

REPORT OF PERFORMANCE AND COMPLIANCE CO-ORDINATOR

SUBJECT: CORPORATE AND RESOURCES PLAN 2018/19

Purpose of Report

To ask Members to approve the Corporate and Resources Plan 2018/19.

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 for comment and was issued for consultation during February. No external comments have been received. However amendments have been applied following comments and feedback from staff and Members. The draft has also been amended to take into account changes to the Pembrokeshire Well-being Plan.

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

Activities to support delivery of Strategic Equality Plan have been included within the draft Corporate Plan. An equality impact assessment has been carried out on the Plan.

Biodiversity implications/Sustainability appraisal

Key documents such as the State of Natural Resources Report (SoNaRR), Welsh Government Natural Resources Policy and the Pembrokeshire Well-being Assessment 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. Area Statements in the future will also influence the work of the Authority.

The Corporate Plan takes into account and references the biodiversity and resilience of ecosystems duty under the Environment (Wales) Act 2016.

Welsh Language statement

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

Recommendation

Members APPROVE the Corporate Plan 2018/19.

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

Author: Mair Thomas

Pembrokeshire Coast National Park Authority
Corporate and Resource Plan 2018/19



Introduction – Corporate and Resources Plan

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 three National Park Authorities in Wales have agreed to work to a common format of an annual Corporate and Resources Plan to meet the requirements of both the Local Government (Wales) Measure 2011 and The Well-being Future Generations (Wales) Act 2015. This document acts as our Annual Improvement Plan part 1 and sets out our Well-being Objectives and aligned work programme for 2018/19. The Well-being of Future Generations Act also requires public bodies to act in accordance with the sustainable development principles and we have highlighted how these principles will be embedded in work carried out to achieve our objectives.

Each year the Authority commences its forward work planning and budget preparation cycle in October in order to approve a balanced budget by February 15th. The National Park Authorities face growing and sometimes conflicting demands to deliver conservation, public access, local employment and affordable housing, at a time when resources are being constrained. In preparing this plan we have reviewed progress during previous years and also considered any changes in legislation or society in general and in funding which might affect our work.

Content	
Background	3
PCNPA Well-being Statement and Objective	6
Funding	8
Well-being Objective 1: To encourage and support the development of sustainable employment and businesses, particularly in tourism and recreation	10
Well-being Objective 2: To improve the health of the National Park's Ecosystems	17
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	21
Well-being Objective 4: To continue to ensure equality is embedded in the work and culture of the NPA	26
Well-being Objective 5: To encourage communities to become more engaged with the National Park	30
Well-being Objective 6: To protect and promote the local culture of language, arts and heritage of the area	34
Well-being Objective 7: To ensure our work makes a positive contribution to global well-being	39
Effective Governance and Financial Sustainability	44
Appendix : Summary Draft Estimate – Gross Expenditure on Well-being Goals	49

Pembrokeshire Coast National Park

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

The National Park covers an area of 612km², with approximately 23,000 people living in some 50 community council areas. Most of the National Park is in private ownership with the Authority owning only about 1%.

Pembrokeshire Coast National Park Authority

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



Park Purposes and the National Park Management Plan

The Environment Act 1995 specifies that the Purposes of a National Park Authority are

- ❖ **To conserve and enhance the natural beauty, wildlife and cultural heritage of the park area**
- ❖ **To promote opportunities for the understanding and enjoyment of the special qualities of the area by the public.**

The Act also states that in pursuing the above purposes the Authority has a duty to seek to foster the social and economic well-being of local communities.

The National Park Management Plan (NPMP) is of national importance. National Park Management Plan objectives and policies therefore prevail over regional and local policy as it is delivered in the National Parks. The Guidance adds: "Indeed the imperatives of the National Park purposes should be reflected in these other Plans, including the Local Development Plan".¹

Every five years the Authority is required to produce a National Park Management Plan which sets out how it would like to see the National Park managed, not just by the Authority itself, but by the other agencies and organisations whose activities might impact on the Park.

The Management Plan should give people a clear line of sight between National Park purposes and management policies. Publication of the National Park Management Plan is a statutory requirement (S66 of the Environment Act 1995). The Authority cannot achieve National Park purposes on its own, and other organisations have a legal duty to have regard to the purposes in their own operations (S62 Environment Act 1995). The Sandford principle also applies to these organisations.

The Authority is the statutory planning authority for the National Park area and is responsible for the preparation of the Local Development Plan.

Additional Strategic Policy and Legislative Context

Key documents such as the State of Natural Resources Report (SoNaRR), and the Pembrokeshire Well-being Assessment 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. The Well-being Plan for Pembrokeshire and Area Statements in the future will also influence the work of the Authority.

The Authority contributes to the Welsh Government's wider goals as outlined in the Programme for Government "Taking Wales Forward" and 'Prosperity for All: the national strategy.' In addition, the Authority meets the aspirations for better public services set out in policy and legislation including:

¹ National Park Management Plans Guidance, 2007 Countryside Council for Wales & Welsh Assembly Government paragraph 4.45, page 26.

- Local Government Measure
- Well-being of Future Generations (Wales) Act 2015
- Environment (Wales) Act 2016, including taking account of the biodiversity and resilience of ecosystems duty under the Act.
- Planning (Wales) Act 2015.
- Historic Environment (Wales) Act 2016
- The Welsh Language (Wales) Measure 2011 and Equality Act 2010

The Authority’s work also contributes and aligns to priorities within other policy areas including policy developments in health around social prescribing models, Welsh Government’s 2017 “Light Springs through the Dark: A vision for culture in Wales,” “Education in Wales our national mission 2017-21” and the passing of the Additional Learning Needs and Education Tribunal (Wales) Bill.

Well-being Goals

This Corporate and Resources Plan is structured to take account of the requirements of the Well-Being of Future Generations (Wales) Act 2015 with our objectives taking account of the following Welsh well-being goals under the Act:

Goal	Description of the goal
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.

PCNPA Well-being Statement and Objectives

The Pembrokeshire Well-being Assessment has been published and the Pembrokeshire Well-being Plan is scheduled for completion by May 2018. We have reviewed our activities under our objectives to align with proposals within the draft plan. The Authority has seven Well-being Objectives which contribute to the Well-being Goals and also form our improvement objectives for the next year under the Local Government Measure.

PCNPA Well-being Objectives	How we contribute to Welsh Well-being Goals
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. Maintaining and promoting tourist assets in the Park including the coast path should support a 'More Equal Wales' and a 'Healthier Wales.'
2. To improve the health of the National Park's ecosystems.	Nature based approaches and planning policies promoted by the Authority support the healthy functioning of ecosystems in the Park contributing to a 'Resilient Wales'. The Authority promotes a place based approach alongside working with landowners and communities on conserving the Park and promoting connectivity, this supports 'Wales of Cohesive Communities.'
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, 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, contributing to a 'More Equal Wales.' 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, communities of interest such as landowners 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 taking a co-production approach, engaging with new opportunities such as the nature recovery plan for Pembrokeshire 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 that the Authority supports. 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, promoting resource efficiency within the Park, supporting the green growth agenda through SDF projects and educating people about the special qualities of the Park the Authority is contributing to a 'Globally Responsible Wales'.

Sustainable Development Principles in our Work

The Well-being of Future Generations (Wales) Act 2015 requires public bodies to act in accordance with the sustainable development principles. Here are some of the ways in which these principles are being applied in the way the Authority Works.

➔ Long Term

➔ Preventative

➔ Integration

➔ Collaboration

➔ Involvement

Governance

Reports to National Park Authority will include a section on implications for the 5 ways of working.

Funding

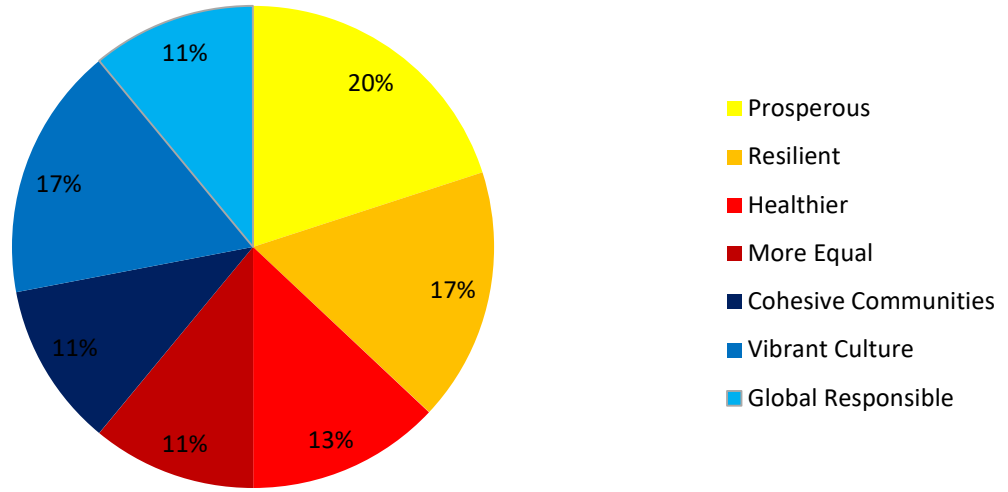
The Authority's net revenue expenditure for 2018/19 is determined by the Welsh Government, by allocating the annual National Park Grant and levy at £3,743,000. This is a 5% decrease on 2017/18. Locally generated income of about £1,629,000 is raised from planning fees, admissions, merchandise sales, car parks etc. A more detailed breakdown of the budget again the CIPFA codes for National Park Authorities is included as Annex A.

2018/19 Budget Forecast

Income		£000's
Welsh Government Grant		2807
Local Authority Levy		936
Local Generated Income		1629
Transfer from Reserves		688
Total		6060

Expenditure		
PCNPA Well-being Objective	Resource (£000's)	
To encourage and support the development of sustainable employment and businesses	1190	20
To improve the health of the National Park's ecosystems	1012	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	776	13
To continue to ensure equality is embedded within the work and culture of the NPA	676	11
To Work alongside communities to help them make the most of the NPA	683	11
To protect and promote the local culture of language, arts and heritage of the area	1049	17
To ensure our work makes a positive contribution to global well-being.	674	11
Total	6060	100

2018/19 Gross Resources Distribution by Future Generations Well-being Goals



Below is a comparison of distribution %'s across the Well-being Goals for 2016/17, 2017/18 and 2018/19.

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

Where we are

- ➔ The Authority's Local Development Plan which sets planning policy for the Park is being reviewed. It is due to reach deposit stage by March 2018 and be submitted to Welsh Government in December 2018.
- ➔ 7,300 people are employed in the tourism sector in Pembrokeshire and almost 4,000,000 people visit Pembrokeshire each year² helping support the local economy. The Park's special qualities offer great recreational opportunities, including dark skies, breath taking landscapes, historical and cultural experiences and walking opportunities. Maintaining these natural and cultural assets is a key function of the Authority. In 2016/17 85.81% of Rights of Way were open and accessible and meeting the quality standards.

Carew Castle Walled Garden Development

Carew Castle has seen a significant growth in visitor numbers over the last few years. As a result the Authority has recognised a need to further develop the visitor offer at this site, taking into account visitor feedback and the opportunities available to maximise engagement with the special qualities at this site. In the September 2017 National Park Authority meeting work to build a café on site was approved. It is expected that the build will be completed by May 2018. The Authority also approved work on the Walled Garden at Carew and it expected that this will be undertaken in the autumn of 2018. A Visit Wales grant application to fund the Walled Garden project was successful.

- ➔ The Authority trialled a new approach to delivering information and engaging people in the Tenby and Saundersfoot area over the summer of 2017. This followed the decision to close the Tenby Information Centre at the end of 2016. A seasonal ranger provided on the spot information and activities in locations where there is a high footfall of visitors and interaction could complement and add to the visitor experience. Findings from this pilot will influence future approaches to delivery of information and engagement with visitors in both the south and north of the Park.
- ➔ The Authority has been engaging tourist providers within communities to become ambassadors for the Park through its Parkwise sessions. Sessions have been delivered to Bluestone staff in the south of the county and work is underway to look at how similar sessions could be delivered to other tourist businesses across the Park. This forms part of a new approach to promoting and providing information about the Park. The development of a new website and social media engagement will also play a key role.

² Pembrokeshire PSB, Well-being assessment for Pembrokeshire, April 2017:
<https://www.pembrokeshire.gov.uk/public-services-board/well-being-assessment>

Feedback from local stakeholders and participants on the Tenby and Saundersfoot Seasonal Ranger

Having a pro-active ranger like Owen in the area, gave us as a holiday letting agency a much greater insight into what the Park Authority does in our local area. Owen kept us up to date weekly with things he was doing or planning, and it gave us not only more to talk to our customers about, but it gave us more to share socially, digitally and brings a sense of community and engagement to the PCNPA as a whole.'

FBM Holidays

" Had an great time catching crab off Saundersfoot harbour with our daughters (aged 7& 4) All credit to Owen Jenner for making it such an informative and enjoyable experience for us all'

Facebook Review from Participant

- ➔ The Welsh Government's Prosperity for All, the national strategy identifies skills and employability as priority areas. The success of the Skills in Action scheme saw the Authority extend the scheme to offer two additional traineeship places in 2017/18. The Authority's Pathways project is enabling people to develop new skills through a range of volunteering opportunities. The Stitch in Time project has also helped develop local contractors' skills through training opportunities.

Feedback from small business that has benefited from involvement with the Stitch in Time Project

"Working on the Stitch in time project has been extremely rewarding. I have enjoyed tackling such a large area of infestation and is so rewarding to go back to these sites for their second or third cut and seeing such striking results on the reduction of the balsam. I have an excellent working relationship with the landowners and the leader of the project Matt Tebbutt and the project has helped me in many ways as a small business. Including funding a pesticide course so I could then go on to treat any knotweed which has been found in the area of clearing. "

Contractor engaged with Stitch in Time Project

How we will deliver Well-being Objective 1	Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
Submit a revised Local Development Plan and deliver an effective Planning Service that supports a sustainable economy.	✓	✓	✓	✓	✓	✓	✓
Promote the special qualities of the Park as a tourist destination, working with partners to improve and support the local tourism offer.	✓	✓	✓	✓		✓	
Continue to maintain the Park's tourist and cultural assets. Ensuring a continued high level of satisfaction with visitor experience for the Pembrokeshire Coast Path.	✓	✓	✓	✓	✓	✓	✓
Promote visitor safety and sustainable recreation including working in partnership with recreational bodies and user groups.	✓	✓	✓	✓	✓	✓	✓
Promote skills development and support local businesses.	✓	✓		✓	✓	✓	✓
<p>✓ indicates a strong contribution to this well-being goal</p> <p>✓ indicates indirect or limited contribution to this well-being goal</p>							

Applying the 5 ways of working in our activities:



National Park Management Plan - What will progress look like

Developments respect the special qualities of the National Park. Our activities are supporting a low carbon economy, protecting and promoting dark skies and historic environment, promoting sustainable recreation and celebrating the cultural connections between people and landscapes.

Resources allocated to this Objective (£000's): 1190

Objective 1 Prosperity - Performance Framework

Measures	2016/17 Actual	2017/18 Target	2018/19 Target	Outcome
Local Development Plan preparation deviation from the dates specified in original Delivery Agreement in months	N/A	0	0	A new Local Development Plan adopted in 2020. [NPMP: L3] [Welsh Government Indicator]
% of all planning applications determined within time periods required	80 (Green)	80	80	An efficient and effective planning service. [NPMP: L3] [Welsh Government Indicators and Targets]
Average time taken to determine all planning applicants in days	61 (Green)	<67	<67	
% of Member made decisions against officer advice (recommendation)	9 (Red)	<5	<5	
% of appeals dismissed	83 (Green)	>66	>66	
Applications for costs at section 78 appeal upheld in the reporting period	1 (Amber)	0	0	
% of planning applications determined under delegated power	N/A	Baseline data	Benchmarked against 2017/18	
# planning applications registered	576	N/A (Trend)	N/A (Trend)	
% of planning applications approved	89 (Amber)	90	90	
# Visitors to Carew	43033 (Green)	Benchmarked against 2016/17	Benchmarked against 2017/18	An increasing number of people take up opportunities to engage with our historic and cultural venues. [NPMP: B4, HE3, DE3, DE4] [Well-being Plan: Celebrating the great outdoors]
# Visitors to Castell Henllys	19250 (Amber)	Benchmarked against	Benchmarked against 2017/18	

		2016/17		
# Visitors to Oriel Y Parc	141048 (Green)	Benchmarked against 2016/17	Benchmarked against 2017/18	
# Social Media Followers	29885 (Green)	26000	35000	Increased levels of engagement through social media on topics related to the National Park and Special Qualities [NPMP: B4, DE1, DE2, DE3, DE4, DE5] [Well-being Plan: Celebrating the great outdoors]
# Main website users (Amended to align with Google Analytics)	N/A	N/A	Baseline data	The special qualities of the National Park are promoted. [NPMP: B4, DE4] [Well-being Plan: Celebrating the great outdoors]
# Main website page views (Amended to align with Google Analytics)	N/A	N/A	Baseline data	
# filming enquiry requests	N/A	Baseline Data	N/A (Trend)	
# Parkwise training sessions held	N/A	Baseline Data	10	Tourist providers are ambassadors for the Park promoting its special qualities to tourists and the public. [NPMP: DE5] [Well-being Plan: Celebrating the great outdoors/ Doing things differently]
# Attendees Parkwise training sessions	N/A	Baseline Data	100	
# Participants at Dark Sky events held by the Authority	N/A	Baseline Data	Benchmarked against 2017/18	Opportunities are provided for people to engage with dark skies in the Park and an increasing number of people take up these opportunities. [NPMP: L4] [Well-being Plan: Celebrating the great outdoors]
# Visit Wales - year of the sea event participants	N/A	N/A	Benchmark against 2017/18 Year of Legends	An increased number of people take up opportunities to engage with the special qualities of the Park. [NPMP: B4, DE1, DE3, DE4] [Well-being Plan: Celebrating the great outdoors]
Pembrokeshire Coast Path – Trip Advisor Overall Rating 1-5	N/A	5	5	Continued high level of visitor satisfaction with Pembrokeshire Coast Path and inland rights of way that encourages repeat visits. [NPMP: DE 1, DE2] [Well-being Plan: Celebrating the great outdoors]
% of PROW open and Accessible and Meeting the quality standard	85.81 (Green)	Benchmarked against 2016/17	85%	
# concerns on PROW standards	N/A	Baseline Data	N/A (Trend)	
% Authority Spend locally	N/A	Baseline Data	Benchmarked against 2017/18	Local business benefits from Authority procuring locally where possible. [NPMP: DE5]
% Invoices paid on time	98.25 (Green)	97	97	
# of stall holders	N/A	Baseline	N/A	Local businesses, artists and

participating in fairs and events at Oriel Y Parc, Carew and Castell Henllys		Data	(Trend)	craft makers benefit from stall opportunities at Centres. [NPMP: DE5]
# of Artists and Craft makers supported through Centres	N/A	Baseline Data	N/A (Trend)	Artists and craft makers benefit opportunities to sell their work through the Centres. [NPMP: B4, DE4]

Actions	Milestones	Outcome
Implementation of new online document management facility	<ul style="list-style-type: none"> System in place System live to public (May 2019) 	An efficient and effective and accessible planning service that helps facilitates a sustainable economy [NPMP: L3] [Welsh Government Indicator]
Carew Castle Café and Walled Garden development	<ul style="list-style-type: none"> Completion of Café (May 2018) Work Commenced on Wall Garden (September 2018) Work completed on Wall Garden (December 2018) 	Improved visitor offer at Carew, promoting further opportunities to engage people in special qualities of the Park. [NPMP: L4, B4, HE3, HE6, DE3] [Well-being Plan: Celebrating the great outdoors]
Development of New Website	<ul style="list-style-type: none"> Brief sent out to tender Work commenced on new website Completion of new website 	People can easily access online, engaging information about the Park and its special qualities, the work of the Authority and how they can get involved. [NPMP: DE1, DE2, DE3, DE5] [Well-being Plan: Celebrating the great outdoors]
Implementation of new approaches to delivery of information and engagement with visitors in the south and north of the park.	<ul style="list-style-type: none"> Recruitment of seasonal Rangers Seasonal service delivered Engagement activity with tourism providers and businesses through Park Wise End of Season report for Members 	Visitor information and engagement has wider reach through pop up engagement on the street and beaches of the Park. [NPMP: L4, B4, HE3, DE1, DE2, DE4, DE5] [Well-being Plan: Doing things differently]
Development of New Rights of Way Improvement Plan	<ul style="list-style-type: none"> Rights of Way Improvement Plan Approved Adopt a Path scheme developed and funding secured for project 	Access to recreational opportunities is provided in a sustainable manner. Volunteers are assisting the National Park warden service to maintain public rights of way. [NPMP: B4, DE1, DE2, DE5] [Well-being Plan: Celebrating the great outdoors]
The Digital Park Project	<ul style="list-style-type: none"> Funding secured for Digital Park Project Software procured and digital infrastructure in place Training for staff 	Improved efficiency of 'back-office' systems leading to improved prioritisation and delivery on the ground. [NPMP: L1, HE5, CC2, DE1, DE2]
Events Management Guidance (All Pembrokeshire)	<ul style="list-style-type: none"> Draft guidance completed Guidance approved Programme of promotion of guidance 	Recreational user groups are engaged with the Park, with access to recreational opportunities being provided in a sustainable manner. [NPMP: B4, HE3, DE1, DE2, DE4,

		DE5] [Well-being Plan: Celebrating the great outdoors]
Implementation of Visitor Safety Principles and priority actions within the Visitor Safety Strategy	<ul style="list-style-type: none"> • Visitor Safety Champion appointed • Review of Training • Update of Policy • Risk assessment template complete • Risk assessment on CAT 1 sites completed 	Improved visitor safety. [NPMP: DE1, DE2]
Delivery of volunteering opportunities through Pathways that develop work and career based skills	<ul style="list-style-type: none"> • Delivery of Personal Learning Plans • Delivery of volunteer activity programme • Development of Training Plan • Delivery of training to participants 	Delivery of volunteering opportunities through Pathways that develop work and career based skills to assist young people and others to access employment opportunities. [NPMP: DE3, DE5] [Well-being Plan: Recruitment and Employment Transformation Framework]
Explore opportunities for developing work based learning, apprenticeship, training schemes, secondment opportunities across the Authority	<ul style="list-style-type: none"> • Senior Management and Leadership Team strategic review of opportunities across Authority 	A strategic approach is developed to assisting skills development and opportunities within the Authority, Park and Pembrokeshire. [NPMP: DE3, DE5] [Well-being Plan: Recruitment and Employment Transformation Framework]

Qualitative, Evaluation, Reports	Learning Opportunities
Annual Planning Performance Report and Customer Survey	Identify areas of improvement for planning service. Enables Authority to benchmark performance against Welsh Government targets and other Planning Authorities. [NPMP: L3]
Case Studies - Rangers work with landowners and recreational Groups	Examples of how we can engage with recreational users and landowners to provide sustainable recreational opportunities. [NPMP: DE1, DE5] [Well-being Plan: Celebrating the great outdoors]
Case Studies of storm damage and realignment of Coast Path	Examples of impact of coastal erosion on maintaining coast path and our response. [NPMP: DE1, DE5] [Well-being Plan: Environmental and Climate Change Risk Assessment]

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

Where we are

- ➔ In response to the Natural Resources Wales' State of Natural Resources Report the Welsh Government identified the following national priorities in its Natural Resources Policy: The delivery of nature based solutions, increasing renewable energy, resource efficiency and taking a place based approach.
- ➔ The Authority has continued to promote the use of nature based solutions that support the development of resilient ecological networks. This includes promoting connectivity, work on invasive species, conserving the park scheme with landowners, use of grazing and Protected Trees work.

Nature Based Solutions – Having an Impact

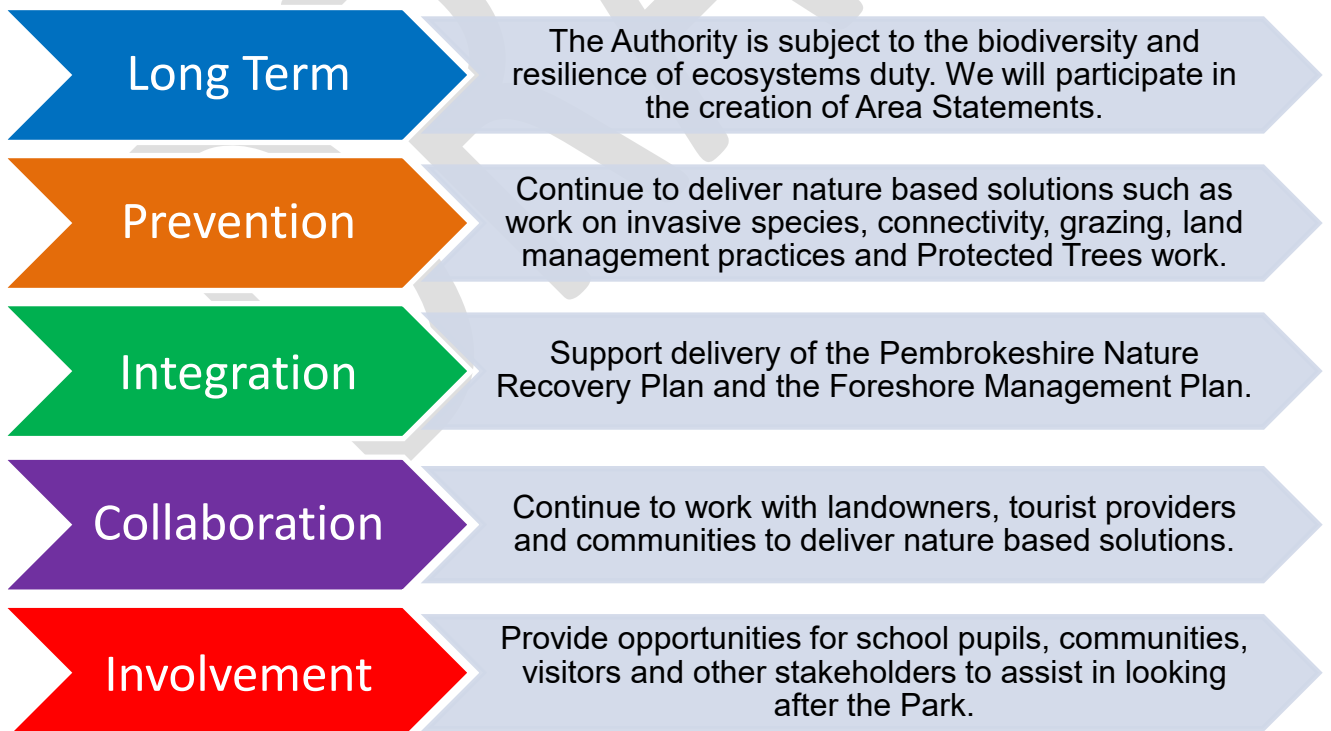
Conserving the Park is the Authority's flagship scheme for working with our community of landowners within the National Park. It has proved a powerful tool in delivering practical land management for key habitats and species. Management carried out through the scheme on coastal and upland heaths and grasslands is rarely targeted at specific species and is generally aimed at creating a diverse mosaic which can support a wide range of typical species such as Choughs and special coastal flora such as the Pale Dog Violet. Last year we supported management on 963ha of land.

In 2016/17 with support from the Woodland Trust, Coed Cymru provided an audit of some of our woodland sites, including Cilrhedyn, Pengegin, Clun and Kilkiffeth to assess the PAWS restoration work carried out by the Authority. The reports concluded that those areas of woodland where conifer removal and restocking with native species had taken place could now be re-classified from 'Threatened' to 'Secure.'

- ➔ The Authority continues to assist communities, school children, tourist providers and individuals to become involved in protecting the environment. This includes our volunteering and social action work, volunteer wardens' scheme, youth rangers' scheme, naturally connected scheme with tourism providers and engaging communities in invasive species work.
- ➔ Through the Local Development Plan Annual Monitoring Report we monitor the effectiveness of planning policy to ensure sustainable development of natural resources and the protection and enhancement of the special qualities of the Park. In 2016/17 no approvals had been given contrary to Strategy Policy 8 Special Qualities.
- ➔ The Pembrokeshire Local Nature Partnership was launched this year and the Pembrokeshire Nature Recovery Plan is under production. It will aim to engage people through the production of a series of plans themed by user group (e.g. schools, smallholders, community group, tourism business) to guide people more easily to the contribution they can make to help nature recover in Pembrokeshire. The Coastal Forum is in the process of developing a Foreshore Management plan, expected March 2018. This will provide a framework to assist prioritising our future work in this area.

How we will deliver Well-being Objective 2	Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
Deliver nature based solutions to maintain and enhance the resilience of the Park's and wider ecosystems.	✓	✓	✓	✓	✓	✓	✓
Educate and engage volunteers, school pupils, tourist providers, communities and visitors in actions that improve the health of National Park's ecosystems. Take a place based approach in our work.	✓	✓	✓	✓	✓	✓	✓
Implement planning policy to ensure sustainable development of natural resources and the protection and enhancement of the special qualities of the Park.	✓	✓	✓	✓	✓		✓
Contribute to partnership networks and assist them to deliver on action plans that support the National Park Management Plan.	✓	✓	✓	✓	✓	✓	✓
Submit funding bids for undertaking conservation work.	✓	✓	✓		✓		✓

Applying the 5 ways of working in our activities:



National Park Management Plan - What will progress look like

Our activities are taking an ecosystem approach to conservation on land, are assisting to manage invasive species, promoting soil conservation in land management and protecting air and water quality. Place based approaches are empowering people to deliver National Park purposes.

Resources allocated to this Objective (£000's): 1012

Objective 2 Resilience - Performance Framework

Measures	2016/17 Actual	2017/18 Target	2018/19 Target	Outcome
% in line with Management Plan	100 (Green)	100	100	The biodiversity and land managed by and in partnership with the Authority is improving or being maintained. Activity is leading to improved connectivity. [NPMP: L1, B1, G2, AW1, AW2, AW3, CC1, DE5] [Well-being Plan: Community Participation]
Hectares - land supported through Conserving the Park	963	950	950	
Hectares - Invasive species removed at source/ injected	N/A	Baseline Data	Benchmark ed against 2017/18	Through taking a place based approach capacity is built to remove invasive species at source and provide the necessary repeated treatment to prevent re-infestation. [NPMP: B1, B3, DE5]
# of applications for works to protected trees determined	N/A	Baseline Data	N/A (Trend)	Protected trees and woodland within the National Park are managed effectively. [NPMP: B1, AW1, AW2]
# of new tree preservation orders made	N/A	Baseline Data	N/A (Trend)	
# Volunteer Days – Conservation	467	Benchmark ed against 2016/17	Benchmark ed against 2017/18	Through a place based approach volunteers are helping improve the health of the National Park's ecosystem. [NPMP: B1, DE3, DE5] [Well-being Plan: Community Participation]
# Voluntary Wardens	N/A	Baseline Data	70	Volunteer wardens are using their skills to help improve the health of the National Park's ecosystems. They have the skills needed to deliver their volunteer roles [NPMP: B1, DE3, DE5] [Well-being Plan: Community Participation]
# attending Volunteer Wardens study days	N/A	Baseline Data	Benchmark ed against 2017/18	
# Volunteer Days -	N/A	Baseline	Benchmark	Through taking a place based

Invasive Species work		Data	ed against 2017/18	approach capacity is built to remove Invasive Species at source and provide the necessary repeated treatment to prevent re-infestation. [NPMP: B1, B3, DE5] [Well-being Plan: Community Participation]
# Community Groups Involved with Invasive Species work this quarter	N/A	Baseline Data	Benchmark ed against 2017/18	
# of approved developments contrary to landscape protection policies (Local Development Plan policy 8)	0 (Green)	0	0	The special qualities of the National Park are protected and enhanced and the Authority is positively contributing to the sustainable development of Natural Resources. [NPMP: L1, L3]

Actions	Milestones	Outcome
Involvement with Pembrokeshire Local Nature Partnership – Community Nature Recovery Plans	<ul style="list-style-type: none"> • Completion of Part 1 Pembrokeshire Nature Recovery Plan • 2 plans in place for community of interest groups/ or on community's request 	A place based approach that effectively engages communities in local action for wildlife. [NPMP: B1, B3, G2, DE3, DE5] [Well-being Plan: Community Participation/ Environmental and Climate Change Risk Assessment]
Involvement in implementation of Foreshore Management Plan	<ul style="list-style-type: none"> • Raising awareness of plan amongst staff • Identification of priority areas for Authority to deliver on • Action plan for these priority areas 	Maintain and enhance seascape quality and ecological function taking an ecosystem approach to marine management [NPMP: L2, B2, AW2, AW3] [Well-being Plan: Environmental and Climate Change Risk Assessment]
Submission of Funding Bids/ funding Bid Outcomes (Conservation and enhancement work)	<ul style="list-style-type: none"> • Framework in place to help prioritise and develop conservation projects • Funding secured for continuation of INNS work beyond 2019 	Park has secured grant funding for continuation of and further conservation and enhancement work. [NPMP: B1, B3, G2, AW1, AW2, AW3, DE5]

Qualitative, Evaluation, Reports	Learning Opportunities
Annual Local Development Plan Monitoring Report	Evaluation of performance of the Authority against Local Development Plan indicators, identifying areas of concern and positive developments. [NPMP: L1, L3]
Conservation Land Management and Historic Environment Report (Presented to Operational Review Committee)	To evaluate effectiveness of Authority's nature based interventions. Acts as our Biodiversity Report under the Environment (Wales) Act 2016. [NPMP: L1, B1, B3]
Feedback from landowners involved in INNS Scheme	Use feedback from landowners to influence delivery of our conservation work to ensure effective intervention and engagement. [NPMP: B1, B3, G2, AW2, DE5]

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.

Where we are

- ➔ Working with the other National Parks in Wales the Authority continues to raise awareness of the health and well-being benefits of National Parks, including looking at opportunities to develop evidence-based policy. The Authority will look to further develop its relationship with Public Health Wales in promoting the health assets of the Park.
- ➔ The Authority facilitates the West Wales Nature Based Health Service Network which provides opportunities for commissioners to build links with those delivering services on the ground in communities. Through the Walkability scheme the Authority has been involved in social prescribing helping address people's health needs in a holistic way through tailored supported walking opportunities. In 2016/17 520 walkability participants were engaged through Exercise referral North and Central.
- ➔ The Pembrokeshire well-being assessment identified a range of well-being challenges facing people across the age course in the County. Areas highlighted include early years, childhood obesity, social isolation, mental health and young people and experiences of people with dementia and carers. The Authority is well placed to work in partnership with others to develop schemes and projects that can help address these well-being challenges. Including breaking down social isolation through volunteering, intergenerational activities, supported walking opportunities and increasing access to play, physical activities and the outdoors.

The Pathways Project

This Welsh Government funded project aims to help more people spend time in the outdoors by providing volunteering, learning and training opportunities in the National Park and nearby areas. The project is designed to remove some of the barriers faced by people wishing to explore the countryside with transport provided for many of the activities. The project will provide more than 2,000 volunteering experiences over a three-year period, and will focus on people who want to improve their health and Well-being, as well as gain new experiences and skills as they make environmental improvements for communities in and around the Park.

- ➔ The Welsh Government's Prosperity for All: the national strategy identifies housing as one of its priority areas, noting that 'the bedrock of living well is a good quality, affordable home which brings a wide range of benefits to health, learning and prosperity.' The provision of affordable housing is an area identified within the Pembrokeshire Well-being Assessment. Affordable housing provision in the Park remains a challenge for the Authority with completions improving more recently. This issue is being considered as part of the Local Development Plan revision. In addition, in 2016/17 £427,204.80 of financial contributions was gained via Section 106 agreements.

How we will deliver Well-being Objective 3	Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
Develop health related partnership opportunities through West Wales Nature Based Health Service Network and working with Public Health Wales. Develop evidence based policy to support this work.	✓		✓	✓	✓		
Promote well-being and resilience across the age course through initiatives that focus on outdoor play, volunteering, addressing social isolation and improving mental health.	✓	✓	✓	✓	✓	✓	✓
Continue to offer supported walking opportunities in and around the Park through Walkability and promote walking and other fitness opportunities in the National Park to local communities.	✓	✓	✓	✓	✓		✓
Engage children in Pembrokeshire and further afield in physical activities and the outdoors through our education and activities programme.	✓	✓	✓	✓	✓		✓
Use planning policies to promote affordable housing.	✓		✓	✓	✓	✓	✓

Applying the 5 ways of working in our activities:



National Park Management Plan - What will progress look like

Our activities are removing barriers to enjoyment of the National Park and enabling more people to benefit from the Park's health assets. This is being achieved through an approach that empowers people to deliver National Park purpose and promotes the National Park as an inspirational place for enjoyable outdoor learning and personal development.

Resources allocated to this Objective (£000's): 776

Objective 3 Health and Well-being - Performance Framework

Measures	2016/17 Actual	2017/18 Target	2018/19 Target	Outcome
# Volunteer days	1608	Benchmark ed against previous year	Benchmark ed against 2017/18 (Increase expected due to Pathways)	People develop skills, confidence and sense of belonging through volunteer opportunities within the Park. Through participation people feel invested in the future of the Park. [NPMP: DE3, DE5] [Well-being Plan: Celebrating the Great Outdoors/ Community Participation]
# Participants in outdoor learning sessions	N/A	Baseline data	Benchmark ed against 2017/18	More children have access to outdoor learning and its benefits. [NPMP: B4, DE2, DE3] [Well-being Plan: Celebrating the Great Outdoors]
# Outdoor training sessions for teacher	N/A	Baseline data	10	Teachers have the skills to deliver outdoor learning opportunities. [NPMP: B4, DE2, DE3] [Well-being Plan: Celebrating the Great Outdoors]
# Teachers trained in outdoor learning	N/A	Baseline data	50	
# Participants Walkability Scheme	1689	Benchmark ed against previous year	2300	Barriers are removed to walking opportunities for people. Positive impact on people's health and well-being and increased confidence to go out walking on their own or with others. Potential for longer term behavioural change. [NPMP: DE1, DE2] [Well-being Plan: Celebrating the Great Outdoors]
# of web walks downloaded	N/A	Baseline data	N/A (Trend)	People are aware and using information to help them participate in walking opportunities in the Park [NPMP: DE1, DE2] [Well-being Plan: Celebrating the Great Outdoors]
# group leaders trained through Walk leader training	N/A	Baseline data	14	More self- sustained walking groups are operating in Pembrokeshire, enabling more

session				people to benefit from walking opportunities. [NPMP: DE1, DE2, DE3, DE5] [Well-being Plan: Celebrating the Great Outdoors]
# of people using footpath (from fixed counters)	176425	N/A (Trend)	N/A (Trend)	People in Pembrokeshire are using footpaths and benefitting from walking opportunities. [NPMP: DE1] [Well-being Plan: Celebrating the Great Outdoors]
# participants engaged in physically active events and activities	18122	Benchmark ed against 2016/17	Benchmark ed against 2017/18	People are benefitting from opportunities to be physically active while also appreciating the landscape around them. [NPMP: B4, DE1, DE3] [Well-being Plan: Celebrating the Great Outdoors]
# participants in walks led by rangers, centre staff and volunteers	N/A	Baseline data	Benchmark ed against 2017/18	
# participants engaged in fitness activities	N/A	Baseline data	Benchmark ed against 2017/18	
# School children engaged in physically active sessions	N/A	Baseline data	Benchmark ed against 2017/18	Children are benefitting from access to the outdoors and opportunities to be physically active. Opportunity to contribute to longer term behavioural change. [NPMP: DE2, DE3] [Well-being Plan: Celebrating the Great Outdoors]
# School children participating in walks led by PCNPA	N/A	Baseline data	Benchmark ed against 2017/18	
% Schools in National Park engaged with physically active sessions	N/A	Baseline data	Benchmark ed against 2017/18	
% Schools in Pembrokeshire engaged with physically active sessions	N/A	Baseline data	Benchmark ed against 2017/18	
% of Housing Units approved that are affordable	26.15	N/A (See APR and Annual Local Development Plan monitoring report for context)	N/A (See APR and Annual Local Development Plan monitoring report for Context)	Affordable housing provision in the area enables people to access an affordable home within a National Park with the associated health benefits. [NPMP: L1, L3, DE2, DE5] [Well-being Plan: Recruitment and Employment Transformation Framework]
# Affordable Housing Units approved	17			
Section 106 agreements contributions	£427,204.80			

Actions	Milestones	Outcome
Work with West Wales Nature Based Health Network	<ul style="list-style-type: none"> • Facilitation of West Wales Nature Based Health Network Meetings • Joint working opportunities identified with Public Health Wales 	The Parks 'health assets' are recognised and used by health services in partnership with the Authority to maximise health benefits for the local population. [NPMP: DE2, DE3, DE5] [Well-being Plan: Celebrating the Great Outdoors]

Development of evidence base to support health and well-being policy and project work.	<ul style="list-style-type: none"> • Memorandum of understanding in place with Swansea University • Successful funding bids with Universities for research projects 	Evidence available and accessible to promote the Parks 'health assets' in policy to maximise health benefits for people. [NPMP: DE2, DE3, DE5]
Delivery of Pathways Project and development of volunteer ambassadors and volunteer walk leaders	<ul style="list-style-type: none"> • Delivery of volunteer activity programme, regular weekly volunteer groups • Recruitment of groups/organisations to work with and delivery of training to them • Outdoor Ambassadors recruited • Celebration and Share Event held 	More people are accessing volunteering opportunities within the Park and this is contributing positively to their health and well-being. People develop skills, confidence and sense of belonging through volunteering opportunities in the Park. [NPMP: DE2, DE3, DE5] [Well-being Plan: Community Participation/ Celebrating the Great Outdoors/ Recruitment and Employment Transformation Framework]
Investigate the feasibility of First 1000 Days Pilot.	<ul style="list-style-type: none"> • Project options identified and evaluated. • Sources of funding for pilot identified 	Identification of pilot to help build healthy physical activity habits in pre-school families, reduce social isolation and build social networks, contributing to the early year and adverse childhood experiences agenda. [NPMP: D2, DE3, DE5] [Well-being Plan: Celebrating the Great Outdoors]
Development of Health Resources Information with a focus on running	<ul style="list-style-type: none"> • Suitable routes identified • Running code of conduct developed • Scoping of digital options • Engagement with Running Groups • Funding secured if needed • Set of digital resources in place 	More People in Pembrokeshire are benefiting from participating in physical activity in the Park. These activities are carried out safely and do not impact negatively on other Park users. [NPMP: B4, DE2, DE3, DE5] [Well-being Plan: Celebrating the Great Outdoors]
Let's Walk Pembrokeshire Initiative	<ul style="list-style-type: none"> • Continued engagement with steering group • Development of new actions • Delivery of new actions 	More People in Pembrokeshire are benefiting from walking on a daily basis and participating in physical activity [NPMP: B4, DE2, DE3, DE5] [Well-being Plan: Celebrating the Great Outdoors]

Qualitative, Evaluation, Reports	Learning Opportunities
Evaluation of Walkability Scheme	Demonstrate impact of Walkability and influence future development of scheme. [NPMP: B4, DE2, DE3, DE5][Well-being Plan: Celebrating the Great Outdoors]
Evaluation of Outdoor Schools	Demonstrate impact of Outdoor Schools and inform future work in this area. [NPMP: B4, DE2, DE3, DE5][Well-being Plan: Celebrating the Great Outdoors]
Case studies of impact of well-being intervention including feedback from participants	To evaluate effectiveness of Authority's well-being interventions. [NPMP: B4, DE2, DE3, DE5] [Well-being Plan: Celebrating the Great Outdoors/ Meaningful engagement]

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

Where we are

- ➔ Equality was identified by staff in 2016/17 Wales Audit Office Governance review workshops as an area for improvement for the Authority and it is recognised that further work is needed to deliver on the Authority's Strategic Equality Plan. The Authority will utilise key tools to assist with this including equality impact assessments, implementing actions from audits on communication and services, awareness raising, building links with other organisations and engaging both staff and Members in this process.
- ➔ The Authority has improved its approach to gathering workforce equality monitoring data, resulting in improved opportunities for analysis of data to help identify key actions to increase diversity within the work force. Currently the % of workforce equality monitoring information on Pobl y Parc is over 70%.
- ➔ In 2016/17 we engaged with 4301 people through our social inclusion work. The draft Pembrokeshire Well-being Plan identified rurality as a priority including addressing rural poverty in its work streams. The Authority will look at how it can align its social inclusion work to better help and assist those living in rural poverty in the Park and surrounding areas. Including consideration of issues around fuel and food poverty, seasonal working, digital inclusion and transport and the impact of Universal Credit which will be rolled out to Pembrokeshire Job Centres for new claimants in September.
- ➔ In December 2017 the National Assembly for Wales passed the Additional Learning Needs and Education Tribunal (Wales) Bill. One aim of the Bill was to ensure that all learners (children and young people aged 0-25) with additional learning needs are supported to overcome barriers to learning and can achieve their full potential. An important part of the education work the Authority does is providing outdoor engagement and skills development for children and young people with additional learning needs.

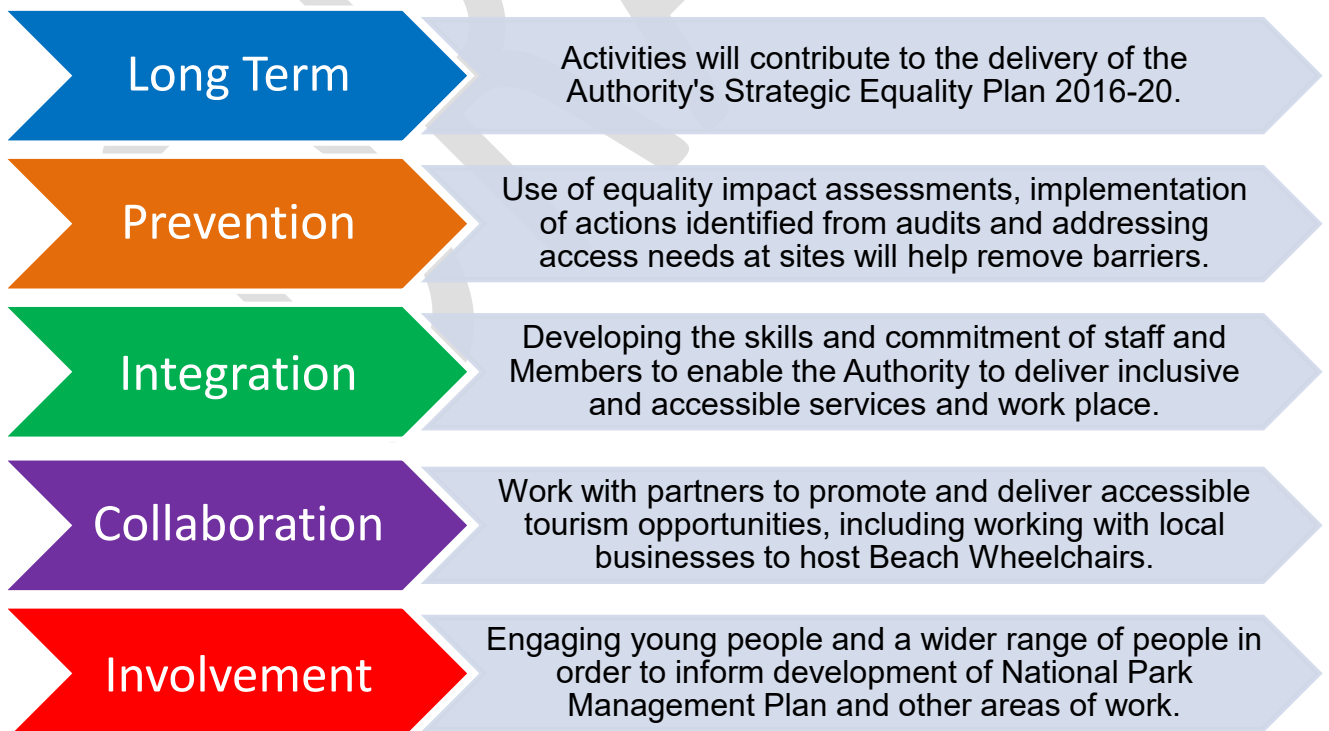
Accessible and inclusive tourism - Promoting and increasing access

The Authority has played an important role in facilitating increased access to the Park, from removing styles to developing wheelchair friendly walks and access to Beach Wheelchairs. From April – September 2017 over 200 Wheelchair web walks maps were downloaded from the Authority's website. The Authority is consistently reviewing its access offer on its own sites and will look to work with National Parks in Wales and the UK to look at how National Parks can improve their accessible and inclusive tourism offer. We will look to develop links with equality organisations and others who can assist us with this work.

- ➔ The development of the revised National Park Management Plan offers an opportunity to implement an engagement model for young people to influence the future of the Park. It also offers the opportunity to develop and use new methods of engagement.

How we will deliver Well-being Objective 4	Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
Work with staff to ensure services and the work place is accessible and inclusive through implementing actions from equality audits and awareness raising activities.	✓	✓	✓	✓	✓	✓	✓
Develop staff understanding on why equality monitoring information is needed. Analyse data and develop actions where needed.	✓		✓	✓	✓		✓
Ensure that jobs are paid fairly, including maintaining payment of living wage (unless unaffordable).	✓		✓	✓	✓		✓
Deliver social inclusion work that breaks down barriers to accessing the Park and its benefits. Including looking at how we can better assist those living in rural poverty.	✓	✓	✓	✓	✓	✓	✓
Promote and support accessible and inclusive tourism opportunities.	✓	✓	✓	✓	✓	✓	✓
Implement engagement model for young people in the preparation of the National Management Plan.	✓	✓	✓	✓	✓	✓	✓

Applying the 5 ways of working in our activities:



National Park Management Plan - What will progress look like

The Authority's activities have removed barriers to people's enjoyment of the Park enabling more people to benefit from and interact with its special qualities. The Park is seen as an inspirational place for all people and more people are empowered to deliver National Park Purposes.

Resources allocated to this Objective (£000's): 676

Objective 4 Equality – Performance Framework

Measures	2016/17 Actual	2017/18 Target	2018/19 Target	Outcome
# Equality Impact Assessment Screenings completed	N/A	N/A (Trend)	N/A (Trend)	Decisions and policies do not negatively impact on protected groups, where mitigating action is not possible decisions can be justified. [NPMP: HE3, B4, DE2, DE3, DE4, DE5]
# Equality Impact Assessments completed	N/A	N/A (Trend)	N/A (Trend)	
% Workforce Equality Monitoring Information Completed on Pobl y Parc	N/A	Baseline data	70	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. [NPMP: DE2, DE3, DE5] [Well-being Plan: Recruitment and Employment Transformation Framework]
# people engaged with through social inclusion activities	4301	Benchmark ed against 2016/17	Benchmark ed against 2017/18	Barriers to accessing the National Park and its Special Qualities are removed. Positive impact for individuals and groups working with disadvantaged communities who have engaged with the Park. [NPMP: DE2, DE3, DE5] [Well-being Plan: Community Participation]
# of active Youth Rangers this quarter	N/A	Baseline data	15	
# participants engaged with through social inclusion work with young people	N/A	Baseline data	Benchmark ed against 2017/18	
# of web wheelchair walks downloaded	N/A	Baseline data	N/A (Trend)	The National Park and Pembrokeshire is seen as an Accessible Tourism Centre. People are not excluded from experiencing the National Park and its special qualities. [NPMP: DE1, DE2, DE5] [Well-being Plan: Celebrating the Great Outdoors]
# Beach Wheelchairs Hosted	8	8	8	

Actions	Milestones	Outcome
Implementation of actions identified from audit of customer facing and promotional services to identify gaps in service delivery and barriers for specific groups.	<ul style="list-style-type: none"> • Audits completed and recommendations fed back • Recommendations actioned • Targeted training and awareness raising activities following audit 	This will enable us to develop our capacity for improved services to identified groups and take a targeted approach to improving the accessibility and inclusivity of our services. [NPMP: HE3, B4, DE1, DE2, DE3, DE4, DE5] [Well-being Plan: Celebrating the Great Outdoors]
Equality Monitoring Data on applicants reported, analysed and actions identified annually	<ul style="list-style-type: none"> • Equality Monitoring Data reported in Improvement Plan Part 2 • Actions identified from analysis of data • Implementation of online job application system 	Staff and applicants are informed and providing equality monitoring information. Actions based on analysis of data lead to increased workforce diversity where needed. [NPMP: DE2, DE3, DE5][Well-being Plan: Recruitment and Employment Transformation Framework]
Development in terms of changes to NJC scales	<ul style="list-style-type: none"> • Communication of change to staff • Implementation of Authority's response to change in NJC scales 	Staff continue to be paid fairly. [NPMP: DE2, DE5]
Realignment of Social Inclusion work to take into account issues relating to rural poverty	<ul style="list-style-type: none"> • Set up sub working group from Health and Well-being working group to review and develop recommendations • Sub working group to feedback recommendations to Members and Leadership Team 	Social inclusion work of the Authority is responsive to the needs of individuals in the Park and surrounding areas facing rural and coastal poverty [NPMP: DE2, DE5] [Well-being Plan: Doing things Differently]
Work with partners to promote accessible and inclusive tourism	<ul style="list-style-type: none"> • Joint working with other Park Authorities • Promotion Activities • Engagement with equality organisations 	Pembrokeshire Coast National Park is seen as an accessible tourism centre. People are not excluded from experiencing and enjoying the National Park. [NPMP: HE3, B4, DE1, DE2, DE3, DE4, DE5] [Well-being Plan: Celebrating the Great Outdoors]
Implement engagement model for young people in the preparation of the National Park Management Plan.	<ul style="list-style-type: none"> • Meetings with relevant stakeholders • Pilot engagement undertaken • Feedback mechanisms in place 	Children and young people in the area are aware of National Park Management Plan and the Park and its Special Qualities [NPMP: DE3, DE5] [Well-being Plan: Meaningful Engagement]

Qualitative, Evaluation, Report	Learning Opportunities
Staff and Members feedback	To evaluate effectiveness of Authority's performance on equality and delivering an inclusive workplace [NPMP: L1, B1, B3]
Case studies of impact of social inclusion activities, including feedback from participants	To evaluate effectiveness of Authority's well-being interventions and improve our social inclusion interventions and offer [NPMP: L1, B1, B3] [Well-being Plan: Celebrating the Great Outdoors/ Meaningful Engagement]

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

Where we are

- ➔ Place based approaches are promoted in the Welsh Government's Natural Resources Policy. The Authority will engage communities and stakeholders in an ongoing conversation about the Park to inform the development and implementation of the revised National Park Management Plan. It is hoped this will foster a sense of ownership of the plan among communities and stakeholders.
- ➔ The Pembrokeshire Well-being Assessment identified a number of challenges facing people due to the rurality of the County. Challenges include limited access to services, housing, transport, digital connectedness, fuel poverty and employment opportunities. The Authority will work with partners through the Public Services Board and internally to explore and develop innovative solutions to the challenges of rurality facing communities in the Park.
- ➔ The Authority will continue to contribute to building community resilience within the Park through working with community groups, volunteers and schools to deliver community based projects. We will look to use pop up events and new methods of engagement to engage a wider audience of people and raise awareness of the Park, its special qualities and the Authority.

Rangers working with communities - Social Action in Practice

Our Rangers help facilitate opportunities for school pupils, communities and organisations to participate in social action initiatives that contribute to positive social and environmental change in the Park and surrounding areas. For example students on the Army Preparation Course from Pembrokeshire college engaged in a 3 day work programme with the Authority to work on the footpaths in the Gwaun Valley, balsalm pulling on a new conservation site in Newport and assisted the Community Archaeologist in moving stones on scheduled ancient monuments and recording damage to a Bluestone quarry.

- ➔ Oriel Y Parc, Castell Henllys and Carew have held fairs around the year that have brought communities together and offer stall holding opportunities for local businesses. A number of community groups currently meet at Oriel y Parc. Including Plantos Penfro a groups that introduces children to the Welsh language through songs, stories and craft activities and the Memory Café which supports people living with dementia and memory challenges and carers.
- ➔ Planning enforcement is largely a 'complaint' or 'enquiry' driven process, although the Authority will regularly monitor developments that have planning permission and those which require the discharge of planning conditions. As a result an effective enforcement service is not possible without the support of communities within the Park. Over the summer months of 2017/18 the Authority carried out targeted enforcement engagement work focused on Caravan sites. This work resulted in a fall in complaints relating to Caravan Sites.

How we will deliver Well-being Objective 5	Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
Engage communities in an ongoing conversation about the Park to inform the development of the revised National Park Management Plan.	✓	✓	✓	✓	✓	✓	✓
Through the Authority's engagement action plan develop new ways of engaging with people, including use of online engagement and pop up events.	✓	✓	✓	✓	✓	✓	✓
Work internally and with others, including the Public Services Board to develop innovative solutions to the challenges of rurality.	✓	✓	✓	✓	✓	✓	✓
Promote community resilience through engaging communities with projects, volunteering and social action opportunities in the Park. Take a place based approach and engage new communities in our work.	✓	✓	✓	✓	✓	✓	✓
Use the Park's assets to host opportunities for communities to come together. Provide opportunities for communities to tell their own stories about the National Park.	✓	✓	✓	✓	✓	✓	✓
Deliver an effective planning enforcement service with the support of the community	✓	✓	✓	✓	✓	✓	✓

Applying the 5 ways of working in our activities:



National Park Management Plan - What will progress look like

Communities within the Park have ownership of the revised National Park Management Plan and are empowered to help achieve its aims. Barriers preventing communities from enjoy the Park are removed and people are involved and empowered to help look after the Park.

Resources allocated to this Objective (£000's): 683

Objective 5 Communities – Performance Framework

Measures	2016/17 Actual	2017/18 Target	2018/19 Target	Outcome
# attending pop up events	N/A	Baseline data	Benchmark ed against 2017/18	More communities and a wider range of people are aware of the Park, its special qualities and the work of the Authority. [NPMP: D1, D2, D3, DE5] [Well-being Plan: Doing things differently]
# social action days	N/A	N/A	Baseline data	Through social action people are empowered to look after the Park and feel invested in its future [NPMP: DE3, DE5] [Well-being Plan: Community Participation]
# Community Project/ Engagement Activities	N/A	Baseline data	Benchmark ed against 2017/18	Communities feel engaged with the Park with mutual benefits, helping foster positive community relations and resilience. [NPMP: DE2, DE3, DE5] [Well-being Plan: Community Participation]
# Community events and fairs held at centres	N/A	Baseline data	Benchmark ed against 2017/18	Facilities at Centres are being used to bring communities together, fostering positive community relations and breaking down social isolation. [NPMP: DE2, DE5] [Well-being Plan: Community Participation]
# Community groups using Oriel Y Parc this quarter	N/A	Baseline data	Benchmark ed against 2017/18	
% of enforcement cases investigated (within 84 days)	54%	Benchmark ed against 2016/17	Benchmark ed against 2017/18	Effective planning enforcement service is in place, supported by communities. [NPMP: L3, HE7, HE8, DE5] [Welsh Government Indicators]
Average time taken to investigate enforcement cases in days	199	Benchmark ed against 2016/17	Benchmark ed against 2017/18	
Average time taken to take enforcement action in days	284	Benchmark ed against 2016/17	Benchmark ed against 2017/18	
# retrospective	N/A	N/A	Baseline	Effective planning enforcement

planning applications registered			data (Trend)	service is in place, supported by communities. [NPMP: L3, HE7, HE8, DE5]
----------------------------------	--	--	--------------	--

Actions	2018/19 Milestones	Outcome
National Park Management Plan	<ul style="list-style-type: none"> Approved Delivery Agreement (NPA June 2018) Draft and revision of Plan (July – December 2018) Members Workshop (Spring 2019) 	Revised National Park Management Plan in place by the end of 2019 (calendar year) that is owned by communities and stakeholders. An ongoing conversation about the Park is initiated. [NPMP: D5] [Well-being Plan: Meaningful Community Engagement]
Pilot of new engagement methods identified in engagement action plan	<ul style="list-style-type: none"> New engagement methods identified in engagement action plan New methods of engagement piloted 	People are empowered to deliver National Park purposes and to influence the work of the Authority and partners. [NPMP: DE2, DE5] [Well-being Plan: Meaningful Community Engagement]
Work internally and with others including the Public Services Board to develop innovative solutions to the challenges of rurality	<ul style="list-style-type: none"> Internal working group on rurality set up Group recommendations reported to Members and Leadership Team Chief Executive attendance at PSB meetings 	People living in rural communities in the Park will not be disadvantaged by where they live. [NPMP: DE2, DE5] [Well-being Plan: Doing things differently]
Engagement with Young Farmers and other Community Groups in the park to restore historic sites of interest	<ul style="list-style-type: none"> Presentations delivered to groups Programme of activities delivered with groups 	Communities recognise the value of historic sites within the Park. Historic sites are restored within the Park through community involvement. [NPMP: HE2, HE3, HE6, DE2, DE3, DE5] [Well-being Plan: Community Participation]
Work engaging with new community groups and communities through INNS	<ul style="list-style-type: none"> INNS Work carried out with communities in Lower Fishguard 	Communities feel engaged with the Park with mutual benefits, helping foster positive community relations. [NPMP: B3, DE3, DE5] [Well-being Plan: Community Participation]
Interpretation projects involving and supporting community groups to tell their stories about the National Park	<ul style="list-style-type: none"> Identification of potential projects. Funding for projects sourced Projects planned Projects delivered 	Communities feel engaged and are involved in telling the history of the Park, enriching narratives of the Park for themselves and others. [NPMP: B4, DE4, DE5] [Well-being Plan: Celebrating the Great Outdoors/ Community Participation]
Clear backlog of historical enforcement cases	<ul style="list-style-type: none"> Backlog of Historical enforcement cases cleared 	Effective planning enforcement service is in place. [NPMP: L3, HE7, HE8, DE5]

Qualitative, Evaluation, Reports	Learning Opportunities
Case studies of social action and work carried out with communities, including feedback from participants	Examples of how social action can benefit the Park and individuals involved. Feedback to inform future approaches and priorities [NPMP: B1, DE3, DE5] [Well-being Plan: Community Participation/ Meaningful Engagement]

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

Where we are

- ➔ Gateways to the National Park help people to know that they are in the National Park and draw attention to its special qualities. An information panel has been developed in Saundersfoot, a new panel is on display in Tenby Museum and work is ongoing with Fishguard and Goodwick chamber of tourism to promote the area as a Gateway to the National Park.
- ➔ The Authority offers a range of cultural and historical activities across the Park. Our centres at Castell Henllys, Carew Castle and Mill and the Gallery at Oriel Y Parc bring history, heritage and landscape of the area and the arts alive for people living locally and further afield. 203331 people visited the centres in 2016/17 and all received 2017 Trip Advisor certificates of Excellence. 6248 children benefited from the education programme at Castell Henllys and Carew in 2016/17.
- ➔ Following on from the success of the Aspire project Oriel y Parc will host through the Tate Partnership an exhibition of Le Passeur, William Stott of Oldham from February to September 2018. Funded through the Art Fund, Heritage Lottery and John Ellerman Foundation St Davids is the only location in Wales where it will be displayed.
- ➔ The Authority is looking to break down barriers to accessing history, heritage and the arts. Criw Celf will provide five Master classes at Oriel y Parc by art practitioners to year 5 & 6 pupils from across Pembrokeshire followed by an exhibition of the pupils work. Through Pathways volunteers will get involved in the daubing of the round house at Castell Henllys. The second round house will be built in 2018/19 and offers further opportunities for engagement. Our community archaeologist is helping new groups of people engage and look after ancient monuments in the Park.

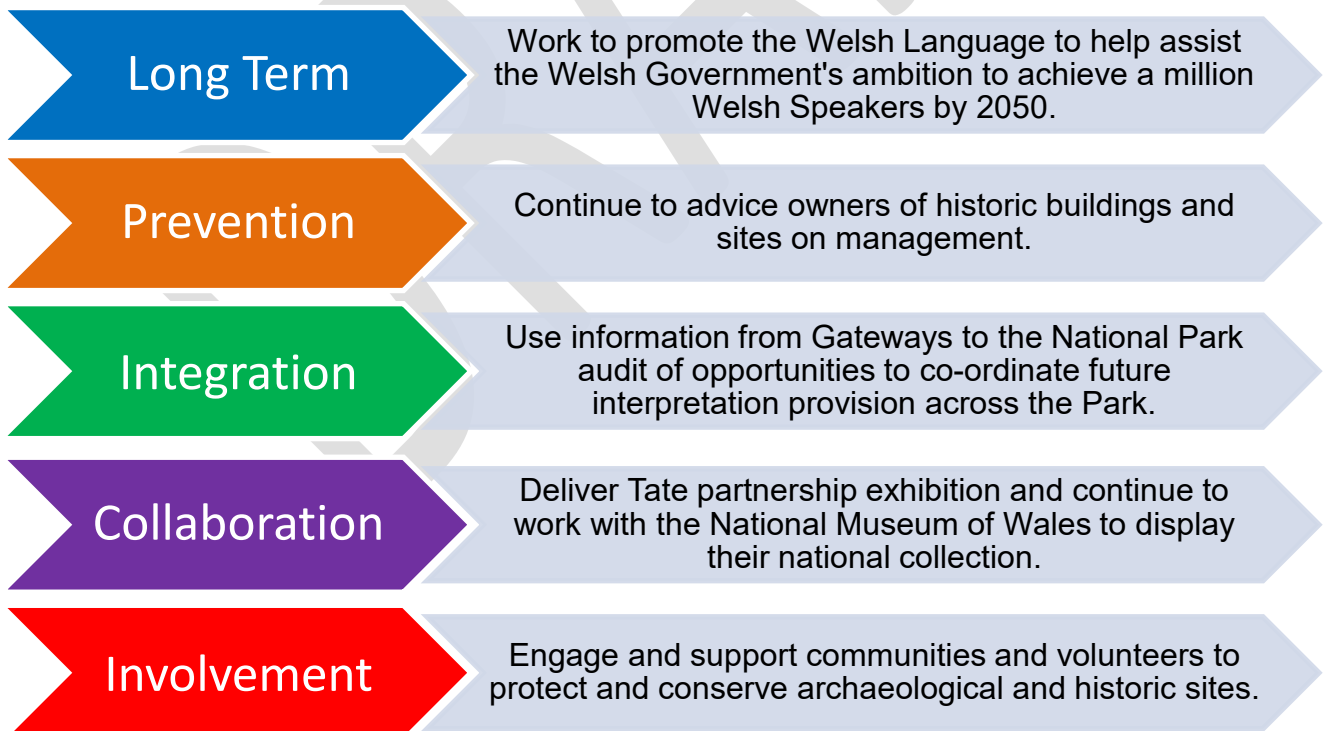
SDF Projects – Protecting and increasing access to the past

The SDF project has funded a number of heritage projects. Including the conservation and interpretation of the Medieval Pottery Kiln (a registered ancient monument) at Newport Memorial Hall. This is creating a new cultural heritage attraction by opening it up to the public. SDF is funding Heritage Guardians/ Amser Arwyr a project where the Authority's community archaeologist will work with primary schools to encourage them to 'adopt' a local heritage monument.

- ➔ The Authority continues to advise owners of historic buildings and sites on management through its Building Conservation Officer with the number of buildings at risk in 2016/17 at 5.7% achieving the <6% target.
- ➔ The Authority is committed to supporting the use of the Welsh Language in the Authority and Park and in 2017/18 agreed its Welsh Language strategy. This includes increasing the number of events, activities and projects available in Welsh.

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.	✓	✓	✓		✓	✓	✓
Engage people with the works of art on display at OYP and continue to support artist in residence scheme.	✓		✓	✓	✓	✓	✓
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.	✓	✓		✓	✓	✓	✓
Advise owners of historic building and sites on management.	✓	✓			✓	✓	✓
Encourage staff to learn and speak Welsh in work and to engage with Welsh speaking customers and participants.	✓			✓	✓	✓	✓

Applying the 5 ways of working in our activities:



National Park Management Plan - What will progress look like

Our activities are assisting with the management of historic built environment and raising awareness of it and encouraging the proactive management of archaeological sites. Local distinctiveness is being enhanced and conserved. People are celebrating the connections between biodiversity, landscape and culture and are empowered to help conserve and protect the historic environment.

Resources allocated to this Objective (£000's): 1049

Objective 7 Culture – Performance Framework

Measures	2016/17 Actual	2017/18 Target	2018/19 Target	Outcome
# Gallery visitors	41762 (Green)	Benchmark ed against 2016/17	Benchmark ed against 2017/18 and other Galleries	People are engaging with art work from the National Collection. [NPMP: B4, DE4]
Carew Trip Advisor Overall Rating 1-5	N/A	4.5	4.5	People have a positive visitor experience at Carew, Castell Henllys and Oriel Y Parc as our historic and cultural Centres. [NPMP: B4, HE3, HE6, DE4]
Castell Henllys Trip Advisor Overall Rating 1-5	N/A	4.5	4.5	
Oriel Y Parc Trip Advisor Rating 1-5	N/A	4.5	4.5	
# participants in historical activities and events	N/A	Baseline data	Benchmark ed against 2017/18	Visitors and residents have increased appreciation and understanding and knowledge of history of the area. [NPMP: B4, HE3, DE4]
Castell Henllys - # School children engaged with through education programme	N/A	4930	Benchmark ed against 2017/18	School children have increased appreciation and understanding and knowledge of history of area. [NPMP: HE3, DE3, DE4]
Carew - # School children engaged with through education programme	N/A	1233	Benchmark ed against 2017/18	
% Buildings at Risk	5.7 (Green)	<6	<6	Number of Buildings at Risk remains under 6%. [NPMP: HE6, HE8]
# of sites of historic interest communities involved with	N/A	Baseline data	Benchmark ed against 2017/18	Communities recognise the value of historic sites within the Park. Historic sites are restored within the Park. [NPMP: HE2, HE3] [Well-being Plan: Community Participation]
# Activities delivered by Rangers, Discovery and Centres in Welsh	N/A	Baseline data	Benchmark ed against 2017/18	Increased engagement by staff and public with Welsh Language. [NPMP: B4/DE2/DE4]

# participants in activities delivered by Rangers, Discovery and Centres in Welsh	N/A	Baseline data	Benchmarked against 2017/18	
# School sessions delivered in Welsh	N/A	Baseline data	Benchmarked against 2017/18	School children experience engagement with National Park through Medium of Welsh. [NPMP: B4, DE3, DE4]
# School Children attending school sessions delivered in Welsh	N/A	Baseline data	Benchmarked against 2017/18	

Actions	Milestones	Outcome
Develop gateways to the National Park, both inside the Park and in nearby areas	<ul style="list-style-type: none"> Completion of panels across Park Opportunities for Gateways Resources developed in Fishguard/ Goodwick area 	Increase public awareness and appreciation that they are in the National Park [NPMP: B4, HE3, DE3, DE4] [Well-being Plan: Celebrating the great outdoors]
Delivery of Crew Celf project, increasing access to the arts for school children at Oriol Y Parc	<ul style="list-style-type: none"> 5 Master classes delivered by art practitioners to year 5 & 6 pupils Exhibition of the pupils work - Summer 2018. 	Increase public awareness and appreciation of the cultural connections between people and landscapes. [NPMP: B4, HE3, DE2, DE3, DE4] [Well-being Plan: Recruitment and Employment Transformation Framework]
Refresh strategy for work with National Museum of Wales	<ul style="list-style-type: none"> Pre negotiation and strategy work Draft Agreement Agreement approved and in place 	
Involve education/ social inclusion groups and wardens in the building of the round houses at Castell Henllys	<ul style="list-style-type: none"> Groups are involved in building second round house Building of second round house complete 	Increased understanding and knowledge of techniques involved in building or round houses and history of Castell Henllys. [NPMP: HE2, HE3, HE6, DE2, DE3] [Well-being Plan: Community Participation]
Delivery of Heritage Guardians/ Arwyr Amser SDF Project	<ul style="list-style-type: none"> Conduct full programme of activities with 3 schools by end of July 2018. Conduct full programme of activities with further 4 schools (starting September 2018) by April 2019. Ensure scheduled monument and SSI consents as well as landowner permission are in place for any work carried out by the project on the sites. Organise future work programme for those sites. 	Increase public awareness of the historic environment and empowering people to manage and conserve ancient monuments. Ancient monuments within the Park are cared for. [NPMP: HE2, HE3, HE6, DE2, DE3] [Well-being Plan: Celebrating the Great Outdoors/ Community Participation]
Implementation of Welsh Language Strategy	<ul style="list-style-type: none"> Action plan developed and SMART objectives in place 	Increased engagement by staff and public with the Welsh language [NPMP: B4, DE2, DE3, DE5][Well-

		being Plan: Recruitment and Employment Transformation Framework/ Community Participation]
--	--	---

Qualitative, Evaluation, Report	Learning Opportunities
Teachers and Pupils feedback	Demonstrate learning through historic education offer. Use feedback to improve our education offer. [NPMP: HE3, DE3, DE4]
Chalkboard, Trip advisor comments and other feedback from Centres	Demonstrate learning through historic and cultural offer. Use feedback to improve our historic interpretative offer. [NPMP: B4 , HE3, DE3, DE4]
Compliments and complaints – Welsh Language	Use feedback to make improvements to our Welsh Language Offer. User compliments to help positively promote Welsh Language internally and externally. [NPMP: DE2, DE5]

Feedback from visitors placed on the Castell Henllys chalk board:

Epic bare foot walk and warrior training

Brilliant, very interesting, staff friendly, our border terrier loved it. Thank you for being dog friendly.

Ymweliad ardderchog. Hyfryd i glywed cymaint o Gymraeg, hefyd diddorol dros ben. (Excellent visit. Lovely to hear so much Welsh, also incredibly interesting)

Gwelon ni llawer o adar a bugs (We saw a lot of birds and bugs)

Visited 20 years ago and I am still interested

Visiting Henllys was the highlight of my holiday to Wales

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

Where we are

- ➔ The Sustainable Development Fund (SDF) continues to play an important role in supporting innovative sustainability projects. During 2016/17 a review of the fund demonstrated that many of the projects continue to deliver environmental, social, economic and cultural benefits long after funding ceases.

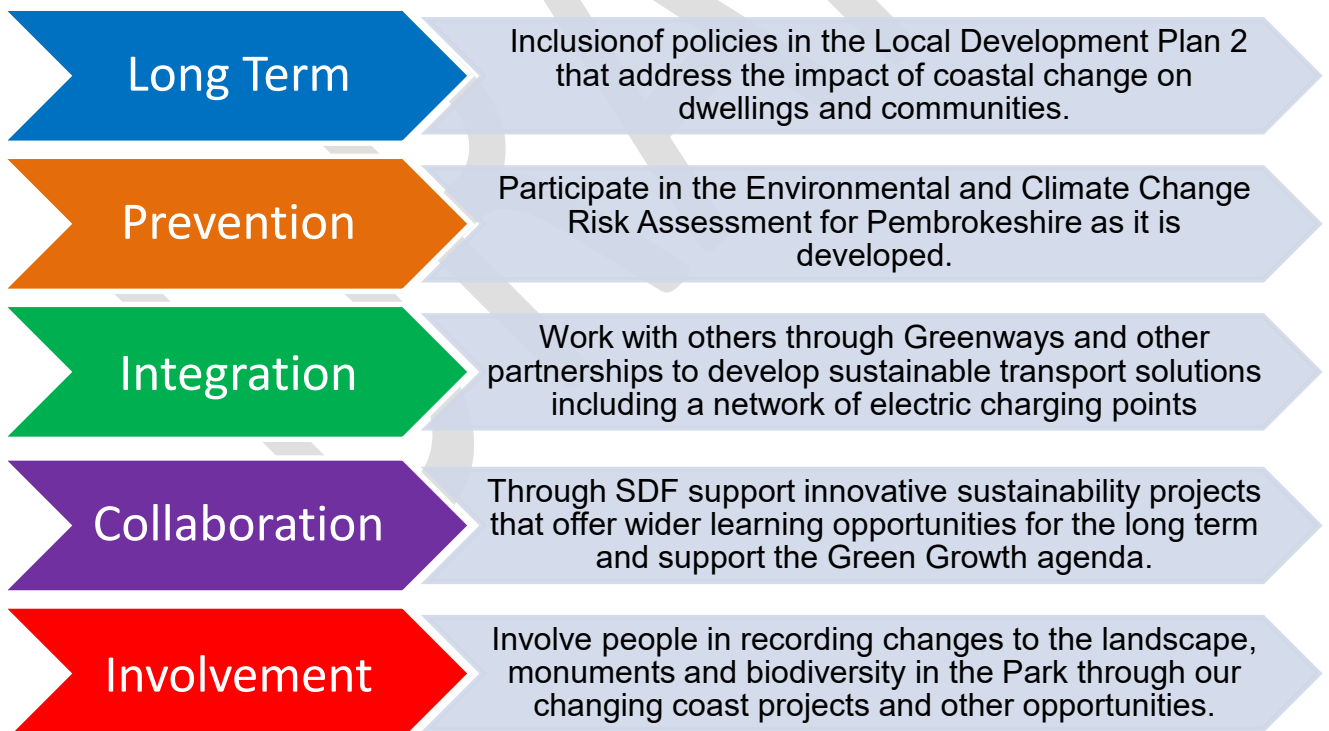
Sustainable Development Fund - Promoting Innovation

The Marine Renewable Energy Supply Chain Development (MRESCD) project being delivered by Pembrokeshire Coastal Forum is assessing the supply chain capabilities of Pembrokeshire companies with the potential to diversify into the Marine Renewable Energy (MRE) industry.

- ➔ The Welsh Government's Natural Resources Policy identifies increasing renewable energy and resource efficiency as national priorities. The Authority is committed to promoting a carbon positive approach and will seek to learn from the outputs of Natural Resources Wales' Carbon Positive project. In 2017 Carew Castle, Oriel Y Parc and Castell Henllys gained the Green Key eco-label award for tourism providers.
- ➔ The Authority has been promoting sustainable transport through providing funding towards the coastal bus service through the Greenways Partnership. Currently there is just one electric vehicle charging point at PCNPA facilities at Oriel y Parc in St Davids. This facility has been well used since it was installed. The Authority is working with regional partners to develop a network of electric vehicle charging points. The Authority is exploring as part of this partnership how it can facilitate the growth of electric vehicle charging points within the Park.
- ➔ 10944 children had the opportunity to find out more about the Park and its special qualities through our school programme in 2016/17. 2018 as the Year of the Sea offers a great opportunity to educate people about marine pollution.
- ➔ Through the changing coast project, vulnerable landscapes scheme and volunteers carrying out conservation and biodiversity monitoring people are being actively involved in monitoring and recording the impact of climate change and changes to the Park's landscapes, ecosystems and historic environment. We will look to develop opportunities to promote a citizen science approach in the work we do, using volunteers and educating people to record and monitor the Park's landscapes and ecosystems.
- ➔ As a coastal Park responding and adapting to the impact of coastal erosion and consequences of climate change on the Park, its assets and communities is of crucial importance. Through working with partners on the Public Service Board, working with communities and landowners and in developing the Local Development Plan 2 we will look to assist communities and the Park to adapt to these challenges.

How we will deliver Well-being Objective 7	Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
Use SDF grants to encourage innovative projects that support the green growth agenda, Well-being Goals and Authority's Well-being Objectives.	✓	✓	✓	✓	✓	✓	✓
Promote a carbon positive and resource efficiency approach in our work and within the Park, including Greening our Fleet.	✓	✓	✓	✓	✓		✓
Promote sustainable transport within the Park.	✓	✓	✓	✓	✓	✓	✓
Educate school pupils, communities and visitors about the special qualities of the Park through activities and interpretation opportunities.	✓	✓	✓	✓	✓	✓	✓
Involve people in recording change to landscape, biodiversity and monuments in the Park, developing a citizen science approach.	✓	✓	✓		✓		✓
Work with local public service board (PSB) and others to respond to climate change risks	✓	✓	✓	✓	✓	✓	✓

Applying the 5 ways of working in our activities:



National Park Management Plan - What will progress look like

Activities of the Authority are empowering more people to deliver National Park purposes and assisting people to discover and enjoy the National Park. Activities are assisting the creation of a low carbon economy, increasing awareness of climate change and contributing to a reduction in greenhouse gas emissions.

Resources allocated to this Objective (£000's): 674

Objective 7 Global - Performance Framework

Measures	2016/17 Actual	2017/18 Target	2018/19 Target	Outcome
% SDF allocated	N/A	100 %	100%	All SDF funding is allocated. Projects are contributing to delivery of green growth in Wales, Well-being Goals, National Park Management Plan and Pembrokeshire Well-being Plan. [NPMP: DE5, CC2] [Well-being Plan: Carbon neutral county]
Annual carbon emissions Kg	870313 (New calculation method)	Benchmarked against 2016/17	Benchmarked against 2017/18	Authority's CO ₂ emissions reduce year on year. [NPMP: AW1, CC2] [Well-being Plan: Carbon neutral county]
Schools average feedback rating (1-11)	N/A	Baseline Data	10	Increased understanding of the special qualities of the Park. [NPMP: DE3, DE5] [Well-being Plan: Celebrating the Great Outdoors]
# School children engaged with through education programme	10944	Benchmarked against 2016/17	Benchmarked against 2017/18	
Public Average feedback rating (1-11)	N/A	Baseline Data	10	Increased understanding of the special qualities of the Park. [NPMP: B4, DE1, DE3, DE4] [Well-being Plan: Celebrating the Great Outdoors]
# participants events and activities programme (public)	N/A	Baseline Data	Benchmarked against 2017/18	
# John Muir Family Awards awarded	N/A	Baseline Data	10	
# Changing Coast photo submissions	N/A	Baseline Data	Benchmarked against 2017/18	People engaged in creating photo record of the process of coastal change. Evidence used for further education, engagement and policy purposes. [NPMP: CC2, DE3, DE5] [Well-being plan: Community Participation/ Environmental and Climate Change Risk Assessment]
# Vulnerable	N/A	N/A	Baseline data	People engaged in

Landscapes photo submissions				monitoring ancient monuments enabling action to be put in place to protect them. [NPMP: CC2, DE3, DE5] [Well-being plan: Community Participation/ Environmental and Climate Change Risk Assessment]
# Volunteer days – Conservation Wildlife survey or Monitoring	N/A	N/A	Baseline data	Increased records and data on biodiversity. People feel engaged and understand biodiversity in their local area.[NPMP: B1, DE3, DE5] [Well-being plan: Community Participation/ Environmental and Climate Change Risk Assessment]
# formal weather events Authority responded to	N/A	N/A	Baseline data (Trend)	Authority providing effective and timely response to adverse weather events. [NPMP: B1, DE1, DE5] [Well-being plan: Environmental and Climate Change Risk Assessment]
Average time for completion of checks triggered by adverse weather events	N/A	N/A	Baseline data	
# Weather related emergency call outs we responded to (outside of a triggered weather event)	N/A	N/A	Baseline data (Trend)	
Average time for responding to weather related emergency call outs (outside of a triggered weather event)	N/A	N/A	Baseline data	

Actions	Milestones	Outcome
Review resource efficiency within the Authority	<ul style="list-style-type: none"> Review Authority's Environmental Policy 2015 - 18 Review resource efficiency within Delivery Team Develop initiative with staff to reduce single use of plastic Castell Henllys – progress actions in relation to Green Key Award 	CO2 emissions reduce year on year and the Authority has effective mechanisms in place to maximise resource efficiency. [NPMP: AW1, AW2, CC1, CC2, DE5] [Well-being plan: Carbon neutral county]
Greening our Fleet – Management and Procurement	<ul style="list-style-type: none"> Creation of Environmental policy for fleet management and procurement 	The Authority's own approach to fleet management is having a positive impact on CO ₂ emissions and improving air quality. [NPMP: L5, AW1, CC1, CC2, DE5] [Well-being plan: Carbon neutral county]
Confirmation of continued support for bus service	<ul style="list-style-type: none"> Authority agrees continuation of funding for 	Residents and visitors are able to continue to access areas of the

(Greenways)	2019/20 (subject to partnership arrangements)	National Park through the service and are not reliant on cars to reach these areas. [NPMP: L5, AW1, CC1, CC2, DE5] [Well-being plan: Carbon neutral county]
Work with Partners to develop network of Electric Vehicle Charging Points	<ul style="list-style-type: none"> • Funding secured • Infrastructure in place • Installation of points • Promotion of points 	Increased opportunities for people to use electric cars within the Park. Positive impact on Co2 emissions and air quality. [NPMP: L5, AW1, CC1, CC2, DE5] [Well-being plan: Carbon neutral county/ Doing things differently]
Use of interpretation to increase awareness of impact of Marine litter on our wildlife and coastline	<ul style="list-style-type: none"> • Funding secured for projects • Projects delivered 	To raise awareness of the impact of Marine litter on our wildlife and coastline. [NPMP: L2, B2, DE3, DE5] [Well-being Plan: Celebrating the Great Outdoors]
Development of Citizen science pilot	<ul style="list-style-type: none"> • Citizen science project proposal developed • Funding options for project explored 	People are actively engaged in conservation monitoring bringing mutual benefits and knowledge to individual, Authority and Park. [NPMP: B1, DE3, DE5] [Well-being Plan: Celebrating the Great Outdoors/ Community Participation]
Work with local Public Services Board (PSB) on development of Environmental and Climate Change Risk Assessment for Pembrokeshire	<ul style="list-style-type: none"> • Attendance at PSB Meetings • Engagement with Natural Resources Wales • PSB - Draft Climate Change Risk Assessment for Pembrokeshire created 	Authority has contributed to the development of the Environmental and Climate Change Risk Assessment for Pembrokeshire [NPMP: B1, DE2, DE3, DE5] [Well-being Plan: Environmental and Climate Change Risk Assessment]
Adverse Weather Plan	<ul style="list-style-type: none"> • Creation of Adverse Weather Plan outlining what we do, our reaction time and when the plan is triggered. 	Formalised reaction to adverse weather events in place through an Adverse Weather Plan. [NPMP: B1, DE1, DE5]

Qualitative, Evaluation, Reports	Learning Opportunities
Sustainable Development Fund (SDF) end of projects reports	Evaluation of projects demonstrate their impact and wider learning of benefit to Authority and externally. [NPMP: DE5, CC2] [Well-being Plan: Carbon Neutral County/ Doing things differently]
Feedback from Teachers, pupils and people attending our events	Use feedback to make improvements to how we deliver education services and activities and events [NPMP: DE3, DE5]
Case studies of interventions that contribute to Carbon Stock provision – tree planting, land management	Examples of how our interventions contribute to carbon stock provision and any learning from this [NPMP: CC1] [Well-being Plan: Carbon Neutral County]

Governance and Financial Stability

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 and finance and audit performance is reported quarterly to the Audit and Corporate Services Review Committee. Both review committees can recommend the need for further action to the full Authority. In addition bi weekly Senior 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.

Where we are

- ➔ In 2016/17 the Wales Audit Office undertook a Governance review of the Authority. As part of this a survey and workshops were carried out with Staff and Members. Key areas identified for improvement from this work were scrutiny, communication, engagement, the appraisal process, equality and the Welsh Language. During 2017/18 the Wales Audit Office looked at the 'Setting up of the Pathways Project' as part of its work on developing new approaches to Audit. The Authority will use the feedback from the pilot work carried out with the Authority and others to inform how it demonstrates the five ways of working in its work and decision making.
- ➔ In 2017/18 7.82 of working days were lost to sickness absence per employee. The Authority will continue to promote a healthy work place and monitor health and safety incidents.
- ➔ In 2017/18 the Authority saw a number of new County Council representatives and Welsh Government appointee Members. The Authority remains committed to supporting and developing Members skills in their role. As part of this the Authority will continue work towards the Advanced Membership Charter.
- ➔ The General Data Protection Regulations come into force on the 25th May 2018 and a Data Protection Bill is currently going through Parliament. The Authority in line with Information Commissioner's Office guidance has been preparing for its implementation. The Authority will continue to raise awareness amongst staff and ensure appropriate mechanisms are in place and working effectively.
- ➔ Due to the current climate of restricted resources the Authority recognises the need to identify funding from alternative sources. In 2017/18 the Authority recruited an External Funding Manager to assist in identifying and pursuing these opportunities. On the 7th February 2018 the National Park Authority agreed to the setting up of a Charitable Trust to support work in the Pembrokeshire Coast National Park and enable funding to be generated from a broader range of sources.

How we will deliver on Governance and Financial Sustainability	Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
Action Wales Audit Office recommendations from workshop and survey work with staff and Members and feedback from pilot work.	✓	✓	✓	✓	✓	✓	✓
Participate in engagement opportunities on designated landscapes provided by the Welsh Government	✓	✓	✓	✓	✓	✓	✓
Continue to promote a healthy workplace and monitor and prevent health and safety incidents.	✓		✓	✓	✓		
Develop Members' skills through achieving advanced Membership Charter.	✓	✓	✓	✓	✓	✓	✓
Comply with legislative requirements relating to the Welsh Language, Equality Duties, Freedom of Information and Data Protection.	✓	✓	✓	✓	✓	✓	✓
Continue to carry out media monitoring.	✓				✓		
Generate funding from alternative sources and establish a Charitable Trust.	✓	✓	✓	✓	✓	✓	✓

Applying the 5 ways of working in our activities:



What will progress look like

Governance: The Authority has effective governance mechanisms in place that take account of the five ways of working.

National Park Management Plan: The Authority has effective governance in place and is financially sustainable enabling it to continue to contribute to the delivery of the Park Plan.

Governance and Financial Sustainability - Performance Framework

Measures	2016/17 Actual	2017/18 Target	2018/19 Target	Outcome
# Days lost/fte	7.82	Benchmarked against previous year	Benchmarked against previous year	Staff have improved health and well-being. Sickness absence is decreased. Interventions can be put in place where needed. [NPMP: DE5]
# RIDDOR	1 (Amber)	0	0	New working practices or training can be put in place where needed. [NPMP: DE5]
# Accidents (Injury) over 3 days/ up to 7 days absence	1 (Amber)	0	0	
# Accidents (Injury) Minor	24	N/A (Trend)	N/A (Trend)	
# Vehicle damage	6	N/A (Trend)	N/A (Trend)	
# Conflict incidents	1	N/A (Trend)	N/A (Trend)	
# Safeguarding	0	N/A (Trend)	N/A (Trend)	
Members attendance	83.78 (Green)	75	75	
% Members attendance at training	61.46 (Amber)	65	65	
# Complaints concerning the Welsh Language made to the Authority	1	Benchmarked against previous year	Benchmarked against previous year	Authority complies with Welsh Language Standards and new working practices can be put in place where needed. [NPMP: DE2, DE4]
# Complaints to Welsh Language Commissioner regarding alleged failure to comply with Welsh Language Standards	0	0	0	
% of new and vacant posts advertised Welsh Language essential	52.3%	Benchmarked against previous year	Benchmarked against previous year	

				services in Welsh. [NPMP: DE2, DE4]
% of Freedom of Information responses within required timeframe	100 (Green)	100	100	Authority complies with Freedom of Information Requirements, Environmental Information Regulations requirements and Subject Access Requirements [NPMP: DE5]
% of Environmental Information Regulations responses within required timeframe	100 (Green)	100	100	
% of Subject Access Requests responses within required timeframe	No SAR's received	100	100	
% Positive/ neutral media coverage	99.71 (Green)	80	80	Stakeholders and communities have a positive perception of the Authority. [NPMP: DE5]
£ Centres Merchandise	257106.09	Benchmarked against previous year	Benchmarked against previous year	Organisation is financially sustainable in the long term enabling it to achieve its well-being objectives and contribute to the delivery of the National Park Management Plan and Pembrokeshire Well-being Plan. [NPMP: L1, DE5]
£ Admissions Carew & Castell Henllys	180385.45	Benchmarked against previous year	Benchmarked against previous year	
£ Centres Other Income	N/A	New Indicator	Benchmarked against previous year	

Actions	Milestones	Outcome
Action Wales Audit Office pilot recommendations on scrutiny, internal and external communication, engagement, appraisals process, equality and the Welsh Language.	<ul style="list-style-type: none"> Workshop with Members, Staff Reps, Leadership Team to explore how to improve in these areas Action recommendations from these workshops Pilot mechanisms to promote internal communication and collaboration 	The Authority has effective governance mechanisms in place and sees improvement in how it delivers on scrutiny, communication, engagement, appraisal process, equality and the Welsh Language. [NPMP: DE2, DE3, DE5]
Include standard section on committee reports on implication for 5 ways of working.	<ul style="list-style-type: none"> Section included on reports to NPA 	Members are considering the 5 ways of working when making decisions. [NPMP: L1, D5]
Participate in engagement opportunities on designated landscapes provided by the Welsh Government.	<ul style="list-style-type: none"> Attendance at Welsh Government Working Groups 	Partnerships and collaborative working is delivering the landscapes, rich ecosystems and vibrant rural communities across National Parks and Areas of Outstanding Natural Beauty in Wales. [NPMP: L1, DE5]
Achieving Advanced Members Charter	<ul style="list-style-type: none"> Completion of PDR or self-assessment Training plan in place 	Members have skills necessary to scrutinise the Authority and make decisions. [NPMP: L1, L3, DE5]

	<ul style="list-style-type: none"> • Submission 	
Annual performance reports on Welsh Language Standards	<ul style="list-style-type: none"> • Report Produced and approved by NPA • Report submitted to Welsh Language Commissioner 	Authority complies with Welsh Language Standards. [NPMP: DE2, DE4]
Annual Equality report	<ul style="list-style-type: none"> • Report Produced as part of Annual Report on Meeting Well-being Objectives and approved by NPA • Report published on website before March 2019 	Authority complies with Equality Act. [NPMP: DE2]
Support staff to deliver on General Data Protection Regulations compliance.	<ul style="list-style-type: none"> • Data Protection Officer in place. • Data register and update of policy and guidance for staff in place. • Data Protection awareness raising week held. • Review of Privacy Notices. • Data Protection Impact Assessment framework in place. 	Authority has robust data protection mechanisms in place. [NPMP: DE2, DE5]
Development of Fundraising Strategy.	<ul style="list-style-type: none"> • Draft Fundraising Strategy produced • Fundraising Strategy approved • Supporter database is in place. Information safely stored in line with data protection requirements and language preference noted on system. 	Organisation is financially sustainable in the long term enabling it to achieve its well-being objective and contribute to the delivery of the National Park Management Plan and Pembrokeshire Well-being Plan [NPMP: L1, DE5]
Creation of Authority wide framework to help prioritise projects for funding opportunities.	<ul style="list-style-type: none"> • Framework in place • Key projects identified through the framework and prioritised for pursuing funding opportunities 	A prioritisation process is in place for pursuing funding opportunities for projects that deliver on National Park Management Plan Policies and Corporate Well-being Objectives. [NPMP: L1, DE5]
Establish a Charitable Trust.	<ul style="list-style-type: none"> • Governance and legal framework in place for establishing Charitable Trust. • Charitable Trust established. • Charitable Trust in operation. 	Charitable trust set up to support work of the Pembrokeshire Coast National Park to enable funding to be generated from a broader range of sources. The charitable trust's purposes are aligned with the Authority's purposes. [NPMP: L1, DE5]

Qualitative, Evaluation, Reports	Learning Opportunities
Compliments and Complaints	Use feedback to make improvements to how we deliver services. [NPMP: DE2, DE5]
Annual Health and Safety Report	To inform priority areas to action and develop interventions where needed [NPMP: DE5].

Appendix 1

Summary Draft Estimate – Gross Expenditure 2018/19 on 7 Well-being Goals

	Prosperous	Resilient	Healthier	More Equal	Cohesive Communities	Vibrant Culture	Global Responsible	Total
	24%	21%	16%	14%	14%	20%	14%	100%
000s								
Conservation of the Natural Environment	79	231	16	16	20	0	40	399
Conservation of the Cultural Heritage	0	0	0	0	5	119	7	131
Recreation & Park Management	147	61	147	61	61	61	69	607
Promoting Understanding	264	230	167	136	105	398	120	1420
Rangers, Estates & Volunteers	161	161	161	161	161	161	162	1128
Development Control	240	48	24	48	48	48	24	480
Forward Planning & Communities	74	56	36	27	56	36	27	313
Democratic Representation & Mgmt.	65	65	65	66	66	65	65	455
Support Services	160	160	160	161	161	161	160	1127
Total Service Gross Expenditure	1190	1012	776	676	683	1049	674	6060
Income from grants, fees, charges, EMR transfers etc								-1,629
Levy and NP Grant								-3,743
Non cash Adjustment								-673
Bank Interest								-15
								-6060

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

If you require this document in an alternative format, i.e. easy read, large text, audio please contact info@pembrokeshirecoast.org.uk / 01646 624800

DRAFT