

**REPORT OF PERFORMANCE AND COMPLIANCE CO-ORDINATOR**

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**SUBJECT: EQUALITY PLAN 2020-24**

Purpose of Report

To ask Members to approve the Authority's Equality Plan 2020-24 and revised equality objectives.

Introduction/Background

Under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, the National Park Authority is required to:

- prepare and publish its equality objectives at least every four years from the first date of publication.
- publish a statement setting out the steps it has taken (or intends to take to meet the objectives) and how long it expects to take to meet each objective
- make appropriate arrangements to monitor progress towards meeting its objectives and to monitor the effectiveness of its approach
- give appropriate consideration to relevant equality information it holds when considering what its equality objectives should be.

The Authority's current objectives have been reviewed and the new proposed objectives fall under four areas with four longer term aims:

<b>Area</b>	<b>Long Term Aim</b>
The Park - A Landscape for Everyone	Create a Park that is a Landscape for Everyone
Our Services – Accessible and Inclusive	Our services are accessible and inclusive by default and our projects are contributing to addressing inequality.
Our Workforce – Diverse, Supportive and Inclusive	Our workforce is diverse, we are an employee of choice and staff feel supported within an inclusive and fair work environment.
Governance and Engagement – Increased Participation	A diverse range of people are able to influence the work of the Authority and decisions that affect the Park area

How the Draft Equality Plan Was Developed

During drafting it was identified where our equality objectives and plan can have greatest impact through:

### **Considering the evidence:**

- Equality and Human Rights Commission's Is Wales Fairer? The state of equality and human rights 2018
- Evidence and impacts identified in the Equality Impact Assessment of the Authority's revised National Park Management Plan
- Wider research and data relevant to Park area and the work of the Authority
- Performance against our previous equality objectives
- Analysis of Authority recruitment, workforce and pay data

### **Considering feedback from engagement:**

- Regional consultation with other public bodies including public survey and Pembrokeshire stakeholder focus groups (delivered in partnership with PCC). Stakeholder focus groups included:
  - Pembrokeshire 50+ Forum
  - Young voices for Choices (Pembrokeshire) - Young people with additional learning needs
  - Young People's Rights Forum – Pembrokeshire
  - Pembrokeshire Youth Assembly
  - Pembrokeshire Access Group
  - VC Gallery - Disability (Mental Health)
  - PCNPA Youth Rangers
  - An additional session was held with MIND by PCNPA
- Opportunities and Challenges consultation with groups as part of initial review work for the revised National Park Management Plan
- Staff engagement survey

### **Considering best practice:**

- Learning from best practice projects, schemes and initiatives of other organisations

### **Considering strategic links:**

- Welsh Government Priorities for National Parks and AOB – Valued and Resilient
- EHRC priority themes from Is Wales Fairer?
- Our Well-being Objectives and Welsh Well-being Goals
- Links to our revised National Park Management Plan
- Pembrokeshire Well-being Plan
- Welsh Government and other regional Public Bodies draft objectives
- National well-being Indicators and Well-being in Wales Statistical Report

The draft version of the plan alongside an Evidence and Engagement Feedback document (the EQIA for the draft plan) were presented to Members at the December

NPA for comments. In response to Members feedback the plan has been strengthened in terms of equality objective 3 in reference to volunteers and objective 8 in reference to Members. Also in response to comments on milestones, dates have been tightened in terms of timescales for some actions. Milestones for actions will be integrated into the annual corporate planning process which will assist in assessing delivery of actions and progress against associated objectives.

The draft objectives were issued for consultation during December 2019 and beginning of January 2020. No external comments have been received. However minor amendments have been applied following comments and feedback from staff. The Authority's new HR Manager has been consulted in relation to the plan and the Chief Executive and the Performance and Compliance Officer have met with the EHRC.

The Authority is working with the other two National Parks in Wales on a Position Statement on Social Inclusion and Child Poverty, this will be attached as an Appendix to the Plan once the position statement is approved by the three Park Authorities.

#### Financial considerations

Delivery of actions within this plan will be linked to annual corporate planning and budget cycles. There is potential in some areas to seek external funding and work in partnership with others to deliver projects. Financial risks associated with legal claims if we fail to comply with different aspects of the Equality Act.

#### Risk considerations

Reputational and financial risks associated with legal claims if we fail to comply with different aspects of the Equality Act. Use of equality impact assessments and training of staff can help prevent the risk of this occurring.

#### Sustainable Development Principles

Actions within the plan will help ensure that a wide range of people are able to contribute to improving the resilience of the National Park, whether through taking part in projects that benefit the Park, volunteering with the Park, working for the Authority or getting involved in decisions about the Park.

The Plan lists how the 5 ways of working were considered in its development.

#### Welsh Language

The final version of the Plan will be translated into Welsh.

#### **Recommendation**

Members APPROVE the Equality Plan 2020-24 and revised equality objectives.

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



## Pembrokeshire Coast National Park Authority Equality Plan and Objectives 2020-24

***“National Park – A National Park is an area that is protected because of its beautiful countryside, wildlife and history.”***

(Learning Disability Wales, Easy Read Online Dictionary)

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

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### Introduction

This plan contains important information about the work Pembrokeshire Coast National Park Authority will be doing across 2020 – 2024 to promote equality and diversity. Our aim is not just to meet our legal duties, but also to ensure in the areas we can make the biggest difference the Authority is achieving positive experiences for all.

This Plans sets out ambitious long term aims alongside our Equality Objectives across four areas where we can make a difference – The Park, Our Services, Our Workforce and Governance and Engagement.

I look forward to working with Authority staff, Members and volunteers and wider partners and stakeholders to deliver the ambitions within this plan.

**Tegryn Jones - Chief Executive Pembrokeshire Coast National Park Authority**

## Summary – Long Term Aims and Equality Objectives

### The Park – A Landscape for Everyone

**Long Term Aim 1:** Create a Park that is a Landscape for Everyone

**Equality Objective 1:** By 2024, our promotion of the National Park as a destination will be representative of more diverse audiences and we will have removed some barriers to accessing the Park for underrepresented groups or those who face specific barriers. Resulting in a more diverse range of people benefiting from and experiencing its Special Qualities.

**Equality Objective 2:** By 2024, we will ensure that solutions developed to address opportunities and challenges identified in the National Park Management Plan are inclusive and take account of the Plans Equality Impact Assessment.

### Our Services – Accessible and Inclusive

**Long Term Aim 2:** Our services are accessible and inclusive by default and our projects are contributing to addressing inequality

**Equality Objective 3:** By 2024, we will have staff and volunteers trained and mechanisms in place to ensure we design, procure and deliver accessible and inclusive services.

**Equality Objective 4:** By 2024, we will have developed and delivered projects and schemes that have positive benefits for those facing inequalities, in particular children and young families from deprived areas.



Surfing on the Pembrokeshire Coast.

## Our Workforce – Diverse, Supportive and Inclusive

**Long Term Aim 3:** Our workforce is diverse, we are an employer of choice and staff feel supported within an inclusive and fair work environment

**Equality Objective 5:** By 2024, we will have increased potential routes into employment for underrepresented groups in our workforce.

**Equality Objective 6:** By 2024, we will through well-being initiatives, training and associated policies provide a supportive and inclusive workplace.

**Equality Objective 7:** By 2024, we will reduce the Authority's gender pay gap, with a particular focus on the experiences of staff in our Lowest Quartile (Lowest Paid.)

## Governance and Engagement – Increased Participation

**Long Term Aim 4:** A diverse range of people are able to influence the work of the Authority and decisions that affect the Park area

**Equality Objective 8:** By 2024, we will create opportunities for underrepresented groups within our governance and wider structures to influence decisions about the Park and work of the Authority and improve Members equality governance skills.

**Equality Objective 9:** By 2024, have in place mechanisms to enable a wide range of groups and people to participate in an ongoing conversation about the National Park.



Participants in a Mobility Walk held in Saundersfoot.

## Background Information

### 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.

### Pembrokeshire Coast National Park

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

Pembrokeshire Coast National Park's "special qualities" are:

- Accessibility
- Diverse Geology
- Cultural Heritage
- Rich historic environment
- Richness of habitats and biodiversity
- Distinctive Settlement Character
- Coastal Splendour
- Diversity of Landscape
- Islands
- Space to breathe
- Remoteness, tranquillity and wildness
- The diversity of experiences and combination of individual qualities<sup>1</sup>

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

### Our Equality Duties as a Welsh Public Body

The Equality Act 2010 is about ensuring a fair deal for everyone and focuses on ending discrimination, advancing equality of opportunity and outcome and fostering good relations between different individuals and communities.

#### Public Sector Equality Duty

PCNPA as a National Park Authority is a listed body under the Equality Act 2010. This means we are required under the general equality duty to consider how we can positively contribute to a fairer society through advancing equality and good relations in our day-to-day activities.

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<sup>1</sup> PCNPA, PCNPA Opportunities and Challenges Discussion Paper for the Management Plan 2020-2024, 2018, p4



## Background Information

This means in exercising our functions, we are required to have due regard to the need to:

- a) eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act**
- b) advance equality of opportunity between people who share a relevant protected characteristic and those who do not**
- c) foster good relations between people who share a protected characteristic and those who do not.**

Having due regard involves:

- a) removing or minimising disadvantages experienced by people due to their protected characteristics;**
- b) taking steps to meet the needs of people from protected groups where these are different from the needs of other people;**
- c) encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low.**

The general duty ensures that equality considerations are built into the design of policies and the delivery of services and that they are kept under review. This will achieve better outcomes for all.

The Equality Act describes fostering good relations as tackling prejudice and promoting understanding between people who share a protected characteristic and those who do not. Meeting the duty may involve treating some people more favourably than others, as long as this does not contravene other provisions within the Act.

In addition to the general duty, the Welsh Assembly Government has introduced specific duties for public authorities in Wales. These specific duties are outlined in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011. The specific duties in Wales cover:

- Objectives
- Strategic Equality Plans
- Engagement
- Assessing Impact
- Equality Information
- Employment Information
- Pay Difference
- Staff Training
- Procurement
- Annual Reporting
- Publishing
- Welsh Minister's reporting
- Review
- Accessibility

### Who is protected? – The protected characteristics

Everyone is technically protected under the Equality Act, however, the general and specific public sector duties refer to people who have particular ‘protected characteristics.’ The law is designed to protect people who are discriminated in relation to these characteristics. The protected characteristics are –

- Age
- Disability
- Gender reassignment
- Marriage or civil partnership, but only in the respect of the requirement to have due regard to the need to eliminate discrimination.
- Pregnancy and maternity
- Race – including ethnic or national origin, colour or nationality
- Religion or belief
- Sex
- Sexual orientation

Under the Act, it is unlawful to discriminate, harass or victimise someone because they have or are perceived to have a “protected characteristic” or are associated with someone who has a protected characteristic.

### The National Park Management Plan and Local Development Plan

The [Environment Act 1995](#) specifies that the Purposes of a National Park Authority are

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

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

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

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

Both of these documents are subject to Equality Impact Assessments.

## Well-being Objectives and Corporate and Resources Plan

The Authority’s annual Corporate and Resources Plan is structured to take account of the requirements of the [Well-Being of Future Generations \(Wales\) Act 2015](#). The Authority has seven Well-being Objectives which contribute to the Welsh Well-being Goals, including a specific equality focused objective. Equality actions identified in this plan will be mainstreamed into the annual Corporate and Resources Plan and its reporting and monitoring activities. Our Well-being objectives are:

<b>Prosperity:</b> To encourage and support the development of sustainable employment and businesses, particularly in tourism & recreation.
<b>Resilience:</b> To improve the health of the National Park’s ecosystems.
<b>Health and Well-being:</b> To enable and encourage more people to improve their well-being by making a greater use of the National Park regardless of their circumstances.
<b>Equality:</b> To continue to ensure equality is embedded within the work and culture of the NPA.
<b>Community:</b> To work alongside communities to help them make the most of the NPA.
<b>Culture:</b> To protect and promote the local culture of language, arts and heritage of the area.
<b>Global:</b> To ensure our work makes a positive contribution to global well-being.

The [Well-being of Future Generations \(Wales\) Act 2015](#) requires public bodies to act in accordance with the sustainable development principles.

This is how we have considered the five ways of working in developing this plan:



## Welsh Government Priorities – Valued and Resilient

In July 2018 the Welsh Government set out its key priority areas for Areas of Outstanding Natural Beauty and National Parks in its [Designated Landscapes: Valued and Resilient written statement](#). The development of these priorities follows the Welsh Government’s consideration of the outcomes from the Review of Designated Landscapes, Future Landscapes Wales Programme and responses to the Taking forward Wales’ sustainable management of natural resources consultation.

The statement highlighted that National Parks in Wales need to be

- 1. Be “Landscapes for everyone”**
- 2. Reach out beyond traditional audience**
- 3. Engage a more diverse cross section of Welsh society so that they have a stake in the national landscapes**

The statement notes:

*“While it is important for all sectors of society to experience these designated landscapes, particular focus should be given to children and young families from deprived areas. Action must be taken to help to tackle the inequalities that exist in health, education and economic outcomes amongst the poorest in society. This work will include enhanced outdoor education programmes and volunteering opportunities”*

## Well-being Plan and Assessment for Pembrokeshire

The Authority has taken into account when developing this plan the Public Services Boards Well-being Plan for Pembrokeshire and evidence from the associated Well-being Assessment for Pembrokeshire.

The priority areas within the Plan are

<b>Priority 1:</b> Living and Working	<b>Priority 3:</b> Tackling Communities
<b>Priority 2:</b> Resourceful Communities	<b>Priority 4:</b> Tackling Rurality

8 integrated projects are being delivered through the Plan, with the following projects having particular relevancy for the equality plan:

- Recruitment and Employment Transformation Framework
- Celebrating the Great Outdoors
- Community Participation
- Understanding our Communities
- Meaningful Community Engagement

## How we developed our Equality Plan 2020-24

We identified where our equality objectives and plan can have greatest impact through:

### Considering the evidence:

- Equality and Human Rights Commission's Is Wales Fairer? The state of equality and human rights 2018
- Evidence and impacts identified in the Equality Impact Assessment of the Authority's revised National Park Management Plan
- Wider research and data relevant to Park area and the work of the Authority
- Performance against our previous equality objectives
- Analysis of Authority recruitment, workforce and pay data

### Considering feedback from engagement:

- Regional consultation with other public bodies including public survey and stakeholder focus groups
- Opportunities and Challenges consultation with groups as part of initial review work for the revised National Park Management Plan
- Staff engagement survey

### Considering best practice:

- Learning from best practice projects, schemes and initiatives of other organisations, e.g. Time to Change Wales Pledge

### Considering strategic links:

- Welsh Government Priorities for National Parks and AOB – Valued and Resilient
- EHRC priority themes from Is Wales Fairer?
- Our Well-being Objectives and Welsh Well-being Goals
- Links to our revised National Park Management Plan
- Pembrokeshire Well-being Plan
- Welsh Government and other regional Public Bodies draft objectives
- National well-being Indicators and Well-being in Wales Statistical Report

Please see the supporting Evidence and Engagement document for further information on how the above influenced the creation of our Equality Objectives and actions. This document also acts as our Equality Impact Assessment of the Plan.

## The Park - A Landscape for Everyone

### Long Term Aim 1: Create a Park that is a Landscape for Everyone

**Equality Objective 1:** By 2024, our promotion of the National Park as a destination will be representative of more diverse audiences and we will have removed some barriers to accessing the Park for underrepresented groups or those who face specific barriers. Resulting in a more diverse range of people benefiting from and experiencing its Special Qualities.

**Equality Objective 2:** By 2024, we will ensure that solutions developed to address opportunities and challenges identified in the National Park Management Plan are inclusive and take account of the Plans Equality Impact Assessment.

### Priority Areas and Actions

#### Communication and Interpretation

- ✓ How we promote the Park and communication methods used can influence whether people are aware of it and how to access it. This is particularly important if people have never visited or participated in opportunities within the Park or have specific access and other needs. The [Mosaic project](#) identified the important role representative imagery can play in breaking down perceptions about who National Parks are for, particularly for people from minority ethnic backgrounds.
- ✓ Across the Park there is a range of interpretative materials and experiences helping people to learn about the Park and its Special Qualities. The more inclusive they are in design the wider their reach and impact can be.

#### Projects and Schemes that Increase Access

- ✓ [The Recreational Audit for Disabled Access in Pembrokeshire](#) provides a strong local evidence base about the barriers disabled people can face when accessing recreation opportunities in the Park.
- ✓ The Authority has supported increased access to Public Rights of Way through its Access for All project and walks for all guide. This is a theme integral to the Rights of Way Improvement Plan 2018-2028. The Authority's Experience for All project will work with service users to identify priority areas where improvements can be made at locations across the Park.
- ✓ Communities within the Park are also at the forefront of finding ways to develop inclusive communities. St Davids where our Oriel y Parc Gallery and Visitor Centre is based is a Dementia Friendly City.
- ✓ Transport, including accessible transport is a key barrier for people living in the Park and for visitors that repeatedly appears within the evidence base. The

## The Park – A Landscape for Everyone

promotion of sustainable transport is a key area within the Authority's National Park Management Plan. There are limitations to the impact the Authority can have in this area. However through partnership working to develop local solutions there are opportunities to make a difference as shown by financial support provided to Greenways Partnership in terms of Coastal Buses.

### National Park Management Plan

- ✓ The Equality Impact Assessment of the National Park Management Plan identified a need to take account of equality impacts at a projects development level for the Plan. Engagement with stakeholders and individuals who face barriers to opportunities in the Park can help responses developed to be inclusive.
- ✓ Provision of affordable housing particularly for young people and families, continues to be an issue identified at a national and local level and in the equality impact assessment for the National Park Management Plan. The Authority has a key role in supporting the provision of suitable affordable housing in the Park as the local planning authority.

<b>Actions - We will:</b>		<b>Accountability</b>	<b>Time Scales</b>
<b>1</b>	Develop mechanisms to ensure promotion and interpretation material takes into account accessibility and inclusivity as standard practice.	Comms. Interpretation. Centres.	2020- 22
<b>2</b>	Develop and deliver projects and schemes that enhance access to and participation opportunities within the Park, including delivering priority actions identified from the Experiences for All Project and continue to support provision of Beach Wheelchairs across the Park.	Community and Visitor Services. Access. Direction (Health and Well-being/ Tourism.)	Ongoing
<b>3</b>	Work with others in the development of local projects and schemes that help address transport challenges in the Park	Leadership Team. Direction - Tourism.	Ongoing
<b>4</b>	Develop a project checklist, which can be shared with partners to ensure projects developed to address challenges and opportunities in the National Park Management Plan are inclusive.	Conservation Policy Officer. Performance and Compliance.	2020-21
<b>5</b>	Engage with individuals from underrepresented groups and people who face barriers to opportunities in the Park as we develop projects aimed at supporting delivery of the National Park Management Plan.	Conservation Policy Officer. Engagement Action Plan Group.	Ongoing
<b>6</b>	Continue to support suitable affordable housing developments within the Park area, in line with the Authority's LDP.	Planning Policy and Planning Service	Ongoing

## Our Services – Accessible and Inclusive

**Long Term Aim 2:** Our services are accessible and inclusive by default and our projects are contributing to addressing inequality.

**Equality Objective 3:** By 2024, we will have staff and volunteers trained and mechanisms in place to ensure we deliver; procure and design accessible and inclusive services.

**Equality Objective 4:** By 2024, we will have developed and delivered projects and schemes that have positive benefits for those facing inequalities, in particular children and young families from deprived areas.

### Priority Areas and Actions

#### Staff Training and Induction

- ✓ To be able to deliver inclusive and accessible services staff and volunteers need to have the necessary awareness, knowledge and skills. Effective induction and training plays a central role in this.
- ✓ The Authority is increasingly delivering health and well-being related projects and also delivers education services. Staff awareness of issues relating to diversity is particularly important in these areas, as some groups have faced negative experiences in the past when accessing services from traditional providers. We need to ensure our health and well-being offer is a positive experience for all.

#### Inclusive Services from the Outset

- ✓ The Authority offers great opportunities to access heritage and cultural experiences and learn more about the Park through Castell Henllys, Carew Castle and Mill, and Oriel y Parc visitor centre. People may face a range of barriers to access at these sites due to their nature. The centres currently look to address some barriers people may face through provision of mobility scooters, staff training in dementia awareness and provision of a Quiet hour at Castell Henllys.
- ✓ The Authority needs to ensure that digital tools and services it uses are compatible with assistive technology, best practice and that the Authority complies with The Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.
- ✓ When procuring goods and services the Authority could do more to look at activities that could support its aim to deliver inclusive and accessible services (within procurement regulation frameworks.) Including looking at the equipment we procure, utilising community benefit opportunities where possible and ensuring those we ask to work on our behalf do so in a way that takes into account our equality obligations.



## Projects and Schemes – Helping to address inequality

- ✓ The Welsh Government’s Valued and Resilient Position Statement highlights the role that outdoor education programmes and volunteering programmes can play in helping to tackle the inequalities that exist in health, education and economic outcomes amongst the poorest in society. Specific target groups they identify are children and young families from deprived areas.
- ✓ The Authority has a wealth of experience in delivering and working in partnership with groups and statutory organisations to support individuals to benefit from engagement with the Park. This can range from supported walking opportunity, supported social action and volunteering opportunities and outdoor schools initiatives.
- ✓ Evaluation of projects plays an important role in assessing how successful projects are in engaging with target groups and their impact for those individuals involved. This information can help inform future project development.

<b>Actions - We will:</b>		<b>Accountability</b>	<b>Time Scales</b>
<b>7</b>	Integrate equality training and awareness into staff and volunteer induction processes.	HR. Team Leaders. Volunteers.	2020- 22
<b>8</b>	Develop a training plan for all staff to be trained on how they can deliver accessible and inclusive services and to identify and source specialist training for relevant staff and volunteers.	HR. Team Leaders. Volunteers.	2021- 22
<b>9</b>	Support Authority Centres to engage and join in with initiatives that support wider access to attractions, heritage and arts opportunities.	Centre Managers.	Ongoing
<b>10</b>	Identify mechanisms to assist staff in procuring and delivering digital systems and services that comply with accessibility best practice and public sector regulations.	IT Team. Comms. Service Leads.	2020- 21
<b>11</b>	Identify opportunities to promote our commitment to equality and inclusion in our procurement process and in our relationships with suppliers and contractors.	Leadership Team. Service Leads. Finance.	2020- 22
<b>12</b>	Develop and deliver projects in partnership with others that have positive benefits for those facing inequalities, in particular children and young families from deprived areas (e.g. outdoor and cultural education and engagement and facilitated social action and supported volunteering projects.)	Community and Visitor Services. Direction (Health and Well-being/ Tourism).	Ongoing
<b>13</b>	Evaluate how effective our projects are to inform development of future projects.	Project or Scheme Leads. Fundraising.	Ongoing

## Our Workforce – Diverse, Supportive and Inclusive

**Long Term Aim 3:** Our workforce is diverse, we are an employer of choice and staff feel supported within an inclusive and fair work environment.

**Equality Objective 5:** By 2024, we will have increased potential routes into employment for underrepresented groups in our workforce.

**Equality Objective 6:** By 2024, we will through well-being initiatives, training and associated policies provide a supportive and inclusive workplace.

**Equality Objective 7:** By 2024, we will reduce the Authority's gender pay gap, with a particular focus on the experiences of staff in our Lowest Quartile (Lowest Paid.)

### Priority Areas and Actions

#### Recruitment and Entry routes into employment

- ✓ In 2018/19 only 20% of the Authority's workforce was under 40. Often routes into employment for younger applicants are tied to seasonal vacancies or project based roles. Engagement with young people in Pembrokeshire highlighted concerns around barriers to them gaining suitable employment opportunities in the area.
- ✓ Pembrokeshire College are currently developing a work placement scheme that the Authority is part of. The Authority previously ran a successful traineeship programme Skills in Action, but no follow up initiative is currently in place. The Authority currently provides skills development opportunities through supported volunteering and social action opportunities.
- ✓ The Authority's recruitment data shows that for certain protected characteristics we are not attracting a diverse range of applicants, particularly in terms of Race and Ethnicity. If the Authority fails to increase the diversity of applicants then it cannot increase the diversity of its workforce. This is a challenging area and to make progress on this issue within the plan period there is a need to work with other organisations in similar sectors.
- ✓ The Authority is not currently signed up to the UK Government's Disability Confident scheme.

#### Supportive and Inclusive Environment for Staff

- ✓ To get the best out of our employees we need a workplace culture that is safe and inclusive for all. The Authority has a range of well-being initiatives already in place including access to counselling services and favourable flexible working opportunities. It is important that the Authority reviews current initiatives and policies to see if they are effective and reflect current best practice.

## Our Workforce – Diverse, Supportive and Inclusive

- ✓ 13% of the Authority’s workforce in 2018/19 were over 60, and it is important that staff feel supported and valued as they age within the workforce.
- ✓ Line Managers are central to delivering an inclusive and supportive work environment and the Authority needs to ensure that line managers have the necessary skills to achieve this.

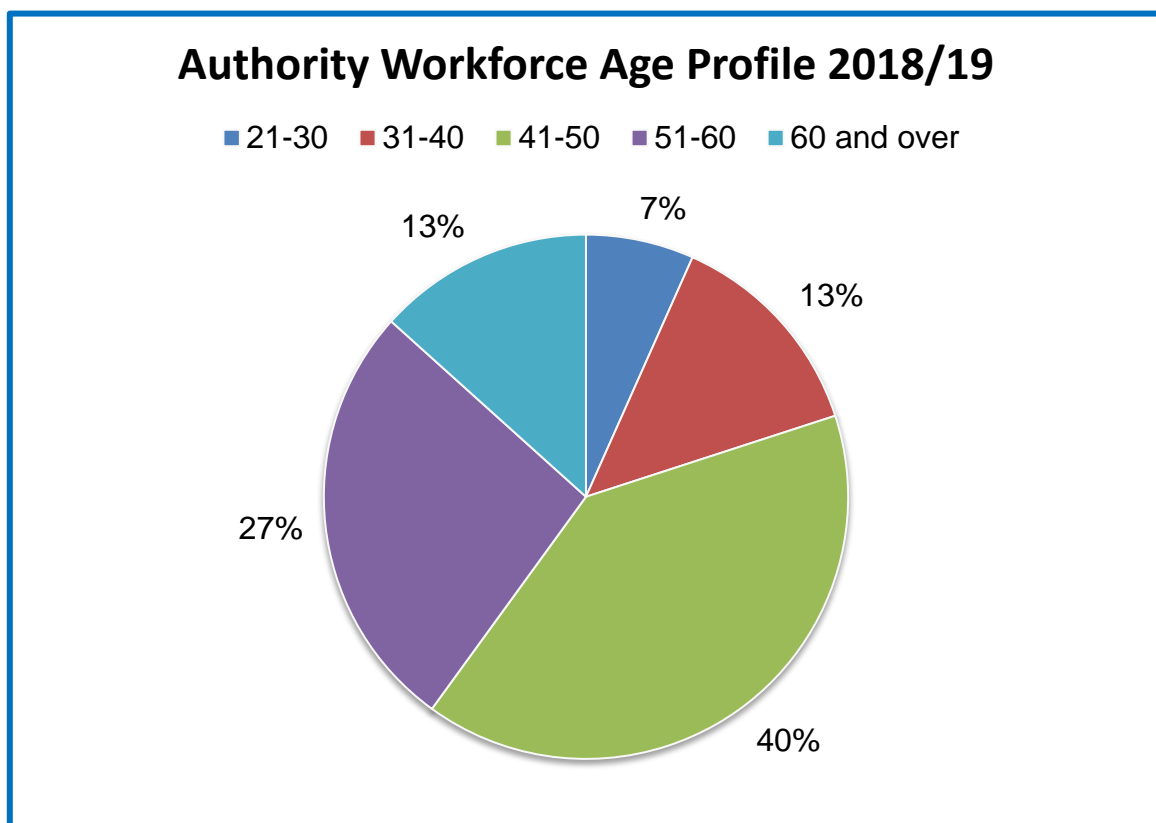
### Gender Pay Gap and Equality Data

- ✓ The Authority’s Mean Gender Pay Gap in Hourly Pay is 8.91 and Median Gender Pay Gap in Hourly Pay is 8.13 (The Authority employs less than 250 employees and this will affect the weighting in terms of the calculation used). This in part reflects that 69.77% of people in the Lower Quartile (Lowest Paid) are female which includes events and activities providers, gallery assistants and catering staff at Authority centres. The Authority as a public body needs to ensure that it is promoting fair work principles in how it operates.
- ✓ To enable us to identify if we are making improvements and address challenges we will need to continue to collect and analyse recruitment, workforce and pay equality monitoring data. The Welsh Government’s work on Open Data and equality data offers greater opportunities for us to benchmark our data against the data of other organisations.

Actions - We will:		Accountability	Time Scales
<b>14</b>	Carry out a comprehensive review of the Authority’s recruitment and selection process to ensure fairness within recruitment processes, including looking at potential barriers for younger applicants.	HR. Team Leaders.	2021- 22
<b>15</b>	Participate in the Pembrokeshire College (PSB) Work Placement Scheme and develop or participate in other related schemes (e.g. developing a replacement Skills in Action training scheme or developing apprenticeship opportunities.)	HR. Team Leaders.	Ongoing
<b>16</b>	Explore with other National Parks, conservation and heritage providers opportunities to develop a scheme to promote job opportunities within the sector to underrepresented groups.	HR. Senior Management.	2020- 22
<b>17</b>	Become a disability confident organisation (at least level 1, working towards level 2.)	HR.	2020- 22: Level 1 2022 -24: Level 2
<b>18</b>	Undertake a review of all our well-being activities and support for staff and work with staff reps to develop a well-being offer for staff that reflects current best practice.	HR. Staff Reps Group.	2020-22

Our Workforce – Diverse, Supportive and Inclusive

19	Review relevant HR policies to ensure they reflect current best practice in terms of promoting an inclusive workplace.	HR. Staff Reps.	2020- 22
20	Source and develop a suite of training for line managers to equip them to manage diverse teams and promote an inclusive culture.	HR. Team. Leaders.	2020- 22
21	Engage with staff in our Lower Quartile (Lowest Paid) to examine and review the fairness of our employment offer to them including pay, working hours, flexible working, progression and training. (Gender Pay Gap)	HR. Senior Management.	2020-21
22	Carry out further analysis to see the role that current post grading has on our gender pay gap. (Gender Pay Gap)	HR. Performance and Compliance	2020- 21
23	Improve the monitoring of training and annual performance review process. (Gender Pay Gap)	HR. Team Leaders.	2022-23
24	Sign up to the EHRC pledge 'Working Forward' and implement its recommendations (Gender Pay Gap)	HR. Team Leaders.	2020-22
25	Continue to carry out workplace equality monitoring, contributing to Welsh Government Open Data project and improving analysis of our data.	HR. Performance and Compliance	Ongoing



## Governance and Engagement – Increased Participation

**Long Term Aim 4:** A diverse range of people are able to influence the work of the Authority and decisions that affect the Park area.

**Equality Objective 8:** By 2024, we will create opportunities for underrepresented groups within our governance and wider structures to influence decisions about the Park and work of the Authority and improve Members' equality governance skills.

**Equality Objective 9:** By 2024, have in place mechanisms to enable a wide range of groups and people to participate in an ongoing conversation about the Park.

### Members and opportunity to consider different perspective

- ✓ The Authority has in the past been involved in the Welsh Government's Public Appointee Mentoring Scheme. The Welsh Government currently promotes a Talent Bank for public appointees to increase the diversity of those who apply for public appointments.
- ✓ Equality Impact Assessments provide an opportunity for Authority Members to consider different perspectives and impacts of policies and decisions on people with different protected characteristics. Equality and diversity training can help equip Members with equality governance related skills.

### Routes for Young People and Volunteers to influence what we do

- ✓ The Authority's Youth Rangers have been involved with the Euro Parc Youth Manifesto and in raising awareness of the Manifesto with Members. This included attending an Authority National Park Meeting to present the Manifesto and a follow up meeting with other young people and Members to discuss it. The Authority is currently in the process of setting up a youth forum/ committee.
- ✓ The Authority now has in place a volunteer forum, which provides an opportunity for volunteers from across the Authority to share, learn and also influence the work of the Authority. It is important that the Authority continues to support this forum and works to ensure it attracts a diverse range of participants from across the Authority's volunteering offer.

### Ongoing conversation about the Park

- ✓ 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 Authority wants to foster a sense of ownership among communities and stakeholders through promotion of an ongoing conversation about the Park and

## Governance and Engagement – Increased Participation

policies identified to benefit it. This includes engaging with people who may face barriers to engaging with the Plan through traditional mechanisms or are more likely to engage through tailored outreach activities.

<b>Actions - We will:</b>	<b>Accountability</b>	<b>Time Scales</b>
<b>26</b>	Support programmes and plans to increase representation in local politics and in Welsh Government Public Appointee processes.	Senior Management. Democratic Services.
<b>27</b>	Use Equality Impact Assessments to provide Members with information they need to assess the impact of policies and decisions on protected characteristic and as a part of this process engage with wider groups to capture different perspectives.	Leadership Team. Service Leads. Performance and Compliance. Members.
<b>28</b>	Deliver Equality and Diversity Training to Members.	Democratic Services. HR. Members.
<b>29</b>	Support Member development through achieving Advanced Members Charter	Democratic Services. Members.
<b>29</b>	Work with young people to develop and sustain a PCNPA Youth Forum/ Committee to help inform the work of Members and the Authority.	Community Services. Democratic Services.
<b>30</b>	Work with volunteers to build on and sustain the Authority's Volunteer Forum to help inform the work of the Authority and to ensure the forum attracts a diverse range of volunteers from across the Authority's volunteering offer.	Community Services. Volunteer Co-ordinator. Democratic Services.
<b>31</b>	Support outreach mechanisms and initiatives that help the Authority develop an ongoing conversation about the National Park Management Plan with a diverse range of stakeholders and members of the public.	Conservation Policy Officer. Engagement Action Plan Group.

## Monitoring Progress and Impact

Actions identified within this plan will be mainstreamed within the Authority's Annual Corporate and Resources Plan, with actions prioritised annually across the plans 2020-2024 timescale.

Inclusion of actions within the Authority's Corporate and Resources plan which is approved by the National Park Authority and published on our website ensures that:

- ✓ Actions are mainstreamed into the overall work of the Authority, ensuring accountability across teams in terms of delivery of actions and their related objectives.
- ✓ Suitable Measures can be put in place for relevant actions.
- ✓ Actions and related measures and impacts are captured and monitored on the Authority's performance management system.
- ✓ Actions and related measures and impacts are reported to Members through performance reports that are presented to the Authority's Audit and Corporate Services Committee and Operational Review Committee. This provides Members with the opportunity to ask questions and monitor progress against actions and their related objectives. These reports are available on the Authority's website committee pages.
- ✓ Equality performance is reported annually within our annual report on meeting well-being objectives (improvement plan part 2), this report is published on the Authority's website.
- ✓ As part of the annual development of the Authority's Corporate and Resources Plan we will review progress against our actions and objectives.

The Authority will continue to take part in the Welsh Government Open Data project relating to publishing in open data format workplace and recruitment equality monitoring data.

Please note alternative actions may be required to achieve objectives during the plan period, if this is the case these actions will be identified as part of the annual development of the Authority's Corporate and Resources Plan.

