

## REPORT OF PERFORMANCE AND COMPLIANCE CO-ORDINATOR

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### **SUBJECT: CORPORATE PLAN 2019/20**

#### **Purpose of Report**

To ask Members to comment on the draft Corporate Plan 2019/20.

#### **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. At present it is not yet certain whether the Authority will be required to continue to comply with the Local Government Measure. Therefore, in order to reduce the need for duplication this draft 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 plan presented is still very much a draft plan. The final version of the corporate plan will be presented to Members for approval in March. A summary version of the Plan will also be produced. Officers across the Authority have been involved in the development of the Plan through engagement meetings and will have a further opportunity to comment on the Plan before its final approval. A session was held with the senior management team to review actions identified by officers during the engagement meetings.

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. This document highlights Authority activities that contribute to these priorities and also activities that contribute to Well-being Plan for Pembrokeshire projects.

Members are invited to approve the approach and comment on the content. In particular Members are asked to share any views they have on the following:

- What they view as the priority actions or areas for improvement for the Authority.
- Do they feel that the five ways of working under the Well-being of Future Generations Act (Long term, preventative, integration, collaboration, involvement) have been sufficiently considered within the Plan.

- Have they identified any positive or negative impacts on protected groups under the Equality Act that should be considered as part of the Corporate Plan Equality Impact Assessment.

### **Financial considerations**

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

### **Risk considerations**

No additional risks are involved.

### **Compliance**

Authority is 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 is being carried out on the Plan.

### **Biodiversity implications/Sustainability appraisal**

Key documents such as the State of Natural Resources Report (SoNaRR), Sustainable Management of Natural Resources, Welsh Government Natural Resources Policy and the Pembrokeshire Well-being Assessment and Plan 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 and considers the nine principles of sustainable management of natural resources under the Act.

### **Welsh Language statement**

The approved document will be translated and published on the Authority's website. Activities to support delivery of the Authority's Welsh Language Strategy have been included within the draft Corporate Plan

### **Recommendation**

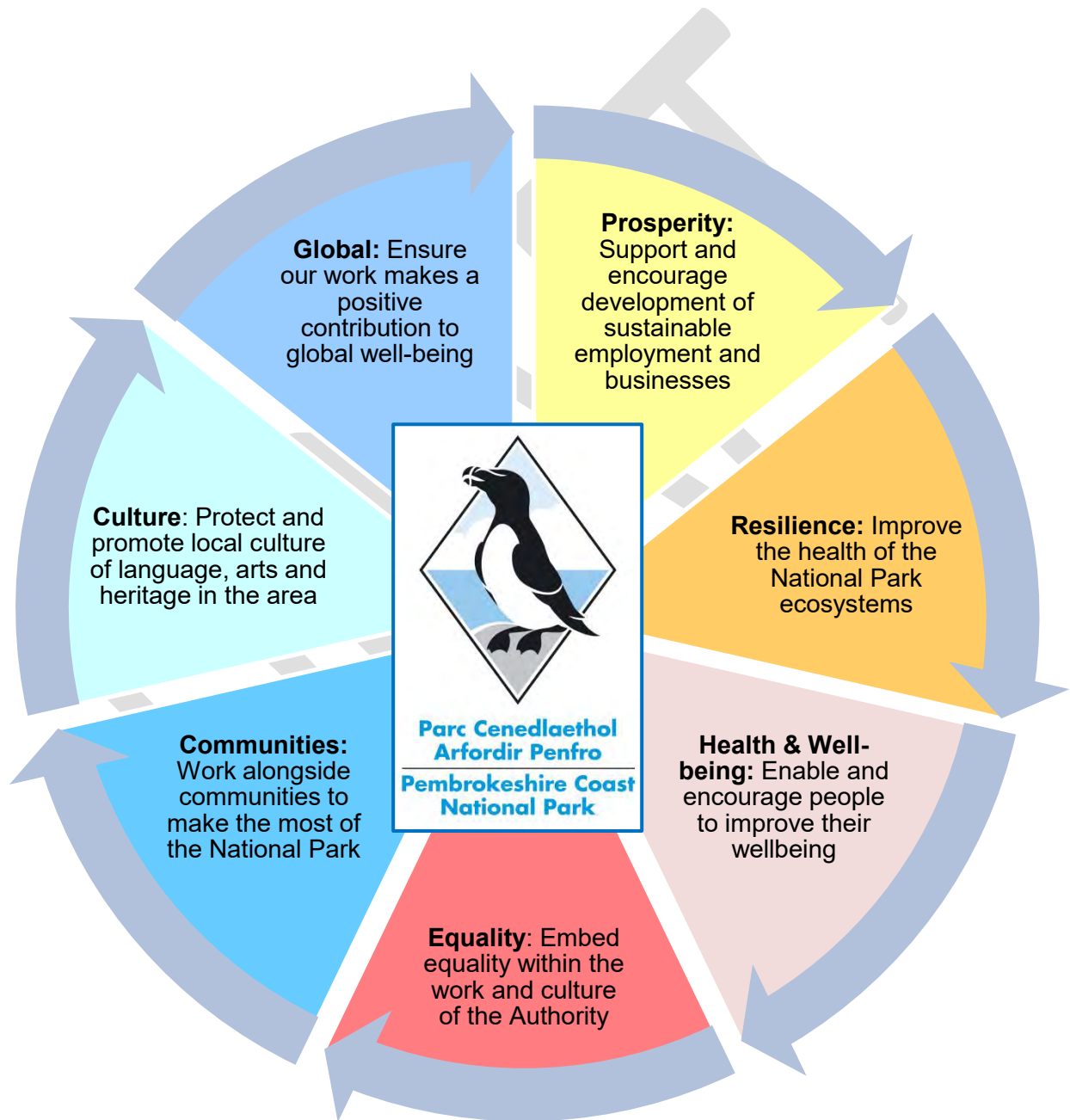
Members **COMMENT** ON the draft Corporate Plan 2019/20.

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

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# Pembrokeshire Coast National Park Authority

## Corporate and Resources Plan 2019/20



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## Introduction – Corporate and Resources Plan

This document acts as our Annual Improvement Plan part 1 and sets out our Well-being Objectives and aligned work programme for 2019/20. 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. 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 15<sup>th</sup>. 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, had discussions with staff including a session with the senior management team, held a budget workshop for Members and considered any changes in legislation and policy and in funding which might affect our work.



**Two of the sculptures that have been created to raise awareness of the marine litter issue in the Pembrokeshire Coast National Park.**



## 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	Coastal Splendour
Diverse Geology	Diversity of Landscape
Cultural Heritage	Islands
Rich historic environment	Space to breathe
Richness of habitats and biodiversity	Remoteness, tranquillity and wildness
Distinctive Settlement Character	The diversity of experiences and combination of individual qualities <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%.



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

## 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.

Every five years the Authority is required to produce a National Park Management Plan [NPMP] 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.

## Review of the Pembrokeshire Coast National Park Management Plan

An opportunities and challenges document has been produced for the review of the National Park Management Plan and circulated for comment during the latter part of 2018. Engagement activities have also been carried out with different groups and at community events to gain different perspectives to inform the development of the reviewed plan.

During 2019/20 the National Park Management Plan will be reviewed with a new plan adopted by the end of 2019. This plan will be subject to sustainability appraisal, equality impact assessment and consultation. Workshops will be held with Members across themes within the Plan. The revised National Park Management Plan will take into account the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016 nine principles of sustainable management of natural resources. The revised plan will guide the future priorities of the Authority's annual Corporate and Resources Plan from 2020 onwards.

## 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
<b>A prosperous Wales.</b>	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.
<b>A resilient Wales.</b>	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).
<b>A healthier Wales.</b>	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.
<b>A more equal Wales.</b>	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
<b>A Wales of cohesive communities</b>	Attractive, viable, safe and well connected communities.
<b>A Wales of vibrant culture and thriving Welsh language.</b>	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.
<b>A globally responsible Wales.</b>	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 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. No changes have been made to the objectives. A likely trigger for review of our Well-being Objectives will be the revision of the National Park Management Plan which is due for completion in December 2019.

The Well-being Assessment and Well-being Plan for Pembrokeshire, State of Natural Resources Report (SoNaRR) and Welsh Government priorities in the valued and resilient written statement provide an evidence base and policy direction to inform the work of the



Authority for the duration of this plan. Area Statements and the Pembrokeshire Environmental and Climate Change Risk Assessment in the future will also influence the work of the Authority.

PCNPA Well-being Objectives	How we contribute to Welsh Well-being Goals
<p><b>Prosperity:</b> To encourage and support the development of sustainable employment and businesses, particularly in tourism &amp; recreation.</p>	<p>Contributes to a ‘Prosperous Wales’ and a ‘Resilient Wales’ by encouraging the development of new and existing businesses in a sustainable manner, promoting skills development and supporting the tourism and recreation industry. Whilst ensuring this is done in a way that discourages the unsustainable use of natural resources. Maintaining and promoting tourist assets in the Park including the coast path should support a ‘Healthier Wales.’</p>
<p><b>Resilience:</b> To improve the health of the National Park’s ecosystems.</p>	<p>Nature based approaches that encourage biodiversity and connectivity and planning policies promoted by the Authority support the healthy functioning of ecosystems in the Park contributing to a ‘Resilient Wales’. The Authority supports a ‘Wales of Cohesive Communities through promoting a place based approach through working with landowners, volunteers and communities on conserving the Park.</p>
<p><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.</p>	<p>Activity in the outdoors, such as walking or cultural and heritage actives, can improve feelings 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.’</p>
<p><b>Equality:</b> To continue to ensure equality is embedded within the work and culture of the NPA.</p>	<p>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’ and a ‘Wales of Cohesive Communities.’ It will use its Strategic Equality Plan and equality impact assessments to embed equality and diversity within the work and culture of National Park Authority.</p>
<p><b>Community:</b> To work alongside communities to help them make the most of the NPA.</p>	<p>Already many communities, communities of interest such as landowners and local groups, Sustainable Development Fund recipients are engaged with and contribute to the work of the National Park Authority contributing in particular to ‘Resilient Wales’ and ‘Wales of Vibrant Culture.’ By taking a co-production approach and developing our work to engage new audiences that are representative of society we will add to a ‘Wales of Cohesive Communities.’</p>
<p><b>Culture:</b> To protect and promote the local culture of language, arts and heritage of the area.</p>	<p>Pembrokeshire and the Park has a rich culture in the arts, heritage and Welsh language that the Authority supports contributing to a ‘Wales of Vibrant Culture and Thriving Welsh Language.’ The authority is also engaging communities and volunteers in looking after heritage sites contributing to a ‘Wales of Cohesive Communities and a ‘Resilient Wales.’</p>

<b>Global:</b> To ensure our work makes a positive contribution to global well-being.	By reducing our carbon footprint, promoting resource efficiency and sustainable transport within the Park, working with others to support the Marine environment and educating people about the special qualities of the Park the Authority is contributing to a 'Globally Responsible Wales'.
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## Sustainable Management of Natural Resources (SMNR)

The Environment (Wales) Act 2016 identifies nine simple principles of sustainable management of natural resources which need to underpin the way the Authority works. These are:

<b>Adaptable</b>	We need to plan, monitor, review and change our work as we gain a better understanding through our improved evidence and experiences.
<b>Scale</b>	Decisions and actions will need to be taken at the right level, be it national, regional or local. We will all need to work together to identify the most appropriate scale for delivering the environmental and wider, cultural, social and economic priorities and opportunities that our evidence highlights.
<b>Working Together</b>	Everyone has a stake in our natural resources and to ensure that these resources are sustainably managed everybody has a role to play, through engaging in projects, providing evidence, or cooperating and collaborating at the local, regional and national level.
<b>Engaging with the Public</b>	Ensure that everyone has an opportunity to have their say on how our natural resources should be managed at all stages of decision-making.
<b>Evidence</b>	A wider and improved evidence base is needed in order to increase our understanding of our natural resources, how they function and of the benefits that they provide. Improved evidence will help us all to better understand the steps that we can take to manage our natural resources more sustainably. A full range of evidence will be needed, not only environmental, but also, cultural, social and economic evidence will be needed from experts, stakeholders and local communities.
<b>Understanding all the benefits we receive from our natural resources</b>	We all need to increase our understanding of the value of our natural resources and the ways in which they support each other so that we and future generations can continue to have economic, social, cultural and environmental benefits whilst reducing the impact we have on the environment around us.
<b>Long term</b>	The impacts of our decisions and actions need to be considered not only for their effect in the short term but also over the long-term.
<b>Prevention</b>	To take steps to prevent significant damage of our ecosystems.
<b>Resilience</b>	To be able to deal with increased demands and pressures our ecosystems need to be healthy. This includes ensuring that our decisions consider the resilience of our ecosystems and their ability to provide their benefits in the long term. This will also help to ensure they are capable of adapting to the impacts they face from climate change and future demands.

The Authority is also required under The Environment (Wales) Act 2016 to take account of the biodiversity and resilience of ecosystems duty under the Act.

## 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 Authority's Corporate Plan for 2019/20 takes into account the 10 priorities identified within the Valued and Resilient Statement. Activities contributing to delivery of these priorities are indicated and mainstreamed within this document as the Authority's Corporate Plan.

1	Landscapes for Everyone	WGVR1
2	Exemplars of the sustainable management of natural resources	WGVR2
3	Halting the loss of biodiversity	WGVR3
4	Green energy and decarbonisation	WGVR4
5	Realising the economic potential of landscapes	WGVR5
6	Growing tourism and outdoor recreation	WGVR6
7	Thriving Welsh Language	WGVR7
8	All landscapes matter	WGVR8
9	Delivering through collaboration	WGVR9
10	Innovation through resourcing	WGVR10

Through delivering on the above priorities the Authority will contribute to the Welsh Government's wider goals as outlined in the Programme for Government 'Taking Wales Forward' and 'Prosperity for All: the national strategy.'

It will also contribute to wider policy agendas including:

- Welsh Government Strategy: A Healthier Wales: our Plan for Health and Social Care
- "Successful Futures" the new National Curriculum for Wales
- The Additional Learning Needs and Education Tribunal (Wales) Act 2018
- Light Springs through the Dark: A Vision for Culture in Wales
- Planning Policy Wales

## Well-being Plan for Pembrokeshire Projects

Throughout the document you will see where work being carried out by the Authority is contributing to projects within the Well-being Plan for Pembrokeshire:

PSB Project 1	Recruitment and Employment Transformation Framework	WBP1
PSB Project 2	Environmental and Climate Change Risk Assessment	WBP2
PSB Project 3	Carbon Neutral County	WBP3
PSB Project 4	Doing Things Differently	WBP4
PSB Project 5	Celebrating the Great Outdoors	WBP5
PSB Project 6	Community Participation	WBP6
PSB Project 7	Understanding our Communities	WBP7
PSB Project 8	Meaningful Community Engagement	WBP8

## Equality and Welsh Language

The Authority has in place a Strategic Equality Plan 2016-2020. During 2019/20 the objectives within this plan and actions will be reviewed. The Authority is hoping to be part of regional multi partner consultation activities during 2019/20 to inform the development of this plan. Activities contributing to the current Plan are indicated and mainstreamed within this document as the Authority's Corporate Plan (EQP).

The Authority has a Welsh Language Strategy 2017-2022. The vision for this strategy is to see the Welsh Language flourish in the Pembrokeshire Coast National Park and to see an increase of 1% of the Pembrokeshire Coast National Park's population who can speak Welsh by 2022. Activities and current priorities contributing to delivery of this strategy are indicated and mainstreamed within this document as the Authority's Corporate Plan (WLS).

## 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:

Long Term	Collaboration
Preventative	Involvement
Integration	

Under each objective we have highlighted some of the ways in which these principles are being applied in the way the Authority works. The Authority has also completed the Future Generations Commissioners' Self Reflection Toolkit which has enabled the Authority to assess its performance on its objectives against the five ways of working. The Commissioner Office has arranged workshops to help public bodies learn together and evaluate each other's responses.

## Funding

The Authority's net revenue expenditure for 2019/20 is determined by the Welsh Government, by allocating the annual National Park Grant and levy at £3,940,000. Locally generated income of about £1,673,000 is raised from planning fees, admissions, merchandise sales, car parks etc. A more detailed breakdown of the budget against the CIPFA codes for National Park Authorities is included as Annex A.

### 2019/20 Budget Forecast

Income	
	£000's
Welsh Government Grant	2,955
Local Authority Levy	985
Local Generated Income	1673
Transfer from Reserves	987
Bank Interest	15
<b>Total</b>	<b>6,615</b>

Expenditure		
PCNPA Well-being Objective	Resource (£000's)	
To encourage and support the development of sustainable employment and businesses	1280	19
To improve the health of the National Park's ecosystems	1086	16
To enable and encourage more people to improve their well-being by making a greater use of the National Park regardless of their circumstances	893	13
To continue to ensure equality is embedded within the work and culture of the NPA	750	11
To Work alongside communities to help them make the most of the NPA	783	12
To protect and promote the local culture of language, arts and heritage of the area	1069	16
To ensure our work makes a positive contribution to global well-being.	754	11
<b>Total</b>	<b>6615</b>	<b>100</b>



## PCNPA - Work streams Across Well-being Objectives for 2019/20

Prosperity	Resilience	Health & Wellbeing	Equality	Community	Culture	Global	Gov/ Financial	Support Services
Planning Policy	Land Management Service: Conservation	Strategic and Partnerships: Health and Wellbeing	Strategic: Equality	Strategic: National Park Management Plan	Historic Inspiration & Experiences	Carbon Neutral Authority	Corporate: Long Term Planning	Finance HR Democratic Services IT Communications Customer Services External Fundraising Performance Property Administration
Planning Service	Planning Service: Protected Trees	Supported Walking Opportunities	Landscapes for All: Social Inclusion	Special Qualities Project	Art: Inspiration & Engagement	Sustainable Transport	Fundraising & Income Generation	
Maintaining PROW: Tourist Asset	Biodiversity & Connectivity Projects	Promotion of Health Benefits of the Park	Landscapes for All: Inclusive Experiences	Engagement Action Plan: Methods	Planning: Historic Buildings	Inspiration & Learning: Special Qualities	Strategic Partnerships	
Sustainable Tourism: Management & Promotion	Looking after the Park's Ecosystem: Engagement & Volunteering	Health and Well-being: Initiatives & Projects	Engagement Action Plan: Young People	Community Engagement and Projects	Community Archaeology	Marine/ Foreshore Environment	Work Force Resilience	
Tourism Engagement & New Audiences	Strategic & Partnerships: Conservation	Engagement Action Plan: Volunteering		Sustainable Development Fund	Strategic & Partnerships: Heritage	Climate Change Risk & Adaptation	Members Development	
Supporting Local Business	Planning Policy and Service: SMNR/ Conservation	Outdoor Schools and Play		Planning Service: Enforcement	Welsh Language Strategy		Corporate Compliance & Standards	
Employment Transformation		Planning: Affordable Housing		Planning Service: Community Engagement				

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

**Where we are and our priorities**

- ➔ PCNPA is on track against the timetable set out in its delivery agreement for its Local Development Plan Part 2. Adoption of the Local Development Plan 2 will influence the future direction of planning within the Park area. The plan will be going through the Welsh Government examination process during 2019/20, with the publication of the Inspectors report due in December 2019.
- ➔ 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 tourist assets is a key function of the Authority. In 2017/18 86.31% of Rights of Way were open and accessible and meeting the quality standards. A challenge to maintaining the coast path is responding to the impact of coastal erosion and poor weather cycles on paths. Annual Delivery Plans will be produced in order to implement the Rights of Way Improvement Plan 2018-2028.

**New Ways of Working: Digital Park Project**

The Authority has procured a system and carried out preparatory work to enable it to develop its digital park project and will be looking to trial processes and software with Warden teams in 2019/20. This project aims to improve 'back-office' systems for Wardens and related teams, in areas such as work recording, data collection and scheduling through a digitisation and streamlining process.

**Improvement Area: Sustainable Tourism**

300 people are employed in the tourism sector in Pembrokeshire and almost 4,000,000 people visit Pembrokeshire each year<sup>2</sup> helping support the local economy. One of the challenges for the Authority is ensuring that recreation and tourism growth in the Park is managed sustainably so that it does not have a negative impact on the Park's special qualities, communities, visitor experience and visitor safety.

To achieve this staff across the Authority will need to contribute to the development and delivery of effective responses both in the short and long term. Addressing the issue can only be achieved through collaborative partnership working with external partners and communities in order to develop and deliver solutions for the management of locations and an integrated approach to how we promote the Park. The further development of a strategic approach to destination management for the Park and Pembrokeshire will play a central role in facilitating this. The Authority is currently working on the development of a destination brand for the National Park area.

The Public Services Board's focus on data sharing has offered opportunities for the Authority to look at recreation management and mapping data. This work will provide

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

insight on issues such as visitor safety at locations and the development of effective responses with partners.

- ➔ The extension of the Summer Rangers to cover the North as well as the South of the Park for the summer season of 2018/19 assisted the Authority in reaching out to new audiences. The Rangers provided on the spot information and activities, including on beaches and developed positive links with local businesses. Parkwise sessions provide businesses with the knowledge to help visitors make the most of a visit to the National Park. Through training rangers to deliver these sessions there is an opportunity to broaden the reach of this work. The Celtic Routes Interreg Partnership Project and Wales Coast Path Marketing Project are increasing opportunities to engage with international visitor audience. Coast to Coast in its physical and app form continues to provide a guide to those visiting and living in the area about events, activities and other information about the National Park. The Authority is also developing a new modernised website to improve its online offer.
- ➔ Through providing opportunities for stalls at fairs, crafts people to share their skills, artists to sell their work and stocking local and Welsh produce the Authority's Centres are helping support local businesses. In 2018/19 the Really Wild Food Festival will be hosted at Oriel y Parc and the Authority will be working with partners on promoting Pembrokeshire at the Royal Welsh Show as the featured county.
- ➔ The Authority will continue to engage with the public services board's development of a Recruitment and Employment Transformation Framework to support people to work in Pembrokeshire. Alongside this it will continue to look at how it can develop skills and opportunities within the Authority, through expanding the nature of its volunteering opportunities, promoting work placement opportunities and developing a replacement project for our previous successful skills in action project.

#### Applying the 5 ways of working in our activities:



How we will deliver on our Wellbeing Objective on Prosperity		Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
<b>Planning Policy / Planning Service</b>	Adoption of revised Local Development Plan and providing an effective Planning Service that supports a sustainable economy.	✓	✓	✓	✓	✓	✓	✓
<b>Maintaining PROW (Public Rights of Way): Tourist Asset</b>	Continue to maintain the Pembrokeshire Coast Path a key tourist asset, ensuring a continued high level of visitor satisfaction. Respond to impact of coastal erosion/ adverse weather conditions on PROW.	✓	✓	✓	✓	✓	✓	✓
<b>Sustainable Tourism: Management &amp; Promotion</b>	Work with others to take a strategic and sustainable approach to the promotion and management of the Park and its special qualities as a tourist and recreation destination.	✓	✓	✓	✓	✓	✓	✓
<b>Tourism Engagement &amp; New Audiences</b>	Facilitate the reaching of new audiences through Seasonal Summer Rangers, Celtic Routes Project and working with local communities and businesses through Parkwise.	✓	✓	✓	✓	✓	✓	✓
<b>Supporting Local Business / Employment Transformation</b>	Promote skills development including work placement opportunities 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>								

## Well-being Objective Prosperity - Performance Framework

Measures	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	Outcome	Policy Links
Local Development Plan preparation deviation from the dates specified in original Delivery Agreement in months	N/A	0 (Green)	0	0	A new Local Development Plan adopted in 2020.	NPMP L3 WGVR 2, 4, 5 [Welsh Government Indicator and Targets]
% of all planning applications	80% (Green)	84.91% (Green)	80%	80%	An efficient and effective	

determined within time periods required					planning service.	
Average time taken to determine all planning applicants in days	61% (Green)	70.75% (Amber)	<67	<67		
% of Member made decisions against officer advice (recommendation)	9% (Red)	4.88% (Green)	<5	<5		
% of appeals dismissed	83% (Green)	63.64% (Amber)	>66	>66		
Applications for costs at section 78 appeal upheld in the reporting period	1 (Amber)	2 (Red)	0	0		
% of planning applications determined under delegated power	N/A	92.07%	Benchmarked against 2017/18	Benchmarked against 2018/19		
# planning applications registered	576	590	N/A (Trend)	N/A (Trend)	An efficient and effective planning service.	NPMP L3
% of planning applications approved	89% (Amber)	85.11% (Amber)	90	90		
Pembrokeshire Coast Path – Trip Advisor Overall Rating 1-5	N/A	5 (Green)	5	5	High level of visitor satisfaction with Pembrokeshire Coast Path and inland rights of way that encourages repeat visits.	NPMP DE 1, DE2 WGVR 5, 6
% of PROW open and Accessible and Meeting the quality standard	85.81% (Green)	86.31% (Green)	85%	85%		
# concerns on PROW standards	N/A	260	N/A (Trend)	N/A (Trend)		
# formal weather events Authority responded to	N/A	N/A	Baseline data	N/A (Trend)	Authority provides effective and timely response to adverse weather events.	NPMP B1, DE1, DE5 WGVR 6 WBP 2
Average time for completion of checks triggered by adverse weather events	N/A	N/A	Baseline data	N/A (Trend)		
# filming enquiry requests	N/A	68	N/A (Trend)	N/A (Trend)	Park is promoted in a sustainable way.	NPMP B4, DE4 WGVR2 WBP5.
# filming enquiry licenses awarded	N/A	14				
# Main website users	N/A	N/A	Baseline data	Benchmarked against 2018/19	New audiences are engaged through Authority's website, summer rangers	NPMP DE5 WGVR 2, 5, 6, 9 WBP 5, 4, 6 WLS
# Main website page views	N/A	N/A				
# people engaged with through	N/A	N/A	N/A	Baseline Data		



Summer Rangers business and general public networking activities				(Template 423)	activities and through Parkwise engagement with businesses and communities.	
# attending pop up events (Summer Rangers)	N/A	623	Benchmarked against 2017/18	Benchmarked against 2018/19		
# Parkwise training sessions held	N/A	4	10	TBC		
# Attendees at Parkwise training sessions	N/A	56	100	TBC		
% Authority spend locally	N/A	53.78	Benchmarked against 2017/18	Benchmarked against 2018/19	Local business benefits from Authority procuring locally where possible.	NPMP DE5 WGVR 5
% Invoices paid on time (Average)	98.17 (Green)	97.22 (Green)	97	97		
# of stall holders participating in fairs and events at Oriel Y Parc and Carew	N/A	265	N/A (Trend)	N/A (Trend)	Local businesses, artists and craft makers benefit from opportunities provided at Centres.	NPMP DE5, B4, DE4 WGVR 5
# of artists and craft makers supported at Oriel Y Parc	N/A	25	N/A (Trend)	N/A (Trend)		
# Sessions delivered with craftspeople sharing their skills at Castell Henllys	N/A	N/A	N/A	Baseline Data		
# Work experience placement sessions	N/A	N/A	Baseline Data	N/A (Trend)	People develop work and career based skills to assist them with future employment and educational opportunities.	NPMP DE3, DE5 WGVR 5 WBP 1 EQP WLS
# Office and Centre based volunteer days	N/A	N/A	N/A	Baseline Data		
# attending volunteer study days	N/A	N/A	Baseline Data	Benchmarked against 2018/19		

Actions	Milestones	Outcome	Policy Links
<b>Ways of Working:</b> The Digital Park Project.	<ul style="list-style-type: none"> <li>Training for staff and testing of system completed</li> </ul>	Improved efficiency of 'back-office' systems leading to improved prioritisation and delivery on the ground.	NPMP L1, B1, HE5, CC2, DE1, DE2, DE5 WGVR 2, 5
<b>Ways of Working:</b> Review adverse weather triggers and new standard operating procedure produced based on a more robust process.	<ul style="list-style-type: none"> <li>Review of adverse weather triggers complete</li> <li>New standard operating procedure in place</li> </ul>	Authority providing effective and timely response to adverse weather events	WBP 2, 4,

<p><b>Strategic Partnerships:</b> Work with partners to develop a strategic approach to destination management that takes account of sustainability considerations.</p>	<ul style="list-style-type: none"> <li>• Destination management plan in place</li> </ul>	<p>Management issues for locations are addressed with a positive impact on Park's special qualities, visitor experience and communities. Park is promoted as a tourist destination in a sustainable manner.</p>	<p>NPMP L1, L4, L5, AW1, AW2, CC1, DE1, DE2, DE5 WGVR 2, 4, 5, 6, 9 WBP 2, 3, 5, 6</p>
<p><b>Ways of Working:</b> Implementation plan for launch of new destination branding.</p>	<ul style="list-style-type: none"> <li>• Implementation plan in place</li> <li>• Brand launched</li> </ul>		
<p><b>Ways of Working:</b> Amend recreation plan to location monitoring document.</p>	<ul style="list-style-type: none"> <li>• Recreation Plan amended to monitoring of location document</li> <li>• Actions are being implemented internally and with external agencies that are informed by priorities within the document</li> <li>• Document is being monitored</li> </ul>		
<p><b>Strategic Partnerships:</b> Data mapping coastal/foreshore incidents.</p>	<ul style="list-style-type: none"> <li>• Data sources collated on digital map</li> <li>• Information shared with partners</li> <li>• Joint responses developed where needed</li> </ul>		
<p><b>Partnerships:</b> Liaison with recreational groups and Pembrokeshire Coastal Forum.</p>	<ul style="list-style-type: none"> <li>• Castle Martin Ranger - Annual meetings held with recreational groups</li> <li>• Joint guidance produced</li> </ul>		
<p><b>Ways of Working:</b> Rangers trained and delivering Parkwise sessions.</p>	<ul style="list-style-type: none"> <li>• Rangers trained in how to deliver Parkwise sessions</li> <li>• Parkwise sessions delivered by Rangers</li> </ul>	<p>New audiences are engaged through Authority's website, summer rangers' activities and through Parkwise engagement with businesses and communities.</p>	<p>NPMP L4, B4, HE3, DE1, DE2, DE4, DE5 WGVR 2, 5, 6, 9 WBP 4, 6</p>
<p><b>Partnership Project:</b> Participation in Celtic Routes Project and delivery of Wales Coast Path Project.</p>	<ul style="list-style-type: none"> <li>• Project outcomes delivered</li> </ul>		
<p><b>Ways of Working:</b> Development and launch of new website.</p>	<ul style="list-style-type: none"> <li>• Website design and Content Complete</li> <li>• Website launched</li> </ul>		
<p><b>Project - Event:</b> Really Wild Food Festival of OYP.</p> <p><b>Partnership - Event:</b> Work with partners to promote Pembrokeshire and the Park at the Royal Welsh Show.</p>	<ul style="list-style-type: none"> <li>• Marketing of Really Wild Food Festival completed</li> <li>• Hosting of festival (May)</li> <li>• Promotional activities at Royal Welsh Show complete</li> </ul>	<p>Positive promotion of local produce, supporting the local economy.</p>	<p>NPMP CC2, DE3 WGVR 5 WBP 6</p>

<b>Strategic Partnerships - Ways of Working:</b> Engage with the Public Services Board's (PSB) Recruitment and Employment Transformation Framework project.	<ul style="list-style-type: none"> <li>• PSB Framework in place</li> <li>• Activities to implement priority actions within framework start in the Authority</li> </ul>	Authority is carrying out initiatives which support skills development and increase access to employment opportunities.	NPMP DE3, DE5 WGVR 9 WBP 1 EQP WLS
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Future Projects: Development and identifying funding streams		
Project	Outcome	Policy Links
Skills in Action (Phase 2) Project	Project in place to develop work and career based skills to assist young people and others to access employment opportunities.	NPMP DE3, DE5 WGVR 9 WBP 1 EQP WLS

Qualitative, Evaluation, Reports	Learning Opportunities	Policy Links
Annual Planning Performance Report	Identify areas of improvement for planning service. Enables Authority to benchmark performance against Welsh Government targets and other Planning Authorities.	NPMP L3 [Welsh Government Indicators]
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 WGVR 6 WBP 5

### 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 and promoting sustainable recreation.

*“It was the first time we had a NP Ranger doing Summer Activities on the beach and it was great we could inform the visitors about this excellent role. Having the poster placed in our window each week was helpful and we could also guide people to go and do other activities in other areas. We really hope that the PCNPA decide to employ another Summer Ranger in 2019!”*

Newport Ice Cream Shop

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

### Where we are and our priorities

- ➔ As part of the Authority's land management programme, conservation work is carried out on over one hundred sites, a total of approximately 4320 hectares 1 (7% of the National Park), aimed at benefitting priority habitats and species within the Park. This is achieved through the management of the Authority's owned or leased estate and also through working in partnership with private landowners with our 'Conserving the Park' scheme. In 2017/18 seven new agreements were made covering over 55 hectares. These agreements focused on hay meadow management and restoration (38 hectares). Three of these are in close proximity to each other and are in turn close to the National Park Authority's Freshwater East property, forming a chain of land managed for wildlife.
- ➔ The Authority continues to carry out work to look after protected trees, with 57 applications for works to protected trees determined in 2017/18 and 3 new tree preservation orders made.

### **New Ways of Working: Paths, Plants and Pollinators and Traditional Boundaries**

The Authority is looking to develop a pilot project along the coastal corridor between Solva and Dale over a two year period, aimed at changing the way the Coast Path is managed by placing a greater emphasis on maintaining and increasing biodiversity and connectivity. This would be achieved by identifying and carrying out a range of small scale habitat management tasks and working with other partners and landowners. The idea for this project originates from the Authority's Warden team and has the potential to be the first step towards a longer term aim of maintaining the Coast Path in a way that further improves biodiversity and wildlife interest for visitors, whilst at the same time ensuring its quality as a National Trail.

Our traditional boundaries are under threat from inappropriate management and neglect. Without action we are facing the gradual loss of these features that provide a wildlife refuge, food source, breeding area and connectivity feature from the landscape. The Authority is looking to develop a pilot project promoting the restoration of traditional boundaries.

- ➔ Through providing volunteering and social action opportunities the Authority continues to assist people to carry out actions that improve the health of National Park's ecosystems. Projects and schemes such as the Voluntary Wardens, Youth Rangers, Pathways and Stich in Time have helped facilitate these opportunities. Securing funding for further development of the Naturally Connected and Stich in Time projects will offer opportunities to engage local tourism businesses and communities with conservation work.

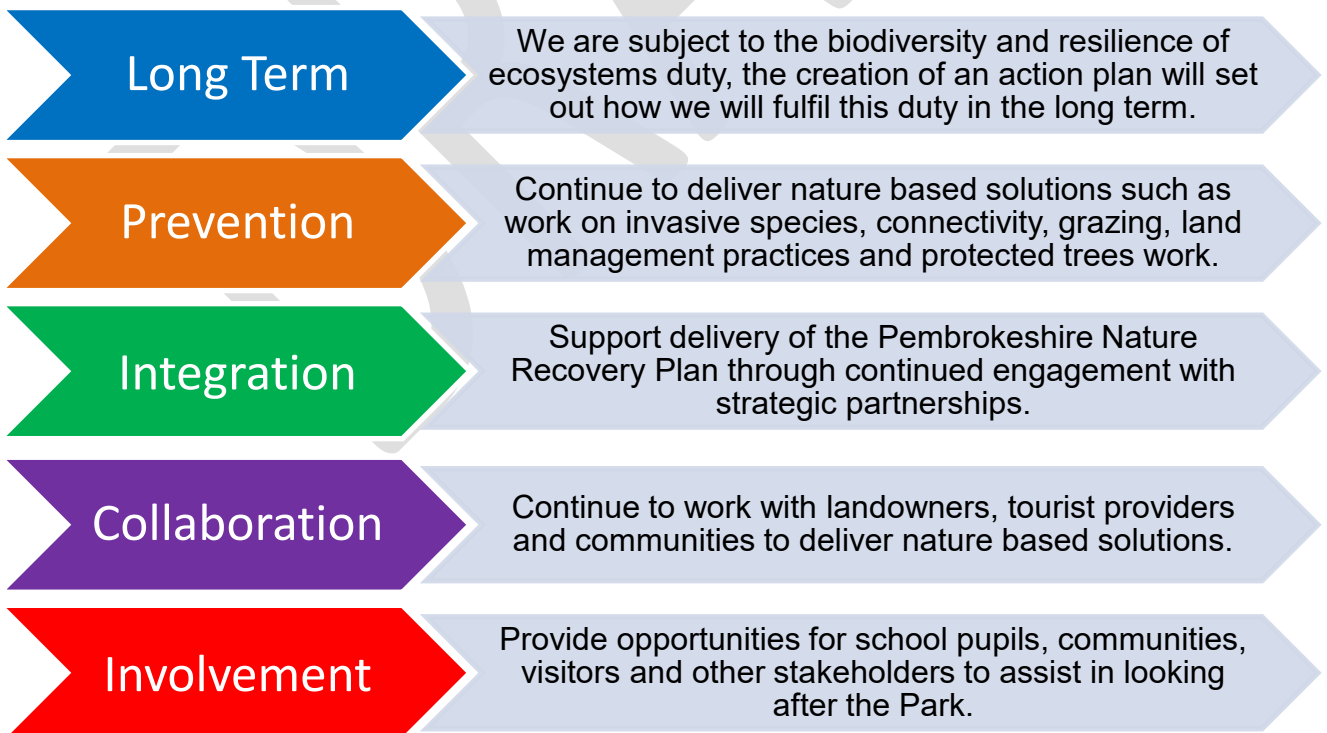
- ➔ Improving the condition of the Parks ecosystems cannot be done in isolation. The Authority continues to engage and support strategic partnerships that promote collaboration and integrated working including the Pembrokeshire Local Nature Partnership, Pembrokeshire Wildfire Group, Pembrokeshire Grazing Network and the Coastal Forum. The Authority will continue to identify and participate in opportunities to influence UK and Welsh policies on land management following withdrawal from the EU.

**Future Planning:**

The section 6 (s6) duty was introduced under the Environment (Wales) Act 2016 to improve biodiversity and the resilience of ecosystems in Wales. The duty requires that public authorities must seek to maintain and enhance biodiversity in the exercise of their functions in relation to Wales, and in so doing promote the resilience of ecosystems, so far as consistent with the proper exercise of those functions. To comply with the s6 duty, the Authority must prepare and publish a plan setting out what actions we propose to maintain and enhance biodiversity, and promote resilience by the **end of 2019** and then every three years after this date.

- ➔ 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 and 2017/18 no approvals had been given contrary to Strategy Policy 8 Special Qualities.

Applying the 5 ways of working in our activities:





<b>How we will deliver on our Well-being Objective on Resilience</b>		Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
<b>Land Management Service: Conservation</b>	Continue to deliver Authority's Land Management activities through Conserving the Park scheme and activities on our own estate.	✓	✓	✓	✓	✓	✓	✓
<b>Planning Service: Protected Trees</b>	Continue to provide protected tree services.	✓	✓	✓	✓	✓	✓	✓
<b>Biodiversity &amp; Connectivity Projects</b>	Develop projects that will further develop our approach to biodiversity and connectivity.	✓	✓	✓	✓	✓	✓	✓
<b>Looking after the Park's Ecosystem: Engagement &amp; Volunteering</b>	Educate and engage volunteers, school pupils, tourism businesses, communities and visitors in actions that improve the health of National Park's ecosystems. Including securing funding for follow on projects for Stitch in Time and Naturally Connected.	✓	✓	✓	✓	✓	✓	✓
<b>Strategic &amp; Partnerships: Conservation</b>	Contribute to partnership networks and assist them to deliver on action plans that support the Pembrokeshire Nature Recovery Plan, develop our own long term plan to comply with S6 duty. Contribute to opportunities to influence UK and Welsh policy on land management following withdrawal from the EU.	✓	✓	✓	✓	✓	✓	✓
<b>Planning Policy and Service: SMNR &amp; Conservation</b>	Implement planning policy to ensure sustainable development of natural resources and the protection and enhancement of the special qualities of the Park.	✓	✓	✓	✓	✓	✓	✓

## Well-being Objective Resilience - Performance Framework

Measures	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	Outcome	Policy Links
Conservation Sites - % in line with Management Plan	100 (Green)	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, B3, G2, AW1, AW2, AW3, CC1, DE5 WGVR 2, 3, 5, 9 WBP 6
Hectares – Conservation work carried out on aimed at benefiting priority species	N/A	4320	Benchm arked against 2017/18	Benchm arked against 2018/19		
Hectares – property owned or leased by the National Park Authority managed for biodiversity	N/A	463				
Hectares – land managed for biodiversity in partnership with private landowners	N/A	1107.6				
Hectares – Access land where the NPA supports common management partnerships	N/A	2750.37				
Hectares – New pollinator habitat that has been created	N/A	38				
Hectares - Invasive species removed at source/ injected	N/A	43.95				
# of applications for works to protected trees determined	N/A	57			N/A (Trend)	N/A (Trend)
# of new tree preservation orders made	N/A	3	N/A (Trend)	N/A (Trend)		
# Volunteer Days – Conservation	467	914.89	Benchm arked against 2017/18	Benchm arked against 2018/19	Through a place based approach volunteers are helping improve the health of the National Park's ecosystem.	NPMP B1, DE3, DE5 WGVR 1, 2, 3, 9 WBP 5, 6
# Volunteer Days - Invasive Species work	N/A	109.89				
# of approved developments contrary to landscape protection policies (Local Development Plan policy 8)	0 (Green)	0 (Green)	0	0	Promotion of sustainable management of natural resources and the special qualities of the	NPMP L1, L3 WGVR 2, 3

				National Park are protected and enhanced .	
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Actions	Milestones	Outcome	Policy Links
<b>Future Planning:</b> Creation of Plan under s6 duty of the Environment Act setting out what actions the Authority proposes to maintain and enhance biodiversity, and promote resilience.	<ul style="list-style-type: none"> <li>Completion of Plan</li> <li>Activities to implement priority actions start</li> </ul>	Compliance with duty and future priority actions to maintain and enhance biodiversity, and promote resilience for the Park for the Authority are identified.	NPMP L1 B1, B2, B3, G2, DE5 WGVR 2, 3, 4, 5, 9 WBP 5, 6
<b>Strategic:</b> Contribute to opportunities to influence UK and Welsh policy on Land Management following withdrawal from EU.	<ul style="list-style-type: none"> <li>Consultation responses submitted</li> <li>Attendance at Welsh Government and UK level meetings</li> </ul>	Interests of the Park, Authority and its stakeholders are considered by Welsh and UK policy makers.	NPMP L1 B1, B2, B3, G2, DE5 WGVR 2, 3, 4, 9
<b>Strategic Partnerships:</b> Participation with Pembrokeshire Nature Partnership	<ul style="list-style-type: none"> <li>Attendance at partner meetings</li> <li>Involvement in joint projects and initiatives</li> </ul>	Partnership approach is in place and joint initiatives are undertaken to assist communities, partners and stakeholders to improve that national park and connected eco systems and deliver on priorities within the Pembrokeshire Nature Recovery Plan.	NPMP B1, B3, G2, DE3, DE5 WGVR 2, 3, 4, 5, 9 WBP 2, 5, 6
<b>Strategic Partnerships:</b> Participation with Pembrokeshire Grazing Network and Pembrokeshire Wildfire Group	<ul style="list-style-type: none"> <li>Attendance at network meetings</li> <li>Involvement in joint projects and initiatives</li> </ul>		

Future Projects: Development and identifying funding streams		
Project	Outcome	Policy Links
Paths, Plants and Pollinators (P3) Project Traditional Boundaries Project	Projects in place that will further develop our approach to biodiversity and connectivity.	NPMP L1, B1, B2, G2, DE5, WGVR 2, 3, 5, 9
Naturally Connected (Phase 2) Project Stitch in Time (Phase 2) Project	Projects in place that build on past work and further help communities and tourism businesses engage in looking after the Park's ecosystem.	NPMP L1 B1, B2, B3, G2, DE5 WGVR 2, 3, 5, 9 WBP 5, 6

Qualitative, Evaluation, Reports	Learning Opportunities	Policy Links
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, L3, B1, B3 WGVR 2, 3, 4, 5, 9 WBP2, 5, 6

Annual Local Development Plan Monitoring Report	Evaluation of performance of the Authority against Local Development Plan indicators, identifying areas of concern and positive developments.	
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### **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.



**The Authority has been promoting hay meadow management and restoration in the Park.**



**Well-being Objective Health and Well-being: 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 and our priorities**

- ➔ Working with the other National Parks in Wales the Authority continues to raise awareness of the health and well-being benefits of National Parks. The Authority has developed a memorandum of understanding with Swansea University, to help facilitate access to research funding opportunities. It will continue to 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.

**New Ways of Working: Further developing our supported walking offer**

Through the Walkability scheme the Authority has provides tailored supported walking opportunities to help address people's physical and mental health needs in a holistic way and remove barriers to accessing walking opportunities. This has included participants from health services exercise referral programmes. In 2017/18 701 walkability participants were engaged through exercise referral North and Central. The Authority is working with partners to further develop referrals to supported walking opportunities as a social prescription through a potential project focusing on working with GP Practice Managers. These activities support the wider preventative agenda promoted in the Welsh Government Strategy: A Healthier Wales: Our Plan for Health and Social Care.

- ➔ The Authority has been promoting walking locally through helping host Let's Walk Pembrokeshire's annual walking festival and has a range of web walks on its website.
- ➔ 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 utilise the natural environment, cultural and heritage opportunities of the Park and work in partnership with others to develop schemes and projects that can help address these well-being challenges. Currently the Authority is delivering Pathways a Welsh Government funded project that aims to help more people spend time in the outdoors focusing on removing barriers and providing volunteering opportunities. The project is being evaluated to assess the health and well-being impacts on participants.
- ➔ It is important that the Authority listens and engage with people taking part in our volunteering and other well-being initiatives so that they can shape our future interventions and approaches. In 2019/20 we will be looking to develop a volunteer forum to help facilitate this. The Authority has also developed a volunteer handbook and will look to develop a volunteer policy and action plan in 2019/20.

➔ The Well-being Plan for Pembrokeshire highlights under 'Celebrating the great outdoors' the need to provide increased opportunities for young people to use the outdoors as a learning environment, particularly for young people in the County with limited access. Access to the outdoors can provide an inspirational learning environment and have positive mental and physical health benefits. This is particularly important when looking at approaches in response to Adverse Childhood Experiences. In 2017/18 9795 participants benefited from our outdoor education programme, 126 teachers were trained in outdoor learning, and a number of schools benefited from working with Authority Rangers to develop outdoor learning spaces. The Authority will continue to develop its work in this area through working to secure funding to further develop its work with Pembrokeshire Outdoor Schools and to develop and deliver a project focusing on pre-school aged children.

**Improvement Area: Affordable Housing**

Good quality, affordable homes form the cornerstone of the well-being of individuals, families and communities. Housing is one of the priority areas for the Future Generations Commissioner and Welsh Government in its Prosperity for All: the national strategy. Challenges relating to the delivery of affordable housing within the Park have been considered in the development of the revised Local Development Plan. Authority Members have made planning decisions for developments in 2018/19 that could lead to an increase in affordable housing provision in suitable areas within the Park, in particular St Davids.

Applying the 5 ways of working in our activities:





<b>How we will deliver Well-being Objective on Health and Well-being</b>		<b>Prosperous</b>	<b>Resilient</b>	<b>Healthier</b>	<b>More equal</b>	<b>Cohesive Communities</b>	<b>Vibrant Culture</b>	<b>Global responsible</b>
<b>Strategic and Partnerships: Health and Wellbeing</b>	Continue to 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.	✓	✓	✓	✓	✓	✓	✓
<b>Supported Walking Opportunities</b>	Continue to offer and further develop supported walking opportunities in and around the Park through the Walkability scheme.	✓	✓	✓	✓	✓	✓	✓
<b>Promotion of Health Benefits of the Park</b>	Promote a range of activities that use opportunities within the National Park to improve people's physical and mental health, including walking, outdoor engagement, arts and cultural engagement.	✓	✓	✓	✓	✓	✓	✓
<b>Health and Well-being: Initiatives &amp; Projects/ Engagement Action Plan: Volunteering</b>	Promote well-being for people of all ages through developing, delivering and evaluating initiatives that focus on improving mental and physical health and address social isolation, particularly through volunteering.	✓	✓	✓	✓	✓	✓	✓
<b>Outdoor Schools and Play</b>	Provide pre-school children, school children and young people with the opportunity to benefit from outdoor education and play. Empower schools to engage pupils in outdoor education sessions.	✓	✓	✓	✓	✓	✓	✓
<b>Planning: Affordable Housing</b>	Use planning policies to promote affordable housing.	✓	✓	✓	✓	✓	✓	✓

## Well-being Objective Health and Well-being - Performance Framework

Measures	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	Outcome	Policy Links
# participants Walkability Scheme	1689	1771	2300	TBC	Barriers are removed to walking opportunities for people with positive impact on people's physical and mental well-being.	NPMP DE1, DE2 WGVR1 WBP5 EQP
# participants in walks led by rangers, centre staff and volunteers	N/A	2853	Benchmarked against 2017/18	Benchmarked against 2018/19		
# group leaders trained through walk leader training session	N/A	50	14	TBC		
# of web walks downloaded	N/A	35253	N/A (Trend)	N/A (Trend)	People are aware of walking opportunities available and are accessing them.	NPMP DE1, DE2 WGVR 1, 6 WBP5 EQP
# of people using footpath (from fixed counters)	166540	173441	N/A (Trend)	N/A (Trend)		
# volunteer days	1608	2156	Benchmarked against 2017/18	Benchmarked against 2018/19	People's physical and mental health and well-being improve through volunteering opportunities within the Park.	NPMP DE3, DE5 WGVR 1 WBP 5,6 EQP WLS
# participants in volunteering and social action sessions involving physical activity	N/A	N/A	N/A	Baseline		
# participants in outdoor learning sessions	N/A	9795	Benchmarked against 2017/18	Benchmarked against 2018/19	More children and young people have access to and are benefitting from outdoor learning and opportunities to be physical active. Teachers have the skills to deliver outdoor learning opportunities.	NPMP B4, DE2, DE3 WGVR 1 WBP 5 EQP WLS
# participants in walks led by PCNPA through education programme	N/A	654				
% schools in National Park engaged with outdoor learning activities	N/A	N/A	Baseline	Benchmarked against 2018/19		
% schools in Pembrokeshire engaged with outdoor learning activities	N/A	N/A	Baseline	Benchmarked against 2018/19		
# Outdoor training sessions for teacher	N/A	10	10	TBC		
% of Housing Units approved that are affordable	26.15	14.75	N/A (See APR and Annual Local Development Plan monitoring report for		People in the area can access an affordable home with associated well-	NPMP L1, L3, DE2, DE5 WGVR1 WBP1
# Affordable Housing Units	17	9				

approved			context)	being benefits.	EQP WLS
Section 106 agreements contributions	£427,204 .80	£179,187 .60			

Actions	Milestones	Outcome	Policy Links
<b>Strategic Partnerships:</b> Work with West Wales Nature Based Health Network and Public Health Wales.	<ul style="list-style-type: none"> <li>Facilitation of WWNBHN</li> <li>Joint working opportunities identified with Public Health Wales</li> </ul>	The Parks 'health assets' are recognised by health services and by policy makers leading to actions that benefit the health of the local population.	NPMP DE2, DE3, DE5 WGVR1 WBP5 EQP WLS
<b>Partnerships:</b> Development of evidence base to support health and well-being policy and project work.	<ul style="list-style-type: none"> <li>Successful funding bids with universities for research projects</li> </ul>		
<b>Partnership Event:</b> Let's Walk Pembrokeshire – Walking Festival	<ul style="list-style-type: none"> <li>Marketing of Walking Festival</li> <li>Hosting of festival (May)</li> </ul>	More people in Pembrokeshire are benefiting from well-being benefits of walking opportunities in the Park	NPMP B4, DE2, DE3, DE5 WGVR1 WGVR6 WBP5 EQP WLS
<b>Projects:</b> Delivery of Pathways Project	<ul style="list-style-type: none"> <li>Project outcomes delivered</li> <li>Completion of evaluation activities</li> </ul>	More people are accessing volunteering opportunities within the Park, this is contributing positively to their health and well-being.	NPMP DE2, DE3, DE5 WGVR1 WBP 5, 6 EQP WLS
<b>Ways of Working:</b> Development of volunteer forum, volunteer policy and action plan	<ul style="list-style-type: none"> <li>Schedule of forum meetings/ activities in place</li> <li>Policy and action plan approved</li> </ul>	The Authority's volunteer offer is informed by the views of its volunteers and they influence how the Authority works and its priorities.	WGVR1 WBP8 EQP WLS

Future Projects: Development and identifying funding streams		
Project	Outcome	Policy Links
Walkability (Phase 2) - GP referral focused project	Project in place that supports more people's to benefit from supported walking referrals from their GP.	NPMP DE1, DE2 WGVR1 WBP5 EQP WLS
First 1000 Days Pilot project – Pre school aged children Pembrokeshire Outdoor Schools (Phase 2)	Projects in place that support more pre-school, school aged children and young people to have access to outdoor learning and play opportunities.	NPMP B4, D2, DE3, DE5 WGVR1 WBP5 EQP WLS

Qualitative, Evaluation, Reports	Learning Opportunities	Policy Links
Bi annual report on National Parks Health and Wellbeing position statement (Operational Review)	To provide progress report against priorities within the position statement.	NPMP B4, DE2, DE3, DE5 WGVR1
Case studies and evaluations completed on impact of well-being interventions	To evaluate effectiveness of Authority's well-being interventions.	WBP5, 8

**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.

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

### **Where we are and our priorities**

#### **Future Planning:**

During 2019 the Authority will need to review its Strategic Equality Objectives and Plan. As part of this process the Authority will seek to take part with other agencies in a collaborative regional consultation. The Authority will also carry out a gender pay gap analysis to identify if a specific objective in this area is needed. In 2018 the Authority introduced a new online recruitment system to help attract a wider pool of applicants. The Authority will use recruitment and employment data to help inform the review of its plan and objectives.

The Authority will continue to carry out Equality Impact Assessments (EQIA) with a key focus being the assessment for the revised National Park Management Plan, helping ensure our long term plans take equality considerations into account.

- ➔ In 2017/18 we engaged with 2536 people through our social inclusion work, enabling more people to access and benefit from the natural environment and heritage opportunities within the Park. Our social inclusion work ranges from the Pathways scheme removing barriers to volunteering, wattle and daubing opportunities during roundhouse rebuilds at Castell Henllys, supported walking opportunities through Walkability and engagement with young people through the youth rangers scheme and our work with youth clubs. The Authority also continues to work with Pembrokeshire County Council's Team Around the Family to provide beneficial activities for families they are engaged with. 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.
- ➔ The Welsh Government in its Valued and Resilient Document highlighted the importance of developing landscapes for everyone and removing barriers to 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. In 2017/18 3069 wheelchair web walks maps were downloaded from the Authority's website.

#### **New Ways of Working: Promoting and Developing Inclusive Experiences**

The Authorities Health & Tourism Policy Officer and Interpretation Officer have started a process of carrying out audits of the Authority's sites as part of an Access and Inclusion Review. Recommendations from this process will help the Authority develop and explore how it can improve experiences at these sites to make them more inclusive. The knowledge gained through this work offers an opportunity to inform practices within other areas of the Authority's work to ensure the delivery and promotion of all Authority services are inclusive.

Building on the current Access and Inclusion Review the Authority is looking to develop

an 'Experiences for All Project. This project alongside refreshing the Authority's Walks for All information will work with different user groups and tourism businesses to develop opportunities for the promotion of accessible and inclusive tourism experiences within the Park and surrounding area.

### Improvement Area: Governance and Young People

The engagement of young people in the decision making and governance opportunities of the Authority is one of the priority actions in the Authority's engagement action plan. In 2018 three of the Authority's Youth Rangers went to the Europarc Conference in Cairngorm where the Europarc Youth Manifesto was launched. The Youth Rangers attended the Authority's November 2018 National Park Authority meeting to raise awareness of the manifesto amongst Members. A meeting has been arranged between the Youth Rangers and Members to further facilitate work in this area.

Applying the 5 ways of working in our activities:





How we will deliver on our Equality Well-being Objective		Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
<b>Strategic: Equality</b>	Review our equality plan and objectives. In preparation take part in a collaborative regional consultation, undertake a gender pay gap analysis and analyse employment and recruitment data.	✓	✓	✓	✓	✓	✓	✓
<b>Strategic: Equality</b>	Complete an Equality Impact Assessment on the revised National Park Management Plan.	✓	✓	✓	✓	✓	✓	✓
<b>Landscapes for All: Social Inclusion</b>	Deliver social inclusion work that breaks down barriers to accessing the Park and its benefits, including those relating to rural poverty.	✓	✓	✓	✓	✓	✓	✓
<b>Landscapes for All: Inclusive Experiences</b>	Promote and support landscapes for everyone through continuing the Access and Inclusion Review, developing the experiences for all project, providing beach wheelchairs and promoting walk for all resources.	✓	✓	✓	✓	✓	✓	✓
<b>Engagement Action Plan: Young People</b>	Develop and deliver a Future Governance project focused on engaging young people with the governance and work of the Authority.	✓	✓	✓	✓	✓	✓	✓

### Well-being Objective Equality – Performance Framework

Measures	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	Outcome	Policy Links
% Workforce equality monitoring information completed on Pobl y Parc	N/A	76% (Green)	70	70	Baseline data available for analysis on workforce diversity	NPMP DE5 WGVR 1 WBP 1 EQP
# Equality Impact Assessment Screenings completed	N/A	1	N/A (Trend)	N/A (Trend)	Decisions and policies do not negatively impact on protected groups, where mitigating action	NPMP HE3, B4, DE2, DE3, DE4, DE5
# Equality Impact Assessments completed	N/A	2	N/A (Trend)	N/A (Trend)		WGVR 1 WBP 1 EQP

					is not possible decisions can be justified.	
# people engaged with through social inclusion activities	4301	2356	Benchmarked against 2017/18	Benchmarked against 2018/19	Barriers to accessing the National Park and its Special Qualities are removed. Positive impact on individuals and groups who have engaged with the Park.	NPMP DE2, DE3, DE5 WGVR 1 WBP 6 EQP
# participants engaged with through social inclusion work with young people	N/A	438				
# of active Youth Rangers (Average for all quarters)	N/A	13	15	TBC		
# of web wheelchair walks downloaded	N/A	3069	N/A (Trend)	N/A (Trend)	People are not excluded from experiencing the National Park and its special qualities.	NPMP DE1, DE2, DE5 WGVR 1 WBP 5 EQP
# Beach Wheelchairs Hosted	8	8 (Green)	8	8		

Actions	Milestones	Outcome	Policy Links
<b>Future Planning:</b> Revision of Equality Plan and Objectives and participation in multi-agency regional consultation.	<ul style="list-style-type: none"> <li>Multi Agency consultation completed</li> <li>Staff and volunteer engagement carried out</li> <li>Data/ research analysed</li> <li>Plan approved</li> </ul>	Revised Equality objectives and plan in place informed by engagement and data, providing a strategic direction to ensure equality is embedded in the work of the Authority.	NPMP DE2, DE3, DE5 WGVR 1 WBP 1, 8 EQP
<b>Future Planning:</b> Gender pay gap analysis and analysis of wider recruitment and employment data carried out.	<ul style="list-style-type: none"> <li>Gender pay gap calculation completed</li> <li>Statistical reports on employment/ recruitment run</li> <li>Recommendations from analysis produced</li> </ul>		
<b>Future Planning:</b> Equality Impact Assessment on revised National Park Management Plan.	<ul style="list-style-type: none"> <li>Initial EQIA completed</li> <li>EQIA question included in formal consultation</li> <li>Revision of EQIA completed</li> </ul>	Policies and actions within the National Park Management plan take account of equality impacts.	NPMP D5 WGVR 1 WBP 8 EQP
<b>Project:</b> Involve education/ social inclusion groups in wattle and daubing opportunities for the round house at Castell Henllys.	<ul style="list-style-type: none"> <li>Groups are involved in wattle and daubing opportunities for second round house</li> </ul>	A wide group of people benefit from getting involved in helping in the creation of a round houses at Castell Henllys.	NPMP HE2, HE3, HE6, DE2, DE3 WGVR 1 WBP6 EQP
<b>Ways of Working:</b> Access and Inclusion audit and review.	<ul style="list-style-type: none"> <li>Completion of Audits</li> <li>Reports with recommendations completed</li> </ul>	People are not excluded from experiencing and enjoying the National Park and it is seen an accessible tourism centre.	NPMP HE3, B4, DE1, DE2, DE3, DE4, DE5. WGVR 1, 6 WBP5 EQP

<b>Project:</b> Future Governance project for young people.	<ul style="list-style-type: none"> <li>• Project proposal developed</li> <li>• Project starts</li> </ul>	Young people have opportunity to influence how the Authority works and its priorities.	NPMP D5 WGVR1 WBP 6, 8 EQP
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Future Projects: Development and identifying funding streams		
Project	Outcome	Policy Links
Experiences for All (Includes Walks for All).	Project in place that promotes the Park as an accessible tourism centre and increases access and inclusive experiences of the Park.	NPMP B4, DE1, DE2, DE3, DE4, DE5 WGVR 1, 6 WBP5 EQP

Qualitative, Evaluation, Reports	Learning Opportunities	Policy Links
Case studies of impact of social inclusion activities and projects	To evaluate effectiveness of Authority's well-being interventions and improve our social inclusion interventions and offer.	NPMP DE2, DE3, DE5 WGVR1 WBP 5, 8 EQP

### 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.



**Pembrokeshire Coast National Park Youth Rangers attended a meeting of the National Park Authority to launch the Europarc Youth Manifesto.**

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

### Where we are and our priorities

#### Future Planning:

Place based approaches are promoted in the Welsh Government's Natural Resources Policy. During 2019/20 the National Park Management Plan will be reviewed with a new plan adopted by the end of 2019. An opportunities and challenges document has been produced as part of this process and was circulated for comment during the latter part of 2018. The Authority wants to foster a sense of ownership among communities and stakeholders through promotion of an ongoing conversation about the Park and policies identified to benefit it.

- ➔ In 2018 the Authority delivered a workshop for Community Councils on Dark Skies and the Park. It is now looking to develop a project that will engage with local communities to identify issues and concerns about lighting and help raise awareness about the direct and indirect benefits of darker night skies.

#### New Ways of Working: Engagement Methods

A long term priority within the Authority's engagement action plan is to develop new ways of engaging with people, including use of online engagement. As part of engagement work prior to the drafting of the revised National Park Management Plan the Authority has carried out engagement activities with different groups including a session with Gypsy and Traveller young people and people engaged with Solva Care Project. It also attended a number of community events. Learning opportunities from these activities will help inform future methods of engagement within the Authority.

To enable us to carry out better analysis of online engagement the Authority will review how it monitors online engagement in 2019/20. Exploring how best to measure the impact of specific campaigns and calls for actions across social media platforms.

- ➔ 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 activities that engage people with the Park and its special qualities. Rangers support local communities within and close to the Park through providing local activities and talks, meeting community councils, harbour committees and other organisations and carrying out small scale local improvements. Authority Officers also sit on the Rural Crime Board and Public Services Board's Communities Group. The Authority's Community Archaeologist is developing a Farming in the Past project aimed at engaging Young Farmers in the work of the Authority. As part of Carew's walled garden development there is an opportunity to develop a volunteering project for people in the community who wish to get involved in the planting and maintenance of the Garden.
- ➔ Oriol Y Parc, Castell Henllys and Carew have held events around the year that have brought communities together. 680 people attended the Carew Doggy Day out event in



August 2018. Oriel Y Parc continues to be involved in the annual St David's Day Dragon Parade. It also hosts community group meetings such as Plantos Penfro a groups that introduce 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.

- ➔ The Sustainable Development Fund (SDF) continues to play an important role in supporting innovative sustainability projects within the Park Area. 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. Administration of the project is now being delivered through PLANED.
- ➔ Issues relating to planning enforcement are often community based and an effective planning enforcement service is not possible without the support of communities within the Park. Work has been ongoing in 2018/19 to clear the backlog of historic enforcement cases, this activity should result in improvements in performance for enforcement performance measures in 2019/20. In 2019/20 the Authority will carry out focused enforcement activities on agricultural holdings and holiday lets. The Authority has been working with Planning Officer Society of Wales to develop a survey to seek the views of community councils to provide insight and help improve delivery of planning services for communities within the Park.

Applying the 5 ways of working in our activities:



<b>How we will deliver on our Community Well-being Objective</b>		Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
<b>Strategic: National Park Management Plan / Special Qualities Project</b>	Produce a revised National Park Management Plan that continues to be informed by an ongoing conversation with communities about the Park. Explore new ways communities can get involve in protecting the special qualities of the Park through developing a light pollution project.	✓	✓	✓	✓	✓	✓	✓
<b>Engagement Action Plan: Methods</b>	Through the Authority's engagement action plan develop new ways of engaging with people, including use of online engagement.	✓	✓	✓	✓	✓	✓	✓
<b>Community Engagement and Projects</b>	Promote community resilience through engaging communities with projects, volunteering and social action opportunities in the Park. Continue to participate in community stakeholder meetings and use the Park's assets to host opportunities for communities to come together.	✓	✓	✓	✓	✓	✓	✓
<b>Sustainable Development Fund</b>	Use Sustainable Development Fund to enable people to develop innovative projects focused on sustainability within the Park area.	✓	✓	✓	✓	✓	✓	✓
<b>Planning Service: Enforcement/ Planning Service: Community Engagement</b>	Deliver an effective planning enforcement service with the support of the community and seek the views of Community Councils to improve the Authority's overall planning service.	✓	✓	✓	✓	✓	✓	✓



## Well-being Objective Communities – Performance Framework

Measures	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	Outcome	Policy Links
# Social media followers	21676 (Green)	37448 (Green)	35000	TBC	Increased levels of engagement through social media.	NPMP DE5 WGVR 1 WBP 4, 8
# Community - Public meetings attended (Rangers/ Disco)	N/A	N/A	N/A	Baseline data	Authority is contributing to community forums.	NPMP DE5 WGVR 1, WBP8
# Social action participant days	N/A	N/A	Baseline data	Benchmarked against 2018/19	Communities, volunteers and social action participants are engaging in community based activities that support community resilience in the Park.	NPMP B1, DE3, DE5 WGVR 1, 2, 3, 5, 9 WBP 5, 6, 8
# Voluntary Wardens	N/A	72	70	TBC		
# Community Groups involved with Invasive Species work	N/A	7 (Average across year)	Benchmarked against 2017/18	Benchmarked against 2018/19		
# Community events held at centres	N/A	12	Benchmarked against 2017/18	Benchmarked against 2018/19		
# Community groups using Oriol Y Parc	N/A	5 (Average across year)	Benchmarked against 2017/18	Benchmarked against 2018/19	Facilities at Centres are being used to bring communities together.	NPMP DE2, DE5 WGVR 1 WBP 8
% of Sustainable Development Fund allocated	N/A	100% (Green)	100%	100%	SDF fund is supporting sustainability projects that benefit the Park and its communities	NPMP CC2, DE5 WGVR 1, 2, 3, 4, 5, 9 WBP 3,4, 6
% of enforcement cases investigated (within 84 days)	54%	60.12%	Benchmarked against 2017/18	Benchmarked against 2018/19	Effective planning enforcement service is in place, supported by communities.	NPMP L3, HE7, HE8, DE5 WGVR 9 [Welsh Government Indicators]
Average time taken to investigate enforcement cases in days	199	234				
Average time taken to take enforcement action in days	284	334.5				
# retrospective planning applications registered	N/A	N/A	Baseline data (Trend)			

Actions	Milestones	Outcome	
<b>Future Planning:</b> Revision of National Park Management Plan.	<ul style="list-style-type: none"> <li>SIA and EQIA Completed</li> <li>Members Workshops held (Spring 2019)</li> <li>Formal consultation complete</li> <li>Revised plan approved</li> </ul>	Revised National Park Management Plan in place by the end of 2019 that is owned by communities and stakeholders.	NPMP D5 WBP8 EQP
<b>Ways of Working:</b> Pilot of new engagement methods identified in engagement action plan.	<ul style="list-style-type: none"> <li>New engagement methods identified and piloted</li> </ul>	Officers across the Authority are using effective engagement methods.	NPMP DE2 DE5 WGVR1 WBP 8 EQP
<b>Ways of Working:</b> Review of how we monitor social media engagement.	<ul style="list-style-type: none"> <li>New indicators for call for actions/ campaigns on social media identified</li> </ul>	Social Media engagement is effective and its impact can be measured.	
<b>Project:</b> Farming the Past project with Young Farmers and other community archaeology projects.	<ul style="list-style-type: none"> <li>Engagement activities carried out with community groups</li> <li>Programme of activities delivered</li> </ul>	More people are engaged in projects and volunteer opportunities involving community archaeology and looking after local heritage sites.	NPMP HE2, HE3, HE6, DE2, DE3, DE5 WGVR 1 WBP8 EQP
<b>Project:</b> Carew Castle Walled Garden Volunteering Project.	<ul style="list-style-type: none"> <li>Volunteers recruited for project</li> <li>Project starts</li> </ul>		
<b>Project:</b> Planning enforcement project - agricultural dwellings and holiday lets.	<ul style="list-style-type: none"> <li>Completion of project activities</li> </ul>	Positive impact of better enforcement of agricultural dwellings and holiday lets.	NPMP L3, HE7, HE8, DE5 WGVR 9

### Future Projects: Development and identifying funding streams

Project	Outcome	Policy Links
Light Pollution Project	Project in place that is working with communities on the issue of Light Pollution	NPMP L4, DE5 WGVR1, 3, 4 WBP 3, 8

Qualitative, Evaluation, Reports	Learning Opportunities	Policy Links
Engagement snapshot/ heat map included in committee performance reports	Authority's community engagement is mapped and recorded allowing analysis and identification of areas requiring further development.	NPMP B1, DE2, DE3, DE5 WGVR 1, 9 WBP 6, 7 EQP
Case studies of social action and work carried out with communities.	Examples of how social action can benefit the Park and individuals involved. Feedback to inform future approaches and priorities.	
Results of POSW survey with Community Councils – Planning Service	Insight provided to help improve delivery of planning services for communities within the Park.	

### 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.

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

### **Where we are and priorities**

- ➔ The Authority offers a range of cultural and historical activities across the Park. Our centres at Castell Henllys and Carew Castle and Mill bring the history and heritage of the area alive for people living locally and further afield. 69138 people visited these sites in 2017/18. Work is due to be undertaken at both sites during 2019/20. A walled garden is being developed at Carew, with interpretation, a canopy tent and a historic garden forming some of its features. Work on the second round house and wider infrastructure work to the grounds at Castell Henllys are due to be carried out in 2019/20. 6274 children and young people benefited from the education programme at Castell Henllys and Carew in 2017/18.
- ➔ The Authority is in the process of renewing its partnership arrangements with National Museum Wales in relation to the gallery at Oriol y Parc. The Authority and National Museum Wales worked closely on the curation of the Autumn exhibition celebrating Wales 'Year of the Sea' called 'Coast'. Authority staff were involved in the selection of artworks and natural science specimens on display and a similar approach is being developed to the selection of items for the Year of Discovery exhibition taking place in 2019/20. Oriol y Parc's artist in residence scheme remains popular and school children continue to be able to benefit from the Arts Council for Wales funded Criw Celf Master Classes with art practitioners.

### **Future Planning:**

The Authority will seek to commence a process of developing a long term vision for each of its centres through initiating the process of developing 5 year plans for each site. The Authority is looking to appoint separate visitor Managers for Castell Henllys and Oriol y Parc, the role previously having been shared.

- ➔ The Authority continues to advise owners of historic buildings and sites on management through its Building Conservation Officer. The number of buildings at risk in 2017/18 was 5.5% achieving the <6% target. The Authority's Community Archaeologist is engaging with local schools to deliver the Heritage Guardians Project which is now also part of the Preseli Heartlands project. Through the project local primary schools within the National Park are encouraged and supported to 'adopt' a local heritage monument where they can help improve the appearance, access, awareness, monitoring and interpretation of the site.

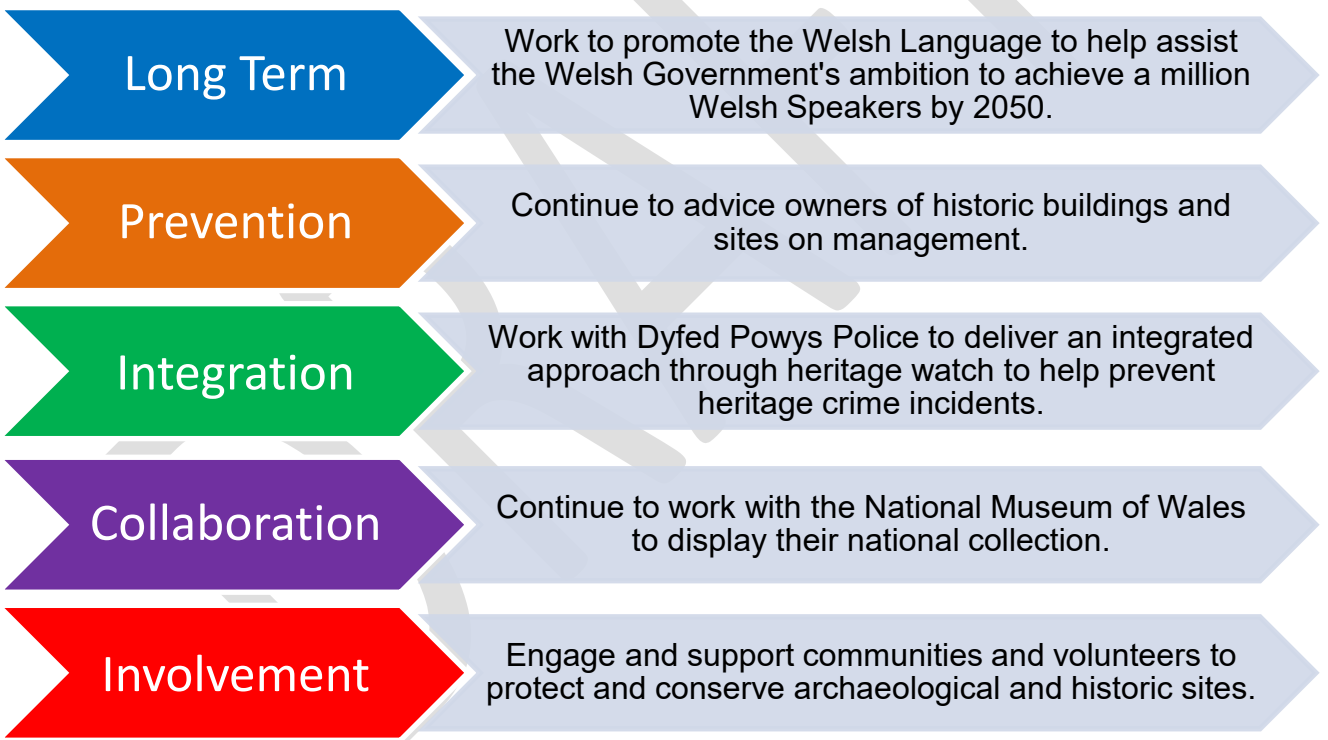
### **New Ways of Working: Heritage Watch and working with other heritage sites**

In 2018 a Heritage watch pilot scheme was set up in collaboration with Dyfed Powys Police. Through working in partnership with the police and local groups an educational approach has been taken to diminish the issue of burning at sites. A facebook page has been launched and the Authority's Community Archaeologist and North Rangers have conducted joint patrols with the Police to help prevent fires and to hand out leaflets about the scheme.

There are opportunities to further develop the Authority's partnership working and shared promotional opportunities with other heritage sites, galleries and museums. The Authority is involved in the Rediscovering Ancient Connections grant funded partnership project, which is delivering a three-year programme of heritage, culture, arts and community-based activity with the aim of increasing overseas visits to North West Pembrokeshire and County Wexford, Ireland.

- ➔ The Authority has seen the benefit of having bilingual staff delivering community engagement work in areas such as community archaeology and the Summer Rangers in the North and the South of the Park. This has increased the number of interactions, events and activities the Authority can provide through the medium of Welsh. The Authority will in line with its Welsh Language Strategy look to increase staff knowledge and confidence in speaking Welsh through the promotion of Work Welsh online course and the development of a Welsh language staff mentoring scheme.

Applying the 5 ways of working in our activities:



How we will deliver on our Culture Well-being Objective		Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
<b>Historic Inspiration &amp; Experiences</b>	Promote the Park's historic culture and environment through Carew Castle and Castell Henllys and the Authority's schools programme, interpretation work, events and activities.	✓	✓	✓	✓	✓	✓	✓
<b>Art: Inspiration &amp; Engagement</b>	Engage people with the works of art on display at OYP and continue to support its artist in residence scheme and Criw Celf activities.	✓	✓	✓	✓	✓	✓	✓
<b>Planning: Historic Buildings / Community Archaeology</b>	Advise owners of historic building and sites and support community groups and schools in the Park to restore historic sites of interest.	✓	✓	✓	✓	✓	✓	✓
<b>Strategic and Partnerships: Heritage</b>	Further develop partnership working opportunities and relationships with others organisations within the heritage, arts and cultural sector. Initiate the process of developing long term plans for each of our visitor sites.	✓	✓	✓	✓	✓	✓	✓
<b>Welsh Language Strategy</b>	Continue to engage with Welsh speaking customers and participants. Encourage staff to learn and speak Welsh in work and develop a staff mentoring scheme to facilitate this.	✓	✓	✓	✓	✓	✓	✓

### Well-being Objective Culture – Performance Framework

Measures	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	Outcome	Policy Links
Carew Trip Advisor overall rating 1-5	N/A	4.5 (Green)	4.5	4.5	People have a positive visitor experience at Carew and Castell Henllys as our historic centres. Visitors, residents and school children have increased	NPMP B4, HE3, HE6, DE4 WGVR 1, 6 WBP 6
Castell Henllys Trip Advisor overall rating 1-5	N/A	4.5 (Green)	4.5	4.5		
# visitors to Carew	43033	47710	Benchmarked against 2017/18	Benchmarked against 2018/19		
# visitors to Castell Henllys	21428	19250				

# participants in historical activities and events	N/A	11284			appreciation, understanding and knowledge of history of the area.	
Castell Henllys - # School children engaged with through education programme	4930	4479				
Carew - # School children engaged with through education programme	1233	1795				
# gallery visitors	41762	23525	Benchmarked against 2017/18 and other Galleries	Benchmarked against 2017/18 and other Galleries	People are engaging with art work from the National Collection and have a positive experience.	NPMP B4, DE4 WGVR 1, 6, 9 WBP 6
# visitors to Oriol Y Parc	141048	127205	Benchmarked against 2017/18	Benchmarked against 2018/19		
Oriol Y Parc Trip Advisor rating 1-5	N/A	4.5 (Green)	4.5	4.5		
% Buildings at Risk	5.7 (Green)	5.5 (Green)	<6	<6	Historic sites are managed and restored within the Park. Communities recognise the value of historic sites within the Park.	NPMP HE2, HE3, HE6, HE8 WGVR 1, 9 WBP 6
# of sites of historic interest communities involved with	N/A	116	Benchmarked against 2017/18	Benchmarked against 2018/19		
# of historic sites where conditions have improved through community involvement	N/A	N/A	N/A	Baseline Data		
# Staff who have completed Welsh work online course	N/A	N/A	N/A	Baseline Data	Increased engagement by staff and public with Welsh Language. More school children, visitors and others experience engagement with National Park through medium of Welsh.	NPMP B4, DE2, DE4 WGVR 7 WLS
% of Welsh language level information completed on Pobl y Parc	N/A	N/A	N/A	Baseline Data		
# events and activities delivered in Welsh	N/A	34	Benchmarked against 2017/18	Benchmarked against 2018/19		
# participants in events and activities delivered in Welsh	N/A	307				
# school sessions delivered in Welsh	N/A	55				
# participants in school sessions delivered in Welsh	N/A	1433				



Actions	Milestones	Outcome	
<b>Project:</b> Carew Castle walled garden development.	<ul style="list-style-type: none"> <li>Completion of walled garden (May 2018)</li> </ul>	Improved visitor offer at Carew and Castell Henllys, promoting further opportunities to engage people in the heritage of the Park.	NPMP L4, B4, HE3, HE6, DE3 WGVR 6, 9 WBP 6
<b>Project:</b> Castell Henllys second round house build and wider infrastructure work	<ul style="list-style-type: none"> <li>Commencement of work</li> <li>Completion of work</li> </ul>		
<b>Ways of Working:</b> Sanford education award application – Castell Henllys.	<ul style="list-style-type: none"> <li>Application submitted</li> <li>Award achieved</li> </ul>		
<b>Project:</b> Delivery of Criw Celf project, increasing access to the arts for school children at Oriel Y Parc.	<ul style="list-style-type: none"> <li>Master classes hosted.</li> <li>Exhibition hosted.</li> </ul>	More school children are able to benefit from access to art opportunities.	NPMP B4, HE3, DE2, DE3, DE4 WGVR 1, 9 WBP 6 EQP
<b>Project:</b> Delivery of Heritage Guardians/ Arwyr Amser Project.	<ul style="list-style-type: none"> <li>Project outcomes delivered</li> </ul>	Increased awareness for school children of historic sites in the Park and they are engaged in looking after them. Knowledge is transferred to wider family and communities.	NPMP HE2, HE3, HE6, DE2, DE3 WGVR 1,9 WBP 5, 6 EQP
<b>Future Planning:</b> Commence process of developing long term plans for each of the Authority's visitor sites.	<ul style="list-style-type: none"> <li>Plan in place</li> <li>Activities to implement priority actions start</li> </ul>	Long term vision in place for sites to guide future developments and priorities for each site.	NPMP L4, B4, HE3, HE6, DE3 WGVR 6, 9 WBP6 EQP WLS
<b>Strategic Partnership:</b> Delivery of Heritage Watch Scheme.	<ul style="list-style-type: none"> <li>Delivery of joint projects and initiatives</li> </ul>	Communities and visitors have the knowledge to prevent damage to heritage sites happening.	NPMP HE2, HE3, HE6, HE8 WGVR 1, 9 WBP 6
<b>Strategic Partnership:</b> Further develop partnership and joint promotion opportunities with other heritage providers, sites, galleries and museums.	<ul style="list-style-type: none"> <li>New partnerships in place</li> <li>Delivery of joint promotion, projects and initiatives</li> </ul>	New audiences are engaged with. Best practice is shared.	NPMP L4, B4, HE3, HE6, DE3 WGVR 6, 9 WBP6
<b>Partnership Project:</b> Participation in Rediscovering Ancient Connections Project.	<ul style="list-style-type: none"> <li>Project outcomes delivered</li> </ul>		
<b>Ways of Working:</b> Development of framework for Welsh Language Mentoring Scheme for staff.	<ul style="list-style-type: none"> <li>Framework in place</li> </ul>	Staff have increased confidence and skills to use Welsh in the workplace.	NPMP B4, DE2, DE4 WGVR 7 WLS

Qualitative, Evaluation, Reports	Learning Opportunities	Policy Links
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 WGVR 6, 9
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 WGVR 7 WLS WBP1

### 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.



School children's artwork on display at the Criw Celf exhibition held at Oriel y Parc in 2018/19.

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

**Where we are and our priorities**

- ➔ The Welsh Government has a target for the Welsh public sector to be carbon neutral by 2030. Its valued and resilient written statement highlighted green energy and decarbonisation as one of the priority areas for National Park Authorities. The Authority has been promoting sustainable transport through providing funding towards the coastal bus service through the Greenways Partnership. During 2018 the Authority has also been working with Pembrokeshire County Council to look at the development of a network of electric vehicle charging points. In 2018 Carew Castle, Oriell Y Parc and Castell Henllys gained the Green Key eco-label award for tourism providers.

**Improvement Area: Carbon Neutral Authority and Environmental Policy**

A key challenge is ensuring the Authority can contribute to Pembrokeshire Public Services Boards aim of becoming a carbon neutral county. The Authority has in the past done significant work relating to greening its buildings. Areas that it is working on and is at the start of its journey relates to reviewing resource efficiency, waste management and supply chains, collection and analysis of data and identifying other ways of reducing its carbon footprint. Being a member of the Public Services Boards offers an opportunity to learn from other Public Bodies on a similar journey.

The Authority is currently reviewing its environmental policy and has identified a need to take a more integrated and strategic approach to ensure it is implemented in practice.

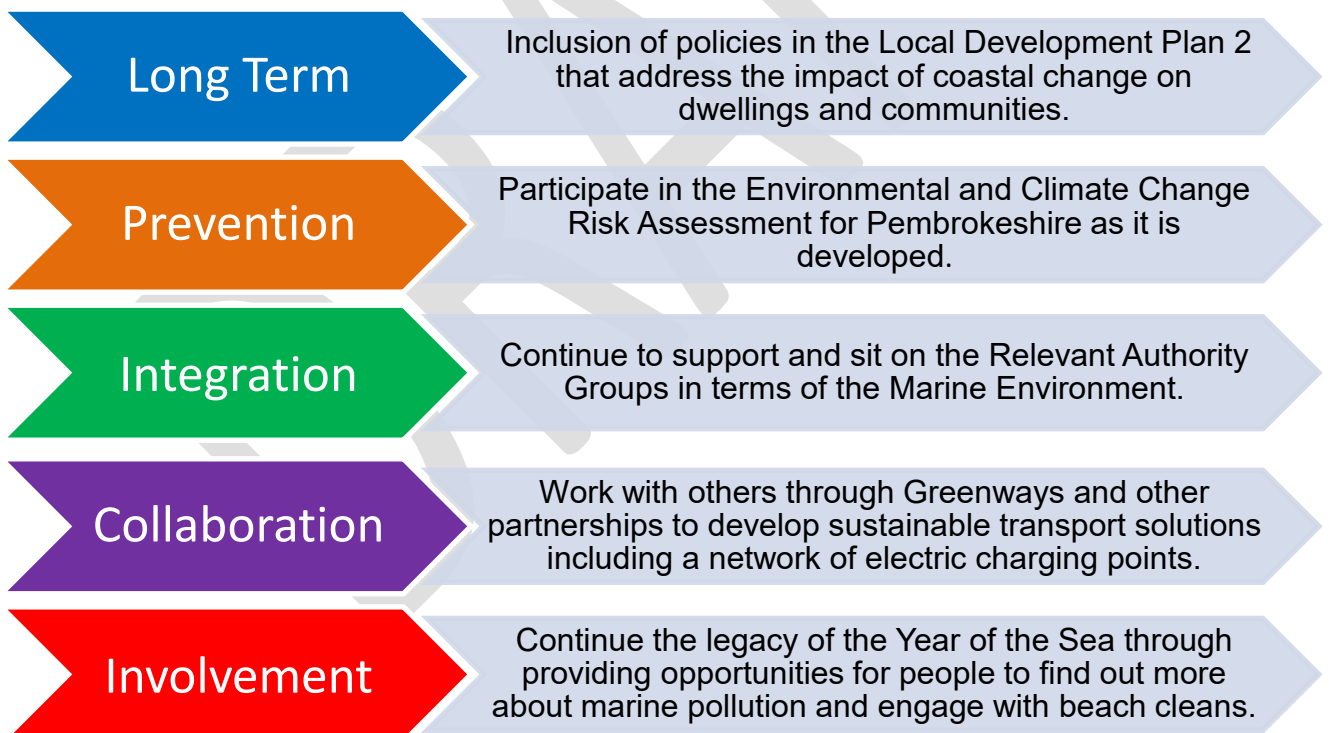
- ➔ The Authority continues to provide opportunities for people of all ages to discover, engage and learn about the Special Qualities of National Parks through our events and activities programme and interpretation and education offer. Our events and activities programme enables people to discover and explore areas of the Park that they would not normally access. Alongside these opportunities school pupils, communities and visitors are engaged in looking after the Park and monitoring changes in the Park. The Changing Coast project continues to attract photo submissions of coastal change from the public.

**Future Planning: Education and Interpretation Offer**

The Authority recognises the importance of reviewing its approach to ensure what it offers is reflective of best practice and wider developments. An interpretation audit has been carried out and the recommendation from the report will influence the future priorities and work of the Authority in this area. The Authority is currently reviewing its education offer to ensure it is responsive to and aligns with “Successful Futures” the new Welsh Curriculum which will be available in 2020 and used across Wales by 2022. In January 2019 a workshop bringing education staff from across the Authority was held as part of this process.

- ➔ During 2018 the Authority as part of Visit Wales' Year of the Sea has carried out a range of activities educating people about marine pollution. In the first two quarters of 2018/19 105 volunteer hours and 40 social action hours have related to beach cleaning activities. The Authority as a coastal park wishes to build on this legacy and continue to offer opportunities for people to find out more about marine pollution and engage with beach cleans and protecting the foreshore and marine environment. The Authority has also received TAIS funding to enable it to trial and develop the provision of water refill bottle stations within the Park.
- ➔ These activities sit alongside the Authority's strategic involvement with the Relevant Authority Groups for the Pembrokeshire Marine Special Area of Conservation, Cardigan Bay Special Area of Conservation and Carmarthen Bay and Estuaries European Marine Sites. The Authority is also engaged with the Welsh Government's Marine Protected Area Management Steering Group.
- ➔ As a coastal Park responding and adapting to the impact of coastal erosion and consequences of climate change including flooding on the Park, its assets and communities is of crucial importance. Through working with partners on the Public Service Board, and in adopting the Local Development Plan 2 we will look to assist communities and the Park to adapt to these challenges.

Applying the 5 ways of working in our activities:



How we will deliver on our Global Well-being Objective		Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
<b>Carbon Neutral Authority</b>	Promote a carbon positive and resource efficiency approach in our work and within the Park, including Greening our Fleet.	✓	✓	✓	✓	✓	✓	✓
<b>Sustainable Transport</b>	Promote sustainable transport within the Park.	✓	✓	✓	✓	✓	✓	✓
<b>Inspiration &amp; Learning: Special Qualities</b>	Educate school pupils, communities and visitors about the Special Qualities of the Park through activities, interpretation and citizen science opportunities.	✓	✓	✓	✓	✓	✓	✓
<b>Marine/ Foreshore Environment</b>	Work with strategic partners, visitors, volunteers and communities to carry out actions that help protect the Marine Environment	✓	✓	✓	✓	✓	✓	✓
<b>Climate Change Risk &amp; Adaptation</b>	Work with local public service board (PSB) and others to respond to climate change risks.	✓	✓	✓	✓	✓	✓	✓

### Well-being Objective Global - Performance Framework

Measures	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	Outcome	Policy Links
Annual carbon emissions Kg	870313 (New calculation method)	946712	Benchmarked against 2017/18	Benchmarked against 2018/19	Authority becomes carbon neutral. Infrastructure is in place to support increase use of electric vehicles.	NPMP AW1, CC2 WGVR 2, 3, 4, 5 WBP 3
% Authority vehicles that are hybrid/ electric	N/A	N/A	N/A	Baseline data		
# New electric vehicle charging points completed	N/A	N/A	N/A	Baseline data		
# New School Sessions Developed	N/A	N/A	N/A	Baseline data	Pupils benefit from our learning opportunities.	NPMP DE3, DE5 WGVR 1 WBP 1
# Participating in New School Sessions	N/A	N/A	N/A	Baseline data		
Schools average	N/A	9.9	10	10	Increased understanding	NPMP DE3, DE5



feedback rating (1-11)					of the special qualities of the Park.	WGVR 1 WBP 1
# participants in our education programme	10944	10448	Benchmarked against 2017/18	Benchmarked against 2018/19		
Public Average feedback rating (1-11)	N/A	10.2	10	10		
# participants in public events and activities programme	N/A	24220	Benchmarked against 2017/18	Benchmarked against 2018/19		
# participants at dark sky events held by the Authority	N/A	368				
# Visit Wales - Year of Discovery participants	N/A	4593 (Year of Legends)				
# Changing Coast photo submissions	434	629	Benchmarked against 2017/18	Benchmarked against 2018/19	Increase in data collected. People feel engaged in issues around coastal change, biodiversity and heritage in their local area.	NPMP B1, CC2, DE3, DE5 WGVR 1, 3, 9 WBP 5, 6
# volunteer days – conservation wildlife survey or monitoring	N/A	N/A	Baseline data	Benchmarked against 2018/19		
# times Bat detectors loaned out	N/A	N/A	N/A	Baseline data		
# volunteer days – heritage sites monitoring	N/A	N/A	N/A	Baseline data		
# volunteer and social action days - beach cleaning activities	N/A	N/A	Baseline data	Benchmarked against 2018/19	Marine and foreshore environment improved through activities that help reduce marine litter and pollution.	NPMP AW2 WGVR 1, 2, 3, 9 WBP 4, 5, 6
# Water Refill Stations Completed	N/A	N/A	N/A	Baseline data		

Actions	Milestones	Outcome	Policy Links
<b>Ways of Working:</b> Revision of Authority's Environmental Policy and implementation action plan created.	<ul style="list-style-type: none"> <li>Revised Environment Policy and associated implementation plan in place</li> <li>Activities to implement priority actions start</li> </ul>	Environmental policy and carbon neutral approach is integrated into the Authority's ways of working.	NPMP AW1, CC2 WGVR 2, 3, 4, 5 WBP 3



<b>Ways of Working:</b> Centres achieve Green key award.	<ul style="list-style-type: none"> <li>Green Key Award achieved for 2019 and 2020</li> </ul>		
<b>Strategic Partnerships:</b> Confirmation of continued support for bus service (Greenways).	<ul style="list-style-type: none"> <li>Authority agrees continuation of funding for 2020/21 (subject to partnership arrangements)</li> </ul>	Sustainable transport options are available within the Park and surrounding areas.	NPMP L5, AW1, CC1, CC2, DE5 WGVR 1, 2, 4, 5 WBP 3, 4
<b>Partnership Project:</b> Development of network of electric vehicle charging points.	<ul style="list-style-type: none"> <li>Installation of points completed</li> <li>Monitoring of points in place to inform further installations</li> </ul>		
<b>Future Planning – Ways of Working:</b> Review and development of education offer that takes account of “Successful Futures”.	<ul style="list-style-type: none"> <li>Review of current offer completed</li> <li>New sessions developed</li> <li>New sessions delivered</li> </ul>	Authority’s education offer remains relevant and aligns with “Successful Futures.” Pupils benefit from our learning opportunities.	NPMP DE3, DE5 WGVR 1 WBP 1
<b>Future Planning – Ways of Working:</b> Development of interpretation action plan aligning with recommendations of interpretation audit.	<ul style="list-style-type: none"> <li>Interpretation action plan in place</li> <li>Activities to implement priority actions start</li> </ul>	Authority’s interpretation offer improves and is reflective of best practice and wider developments.	NPMP DE3, DE5 WGVR 1 WBP 1
<b>Partnership Project:</b> Water Refill Stations.	<ul style="list-style-type: none"> <li>Installation of stations completed</li> <li>Monitoring of stations in place to inform further installations</li> </ul>	Infrastructure in place to assist people to reduce their reliance on disposable water bottles when in the Park area.	NPMP L2, B2, AW2, AW3, DE3, DE5 WGVR 1,2,3, 5,6 WBP 5, 6
<b>Strategic Partnerships:</b> Involvement with Foreshore Management Plan development and implementation.	<ul style="list-style-type: none"> <li>Completion of Plan</li> <li>Activities to implement priority actions start</li> </ul>	Foreshore is managed effectively with positive benefits for its ecosystem and users.	NPMP L2, B2, AW2, AW3, DE3, DE5 WGVR 2, 3, 5, 6, 9 WBP 2
<b>Strategic Partnerships:</b> Continued engagement with Relevant Authority Groups and Welsh Government Marine associated Groups.	<ul style="list-style-type: none"> <li>Attendance at Meetings</li> <li>Involvement in joint projects</li> </ul>	Strategic approach to protecting marine environment maintained. Comply with our Relevant Authority obligations.	
<b>Strategic Partnerships:</b> Work with local Public Services Board (PSB) on development of Environmental and Climate Change Risk Assessment for Pembrokeshire and raise awareness of future impacts to Members.	<ul style="list-style-type: none"> <li>PSB - Climate Change Risk Assessment for Pembrokeshire created</li> <li>Workshops held for Members</li> </ul>	Authority has contributed to the development of the Environmental and Climate Change Risk Assessment for Pembrokeshire and Members are aware of future impacts.	NPMP L2, B2, AW2, AW3, DE3, DE5 WGVR 2, 3, 4, 5, 6, 9 WBP 2, 3, 4

## Future Projects: Development and identifying funding streams

Project	Outcome	Policy Links
Beach Road Show.	Beach Road show held that increases people's knowledge and engages them in improving the Foreshore and Marine environment.	NPMP L2, B2, AW2, AW3, DE3, DE5 WGVR 1,2,3, 5,6 WBP 5, 6

Qualitative, Evaluation, Reports	Learning Opportunities	Policy Links
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 WGVR 1 WBP 5

### 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.



Items on display at Oriol y Parc as part of the 'Coast' exhibition for Year of the Sea.

## Governance and Financial Stability

### Governance within the Authority

The full Authority meets at least six times each year to consider policy matters and 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 Leadership Team 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 and our priorities

#### Future Planning: Corporate and financial long term planning and risk management

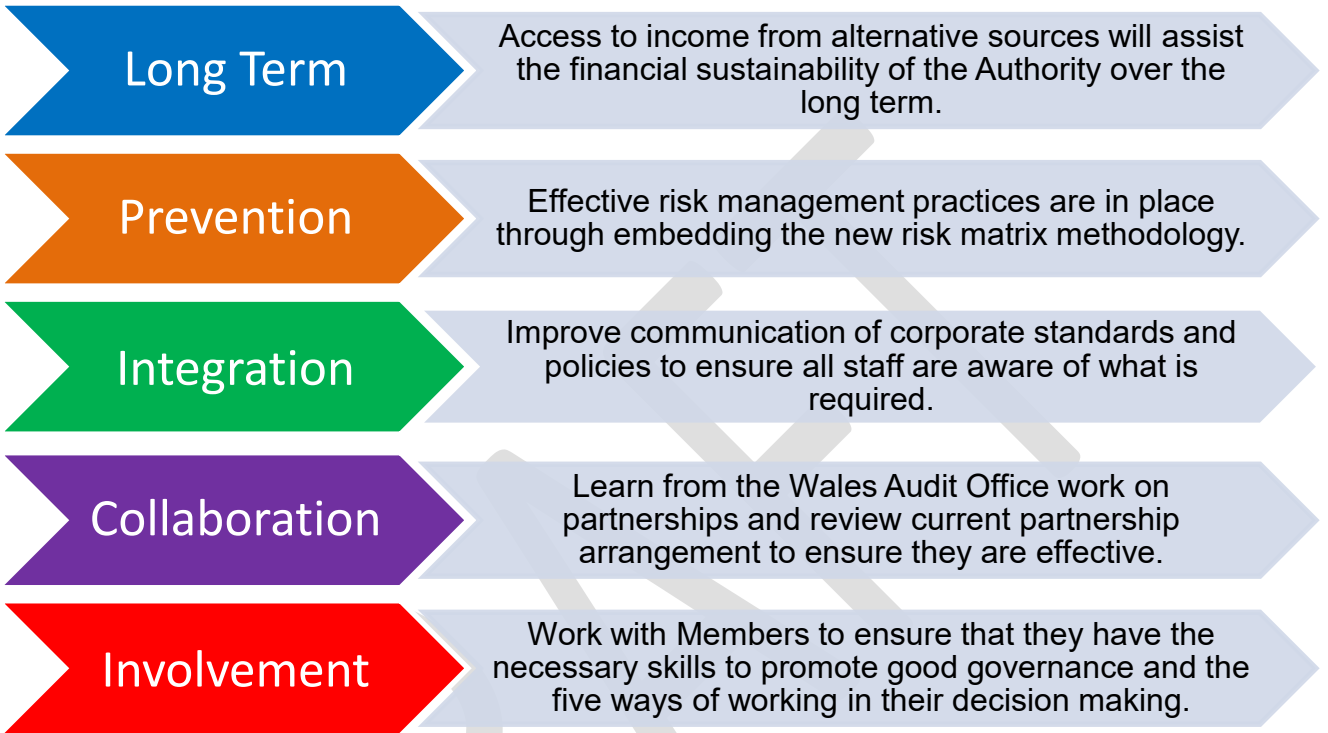
The Authority recognises that it needs to carry out further activities to support corporate and financial long term planning, including facilitating a Members workshop to explore future priority areas. The Authority's internal auditors have recommended a new risk matrix methodology, during 2019/20 the Authority will look to adopt and embed this approach. Senior Officers will continue to participate in Welsh Government engagement opportunities on withdrawal from the EU and prepare effective responses where needed for the Authority.

- ➔ Due to the current climate of restricted resources the Authority recognises the need to identify and generate funding from alternative sources. In 2017/18 the Authority recruited an External Funding Manager to assist in identifying and pursuing these opportunities and has facilitated the establishment of a Charitable Trust.
- ➔ During 2018/19 the Wales Audit Office work with the Authority looked at 'PCNPA's partnerships' focusing on the Local Access Forum and Pembrokeshire Nature Partnership. The Authority will use the feedback from this work to inform and develop its future partnership work and carry out a wider review of Partnership involvement including support provided, outcomes from involvement and sustainability risks.
- ➔ In 2017/18 5.83 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.
- ➔ The Authority remains committed to supporting Members in their role. A skills audit has been carried out and following Members Working Group request a Committee is due to be set up focused on Member Development. This committee will determine and drive the priority actions for the Authority and Members in this area.

**Improvement Area: Communication of corporate standards and policies**

Further work is needed to ensure that corporate policies and standards are clear and effectively communicated to staff.

Applying the 5 ways of working in our activities:



How we will deliver on our Governance and Financial Sustainability Objective		Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
<b>Corporate: Long Term Planning</b>	Carry out activities to support corporate and financial long term planning and risk management. Participate in Welsh Government engagement opportunities on withdrawal from the EU.	✓	✓	✓	✓	✓	✓	✓
<b>Fundraising &amp; Income Generation</b>	Generate funding from alternative sources and support Pembrokeshire Coast National Park Charitable Trust in its activities.	✓	✓	✓	✓	✓	✓	✓
<b>Strategic Partnerships</b>	Review our approach to partnerships working following Wales Audit Office recommendations.	✓	✓	✓	✓	✓	✓	✓

How we will deliver on our Governance and Financial Sustainability Objective		Prosperous	Resilient	Healthier	More equal	Cohesive Communities	Vibrant Culture	Global responsible
<b>Work Force Resilience</b>	Develop a resilient workforce, through continuing to promote a healthy workplace and monitor and prevent health and safety incidents.	✓	✓	✓	✓	✓	✓	✓
<b>Members Development</b>	Assist Members Committee on Skills Development and support their activities in relation to the Members Charter.	✓	✓	✓	✓	✓	✓	✓
<b>Corporate Compliance &amp; Standards</b>	Comply with legislative requirements relating to the Welsh Language, Equality Duties, Freedom of Information and Data Protection.							
<b>Corporate Compliance &amp; Standards</b>	Improve how we communicate corporate policies to staff and review Authority's complaints, service standards and complements.							

### Governance and Financial Sustainability - Performance Framework

Measures	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	Outcome	Policy Link
% of prioritised projects banded A with funding secured £ from sponser a gate scheme	N/A	N/A	N/A	Baseline	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 WGVR 9, 10 WBP 4
£ Centres merchandise	257106.09	243079.76	Benchmarked against 2017/18	Benchmarked against 2018/19		
£ admissions Carew & Castell Henllys	180385.45	226558.42				
£ Centres other income	N/A	71084.39				
£ Café rental income – CH and OYP	N/A	N/A	Baseline Data	Benchmarked against 2018/19		
£ Carew Café sales income	N/A	N/A				
# Days lost/fte	7.82	5.38	Benchmarked against 2017/18	Benchmarked against 2018/19	Interventions can be put in place where needed.	NPMP DE5 WBP 1 EQP



# RIDDOR	1 (Amber)	0 (Green)	0	0	New working practices or training can be put in place where needed.	NPMP DE5 WBP 1 EQP
# accidents (Injury) over 3 days/ up to 7 days absence	1 (Amber)	0 (Green)	0	0		
# accidents (Injury) Minor	24	22	N/A (Trend)	N/A (Trend)		
# vehicle damage	6	12				
# conflict incidents	1	1				
# safeguarding	0	0				
% Members attendance	83.78 (Green)	78.88 (Green)	75	75	Members are engaged and have skills necessary to inform their decisions making.	NPMP L1, L3, DE5 WGVR 9, 10
% Members attendance at training	61.46 (Amber)	63.78 (Amber)	65	65		
# complaints concerning the Welsh Language made to the Authority	1	0	Benchmarked against 2017/18	Benchmarked against 2018/19	Authority complies with Welsh Language Standards, new working practices can be put in place where needed and has workforce that can deliver services in Welsh.	NPMP DE2, DE4 WGVR7 WBP 1 WLS
# complaints to Welsh Language Commissioner regarding alleged failure to comply with Welsh Language Standards	0	1 (Red)	0	0		
% of new and vacant posts advertised Welsh Language essential	52.3%	38%	Benchmarked against 2017/18	Benchmarked against 2018/19		
# Data Protection Impact Assessments completed	N/A	N/A	N/A	Baseline	Authority complies with Data Protection, Freedom of Information Requirements, Environmental Information Regulations requirements and Subject Access Requirements.	NPMP DE5
% of Freedom of Information responses within required timeframe	100% (Green)	100% (Green)	100	100		
% of Environmental Information Regulations responses	100% (Green)	100% (Green)	100	100		



within required timeframe						
% of Subject Access Requests responses within required timeframe	No SAR's received	No SAR's received	100	100		
% Positive/neutral media coverage	99.71% (Green)	99.45% (Green)	80	80	Stakeholders and communities have a positive perception of the Authority.	NPMP: DE5

Actions	Milestones	Outcome	Policy Links
<b>Future Planning/ Ways of Working:</b> Carry out activities to support Mid/ Long Term Financial Planning Activities.	<ul style="list-style-type: none"> <li>Planning Activities completed</li> <li>Findings presented to Members</li> </ul>	Long term financial plan are in place and priority areas identified.	NPMP L1, DE5 WGVR10
<b>Future Planning:</b> Facilitate Members workshop looking at mid/ long term priorities for the Authority.	<ul style="list-style-type: none"> <li>Workshop for Members held</li> </ul>	Members provide officers with clear view of mid and long term priorities for the Authority.	NPMP L1, DE5 WGVR 9, 10
<b>Future Planning - Strategic:</b> Participate in engagement opportunities on withdrawal from the EU provided by the Welsh Government.	<ul style="list-style-type: none"> <li>Attendance at Meetings and forums</li> <li>Consultation Responses</li> </ul>	Interests of the Park, Authority and its stakeholders are considered by Welsh and UK policy makers.	NPMP L1, DE5 WGVR 9
<b>Ways of Working:</b> Carew Causeway 5 year Plan	<ul style="list-style-type: none"> <li>Progress against plan is being achieved</li> </ul>	Sustainable financial approach is in place for managing the Causeway	NPMP L1, DE5 WGVR 10
<b>Ways of Working:</b> Adopt and embed new methodology for risk management.	<ul style="list-style-type: none"> <li>New risk methodology being used at Committees</li> </ul>	Authority's risk management processes are fit for purpose.	NPMP L1, DE5
<b>Ways of Working:</b> Assist Pembrokeshire Coast National Park Charitable Trust with their activities to generate income that support Authority priority areas.	<ul style="list-style-type: none"> <li>Support provided</li> <li>Funding secured for prioritised projects</li> </ul>	Income is generated from a broad range of sources to support Authority priority areas.	NPMP L1, DE5 WGVR 10 WBP 4
<b>Ways of Working:</b> Actions Wales Audit Office recommendations on partnership working and review our current partnerships.	<ul style="list-style-type: none"> <li>Wales Audit Office recommendations are actioned</li> <li>Review of partnerships complete</li> </ul>	Authority has a strategic approach to partnership working and promotes effective collaboration.	NPMP L1, DE5 WGVR 9
<b>Future Planning – Ways of Working:</b> Review of	<ul style="list-style-type: none"> <li>Review completed and</li> </ul>	Authority has effective working practices in	NPMP L1, DE5

how we work focused on current digital systems and identification of gaps to improve efficiency and collaboration across the Authority.	<ul style="list-style-type: none"> <li>recommendations made</li> <li>New approach adopted</li> </ul>	place that promote efficiency and collaboration.	WGVR 9, 10 WBP 4
<b>Ways of Working:</b> Support Members Development Committee – Members Charter.	<ul style="list-style-type: none"> <li>Arrangement of Committee Meetings</li> <li>Support provided as needed</li> </ul>	Members have skills necessary to inform their decisions making.	NPMP L1, DE5 WGVR 9
<b>Ways of Working:</b> Annual performance report on Welsh Language Standards.	<ul style="list-style-type: none"> <li>Report approved by NPA and submitted to Welsh Language Commissioner</li> </ul>	Authority complies with Welsh Language Standards.	NPMP DE2, DE4 WLS
<b>Ways of Working:</b> Annual Equality report.	<ul style="list-style-type: none"> <li>Report produced and approved by NPA as part of Annual Report on Meeting Well-being Objectives</li> </ul>	Authority complies with Equality Act.	NPMP DE2, EQP
<b>Ways of Working:</b> Improve communication of corporate policies and standards to staff.	<ul style="list-style-type: none"> <li>Delivery of biannual e-mail reminders</li> <li>Parc Net up to date</li> </ul>	Staff are aware of corporate standards and policies and this is reflected in work practices.	NPMP L1, DE5 WGVR 7, 9, 10 WBP 4
<b>Future Planning/ Ways of Working:</b> Review Authority's complaints, service standards and complements.	<ul style="list-style-type: none"> <li>Review undertaken</li> <li>Recommendations made</li> <li>New approach adopted</li> </ul>		

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

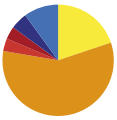



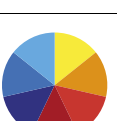
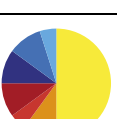
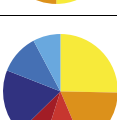
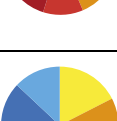
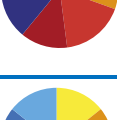
### What will progress look like

**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.

## Appendix 1

### Summary Draft Estimate – Gross Expenditure 2019/20 on 7 Well-being Goals

		Prosperous	Resilient	Healthier	More Equal	Cohesive Communities	Vibrant Culture	Global Responsible	Total
		19%	16%	13%	11%	12%	16%	11%	<b>100%</b>
<b>000s</b>									
<b>Conservation of the Natural Environment</b>		81	236	15	15	20	0	41	<b>409</b>
<b>Conservation of the Cultural Heritage</b>		0	0	0	0	6	103	5	<b>114</b>
<b>Recreation &amp; Park Management</b>		156	68	156	68	68	68	73	<b>658</b>
<b>Promoting Understanding</b>		235	231	191	159	138	375	151	<b>1480</b>
<b>Rangers, Estates &amp; Volunteers</b>		166	166	166	166	166	166	166	<b>1164</b>
<b>Development Control</b>		244	49	24	49	49	49	24	<b>489</b>
<b>Forward Planning &amp; Communities</b>		101	73	45	31	73	45	31	<b>401</b>
<b>Democratic Representation &amp; Mgmt.</b>		129	96	129	96	96	96	96	<b>740</b>
<b>Support Services</b>		166	166	166	166	166	166	166	<b>1160</b>
<b>Total Service Gross Expenditure</b>		1280	1086	893	750	783	1069	754	<b>6615</b>
Income from grants, fees, charges, EMR transfers etc									-1,673
Levy and NP Grant									-3,940
Non cash Adjustment									-987
Bank Interest									-15
									<b>-6,615</b>

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

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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