

## REPORT OF PERFORMANCE AND COMPLIANCE CO-ORDINATOR

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### **SUBJECT: CORPORATE PLAN 2017/18**

#### Purpose of Report

To ask Members to approve the Corporate Plan 2017/18.

#### Introduction/Background

Under the Local Government Measure, the National Park Authority is required to publish its Improvement Plan as soon as practical for the new financial year. The Well-being of Future Generations legislation requires public bodies to publish a plan showing how it will deliver towards the well-being goals and how it has applied the Sustainable Development principle in its work. Therefore, in order to reduce the need for duplication this Corporate Plan is intended to fulfil the requirements of both pieces of legislation by developing the Authority's well-being objectives which can also be considered the improvement objectives.

The draft Corporate Plan was presented to Members in November and was issued for consultation during February. No external comments have been received. However amendments have been applied following comments and feedback from staff.

#### Summary Findings

Members are asked to approve the Corporate Plan for 2017/18.

#### Financial considerations

All projects indicated in the Corporate Plan will be subject to the approved budget.

#### Risk considerations

No additional risks are involved.

#### Compliance

Required to comply with Local Government Measure and the Well-being of Future Generations Act.

#### Human Rights/Equality issues

None.

#### Biodiversity implications/Sustainability appraisal

None

#### Welsh Language statement

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

**Recommendation**

Members APPROVE the Corporate Plan 2017/18.

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

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# Pembrokeshire Coast National Park Authority

## Corporate and Resource Plan 2017/18



<b>Content</b>	
Introduction	3
Background	4
Park Purposes	4
Well-Being Goals for Wales	5
Pembrokeshire Coast National Park Authority Well-being Objectives	6
Funding	8
Wellbeing Objective 1: To encourage and support the development of sustainable employment and businesses, particularly in tourism and recreation	11
Wellbeing Objective 2: To improve the health of the National Park's Ecosystems	16
Wellbeing Objective 3: To enable and encourage more people to improve their well-being by making greater use of the National Park regardless of their circumstances	21
Wellbeing Objective 4: To continue to ensure equality is embedded in the work and culture of the NPA	27
Wellbeing Objective 5: To encourage communities to become more engaged with the National Park	32
Wellbeing Objective 6: To protect and promote the local culture of language, arts and heritage of the area	37
Wellbeing Objective 7: To ensure our work makes a positive contribution to global well-being	41
Effective Governance and Financial Sustainability	45
Summary Draft Estimate – Gross Expenditure 2017/18 on 7 Well-being Goals	48

## Introduction

The National Park Authority delivers a wide variety of work that contributes to the vitality of the local area from conservation management and public access to supporting the local economy and approving affordable housing developments. The National Park Authority will endeavour to ensure that we meet the expectations of our customers, both residents and visitors, and the Welsh Government during a time of economic constraint.

The Authority is currently required to publish an Annual Improvement Plan. The Well-being of Future Generations Act 2015 also places a duty on the Authority to set out its Well-being Objectives and to demonstrate how these contribute to the Welsh Government's seven Well-being Goals. In order to reduce resource requirements the three National Park Authorities in Wales have agreed to work to a common format of a Corporate and Resources Plan which complies with the relevant legislation. During 2016/17 the Authority, along with the other two Welsh NPAs and the Wales Audit Office, piloted a new approach to meeting the audit requirements. This will continue during 2017/18.

Each year the Authority commences its forward work planning and budget preparation cycle in October in order to approve a balanced budget by February 15<sup>th</sup>. This Corporate and Resources Plan starts with the Welsh Government's seven Well-being Goals and sets out the Authority's Well-being Objectives and work programmes for 2016/17 to contribute to these as required by the Well-being of Future Generations Act.

The National Park Authorities face growing and sometimes conflicting demands to deliver conservation, public access, local employment and affordable housing, at a time when resources are being constrained. In preparing this plan we have reviewed progress during previous years and also considered any changes in legislation or society in general and in funding which might affect our work.

The Well-being of Future Generations Act requires public bodies to act in accordance with the sustainable development principles. In this plan we have highlighted how the sustainable development principles are embedded in the Authority's work with reference to each of the Authority's Well-being Objectives.

## Background

### **Pembrokeshire Coast National Park**

Pembrokeshire Coast National Park was designated in 1952 under the National Park and Access to the Countryside Act 1949.

The National Park covers an area of 612km<sup>2</sup>, with approximately 23,000 people living in some 50 community council areas. Most of the National Park is in private ownership with the Authority owning only about 1%.

### **Pembrokeshire Coast National Park Authority**

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

## **Park Purposes**

The Act 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 foster the social and economic well-being of local communities.

The Authority contributes to the Welsh Government's wider goals as outlined in the Programme for Government "**Taking Wales Forward**". In addition, the Authority meets the aspirations for better public services set out in policy and legislation including One Wales: One Planet and the Well-being of Future Generations Act.

The Authority is the statutory planning authority for the National Park area and is responsible for the preparation of the Local Development Plan. Every five years the Authority is required to produce a National Park Management Plan which sets out how it would like to see the National Park managed, not just by the Authority itself, but by the other agencies and organisations whose activities might impact on the Park. Key documents such as the State of Natural Resources Report (SoNaRR), Area Statements and the Pembrokeshire Well-being Assessment (due to be published in March 2017) will provide an evidence base and policy direction to inform the work of the Authority for the duration of this plan and contribute towards developing a locally-tailored approach to improve the resilience of the National Park.

## Well-Being Goals for Wales

This Corporate and Resources Plan is structured to take account of the requirements of the Well-Being of Future Generations Act. The Authority is a member of the Pembrokeshire Public Service Board and is contributing to work to develop the Pembrokeshire Well-being Assessment which will lead to the creation of the Local Well-being Plan. The Authority will set its well-being goals when the Pembrokeshire Well-being Plan has been agreed (in May 2018). The Welsh Government has identified the following outcomes for public authorities to deliver.

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

## Pembrokeshire Coast National Park Authority Well-being Objectives

While the Pembrokeshire Well-being Assessment (to be published in March 2017) and Well-being Plan (scheduled for May 2018) have not been completed, as an interim measure the Authority has set out seven Well-being Objectives which contribute to the Well-being Goals. In order to continue to meet the requirements of the Local Government Measure, the agreed Well-being Objectives will also be our Improvement Objectives for the next year.



<b>PCNPA Well-being Objectives</b>	<b>How we contribute to Welsh Well-being Goals</b>
1. To encourage and support the development of sustainable employment and businesses, particularly in tourism & recreation.	Contributes to a 'Prosperous Wales' and a 'Resilient Wales' by encouraging the development of new and existing businesses and increasing the number of jobs while discouraging unsustainable use of natural resources. Increased employment should support 'More Equal Wales' and a 'Healthier Wales.'
2. To improve the health of the National Park's ecosystems.	Using the ecosystems approach is a key technique in preparing the Well-being Assessment for the Public Service Board, in ensuring a 'Resilient Wales' and in preparing any future National Park Management Plan and Local Development Plan.
3. To enable and encourage more people to improve their well-being by making a greater use of the National Park regardless of their circumstances.	Activity in the outdoors, such as walking, can improve the feeling of well-being, reduce stress and be inspirational. By promoting more regular use of the outdoors whether it is on people's doorstep or within the National Park, encouraging volunteers and removing barriers to access this objective contributes to a 'Healthier Wales', 'More Equal Wales' and a 'Wales of Cohesive Communities.'
4. To continue to ensure equality is embedded within the work and culture of the NPA.	The Authority will continue to encourage a more representative range of people to become engaged and involved with its work and the National Park. It will use its Strategic Equality Plan to embed equality and diversity within the work and culture of National Park Authority.
5. To work alongside communities to help them make the most of the NPA.	Already many communities and local groups are engaged with and contribute to the work of the National Park Authority from consultation responses to local environmental improvement projects. By increasing the scale and scope of this, taking a co-production approach and developing our work to engage new audiences that are representative of society we will add to a 'Wales of Cohesive Communities.'
6. To protect and promote the local culture of language, arts and heritage of the area.	Pembrokeshire has a rich culture in the arts, heritage and language. This is recognised as part of the area's distinctiveness contributing to a 'Wales of Vibrant Culture and Thriving Welsh Language.'
7. To ensure our work makes a positive contribution to global well-being.	By continually reducing our carbon footprint, supporting the green growth agenda through SDF projects and educating people about the special purposes of the Park the Authority contributes to a 'Globally Responsible Wales'. The Well-being Objectives support a globally responsible Wales by protecting the natural and historic environment, our support for the local economy and through our education provision.

## Funding

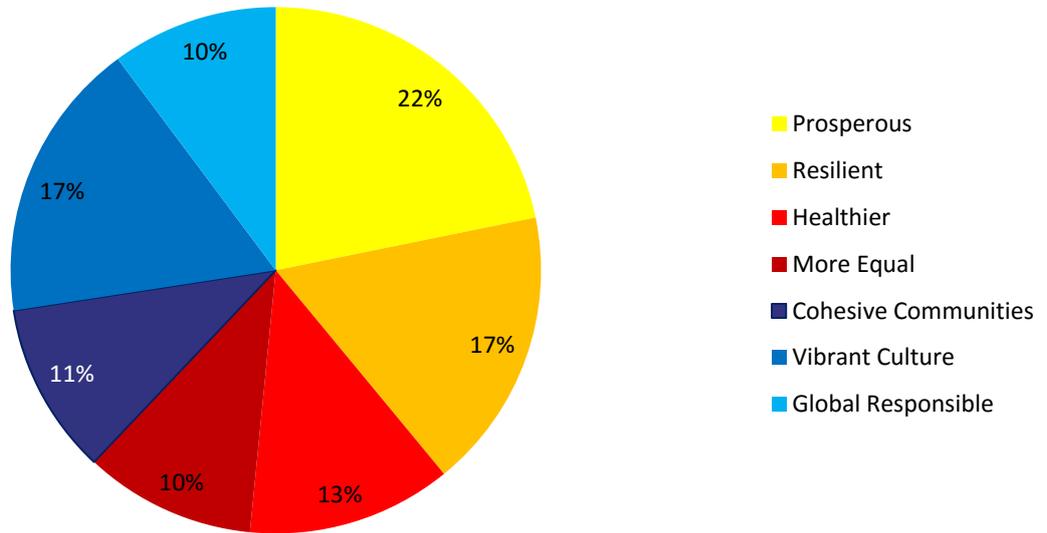
The Authority's net revenue expenditure for 2016/17 is determined by the Welsh Government, by allocating the annual National Park Grant and levy at £3,939,000. This is a flat line budget on the previous year, however the authority did receive a 5% cut in 2015/16. Locally generated income of about £2,014,000 is raised from planning fees, admissions, merchandise sales, car parks etc. A more detailed breakdown of the budget again the CIPFA codes for National Park Authorities is included as Annex A.

### 2017/18 Budget Forecast

Income	
	£000's
Welsh Government Grant	2955
Local Authority Levy	985
Local Generated Income and Transfer from Reserves	2014
<b>Total</b>	<b>5954</b>

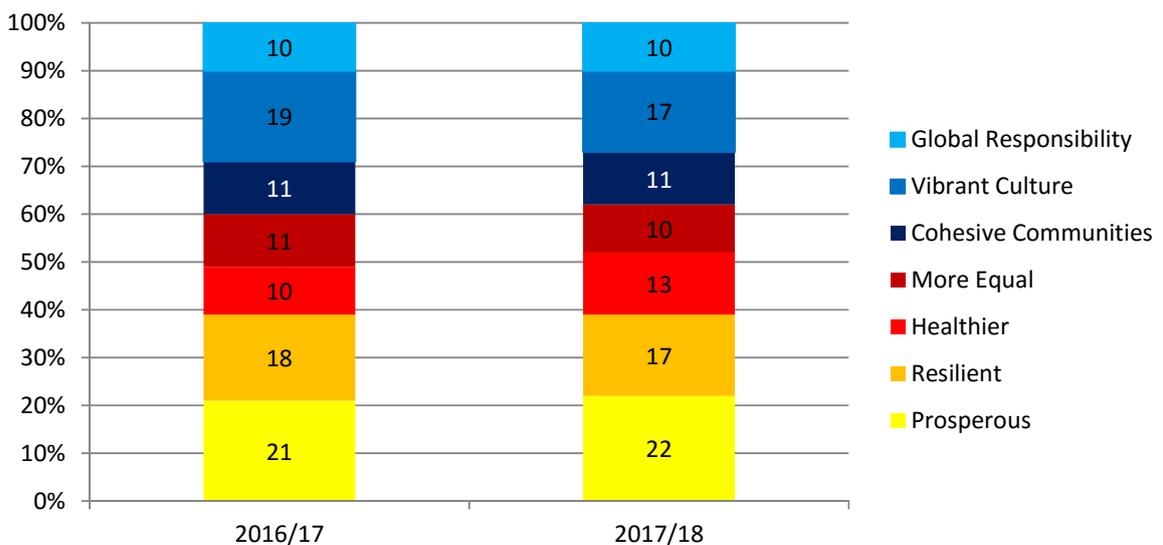
Expenditure		
PCNPA Well-being Objective	Resource (£000's)	%
To encourage and support the development of sustainable employment and businesses, particularly in tourism & recreation.	£1,297	22
To improve the health of the National Park's ecosystems	£1,029	17
To enable and encourage more people to improve their well-being by making a greater use of the National Park regardless of their circumstances	£744	13
To continue to ensure equality is embedded within the work and culture of the NPA	£622	10
To Work alongside communities to help them make the most of the NPA	£628	11
To protect and promote the local culture of language, arts and heritage of the area	£1,029	17
To ensure our work makes a positive contribution to global well-being.	£605	10
<b>Total</b>	<b>£5,954</b>	<b>100</b>

### 2017/18 Gross Resources Distribution by Future Generations Well-being Goals



Distribution amounts and % from 2016/17 have been reapportioned for 2017/18 following review of services contributions to different Well-being Goals.

### Comparison of Gross Resources Distribution by Well-being Goals for 2016/17 and 2017/18



**Well-being Objective 1: To encourage and support the development of sustainable employment and businesses, particularly in tourism and recreation.**

**Sustainable Development Principles – Embedded in how we work**

**Long Term**

- ➔ As a planning authority our Local Development Plan sets planning policy for the Park over a ten year horizon. In July 2016 the Authority's LDP Replacement Plan (2015-2031) Delivery Agreement was approved by Welsh Government, with deposit participation happening between June/July 2016 – February 2017.
- ➔ Through the Welsh Government Sustainable Development Indicators we assess the impact of the Authority's planning decisions on wider national planning sustainability objectives including economic development and renewable and low carbon energy development.

**Preventative**

- ➔ Through involvement with Pembrokeshire Outdoor Charter we assist in the promotion of sustainable recreation. Balancing the needs of the environment with adventure and leisure activities through guidance and voluntary codes.
- ➔ The Pembrokeshire economy benefits from the hosting of outdoor recreational events like 'Ironman Wales.' However events need to be delivered in a sustainable manner and to assist in this we have developed sustainable events guidance for active outdoor events.

**Integrated**

- ➔ The Welsh Government Strategy for Tourism 2013 – 2020, Partnership for Growth strategy sets the vision for the Welsh Government and the industry to work in partnership to increase visitor spend to Wales.
- ➔ We are part of the Destination Pembrokeshire Partnership. This partnership is responsible for the Destination Management Plan 2013-18 and aims to improve the tourism offer and support local tourism.
- ➔ Partnership working structures for tourism are going through a period of change in Pembrokeshire. Going forward it is important that we participate in new tourism partnership opportunities and are responsive to new models of delivery within the County.

## **Collaboration**

- ➔ Through the 'Skills in Action' scheme in partnership with Brecon Beacons National Park and Torfaen Council we have provided annually five trainees with qualifications and practical experience in countryside management.
- ➔ We want to engage with tourist providers to promote the National Park and its special qualities through developing a tourism ambassador scheme, our Park Wise Scheme and by providing training and workshops for 'front of house staff.'
- ➔ We are working with the other Welsh National Parks to promote the night sky as a tourist asset through the Dark Skies initiative.

## **Involvement**

- ➔ We carried out a country path user survey (between August 2015 – July 2016) to guide the future development and management of the Coast Path and public rights of way in the National Park. High levels of satisfaction have been recorded through the survey demonstrating the quality expected and achieved. Through the vital work of the Wardens we maintain access to the public path network, ensuring people have a positive experience, encouraging repeat visits and positive promotion to others.
- ➔ We offer economic opportunities to local businesses through provision of concessions, stall opportunities at seasonal fairs held at Oriel Y Parc, Carew Castle and Castell Henllys and the artist in residence scheme.
- ➔ Growth in engagement via social media channels, particularly the Authority's Facebook page has enabled engagement with a wider group of people. The launch of Google Trekker for the Pembrokeshire Coast Path offers a new exciting opportunity for online engagement.

<b>How we will deliver Well-being Objective 1</b>	Prosperous	Resilient	Healthier	More equal	Cohesive Communiti	Vibrant Culture	Global responsible
Prepare a revised Local Development Plan including sustainable economic development policies.	✓	✓	✓	✓	✓	✓	✓
Implement planning policies to support a sustainable economy and contribute to Welsh Government planning sustainability objectives.	✓	✓	✓	✓	✓	✓	✓
Deliver training to tourist providers to enable them to become advocates for the park.	✓	✓	✓	✓	✓	✓	✓
Promote the special qualities of the Park as a tourist destination, working with partners to improve and support the local tourism offer.	✓	✓	✓	✓		✓	
Maintain the Pembrokeshire Coast Path ensuring continued high level of satisfaction with visitor experience.	✓		✓	✓	✓		✓
Promote sustainable recreation, through Naturally Connected project and working in partnership with recreational bodies and user groups.	✓	✓			✓		✓
Support local businesses and promote skills development.	✓	✓		✓	✓	✓	✓
<p>✓ indicates a strong contribution to this well-being goal</p> <p>✓ indicates indirect or limited contribution to this well-being goal</p>							

### Castle Martin Ranger – Holistic Approach to Recreation Management

#### Achievements:

- ✓ Access arrangements for cavers have been developed for the first time with an agreed protocol for cave conservation and exploration.
- ✓ Seasonal voluntary climbing restrictions are successfully agreed and implemented annually to protect cliff nesting birds.
- ✓ Year-round access to Castlemartin Range West has been negotiated for climbers.
- ✓ Work has been carried out with the British Mountaineering Council to improve/remove belay stakes from cliff tops.

Castlemartin Ranger partnership is managed by the Authority and part-funded by the Ministry of Defence's Conservation Stewardship Fund and a Joint Working Partnership with NRW.

“We have one piece of land on which to train highly skilled army troops, to be used for recreation, be accessible and be used by numerous species of flora and fauna”

## Measuring Progress

2017/18 Action	Measure /Feedback	Outcome
Stick to our Local Development Plan (LDP) delivery agreement time table, with the Deposit Plan Completed by March 2018.	LDP preparation deviation from the dates specified in the original Delivery Agreement, in months	A new Local Development Plan adopted in 2020 which includes sustainable economic development policies.
Maintain or improve our performance against Welsh Government planning indicators on quality and efficiency.	% of planning applications approved % of all applications determined within time periods required Average time taken to determine all applications in days % of Member made decisions against officer advice % of appeals dismissed Applications for costs at Section 78 appeal upheld in the reporting period	An efficient and effective planning service that helps to facilitate a sustainable economy and contributes to the Welsh Government meeting its sustainability objectives.
Demonstrate our contribution to economic sustainability through performance on relevant Welsh Government sustainable development indicators.	SD1. The floorspace (square metres) granted and refused planning permission for new economic development on allocated employment sites during the year. SD2. Planning permission granted for renewable and low carbon energy development during the year.	
Develop and deliver training to tourist providers to enable them to become advocates for the park.	# Parkwise and other training sessions delivered to tourist providers ytd	Tourist providers are ambassadors for the Park promoting its special qualities to tourists and the public.
Participate in new Tourism partnership opportunities as they develop in Pembrokeshire.	Progress updates on new tourism partnership opportunities in Pembrokeshire	PCNPA is a key partner and is adaptive to new tourist partnership models in the county and service delivery models. Iron Man Wales
Continue to provide	Approval of PCNPA support	

financial support to Iron Man Wales.	to Iron Man Wales. Progress report on Iron Man 2017.	event is successfully held in the county in 2017 and beyond. Increasing levels of engagement through social media on topics related to National Park. People are using and benefiting from online tools provided by the Authority. An increasing number of people take up opportunities to engage with the special qualities within the Park including the night skies, Pembrokeshire Coast path and historic and cultural venues run by the Authority. Coast to Coast is a valued asset in promotion of tourism and local economy.
Increase awareness of tourist and wider opportunities within the park through Coast to Coast and increasing the number of people engaged with us online via social media and website, linking in with Google Trekker, web walks and Enjoy Website.	# Social Media Followers # Website hits # Attending Events & Activities (Time period advertised in Coast to Coast)	
Continue to play a liaising role in the use of National Park as a film location.	# of film enquiries	
Provide excellent visitor experience at Castell Henllys, Carew, OYP and Newport.	# Visitors Customer Satisfaction – Trip Advisor Customer Feedback (CH, Carew, OYP) / Qualitative methods to capture visitor experiences	
Promote enjoyment and appreciation of the night sky within the park through training staff in the delivery of dark sky events and activities.	# activities and participants - Dark sky events held by the Authority	
Complete all maintenance work required maintaining standard on existing networks and monitoring complaints from public on standards, to help us identify resources and delivery implications for future visitor satisfaction.	Trip Advisor Customer Feedback– Pembrokeshire Coast Path % of PROW open and accessible meeting the quality standard Complaints on standards Quality Standards for National Trail and Wales Coast Path – Surface and Surroundings and Furniture and Other Structures	
Deliver Naturally Connected SDF project with Tourism providers.	# tourism businesses engaged through project	
Promote use of Sustainable Events Guidance for active	Examples of where sustainable events guide has been used.	An increasing number of Tourist operators in the Park adopt sustainable land management practices. Outdoor events arranged in the county are held in a

outdoor events through Pembrokeshire Outdoor Charter Group, recreation bodies and providers.		sustainable way. Recreational user groups are engaged with the park, with access to recreational opportunities being provided in a sustainable manner.
Through Rangers involvement with recreational user groups, landowners and other stakeholders negotiate agreements and resolutions to promote sustainable access and recreation.	Examples of agreements achieved or issues resolved	
Carry out engagement work with recreational groups and participants to feed into new National Park Management Plan development	Update on engagement work carried out with recreational groups	
Support local small businesses through stall holding opportunities at venues, opportunities for artists and craft makers, concessions and look to increase amount we procure locally where possible.	# of businesses participating in local fairs and events at OYP, Carew and Castell Henllys # of Artists and Craft Makers supported through the Centres # businesses supported through concessions % of Authority spend spent locally % Invoices paid on time	Local business benefit from concession provision and Authority procuring locally where possible. Local businesses, artists and craft makers benefit from stall provision and other opportunities provided by centres. The 3rd purpose of the park is recognised in legislation enabling the Authority to further contribute to the development of sustainable local economy. Trainees in Skills in Action programme continue to find employment following completion of scheme.
Advocate for the 3rd purpose of the National Parks on economic sustainable development to be recognised in legislation	Progress reports	
Continue to support Trainees through the Skills in Action programme.	% trainees in employment/ further education following completion of skills in action programme	

**Resources Allocated to this Objective: £1,297,000**

## **Well-being Objective 2: To improve the health of the National Park's Ecosystems.**

### **Sustainable Development Principles – Embedded in how we work**

#### **Long Term**

- ➔ The National Park Management Plan 2015-19, sets out a vision for the area in 2050, this long term plan guides our approach to ecosystems within the Park. The Environment (Wales) Act places a duty on us as a public body to 'seek to maintain and enhance biodiversity' and to 'promote the resilience of ecosystems'.
- ➔ NRW's document, Introducing Sustainable Management of Natural Resources, identifies connectivity as a core component of resilient ecosystems. Connectivity is integral to delivery of the National Park's conservation purpose. Consideration of connectivity potential is included within the checklist that we use when considering new conservation sites.
- ➔ Planning decisions made in line with sustainable development principles help protect ecosystems in the long term, ensuring that development does not produce irreversible harmful effects on the natural environment. Through our Local Development Plan monitoring we monitor approvals contrary to Strategy Policy 8 - Special Qualities. A Sustainability Appraisal incorporating Strategic Environmental Assessment and Habitats Regulation Assessment is being undertaken as part of developing the Authority's Local Development Replacement Plan.

#### **Preventative**

- ➔ The "State of Wildlife in Pembrokeshire" Report (2016) suggests that biodiversity associated with agriculture such as Farmland Birds, Heathland and arable field margins are in decline. However, the report highlights that those habitats and species where considerable effort has been made are stable or are improving. Conserving the Park' is our flagship scheme for working with private landowners within the National Park. It has proved a powerful tool in delivering practical land management for key habitats and species. Conservation sites in the active work programme are subject to formal audit visits which are written up and recorded on file. During formal visits sites are assigned a Red, Amber or Green category.
- ➔ Specific projects enable us to carry out preventative work in particular areas. The Stitch in Time project funded by a Sustainable Development Grant aimed to eradicate Japanese knotweed, Himalayan balsam and Rhododendron ponticum from the Gwaun Valley catchment. Following the success of this project the Authority is looking at ways to continue support for this form of preventative work.

- ➔ As highlighted in Natural Resources Wales SoNaRR report 2016 woodlands are crucial to the sustainable management of natural resources in Wales. Our tree and landscape officer works with landowners to ensure protected woodlands and trees are managed in an appropriate manner.

### **Integrated**

- ➔ We are part of the Pembrokeshire Grazing Network, one of only two local grazing networks in Wales. Under-grazing or inappropriate grazing is a key reason for unfavourable condition of habitats across the designated sites network and also the wider countryside. In 2015/16 the Pembrokeshire Grazing Network supported grazing on 42 sites covering a total of 335ha.
- ➔ We are a key partner in The Pembrokeshire Coastal Forum, whose work has included the creation of a Marine Code. This model was highlighted in the Review of Designated Landscape as a successful model that should be applied more widely across the coastal areas of the National Landscape.

### **Collaboration**

- ➔ Authority staff continue to play an active role in the activities of the Pembrokeshire Wildfire Group. The aim of the group is to reduce the incidence and impact of wildfires through education and practical land management. Wildfires have a devastating impact on wildlife as well as a cost to public services. As of July 2015 the Fire and Rescue Service recorded a 33% reduction in call-outs to wildfires since the group began its work in 2013.
- ➔ The Park prides itself on the positive relationships built up with landowners and other individuals through the Warden and Rangers teams and other staff members that help facilitate the work of the authority. To enable effective conservation work to happen staff have to work collaboratively with landowners. The amount of land managed for biodiversity in partnership with private land owners in 2015/16 was 966.26ha, of which 400ha is under a formal management agreement.

### **Involvement**

- ➔ Through the Stich in Time project volunteers have contributed almost 140 person-days and have been critical to the management of Himalayan Balsam.
- ➔ Four north area voluntary wardens who were keen to get more involved in biological monitoring undertook quadrat sampling on meadow species at the Authority's beautiful Sychpant meadow. The 40 quadrat samples taken have created a baseline for future monitoring visits.

<b>How we will deliver Well-being Objective 2</b>	Prosperous	Resilient	Healthier	More equal	Cohesive Communiti	Vibrant Culture	Global responsible
Continue effective land management practices through managing own properties and working with landowners and farmers.	✓	✓	✓		✓	✓	✓
Work with volunteers on conservation work with a focus on acknowledging, retaining, developing and maximising contribution of voluntary wardens and skilled volunteers.	✓	✓		✓	✓		✓
Build on success of Stich in Time Work through continued preventative work on Invasive Species (INNS) by working with community groups, businesses and volunteers.		✓	✓	✓	✓		✓
Implement planning policy to ensure sustainable development of natural resources and the protection and enhancement of the special qualities of the Park.	✓	✓	✓	✓			✓
Continue to manage works to protected trees within the National Park and to work with landowners to ensure protected woodlands and trees are managed in an appropriate manner.	✓	✓	✓				✓
Continue engagement with partnership networks and organisations, building on previous successes including Pembrokeshire Coastal Forum.	✓	✓	✓	✓	✓	✓	✓
Submit funding bids for undertaking conservation work.		✓			✓		✓



## Measuring Progress

2017/18 Action	Measure /Feedback	Outcome
Continue land management activities with the aim of maintaining green and amber status for those areas monitored in this period.	% of NPA managed sites which are in good and/or improving ecological condition & being managed in line with their management plan (amber/green classification)	The biodiversity and land managed by and in partnership with the NPA is improving or being maintained and contributing to connectivity.
Work with volunteer wardens and skilled volunteers on conservation maximises their impact. Provide study days for voluntary wardens and develop a volunteer champion/ award scheme to celebrate and recognise their contribution.	# Voluntary wardens # Volunteer days – Conservation Work % attendance at Volunteer Wardens study days Development of volunteer champion/ award scheme	Volunteer wardens and skilled volunteers are being best used to help improve the health of the National Parks ecosystems. Volunteers are valued by the organisation and their contribution is recognised.
Develop our work on INNS, seeking out further funding and working with community groups, businesses and volunteers on invasive species activities.	# Volunteer days INNS work # Communities groups involved # INNS removed at source/ injected (ha)	Through continued engagement with landowners and communities capacity is built to remove INNS species at source and provide the necessary repeated treatment to prevent re-infestation.
Implement planning policy to ensure sustainable development of natural resources and the protection and enhancement of the special qualities of the park.	Number of approved developments contrary to landscape protection policies (LDP policy 8) – LDP Monitoring Report	The special qualities of the Pembrokeshire Coast National Park will be protected and enhanced and we are positively contributing to the sustainable development of Natural Resources.
Continue to manage works to protected trees within the National Park and to work with landowners to ensure protected woodlands and trees are managed in an appropriate manner.	# of applications for works to protected trees determined # of new tree preservation orders made	Protected trees and woodland within the National Park are managed effectively.

Engage with partnership networks and organisations, to maintain a strategic and co-ordinate approach to improving the health of the National Park Ecosystem.	Update on involvement with partnership networks.	The Authority is engaged in effective partnerships that are delivering actions that positively benefit the health of the National Park Ecosystem.
Submit funding bids where opportunities arise for undertaking conservation work to build on the work of existing projects and develop new projects.	Submission of Funding Bids/ Funding Bid outcomes	Park has secured grant funding for further conservation and enhancement work.

**Resources Allocated to this Objective: £1,229,000**

DRAFT

**Well-being Objective 3: To enable and encourage more people to improve their well-being by making greater use of the National Park regardless of their circumstances.**

**Sustainable Development Principles – Embedded in how we work**

**Long Term**

- ➔ Our work on health and well-being is guided by National Park Wales: Together for Health and Wellbeing position statement and priority actions. The 3 priority actions focus on raising awareness, developing evidence based policy and practice and maximizing opportunities for people to access the health and well-being opportunities of the National Parks.
- ➔ Engaging children and young people with the outdoors can have long term positive benefits. Pembrokeshire outdoor schools partnership (PODS), currently chaired by the Park was established to promote outdoor learning in Pembrokeshire. In 2016 the PODS initiative received funding for an Outdoor Schools Co-ordinator to further develop the partnerships work with schools with the aim of encouraging more schools to increase learning time spent in outdoor settings. The project has received national recognition and excellent buy-in from schools.

**Preventative**

- ➔ Walkability is a health and well-being initiative launched by Pembrokeshire Coast National Park Authority in 2011, offering supported walking opportunities in and around the National Park. The majority of participants have a higher risk of poor health due to their circumstances or existing health conditions, with many referred to the project via their clinicians through the National Exercise Referral Scheme (NERS).
- ➔ National Parks are 'health assets' and 'factories of wellbeing' in that they offer access to resources to enable individuals and communities to maintain their health and wellbeing. Our key health asset is the Park's footpaths. Over 80% of the footpaths in the National Park are open and maintained to standard. Over 200 Circular walks have been created to help promote walking with downloadable maps on our website. Also listed are a selection of short walks, gentle strolls, and wheelchair and easy access walks.

## **Integrated**

- ➔ We established the West Wales Natural Health Service Network and are its lead organisation. This network facilitates opportunities for health commissioners and practitioners to come together to improve understanding and identify opportunities around natural health services.
- ➔ The Greenways Partnership brought together all the agencies responsible for promoting and managing walking, cycling, bus and train development in Pembrokeshire. Through this partnership we contribute financial support for the coastal bus service helping people to access walking opportunities across the Park.

## **Collaboration**

- ➔ The Child Measurement Programme for Wales: 2016 release showed that 30.2 % of Children in Pembrokeshire aged 4-5 are overweight or obese above the Wales average of 26.2%. Through working with schools we are able to provide access to the outdoors and opportunities for physical activities for children. To date in 2016/17 we have worked with 59% of primary schools in Pembrokeshire.
- ➔ Volunteering opportunities and community projects across the Authority can help prevent social isolation and improve well-being. We offer a range of volunteering opportunities facilitated by our Rangers, Discovery Rangers and at our centres including opportunities to 'look after the environment.'

## **Involvement**

- ➔ The Welsh Health Survey showed that in 2014/15 only 34% of adults in Pembrokeshire were meeting exercise/physical guidelines in the past week. The Let's Walk Pembrokeshire initiative aims to encourage people of all ages and abilities to take the first steps to making walking a part of their daily routine. In September a range of guided walks took place to launch the initiative and workshops are being held with community groups to get them involved.
- ➔ The feedback from participants in the Walkability Initiative: Evaluation Report 2015/16 demonstrated the importance of the social aspect of walking for well-being and the need to foster confidence to continue walking. The Your Park project demonstrated that it is possible to build the capacity of other organisations who work with people to develop their own regular use of the outdoors. We are responding to this through the walk leader training programme, working with partner organisations to support them in establishing self-sustaining walking groups led by their own staff/volunteers.

<b>How we will deliver Well-being Objective 3</b>	Prosperous	Resilient	Healthier	More equal	Cohesive Communiti	Vibrant Culture	Global responsible
Through Outdoor Schools Co-ordinator provide outdoor learning and training sessions to encourage schools to spend more of their learning time in outdoor settings.	✓	✓	✓	✓	✓	✓	✓
Develop closer working with health professionals through West Wales Natural Health Service Network.	✓	✓	✓	✓	✓	✓	✓
Continue to offer supported walking opportunities in and around the Park through Walkability, engaging with groups and providing exercise referrals opportunities.	✓	✓	✓	✓	✓		✓
Deliver walk leader training programme and other training in outdoor leadership to partner organisations to support them in establishing self-sustaining walking groups led by their own staff/volunteers.	✓	✓	✓	✓	✓		✓
Promote walking opportunities in the National Park to local communities through raising awareness of circular web walks, Let's Walk Pembrokeshire Initiative, creation of 'friends walking groups' and community walks led by Rangers.	✓	✓	✓	✓	✓		✓
Engage with children in Pembrokeshire and further afield through education and activities programme to provide access to the outdoors and opportunities for physical activity.	✓	✓	✓	✓	✓		✓
Develop and provide accessible volunteering opportunities and community projects that prevent isolation/promote wellbeing.	✓	✓	✓	✓	✓	✓	✓
Maintain financial support for the coastal bus services, subject to other partners continuing to fund the service.	✓	✓	✓	✓	✓	✓	✓
Identify opportunities to support the work of "Croeso" organisations in Pembrokeshire as they welcome refugees to the county.			✓	✓	✓	✓	✓

**“The Walkability initiative helps people to get out and use the (National) Park to recover from an illness or just to improve their fitness, no matter what level they are starting from.”**

Paul Casson, the Walkability Coordinator

## Measuring Progress

2017/18 Action	Measure /Feedback	Outcome
Provide outdoor learning sessions and outdoor training sessions for teachers through Outdoor Schools Co-ordinator.	# Participants in outdoor learning sessions # Outdoor training sessions for teachers # Teachers trained in outdoor learning	More children have access to outdoor learning and its benefits and increasing number of teachers have the skills to deliver outdoor learning sessions.
Actively work with West Wales Natural Health Service Network to further develop co-working opportunities with health services and other partners.	List of actions/outcomes achieved through Network	The Parks 'health assets' are recognised and used by health services in partnership with the Authority to maximise health benefits for the local population.
Offer supported walking opportunities through Walkability linking in with groups and exercise referrals.	# participants Walkability Scheme Feedback from Participants	Removing barriers to access walking. Positive impact on individuals' health and wellbeing while also increasing participants' confidence to go for walks on own, with friends and family or wider groups.
Deliver walk leader training and other training to group leaders to help establish self –sustaining walking groups.	# group leaders trained through Walk leader training sessions Case studies of self–sustained walking groups set up as a result of this training	More self-sustaining walking groups are operating in Pembrokeshire, enabling more people who face barriers to walking independently to benefit from walking opportunities. Potential for longer term positive behavioural change and health impacts.
Promote circular web walks and other resources	# of people using footpaths (from fixed counters)	More people in Pembrokeshire are

for footpaths to communities in Pembrokeshire.	# Circular web walks downloaded	benefiting from walking on a daily basis and participating in physical activity.
Take an active role in Let's Walk Pembrokeshire through delivering workshops and participating in events.	Update on Let's Walk Pembrokeshire Initiative	
Look at mechanisms to encourage formation of 'friends walking groups.'	Development of mechanisms to encourage formation of 'friends walking groups'	
Continue to provide community based walks led by Rangers and volunteers.	# participants in walks led by rangers, centre staff and volunteers ytd	
Build capacity of non-school groups / families through approach pioneered by Family JMA/ Your Park to encourage greater engagement.	# Family JMA awarded	
We will deliver an education and activities programme that engages children and young people in some form of physical activity.	# School children engaged in outdoor/physically active sessions % Schools in National Park engaged with % Schools in Pembrokeshire engaged with	More children are benefitting from access to the outdoors and opportunities to be physical active. Opportunity to contribute to longer term behavioural change.
Deliver accessible volunteering opportunities and community projects that prevent isolation/ promote well-being while also engaging people in the work and purpose of National Park.	# Community Projects # Volunteer days Case Studies – Community Projects	People develop skills, confidence and sense of belonging through volunteer opportunities with the Park. Through contributing to the work of the National Park Authority people have investment in the Park and its future.
Maintain financial support for the coastal bus services, subject other partners continuing to fund the service.	Confirmation of continued support for bus service # Bus users	Residents and visitors are able to continue to access areas of National Park through the service and the associated benefits.
Identify opportunities to support the work of	Refugee involvement in activities and opportunities	Positive benefits for the health and wellbeing of

<p>“Croeso” organisations in Pembrokeshire as they welcome refugees to the county.</p>	<p>of the Authority – Walkability, Youth Rangers, Activities</p>	<p>Refugees in Pembrokeshire through access to the outdoors, social activities and volunteering opportunities.</p>
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**Resources Allocated to this Objective: £744,000**

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## **Well-being Objective 4: To continue to ensure equality is embedded in the work and culture of the NPA.**

### **Sustainable Development Principles – Embedded in how we work**

#### **Long Term**

- ➔ Our work on equality is guided by the Park's Strategic Equality Plan 2016-20 which sets out our equality objectives. The objectives focus on removing barriers to access, increasing participation and engagement, increasing staff and Members understanding and work force diversity.
- ➔ There's a strong business case for the positive benefits of having a diverse work force. We recognise the need to look long term to increase diversity. Starting with raising awareness of job and career opportunities within National Park to groups currently underrepresented in the work force. Through for example traineeships and volunteering opportunities accessible to a wide range of local people.

#### **Preventative**

- ➔ The Authority is required under the Equality Act 2010 to carry out Equality Impact Assessments. This enables us to assess potential impact of our decisions and policies on protected groups under the Act and put in place measures to minimise negative impacts.
- ➔ Raising awareness of equality related issues and support available within the work place helps ensure staff work in a supportive and inclusive environment. Mental Health Awareness activities have been undertaken with staff and a free counselling helpline service is available. The Authority also recognise the positive benefits for both staff and the Authority if jobs are paid fairly.

#### **Integrated**

- ➔ Our Strategic Equality Plan was informed by a multi-agency consultation and survey carried out in 2015 in partnership with other public bodies in South and West Wales. This consultation identified four priority areas for the bodies involved of communication, accessibility, staff awareness and working together.
- ➔ We are part of Pembrokeshire Voices for Equality, other representatives include the Police, Health Board, Fire and Rescue, Pembrokeshire Council and Welsh Ambulance service. This group works together to raise awareness of equality and diversity, identify and tackle barriers to inclusion and provide equality interests with

the opportunity to influence the development, implementation and monitoring of policies, plans and services.

### **Collaborative**

- ➔ The Authority has strong links with Pembrokeshire Access Group and recognises the importance of accessibility for residents and tourists. Working with local businesses National Park Authority Beach wheelchairs are available to hire enabling people to enjoy Pembrokeshire's beaches while mobility scooters are provided at a number of our attractions.
- ➔ In May 2017 "The Big Access Awards" are being held in Pembrokeshire for Tourist providers and we are looking to work with others to promote Pembrokeshire as an accessible tourism destination. The authority already has a wealth of online resources that can be used as part of this. Including guides on easy access beaches, wheel chair walks, easy access viewpoints and walk for all guide. We have worked hard to identify and create accessible routes including removing stiles with gates where possible.

### **Involvement**

- ➔ The Authority is currently involved with a mentoring scheme to encourage a more diverse range of potential Authority members. However the Authority recognises that due to governance structures other methods are needed to engage more people with the work of the Authority. The Authority will look to work with our own youth rangers, schools, colleges and other youth service providers in Pembrokeshire to develop a model to enable younger people to inform and contribute to the development of the next National Park Management Plan.
- ➔ To help promote engagement it is important that the authority addresses potential barriers to involvement. An Easy Read version of the LDP delivery agreement has been produced alongside the formal document. The Authority will develop an engagement plan to assist with this work.



<b>How we will deliver Well-being Objective 4</b>	Prosperous	Resilient	Healthier	More equal	Cohesive Communiti	Vibrant Culture	Global responsible
Complete Equality Impact Assessments where required and report outcomes to Members.	✓	✓	✓	✓	✓	✓	✓
Raise awareness of job and career opportunities with National Parks to underrepresented groups, using traineeship and volunteering opportunities.	✓		✓	✓	✓		✓
Improve level of equality monitoring data on existing staff and develop staff understanding on why information is needed.	✓		✓	✓	✓		✓
Work with others on promotion of accessible tourism opportunities within the Park.	✓	✓	✓	✓	✓	✓	✓
Audit customer facing and promotional services to identify gaps in service delivery and barriers for specific groups.	✓	✓	✓	✓	✓	✓	✓
Continue to offer support and training to a range of groups and organisations involved in the 2012-16 Lottery funded project Your Park to ensure they continue to take-up opportunities to access the outdoors.	✓		✓	✓	✓	✓	✓
Maintain an ongoing cycle of awareness raising, to include hate crime linked in with wider diversity events.	✓		✓	✓	✓	✓	✓
Continue with Mentoring Scheme to encourage applications for Welsh Government appointees from a wider range of groups.	✓			✓	✓		✓
Work with our own youth rangers and schools, colleges and other youth service providers in Pembrokeshire to develop a model to enable younger people to inform and contribute to the development of the next National Park Management Plan.	✓	✓	✓	✓	✓	✓	✓
Ensure that jobs are paid fairly, including maintaining payment of living wage (unless unaffordable).	✓		✓	✓	✓		✓
Develop an Engagement Plan for the Authority	✓	✓	✓	✓	✓	✓	✓

## Measuring Progress

2017/18 Action	Measure /Feedback	Outcome
Complete Equality Impact Assessments where required and report outcomes to Members.	# Screenings completed # EIAs completed and outcomes reported to Members	Decisions and policies do not negatively impact on protected groups, where mitigating action is not possible decisions can be justified.
Work with other National Park Authorities in Wales and organisations to raise awareness of job and career opportunities in National Park Authorities to underrepresented groups. Including using traineeship and volunteering opportunities.	Equality Monitoring Data – Applicants % across equality groups Activities undertaken	Increased number of applicants for jobs from underrepresented groups. Increasing the pool of applicants is central to being able to increase diversity within the workforce longer term.
Carry out initiative to increase equality monitoring data held on existing staff through developing clear messages for staff on why information is needed and what it will be used for.	% of Equality Monitoring Information completed on Pobl y Parc	This will provide the baseline data for further analysis on workforce diversity and potential action needed. Staff are informed on why information is needed and what it will be used for.
Work with partners to promote accessible tourism linking in with local tourist providers, Pembrokeshire Access Group and Disabled Ramblers.	Update on work with partners # Beach Wheelchairs	The National Park and Pembrokeshire is seen as an Accessible Tourism Centre. People are not excluded from experiencing and enjoying the National Park and its special qualities.
Promote our own accessible tourism and recreation offer to tourists and residents through greater promotion of our online resources.	# downloads wheel chair walks Service user and visitor feedback	
Carry out an audit of customer facing and promotional services to identify gaps in service delivery and barriers for	Outcome of Audit report	This will enable us to develop our capacity for improved service delivery to identified groups, such as Dementia Friendly, British

specific groups.		Sign Language (BSL), Crystal Mark for plain English leading to more inclusive service provision.
Continue to offer support and training to a range of groups and organisations involved in the 2012-16 Lottery funded project Your Park to ensure they continue to take-up opportunities to access the outdoors.	# hard to reach people engaged with Feedback from participants on impact	Support groups and organisations working with disadvantaged Communities to provide better outcomes for people engaged with them through use of the Park and doorstep outdoor opportunities.
Develop a calendar of awareness raising activities linked to wider diversity events such as hate crime awareness week, time to talk day, LGBT and Black history month.	Calendar Produced and update on activities	Increase awareness and knowledge amongst staff of equality related issues enabling them to deliver inclusive services and create an inclusive work environment.
Continue with Mentoring Scheme to encourage applications for Welsh Government appointees from a wider range of groups.	Update on scheme	In the long term see an increase in diversity of Welsh Government appointed Authority members.
Develop a model through working with our own youth rangers, schools, colleges and other youth services to enable young people to inform and contribute to the development of the next National Management Plan.	Development of engagement model	Children and young people in the area are more aware of the purpose and role of the Authority and have a voice in its future plans.
We will monitor and respond to developments in terms of changes to NJC scales.	Update to Members on the implications for the Authority.	Staff continue to be paid fairly.
Develop Engagement Plan for the Authority	Development of plan.	Inclusive engagement is embedded across the Authority.

**Resources Allocated to this Objective: £622,000**

## **Well-being Objective 5: To encourage communities to become more engaged with the National Park.**

### **Sustainable Development Principles – Embedded in how we work**

#### **Long Term**

- ➔ The provision of affordable housing helps build sustainable communities enabling people that grow up in the National Park to have the opportunity to continue living here once they are adults. In 2015/16 27% (5 units) of all housing units receiving planning permission were affordable and £70,207 was gained through S106 agreements. The affordable housing is comprised of a small development of 3 units and two single units provided alongside market housing.
- ➔ Through the Youth Rangers scheme we are able to raise awareness and engage young people with the special qualities of the Park, fostering an interest and understanding that can last a life time and be shared with others.

#### **Preventative**

- ➔ To carry out sustainable preventative work in the Park it is vital that communities are involved with our work. This was shown through the INNS project with the Project Coordinator receiving an overwhelming amount of support from groups and individuals including Cymdeithas Llandudoch, Friends of Pembrokeshire Coast National Park, Pembrokeshire Rivers Trust and Nevern Angling Association.
- ➔ Our front line services the Rangers, Wardens, Discovery Team and Centre Staff are the face of the organisation in the community. They play a vital role in building up positive relations within communities that help resolve issues and concerns before they escalate.

#### **Integrated**

- ➔ Not all communities in the Park boundary are as engaged as others, further mapping is need to identify areas where further community engagement and development work may be needed. It is also important that the Authority looks at how it can engage with communities broader than the National Park boundary, maximising its status as a 'Factory of Wellbeing' to benefit other communities in Wales.
- ➔ The Authority is currently looking at its approach to enforcement of unauthorised camping and caravanning sites and pitches that can have a negative impact on communities in advance of Summer 2017. Dealing with the issue effectively will involve close liaison with Pembrokeshire County Council and other organisations.

## Collaborative

- ➔ Through events and use of facilities by the community in Castell Henllys, Oriel y Parc and Carew these locations have the potential to become community hubs. Helping to prevent social isolation and foster community relations and resilience. For example a memory café is currently held in Oriel y Parc and across locations seasonal Fairs and events are held bringing communities together.
- ➔ Our Rangers continue to develop community projects such as the Pizza project and deliver community based events like Apple day. Through interpretation projects involving communities groups we assist communities to tell their stories about the National Park.

## Involvement

- ➔ We want to engage local people in taking a more direct role in caring for the Park. To do this we are exploring the potential of a custodian scheme where we would recruit and train self-supervised volunteers and task them to act as volunteer 'for stretches of path' and custodians or stewards for National Park Authority selected historic sites and other sites.
- ➔ Customer service is important to the planning service. In the POSW customer satisfaction survey 2015-16 70% of respondents said the park gave good advice to help them make a successful application compared to a Welsh average of 58%. The Authority has put in place a planning surgery facility which operates on half hourly slots being bookable on a Thursday. There has been a good response to the introduction of this opportunity for face-to-face meetings with planners. Areas we are looking to progress on which will impact positively on communities are the online document management and improving contact with those engaged with the enforcement team.



<b>How we will deliver Well-being Objective 5</b>	<b>Prosperous</b>	<b>Resilient</b>	<b>Healthier</b>	<b>More equal</b>	<b>Cohesive Communities</b>	<b>Vibrant Culture</b>	<b>Global responsible</b>
Use planning policies to promote affordable housing.	✓		✓	✓	✓	✓	✓
Continue to provide opportunities for young people to engage with the Park through Youth Rangers and our work with other youth clubs.	✓	✓	✓	✓	✓	✓	✓
Engage existing community groups and new communities with community projects and events in the park.	✓	✓	✓	✓	✓	✓	✓
Provide interpretation projects involving community groups to assist communities to tell their stories about the National Park.	✓	✓	✓	✓	✓	✓	✓
Use the Parks assets to host opportunities for communities to come together.	✓	✓	✓	✓	✓	✓	✓
Develop and promote a custodian volunteering scheme for 'stretches of path' and custodians or stewards for NPA selected historic sites and other sites.	✓	✓	✓	✓	✓	✓	✓
Continue to promote good customer service through the Planning Team.	✓	✓			✓		✓
Maintain positive relationships within communities.	✓	✓	✓	✓	✓	✓	✓

## Measuring Progress

<b>2017/18 Action</b>	<b>Measure /Feedback</b>	<b>Outcome</b>
Continue to use planning policies to promote affordable housing to see an increase in number of approvals.	# Affordable Housing Units approved % Affordable Housing Units approved £ S106 £ Community Levy	Increased level of affordable housing provision in the area, with positive impact on creating sustainable local communities.
Continue to provide opportunities for young people to engage with the Park through Youth Rangers and work with other youth clubs.	# Youth Rangers # Activities carried out by Youth Rangers and young people Case Studies/ Feedback from Youth Rangers	Young people are engaged and contributing to maintaining the special qualities of the Park.
Look to expand community	Examples of new	Communities feel engaged

groups and communities involved with INNS project (within project area).	communities engaged through INNS	with the park with mutual benefits, helping foster positive community relations.
Continue Rangers and Discovery Team involvement with developing and delivering community projects with communities inside and outside of the Park.	# Community engagement events Rangers/ Discovery Team Case Studies – Rangers/ Discovery Team	
Map contact within communities to gain an understanding of those areas in the Park and outside the Park where further engagement is needed.	Mapping exercise: Identification of communities with limited engagement	
Develop pop up events.	# attendance pop up events	
Provide interpretation projects involving communities groups to assist communities to tell their stories about the National Park.	# of interpretation projects involving and supporting community groups to tell their stories about the National Park	Communities feel engaged and are involved in telling the history of the Park. Enriching narratives of the Park for themselves, the Authority and others.
Continue to support community groups at Oriely Park.	# community groups using OYP/ Feedback from community groups	
Hold fairs and events that bring the community together.	# of events and fairs # attendance at community events and fairs	
Identify new opportunities to maximise community use of our facilities.	Update report	Park facilities are being used to bring communities together fostering positive community relations and breaking down social isolation.
Develop a custodian volunteering scheme for 'stretches of path', historical sites and other sites in the Park.	Update on development of scheme	
Continue to promote good customer service through the Planning Team by implementing new online document management facility, provision of duty	Welsh Government planning indicators on Engagement % of enforcement cases investigated within 84 days Average time taken to investigate enforcement	People have a positive experience of the planning service with a wider impact on relations between the Authority and communities within the Park.

<p>officer and improve contact with those engaged with the enforcement team.</p>	<p>cases % of enforcement cases where enforcement action is taken or a retrospective application received within 180 days from the start of the case Average time taken to take enforcement action Customer Survey Results</p>	
<p>Develop ways to capture the positive impact that our front line services have on community relations to demonstrate and learn from positive examples.</p>	<p>Method developed to capture positive impact of front line services on communities.</p>	<p>Impact of front line staff on community relations and its role in facilitating wider work of the Authority is recognised. Staff across teams can learn from positive examples.</p>

**Resources Allocated to this Objective: £628,000**

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## **Well-being Objective 6: To protect and promote the local culture of language, arts and heritage of the area.**

### **Sustainable Development Principles – Embedded in how we work**

#### **Long Term**

- ➔ The National Park Management Plan recognises the importance of promoting and celebrating the connections between biodiversity, landscape and culture. One way of doing this is to ensure that people are aware of when they are in the National Park. Gateway to the Park interpretive resources in areas such as car parks can help with this.
- ➔ The Welsh Government's ambition is to reach a million Welsh speakers by 2050. The Authority is committed to encouraging staff to learn and speak Welsh in work and to engage with Welsh speaking customers and participants. Activities for schools are regularly delivered through the medium of Welsh and rangers deliver other activities in Welsh such as a session on acorn planting and tree based activity for children attending an Urdd Adran (7-11 yr olds)

#### **Preventative**

- ➔ The Park has 285 Scheduled Ancient Monuments, and over 7500 sites in the Historic Environment Record. There are over 1200 listed buildings and 13 designated Conservation Areas. Nine Historic Landscape areas are wholly or partly within the National Park, and there are 15 Historic Parks & Gardens in the Park. We play an important role in advising owners of historic buildings and sites on management.
- ➔ Maintenance of our own historic sites is equally as important. We are utilising the skills of our Wardens to enable education opportunities to happen during the rebuilding of the roundhouses at Castell Henllys.

#### **Integrated**

- ➔ 2017 is Visit Wales 'Year of Legends.' we are working with partners in Pembrokeshire to deliver a programme of events.
- ➔ The authority is exploring heritage tourism opportunities through a Celtic Routes Interreg Bid, involving partners in Wales and Ireland. The proposal is for a joint operation that will test the feasibility of a series of newly created cross-border tourism trails that combine natural, cultural and heritage assets in Ireland and Wales to increase visitor numbers.

## Collaborative

- ➔ Oriel y Parc is a unique collaboration between National Museum Wales and the Pembrokeshire Park National Authority. The centre provides information for visitors, hosts arts and music through events and has a gallery. The National Museum of Wales provide a regularly changing exhibition of art and artefacts based on landscape related themes, providing an opportunity to display items otherwise usually in storage.
- ➔ Through employing a community archaeologist we are looking to work collaboratively with communities in the park to restore historic sites of interest.

## Involvement

- ➔ Residencies at Oriel y Parc allow artists to take inspiration from the beauty of the National Park landscape and work with local groups and schools to create original pieces of art.
- ➔ Through Carew and Castell Henllys and activities at other areas across the Park the public and school children are introduced to the historic and pre-history of the area. Learning opportunities are enhanced through interpretative material, events and activities.

## Feedback from Teachers

**“Excellent link to literacy work with students writing their own myths and legends. An excellent experience at Nevern Church brought to life by the exciting story telling by Craig the Park Ranger. Diolch yn Fawr Craig! Bendigedig. Hope to see you again next year with new students.”**

**“Our visit to Castell Henllys was part of our residential in Pembrokeshire which we do every year. The Park is beautiful and inspiring for the children and they learn lots of history/geography and science while away plus surfing!”**

**“We had the best school trip ever in Carew. The staff were so helpful and kind to the children. They benefitted greatly from the workshops and learnt new skills.”**

How we will deliver Well-being Objective 6	Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
Develop Gateway to the National Park interpretative resources to increase public's awareness that they are in a National Park.	✓	✓	✓		✓	✓	✓
Encourage staff to learn and speak Welsh in work and to engage with Welsh speaking customers and participants.	✓			✓	✓	✓	✓
Advise owners of historic building and sites on management.	✓	✓			✓	✓	✓
Involve educational / social inclusion groups and Wardens in the building of the round houses at Castell Henllys.	✓	✓	✓	✓	✓	✓	✓
Work with National Museum for Wales to display their National Collection and continue to support artist in residence scheme.	✓				✓	✓	✓
Promote Year of Legends through activities and events.	✓					✓	✓
Promote historic culture and environment through Carew Castle and Castell Henllys, schools programme, interpretation work and events and activities.	✓	✓			✓	✓	✓
Support community groups in the Park to restore historic sites of interest.	✓	✓			✓	✓	✓

### Measuring Progress

2017/18 Action	Measure /Feedback	Outcome
Develop Gateway to the National Park interpretative resources with a focus on car parks.	# Gateway to National Park resources completed Use of resources/ feedback	Increase public awareness and appreciation that they are in the National Park.
Implement Staff Welsh Language development plan.	Update on implementation	Increased engagement by staff and public with Welsh Language.
Deliver a range of community events and activities through Welsh.	# Activities delivered by Rangers, Discovery and Centres # School sessions in Welsh	
Collate positive feedback from customers on use of Welsh within our centres	Feedback reports	

and by staff to help promote the use of Welsh.		
Continue to advise owners of historic building and sites on management.	% Buildings at risk	Decrease in number of buildings at risk.
Involve educational / social inclusion groups and Wardens in the building of the round houses at Castell Henllys.	Update report	Increased understanding and knowledge of techniques involved in building of round houses and history of Castell Henllys.
Work with National Museum for Wales to display their National Collection.	# Gallery visitors Gallery conversion rate	Increasing number of people are engaging with art work from the National Collection.
Promote Year of Legends through activities and events.	# participants at Year of Legends related events and activities held by the Authority	Increased awareness of National Park special qualities and their links to legends having a positive impact on heritage tourism.
Promote historic culture and environment through Carew Castle and Castell Henllys, schools programme, interpretation work and events and activities.	# cultural participants # participants in historical activities and events #School children involved in historic activities Teacher Feedback Visitor Feedback	Visitors and residents have increased appreciation, understanding and knowledge of history of the area.
Support community groups in the park to restore historic sites of interest.	# of sites communities involved with Outcome of involvement	Communities recognise the value of historic sites within the Park. Historic sites are restored within the Park.

**Resources Allocated to this Objective: £1,029,000**

## **Well-being Objective 7: To ensure our work makes a positive contribution to global well-being.**

### **Sustainable Development Principles – Embedded in how we work**

#### **Long Term:**

- ➔ The Authority's Sustainable Development Fund helps support innovative projects in the field of sustainability across the Authority's Well-being objectives and the wider Well-being Goals. A number of projects have positive implications for the Welsh Government's Green Growth agenda. Others involve community groups or focus on conservation.
- ➔ The Authority is committed to reducing its carbon footprint. Through our 'Greening our building' project we have installed renewable energy sources at many buildings including biomass boilers, photovoltaic and solar panels and ground and air source heat pumps. Significant achievements have been achieved at Llanion PCNPA headquarters with the building achieving a 'B' rating energy certificate when a typical building of its age and size would be D or E.

#### **Preventative**

- ➔ Education and awareness raising plays an important role in encouraging people to make behavioural changes that can have a positive impact both on the Park and wider global environment. As part of the INNS project leaflets have been developed to educate people on what to do to prevent the spread of invasive species.
- ➔ Through working collaboratively with local schools the authority is able to raise awareness amongst local children of the special qualities of the Park in a positive, informative and engaging way. Helping to maximise their understanding and enjoyment of the special landscape in which they live.

#### **Integrated**

- ➔ We sit on the local Public Services Board and its data group. The Board is carrying out a well-being assessment and will then need to develop objectives and a local wellbeing plan that aim to improve the economic, social, environmental and cultural well-being of its area.
- ➔ Through the Pembrokeshire Engagement Network we have been involved in the developing engagement practice and provision in Pembrokeshire. This network enables practitioners to share knowledge, ideas and learn from good practice.

## Collaboration

- ➔ The Authority contributes to wider evidence bases that help build a long term picture and inform policy decisions around resilience and Biodiversity. For example data collected through land management programme is reported to the West Wales Biodiversity Information Centre.
- ➔ To assist in promoting more sustainable forms of transport in the area and in terms of our work force we have provided an electric charging point at Oriel y Park. Staff also participate in an annual cycle to work day to promote this method of transport.

## Involvement

- ➔ Our Changing Coast Project asks people to take and share photographs at specific locations to help document the process of coastal change. Each location has been chosen to help record different kinds of changes such as Dune and Cliff erosion, changing vegetation, sand levels, pebble banks, stream course and flooding. 359 photos have been contributed by the public to date.
- ➔ If a family spends four days (or at least 24 hours) or more discovering, exploring, conserving and sharing wild places in the Park then they can achieve the Pembrokeshire Coast Family John Muir Award.

**“Hello  
We did what you wanted. :-)  
Hiking from Little Haven to  
Solva today.  
All the way from Switzerland.  
Many thanks for making this  
possible. Your county is just  
breath taking. Having a  
wonderful time. We will  
definitely come back.”**

Changing Coast Contributor



<b>How we will deliver Well-being Objective 7</b>	<b>Prosperous</b>	<b>Resilient</b>	<b>Healthier</b>	<b>More equal</b>	<b>Cohesive Communiti</b>	<b>Vibrant Culture</b>	<b>Global responsible</b>
Use SDF grants to encourage innovative projects that support the Well-being Goals and Authority's Well-being Objectives.	✓	✓	✓	✓	✓	✓	✓
Continue to reduce the Authority's carbon emissions and maintain/ increase % of energy from renewable sources.	✓	✓	✓				✓
Promote sustainable transport within the Authority and Park through our electric charge point at Oriely Park and other initiatives.	✓	✓	✓				✓
Contribute to wider evidence bases on biodiversity and ecosystem through West Wales Biodiversity Information Centre.	✓	✓	✓				✓
Engage with schools and public through activities programme to increase understanding of the special qualities of the National Park and the threats of climate change.	✓	✓	✓	✓	✓	✓	✓
Work with local public service board (PSB) to prepare well-being objectives and plan.	✓	✓	✓	✓	✓	✓	✓
Continue to engage people in recording changing landscape through Changing Coast project.		✓	✓	✓	✓		✓
Promote and increase the number of families achieving John Muir Family Award.	✓	✓	✓	✓	✓	✓	✓

## Measuring Progress

<b>2017/18 Action</b>	<b>Measure /Feedback</b>	<b>Outcome</b>
Use SDF grants to encourage innovative projects that support the Welsh Government's Well-being Goals and Authorities Well-being Objectives.	% SDF allocated £ & # SDF live projects supporting different well-being goals/ objectives Project examples	All SDF funding allocated. SDF projects contributing to the Well-being Goals/ Objectives. SDF projects contributing to developments in the Green Growth sector in Wales.
Continue to reduce the Authorities carbon emissions and maintain/ increase % of energy from renewable sources	CO2 emissions generated by our energy and travel % energy from renewable sources Energy Rating for Llanion	CO2 emissions continue to reduce year on year
Promote and increase	Electricity used from	Increased engagement with

usage of Oriel y Park electric charging point within Authority and by other agencies	charging point	sustainable transport methods in the Park.
Contribute information to West Wales Biodiversity Information Centre	# Data sets uploaded to Biodiversity Information Centre	Information gathered by the Authority is available and being used to assist in monitoring health of the National Parks Ecosystems, and helping inform national policy and National Resources Wales' SONNAR and risk register.
Deliver programme of activities to schools and public to increase understanding of the special qualities of the National Park and the threats of climate change.	# school children engaged with Average feedback rating (1-11) Teacher feedback # participants activities programme (public)	Increased understanding of the special qualities of the National Park and the threats of climate change amongst children and public engaged with the Authority.
Continue engagement with the Public Service Board and report on its progress in terms of the development of well-being objective and plan.	Update for Members on Wellbeing Objectives and Plan and impact for Park	Influence the development of well-being objective and plan and Members are informed of what this means for the Authority.
Continue to engage people in recording changing landscape through Changing Coast project.	# Changing Coast photo submissions	Photo record of the process of coastal change produced. Evidence can be used for further education, engagement and Authority work.
Promote and increase the number of families achieving John Muir Family Award.	# John Muir Family Awards awarded	Families have a greater understanding and appreciation of the National Park, contributing to maintaining the special qualities of the park.

**Resources Allocated to this Objective: £605,000**

## Effective Governance and Financial Sustainability

### Governance within the Authority

The full Authority meets at least six times each year to consider policy matters make decisions on items not delegated to the Chief Executive. The full Authority determines the budget each February. Development Management Committee meets every six weeks to determine planning applications. Operational performance is reported quarterly to the Operational Review Committee with finance and audit reports also quarterly to the Audit and Corporate Services Review Committee. Both review committees can recommend the need for further action to the full Authority. In addition week Management and monthly Team Leaders meetings review performance.

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

### Sustainable Development Principles – Embedded in how we work

#### Long Term

- ➔ Effective governance and financial sustainability is central to long term planning within the Authority.
- ➔ The Authority's corporate plan and performance reporting reflects the Well-being of Future Generations Act and the Well-being goals within it.

#### Preventative

- ➔ Health and safety reporting mechanisms help ensure that potential trends and issues can be identified, and effective responses put in place.
- ➔ Staff are our most valuable asset and we recognise the importance of investing in their health and wellbeing. For example this year as a way of supporting staff to stay well this winter, we've offered everyone (who isn't already eligible on the NHS) the chance to have a free flu vaccination.

#### Integrated

- ➔ The Authority monitors compliance with public sector duties and other obligations including Welsh Language Standards, Equality Duties and Data Protection.

## Collaboration

- ➔ To ensure effective governance, it is important that the Authority works collaboratively with its Members, providing support when needed. The Authority is committed to achieving the Advanced Members Charter.

## Involvement

- ➔ The Authority is involved in a governance review alongside the other National Park Authorities in Wales with the Wales Audit Office. This review is looking at governance culture within the organisations. Staff and Members involvement and feedback is playing a central part in this process.

How we will deliver on Governance and Financial Sustainability	Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
Investigate alternative delivery mechanisms to ensure that the Authority delivers the services required by residents, visitors and partners within the funding available.	✓						✓
Continue to promote a Healthy Workplace.	✓		✓	✓			
Continue to monitor health and safety incidents.	✓		✓				
Achieve advanced Members Charter.	✓	✓	✓	✓	✓	✓	✓
Annual performance reports on Welsh Language Standards and Equality Duty completed.	✓		✓	✓	✓	✓	
Review Data Protection within the Authority in response to legislative changes.	✓			✓			✓
Continue to carry out media monitoring.	✓				✓		
Continue engagement with Wales Audit Office over governance review.	✓	✓	✓	✓	✓	✓	✓

## Measuring Progress

2017/18 Action	Measure /Feedback	Outcome
Investigate alternative delivery mechanisms to ensure that the Authority delivers the services required by residents, visitors and partners within the funding available.	Progress update	Organisation is financially sustainable in the long term enabling it to achieve its well-being objectives.
Continue to promote a healthy workplace.	The number of working days / shifts per full time equivalent local authority employee lost due to sickness absences.	Staff have improved health and wellbeing. Sickness absence has decreased.
Monitoring of health and safety incidents.	Incidents across recording categories	Put in place new working practices/ training where needed.
Achieve Advanced Members Charter.	Member attendance at main committee Member attendance at training events PDR completed Feedback from PDR on training needs met	Members have skills necessary to scrutinise the Authority.
Annual performance reports on Welsh Language Standards and Equality Duty completed.	Completion of reports # Welsh Language Standards complaints	Compliance with Welsh Language Measure and Equality Act.
Review data protection within the Authority in response to legislative changes	Update on review	Authority has robust data protection mechanisms in place.
Continue to carry out media monitoring	% positive/ neutral media coverage	Stakeholders and communities have a positive perception of the Authority.
Continue engagement with Wales Audit Office over Governance Review	Progress update.	Organisation has good governance in place.

## Summary Draft Estimate – Gross Expenditure 2017/18 on 7 Well-being Goals

Net cost support services is allocated across other budgets		Prosperous	Resilient	Healthier	More Equal	Cohesive Communities	Vibrant Culture	Global Responsible	Total
		22%	17%	13%	10%	11%	17%	10%	<b>100%</b>
<b>000s</b>									
<b>Conservation of the Natural Environment</b>		101	279	18	18	24	0	49	<b>489</b>
<b>Conservation of the Cultural Heritage</b>		0	0	0	0	5	96	5	<b>106</b>
<b>Recreation &amp; Park Management</b>		172	70	172	70	70	70	74	<b>698</b>
<b>Promoting Understanding</b>		293	264	188	157	113	473	134	<b>1,622</b>
<b>Rangers, Estates &amp; Volunteers</b>		168	168	168	168	168	168	169	<b>1,177</b>
<b>Development Control</b>		348	70	35	70	70	70	35	<b>698</b>
<b>Forward Planning &amp; Communities</b>		112.	86	60	47	86	60	47	<b>498</b>
<b>Democratic Representation &amp; Mgmt.</b>		103	92	103	92	92	92	92	<b>666</b>
<b>Total Service Gross Expenditure</b>		1,297	1,029	744	622	628	1,029	605	<b>5,954</b>
Income from grants, fees, charges, EMR transfers etc									-1,734
Levy and NP Grant									-3,940
Non cash Adjustment									-265
Bank Interest									-15
									<b>-5,954</b>

Comments on this or other versions of the Corporate Plan may be emailed to [info@pembrokeshirecoast.org.uk](mailto:info@pembrokeshirecoast.org.uk) with a subject of Corporate Plan or in writing to PCNPA, Llanion Park, Pembroke Dock, SA72 6DY.

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