision and development of LDP3.
- 7.2.10 The [UK Government's chronic risks analysis](#) identifies a risk in terms of disproportionate impact on vulnerable persons. It is important that as the Authority looks at different methods to achieve a balanced budget it considers the cumulative effects on different groups, including public, service users and staff. Carrying out integrated assessments at key stages of the process could help identify potential cumulative impacts. The focus of the Health, Well-being and Access Delivery Plan is on groups who currently can't or don't or face barriers to accessing the National Park. Deliverables within this plan can help support developing mitigating responses to help prevent disproportionate impact on vulnerable persons. As Authority looks to develop regenerative tourism indicators and plans for centres it is an opportunity for it to explore how to balance pressures in terms of equitable access against need to generate income.
- 7.2.11 Revised Corporate and Resources Plan will be published in HTML format on the website in line with Web Accessibility Standards.

7.3 Welsh Language Impacts

- 7.3.1 Corporate and Resources Plan highlights that Welsh Language Standards are one of the Compliance areas that it needs to monitor its performance against. Promotion of the Welsh Language to support national targets on the number of speakers and taking account of our Welsh Language Promotion Strategy is noted as a cross-cutting outcome within the Plan.
- 7.3.2 Pembrokeshire Life and Culture Delivery Plan includes priority area of focus on: Culture and Welsh Language in the Park – deliverables focus on opportunities to support culture and Welsh language in the Park. These include:
- Explore new ways to proactively integrate Welsh language promotion with National Park Authority activities. Including opportunities across our centres, events, outreach and partnership work. Secure additional funding where required.
 - Enhance our Welsh Language promotion activities through engaging with activities in support of Eisteddfod y Garreg Las due to be held in Pembrokeshire in 2026.
- 7.3.3 Following securing SLSP funding Delivery of Phase 2 of Tirlun Project has been included in Engagement, Involvement and Learning Delivery Plan. This will support opportunities for people to engage with online learning resources in Welsh about the designated landscapes. Strategic review of our education and community learning opportunities will take account of provision of Welsh Language facilitated sessions and sessions that support Welsh learners.

Provision of training opportunities provides a potential opportunity to support use of Welsh amongst young people moving from an education to workplace environment.

- 7.3.4 Regenerative tourism action plans for the centres include creation of action plan in support of communities and provides opportunity to explore wider promotion of Welsh Language across centres. Creation of Visitor Pledge for Pembrokeshire, will consider how to incorporate Welsh Language as one of its elements, taking on board learning from the Tiaki promise approach. Potential creation of scheme similar to SDF for regenerative tourism purposes could also provide support for wider visitor economy stakeholders/ businesses on their Welsh language promotion regenerative tourism journey.
- 7.3.4 Deliverables in our Corporate Services – Supporting our Well-being Objectives should help increase compliance with Welsh Language Standards through:
- Development of project level integrated assessment checklists
 - Development of establishment and workforce plan
 - Induction process updated to reflect well-being objectives and corporate compliance areas
 - Development and delivery of training plan/ programme which includes covering mandatory compliance relate training and skills and development opportunities that support staff to deliver Authority's Well-being Objectives.
 - Pilot and implement new IT/ Systems Project request form – this form highlights needs to consider Welsh Language Standards when looking at new digital platforms.
- 7.3.5 Pembrokeshire Life and Culture Delivery Plan includes deliverables linked to affordable housing provision and development of LDP3.
- 7.3.6 Welsh version of revised Corporate and Resources Plan will be published on our website.

7.4 Section 6 Biodiversity Duty and Carbon Emission Impacts

- 7.4.1 The Nature Recovery Delivery Plan has been updated to clearly focus on maximising our contribution to 30x30. This Delivery Plan has been updated to take account of new project funding the Authority has secured in terms of SLSP, NNF4 and introduction of Ffermio Bro Scheme. Interventions within the plan will consider where they can appropriately and positively contribute to carbon sequestration.
- 7.4.2 The Development of Partnership Plan Forum, included as deliverable in the Pembrokeshire Life and Culture Delivery Plan will provide opportunities to explore challenging issues impacting on biodiversity, water quality and transport in the Park and potential solutions or development of joint projects.
- 7.4.3 Development of Project level integrated assessment checklist has the potential to ensure projects delivered under all Delivery Plans take account of biodiversity and decarbonisation impacts.

- 7.4.4 We have revised references to Aquatera report targets in Decarbonisation Delivery plan and where feasible noted projected reductions from proposed deliverables for building and fleet emission reduction pathways. Buildings emissions pathway deliverables include specific capital projects that have funding in place and should in long term reduce our emissions in this area.
- 7.4.5 Review of Corporate Plan and Delivery Plans has considered the approval of Authority's Socially Responsible Procurement Strategy.
- 7.4.6 Following securing SLSP funding the Authority can continue to deliver SDF community decarbonisation projects. Deliverable included to support exploring if there is potential for a similar scheme linked to regenerative tourism.
- 7.4.7 Responses to decarbonisation and transport is a complex area, and our approach within the Delivery Plans takes a targeted approach on what is feasible in terms of the size and remit of the Authority. It is also based on working collaboratively with others to influence strategic issues on transport.
- 7.4.8 The Adapting to Climate Change Delivery Plan has been amended to take a more risk based approach. This aligns with the approach within the Climate Adaptation Strategy for Wales.
- 7.4.9 IT resources, data storage and AI use can impact on carbon emissions and the digital resilience section of Corporate Services – Supporting our Well-being Objectives considers our ambitions to be carbon neutral.

7.5 Well-being Goals for Wales and 5 Ways of Working (Sustainable Development Principles) Impacts

- 7.5.1 The Authority has considered how each of 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 how our approach aligns with the Sustainable Development Principles. This is set out in the Our Well-being Statement Section of the Corporate and Resources Plan. The Delivery Plans and deliverables within them will support delivery of the Objectives. As part of the review of the Plans we have taken an integrated approach and considered how the plans align with the new Park Partnership Plan (NPMP), Asset Management Strategy, Socially Responsible Procurement Strategy and Equality Plan approved in 2024/25. The Communities section of the Plan has been updated to take account of the Social Partnership and Public Procurement (Wales) Act 2023 and amendments within the Act to 'Prosperous Wales' which replaced 'decent work' with 'fair work.'
- 7.5.2 In terms of horizon scanning and future trends – [UK Government's Chronic Risks Analysis](#) identifies several chronic risks that are of significance to the Authority. Including risk areas such as fraud and illicit finance, changes in the nature of cyber security threats, impacts from increase reliance on digital platforms, dominance of global technology companies and concentration of risk, impacts from use and capability of artificial intelligence (AI), climate change, biodiversity loss, pollution and environmental degradation,

disproportionate impact on vulnerable persons, animal disease, plant pests, reliance on global supply chains, impacts of ongoing skills shortages and mismatches. The Authority's Adapting to Climate change delivery plan has been amended to take a more risk based approach with deliverables focused on assessing and responding to Authority's main Climate Change Risks. The Corporate Services – Supporting our Well-being Objectives includes deliverables that help mitigate risks in terms of cyber security and data and considers workforce risks through development of establishment and workforce Plan. The UK chronic risks analysis identifies a risk in terms of disproportionate impact on vulnerable persons, it is important that as the Authority looks at different methods to achieve a balanced budget it considers the cumulative effect of proposed changes on different groups, including public, service users and staff.

8. Conclusion

- 8.1 The Corporate and Resources Plan and Delivery Plans play an important role in supporting the Authority to deliver against its Well-being Objectives. Keeping these plans up to date to reflect wider developments helps ensure that the documents remain relevant and are effective in guiding the Authority's activities.

9. List Background Documentation:

- 9.1 Corporate and Resources Plan 2023/24 – 26/27 (Revised 2025)

- 9.2 PCNPA Delivery Plans 2023/24 -26/27 (Revised 2025)

(For further information please contact Mair Thomas, Performance and Compliance Officer, mairt@pembrokeshirecoast.org.uk)

Pembrokeshire Coast National Park Authority

Corporate and Resources Plan 2023/24 - 26/27

(Revised 2025)



**Parc Cenedlaethol
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**Pembrokeshire Coast
National Park**

Contents

Introduction	3
Diagram of our Plans and Statutory Duties – Where the Corporate and Resources Plan sits	5
Well-being Statement and Objectives	6
Making it Happen - Place Making.....	12
Making it Happen - Delivery Plans	13
Making it Happen - Cross Cutting Outcomes	18
Measuring Impact.....	20
Governance and Compliance.....	20
Funding and distribution against Well-being Objectives	21

Introduction

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

It captures the Authority'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 achieve cross-cutting outcomes, measure our impacts and distribute our resources to meet our Well-being Objectives.

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. As part of this process the Corporate and Resources Plan and Delivery Plans went through a more detailed review in 2025 to take account of:

- Approval of Partnership Plan
- Project funding updates
- Review of progress and priorities with Senior Leadership Team

Our Well-being Objectives and original and revised plans have been subject to integrated assessments.

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 629km², with approximately 21,000 people living in some 49 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:

- Landscapes and seascapes of exceptional diversity and quality
- Outstanding coastal scenery
- Distant, uninterrupted views and open horizons
- Beaches
- Spectacular geology and geomorphology
- Rich and varied wildlife
- Tranquillity, soundscapes and wildness
- Dark skies
- Rich heritage and culture
- Welsh language and Pembrokeshire dialects
- Historic patterns of settlement and buildings
- Historic patterns of land use and traditional boundaries
- Excellent opportunities to enjoy and experience the National Park
- A comprehensive network of Rights of Way
- The combination of special qualities
- A sense of community and stewardship

Partnership Plan – A vision for the National Park

The Partnership Plan sets out the following vision for the Pembrokeshire Coast National Park:

- To ensure a vibrant, sustainable future for the environment and for those who live, work and visit the National Park.
- The Pembrokeshire Coast National Park is an evolving testament to the powerful connections between people and the landscape.
- Every feature - dramatic coastline, rolling hills and wooded estuary reaches - tells a rich story of natural beauty, culture and heritage.
- The purposes of the National Park are clear: to conserve and enhance natural beauty, wildlife and cultural heritage, and to provide everyone with opportunities to connect with the landscapes in ways which deepen our understanding. The National Park is for everyone and is a welcoming place, where people can enjoy and help protect its special qualities.
- The connection with landscapes also works across time. By joining together to help restore these iconic landscapes and seascapes, a legacy is left to future generations, who can continue to live in, enjoy and be inspired by these breathtaking spaces.

National Park Authority and Park Purposes

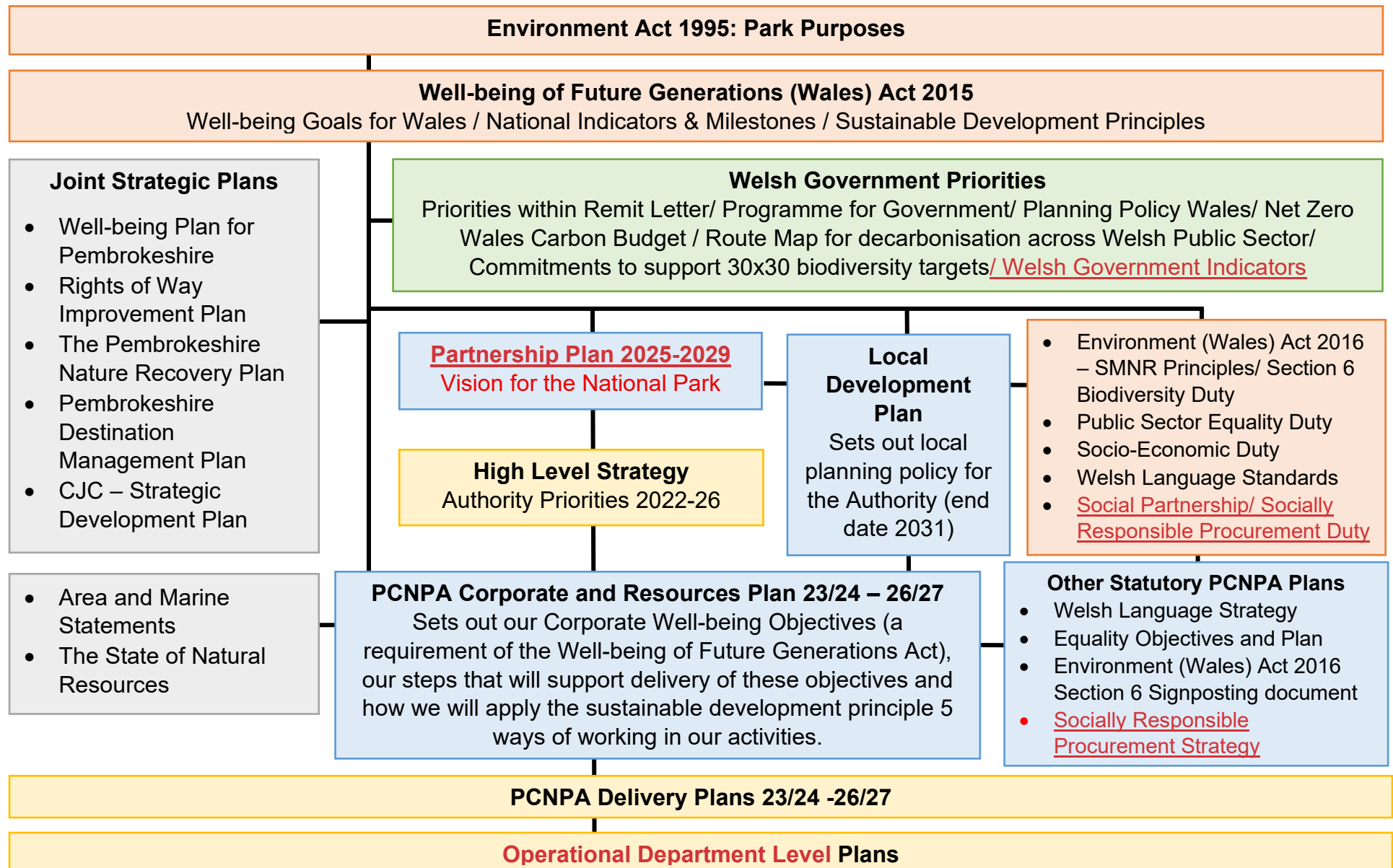
The Pembrokeshire Coast National Park Authority was created as a free-standing special purpose local authority under the 1995 Environment Act (the Act). The Authority consists of 18 Members, 12 nominated by Pembrokeshire County Council and six appointed by the Welsh Government.

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

The Authority 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 [act](#) for nature or experience the outdoors and wonders of the Park.

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 [maintaining and supporting an increase in nature based interventions in the Park](#) it will [contribute to](#) a prosperous Wales, resilient Wales, healthier Wales and

globally responsible Wales. [Our approach to interventions and monitoring their impact will support](#) 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 [with associated National Milestone of: To reverse the decline in biodiversity with an improvement in the status of species and ecosystems by 2030 and their clear recovery by 2050](#)
- Percentage of surface water bodies, and groundwater bodies, achieving good or high overall status

Through supporting a wide range of people to participate in [acting](#) 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. [The Environment \(Principles, Governance and Biodiversity Targets\) Wales Bill has been introduced.](#) To achieve our Objective we will need to respond to the development of the [Sustainable Farming Scheme for Wales](#) [and harness](#)

opportunities in its implementation that 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](#), NRW's Corporate Plan to 2030 - Nature and people thriving together, Welsh Government's Good Practice guidance: planning for the conservation and enhancement of dark skies in Wales and condition assessments for designated sites.

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:

- To be a carbon neutral Authority by 2030.
- [The Authority](#) 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, UK Government Chronic Risks Analysis and Climate Adaptation Strategy for Wales](#) highlight 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 with a particular focus on what this means for the Coast Path National Trail](#).

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.
- [The Authority](#) 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 [National framework for social prescribing](#) provides a framework for our engagement with Health and Social Care sector. [Planning has a role to play through Green Infrastructure which will be considered as part of the review of our LDP. Water quality was an issue of particular concern highlighted through the Partnership Plan and Special Qualities consultations and along with negative impact on nature it also impacts on access to blue spaces.](#)

Our education programme will continue to support [the 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 also seek to contribute to outcomes in the Pembrokeshire Age Friendly Communities Strategy once it is finalised. Our approach to volunteering will take account of the Pembrokeshire volunteering strategy developed by PAVS.](#)

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.
- Increase in Affordable housing provision in the 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 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.

The Social Partnership and Public Procurement (Wales) Act 2023 provides a framework to promote the well-being of the people of Wales by enhancing sustainable development through social partnership working, promoting fair work and socially responsible procurement. This Act amended the "Prosperous Wales" goal in the Well-being of Future Generations (Wales) Act 2015, replacing "decent work" with "fair work." Our Communities Well-being Objective supports "fair work" opportunities through supporting the creation of vibrant, sustainable and prosperous communities in the Park that are places people can live, work and enjoy. This Objective requires the Authority to think about 'Fair Work' in the context of its

- own employees
- training and skills development opportunities it provides
- work with contractors
- work with partners on supporting 'Fair Work' opportunities within the Park

The National Park Authority in 2024/25 approved its Socially Responsible Procurement Objectives and Strategy.

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](#) and the Authority's [Welsh Language Promotion Strategy](#). [Welsh Government in May 2025 published its priorities for Culture in Wales. The priorities include culture brings people together, celebrating Wales as a nation of culture and culture is resilient and sustainable.](#)

Our placemaking policy is informed by [Planning Policy Wales and Future Wales: The National Plan](#) 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

[A Partnership Plan for the National Park 2025-2029](#)

Every five years the Authority is required to produce a National Park Management Plan. [The Plan](#) sets out how it would like to see the National Park managed, not just by the Authority itself, but by the other agencies and organisations whose activities might impact on the Park. [A new Plan was approved in March 2025 and is now called a Partnership Plan. Discussions with partners have provided a strong steer that there should be an overarching partnership or forum to specify, guide and scrutinise Plan achievements. Partners will be encouraged to use the Partnership Plan to inform their own strategies and plans, and to share and celebrate those contributions to National Park purposes. The National Park Authority will publish regular reports on progress and impacts.](#)

Our [Partnership Plan](#) is based on action across four complementary themes. Each theme has a mission and results they are looking to deliver; these align with the Authority's Well-being Objectives:

- [Conservation - Conserve and enhance landscapes, seascapes, natural beauty and wildlife](#)
- [Cultural Heritage and Connection - Conserve and enhance cultural heritage, including promotion of the Welsh Language. Enhance equitable access to the National Park and promote the enjoyment](#)

understanding and health benefits of its special qualities for all.

- Climate and Natural Resources - Reduce and adapt to the impacts of climate change. Manage natural resources sustainably.
- Communities - Foster the socio-economic well-being of the National Park communities in pursuit of National Park purposes.

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. In 2024/25 the Authority reviewed the LDP in line with regulation requirements. A full revision of the plan was recommended following the review, which will result in a replacement plan LDP3 being prepared. A delivery plan will set out the timetable for the plan revision and community involvement scheme. LDP2 will remain in place until LDP3 is adopted.

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 annual 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.

The Delivery Plans were subject to detailed review in 2025 following approval of the partnership plan, considerations around financial pressures and resilience, project funding updates and learning from the first two years of implementation. Priority Actions have been amended to priority areas of focus and corporate support related delivery plans have been amalgamated into the one Delivery Plan. The Delivery Plans take account of the Welsh Government's Remit Letter and associated indicators [WG Indicators].

Priority Actions within our Delivery Plans for 25/26-26/27

Nature Recovery Delivery Plan - Priority Areas of Focus

- ✓ Maximise our contribution to 30x30 by maintaining and supporting an increase in nature-based interventions in the Park.

Deliverables focus 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 involves working on our own estate and collaboratively with other landowners, farmers, other stakeholders, volunteers and partnerships. Deliverables focus on contribution to 30x30 through: Strategy and evidence, land management schemes, nature recovery projects, our contribution through Section 6 Duty, partnership contribution (land) and partnership contribution (marine, foreshore and catchment.) Our nature-based interventions

will consider where they can appropriately and positively contribute to carbon sequestration

Journey Tracker Key Indicators: Total area (Hectares) land managed for biodiversity through conservation land management activity. **Note:** This will be revised following creation of 10 year Strategy. (Hectares) land owned or leased by the Authority managed for biodiversity [WG Indicator]. Total area (Hectares) land managed for biodiversity in partnership with private landowners [WG Indicator]. Source Data QGIS Conservation Mapping Layers

Decarbonisation Delivery Plan - Priority Areas of Focus

- ✓ Authority Emissions Reduction Pathway

Deliverables focus on emission reduction pathways for emission areas under the Welsh Government Net Zero Reporting framework and achieving mid-point Aquatera Report accepted pathway target for emissions from Buildings, Fleet and Equipment and Business Categories of 180,000 kg CO2e in 2025/26.

Note: Contribution of carbon sequestration activity and removals by the Authority through land use is considered through deliverables and indicators in the Nature Recovery Delivery Plan.

Journey Tracker Key Indicator: Total Authority Emissions (Kg CO2e) [WG Indicator]. Achieving mid-point Aquatera Report accepted pathway target for

emissions from Building, Fleet and Equipment and Business Travel categories of 180,000 kg CO₂e.

✓ Park Emission Reduction Pathway – Race to Zero

Deliverables focus on activities to support halving carbon emission within the National Park area by 2030 as a key milestone of achieving carbon-neutrality in the National Park area by 2048. Deliverables consider what is within the Authority's remit for direct intervention and what requires wider partnership engagement and delivery through Partnership Plan engagement and collaboration.

Note: Contribution of carbon sequestration activity in the Park area is considered through deliverables and indicators in the Nature Recovery Delivery Plan.

Journey Tracker Key Indicators: £ invested in community decarbonisation projects **[WG Indicator]**. Number of completed Community Decarbonisation Projects funded by Sustainable Development Fund. Estimated Projected Carbon Emission Reductions from Sustainable Development Fund Projects (kg CO₂e).

Partnership Journey Key Indicators: Direction of Travel to Race to Net Zero for Park emissions (carbon neutral by 2048), monitored via Small Worlds data tracking. Note: The Authority can only influence direction of travel for Park emissions through partnership working, some areas which impact on direction of travel are outside remit or area of influence of the Authority.

Adapting to Climate Change Delivery Plan - Priority Areas of Focus

✓ Manage risks to the Authority's Assets, Coast Path and Inland Public Rights of Way, Park and Communities caused by Climate Change.

Deliverables focus on assessing and responding to Authority's main Climate Change Risks and will be embedded within our wider risk management approach.

Note: Deliverables consider the Pembrokeshire Climate Adaptation Strategy.

Journey Tracker Key Indicator: Authority's Sub Risk Register on Climate Change Risks and Asset Portfolio Risk Register – Monitoring that risk management activities are having the intended effect.

Health, Well-being and Access Delivery Plan - Priority Areas of Focus

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

✓ 5 ways to well-being and equitable access – Project funding / delivery / management

Deliverables focus on securing funding and delivering projects that support 5 ways to well-being and equitable access to the Park. Stakeholder mapping and engagement with beneficiaries should inform project development and implementation. Focused on

- Supported walking (including for those impacted by socio economic determinants of health)
- Regenerative Tourism and increasing accessible and inclusive access (including Authority's Beach wheelchair/ mobility equipment.)
- Supported Volunteering
- Outreach and Inclusion projects (normally developed in partnership with other organisations and informed by stakeholder mapping activities and engagement with beneficiaries)
- Infrastructure projects (informed by car park study)

Journey Tracker Key Indicator: Number of active funded projects that support 5 ways to well-being and equitable access to the Park for beneficiaries. Target of at least two active funded projects in place per year. Supporting indicator of number of participants in NPA run or supported activities/ sessions focused on inclusion, outreach and increasing access for underrepresented groups [WG Indicator]. Wider outcomes will be assessed by project level evaluation and results of our annual survey of volunteers and project participants.

✓ **5 ways to well-being and equitable access – Opportunity through strategic partnerships**

Deliverables focus on partnership engagement that support securing funding and development of joint projects or initiatives to support 5 ways to well-being and equitable access to the Park. Focusing on joint opportunities with Tirweddau Cymru and exploration of opportunities with

health partnerships to contribute to their delivery (social prescribing, public health.)

Journey Tracker Key Indicator: Number of active funded projects or initiatives that support 5 ways to well-being and equitable access to the Park for beneficiaries through Tirweddau Cymru or health partnerships. Target of at least one active funded initiative/ project in place.

Engagement, Involvement and Learning about the Park Delivery Plan - Priority Areas of Focus

✓ **Learning and Skills Development – Delivery Model for the Future**

Deliverables focus on identifying future delivery model for Authority's education, community learning programme and skills and training opportunities. This is to ensure approach is sustainable and focused on where the Authority can make most impact within its remit and aligned to our Objectives. This will be informed by current funded projects such as Tirlun and delivery of Traineeships as part of NNN4 project.

Journey Tracker Key Indicator: Completion of review with new set of indicators developed based on agreed delivery model. Interim Indicators: Number of training opportunities provided [WG Indicator]. Number of apprenticeships provided [WG Indicator]. Social Action hours contributed [WG Indicator]

✓ **Participation and Engagement - Opportunities to support and influence**

Participation deliverables focus on volunteering and social action activities across the Authority that support delivery of our Well-being Objectives and Priorities. Engagement deliverables provide opportunities for volunteers, projects participants and coast path users to feedback and help shape and improve our ways of working. They will also focus on Authority's priority community engagement opportunity in the form of LDP review.

Journey Tracker Key Indicator: Volunteer hours provided [WG Indicator]. Maintain a contribution above 12,000 hours per annum. Volunteer and Social Action hours contributing to nature recovery.

Supporting Regenerative Tourism through the Visitor Economy Delivery Plan - Priority Areas of Focus

✓ **Regenerative Tourism Vision and Principles – The Authority**

Deliverables focus on delivering regenerative tourism vision and principles across Authority service areas and developing indicators to monitor their effectiveness.

Journey Tracker Key Indicator: Regenerative Tourism Action Plans in place for the Centres with new set of regenerative tourism indicators in place for the Authority.

✓ **Regenerative Tourism Vision and Principles – The Park**

Deliverables focus on delivering regenerative tourism vision and responsible recreation in the Park area. Deliverables consider what is within the Authority's remit for direct intervention and what requires wider partnership engagement and delivery through Partnership Plan engagement and collaboration.

Journey Tracker Key Indicators: £ value of funding secured for piloting regenerative tourism initiatives in the Park (similar to SDF).

Note: Sustainable Transport is considered under Decarbonisation Delivery Plan.

Pembrokeshire Life and Culture Delivery Plan - Priority Areas of Focus

✓ **Placemaking and Partnerships**

Deliverables focus on supporting effective delivery of Partnership Plan, Pembrokeshire Well-being Plan and review of LDP.

Journey Tracker Key Indicator: LDP2 affordable housing indicators (LDP Annual Monitoring Report)

✓ **Culture and Welsh Language in the Park**

Deliverables focus on opportunities to promote and support culture and Welsh Language in the Park.

Journey Tracker Key Indicator: Number of participants in Welsh Language Promotion Activities

✓ **Safeguarding Heritage and Public Rights of Way in the Park**

Deliverables focus on safeguarding Pembrokeshire's historic environment and Public Rights of Way, including the Coast Path/ National Trail.

Journey Tracker Key Indicator: % of Rights of Way Open and Accessible and Meeting Quality Standards. Km of Rights of way enhanced or created [WG Indicator]. % of scheduled ancient monument in good condition [WG Indicator]. Monitoring report on Conservation Areas (Reported every three years).

Corporate Services Delivery Plan – Supporting our Well-being Objectives Priority Areas of Focus

- ✓ **Governance and Decision Making:** Deliverables will support the Authority to have effective governance, scrutiny, and accountability mechanisms in place to drive delivery of its Well-being Objectives and priorities. They will support the Authority to manage compliance and corporate risks effectively.

WG Indicator: % of members who have attended all four Governance online training sessions or watched the recordings

- ✓ **Workforce and People:** Deliverables will support the Authority to have an empowered and resilient workforce. They will support staff, Members and volunteers to have the necessary skills and motivation to deliver its Well-being Objectives and priorities.
- ✓ **Financial and Resource Resilience:** Deliverables will support the Authority to have the financial resources it needs to achieve its Well-being Objectives and priorities in the short, mid and long term. They will integrate effective procurement and asset management practices within the organisation embedding our Well-being Objectives and Value for Money in our ways of working.
- WG Indicator:** % of members who have attended all four Governance online training sessions or watched the recordings
- ✓ **Communications:** Deliverables will help demonstrate the positive impact and contribution that the Authority and its partners are making to delivery of the National Park Partnership Plan and its Well-being Objectives. They will promote opportunities for people to get involved in nature recovery, decarbonisation and

inclusive access opportunities in the Park.

✓—**Digital Resilience:** Deliverables will support the Authority to use technology and data to improve ways of working to drive delivery of its Well-being Objectives and priorities. They will take account of our ambition to be a carbon neutral by 2030, managing cyber security risks and opportunities for improved efficiencies and need for resilient infrastructure, systems and data management.

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 Promotion 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.
- Embedding the Socially Responsible Procurement Duty across our Procurement activities.

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 [journey tracker key indicators for each delivery plan](#). 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. [They are informed by Welsh Government Remit Letter Monitoring Indicators. The Authority also submits data to Welsh Government for net zero reporting and planning performance.](#)

[The performance framework is being updated in 2025 to reflect changes to delivery plan. Our risk objectives now incorporate failure to achieve each of our Well-being Objectives.](#)

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. [Actions within the Corporate Services – Supporting Our Well-being Objectives delivery plan supports implementation of the Governance Improvement Action Plan set out in the Annual Governance Statement. Progress against these actions are monitored via relevant Committee.](#)

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 arrangement

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 is in place to assist the monitoring of agreed actions in response to recommendations.

Funding and distribution against Well-being Objectives

The Authority's net revenue expenditure for 2024/25 is determined by the Welsh Government, by allocating the annual National Park Grant and levy at £4,333k. Authority generated income of about £2,653k is raised from planning fees, admissions, merchandise sales, car parks, grants etc.

Budget forecasts and sensitivity analysis for 2025/26 to 26/27 were included within the [Draft Budget Planning Report](#) that was presented to Members at the 26 March 2025 National Park Authority Meeting.

¹ Draft Budget Planning 2025-26: [2-Budget-2025-26.pdf](#)

2024/25 Budget Forecast

Summarised Revenue Budget 2024/25¹

	£000s
<u>Baseline gross expenditure</u>	<u>7,495</u>
<u>Local Generated Grant Income</u>	<u>-2,653</u>
<u>Gross Budget</u>	<u>4,842</u>
<u>NPG</u>	<u>3,250</u>
<u>Levy</u>	<u>1,083</u>
<u>(Deficit) for the year</u>	<u>-509</u>
<u>Transfer from general reserves</u>	<u>509</u>
<u>Net budget</u>	<u>0</u>

The Authority is implementing a new finance system during 2025/26. As part of developing reports from the system we will be reviewing and developing a revised approach to how we breakdown and report expenditure against the four Authority Well-being Objectives.

A 'bottom-up' approach was used for the setting of the 2025/26 budget with Heads of Service taking responsibility for drafting budgets on a zero-budget basis. Ongoing work is underway with Officers and Members to support mid/long term financial planning, to manage future deficits identified in 2025/26 budget planning and ensure future balanced budgets. This includes looking at income generation, efficiencies and cost savings.

Summary Budget 2025/26 by service area²

PCNPA	Budgeted	Budgeted	Budgeted
2025/26 Draft	Expenditure	Income	Net cost
Budget			
	£	£	£
<u>Development management & planning</u>	<u>1,196,116</u>	<u>-352,866</u>	<u>843,249</u>
<u>Conservation</u>	<u>1,534,964</u>	<u>-1,521,876</u>	<u>13,088</u>
<u>Promoting understanding</u>	<u>2,664,601</u>	<u>-1,435,581</u>	<u>1,229,020</u>
<u>Recreation & park management</u>	<u>928,157</u>	<u>1,126,237</u>	<u>-198,080</u>
<u>Conservation of the Historic & Cultural Env't</u>	<u>102,300</u>	<u>-36,253</u>	<u>66,047</u>
<u>Support services</u>	<u>1,972,768</u>	<u>-31,130</u>	<u>1,941,639</u>
<u>Democratic Rep & Management</u>	<u>716,950</u>	<u>-28,200</u>	<u>688,750</u>
<u>Rangers & Estates Management</u>	<u>1,576,759</u>	<u>1,576,759</u>	<u>1,434,318</u>
<u>Core funding, interest & EMR</u>	<u>-702,152</u>	<u>-4,749,121</u>	<u>-5,451,273</u>
	<u>9,990,461</u>	<u>-9,423,705</u>	<u>566,757</u>

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

² Draft Budget Planning 2025-26: [2-Budget-2025-26.pdf](#)

PCNPA Delivery Plans 2023/24 - 26/27 (Revised 2025)

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

Approvals	Approved by	Date
Original Approval	NPA	26/7/23
Review 2024/25 CP process	Management Team	19/3/24
Review 2025/26 CP process	NPA	
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. They were subject to detailed review in 2025 following approval of the partnership plan, considerations around financial pressures and resilience, project funding updates, review of progress and priorities with Senior Leadership Team and learning from the first two years of implementation.

For further information on Delivery Plans please contact:

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Pembrokeshire Coast
National Park

Contents

Delivery Plans contributions to Well-being Objectives and Outcomes	3
Nature Recovery Delivery Plan	5
Decarbonisation Delivery Plan	22
Adapting to Climate Change Delivery Plan	41
Health, Well-being and Access Delivery Plan.....	47
Engagement, Involvement and Learning about the Park Delivery Plan	58
Supporting Regenerative Tourism through the Visitor Economy Delivery Plan	71
Pembrokeshire Life and Culture Delivery Plan.....	80
Corporate Services – Supporting our Well-being Objectives.....	94
Glossary	117

Delivery Plans contributions to Well-being Objectives and Outcomes

Objective	Outcomes	Delivery Plans that Support Delivery
Conservation - To deliver nature recovery and connectivity at scale, so nature is flourishing in the Park, contributing to the protection of 30% of our land and seas for nature by 2030.	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	Nature Recovery.
	Favourable conservation status is achieved on high nature value sites.	Nature Recovery.
	Increase in land managed for nature recovery in the Park (achieved through influencing and working with others and managing our own estate.)	Nature Recovery.
	Increase in ecological connectivity.	Nature Recovery.
	A wide range of people are supported to participate in taking action for nature.	Nature Recovery. Health, Well-being and Access. Engagement, Involvement and Learning about the Park. Regenerative Tourism.
	The management of marine designations has improved through working with partners, nationally and locally.	Nature Recovery.
Climate - To achieve a carbon neutral Authority by 2030 and support the Park to achieve carbon neutrality and adapt to the impact of climate change.	To be a carbon neutral Authority by 2030.	Nature Recovery [Land use]. Decarbonisation. Regenerative Tourism.
	The Authority has supported the Park on its pathway to becoming carbon neutral as near as possible to 2040.	Nature Recovery [Land use]. Decarbonisation. Regenerative Tourism.
	The National Park is made more resilient to the impacts of climate change by working with partners.	Adapting to Climate Change
	Engagement activities with staff and wider public have led to behaviour change.	Decarbonisation. Engagement, Involvement and Learning. Regenerative Tourism.
Connection - To create a Park that is a natural health	People are supported to lead a more physically active lifestyle by accessing the National Park, through promoting sustainable outdoor recreational opportunities.	Health, Well-being and Access. Regenerative Tourism.

service that supports people to be healthier, happier and more connected to the landscape, nature and heritage.	People are supported to report that accessing the National Park has had a positive impact on their health and wellbeing.	Health, Well-being and Access.
	The Authority 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.	Health, Well-being and Access. Engagement, Involvement and Learning. Regenerative Tourism.
	Provide support to enable people of all ages to develop an understanding of the National Park.	Engagement, Involvement and Learning.
	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.	Health, Well-being and Access. Regenerative Tourism.
	Historic assets in the National Park are protected and appreciated.	Regenerative Tourism. Pembrokeshire Life.
Communities - To create vibrant, sustainable and prosperous communities in the Park that are places people can live, work and enjoy.	Visitors make a positive contribution to local communities and the Park's Special Qualities.	Engagement, Involvement and Learning. Regenerative Tourism.
	Work more closely with National Park communities to better understand and support local priorities.	Engagement, Involvement and Learning. Regenerative Tourism. Pembrokeshire Life.
	National Park communities are vibrant, sustainable and prosperous.	Engagement, Involvement and Learning. Regenerative Tourism. Pembrokeshire Life.
	Residents and visitors have effective and sustainable options (including using the rights of way network) to travel around the National Park.	Decarbonisation. Pembrokeshire Life.
	Increase in Affordable housing provision in the Park	Pembrokeshire Life.
	The work of the Authority contributes to Pembrokeshire life supporting delivery of Welsh language, cultural, recreational and community activities.	Regenerative Tourism. Pembrokeshire Life.

Nature Recovery Delivery Plan

Lead Officer: Head of Nature Recovery

Priority Areas of Focus

1. Maximise our contribution to 30x30 by maintaining and supporting an increase in nature-based interventions in the Park.

Deliverables focus 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 involves working on our own estate and collaboratively with other landowners, farmers, other stakeholders, volunteers and partnerships. Deliverables focus on contribution to 30x30 through: Strategy and evidence, land management schemes, nature recovery projects, our contribution through Section 6 Duty, partnership contribution (land) and partnership contribution (marine, foreshore and catchment.) Our nature-based interventions will consider where they can appropriately and positively contribute to carbon sequestration.

Journey Tracker Key Indicators: Total area (Hectares) land managed for biodiversity through conservation land management activity. **Note:** This will be revised following creation of 10 year Strategy. (Hectares) land owned or leased by the Authority managed for biodiversity **[WG Indicator]**. Total area (Hectares) land managed for biodiversity in partnership with private landowners **[WG Indicator]**. Source Data QGIS Conservation Mapping Layers.

Indicator ¹	2024/25 ²	2025/26	2026/27
Total area (Hectares) land managed for biodiversity through conservation land management activity	6,435.22	[% -/+ on previous year]	[% -/+ on previous year]
Area (Hectares) land owned or leased by the Authority managed for biodiversity [WG Indicator]	503.25	[% -/+ on previous year]	[% -/+ on previous year]

¹ Additional indicator on allowing us to track our contribution to improving condition of designated sites is being discussed with WG.

² Baseline data – Authority is currently reviewing source data and updating its schema, so minor revisions may be required to reported figures

Status: Updated Delivery Plan 2025/26 following annual review process

Indicator ¹	2024/25 ²	2025/26	2026/27
Total area (Hectares) land managed for biodiversity in partnership with private landowners [WG Indicator]	5,931.97	[% -/+ on previous year]	[% -/+ on previous year]
Area (Hectares) land managed for biodiversity in partnership with private landowners (existing/ long term – includes Connecting the Coast Sites, sites with Management Agreements, or sites falling within management plans/ monitoring arrangement)	4,734.18		
Active Project: Area (Hectares) land managed for biodiversity in partnership with private landowners through naturally connected management agreements (NNF4)	New Project for 2025/26		
Active Project: Area (Hectares) where activity in support of biodiversity has been carried out in partnership with private landowners through Ffermio Bro Scheme	New Project for 2025/26		
Area (Hectares) Commons sites being managed for biodiversity	1,197.79		

Additional WG Indicators: Carbon Sequestration

Indicator	2024/25	2025/26	2026/27
Woodland creation delivered (hectares) [WG Indicator]	Data collection process to be put in place to enable reporting against these metrics.	[% -/+ on previous year]	[% -/+ on previous year]
Woodland restoration delivered (hectares) (% -/+ on previous year) [WG Indicator]		[% -/+ on previous year]	[% -/+ on previous year]
Peatland restoration delivered (hectares) (% -/+ on previous year) [WG Indicator] Note: Pembrokeshire NP has lower levels of Peat than the other Park areas in Wales - Pembrokeshire NP: 8,612 ha of Peat (Deep Peat: 298), Bannau NP: 58,850 ha of Peat (Deep Peat: 4,398), Eryri NP: 119,395 ha of Peat (33,960 Deep Peat).		[% -/+ on previous year]	[% -/+ on previous year]
Length (Meters) of Hedgerow planted [WG Indicator]			
Number of Trees Planted [WG Indicator]			

Status: Updated Delivery Plan 2025/26 following annual review process

Indicator	2024/25	2025/26	2026/27
Area (Hectares) of new sites in carbon friendly land management agreements (e.g. supporting meadow creation/ recreation) [WG Indicator]			

Additional WG Indicators: Ffermio Bro

Indicator	2025/26	2026/27
Ffermio Bro – Number of Farm holdings supported [WG Indicator]		
Ffermio Bro – Number Farmer groups supported (existing or new groups or collaborations) [WG Indicator]		

Nature Recovery Deliverables

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in Delivery	Key findings from March 2025 review of Delivery Plans
Strategy and Evidence – 30x30 [Partnership Plan: E1/A. E1/E] [Strategic Grant Letter]	Commission 30x30 report for the Park. Assessing current progress against the 30x30 target and providing recommendations and action plan to provide Authority with a clear pathway to achieving the target. Will include recommendations for future monitoring and reporting on our progress.	Completion of 30 x 30 report with set of recommendations and action plan	2025/26	NNF4	Lead: Nature Recovery – Conservation. Support/ Input: Grant Management.	Creation of more focused deliverables tied directly to 30x30 reflecting activities funded via the SLSP bid and NNF4 project bids. These deliverables will support prioritisation and ensure we can evidence impact against 30x30 commitment.
	Commission mapped 10 year Nature Recovery Connectivity Strategy	Completion of Mapped Strategy	2026/27	SLSP	Lead: Nature Recovery – Conservation. Support/ Input: Grant Management.	
	Align prioritisation and monitoring impact of our nature	New set of indicators in place, using	2026/27 (Following completion	Managed/ delivered through Nature	Lead: Nature Recovery – Conservation.	

Status: Updated Delivery Plan 2025/26 following annual review process

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in Delivery	Key findings from March 2025 review of Delivery Plans
	recovery interventions against the 10 year nature recovery strategy.	mapping data where appropriate.	of strategy report – Timeframe may need to be amended depending on when strategy activity completed)	Recovery – Conservation, Strategic Policy and Performance budget resource	Support/ Input: Strategic Policy. Performance.	
	Complete Habitat Monitoring Pilot - Identification of methodologies / Increasing engagement with landowners and volunteers	Methods developed and piloted for habitat monitoring	2025/26 - 2027/28	NNF4	Lead: Nature Recovery – Conservation Support/ Input: Volunteering, Engagement and Inclusion, Grant Management.	

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in Delivery	Key findings from March 2025 review of Delivery Plans
Land Management Schemes – 30x30 [Partnership Plan: E1/B. E1/A. E1/C. E1/D. E1/E] [Strategic Grant Letter]	Maximise our contribution to 30x30 through use of land management conservation schemes. Secure additional funding where needed to maintain a portfolio of schemes. Current portfolio of funded schemes:	Total area (Hectares) land managed for biodiversity through conservation land management activity. Condition Monitoring.	2025/26 – 2026/27	See below.	Lead: Nature Recovery - Conservation	Reflects that Authority is engaged in range of existing conservation land management schemes, has been successful in securing additional funding for new schemes and development of new Ffermio Bro scheme. This Portfolio of conservation land management schemes plays important role in Authority maximising its contribution to
	Land managed for biodiversity in partnership with private landowners - existing/ long term (includes sites with Management Agreements, or sites falling within management plans/ monitoring arrangement, Connecting the Coast Sites.) ³	Area (Hectares) – land managed for biodiversity in partnership with private landowners Condition Monitoring.	2025/26 – 2026/27	Managed through Nature Recovery - Conservation budget resource and SLSP Funding. Activities enhanced when additional external funding secured.	Lead: Nature Recovery – Conservation Support/Input: Grant Management	

³ Conservation team developing new name for this pre-existing work

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in Delivery	Key findings from March 2025 review of Delivery Plans
				A defined purpose fund has been created for Connecting the Coast which will fully meet existing obligations for management agreement payments.		30x30 in the Park area. Successful delivery of Connecting the Coast Scheme funded via SLSP, engaging with new landowners/ commercial farmers. This demonstrated positive impact additional funding could have in terms of reach of our land management activities with landowners.
	Active Project: Naturally Connected - Management Agreements	Area (Hectares) – land managed for biodiversity in partnership with private landowners. Condition Monitoring.	2025/26 – 2026/27	Naturally Connected – NNF4	Lead: Nature Recovery – Conservation Support/Input: Grant Management	

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in Delivery	Key findings from March 2025 review of Delivery Plans
	Active Project: Ffermio Bro	Area (Hectares) – where activity in support of biodiversity has been carried out in partnership with private landowners through Ffermio Bro Scheme.	2025/26 – 2026/27	Ffermio Bro – Strategic Grant Allocation Ffermio Bro Advisor (until March 2028)	Lead: Nature Recovery – Conservation Support/Input: Grant Management, Tirweddau Cymru	Traditional Boundaries scheme has now ended. Hedgerow activity will be progressed through Ffermio Bro.
	Use our expertise in this area to influence WG's future Sustainable Farming Scheme	Participation in Stakeholder engagement/ consultation activities.	2023/24 – 2026/27	Managed through Nature Recovery and SLT budget resource.	Lead: Nature Recovery	
Nature Recovery Projects – 30x30 [Partnership Plan: E1/F. E1/G. E1/H. E1/O] [Strategic Grant Letter]	Secure external funding and deliver projects in support of 30x30 for priority areas of focus/ need. Identify opportunities to align these projects with opportunities for wider range of people to participate in action in support of nature through	£ funding secured – projects supported Volunteer hours supporting nature recovery/ 30x30 activities.	2025/26 – 2026/27	Securing funding - Nature Recovery – Conservation, Engagement and Inclusion, Fundraising budget resource.	Joint Lead: Nature Recovery, Fundraising. Support/ Input: Engagement and Inclusion	Activities in these areas dependent on securing external funding. Peatland Action Programme Project completed end of March 2025. Local Places for Nature funding

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in Delivery	Key findings from March 2025 review of Delivery Plans
[Equality Plan]	volunteering opportunities or traineeship opportunities [Equality Plan] . Deliver current portfolio of funded projects:					supported engagement related nature recovery activities in 2025/26 including the Little Haven Lichens project.
	Invasive Non-native Species Control Projects	Areas of INNS managed/ Area of Catchment protected Volunteer hours	2023/24 – 2026/27	Mixed funding - NNF3/ NNF4 SLSP/ Conservation budget resource	Joint Lead: Nature Recovery – Conservation, Engagement and Inclusion. Support/ Input: Volunteers, Grant Management.	Opportunities for us to develop nature recovery projects (that create stronger project bids) that maximise contribution to 30x30 while also supporting wider range of people to participate in nature recovery activities.
	Commons Resilience – Fencing and Firebreak Cutting on Commons	Meters of Fencing Area of Firebreaks cut	End Feb 2026	NNF3 funded until end of Feb 2026	Lead: Nature Recovery Support/ Input: Grant Management	Demonstrated through bid that linked INNS work with Pathways

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in Delivery	Key findings from March 2025 review of Delivery Plans
						supported volunteering.
Our contribution (Section 6) – 30x30 [Partnership Plan: E1/J. N1/A. E1/B. E1/I. E1/N.] [Strategic Grant Letter] [Asset Management Strategy]	Maximise our contribution to 30x30 and section 6 duty through how we operate. Current portfolio of activities:	Case Impact Studies	2025/26 – 2026/27	See below	Lead: Nature Recovery	Asset Management Strategy approved at NPA in March 2025.
	Develop clear oversight process for sites we own and where appropriate develop and implement management plans for prioritised sites. [Asset Management Strategy]	Oversight Process Implemented. Management Plans created for prioritised sites. Delivery costs should be considered when developing site plan and potential funding opportunities. Management of Ash dieback on our estate – survey/ inspection and work completed.	2025/26 - 2026/27	Development of oversight and prioritised plans should be managed through existing budgets for relevant Teams with site responsibilities. Should form part of relevant officers' work programmes. Delivery costs should be considered when developing site	Lead: Asset Management Group. Support/ Input: Officers across departments with site management responsibilities.	Need to ensure our sites are contributing to 30x30 agenda through appropriate oversight process and management plans being in place. Approach to management plans needs to be prioritised so development aligns with resource/ capacity to develop them. Clear lines or

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in Delivery	Key findings from March 2025 review of Delivery Plans
				plan and potential funding opportunities.		responsibility and expectations need to be set out in terms of this work.
	Strategic acquisition of land in line with our asset management policy and strategy that support 30x30 and carbon storage potential [Asset Management Strategy]	Area acquired/ additional land now under management. Management Plan in place.	Dependent on suitable opportunity arising, and funding being available.	Dependent on suitable opportunity arising, and funding being available.	Joint Lead: Decarbonisation, Nature Recovery.	Need to ensure changes to Countryside Team have positive impact on how we manage PROW for nature.
	Manage the coast path/ IROW in support of nature and connectivity	Number of pollinator/ habitat improvement jobs completed	2023/24 - 2026/27	Managed through Countryside Team budget resource.	Lead: Nature Recovery – Countryside.	Positive examples from last two years of work on heritage sites taking account of how they can support nature.
	Deliver interventions on archaeology/ heritage sites that also support nature. Secure funding where required for work at more complex sites.	Case studies/ examples of interventions on archaeology/ heritage sites that also support nature	2023/24 - 2026/27	Managed through Community Archaeology budget resource. Volunteer Support from	Lead: Nature Recovery – Archaeology Support/ Input: Nature Recovery – Conservation, Engagement	Planning Authority must follow step-wise approach to

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in Delivery	Key findings from March 2025 review of Delivery Plans
		£ secured for work where required for more complex sites.		other Teams – Engagement and Inclusion.	and Inclusion, Volunteers.	maintain and enhance biodiversity, build resilient ecological networks and deliver net benefits for biodiversity.
	Use of tools available within planning policy and regulations including stepwise approach.	Planning Ecologist in place. Biodiversity enhancements secured. Refusals due to impact on biodiversity.	2023/24 - 2026/27	Managed through DM and Strategic Policy budget resource.	Joint Lead: Development Management, Strategic Planning.	
Partnership Contribution (land) – 30x30 [Partnership Plan: E1/B. E1/C. E1/D. E1/E. E1/F. E1/G. E1/H. E1/K. E1/L. E1/M. E1/O. E1/P.]	Maximise our contribution to 30x30 commitment through engagement with local and designated landscape partnerships. Involvement, financial contribution and support should be evaluated on an ongoing basis. Current portfolio of partnership:	Effectiveness of partnerships to contribute to 30x30 commitments will be assessed as part of annual Partnership Framework Monitoring and as part of engagement with partners on monitoring the	2023/24 - 2026/27	See Below	Lead: Nature Recovery - Conservation	Focus of involvement with partnerships should be on how we can work collaboratively to achieve 30x30. Need to ensure we don't duplicate but complement work of other partners working in this field and promote work

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in Delivery	Key findings from March 2025 review of Delivery Plans
[Strategic Grant Letter]	Pembrokeshire Nature Partnership and Nature Recovery Plan	Partnership Plan (NPMP).	2023/24 - 2026/27	Partnership Chaired by PCNPA Conservation Team Leader Funding Contribution: £8154.32 Opportunities to access grants via partnership – Local Places for Nature	Lead: Nature Recovery - Conservation	they are doing through Partnership Plan. Financial pressures could impact on scope of work of partners, financial or time contribution of Authority or viability of some partnerships.
	Pembrokeshire Grazing Network		2023/24 - 2026/27	Managed through Nature Recovery budget resource.	Lead: Nature Recovery - Conservation	Potential opportunities to work with others on joint projects to secure
	Pembrokeshire Wildfire Group		2023/24 - 2026/27	Managed through Nature Recovery budget resource.	Lead: Nature Recovery - Conservation	funding. Authority has accessed funding via Pembrokeshire Nature
	Tirweddau Cymru – Deep Dive Biodiversity Working		2023/24 - 2026/27	Managed through Nature Recovery	Lead: Nature Recovery - Conservation	Partnership LPfN and Tirweddau Cymru involved

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in Delivery	Key findings from March 2025 review of Delivery Plans
	Group/ Ffermio Bro Scheme			budget resource. Opportunities to access grants via partnership – Ffermio Bro/ SLSP.		in terms of SLSP/ Ffermio Bro.
	SLSP Designated Landscapes Dark Skies Partnership Project – “Dark Ecological Networks” supporting reducing light pollution affecting NRW’s Priority Ecological Networks		2024/25 - 2026/27	SLSP funding. £50k allocation to the Authority over 2 years – surveys, retrofit, ecological survey element	Lead: Strategic Policy Support/ Input: Nature Recovery	
	Other Partnership Plan Partners – NRW, National Trust and Wildlife Trust.		2023/24 - 2026/27	Managed through Nature Recovery budget resource.	Lead: Nature Recovery - Conservation	
Partnership Contribution (Marine, Foreshore and	Maximise our contribution to 30x30 commitment and appropriate carbon sequestration	Effectiveness of partnerships to contribute to 30x30 commitments will	2025/26 - 2026/27	See below	Lead: Strategic Policy.	Focus of involvement with partnerships should be on how we can work

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in Delivery	Key findings from March 2025 review of Delivery Plans
Catchment) – 30x30 [Partnership Plan: E2/A. E2/B. E2/C. E2/D. E2/E. E2/F. E2/G.E2/H. E2/I. N4/E. E2/J.] [Strategic Grant Letter]	activities through engagement with marine, foreshore and catchment partnerships. Involvement, financial contribution and support should be evaluated on an ongoing basis. Current portfolio of partnerships:	be assessed as part of annual Partnership Framework Monitoring and as part of engagement with partners on monitoring the Partnership Plan (NPMP).			Support/ Input: Nature Recovery.	collaboratively to achieve 30x30. Potential opportunities to work with others on joint projects to secure funding. Financial pressures could impact on scope of work of partners, financial or time contribution of Authority or viability of some partnerships.
	Cleddau Nutrient Management (Plan) Board or others as they are established.		2023/24 - 2026/27	Managed through Strategic Policy budget resource.	Lead: Strategic Policy.	
	Relevant Authority Groups (SAC)		2023/24 - 2026/27	£5,646 Pembs Marine £3387.60 (60%), Carms Bay £1693.80 (30%) and Cardigan Bay £564.60 (10%).	Lead: Strategic Policy	Authority commissioned an independent review of our approach to foreshore management via

Status: Updated Delivery Plan 2025/26 following annual review process

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in Delivery	Key findings from March 2025 review of Delivery Plans
	WG Marine Groups		2023/24 - 2026/27	Managed through Strategic Policy and SLT budget resource.	Lead: Strategic Policy	PCF. Partnership Plan includes partnership action on managing bait digging and species collection in the intertidal zone.
	Milford Haven Waterways Surveillance Group		2023/24 - 2026/27	£3,000	Lead: Strategic Policy	
	Foreshore Management Partnership Activity informed by outcome of Foreshore Management Report 2025.		2023/24 - 2026/27	Managed through Nature Recovery, SLT, Engagement and Inclusion, budget resource.	Lead: Nature Recovery and Tourism	
	Skomer Marine Conservation Zone Advisory Group		2023/24 - 2026/27	Member Time	Lead: Member representative	

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

Equality and Socio-Economic Duties / Reducing Child Poverty	Aligning projects in support of 30x30 for priority areas of focus with opportunities for wider range of people to participate in action in support of nature through volunteering opportunities or traineeship opportunities. Demonstrated through bid that linked INNS work with Pathways supported volunteering and traineeship opportunities through NNF4 bid.
Promoting Welsh Language	The creation of our wider workforce training plan and workforce establishment plan will ensure that staff 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 is crucial to achieve 30x30 within the Park. The success of the Connecting the Coast pilot demonstrated the important role of effective engagement with landowners. 10 year strategy will be informed by relevant stakeholders.
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 for the terrestrial and marine environment.
Section 6 Biodiversity Duty	All deliverables will support Section 6 biodiversity duty. Specific deliverable focused on maximising the Authority's contribution to 30x30 and section 6 duty through how we operate, including how we manage our sites and Coast Path/IROW and the role of planning.
Volunteering Opportunities/ Staff Development	Aligning projects in support of 30x30 for priority areas of focus/ need with opportunities for wider range of people to participate in action in support of nature through volunteering opportunities or traineeship opportunities. Nature Networks funding will support creation of two traineeship opportunities providing practical conservation skills and career pathways in biodiversity management. Habitat monitoring pilot may identify new ways volunteers can participate in monitoring impact of interventions. The creation of our wider workforce training plan and workforce establishment plan will ensure that staff have the skills they need to support our nature recovery activities, understand Section 6 duty and support future approaches to traineeships. Opportunity to upskill working practice on archaeological sites that ensure that best practice being followed for nature benefits e.g. cutting time of year etc. The primary purpose is to safeguard the monuments, but where possible this should complement/benefit nature as well.

Decarbonisation Delivery Plan

Lead Officer: Head of Decarbonisation

Priority Areas of Focus

1. Authority Emissions Reduction Pathway

Deliverables focus on emission reduction pathways for emission areas under the WG Net Zero Reporting framework and achieving mid-point Aquatera Report accepted pathway target for emissions from Buildings, Fleet and Equipment and Business Categories of 180,000 kg CO₂e in 2025/26.

Note: Contribution of carbon sequestration activity and removals by the Authority through land use is considered through deliverables and indicators in the Nature Recovery Delivery Plan.

Journey Tracker Key Indicator: Total Authority Emissions (Kg CO₂e) **[WG Indicator]**. Achieving mid-point Aquatera Report accepted pathway target for emissions from Building, Fleet and Equipment and Business Travel categories of 180,000 kg CO₂e.

Summary of WG Net Zero Emission Data / Progress towards Aquatera Report accepted pathway target for emissions from Building, Fleet and Equipment and Business Travel

Emission Area Categories	2021/22 kg CO ₂ e	2022/23 kg CO ₂ e	2023/24 kg CO ₂ e	2024/25 kg CO ₂ e ⁴	2025/26 kg CO ₂ e	2026/27 kg CO ₂ e	2030/31 kg CO ₂ e
Total Authority Emissions (not including land use removals) [WG Indicator]	1,536,995	1,303,592 ↓ -15.19%	1,311,318 ↑ +0.59%				
Aquatera Pathway Target (Buildings, Fleet					180,000		80,000

⁴ Figure to be updated following completion of 2024/25 net zero calculation exercise.

Status: Updated Delivery Plan 2025/26 following annual review process

Emission Area Categories	2021/22 kg CO2e	2022/23 kg CO2e	2023/24 kg CO2e	2024/25 kg CO2e ⁴	2025/26 kg CO2e	2026/27 kg CO2e	2030/31 kg CO2e
and Equipment, Business Travel)							
Authority Emission Total (Buildings, Fleet and Equipment, Business Travel)	278,535	231,808 ↓ -16.77%	216,721 ↓ -6.51%		36,721kg CO2e reduction needed in these emission categories to meet 2025/26 Aquatera pathway target		136,721 kg CO2e reduction needed in these emission categories to meet 2030/31 Aquatera athway target
Buildings Emissions (Energy/ Water)	105,968	108,575 ↑ +2.46%	112,121 ↑ +3.27%				
Fleet and Equipment Emissions	163,074	107,966 ↓ -33.79%	86,749 ↓ -19.65%				
Business Travel Emissions	9,493	15,267 ↑ +60.82%	17,851 ↑ +16.93%				
Commuting (Approx)	76,428	105,571 ↑ +38.13%	131,547 ↑ +24.61%				
Homeworking (Approx)	47,741	29,497 ↓ -38.21%	21,930 ↓ -25.65%				

Emission Area Categories	2021/22 kg CO2e	2022/23 kg CO2e	2023/24 kg CO2e	2024/25 kg CO2e ⁴	2025/26 kg CO2e	2026/27 kg CO2e	2030/31 kg CO2e
Supply Chain (Spend based)	1,130,122 (Spend based)	932,506 (Spend based) ↓ -17.49%	936,843 (Spend based) ↑ +00.47%				
Waste	Contained in supply chain figure	Contained in supply chain figure	Contained in supply chain figure				
Land Use Emissions	4,169	4,210 ↑ +00.98%	4,277 ↑ +1.59%				
Land use Removals	-1,286,368	-1,288,473 ↓ -0.16%	-1,282,091 ↓ -0.50%				
Authority Emission Total (with land use removals) [WG Indicator]	250,627	15,119 ↓ -93.97%	29,227 ↑ +93.31%				

2. Park Emission Reduction Pathway – Race to Zero

Deliverables focus on activities to support halving carbon emission within the National Park area by 2030 as a key milestone of achieving carbon-neutrality in the National Park area by 2048. Deliverables consider what is within the Authority's remit for direct intervention and what requires wider partnership engagement and delivery through Partnership Plan engagement and collaboration.

Note: Contribution of carbon sequestration activity in the Park area is considered through deliverables and indicators in the Nature Recovery Delivery Plan.

Status: Updated Delivery Plan 2025/26 following annual review process

Journey Tracker Key Indicators: £ invested in community decarbonisation projects **[WG Indicator]**. Number of completed Community Decarbonisation Projects funded by Sustainable Development Fund. Estimated Projected Carbon Emission Reductions from Sustainable Development Fund Projects (kg CO2e).

Indicator	2024/25	2025/26	2026/27	Cumulative Total since 2024/25
£ invested in community decarbonisation projects [WG Indicator]	SDF: £59,685 (Claimed) SDF 7 Projects: £70,348 (Committed)	(Claimed) (Committed)	(Claimed) (Committed)	(Claimed) (Committed)
Number of completed Community Decarbonisation Projects funded by Sustainable Development Fund	10			10
Estimated Projected Carbon Emission Reductions from Sustainable Development Fund Projects (kg CO2e) [Potential data accuracy issues due to installation and reporting] ⁵				

Partnership Journey Key Indicators: Direction of Travel to Race to Net Zero for Park emissions (carbon neutral by 2048), monitored via Small Worlds data tracking. **Note:** The Authority can only influence direction of travel for Park emissions through partnership working, some areas which impact on direction of travel are outside remit or area of influence of the Authority.

⁵ Data testing needed to check quality/ viability of data.

Decarbonisation Deliverables

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
Authority Emissions Reduction Pathway – Data and Analysis [Partnership Plan: N1/A] [Strategic Grant Letter]	Submit and improve our data collection for WG Net Zero reporting. Annually analyse data to assess progress and plan further interventions needed within reduction pathways.	Annual submission of data to WG. Annual analysis of data and recommendations on further interventions where needed.	2023/24 – 2026/27	Managed through Decarbonisation budget resource. Sustainability Officer post in place.	Lead: Decarbonisation Support/ Input: Strategic Policy, Finance.	Authority emission data collection and reporting sits under WG Net Zero Reporting framework. Annual data should inform actions within reduction pathways for different emission categories.
Authority Emissions Reduction Pathway – Buildings [Partnership Plan: N1/A] [Strategic Grant Letter]	Implement prioritised projects identified by WGES Estate Wide Energy Assessment study. Secure additional funding where needed in	Reduction in buildings KgCO ₂ e emissions £ secured for future projects	2025/26 – 2026/27	Securing funding Decarbonisation, Fundraising budget resource.	Lead: Decarbonisation	WGES report carried out providing list of prioritised projects and considered cost and carbon savings and indicative financial

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	support of above activity. Deliver current portfolio of funded projects:					payback periods.
	Solar Canopies Llanion	Installation complete. kWh renewable energy generated. Reduction in buildings KgCO2e emissions – Llanion. Estimated year 1 reduction in emissions: 5,000 KgCO2e	2025/26 – 2026/27	Capital Programme 2025/26 Annual - Estimated Energy Savings: 22,016 kWh. Cost Saving £9,195.	Lead: Decarbonisation	Llanion PV canopies project tendered on Sell2Wales. SLSP funding sought for OYP Canopies, OYP low carbon heating and small scale interventions across NP buildings.
	Solar Canopies OYP (SLSP)	Installation complete. kWh renewable energy generated. Reduction in buildings KgCO2e emissions – OYP. Estimated year 1 reduction in	2025/26 – 2026/27	SLSP funding Annual - Estimated Energy Savings:42,142 kWh. Cost Saving £17,323.	Lead: Decarbonisation Support/ Input: Grant Management. Regenerative Tourism.	Brilliant Basics funding sought for Air Source Heat Pump at Castell Henllys and LED light installation at Carew.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
		emissions: 9,500 KgCO ₂ e.				Investing in this area has potential to help reduce energy costs alongside reducing our buildings emissions. PCC switching energy frameworks.
	Install Low Carbon heating OYP (SLSP)	Installation complete. Reduction in buildings KgCO ₂ e emissions – OYP.	2025/26 – 2026/27	SLSP Funding	Lead: Decarbonisation Support/ Input: Grant Management. Regenerative Tourism.	
	Install Air Source Heat Pump at Pant Glass – Castell Henllys (Sustainable Steps: Unlocking Nature and History Brilliant Basics project)	Installation complete. Reduction in buildings KgCO ₂ e emissions – Castell Henllys. Estimated reduction in emissions: 83% (4,604 KgCO ₂ e).	Full spend must be incurred and claimed by 1/4/26 (short term projects) and 31/1/27 (longer term projects)	Brilliant Basics Match funding contribution	Lead: Decarbonisation Support/ Input: Grant Management. Regenerative Tourism.	
	Small scale interventions at NP buildings (SLSP) Carew - Installation of LED lights	Reduction in buildings KgCO ₂ e emissions Installation complete of LED lights at Carew.	2025/26 – 2026/27 Brilliant Basics: Full spend must be incurred and claimed by	SLSP Funding Brilliant Basics Funding	Lead: Decarbonisation Support/ Input: Grant Management. Regenerative Tourism	

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	(Sustainable Steps: Unlocking Nature and History Brilliant Basics project)		1/4/26 (short term projects) and 31/1/27 (longer term projects)			
Authority Emissions Reduction Pathway – Fleet/ Business Travel [Partnership Plan: N1/A] [Strategic Grant Letter]	Implement next phase of Fleet decarbonisation plan. Secure additional funding where needed in support of above activity. Deliver current portfolio of funded projects:	Reduction in fleet, equipment and business travel KgCO2e emissions £ secured for future projects	2025/26 – 2026/27	Securing funding Decarbonisation, Fundraising budget resource.	Lead Decarbonisation Team	Increase in electric vans in fleet has helped reduce emissions. Fleet Decarbonisation Plan in place. EV minibus and estates van received in 2024/25.
	Phase IIb: Replacement of 3x Pool Cars with BEVs	Reduction in fleet KgCO2e emissions. Currently collectively emit 5541 kgCO2e per year, and replacement with BEVs could reduce emissions by	2025/26 (Due for renewal in 2025 in line with policy to replace vehicles within a 5 year cycle.)	Managed through Decarbonisation – Fleet budget resource. Some funding is in place and telematics will inform fleet reduction and replacement	Lead: Decarbonisation	Pool Cars are due for renewal in 2025 in line with policy to replace vehicles within a 5 year cycle. Replacement

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
		around 3657 kgCO2e per year		(which can be costed.) £24,809.69 per vehicle with 5- year service plan		with BEVs could reduce emissions by around 3,657 kgCO2e per year.
	Increase EV charging available for fleet (SLSP).	Number of new EV chargers installed and in use.	2025/26	SLSP Funding	Lead: Decarbonisation	Management Team have agreed to introduction of telematics, data from this should support analysis of routes and improving driving efficiency. Review needed of size and best use of current fleet.
	Implement Telematics to inform next phases of fleet plan and support decarbonisation through efficient use and planning/ driver behaviour.	Telematics implemented. Analysis of data carried out on ongoing basis.	2025/26	Managed through Decarbonisation – Fleet budget resource. Data from telematics will inform fleet reduction and replacement.	Lead: Decarbonisation	
	Approve revised travel policy	Revised travel policy in place. Reduction in business travel emissions.	2025/26	Managed through Decarbonisation budget resource.	Lead: Decarbonisation Support/ Input: Management Team	

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
Authority Emissions Reduction Pathway – Supply Chain / Waste [Partnership Plan: N1/A. SE1/G] [Strategic Grant Letter] [Socially Responsible Procurement Strategy]	Implement decarbonisation elements within Socially Responsible Procurement Strategy. Secure additional funding where needed in support of above activity.	Reduction in KgCO ₂ e Supply Chain emissions. £ secured for future projects	2025/26 – 2026/27	Managed through Decarbonisation budget resource. Sustainability Officer post in place.	Lead: Decarbonisation Support: Finance. Nature Recovery.	Changes to UK and Welsh Procurement Legislations. WG has developed range of resources. Authority has approved Socially Responsible Procurement Strategy and Policy.
	Improve data collection across sites for waste and identify emissions reduction pathway plan for waste, including how it links in with what we procure.	Waste recorded separately not within supply chain emissions for net zero reporting. Reduction pathway plan in place for waste	2025/26 – 2026/27	Managed through Decarbonisation budget resource. Sustainability Officer post in place.	Lead: Decarbonisation Team. Support/ Input: Site Managers across the Authority	Some improvements made to waste recording following introduction of Waste Separation Requirements (Wales) Regulations.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
						However further work needed to enable reporting of waste outside of supply chain and to develop reduction pathway plan.
Authority Emissions Reduction Pathway – Behaviour Change [Partnership Plan: N1/A] [Strategic Grant Letter]	Deliver Carbon literacy training and implement small scale behaviour change communications in support of reducing our emissions for staff, volunteers and Members.	Number of staff completing Carbon Literacy Training and achieving accreditation Sessions delivered for volunteers	2025/26 – 2026/27	Managed through Decarbonisation budget resource. Sustainability Officer in place	Lead: Decarbonisation Team. Support/Input: Volunteering	Training from Cynnal Cymru delivered to 14 on 22/03/2024. 3 members of management team commenced carbon literacy training with external training provider. Capacity challenges in 2024/25 impacted on wider roll out of delivery. Sustainability

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
						<p>Officer post in place which should support this.</p> <p>Focus of activity tends to be on capital projects in some areas for reductions, however additional reduction could be achieved through some wider behavioural change activities across key emission categories.</p> <p>Salary sacrifice option in place for staff looking to purchase EV.</p>
Park Emission	Monitor progress against Race to	Direction of travel vis Small Worlds,	2025/26 – 2026/27	Annual Tracking base line report	Lead: Decarbonisation	Authority has signed up with

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
Reduction Pathway – Data and Analysis [Partnership Plan: N1/A] [Strategic Grant Letter]	Zero and tracking performance and progress for territorial emissions	annual data tracker tool.		£500. Managed through Decarbonisation budget.		other National Park Authority's to Race to Zero. Small Worlds involved in annual tracking data.
Park Emission Reduction Pathway – Community and Business Initiatives [Partnership Projects: N1/A. N1/D. N1/C.] [Strategic Grant Letter]	Identify and secure funding sources to support communities, landowners and businesses (including opportunities linked to regenerative tourism) ⁶⁶ on their decarbonisation journey. Current portfolio of funded initiatives:	£ funding secured – projects supported	2025/26 – 2026/27	Securing funding Decarbonisation, Regenerative Tourism Fundraising budget resource. Sustainability Officer in place	Joint Lead: Decarbonisation , Regenerative Tourism.	SDF fund provides effective mechanism to support community decarbonisation projects in the Park. Further funding for SDF included in SLSP bid. Opportunities to explore if similar initiative could

⁶⁶ See Regenerative Tourism Delivery Plan

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	SDF - community decarbonisation projects (SLSP)	<p>Number of Community Groups Engaged</p> <p>Number of Community projects completed</p> <p>Case studies of impact of projects including reductions in emissions</p>	<p>2025/26 (Year 1 – Open call)</p> <p>(Year 2 – Open call)</p>	SLSP Funding (Decarbonisation)	Lead: Decarbonisation	<p>be developed for other stakeholders for example tourism businesses linked to regenerative tourism ambitions.</p> <p>SLSP funded Greening Agriculture scheme has ended.</p>
<p>Park Emission Reduction Pathway – Planning</p> <p>[Partnership Plan: N1/A. N1/B]</p> <p>[Strategic Grant Letter]</p>	<p>Planning Policy: Supporting developments achieving high standards in sustainable design. With all new dwellings meeting the standards set out</p>	LDP Annual Monitoring Report: Indicator 11, 12 and 13.	<p>2023/24 - 2026/27</p> <p>Guided by LDP2 and supplementary planning guidance.</p>	Managed through DM and Strategic Policy budget resource.	<p>Joint Lead: Strategic Policy, DM.</p> <p>Support/ Input: Members.</p>	<p>Review of LDP.</p> <p>Annual monitoring report 2023/24: 0 Sustainable Design Approvals contrary to Strategy Policy 29. 0.51 Gwh Renewable</p>

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	in national planning policy. The National Park contributing to renewable energy generation.					Energy Capacity (Heat) of renewable energy schemes permitted and completed. 0.27 Gwh Renewable Energy Capacity (Electricity) of renewable energy schemes permitted and completed.
Park Emission Reduction Pathway – Transport (Partnership Plan) [Partnership Plan: N1/E. SE1/J.]	Authority is supporting Partnership Plan activities on accessible and affordable public transport and low-carbon vehicle initiatives across the Park [Equality Plan] .	Effectiveness of partnerships will be assessed as part of annual Partnership Framework Monitoring and as part of engagement with partners on monitoring the Partnership Plan (NPMP).	2025/26 – 2026/27	Managed through, Decarbonisation, Strategic Policy and Regenerative Tourism budget resource.	Joint Delivery: Strategic Policy, Regenerative Tourism, Decarbonisation.	Small Worlds report identified that: Car travel is the single largest contributor to the overall footprint of the National Park (31% of the combined

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
[Strategic Grant Letter] [Equality Plan]	Involvement, support, financial contribution and seeking additional funding should be evaluated on an ongoing basis. Current portfolio of initiatives with Authority direct involvement:	Legacy Indicator: # EV charging incidents at PCNPA car parks				footprint of residents and visitors). This is a complex area, and our approach needs to take a targeted approach on what is feasible in terms of the size and remit of the Authority and working collaboratively with others to influence strategic issues on transport.
	Feasibility Study into low carbon route in South East Pembrokeshire including how this could be funded: Investigating access to work transport barriers and solutions in Tenby.	Study completed. Identified funding options for implementation of recommendations Stakeholders engaged in the study	2025/26	SLSP (Decarbonisation)	Joint Lead: Strategic Policy. Decarbonisation.	Corporate Joint Committee for South-West Wales is key statutory

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	Contribution to Coastal Buses through Greenways and Tenby Park and Ride Scheme	Number of Coastal bus routes available Number of passengers coastal buses/ park and ride scheme	2025/26	Greenways partnership (Coastal Buses) - £77,000 Tenby Park and Ride - £7,000	Joint Lead: Decarbonisation, Strategic Policy.	partnership supporting transport through South-West Wales Regional Transport Plan.
	Engage with monitoring of delivery of South-West Wales Regional Transport Plan through the Corporate Joint Committee for South-West Wales	Participation in CJC meetings	2025/26 – 2026/27	Financial contribution to CJC budget.	Lead: Senior Leadership Team. Member representation re CJC.	Transport study completed. Feasibility Study into low carbon route in South East Pembrokeshire including how this could be funded included within SLSP bid. It will be exploring investigating access to work transport barriers and solutions in Tenby.

Status: Updated Delivery Plan 2025/26 following annual review process

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
						<p>Authority contributes funding to Coastal Buses/ Tenby Park and Ride via Greenways.</p> <p>Release of WG Our Roadmap to Bus Reform. South West Wales is the first area they are looking to commence franchising in 2027. Sherpa's Wyddfa is included as case study within the document. Consideration is needed of what this means for coastal bus</p>

Status: Updated Delivery Plan 2025/26 following annual review process

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
						service going forwards.

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 and funding for decarbonisation activities that can help reduce other costs for community based organisations in particular energy related costs. Engagement with strategic partners to support sustainable transport initiatives involving public transport could help tackle transport challenges facing some disadvantaged groups. Socially Responsible Procurement strategy considers procurement aspect of Equality Duty.
Promoting Welsh Language	We will support staff to expand their Welsh Language vocabulary and familiarity with technical terms linked to climate change. Tirlun platform offers opportunity for people to engage with climate change educational material in Welsh.
Engagement with Communities and Stakeholders	SDF is providing opportunity for communities to fund community decarbonisation projects and we are looking at other opportunities that could be provided for businesses in the Park. We will look to engage with SME's that we use as part of our decarbonisation work on Authority's procurement emissions.
Section 6 Biodiversity Duty	Help embed practices that 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 are embedded within Nature Recovery Delivery Plan instead of in the decarbonisation plan to ensure that any approaches we take consider potential biodiversity implications.
Volunteering Opportunities/ Staff Development	Carbon literacy training and behaviour change communication opportunities considered as part of the plan for staff, volunteers and Members. This has potential to positively impact working practice, reduce carbon footprint and potentially save money. Volunteers play an important role in supporting Authority and can play important part in Authority's decarbonisation opportunities including increasing capacity to deliver Carbon Literacy training.

Adapting to Climate Change Delivery Plan

Lead Officer: Director of Placemaking, Decarbonisation and Engagement

Priority Areas of Focus

- 1. Manage risks to the Authority's Assets, Coast Path and Inland Public Rights of Way, Park and Communities caused by Climate Change.**

Deliverables focus on assessing and responding to Authority's main Climate Change Risks and will be embedded within our wider risk management approach.

Note: Deliverables consider the Pembrokeshire Climate Adaptation Strategy.

Journey Tracker Key Indicator: Authority's Sub Risk Register on Climate Change Risks and Asset Portfolio Risk Register – Monitoring that risk management activities are having the intended effect.

Adapting to Climate Change Deliverables

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
Managing Risks – Authority Assets [Partnership Plan: N2/C]	Creation of risk register, that takes account of climate change risks for each asset as part of an overarching risk register for the whole asset portfolio [Asset	Risk Register in place for each asset, and overarching risk register in place for the whole asset portfolio.	2025/26 – 2026/27	Risk register activities should be managed through existing budgets for relevant Teams with Site	Joint Lead: Decarbonisation, Asset Management Group. Support/Input: Officers across departments with	Authority approved Asset Management Strategy in March. One of the objectives of this strategy is: Identify the risks, including climate change and liabilities, involved with ownership and

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
[Asset Management Strategy]	Management Strategy]			responsibilities. Should form part of relevant officers' work programmes.	site management responsibilities.	management and ensure that these are properly considered. Includes reference to creation of risk register for assets and whole asset portfolio.
	Secure funding for pipeline of prioritised climate adaptation activities linked to car parking study [Add below portfolio of projects as funding is secured. ⁷]	£ secured for future projects	2025/26 – 2026/27	Securing funding – Decarbonisation, Fundraising budget resource	Joint Lead: Decarbonisation, Fundraising.	Pembrokeshire Coastal Car Park Feasibility Report produced October 2024 –sets of recommendations for shortlisted sites and considered climate resilience opportunities.
Managing Risk - Coast Path/ Public Inland Rights of Way	Identify and implement practical work and approaches to managing Public Rights of Way to build resilience and	Review of assessment completed. Prioritised pipeline of	2025/26 – 2026/27	Managed through Nature Recovery – Access budget resource.	Lead: Nature Recovery. Support/ Input: Fundraising, Decarbonisation.	Study carried out on Climate Change Risk Assessment and Adaptation Strategy for the Management of the Pembrokeshire

⁷ Traeth Mawr project is captured in Health, Well-being and Access Delivery Plan.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
[Partnership Plan: N2/C. W1/C]	respond to impact of weather and erosion events. Coast Path activities should be informed by outcome of recommendations from Climate Change Risk Assessment and Adaptation Strategy for the Management of the Pembrokeshire Coast Path National Trail. Secure funding for pipeline of prioritised projects. [Add below portfolio of projects as funding is secured.]	<p>projects in place.</p> <p>£ funding secured where needed.</p> <p>Completion of practical/realignment work.</p> <p>New approaches to managing PROW introduced.</p>		Securing funding Nature Recovery and Fundraising budget resource.		<p>Coast Path National Trail.</p> <p>Recommendations from this assessment should inform future development and prioritisation of projects in this area.</p> <p>Weather and erosion impacts on PROW in 2024/25 caused path closures and realignment work. Storm Daragh caused path obstructions due to fallen trees and destruction of footbridge near Moylegrove. This impacted on Wardens work programme as they responded to clearing fallen trees. 3 Footbridge kits acquired via grant</p>

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
						aid for installation in Q4 2024/25 to ensure greater resilience to storms and flooding.
Managing Risks – Park [Partnership Plan: N2/C. E1/H. E1/G]	Collaborate with external partners in support of multi agency responses to climate risks including: <ul style="list-style-type: none"> Flooding and storms Wildfires Impact of diseases and viruses on animals, birds and plant species in the Park 	Engagement with Multi Agency Responses via PCC Emergency Planning Group Participation in Wildfire Group and Wildfire mapping. Updating of Authority's risk registers and sub registers in response to increased risks as they develop.	2024/25 - 2026/27	Managed through relevant Senior Leadership, Heads of budget resource. May draw on resources from Nature Recovery, Engagement and Inclusion and Marketing and Communications.	Lead: Director of Nature Recovery and Tourism	Some areas were originally captured via the Nature Recovery Delivery Plan. Identified that it would make sense to amalgamate risk areas and move them under the adapting to climate change risk delivery plan. Activity within this area will normally involve a multi agency response led by PCC Emergency Planning Group. Impacts can vary year on year depending on changing weather patterns – e.g.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
						<p>frequency and levels of storms, frequency and length of hot weather.</p> <p>Authority has survey and work programme in place for ash die back on its estate, aspects of this will link into wider asset management activities.</p>
Managing Risks – Communities [Partnership Plan: N2/A. N2/B. N2/C]	Review evidence base and undertake community consultation during the preparation of LDP 3 on Flooding and Coastal Inundation related policies including coastal change management areas and relocation of dwellings affected by Coastal Change / Shoreline	Updated evidence in place Feedback from Consultation.	2025/26 - 2026/27	Managed through LDP review budget.	Lead: Strategic Policy. Support/ Input: Engagement and Inclusion (Community Engagement Support)	<p>Current LDP 2 has policies on coastal change management areas and relocation of dwellings affected by Coastal Change.</p> <p>Authority will prepare the Delivery Agreement which will set out the timetable for preparing LDP3 in</p>

Status: Updated Delivery Plan 2025/26 following annual review process

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	Management Plan, Epoch 2.					2025/26 (subject to Member approval). LDP3 provides opportunity to engage with Communities on issues relating to climate adaptation and coastal change.

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

Equality and Socio-Economic Duties / Reducing Child Poverty	Effective management of Coast Path and Inland Rights of Way will help where appropriate to ensure continued access to accessible/ wheelchair paths. LDP 3 provides opportunity through consultation to gain feedback from range of groups on potential impact of policies related to coastal change management areas and relocation of dwellings affected by Coastal Change. Equality Impact Assessment will be carried out at relevant stages in terms of LDP 3.
Promoting Welsh Language	Any community engagement as part of LDP3 will take account of meeting Welsh Language needs and compliance with Welsh Language Standards. Tirlun platform offers opportunity for people to engage with climate change educational material in Welsh.
Engagement with Communities and Stakeholders	LDP 3 provides opportunity through consultation to gain feedback from range of groups on potential impact of policies related to coastal change management areas and relocation of dwellings affected by Coastal Change. Multi agency approach to issues such as Wildfires etc helps with engagement with stakeholders.
Section 6 Biodiversity Duty	Multi agency response approach with partners to risks to the Park can help manage issues relating to wildfires and diseases and viruses on animals, birds and plant species in the Park.

Volunteering Opportunities/ Staff Development	Practical volunteer opportunities linked to Coast Path/ IROW or Authority assets for adaptation activities where appropriate. Aligning our activities to risk based approach will support engaging staff with Authority's wider risk management activities and ways of thinking.
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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

Priority Areas of Focus

1. 5 ways to well-being and equitable access – Project funding / delivery / management

Deliverables focus on securing funding and delivering projects that support 5 ways to well-being and equitable access to the Park. Stakeholder mapping and engagement with beneficiaries should inform project development and implementation.

Focused on

- Supported walking (including for those impacted by socio economic determinants of health),
- Regenerative Tourism and increasing accessible and inclusive access (including Authority's Beach wheelchair/ mobility equipment.)
- Supported Volunteering
- Outreach and Inclusion projects (normally developed in partnership with other organisations and informed by stakeholder mapping activities and engagement with beneficiaries)
- Infrastructure projects (informed by car park study)

Journey Tracker Key Indicator: Number of active funded projects that support 5 ways to well-being and equitable access to the Park for beneficiaries. Target of at least two active funded projects in place per year. Supporting indicator of number of participants in NPA run or supported activities/ sessions focused on inclusion, outreach and increasing access for

underrepresented groups **[WG Indicator]**. Wider outcomes will be assessed by project level evaluation and results of our annual survey of volunteers and project participants.

Indicator	2024/25	2025/26	2026/27
Number of active funded projects that support 5 ways to well-being and equitable access to the Park for beneficiaries	6 (Roots to Recovery/ First 1000 Days/ Get Outdoors/ Pathways/ Next Generation/ Traeth Mawr – Phase 1)		
Number of participants in NPA run or supported activities/ sessions focused on inclusion, outreach and increasing access for underrepresented groups [WG Indicator]	8,842 ⁸	[% -/+ on previous year]	[% -/+ on previous year]

2. 5 ways to well-being and equitable access – Opportunity through strategic partnerships

Deliverables focus on partnership engagement that support securing funding and development of joint projects or initiatives to support 5 ways to well-being and equitable access to the Park. Focusing on joint opportunities with Tirweddau Cymru and exploration of opportunities with health partnerships to contribute to their delivery (social prescribing, public health.)

Journey Tracker Key Indicator: Number of active funded projects or initiatives that support 5 ways to well-being and equitable access to the Park for beneficiaries through Tirweddau Cymru or health partnerships. Target of at least one active funded initiative/ project in place.

⁸ This is a provision figure, subject to further data review

Status: Updated Delivery Plan 2025/26 following annual review process

Indicator	2024/25	2025/26	2026/27
Number of active funded projects that support 5 ways to well-being and equitable access to the Park for beneficiaries	2 (Open to All Project/ Engagement across DL Young People)		

Health, Well-being and Equitable Access Deliverables

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
5 ways to well-being and equitable access – Project funding / delivery / management [Partnership Plan: W1/A. W2/A. W2/B. SE1/D.] [Strategic Grant Letter] [Equality Plan]	Secure funding to maintain a portfolio of projects focused on: <ul style="list-style-type: none"> Supported Walking (including for those impacted by socio economic determinants of health) Regenerative Tourism and increasing accessible and inclusive access (including Authority's Beach wheelchair/ 	£ funding secured – projects supported Case Impact Studies that evidence contribution to 5 ways to well-being for participants. Number of participants in NPA run or supported activities/ sessions focused on inclusion, outreach and increasing access for underrepresented groups	2025/26-2026/27	Securing funding Engagement and Inclusion, Fundraising, Nature Recovery, Regenerative Tourism, Fundraising budget resource	Joint Delivery: Engagement and Inclusion, Fundraising.	In response to Audit Wales Access report a Journey Tracker indicator put in place to help monitor risk in terms of reliance on grant funding. Authority has officers in place who have as part of their job descriptions/ role remit responsibility for seeking funding in support of our access and inclusion activities. The amendments to the delivery plan provides us with a framework for maintaining a flexible

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	<p>mobility equipment.)</p> <ul style="list-style-type: none"> Supported volunteering Outreach and Inclusion projects (normally developed in partnership with other organisations and informed by stakeholder mapping activities and engagement with beneficiaries) Infrastructure (informed by pipeline of projects identified through car park study) <p>Ensure effective delivery of portfolio projects when funding is secured with positive impact</p>	<p>Number of bookings for beach wheelchairs/ mobility equipment</p> <p>Number volunteer hours – supported volunteering projects</p>				<p>portfolio of projects in support of 5 ways of well-being and equitable access.</p> <p>Funding is in place for at least part of 2025/26 for current portfolio projects, with work ongoing to secure further funding.</p> <p>Linking Pathway volunteer activities with Nature Recovery Team projects has helped provide greater funding opportunities helping to sustain volunteering opportunities that support a wider range of people to act for nature.</p> <p>The Authority has experiences in</p>

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	on beneficiaries. Current portfolio of funded projects: [Equality Plan]					working collaboratively with others to develop targeted projects. It has successfully delivered the Roots to Recovery project in partnership with MIND.
	Roots to Recovery (Phase1) /Routes to Discovery (Phase 2 of Roots to Recovery)	Number of participants in outreach activities/ session. Project Evaluation/ Participant Feedback Case Impact Studies that evidence contribution to 5 ways to well-being for participants.	Funding in place until August 2025. Phase 2 dependent on outcome of funding applications/ bids.	Funding in place until end of August 2025 and awaiting outcome of Big Lottery People and Places Fund (Stage 2) bid (other funding applications are being considered)	Lead: Engagement and Inclusion Project delivered in partnership with MIND Support/ Input: Grant Management, Nature Recovery.	Regenerative Tourism approaches for Authority Visitor Services and Centres should take account of inclusion and accessibility. Supported Walking and Beach
	Get Outdoors: Supported Walking, Beach Wheelchair and Mobility Equipment, engagement with service users (location audits/ information)	Number of participants in outreach activities/ session. Number of bookings for beach wheelchairs/ mobility equipment	Funding in place until end of March 2026. Continuation dependent on outcome of funding	Earmarked reserves will fund this work until end of March 2026. Further funding applications	Lead: Engagement and Inclusion Support/ Input: Regenerative Tourism	wheelchairs/ mobility equipment have been brought under one banner through Get Outdoors Scheme and a new booking system is in the process of being launched.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
		Project Evaluation/ Participant Feedback Case Impact Studies that evidence contribution to 5 ways to well-being for participants.	applications/ bids.	will be made in 2025/26.		First 1000 days has continued to provide opportunities for early years/ pre school children to engage with the outdoors. Get Outdoors have also launched a parent, baby and child walking group.
	First 1000 Days	Number of participants in outreach activities/ session. Project Evaluation/ Participant Feedback. Case Impact Studies that evidence contribution to 5 ways to well-being for participants.	Funding in place until September 2025. Continuation dependent on outcome of funding applications/ bids.	Funding in place until end of September 2025. Funding bids in process including Children in Need application	Lead: Engagement and Inclusion	Through next generation activities Authority has been engaged with Futureworks (PCC). Authority can make a difference through infrastructure related projects that improve inclusive design/ access across sites in the Park. Traeth Mawr phased access project in place. Phase 1
	Pathways	Number of participants in	Fully funded until March 2026.	Funding in place until March 31st	Lead: Engagement and Inclusion	

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
		<p>outreach activities/ session.</p> <p>Volunteer hours contributed.</p> <p>Project Evaluation/ Participant Feedback.</p> <p>Case Impact Studies that evidence contribution to 5 ways to well-being for participants.</p>	50% of funding in place for 2026/27.	2026, with 50% of funding in place for the following 2 years	Support/ Input: Nature Recovery. Grant Management.	<p>SLSP funded due to be completed in 2025/26, tender has been awarded and works expected to start in Spring 2025. Brilliant Basics bid made for phase 2. Car park study has identified priorities for future potential projects linked to Authority car parks and related facilities.</p>
	<p>Next Generation – Youth Committee/ Youth Rangers</p> <p>(See also Learning and Engagement Delivery Plan)</p>	<p>Number of participants in outreach activities/ session.</p> <p>Volunteer hours contributed.</p> <p>Project Evaluation/ Participant Feedback</p>	Funding in place until March 2026	Funding in place until March 2026 for various projects under this banner, including collaboration with Youth groups across the Designated	Lead: Engagement and Inclusion	<p>Delivery of projects will support Authority to achieve its Equality Objectives.</p> <p>Senior Leadership Feedback noted that it would be useful to look at developing brand that this work could sit under.</p>

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
		Case Impact Studies that evidence contribution to 5 ways to well-being for participants.		Landscape Family		
	Infrastructure: Traeth Mawr Access Improvement Work (Phase 1 and Phase 2)	Completion of Improvement Work	2025/26 (Phase 1)	SLSP funding (Phase 1). Brilliant Basics (Phase 2)	Lead: Decarbonisation Support/ Input: Engagement and Inclusion, Grant Management.	
5 ways to well-being and equitable access – Opportunity through strategic partnerships [Partnership Plan: W1/A. W2/A. W2/B.	Work with Tirweddau Cymru, Strategic Advisor on Governance, Inclusion and Diversity Excellence to develop and deliver collaborative projects that are supporting designated landscapes to be	Number of active funded projects or initiatives that support 5 ways to well-being and equitable access to the Park for beneficiaries through Tirweddau Cymru. Case Impact Studies that	2025/26 – 2026/27	WG funded Strategic Advisor in place. Engagement and Inclusion Team budget resource.	Lead: Engagement and Inclusion. Strategic Advisor.	Strategic Advisor assisted with management of the Open to All partnership project between PCNPA and Visit Pembrokeshire funded by Shared Prosperity Fund, in support of inclusive tourism. Potential phase 2 project.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
SE1/D. W2/C] [Strategic Grant Letter] [Equality Plan]	landscapes for everyone. [Equality Plan]	evidence contribution to 5 ways to well-being for participants.				<p>Alongside training for tourism sector, it supported pilot British Sign Language visitor tour at Carew, Mobiloo tour and Black Girls Hike visit to Pembrokeshire.</p> <p>Securing funding for collaborative working across Welsh Designated Landscapes relating to engagement with young people.</p> <p>Development of Designated Landscape project with RNIB and activities supporting WG initiatives around suicide prevention in coastal locations.</p>

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	Explore opportunities with health partnerships to contribute to their delivery (social prescribing, public health) through exploring sustainable sources of funding for initiatives. Looking at physical health, mental health and socio economic determinants of health. [Equality Plan]	Identification of sustainable sources of funding Number of active funded projects or initiatives that support 5 ways to well-being and equitable access to the Park for beneficiaries through health partnerships. Case Impact Studies that evidence contribution to 5 ways to well-being for participants	2025/26 – 2026/27	Engagement and Inclusion Team budget resource.	Lead: Engagement and Inclusion	Recognised that this is a challenging area. Health and Well-being Officer attended Human Learning system review in Cardiff led by WG and Bevan Fellows looking at how health and social care can be designed differently. Pembrokeshire is likely to lead on this approach having identified NHS projects where the system has become resource heavy. Authority has delivered range of supported walking projects over the years and its Roots to Recovery Project that demonstrate how we can support social prescribing,

Status: Updated Delivery Plan 2025/26 following annual review process

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
						public health and preventative approaches through using the Park's assets and providing opportunities linked to the 5 ways to well-being.

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

Equality and Socio-Economic Duties / Reducing Child Poverty	Focus on securing funding and delivering projects that support 5 ways to well-being and equitable access to the Park. Supports delivery of the Authority's Equality Objectives in particular "By 2029, promotion of the National Park as a destination is representative of more diverse audiences and we will have removed some barriers to accessing the Park for underrepresented groups or those who face specific barriers. [Child Poverty Objective]" and "By 2029, we will have developed and delivered projects and schemes that have positive benefits for those facing inequalities and deprivation, in particular children and young families from deprived areas. [Child Poverty Objective]." Stakeholder mapping and engagement with beneficiaries should inform project development and implementation.
Promoting Welsh Language	For Welsh Speakers being able to participate in activities in Welsh can have positive impact on their Well-being. Continue to provide and explore opportunities to promote Welsh Language and Welsh in Landscape as part of our outreach and inclusion work.
Engagement with Communities and Stakeholders	Stakeholder mapping and engagement with beneficiaries should inform project development across the portfolio projects developed and their implementation. Supports exploring joint opportunities with Tirweddau Cymru and exploration of opportunities with health partnerships to contribute to their delivery (social prescribing, public health.)
Section 6 Biodiversity Duty	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 be supported to participate in acting for nature. Impact on

	biodiversity will be considered in terms of any infrastructure work carried out, including opportunities for biodiversity enhancements.
Volunteering Opportunities/ Staff Development	Alongside providing opportunities to experience nature projects will support participants to act for nature which will include volunteering and social action opportunities. Get Outdoors is supported by voluntary walk leaders. Our Equality plan includes an action on integrating training needs on delivering accessible and inclusive services into development of wider staff, Members and volunteer training plans, including sourcing specialist training for relevant staff and volunteers. Staff will also increase their understanding through feedback from engagement with beneficiaries.

Engagement, Involvement and Learning about the Park Delivery Plan

Lead Officer: Head of Engagement and Inclusion

Priority Areas of Focus

1. Learning and Skills Development – Delivery Model for the Future

Deliverables focus on identifying future delivery model for Authority's education, community learning programme and skills and training opportunities. This is to ensure approach is sustainable and focused on where the Authority can make most impact within its remit and aligned to our Objectives. This will be informed by current funded projects such as Tirlun and delivery of Traineeships as part of NNF4 project.

Journey Tracker Key Indicator: Completion of review with new set of indicators developed based on agreed delivery model.

Interim Indicator	2024/25	2025/26	2026/27
Number of training opportunities provided [WG Indicator]	Data collection process to be put in	[% +/- on previous year]	[% +/- on previous year]

Interim Indicator	2024/25	2025/26	2026/27
Number of apprenticeships provided [WG Indicator]	place to enable reporting against these metrics.	[% -/+ on previous year]	[% -/+ on previous year]
Social Action hours contributed ⁹ [WG Indicator]	3,335	[% -/+ on previous year]	[% -/+ on previous year]

2. Participation and Engagement - Opportunities to support and influence

Participation deliverables focus on volunteering and social action activities across the Authority that support delivery of our Well-being Objectives and Priorities. Engagement deliverables provide opportunities for volunteers, projects participants and coast path users to feedback and help shape and improve our ways of working. They will also focus on Authority's priority community engagement opportunity in the form of LDP review.

Journey Tracker Key Indicator: Volunteer hours provided. Social Action hours contributed **[WG Indicators]**. Maintain a contribution above 12,000 hours per annum across volunteering and social action hours.

Indicator	2023/24	2024/25	2025/26	2026/27	Cumulative Total since 2023/24
Volunteer hours provided [WG Indicator]	15,037	15,652 ↑ +4.09%	[% -/+ on previous year]	[% -/+ on previous year]	30,689
Volunteer and Social Action hours contributing to nature recovery.	7,019	10,662 ↑ +51.90%	[% -/+ on previous year]	[% -/+ on previous year]	17,681

⁹ Social Action activities include practical sessions with Colleges, Schoos that fall outside of volunteering classification.

Engagement, Involvement and Learning Deliverables

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
Learning and Skills Development – Delivery Model for the future [Partnership Plan: W2/A, W2/D, SE1/F] [Strategic Grant Letter - skills training, apprenticeship and volunteering opportunities]	Strategic review of our education and community learning offer across Teams to identify future sustainable delivery model focused on where Authority can make most impact within its remit. Review to consider: <ul style="list-style-type: none"> • Direct delivery • Partnership delivery (e.g. PODS, Pentre Ifan, Darwin Centre) • Project specific delivery (e.g. Gwreiddiau, PODS, Tirlun) • Resource development (e.g. Tirlun) • Skills, Training, opportunities [Strategic Grant 	Completion of strategic review with agreed future delivery model and revised set of indicators.	2025/26	Engagement and Inclusion, Regenerative Tourism, Nature Recovery, People Services, Senior Leadership Team budget resource.	Lead: To be confirmed Support/ Input: Engagement and Inclusion. Regenerative Tourism. Nature Recovery. Decarbonisation. People Services.	Authority currently provides a range of education and community learning opportunities across teams. Some are free sessions, some are paid or partly paid through project funding and some are full paid for sessions. Outdoor education has positive benefits on children and young people. The Authority has built up a strong relationship with schools and other outdoor education providers through continued support for Pembrokeshire Outdoor Schools (PODs) and

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	Letter/ Equality Plan] • Student placements and research opportunities [Equality Plan]					development of Tirlun resources. Both approaches embed Welsh curriculum considerations and have informed wider approaches to engagement with schools. SLSP bid is in place for phase 2 of the Tirlun project. Funding is in place for PODs until September 2025, with funding bids in process.
	Delivery of Phase 2 of SLSP Tirlun Project	Number of resources developed Number of interactions with portal	2025/26 – 2026/27	SLSP 2	Lead: Engagement and Inclusion	Many other National Park Authorities have reduced their education offer. Schools are facing cost challenges, for trips, transport costs can be a particular challenge.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
						<p>WG in its Strategic Grant Letter emphasise need to increase provision of skills training opportunities. Authority has provided practical conservation, access and community archaeology opportunities in support of this, including more recently working with Pentre Ifan Urdd site and in the past working with Pembrokeshire College.</p> <p>Education and Community learning opportunities can support wider understanding of the Park, challenges it faces and support behaviour change</p>

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
						initiatives particularly linked to sustainable recreation.
	New pathways to employment - Identify opportunities to increase provision of skills training and potential apprenticeship opportunities. Make connections with relevant providers and secure funding in support of this. [Strategic Grant Letter/ Equality Plan]. Current Portfolio:	£ in place for schemes Number of training opportunities provided Number of apprenticeships provided Social Action hours contributed	2025/26 – 2026/27	Managed through People services budget resources and other teams budget resource when related to their service area.	Lead: People Services Input/ Support: Management Team and Teams across the Authority.	Strategic Grant letter from WG notes: increase provision of skills training, apprenticeship and volunteering opportunities. People Services have been exploring work placement opportunities with Pembrokeshire College and staff have attended a range of career and schools events in 2025/26. Student carried out short placement with Community Archaeologist as part of their degree course cataloguing material previously recovered from
	Work Placement Activities – Pembrokeshire College and other Further/ Higher education providers [Equality Plan]	# placements completed Feedback from participants – placement participant/ Authority	2025/26 – 2026/27	Managed through People services budget resources and other teams budget/ time	Lead: People Services. Input/ Support: Teams across the Authority.	

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
		officer involved in placements		resource as and when required.		Carew Castle excavations.
	PCNPA /Museum of London Archaeology and Futureworks heritage project for young people [Equality Plan]	Successful completion of placement. Feedback from participants – placement participant/ Authority officer involved in placement	January – June 2025	External funding in Place	Lead: Nature Recovery – Community Archaeology Input/ Support: Engagement and Inclusion, Strategic Policy, Communicatio ns.	Community Archaeologist is supporting delivery of Museum of London Archaeology and Futureworks heritage project for young people. NNF4 project has been successful and includes within the
	Deliver 2 one year paid Traineeships as part of NNF4 funded project - providing practical conservation skills and career pathways in biodiversity management. [Equality Plan]	Successful recruitment and completion of Traineeships. Feedback from participants – placement participant/ Authority officer involved in placement	2025/26 (Design) 2026/27 (Placement x1) 2027/28 (Placement x1)	Mentored by Resourcing Officer. Includes a portion of capital expenses for habitat improvement delivery, tools and materials.	Joint Lead: Nature Recovery. People Services. Support/ Input: Grant Management.	bid two one-year paid traineeships focused on practical conservation and traditional land management skills. This demonstrates potential opportunities to link traineeships to project bids.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
Participation and Engagement - Opportunities to support and influence [Partnership Plan: W2/D. H1/D. W2/A. SE1/D. W1/A] [Strategic Grant Letter - skills training, apprenticeship and volunteering opportunities] [Audit Wales Report] [Equality Plan]	Provide a range of volunteering and social action activities that support delivery of the Authority's Well-being Objectives. Review our Volunteering and Social Action offer including opportunities provided and support required for volunteers (including facilities for rainy day activities). [Equality Plan]	Volunteer hours contributed. Social action hours contributed. Review completed on support required for volunteers, taking account of nature of different volunteer roles.	2023/24 - 2026/27	Managed through People services and Engagement and Inclusion budget resources and other teams budget resource when volunteering is line managed via their team. Project funding in place for some volunteering/ social action opportunities provided across teams.	Joint Lead: People Services – Volunteering, Engagement and Inclusion. Support/ Input: All Authority Teams providing volunteer or social action activities.	Authority continues to provide a range of volunteering and social action opportunities across the Authority. Better Impact System now in place and overall volunteer co-ordination now sits within People Services. Volunteering and social action opportunities provide skills development opportunities, through practical sessions and training opportunities. Authority has also been exploring more office based volunteering roles which can support

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	Delivery of Volunteer Forum reflecting the diversity of volunteers [Equality Plan]	Attendance at volunteer forum against different volunteer groups	2023/24 - 2026/27	Managed through People Services budget resource.	Lead: People Services - Volunteering	<p>people to develop different set of skills.</p> <p>There is a need to explore what support, equipment and facilities volunteers need and the most effective way to deliver this. Volunteering facilities for wet days is area for consideration.</p> <p>Volunteer forum is in place alongside a monthly newsletter.</p>
	Delivery of Next Generation and Youth Committee programmes including promotion of the PCNPA Youth Manifesto. [Equality Plan]	<p>Number of participants in Next Generation activities</p> <p>Case studies of activities undertaken</p>	2023/2024 - 2026/2027	Funding in place until March 2026 for various projects under this banner, including collaboration with Youth groups	Lead: Engagement and Inclusion Team	<p>Youth Committee looking at recruiting new members. Challenging area as young people naturally move on from the Committee.</p> <p>Youth Rangers continue to engage</p>

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
		Collaborative activities carried out with young people from other Welsh Designated Landscapes		across the Designated Landscape. Family		with practical activities. Authority working collaboratively with other Designated Landscapes on collaborative opportunities for young people.
	Annual Participant Survey to target regular participants in our volunteering and other activities. Annual analysis report outlining – what people said, what we will do, what we have done and why we can't do some things. Report findings fed into wider corporate planning and service improvements. [Equality Plan/ Audit Wales Report]	Survey response rate Survey results and analysis report Framework in place to feed information into wider corporate planning.	2025/2026 - 2026/2027 (Survey carried out annually)	Managed through Engagement and Inclusion Team budget resource.	Lead: Engagement and Inclusion Support/ Input: People Services. Performance.	Survey has been prepared. In line with Audit Wales Audit action in response to their recommendations we need to ensure feedback and information gathered by the Engagement and Inclusion Team is fed through to inform wider corporate strategic planning, improvement activities and project development.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	Preparation activity in support of development of next Coast Path User Survey. Survey to be undertaken by 2030. [Coast Path Management Strategy/ Audit Wales report]	Development of questionnaire and methodology (taking account of Audit Wales action)	2025/26 - 2026/27	Managed through Access budget resource. Preparation activity to identify any additional resource needed.	Lead: Nature Recovery – Access.	Delivery of periodic Coast Path User Survey captured in the updated Coast Path Management Strategy. Preparation work needs to be initiated for development of next survey, including considering action from Audit Wales report on exploring feasibility of collecting wider demographic data as part of this.
	Explore feasibility of gathering demographic related data as part of any feedback surveys developed for Centres and Events and Activities Programme. [Audit Wales report]	Assessment complete of feasibility, demographic questions included if identified as appropriate	2025/26	Managed through Regenerative Tourism Budget Resource	Lead: Regenerative Tourism.	Identified as Action in response to Audit Wales recommendations on Promoting access to Pembrokeshire Coast National Park report.
	Through LDP review, explore opportunities	Engagement Sessions	2025/26 - 2026/27	Managed through LDP	Lead: Strategic Policy.	LDP review provides important

Status: Updated Delivery Plan 2025/26 following annual review process

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	to help stakeholders and the public understand and engage with planning process and planning policy to improve inclusivity in this area. [Equality Plan]	carried out as part of LDP – Community Councils, Schools, other groups captured via delivery agreement		review budget.	Support/ Input: Engagement and Inclusion. Communications.	opportunity to engage people with planning process.

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

Equality and Socio-Economic Duties / Reducing Child Poverty	Strategic review of our education and community learning opportunities will take account of opportunities including practical skills development opportunities for young people and children with additional learning needs. It includes opportunities to increase provision of skills training and potential apprenticeship opportunities. Two paid traineeships have been included in NNF4 project. Next Generation activities provide opportunity for young people to support and influence the work of the Authority. Provision of range of volunteer opportunities will include supported volunteering opportunities and volunteer activity roles that support wider inclusion work. Volunteer Forum and annual participation survey will enable Authority to identify opportunities to improve its offer and ensure its work is inclusive. Review of LDP will consider engagement with public including those across protected characteristics and will cover topics relevant to areas such as child poverty in terms of affordable housing provision considerations.
Promoting Welsh Language	Strategic review of our education and community learning opportunities will take account of provision of Welsh Language facilitated sessions and sessions that support Welsh learners. Tirlun is supporting development of Welsh Language education resources linked to designated landscapes including for climate change and nature recovery topics. Provision of training and apprenticeship opportunities provide an opportunity to support use of Welsh amongst young people moving from an education to workplace environment. We will use Welsh Language skills of volunteers to support promotion of

	Welsh Language and ensure we meet Welsh Language needs of volunteers. Engagement opportunities will comply with relevant Welsh Language standards.
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	Strategic review of our education and community learning opportunities will consider how we engage and increase understanding linked to the Authority's nature recovery opportunities. The paid traineeships through NNF4 project will provide participants with practical conservation and traditional land management skills. Volunteering and social action activities will help support a range of people to act for nature in support of the Authority's 30x30 ambitions.
Volunteering Opportunities/ Staff Development	Provide volunteering and social action activities across the Authority that support delivery of our Well-being Objectives and Priorities. It includes opportunities to increase provision of skills training and potential apprenticeship opportunities, including provision of two paid traineeships through NNF4 project. Traineeship opportunities provide opportunity for experienced staff to mentor and transfer their expertise to next generation of workers. Engagement related skills will be considered as part of the training plan for staff, volunteers and Members. Opportunity for inclusion, engagement and diversity training to raise awareness and incorporate in working practices for archaeology and staff more broadly.

Supporting Regenerative Tourism through the Visitor Economy Delivery Plan

Lead Officer: Head of Regenerative Tourism

Priority Areas of Focus

1. Regenerative Tourism Vision and Principles – The Authority

Deliverables focus on delivering regenerative tourism vision and principles across Authority service areas and developing indicators to monitor their effectiveness.

Journey Tracker Key Indicator: Regenerative Tourism Action Plans in place for the Centres with new set of regenerative tourism indicators in place for the Authority.

2. Regenerative Tourism Vision and Principles – The Park

Deliverables focus on delivering regenerative tourism vision and responsible recreation in the Park area. Deliverables consider what is within the Authority's remit for direct intervention and what requires wider partnership engagement and delivery through Partnership Plan engagement and collaboration.

Journey Tracker Key Indicators: £ value of funding secured for piloting regenerative tourism initiatives in the Park (similar to SDF).

Note: Sustainable Transport is considered under Decarbonisation Delivery Plan.

Supporting Regenerative Tourism through the Visitor Economy Deliverables

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
Regenerative Tourism Vision and Principles – The Authority [Partnership Plan: N1/A, H1/A, H2/B, H2/C, E2/I, E1/J, E1/J, E1/O, W1/I, W1/A, W2/A, W2/B, SE1/G, SE1/H] [Strategic Grant Letter]	Identify revised set of regenerative tourism indicators aligned to our internal Regenerative Tourism Vision/Principles Engage with Teams and Internal Groups across the Authority to review and identify how they can embed regenerative tourism vision and principles within their work.	Revised set of indicators in place, with data collection model in place. Engagement activities with Teams	2025/26 2026/27 (Pilot indicators) 2023/24 – 2026/27	Managed through Regenerative Tourism budget resource. Manage through Regenerative Tourism budget resource.	Lead: Regenerative Tourism. Support/ Input: Performance. Strategic Policy. Lead: Regenerative Tourism	Internal Regenerative Tourism Principles/ Vision has been developed by Head of Regenerative Tourism in consultation with staff. Next step is to develop a set of indicators which can help Authority track its progress against this vision. Now principles/ vision in place Head of Regenerative Tourism will look to engage with wider departments to see how it impacts on their areas of work.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
[Equality Plan] [Welsh Language Promotion Strategy] [Asset Management Strategy]	Deliver activities events programme (including representation at external events – festivals etc) for 2025/26 that supports regenerative tourism principles. Monitor approach through internal Activities and Events Group.	% take up of events and activities programme bookable event places. £ income generated through bookable event places. Number external events attended	To Autumn 2025, subject to review in Summer 2025.	Managed through Regenerative Tourism budget resource. Funding in place for Activities and Events Manager until Autumn 2025.	Lead: Regenerative Tourism Support/ Input: Engagement and Inclusion, Volunteers, Nature Recovery – Community Archaeologist.	The Activities and Events programme for 2025/26 season cover heritage & culture and dark skies. All events are designed to encourage interest and education about the National Park.
	Develop action plans for each centre to support delivery of regenerative tourism vision and principles: <ul style="list-style-type: none"> Conservation Climate Connection [Equality Plan] Communities [Welsh Language] 	Regenerative Tourism Action Plans are in place for each centre, aligned to activities being supported by other departments. Pipeline projects in place where needed for seeking additional funding. Securing	2025/2026 - 2026/2027	Plan development managed through Regenerative Tourism budget resource. Input into plans development managed through Decarbonisati	Lead: Regenerative Tourism. Support/ Input: Nature Recovery. Decarbonisation. Engagement and Inclusion.	Limited activity has happened in terms of development of regenerative tourism action plans for centres. However wider developments across Authority, provide opportunity to begin to create simple action plans that bring together different elements, including implementation of

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	<p>Promotion Strategy]</p> <p>Work internally to align development of plans with other activities being undertaken (asset management strategy actions, decarbonisation of buildings, dementia friendly audits, OYP master plan, Brilliant Basic projects.)</p> <p>Identify as part of these plans what can be funded from existing resource and what requires additional project funding. Work to secure external funding where required. Current portfolio of projects in support of above (not addressed via</p>	<p>of funding where needed.</p> <p>Annual emissions from centres show reduction in carbon emissions.</p>		<p>on, Nature Recovery and Engagement and Inclusion Resource.</p> <p>Some activities that are likely to fall into decarbonisation action plan have already got funding in place (See Decarbonisation Delivery Plan.)</p>		<p>site management plans as part of Asset Management Strategy (that include biodiversity considerations), SLSP funding for decarbonisation energy projects at OYP, completion of Dementia Friendly Audits across the sites, learning from Open 2 All accelerator project, OYP master plan and Brilliant Basics funded project on Sustainable Steps: unlocking nature and history (which will improve interpretation in terms of accessibility, Welsh Language and nature and support decarbonisation at sites.)</p>

Status: Updated Delivery Plan 2025/26 following annual review process

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	other delivery plans):					
	Sustainable Steps: unlocking nature and history – Carew (See Decarbonisation Plan for Installation complete of LED lights. Reduction in energy use at Carew.)	Interpretation Outputs complete Number of visitors/ visitor satisfaction	Full spend must be incurred and claimed by 1/4/26 (short term projects) and 31/1/27 (longer term projects)	Brilliant Basics Match funding contribution	Lead: Regenerative Tourism Support/ Input: Communicatio ns, DM (Building Conservation).	
	Sustainable Steps: unlocking nature and history – Castell Henllys (See Decarbonisation Delivery Plan for Installation of Air Source Heat Pump at Pant Glass)	Interpretation Outputs complete Boardwalk and Pond Completion at Castell Henllys Number of visitors/ visitor satisfaction	Full spend must be incurred and claimed by 1/4/26 (short term projects) and 31/1/27 (longer term projects)	Brilliant Basics Match funding contribution	Lead: Regenerative Tourism Support/ Input: Communicatio ns, DM (Building Conservation).	
Pathway to Regenerative Tourism – The Park	Explore with partners including Visit Pembrokeshire potential to develop	Pledge developed.	2025/26 – 2026/27	Development and securing funding managed	Lead: Regenerative Tourism	Regenerative Tourism research has identified potential for us to

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
[Partnership Plan: E2/G, N1/A, H1/A, H2/A, H2/C, E2/I, E1/M, E1/J, E1/O, W1/I, W1/A, W2/A, W2/B, SE1/G, SE1/H, W1/B.]	Pembrokeshire Visitor Pledge. Secure additional funding for development/ marketing activity.	Additional funding secured if required. Number signing up to pledge		through Regenerative Tourism. Fundraising Budget Resource.	Support/ Input: Communications. Decarbonisation. Fundraising.	adopt best practice approach being used in other countries (Such as Tiaki Promise) through developing Pembrokeshire Visitor Pledge. Head of Regenerative Tourism has developed an initial working group with external members from Visit Pembrokeshire, Pembrokeshire Coastal Forum and National Trust to help deliver this project.
	Identify and secure funding sources to support development of initiative (similar to SDF) supporting visitor economy	Identification of funding options and development of project bid.	2025/26 – 2026/27	Development and securing funding managed through Regenerative Tourism.	Joint Lead: Regenerative Tourism. Fundraising.	SDF has proved a successful approach to engaging communities with decarbonisation projects. Taking the learning from this

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	<p>stakeholders/ businesses on their regenerative tourism journey.</p> <p>(Links to activity within Decarbonisation delivery plan)</p>	<p>Securing of funding and piloting of initiative.</p>		<p>Fundraising Budget Resource.</p>	<p>Support/ Input: Decarbonisation</p>	<p>there is opportunity to develop a similar scheme supporting visitor economy stakeholder/ business on their regenerative tourism journey.</p> <p>Head of Regenerative Tourism has written a draft project brief.</p>
	<p>Collaborate internally through Recreation Management Group and externally with partners in support of multi-agency responses to management of recreational pressures and their impact on nature, communities or safety in the Park. Review our approach to</p>	<p>Pre-season and post season evaluation carried out</p> <p>Promotion of Charters</p> <p>Reactive activity in partnership with other agencies.</p> <p>Proactive management activity such as signage.</p>	<p>2025/26 – 2026/27</p>	<p>Managed through Director of Tourism and Nature, Engagement and Inclusion, Nature Recovery Decarbonisation – estates budget resource.</p> <p>Some funding provided to</p>	<p>Lead: Director of Tourism and Nature</p> <p>Support: Engagement and Inclusion, Nature Recovery, Decarbonisation – estates.</p>	<p>Main focus of recreational management in 2024/25 was on Seal and Seal Pup disturbances. Collaboration internally and externally remains central to being responsive to pressures and issues as they arise.</p>

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	commercial recreational use of the foreshore.			external partners such as Pembrokeshire Coastal Forum - £15,000.		
	<p>Camping and Caravanning – Decision by Members on whether to confirm the notice of the Article 4(1) Direction. Following completion of consultation.</p> <p>Follow up work following outcome of May NPA.</p> <p>Collaborative work with WG and other statutory bodies to develop working protocol for Exemption Organisations</p>	<p>Consultation Report.</p> <p>Report to NPA.</p> <p>If confirmed, one year notice provided.</p>	2025/26	<p>The Authority has sufficient budget to undertake the procedures to introduce an Article 4 Direction.</p> <p>Potential additional costs linked to creation of working protocol for exempt organisations</p>	<p>Lead: Strategic Policy.</p> <p>Input: DM.</p>	<p>Consultation on the Article 4 Direction was undertaken from 10 January to 21 February. A Report of Consultation will be presented to Members on 7 May and Members will be asked to confirm the Article 4 Direction. A Clarification Note was presented to Members on 26 March which has been published. This provides clarity on the application of the Article 4 Direction.</p>

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

Equality and Socio-Economic Duties / Reducing Child Poverty	Focus of Regenerative tourism principle under connection is that Diverse audiences will feel connected to the National Park for the benefit and wellbeing of all. Regenerative tourism action plans for the centres includes creation of action plan in support of connection. Dementia Friendly Audits have already been carried out at each centre. Brilliant Basic funded project will support creation of more inclusive interpretation. Potential creation of scheme like SDF for regenerative tourism purposes could also provide support for wider visitor economy stakeholders/ businesses on their inclusive/ accessible regenerative tourism journey.
Promoting Welsh Language	Regenerative tourism action plans for the centres include creation of action plan in support of communities and provides opportunity to explore wider promotion of Welsh Language across centres. Brilliant Basic funded project will support creation of Welsh Language interpretation. Events and Activities programme for 2025/26 season includes walk targeting Welsh Learners. Creation of Visitor Pledge for Pembrokeshire, will consider how to incorporate Welsh Language as one of its elements, taking on board learning from the Tiaki promise approach. Potential creation of scheme like SDF for regenerative tourism purposes could also provide support for wider visitor economy stakeholders/ businesses on their Welsh language promotion regenerative tourism journey.
Engagement with Communities and Stakeholders	Creation of Visitor Pledge for Pembrokeshire will require engagement with wider tourism sector and communities. Potential creation of scheme like SDF for regenerative tourism purposes will help Authority to engage with wider visitor economy stakeholders/ businesses on their regenerative tourism journey. Authority will continue to work collaboratively with partners in terms of multi-agency approaches to managing recreational pressures.
Section 6 Biodiversity Duty	Focus of Regenerative tourism principle under conservation is Tourism which respects, protects, and nourishes our environment. Under Climate it notes: A National Park which is actively working towards a carbon neutral tourism sector. Regenerative tourism action plans for the centres include creation of action plan in support of Conservation and Climate. Creation of Visitor Pledge for Pembrokeshire will encourage visitors to consider how to minimise their impact on nature in the Park and reduce carbon emissions. Potential creation of scheme like SDF for regenerative tourism purposes will help Authority to engage with wider visitor economy stakeholders/ businesses on their Biodiversity/ Nature Recovery and decarbonisation regenerative tourism journey. Recreation management will minimise the impact of recreation on biodiversity.

Status: Updated Delivery Plan 2025/26 following annual review process

Volunteering Opportunities/ Staff Development	Volunteer activity leaders will support delivery of events and activities programme. Regenerative Tourism related knowledge and skills will be considered as part of the training plan for staff, volunteers and Members, including providing opportunities for centre staff to attend carbon literacy training.
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Pembrokeshire Life and Culture Delivery Plan

Lead Officer: Chief Executive

Priority Areas of Focus

1. Placemaking and Partnerships

Deliverables focus on supporting effective delivery of Partnership Plan, Pembrokeshire Well-being Plan and review of LDP.

Journey Tracker Key Indicator: LDP2 affordable housing indicators (LDP Annual Monitoring Report)

Affordable Dwellings built over plan period

	Year	Annual Target	Cumulative Target	Completed	Cumulative Completions
Year 1	2015 -2016	23	23	1	1
Year 2	2016 -2017	23	46	46	47
Year 3	2017 -2018	23	69	3	50
Year 4	2018 -2019	23	92	14	64
Year 5	2019 -2020	23	115	25	89
Year 6	2020 -2021	23	138	39	128
Year 7	2021- 2022	23	161	38	166
Year 8	2022 -2023	23	184	17	183
Year 9	2023 -2024	23	166	27	210
Year 10	2024 -2025				
Year 11	2026 -2027				

2. Culture and Welsh Language in the Park

Deliverables focus on opportunities to promote and support culture and Welsh Language in the Park.

Journey Tracker Key Indicator: # participants in Welsh Language promotion activities

Indicator	2025/26	2026/27
Number Participants in Welsh Language Promotion Activities		

3. Safeguarding Heritage and Public Rights of Way in the Park

Deliverables focus on safeguarding Pembrokeshire's historic environment and Public Rights of Way, including the Coast Path/ National Trail.

Journey Tracker Key Indicator: % of Rights of Way Open and Accessible and Meeting Quality Standards. Km of Rights of way enhanced or created **[WG Indicator]**. % of scheduled ancient monument in good condition **[WG Indicator]**. Monitoring report on Conservation Areas (Reported every three years).

Indicator	2025/26	2026/27
% of Rights of Way Open and Accessible and Meeting Quality Standards		
% of scheduled ancient monument in good condition [WG Indicator] .		
Km of Rights of way enhanced or created [WG Indicator]		

Pembrokeshire Life and Culture Deliverables

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
Placemaking and Partnerships [Partnership Plan – Engagement with Partners across work stream areas, SE1/A. SE1/B. SE1/C.	Development of Partnership Plan Forum and mechanisms to capture impact of partners and wider partnership activities in support of Plan.	Forum meetings held. Mechanism in place to capture and report on impact of Partners.	2025/26 – 2026/27	Managed through Strategic Policy Budget Resource.	Lead: Strategic Policy	Following Partnership Plan consultation in 2024/25 discussions with partners provided a strong steer that there should also be an overarching partnership or forum to specify, guide and scrutinise plan achievements.
	Review of Partnership Framework and Monitoring Report to take account of approval of Partnership Plan	Revised Partnership Framework in place.	2025/26 - 2026/27	Managed through Performance and Strategic Policy Budget Resource.	Joint Lead: Performance. Strategic Policy. Support/ Input: Lead contact	

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
SE1/D. SE1/F. SE1/E. H2/B] [Strategic Grant Letter] [Welsh Language Promotion Strategy]	and resource considerations for the Authority.	Monitoring Report presented to NPA annually.			officer for partnerships across Authority Teams.	Authority has in place a Partnership Framework and annual monitoring report and the approach of this needs to be updated to take account of the new Partnership Plan and wider resource considerations.
	Preparation and Approval of Delivery Agreement for LDP3 and its implementation once approved [LDP2 Review outcome]	Delivery Agreement approved by NPA Progress against agreed timescales in Delivery Agreement.	2025/26 – 2026/27	Managed through Strategic Policy Budget Resource	Lead: Strategic Policy.	The LDP2 Review Report concluded that due to a range of issues being identified a full revision procedure is recommended which will result in a replacement plan being prepared, to be known as LDP3. The full revision procedure offers the scope and flexibility for the plan to
	Activities to support appropriate type and mix within the Park linked to Use Class changes – C3, C5 and C6. [LDP2]	Monitoring the use of conditions in appropriate circumstances	2025/26 - 2026/27	Managed through DM and Strategic Policy Budget Resources	Joint Lead: Strategic Policy. DM	

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	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]	LDP2 – Affordable Housing Indicators from within Annual Monitoring Report. £ S106 agreements.	2025/26 - 2026/27	Managed through DM and Strategic Policy Budget Resources	Joint Lead: Strategic Policy. DM.	ensure conformity with Future Wales and updated national policy in Planning Policy Wales regarding the need to consider for a local policy approach for second homes or short-term lets and green infrastructure. LDP2 remains in place, including current affordable housing targets until LDP3 is approved.
	Support delivery of Pembrokeshire Well-being Plan through participating where appropriate to our remit in the Reducing Poverty and Inequalities Project (Tackling Poverty: Our Strategy) and Strengthening	Submission of progress updates for our activities captured in Tackling Poverty: Our Strategy. Engagement of Officers in activities in support of Strengthening Communities	2025/26 - 2026/27	Managed through Engagement and Inclusion Budget Resources. Some activities listed within strategy are	Lead: Engagement and Inclusion. Support/ Input: People Services	The Head of Engagement and Inclusion is part of the Community Wellbeing Plans subgroup and rangers have attended Together for Change workshops with communities where community well-

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	Communities Project (including work they are carrying out on development of community well-being plans)	priorities and Pembrokeshire Volunteering Strategy		project funded.		being plans have been developed. Authority continues to report to Poverty PSB group against its actions in the Tackling Poverty Strategy.
	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. Continued provision by the Authority of 1 day volunteering offer to staff through	Number of staff participating in 1 day volunteering offer	2025/26 – 2026/27	Managed through overall Authority budget resource (loss of time). Some staff may contribute to volunteering activity directly run by the Authority.	Lead: People Services.	Authority staff continue to support wider public services through volunteering as school governors and fire and rescue services. Staff continue to take up opportunities for 1 day volunteering, with specific events promoted by People Service to help encourage staff to take up the opportunity.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	Employee Volunteering Policy.					
Culture and Welsh Language in the Park [Partnership Plan: H2/A. H2/C. W1/I. H1/K. H1/A] [Strategic Grant Letter] [Welsh Language Promotion Strategy]	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 	Evaluation of impact of support. Community engagement activities carried out via Pembrokeshire County Show,	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.	Authority has committed to providing Ironman funding until 2026. Pembrokeshire County Show has been used as platform to engage with public on range of issues. Sponsorship of events likely to be an area that comes under scrutiny as part of wider efficiency savings.
	Delivery of Annual Archaeology Day	Number of Attendees Event Feedback	2023/24 – 2026/27	Managed through Nature Recovery – Community Archaeologist Budget.	Lead: Nature Recovery. Support/ Input: Communications. Regenerative Tourism. Volunteering.	Archaeology Day took place in November 2024/25. Tickets for the event were sold out and this meant costs associated with the event were covered by sales.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
				Tickets are sold for event, with aim to break even.		Opportunity also provided for number of young people to attend for free. Presentations uploaded to You Tube channel, including British Sign Language versions, through funding from 'Open to All' project.
	Explore new ways to proactively integrate Welsh language promotion with National Park Authority activities. Including opportunities across our centres, events, outreach and partnership work. Secure additional funding where required. [Welsh Language Promotion Strategy]	Number of activities delivered in Welsh / participants Number of bilingual activities delivered aimed at increasing access/ use of Welsh Language £ funding secured	2025/26 – 2026/27	Managed through Engagement and Inclusion, Regenerative Tourism budget resource.	Joint Lead: Engagement and Inclusion. Regenerative Tourism.	Planning for 2025 for regenerative tourism has included 'uniquely Welsh' activities which include Welsh learners walks, and bilingual events.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	Enhance our Welsh Language promotion activities through engaging with activities in support of Eisteddfod y Garreg Las due to be held in Pembrokeshire in 2026. [Welsh Language Promotion Strategy]	Donation and creation of chair in partnership with local schools. Development of materials for Tirlun portal.	2025/26 – 2026/27	£3000	Lead: CEO Support/ Input: Engagement and Inclusion. Regenerative Tourism.	Eisteddfod y Garreg Las is due to be held in Pembrokeshire in 2026, this provides positive opportunity for the Authority to engage with Welsh Language promotion in the Park. Discussions already in place in terms of Authority donating the chair for the Eisteddfod, with aim that it is created in partnership with local schools and resources developed linked to process.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
Safeguardin g Heritage and Public Rights of Way in the Park [Partnership Plan: H1/A. H1/D. H1/E. H1/I. H1/K. H2/D. W1/C. W1/D] [Strategic Grant Letter]	Safeguarding Monuments Scheme – working with volunteers to monitor, develop and deliver conservation work programme focused on the Park’s publicly accessible monuments. Secure additional funding where required for more complex interventions	Number of visits to monuments carried out by heritage volunteers. Number of monuments where improvement/maint enance work has taken place. £ funding secured for more complex interventions at sites Volunteer Submissions to Arfordir Penfro Portal.	2025/26 – 2026/27	Resource. Managed through Nature Recovery Budget Resource.	Lead: Nature Recovery. Support/ Input: Engagement and Inclusion. Volunteering. Fundraising.	Volunteers continue to visit and monitor sites, which are then assessed by Community Archaeologist. Scrub clearance undertaken at several sites.
	Heritage Watch Scheme (working with partners to respond to the issue of heritage crime in the Park.)	Number of known heritage crime occurrences reported	2025/26 – 2026/27	Within current budget/ staff resource.	Lead: Nature Recovery. Support/ Input: Communicatio ns. Engagement	Ongoing quarterly meetings held with partners. Patrols of sites at risk carried out by volunteers, Police and National Park Authority staff. The Community

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
					and Inclusion. Volunteering.	Archaeologist carried out repair work with Police Cadets to a disturbed Bronze Age cairn on Carningli Common.
	Collaborating with others on Community Archaeology excavations and projects in the Park. Secure additional funding where required for joint projects.	Case study evidence and evaluation of collaboration activities.	2025/26 – 2026/27	Managed through Nature Recovery – Community Archaeologist Budget.	Lead: Nature Recovery. Support/ Input: Engagement and Inclusion.	Setting up of LIDAR portal in 2024/25. Engagement in 2024/25 with Pembrokeshire County Council on geophysical survey of the tree planting site near Wolfscastle and engagement with volunteers as part of this.
	Continued maintenance of Carew Castle and Castell Henllys to provide continued community heritage assets through completion of projects included	Capital works completed in line with expectations within draft capital programme. Provision of advice and completion of maintenance work	2025/26 - 2026/27	Projects included within Draft Capital Programme 2025/26. Some activity managed	Joint Lead: Decarbonisation. Regenerative Tourism. Support/ Input: Nature Recovery	Following projects included within draft capital budget for 2025/26: Carew Causeway visitor access improvement.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	<p>within draft capital budget: Carew Causeway visitor access improvement. Castell Henllys improvement programme. Carew Castle Enhancement and Interpretation. Carew Castle Visitor Access.</p> <p>Continued maintenance and management of heritage sites and assets on other Authority owned sites. [Asset Management Strategy]</p>	on Authority owned heritage sites		through Nature Recovery Budget		<p>Castell Henllys improvement programme. Carew Castle Enhancement and Interpretation. Carew Castle Visitor Access.</p> <p>Carew Castle projects have been brought forward from prior years and plans are currently with CADW awaiting approval.</p>
	Planning: Supporting historic environment through	Outcomes of three year reviews – to assess the level of change through householder	2024/25 - 2026/27	Managed through Development Management	Lead: Development Management	Conservation Areas, which include unlisted and listed buildings make a major contribution to

Status: Updated Delivery Plan 2025/26 following annual review process

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	Conservation Areas and their monitoring.	permitted development - typically with regard to windows, doors and boundary features.		Budget Resource	Support: Strategic Policy	the historic environment.
	Maintenance and continuous improvement of Pembrokeshire Coast Path National Trail in accordance with National Trail Management Strategy, Safety Statement & NRW Quality Standards.	Indicators within National Trail Regional Management Plan. Ensure document circulated to Members. % PROW open and meeting quality standards	2025/26 – 2026/27	Managed through Nature Recovery Budget Resource. Annual National Trail grant funding will be subject to fluctuation over delivery period.	Lead: Nature Recovery Support/ Input: Engagement and Inclusion. Decarbonisation.	Coast Path Management Strategy reviewed alongside relevant indicators. Need to ensure annual National Trail Regional Management Plan provided to Members.
	Maintenance of public rights of way network (including condition survey) in accordance with National Park Authority Public Rights of Way Management Guidance & Safety Statement.	Number of people using footpath from fixed counters Number Coast Path and IROW Concerns Progress against 100% survey of Coast Path over		WG Access Improvement Grant is confirmed on an annual basis.		Significant impact of storms on PROW in 2024/25, including fallen trees on paths and impact on bridges. In response to HAVS the Authority has

Status: Updated Delivery Plan 2025/26 following annual review process

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	Additional access opportunities delivered by CROW	<p>two years with a minimum survey of 75% of the route on an annual basis.</p> <p>% critical priority jobs completed within 2 weeks.</p> <p>% of high priority jobs completed within 12 months</p> <p>ROWIP Delivery Plan</p> <p>£ funding secured where required</p>				<p>adopted a hierarchy of cutting which aims to balance the safety of users, the popularity of key routes and the need to keep the public rights of way (PROW) network as 'open and accessible' as possible whilst limiting staff exposure to HAVS.</p> <p>Wider review of Countryside Team undertaken in 2024/25.</p>

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

Equality and Socio-Economic Duties / Reducing Child Poverty	Completion of Equality Impact Assessment is part of the review process for Partnership Plan and LDP review. Contribute through planning to provision of affordable housing and appropriate type and mix of general housing within the Park. Lack of affordable housing has impact on issues such as child poverty and ability of young people to remain in Park area. Partnership approach adopted to support initiatives such as the PSB led Poverty Action Plan.
Promoting Welsh Language	Completion of Welsh Language Impact Assessments is part of review process for Partnership Plan and LDP review. Contribute through planning to provision of affordable housing. Exploring new

	ways to proactively integrate Welsh language promotion with National Park Authority activities. Including opportunities across our centres, events, outreach and partnership work and securing additional funding where required. Eisteddfod y Garreg Las is due to be held in Pembrokeshire in 2026 and provides opportunity to enhance our Welsh Language promotion activities through engaging with activities.
Engagement with Communities and Stakeholders	Development of Partnership plan forum and mechanisms to capture impact of partners/ partnerships activities in support of Plan will support improved approach to ongoing engagement with Partners. Review of LDP will involve engagement with range of stakeholders, which will be set out in Delivery Agreement. Eisteddfod provides opportunity for us to engage with communities and stakeholders through Welsh promotion activities. 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 Pembrokeshire County Council facilitation of Local Access Forum.
Section 6 Biodiversity Duty	Development of Partnership plan forum and mechanisms to capture impact or partners/ partnership activities will support the Plan to achieve its Conservation ambitions.
Volunteering Opportunities/ Staff Development	Welsh Language promotion activities can also provide opportunities for Staff, Members and volunteers to develop their Welsh Language Skills. Volunteers with Welsh Language skills can play an important role in our Welsh Language Promotion activity. Opportunities for volunteers to take part in volunteering opportunities to safeguard Pembrokeshire's historic environment. Opportunities to upskill staff, members, management in relation to historic environment.

Corporate Services – Supporting our Well-being Objectives

Priority Areas of Focus

Governance and Decision Making: Deliverables will support the Authority to have effective governance, scrutiny, and accountability mechanisms in place to drive delivery of its Well-being Objectives and priorities. They will support the Authority to manage compliance and corporate risks effectively.

WG Indicator: % of members who have attended all four Governance online training sessions or watched the recordings

Status: Updated Delivery Plan 2025/26 following annual review process

Lead Officer: CEO

Workforce and People: Deliverables will support the Authority to have an empowered and resilient workforce. They will support staff, Members and volunteers to have the necessary skills and motivation to deliver its Well-being Objectives and priorities.

Lead Officer: Head of People Services

Financial and Resource Resilience: Deliverables will support the Authority to have the financial resources it needs to achieve its Well-being Objectives and priorities in the short, mid and long term. They will integrate effective procurement and asset management practices within the organisation embedding our Well-being Objectives and Value for Money in our ways of working.

WG Indicator: % of members who have attended all four Governance online training sessions or watched the recordings

Indicator	2025/26	2026/27
% Financial investment in Nature & Carbon initiatives in total [WG Indicator]		(% +/- on previous year)

Lead Officer: Head of Finance and Fundraising

Communications: Deliverables will help demonstrate the positive impact and contribution that the Authority and its partners are making to delivery of the National Park Partnership Plan and its Well-being Objectives. They will promote opportunities for people to get involved in nature recovery, decarbonisation and inclusive access opportunities in the Park.

Lead Officer: Head of Marketing and Communications

Digital Resilience: Deliverables will support the Authority to use technology and data to improve ways of working to drive delivery of its Well-being Objectives and priorities. They will take account of our ambition to be a carbon neutral by 2030, managing cyber security risks and opportunities for improved efficiencies and need for resilient infrastructure, systems and data management.

Lead Officer: Head of Decarbonisation

Corporate Services – Supporting Our Well-being Deliverables

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
Governance and Decision Making [Equality Plan] [Welsh Language Promotion Strategy] [Socially Responsible Procurement Strategy]	Values: Finalise set of revised values for the Authority. Update Employee Code of Conduct/ Manager Behaviour Framework to reflect revised set of Values.	Finalised set of Values Agreed. Employee Code of Conduct/ Manager Behaviour Framework updated.	2025/26	Managed through CEO and People Services budget resource.	Lead: CEO, Head of People Services.	Previous work carried out with staff on values need to be revisited. Authority also needs to review its Employee Code of Conduct/ Manager Behaviour Framework. Would be beneficial to amalgamate these pieces of work.
	Audit: Implement agreed actions in response to Audit Wales and internal audit recommendations from 2024/25 and 2025/26 programmes or outstanding action from previous years.	Audit Wales/ Internal Audit Action Log – Completion of agreed actions. Outcome of Follow Up Audit. Reduction in outstanding audit actions from previous years	2025/26 - 2026/27	Managed through relevant teams budget resource who have been allocated Audit Wales or Internal Audit Agreed Actions. Action log managed through performance	Lead: CEO Support/ Input: Teams with Audit Wales or Internal Audit actions allocated to them.	Audit Wales and Internal Audit performance audits carried out every year. Have made some progress in terms of completion of historic actions, need to ensure that we complete relevant actions and that time for completion of actions is captured

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
				budget resource.		within staff work programmes.
	Policies: Progress review of policies, standards and procedures in line with new Tracker/ Forward Programme document.	Review completions in line with Tracker/ Forward Programme document	2025/26 - 2026/27	Managed through performance budget resources and budget resources of other teams responsible for reviewing policies.	Joint Lead: Performance, Management Team.	Significant work has been carried out to review policies, move them to new template and then publish to staff intranet in 2024/25. To support ongoing review a new tracker/ forward programme document will be used to manage and assess progress in this area.
	Assessments: Deliver workshops and support for staff on Committee report writings and integrated assessments.	Workshops delivered # attending workshops	2025/26 - 2026/27	Managed through Democratic Services and Performance budget resource	Joint Lead: Democratic Services, Performance.	New integrated assessment guidance and trigger document in place. Revised Committee template in place. A project level integrated assessment checklist still needs to be developed.
	Assessments: Develop project level integrated assessment checklists.	Checklist drafted and piloted	2025/26 – 2026/27	Managed through Performance budget resources.	Lead: Performance. Support/ Input: Engagement	

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
					and Inclusion, Democratic Services, Decarbonisation, Nature Recovery.	Democratic Services and performance identified that further training would be beneficial to support staff in this area.
	Reporting: Update Section 6 Biodiversity Signposting document and submit 3 year reporting documents.	Section 6 Signposting document updated. Submission of 3 year reporting documents	2025/26	Managed through Nature Recovery budget resource.	Lead: Nature Recovery. Support/ Input: Performance, Strategic Policy.	Section 6 signposting document needs to be updated to take account of approval of the Partnership Plan. Submission of 3 year reporting documents will be due end of 2025.
	Reporting: Meet first year reporting requirements for Social Partnership and Procurement Act	Submission of reports	2025/26	Managed through Decarbonisation, Finance and People Services budget resource	Procurement Joint Lead: Decarbonisation, Finance. Social Partnership Lead: People Services.	First year to meet reporting requirements of Social Partnership and Procurement Act.
Workforce and People [Partnership Plan: N1/A.	Strategic: Development of Establishment and Workforce Plan	Establishment and Workforce Plan in place	2025/26 - 2026/27	Managed through People Services budget resource.	Lead: People Services. Support/ Input: Management Team.	Currently don't have one in place. Head of People Services identified that having plan will help with managing budgets,

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
H2/C. SE1/F. SE1/G]						vacancies and future planning for workforce. Workforce Plan was one of the documents requested by Audit Wales as part of their risk work.
[Strategic Grant Letter]						
[Equality Plan]						
[Welsh Language Promotion Strategy]	Strategic: Implement actions within Equality Plan that support delivery of equality objectives that sit under long term aim: Our workforce is diverse, we are an employer of choice and staff feel supported within an inclusive and fair work environment. [Equality Plan]	Progress made against actions within Equality Plan	2025/26 – 2026/27	Managed through People Services Budget Resource.	Lead: People Services. Support/ Input: Management Team, Engagement and Inclusion.	Authority approved revised Equality Plan in February 2024/25 and there are several workforce related actions within the plan linked to delivering diverse, supportive and inclusive workforce. All organisations who sign up to the zero-tolerance to racism policy agree to take a stand against racism and promote a more inclusive and equal workplace and
	Strategic: Sign up to the zero-tolerance to racism policy created by Zero Racism Wales.	Pledge in place	2025/26	Managed through CEO budget resource.	Lead: CEO Support/ Input: Performance.	

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	[Equality Plan]					society, that gives every individual in Wales the right to feel safe, valued and included. Pembrokeshire County Council have previously signed the policy pledge.
	Knowledge: Induction process updated to reflect Well-being Objectives and Corporate compliance areas (Staff, Volunteers and Members induction.)	New induction process is in place and piloted. Feedback from new starters, line managers and compliance leads inform ongoing improvements to process.	2025/26	Managed through People Services budget resource	Lead: People Services	Work in this area has been delayed due to focus of People Services being on Pay and Grading Review in 2024/25. New officer in post who will support this work going forwards.
	Knowledge: Embed resources created during the NPA Governance Assistance programme (Members' Governance Handbook, training	Resources included within induction and development programme	2025/26	Managed through People Services – Democratic Service budget resource.	Lead: People Services.	WG have been involved in supporting range of resources as part of NPA Governance assistance programme. Strategic Grant letter highlights WG

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	recordings and associated toolkits) in Member induction and development arrangements [Strategic Grant Letter]					expectations that we embed these within Member induction and development arrangements.
	Knowledge: Annual Appraisal/ Work and Well-being process carried out to identify skills gaps and development opportunities for all staff.	% staff annual appraisal/ work and well-being reviews completed Outcome fed into training plan/ programme	Annual Process	Managed through People Services budget resource, however officer time for completion needs to be allocated across all Teams.	Lead: People Services. Support/ Input: Management Team. All Line Managers and Staff.	Although work and well-being reviews carried out in 2025/26, analysing and feeding results back into wider training plan was impacted by People Services capacity being focused on completion of Pay and Grading review.
	Knowledge: Development and delivery of training plan/ programme (which is structured to support cyclical review linked to annual appraisals/	Training Programme in Place Delivery and completion of training and skills development	2024/25 – should then be updated annually linked to annual appraisal process	Managed through People Services budget resource.	Lead: People Services.	

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	<p>PDP and effective resourcing of training) for staff, Members and volunteers. Covering:</p> <ul style="list-style-type: none"> • mandatory compliance related training • skills and development opportunities in support of staff delivering against our Well-being Objectives. <p>[Equality Plan / Socially Responsible Procurement Strategy/ Welsh Language Promotion Strategy]</p>	<p>opportunities against the plan.</p> <p>% completion for mandatory training across relevant compliance areas</p>		<p>Requires allocation of staff budget resource across all Teams to enable completion of training. Managers expected to factor in staff training time as part of work programme planning for their team.</p>		
Financial and Resource Resilience	<p>Organisational Review:</p> <p>Programme of review in support of mid/long term</p>	<p>Engagement with Management Team, Members and Staff.</p>	<p>2025/26</p> <p>Further review may be required</p>	<p>Managed/ delivered through Management Team and</p>	<p>Joint Lead: CEO, Head of Finance and Fundraising.</p>	<p>A 'bottom-up' approach has been used for the setting of the 2025/26 budget with Heads</p>

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
[Partnership Plan: N1/A. SE1/H.] [Strategic Grant Letter] [Equality Plan] [Socially Responsible Procurement Strategy] [Asset Management Strategy]	financial planning, to manage future deficits identified in 2025/26 budget planning and ensure future balanced budgets. Review to involve Members and include looking at: <ul style="list-style-type: none"> • income generation • efficiencies and cost savings • where appropriate, discontinuing certain activities • service delivery models and workforce planning • seeking sources of grant aid • departmental and Authority wide costs • partnership funding • invest to save opportunities 	Completion of review/ next steps identified. Outcome fed into <ul style="list-style-type: none"> • budget planning for 2026/27 • service delivery planning • corporate planning • work force planning • consultation and engagement planning (changes or discontinuation of services) 	in 2026/27 and will align with full review of Corporate and Resources Plan/ Authority priorities.	Team Leader Resource. Expected that Head of Finance and Fundraising and Senior Leadership Team will need to prioritise this activity. Member time.	Support/Input: Management Team, Team Leaders, Finance and Fundraising Team.	of Service taking responsibility for drafting budgets on a zero-budget basis. This has enabled more accurate budgets to be presented. Increasing pressures on Authority budgets, resulting in need to manage future deficits identified in 2025/26 budget planning and future balance budgets. Work is needed with Members and staff to review income generation, efficiency and cost saving options.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	<ul style="list-style-type: none"> consideration of impact of future developments on our work/ resources (Visitor Levy, Sustainable Farming Scheme) continued engagement with WG 					
	Financial Procedures and Reporting: Review of Financial Standards and Procedures. New finance system working effectively. Revised and/ or new reports in place for effective financial monitoring.	Updated standards and procedures in place. New reports in place. Staff training in place. Limited distribution to payments to suppliers - % of invoices paid on time.	2025/26	Managed through finance budget resource. Could lead to improved efficiencies in some areas.	Lead: Finance	New finance and payroll systems to go live in 2025/26. Need to ensure manage introduction effectively and support staff through process. Expected new system should lead to improved workflows and data analysis in some areas. Updated written procedures to be created.
	Fundraising: Deliver Authority Fundraising Strategy in support	# priority projects funded	2025/26 - 2026/27	Delivered through fundraising	Lead: Fundraising	Fundraising continued to work across departments to secure funding.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	of prioritised projects and activities. Maintain a portfolio and pipeline of prioritised projects for seeking funding opportunities.	<p>Number of applications submitted to support strategic priorities this quarter</p> <p>£ value of successful applications granted</p> <p>£ funding secured from wider fundraising activities</p>		budget resource.	Support/ Input: Nature Recovery. Decarbonisation. Engagement and Inclusion. Regenerative Tourism	<p>Successful NNF4 and Brilliant Basics applications.</p> <p>Number of studies Authority has commissioned should inform portfolio of projects.</p>
	Procurement: Implementation of Authority's Socially Responsible Procurement Strategy. Secure additional funding where required. [Socially Responsible Procurement Strategy]	<p>Completion of actions within the plan against timescales.</p> <p>£ funding secured where required.</p>	2025/26-2026/27	Managed through Decarbonisation, Finance and Nature Recovery Resource.	Joint Lead: Decarbonisation. Finance. Nature Recovery.	<p>Socially Responsible Procurement Strategy and action plan approved by Members in 2025/26.</p> <p>WG developing range of resources linked to UK Procurement legislation.</p>

Status: Updated Delivery Plan 2025/26 following annual review process

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
						New post in nature recovery should also help support procurement and relationship with contractors.
	Asset Management: Creation and implementation of Action Plan in support of delivery of Asset Management Strategy. [Asset Management Strategy]	Action plan created. Completion of actions within the plan against timescales.	2025/26- 2026/27	Managed through Decarbonisation budget resource. Input required from teams with site management responsibilities across the Authority.	Lead: Decarbonisation. Support/ Input: Teams with site management responsibilities across the Authority	Asset Management Strategy and Policy approved NPA March 2025. Noted that action plan would be developed to support delivery.
	Assets: Green Room Development	Completion of works	2025/26	Included within Draft Capital Programme - £847,305 (£187,305 funded by EMR, £660,00 funded by Capital	Lead: Decarbonisation	In September 2021 the Authority approved expenditure on the redevelopment of the "Green" room which holds Authority committee meetings. The portacabins have

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
				Receipts/ Grants)		been removed and building works due to be completed in 25/26.
Communications [Partnership Plan Engagement with Partners across work stream areas, SE1/J, N1/E, N1/A, E1/O, W1/A, W2/B, H1/A, W1/H] [Strategic Grant Letter] [Equality Plan]	Promoting our Work: Promote the positive work and contribution of the Authority to nature recovery and decarbonisation. Promote opportunities for people to participate in this work.	Number Press Releases Number Case Studies submitted Communication costs included within grant funded projects.	2025/26-2026/27	Managed/delivered through communication budget resource. Officer time across Nature Recovery, Decarbonisation, Engagement and Inclusion, Regenerative Tourism.	Lead: Marketing and Communications. Support/Input: Nature Recovery, Decarbonisation, Engagement and Inclusion, Regenerative Tourism.	Combine number of previous deliverables into one helping maximise promotion of positive work and contribution of Authority's work in response to Nature and Climate Emergency.
	Promoting our Work: Develop a targeted main season campaign to raise awareness of easy access opportunities across the Park, including	% increase in beach wheelchair and mobility booking take up	2024/25 - 2026/27	Managed through Communications budget resource.	Lead: Marketing and Communications. Support/ Input: Engagement and Inclusion.	Builds on Open for All activities. Supports response to Audit Wales Access report and is action within our Equality Plan.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	promotion of the beach wheelchair and mobility equipment scheme. [Equality Plan]					Welcome to All feature included in Coast to Coast 2025.
	Promoting our Work: Review the accessibility and inclusivity of our communication and interpretation resources to increase representation, diversity and raise awareness of opportunities to experience the Park. Secure additional funding to support this activity. [Equality Plan]	Accessible communications resources are expanded. Reduction in number of PDFs on website	2024/25-2026/27	Secure funding and where possible review within Communications, Engagement and Inclusion budget resource.	Joint Leads: Marketing and Communications, Engagement and Inclusion. Regenerative Tourism. Support/ Input: Strategic Advisor, Fundraising.	Work has been carried out by Engagement and Inclusion Team working with People First which could help inform this project. Tools that potentially could be used that were developed by Open 2 All Project. Coast to Coast 2025 features images from publicity shoots at centres to capture more diverse audiences and updated images used in Welcome to All section.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
						<p>Website offer needs to comply with Public Sector Bodies (Websites and Mobile Applications) Regulations 2018.</p> <p>Brilliant Basic fund project at Carew and Castell Henllys will support review of some interpretation materials.</p>
	<p>Working with others: Promote campaigns of Partners that support delivery of Partnership Plan actions e.g. Water Safety and Sustainable Transport in the Park. Promote the contribution of Partners to delivery of Partnership Plan. [Strategic Grant Letter]</p>	<p>Joint Press Releases</p> <p>Re posts on our social media pages.</p>	2024/25-2026/27	<p>Managed through Communications budget resource.</p> <p>Additional marketing spend dependent on partner activity and promotional opportunities available.</p>	Lead: Communications.	<p>Partnership Plan consultation follow up work identified need to promote contribution of Partners to Partnership Plan.</p> <p>Authority has been engaged in supporting partner communication activities including content development and wider promotion</p>

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
						of Visit Pembrokeshire marketing initiative with Transport for Wales/GWR to develop a 'Come to Pembrokeshire by train' campaign.
Digital Resilience	<p>IT Infrastructure and Systems: Implement the IT Strategy to strengthen actions to mitigate cyber security risks and ensure Authority is upgrading its IT infrastructure.</p> <p>Update the strategy in line with agreed actions identified from 2024/25 and 2025/26 internal audit work.</p> <p>Identify additional cost needs and funding options,</p>	<p>IT strategy updated in line with internal audit recommendations.</p> <p>Completion of actions within IT Strategy.</p> <p>Cyber Essentials Review complete.</p>	2025/26 - 2026/27	Managed through IT budget resource.	Lead: Decarbonisation – IT.	<p>IT Strategy in place and approved by Audit and Corporate Services Committee in 2024/25.</p> <p>Implementation of new switches carried out in Q4.</p> <p>Authority dealing with increased cyber security threats and risks.</p>

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	informed by risk to Authority.					
	Digital Skills: Revise and launch new Cyber Security training using ELMS platform.	New ELMS Cyber Security course in Place. % Staff/ Members who have completed course.	2025/26	Managed through IT/ Performance and People Services resource.	Lead: Decarbonisation. Support: Record Management Group. People Services – HR.	Officers looking to move to ELMS system for Cyber Security training, this will be supplemented by wider communication plan. Amending training on ELMS feasible but will take time due to technical nature of applying changes.
	Digital Skills: Implement Communication plan for Cyber Security, Digital Skills and Data Protection.	Resources available for staff. Examples of awareness raising activities. Feedback from staff.	2025/26 – 2026/27	Managed/ delivered through IT/ and Performance resource. Additional IT Technical Officer in place.	Joint Lead: Decarbonisation. Performance Support: Record Management Group	Training sessions have been delivered as capacity allowed to staff for Microsoft Teams. Still seeing mixed level of use and understanding of system. Tailored sessions with departments seen as opportunity to bring possibilities alive – as shown via planning officer
	Digital Skills: Deliver training programme for staff to increase confidence in use of Microsoft 365/ Team, Sharepoint.	Sessions delivered. New work flows/ quick win opportunities	2025/26 – 2026/27	Managed/ through IT resource. Additional IT Technical	Lead: Decarbonisation - IT Support: Record	

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
	Including tailored sessions for departments demonstrating quick wins/improved work flow opportunities.	adopted by departments. Increased use of Microsoft Teams		Officer in place. Could lead to improved efficiencies in some areas.	Management Group Involvement: All Authority Departments.	report session. Staff intranet using Sharepoint is being used to share more corporate documents with staff.
	Record Management: Further progress restructure of F/Drive and movement of digital files where appropriate to Teams/ Sharepoint (focused on opportunities for improved workflows). Update record of processing as part of this activity.	Revised folder structure in place for F/Drive. Updated record of processing in place. Examples of improved workflows/ quick wins using Teams. Procedures/ Guidance in place for starting/ closing projects.	2025/26-2026/27	Managed/ delivered through IT/ and Performance resource. Involves time being allocated from relevant teams in support of record management activities. Rate of progress is dependent on capacity of key officers	Joint Lead: Performance and Compliance / Decarbonisation – IT Involvement: All Authority Departments	In Q1/Q2 2024/25 significant work was done on progressing F/Drive restructure, however progress slowed in Q3/Q4 and further work needs to be carried out. Retention schedule updated in 2024/25 and should help with this process. Photo / video storage capacity remains a risk area and requires cross team activity to solve.

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
				<p>against other activities.</p> <p>Could lead to improved efficiencies in some areas.</p>		
	Record Management: Identify solution to photo/ video storage management risks.	<p>Storage solution in place.</p> <p>Reduction in risk to storage levels created by images/ video.</p>	2025/26-2026/27	<p>Identification of solution - managed/ delivered through Management Team Resource.</p> <p>Involves time being allocated from relevant teams in support of record management activities of reviewing and classifying photos.</p>	<p>Lead: Management Team</p> <p>Support: Performance and Compliance Officer. Decarbonisation – IT.</p>	

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
				Solution costs – could involve procuring additional system. Need to consider this against costs for additional F/ Drive server storage or expanding storage on Teams.		
	Managing IT Resource: Pilot and implement new IT/ Systems Project request form (2 stage management team approval process.)	Evidence of improved and co-ordinated approach to procuring IT systems across Authority. Financial and other risks including data protection and cyber security are being effectively	2025/26	Managed/ delivered through IT/ Management Team resource. DPO, Performance and Compliance Officer and Head of Finance	Lead: IT Support: DPO. Performance. Finance. Decision Making: Management Team	Request to fill form has been updated to take account of IT costs. New IT/ Systems Project request form developed. Will also help ensure data protection, web accessibility, Welsh language, use of AI considerations are considered.

Status: Updated Delivery Plan 2025/26 following annual review process

Area	Deliverable	Milestones/ Measures	Timescales	Resource	Teams involved in delivery	Key findings from March 2025 review of Delivery Plans
		managed through process.		input required.		

Equality and Socio- Economic Duties / Reducing Child Poverty	<p>Governance and Decision Making: Supports embedding integrated assessments within corporate decision making and extend it to project development. Review of values and Employee Code of Conduct and Manager Behaviour Framework should support inclusive work environment and services.</p> <p>Workforce and People: Supports implementation actions within Equality Plan. Ensure staff have training they need to delivery inclusive and accessible services. Revised induction process will help promote equality expectations to new starters.</p> <p>Financial and Resource Resilience: Supports securing funding for ongoing delivery of inclusion related projects. Socially Responsible Procurement Strategy includes Objective on improving fair work and equality practices adopted by suppliers.</p> <p>Communications and Marketing: Supports promotion of easy access opportunities across the Park, including beach wheelchair and mobility equipment scheme. Review of the accessibility and inclusivity of our communication and interpretation resources will support increase representation, diversity and raise awareness of opportunities to experience the Park. This will also support Authority to achieve its Equality Objectives.</p> <p>Digital Resilience: New IT/ Systems Project request form (2 stage management team approval process) takes account of accessibility considerations when looking to procure new systems/ apps. Digital Skills training will benefit staff of all ages.</p>
Promoting Welsh Language	<p>Governance and Decision Making: Supports embedding integrated assessments within corporate decision making and extend it to project development.</p> <p>Workforce and People: Training plan will identify and support staff, volunteer and Members skills development linked to Welsh Language. Revised induction process will help promote Welsh Language Standards to new starters.</p> <p>Financial and Resource Resilience: Supports securing funding for ongoing delivery of activities that support the Authority to promote the Welsh language. Socially Responsible Procurement Strategy includes activities in support of Welsh Language.</p>

	<p>Communications and Marketing: Activity will comply with Welsh Language Standards, with our aim to actively promote the Welsh language and culture through all material produced.</p> <p>Digital Resilience: New IT/ Systems Project request form (2 stage management team approval process) takes account of Welsh Language Standards expectations when looking to procure new systems/ apps.</p>
Engagement with Communities and Stakeholders	<p>Governance and Decision Making: Revised set of values and will set out expected behaviours when engaging with public.</p> <p>Workforce and People: Training plan will identify, and support staff, volunteer and Members skills development linked to Engagement.</p> <p>Financial and Resource Resilience: Programme of review in support of mid/ long term planning will consider where further consultation and engagement with communities and stakeholders are needed. Projects developed via fundraising particularly linked with Engagement and Inclusion Team will involve beneficiaries in their development. Socially Responsible Procurement Strategy provides opportunity to engage with local SMEs.</p> <p>Communications and Marketing: Will support promotion of contribution of partners and stakeholders to delivery of the Partnership plan.</p> <p>Digital Resilience: New IT/ Systems Project request form (2 stage management team approval process.) takes account of stakeholder engagement when looking to procure new systems/ apps.</p>
Section 6 Biodiversity Duty	<p>Governance and Decision Making: Supports staff with skills needed to complete integrated assessment. Review of Section 6 signposting documentation and submission of reports.</p> <p>Workforce and People: Training plan will identify and support staff, volunteer and Members skills development linked to nature recovery. Revised induction process will help promote Section 6 duty to new starters.</p> <p>Financial and Resource Resilience: Supports securing funding for ongoing delivery of activities that support the Authority to achieve its 30x30 ambitions. Implementation of both socially responsible procurement strategy and asset management strategy has potential to have positive benefit on nature.</p> <p>Communications and Marketing: Supports promotion of the positive work and contribution of the Authority to nature recovery and decarbonisation and opportunities for people to participate in this work.</p> <p>Digital Resilience: New IT/ Systems Project request form (2 stage management team approval process) takes account of contribution to decarbonisation and emission risks for project when looking to procure new systems/ apps. Transforming our ways of working provides opportunities to explore how we can reduce carbon emissions through more efficient practices, including implementing effective data retention practices to reduce storage costs. Consideration is needed on AI use and energy consumption.</p>
Volunteering Opportunities/	<p>Governance and Decision Making: Support staff with skills needed to complete integrated assessment. Support access to corporate policies and procedures for staff.</p>

Staff Development	<p>Workforce and People: Training plan supports skills development for staff. Support implementation actions within Equality Plan in support of diverse and inclusive workplace. Includes creation of Establishment and Workforce plan.</p> <p>Financial and Resource Resilience: Volunteering is likely to be included as element within projects developed for external funding as shown with NNF4.</p> <p>Communications and Marketing: Supports promotion of the positive work Authority staff and volunteers are involved with. Will help promote volunteer opportunities.</p> <p>Digital Resilience: Help staff to improve their digital skills and use tools that can support improved workflows.</p>
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Glossary

This document includes acronyms, please see explanations for them below.

- SLT – Senior Leadership Team
- SLSP – Sustainable Landscapes, Sustainable Places Fund
- WG – Welsh Government
- WGES – Welsh Government Energy Service
- NNF – Nature Networks Fund. This fund is administered by National Lottery Heritage Fund and aims to strengthen the resilience of Wales’ network of protected land and marine sites. NNF3 - round 3. NNF4 - round 4.
- INNS – Invasive Non-native Species
- PROW – Public Rights of Way. IROW – Inland Rights of Way
- PV – Photovoltaic
- SDF – Sustainable Development Fund
- LDP – Local Development Plan
- PCC – Pembrokeshire County Council. PSB – Pembrokeshire Publics Services Board. PCNPA – Pembrokeshire Coast National Park Authority
- OYP – Oriel y Parc
- PODS – Pembrokeshire Outdoors Schools Partnership
- SME – Small and Medium-sized enterprise