REPORT OF PERFORMANCE AND COMPLIANCE CO-ORDINATOR

SUBJECT: CORPORATE PLAN 2020/21

Purpose of Report

To ask Members to comment on the draft Corporate Plan 2020/21.

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 and resources 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 at the NPA on the first of April. 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. A number of performance measures and milestones are highlighted in yellow this relates to areas that are currently being reviewed or further clarification is needed.

In December 2019 the National Park Authority approved a new National Park Management Plan 2020-24. To assist in integrating delivery of National Park Management Plan impacts with corporate planning, 3 key priority impact areas have been identified that work streams delivering against the Authority's well-being objectives will also contribute too during 2020/21:

- Responding to the Climate Change Emergency
- Responding to Biodiversity Loss
- Coast Path at 50: Landscapes for Everyone.

The choice of these three priority areas for 2020/21 reflects that:

- The interim NRW report on the State of Natural Resources highlights that biodiversity loss and climate change are interconnected global challenges. The Authority using its past experience, current ambition and staff skills and knowledge is well placed to respond to these challenges.
- 2020 is the 50th anniversary of the Coast Path and provides an opportunity to celebrate how this achievement has opened up opportunities for more people to experience the Park's Landscape. It also enables the Authority to look to the future to further develop other opportunities in the Park that help more people to access and benefit from its Special Qualities.

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.

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.

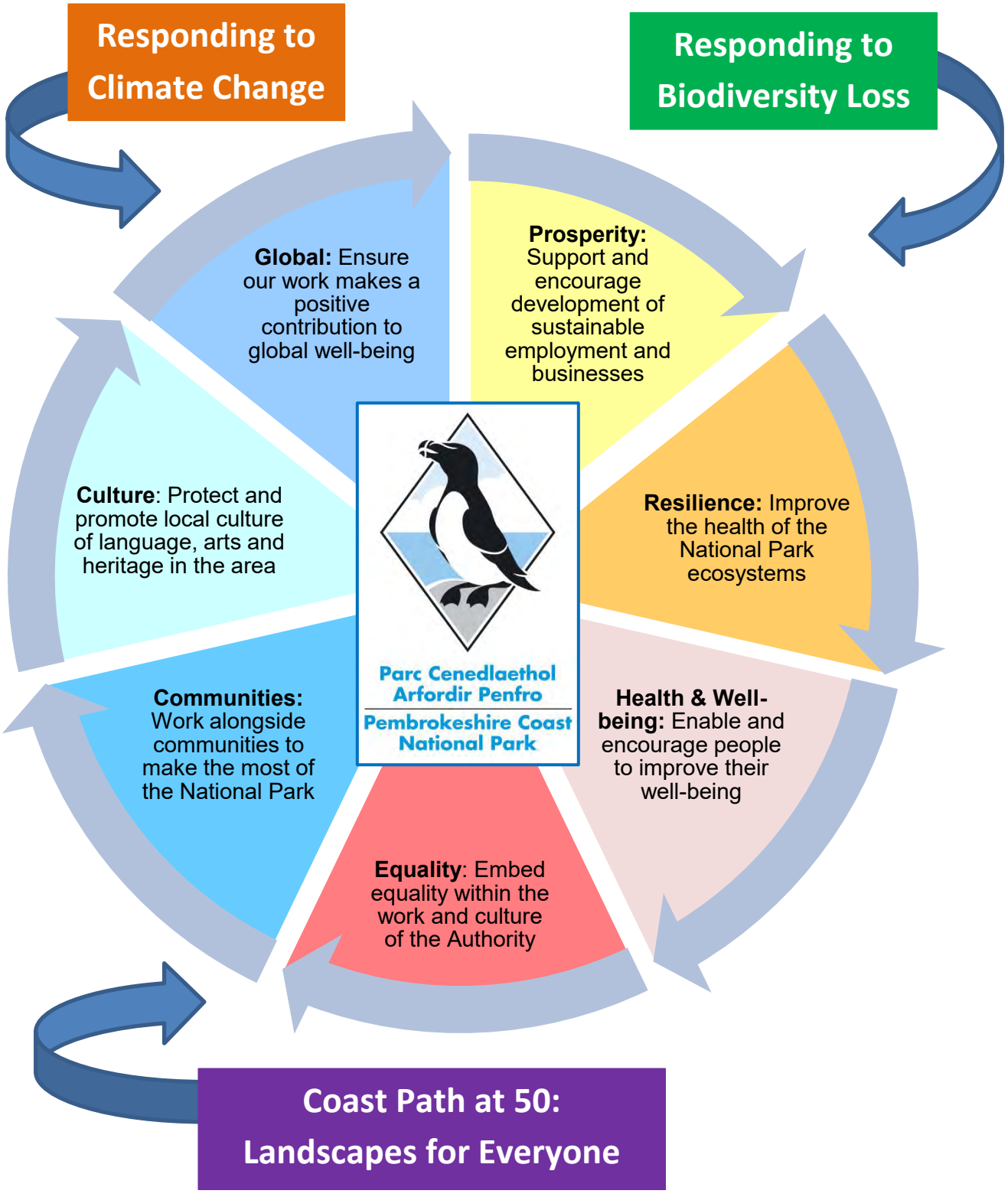
Welsh Language statement
The approved document will be translated and published on the Authority's website. Activities to support delivery of the Authority's Welsh Language Strategy have been included within the draft Corporate Plan

Recommendation
Members **COMMENT** ON the draft Corporate Plan 2020/21.

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

Author: Mair Thomas

Pembrokeshire Coast National Park Authority
Corporate and Resources Plan 2020/21



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

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

Introduction – Corporate and Resources Plan

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 2009 and The Well-being of Future Generations (Wales) Act 2015. This document acts as our Annual Improvement Plan part 1 and sets out our Well-being Objectives and aligned work programme for 2019/20. The Well-being of Future Generations Act requires public bodies to act in accordance with the sustainable development principles and we have highlighted how these principles will be embedded in work carried out to achieve our objectives.

Each year the Authority commences its forward work planning and budget preparation cycle in October in order to approve a balanced budget by February 15th. The National Park Authorities face growing and sometimes conflicting demands to deliver conservation, public access, local employment and affordable housing, at a time when resources are being constrained.

In preparing this plan we have reviewed progress during previous years, had discussions with staff including a session with the senior management team, held a budget workshop for Members and considered any changes in legislation, policy and funding which might affect our work.

Needle Rock, Fishguard Bay

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

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

Pembrokeshire Coast National Park Authority

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

Park Purposes and the National Park Management Plan

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

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

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

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

A new National Park Management Plan 2020-2024 was approved in December 2019. The revised National Park Management Plan takes into account the Well-being of Future Generations (Wales) Act 2015, the Environment (Wales) Act 2016 nine principles of sustainable management of natural resources (SMNR) and State of Natural Resources Report. The revised plan will guide the priorities of the Authority's annual Corporate and Resources Plan from 2020 onwards.

The Authority is the statutory planning authority for the National Park and is responsible for the preparation of the Local Development Plan. The Authority's revised Local Development Plan has been going through examination in 2019 with planned adoption in 2020.

Well-being Goals

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

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

PCNPA Well-being Statement and Objectives

The 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, however the Authority will look to review its objectives during 2019/20. Three National Park Management Plan Impact campaigns have been identified for this year they are Responding to Climate Change, Responding to Biodiversity Loss and Coast Path at 50. Activities supporting

these impact areas align with our current well-being objectives, activities under work streams that support their delivery and the Welsh Well-being Goals.

The Well-being Assessment and Well-being Plan for Pembrokeshire, State of Natural Resources Report (SoNaRR), Sustainable Management of Natural Resources (SMNR) and Welsh Government priorities in the Valued and Resilient Written Statement, Prosperity for All: A Climate Conscious Wales provide an evidence base and policy direction to inform the work of the Authority for the duration of this plan. In the future Area Statements, the Pembrokeshire Environmental and Climate Change Risk Assessment and SoNaRR 2 will also influence the work of the Authority.

PCNPA Well-being Objectives	How we contribute to Welsh Well-being Goals
Prosperity: To encourage and support the development of sustainable employment and businesses, particularly in tourism & recreation.	✓ 'Prosperous Wales' – Through promotion of sustainable businesses and supporting tourism industry by working to extend the traditional tourism season and maintaining a key tourist and recreational asset in the Park, the Coast Path. ✓ 'Resilient Wales' – Through supporting sustainable tourism and recreational management in the Park. ✓ 'Healthier Wales' – Through maintaining and promoting Public Rights of way helping engage more people in walking and related activities.
Resilience: To improve the health of the National Park's ecosystems.	✓ 'Resilient Wales' – Through contributing to improving the health of Wales ecosystem and seeking to address the issue of biodiversity loss in the Park. ✓ 'Globally Responsible Wales' – Through activities that respond to biodiversity loss that also support the interconnected challenge of responding to climate change. ✓ 'Wales of Cohesive Communities' – Through providing opportunities for people to get involved in looking after the Park's ecosystem.
Health and Well-being: To enable and encourage more people to improve their well-being by making a greater use of the National Park regardless of their circumstances.	✓ 'Healthier Wales', 'More Equal Wales,' 'Wales of Cohesive Communities.' - Through promoting more regular use of the outdoors, outdoor experiences for children, encouraging volunteers and removing barriers to access this objective will have positive benefits for people's physical and mental well-being and help address issues such as social isolation.
Equality: To continue to ensure equality is embedded within the work and culture of the National Park Authority	✓ 'More Equal Wales,' Healthier Wales', 'More Equal Wales,' 'Wales of Cohesive Communities.'- Through working towards achieving our long term aims in the Authority's Equality Plan and breaking down barriers to accessing opportunities in the Park the Authority will support these goals.
Community: To work	✓ 'Resilient Wales,' and 'Wales of Vibrant Culture' –

alongside communities to help them make the most of the National Park.	Through actively engaging communities, communities of interest such as landowners and local groups, volunteers in activities that support Welsh ecosystems and heritage. ✓ 'Wales of Cohesive Communities.' – Through promoting opportunities for people to come together in the Park that also helps reduce social isolation. ✓ 'Globally Responsible Wales' – Through assisting communities to develop projects that respond to the climate change emergency by refocusing the focus of the SDF fund.
Culture: To protect and promote the local culture of language, arts and heritage of the area.	✓ 'Wales of Vibrant Culture and Thriving Welsh Language.' – Through supporting activities that promotes and protects culture, heritage and the Welsh language, and seeks to engage more people in these activities. ✓ 'Wales of Cohesive Communities and a 'Resilient Wales.' – Through engaging communities and volunteers in looking after heritage sites.
Global: To ensure our work makes a positive contribution to global well-being.	✓ 'Globally Responsible Wales'- Through responding to the global challenge of the Climate Change emergency, while also engaging people with nature, outdoors and heritage to be inspired to look after and learn about the world around them. ✓ 'Resilient Wales,' 'Prosperous Wales', 'Healthier Wales' – Activities that respond to the Climate Change emergency will also due to their interlinked nature contribute to these goals.

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 there are activities which demonstrate how these principles are being applied in the way the Authority works. Utilising the Future Generations Commissioners' Journey Checkers has enabled the Authority to assess its performance against its objectives against the five ways of working.

In Appendix 2 there is a matrix cross referencing different work streams against the Welsh Well-being Goals and the 5 ways of working under the Well-being of Future Generations Act.

Sustainable Management of Natural Resources and Section 6 Duty

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:

Adaptable	Evidence
Scale	Long Term
Working Together	Prevention
Engaging with the Public	Resilience
Understanding all the benefits we receive from our natural resources	

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. Activities within work streams aimed at delivering on our Well-being Objectives in particular resilience and global objectives help integrate the Section 6 duty in our work. You will S6 noted against these activities or relevant measures.

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 Authority's Corporate and Resources Plan for 2020/21 takes into account the 10 priorities identified within the Statement.

Landscapes for Everyone	Growing tourism and outdoor recreation
Exemplars of the sustainable management of natural resources	Thriving Welsh Language
Halting the loss of biodiversity	All landscapes matter
Green energy and decarbonisation	Delivering through collaboration
Realising the economic potential of landscapes	Innovation through resourcing

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

It will also contribute to wider policy agendas including:

- Prosperity for All: a Low Carbon Wales
- Welsh Government Strategy: A Healthier Wales: our Plan for Health and Social Care
- "Successful Futures" the new National Curriculum for Wales
- Light Springs through the Dark: A Vision for Culture in Wales
- Planning Policy Wales
- Sustainable Management of Natural Resources (SMNR)

Well- being Plan for Pembrokeshire Projects

A number of activities within work streams aimed at delivering on our Well-being Objectives contribute to wider projects within the Well-being Plan for Pembrokeshire:

Recruitment and Employment Transformation Framework	Environmental and Climate Change Risk Assessment
Carbon Neutral County	Doing Things Differently
Celebrating the Great Outdoors	Community Participation
Understanding our Communities	Meaningful Community Engagement

Equality Plan

The Authority in 2019/20 reviewed its Strategic Equality Plan and Objectives. The Plan and objectives contribute to achieving four longer term aims in the following areas:

The Park – A Landscape for Everyone	Our Services – Accessible and Inclusive
Our Workforce – Diverse, Supportive and Inclusive	Governance and Engagement – Increased Participation

Activities and current priorities contributing to delivery of this plan and the Authority's Equality Objectives have been mainstreamed into work streams aimed at delivering our Well-being Objectives, particularly our objectives on prosperity, health and well-being and communities.

Welsh Language Strategy

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 have been mainstreamed into work streams aimed at delivering our Well-being Objectives, in particular our objective on culture.

Funding

The Authority's net revenue expenditure for 2020/21 is determined by the Welsh Government, by allocating the annual National Park Grant and levy at £3,939,000. Authority generated income of about £1,776,000 is raised from planning fees, admissions, merchandise sales, car parks etc. A more detailed breakdown of the budget again the CIPFA codes for National Park Authorities is included as Appendix A.

2020/21 Budget Forecast

Income	
	£000's
Welsh Government Grant	2,954
Local Authority Levy	985
Authority Generated Income	1,776
Transfer from Reserves	1,010
Bank Interest	15
Total	6,740

Expenditure		
PCNPA Well-being Objective	**Resource (£000's)**	
To encourage and support the development of sustainable employment and businesses	1,257	18%
To improve the health of the National Park's ecosystems	1,128	17%
To enable and encourage more people to improve their well-being by making a greater use of the National Park regardless of their circumstances	983	15%
To continue to ensure equality is embedded within the work and culture of the NPA	736	11%
To Work alongside communities to help them make the most of the NPA	749	11%
To protect and promote the local culture of language, arts and heritage of the area	1,136	17%
To ensure our work makes a positive contribution to global well-being.	751	11%
Total	**6,740**	**100**

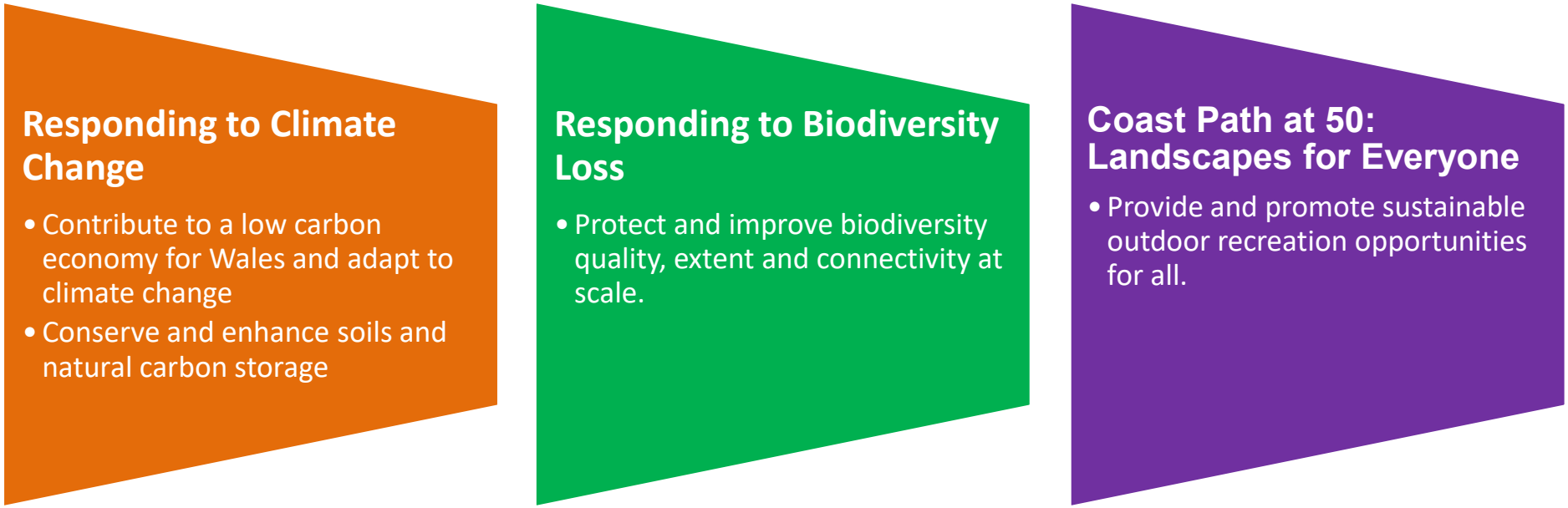
PCNPA - Work streams Across Well-being Objectives for 2020/21

Prosperity	Resilience	Health & Well-being	Equality	Community	Culture	Global	Governance/ Financial	Support Services
Planning Policy & Planning Service	Conservation Land Management Service	Supported Walking Opportunities	Strategic Equality – Our Workforce	Engagement: Ongoing conversation about NPMP	Historic Inspiration & Experiences	Responding to Climate Change Emergency	Long Term Planning & Project Prioritisation	Finance HR Democratic Services IT Communications Customer Services External Fundraising Performance Property Administration
Maintaining PROW a Key Tourist Asset	Biodiversity & Connectivity Projects	Promoting Health Benefits of the Park	Strategic Equality – Our Services	Community Activities & Projects benefiting the Park & People	Art Inspiration & Engagement	Special Qualities - Inspiration & Education	Fundraising & Income Generation	
Sustainable Tourism & Recreation: Management & Promotion	Engagement & Volunteering in looking after the Park's Ecosystems	Health and Well-being: Initiatives & Projects	Landscapes for Everyone: Social Inclusion	Planning Service: Enforcement and Community Engagement	Historic Environment - Historic Buildings & Community Archaeology		Work Force Resilience and Development	
Tourism Engagement & New Audiences	Conservation Strategic Partnerships & Engagement	Outdoor Schools and Play	Landscapes for Everyone: Inclusive Experiences	Sustainable Development Fund	Heritage Partnership and Collaboration		Improving how we work – Digital Approaches	
Supporting Local Business	Planning: SMNR & responding to biodiversity loss	Planning Affordable Housing	Engagement - Outreach, young people & volunteers		Welsh Language Strategy		Members Development	
Employment Transformation in Pembrokeshire	Looking after Trees in the Landscape						Corporate Compliance & Standards	
	Marine & Foreshore Environment							

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

National Park Management Plan Authority Impact Campaigns

To assist in integrating delivery of National Park Management Plan Impacts with Corporate Planning the Authority has identified 3 key impact areas that work streams delivering against its well-being objectives will also contribute too during 2020/21:



The choice of these three priority areas for 2020/21 reflects that:

- The interim NRW report on the State of Natural Resources highlights that biodiversity loss and climate change are interconnected global challenges. The Authority using its past experience, current ambition and staff skills and knowledge is well placed to respond to these challenges.
- 2020 is the 50th anniversary of the Coast Path and provides an opportunity to celebrate how this achievement has opened up opportunities for more people to experience the Park's Landscape. It also enables the Authority to look to the future to further develop other opportunities in the Park that help more people to access and benefit from its Special Qualities.

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

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

Work Stream: Planning Policy and Planning Service

What we will do
Implementation of revised Local Development Plan and delivery of an effective planning service that supports a sustainable economy.

- The Authority's Local Development Plan 2 has been going through examination process during 2019/20. Adoption of the plan will influence the future direction of planning within the Park. Revised indicators for the Plan will help the Authority monitor impacts against this objective and National Park Management Plan impacts.

- At a national level the Welsh Government's National Development Framework is due to be published in September 2020 and Planning Policy Wales 10 has been revised to align with the Well-being of Future Generations Act.

- Alongside delivering against planning policy, providing an effective planning service will assist the Authority in supporting the development of sustainable businesses, communities and local economy.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Continue a programme of supplementary planning guidance following adoption of LDP2	✓ LDP2 approved ✓ Programme has commenced

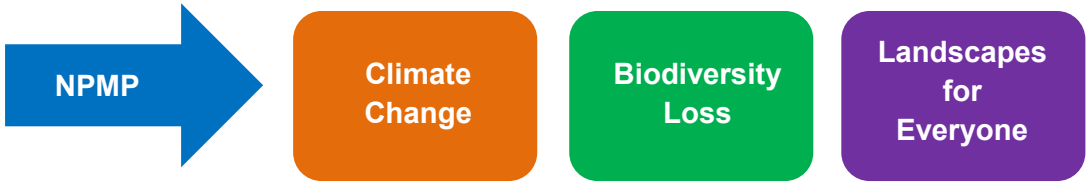
Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
% of all planning applications determined within time periods required	84.91% (Green)	89.8% (Green)	80%	80%
Average time taken to determine all planning applicants in days	70.75 (Amber)	69 (Amber)	<67	<67
% of Member made decisions against officer advice (recommendation)	4.88% (Green)	3.85% (Green)	<5	<5
% of appeals dismissed	63.64% (Amber)	100% (Green)	>66	>66
Applications for costs at section 78 appeal upheld in the reporting period	2 (Red)	0 (Green)	0	0
% of planning applications determined under delegated power	92.07%	94.8%	BM against 2018/19	BM against 2019/20

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

# planning applications registered	590	487	Trend	Trend
% of planning applications approved	85.11% (Amber)	80.8% (Amber)	90	90
Other Data: Annual Planning Performance Report. Local Development Plan Indicators (First report period 2022/23).				

Impact

An efficient and effective planning service is in place, meeting and exceeding Welsh Government targets and supporting Welsh and local planning policy that contributes to sustainable local economy and communities.



Work Stream: Maintaining Public Rights of Way a Tourism Asset

What we will do

Continue to ensure that the Pembrokeshire Coast Path and Rights of Way (PROW) network remains a key tourist and recreational asset that benefits current and future generations and supports the local tourist economy.

- 2020 is the Coast Path's 50th anniversary. The Authority plays an important role in ensuring the continued legacy of this key recreational asset within the Park, maintaining the path for benefit of future generations as a key visitor attraction. A continuing challenge to maintaining the coast path and inland rights of way is responding to the impact of coastal erosion and poor weather cycles on paths.

- The Authority's Digital Park Project has been working 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.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Digital Park Project	✓ Further digitising reporting ✓ Grading of Footpaths based on useage
Project: Development of new footpath links and circular walk creation	✓ Progress made on new footpath link between Newport and Nevern, Llwybr Pwll Cornell ✓ Improvement of Public footpath at Moylegrove to form circuit walk from St Dogmaels via Moylegrove and Poppit Sands
Project: Increasing Resilience to Winter Storm Damage	✓ Stabilisation and regrade stream junction onto the beach at Aberforest

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

	✓ Proactive realignment of Coast Path at St Davids Head to make it more resilient to coastal erosion and preserve continuity of route.
Project: Coast Path at 50 Celebrations - Promotional Activities	✓ Promotional activities for Coast Path at 50 carried out.

Strategic Partnerships and Engagement contributing to this work stream
Strategic Partnership: Rights of Way Improvement Plan and Local Access Forum
Strategic Engagement: Participating in Access Legislation Forum

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
Pembrokeshire Coast Path – Trip Advisor Overall Rating 1-5	5 (Green)	5 (Green)	5	5
% 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	Trend	Trend
Other Data: Making a difference case studies. NRW Coast Path visitor survey. Impact Maps.				

Impact

High level of user satisfaction with Pembrokeshire Coast Path and inland rights of way that encourages repeat visits. Paths are kept opened and more people can access and enjoy circular routes.

Work Stream: Sustainable Tourism and Recreation Management and Promotion

What we will do

Work with others to take a strategic and sustainable approach to the promotion and management of the Park, hotspot locations within it and its special qualities as a tourist and recreation destination. Including supporting activities that help lengthen the traditional tourist season.

- 7,300 people are employed in the tourism sector in Pembrokeshire and almost 4,000,000 people visit Pembrokeshire each year[1] helping support the local

[1] Pembrokeshire PSB, Well-being assessment for Pembrokeshire, April 2017: https://www.pembrokeshire.gov.uk/public-services-board/well-being-assessment

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

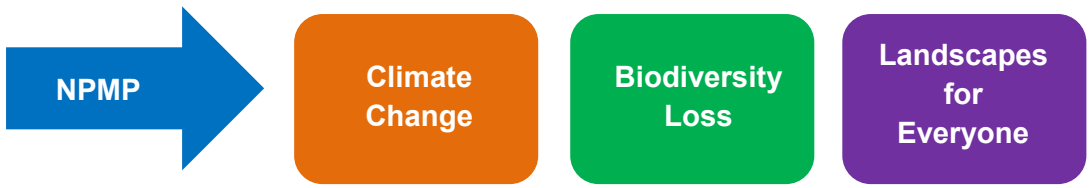
economy. One of the challenges for the Authority is ensuring that recreation and tourism growth in the Park is managed sustainably. One way of achieving this is to work with partners through destination management to identify opportunities that can assist in extending the traditional tourism season. Partnership working is also central to the Authority's approach to recreation management and it is involved with the currently co-ordinates a "managing what we can do" document with partners and is part of the Pembrokeshire Water Safety Forum.

Priority Actions/ Projects	Milestones for 2020/21
Project: External Sustainable Events Research (S6)	✓ Research completed by Swansea University ✓ Model recommended for use
Ways of Working: PCNPA Branding	✓ PCNPA marketing refreshed to reflect revised branding

Strategic Partnerships and Engagement contributing to this work stream
Strategic Partnerships: Supporting Destination Management Plan implementation and setting up of delivery organisation
Strategic Partnerships: Managing What We Can Document – Annual review with Partners (S6)
Strategic Partnerships: Pembrokeshire Water Safety Forum and mapping of coastal and Foreshore Incidents
Strategic Partnerships: Liaison with Recreational Groups and Pembrokeshire Coastal Forum (S6)

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# filming enquiry requests	68	65	Trend	Trend
# filming enquiry licenses awarded	14	14		
Other Data: Making a difference case studies. Impact Maps.				

Impact
Sustainable tourism growth and recreation in the Park is promoted in a manner with positive impact on Park's special qualities, visitor experience, local economy and communities.



Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Work Stream: Tourism Engagement and New Audiences

What we will do
Facilitate reaching new audiences through Seasonal Summer Rangers, Celtic Routes Project, repositioning Oriel y Parc as a discovery centre and carrying out further engagement with local businesses.

- The interpretation strategy for the Park identified an opportunity to refresh the interpretation at Oriel y Parc and reposition the centre as a discovery centre for the Park. Activities to support this will be carried out in 2019/20 making the centre the gateway destination to find out more about the Park.

- Coast to Coast in its physical and app form continues to provide a guide to those visiting and living in the area and the Authority's new website will offer another opportunity for people to discover more about the Park. The Celtic Routes Interreg Partnership Project is increasing opportunities to engage with international visitor audiences

- The Summer Ranger service has helped the Authority to reach new audiences during the summer months particularly through pop up events at beaches. They have also helped improve our links with local businesses. Building on this, Parkwise resources and Wales Coast Path toolkits for businesses the Authority will look to develop resources and engagement activities that will support local businesses to engage visitors with the Park and its special Qualities.

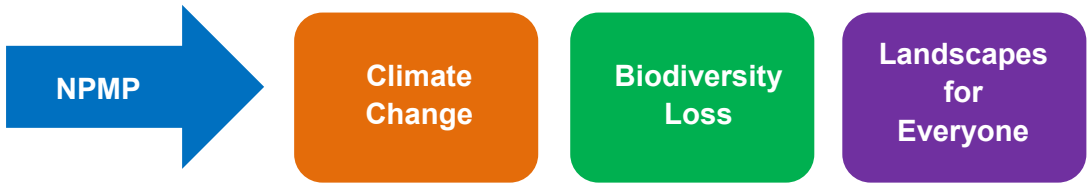
Priority Actions/ Projects	Milestones for 2020/21
Project: Re positioning OYP as a Discovery Centre for the Park	✓ Interpretation Plan in Place ✓ Refresh of some interpretation on site
Ways of Working: Activities to support implementation of business plan at OYP	✓ Progress is being made against actions identified in Oriel y Parc's business plan
Partnership Project: Celtic Routes	✓ Project Milestones achieved
Ways of Working: Training of staff in new website content management system and events booking system	✓ Relevant staff have received content management system training
Project Development: Beach Roadshow linked to Summer Rangers Service	✓ Project proposal developed ✓ Funding Secured
Project Development: Engagement activities that will support local businesses to engage visitors with the Park and its special Qualities.	✓ Review of resources ✓ Project proposal developed ✓ Engagement activities undertaken

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# Main website users	N/A	N/A	BM against 2018/19	BM against 2020/21
# Main website page views	N/A	N/A		
Oriel Y Parc Trip Advisor rating 1-5	4.5 (Green)	4.5 (Green)	4.5	4.5
# visitors to Oriel Y Parc	127,004	129,004	BM against 2018/19	BM against 2020/21
# attending pop up events	623	2,098	BM against 2018/19	BM against 2020/21
# people engaged with through Summer Rangers business and general public networking activities	N/A	N/A	Baseline Data	
# Parkwise training sessions held	4	6 (Amber)	5	4
Other Data: Making a difference case studies				

Impact

New audiences are aware of opportunities in the Park and how to experience and make the most of its special qualities.



Work Stream: Supporting Local Businesses

What we will do

Support local business through opportunities at our centres and through sustainable procurement practices.

- 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.

- Through reviewing its procurement processes the Authority will look at how it can help support local supply chains, promote sustainability and use community benefit opportunities. The Well-being of Future Generations Commissioner's journey checker on a prosperous Wales highlights opportunities on how to use procurement to encourage inclusive growth.

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Priority Actions/ Projects	Milestones for 2020/21
Project: Really Wild Food Show at OYP	✓ Marketing of stall holder opportunities ✓ Delivery and evaluation of event
Ways of Working: Review of procurement in the Authority, including community benefit options and sustainability practices (S6)	✓ Project scoped and developed ✓ Funding secured ✓ Review carried out

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
% Authority Spend locally ytd	53.78	46.44	BM against 2018/19	BM against 2019/20
% Invoices paid on time (Average)	97.22 (Green)	96.33 (Amber)	97	97
# of stall holders participating in fairs and events at Oriel Y Parc and Carew	265	249	Trend	Trend
# of artists and craft makers supported at Oriel Y Parc	25	23		
Other Data: Making a difference case studies.				

Impact

Local businesses are supported through opportunities at our centres and through sustainable procurement practices. Procurement practices are having positive community and environmental impacts.

Work Stream: Employment Transformation in Pembrokeshire

What we will do

Promote skills development in Pembrokeshire through providing work placement and other opportunities.

- The Authority will continue to engage with Pembrokeshire College and DWP Work Placement scheme as part of the Public Services Board's development of a Recruitment and Employment Transformation Framework to support people to work in Pembrokeshire.

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

- Alongside this it will continue to look at how it can develop skills and opportunities within the Authority. It will do this through expanding the nature of its volunteering opportunities and carrying out a feasibility study to inform the development of a replacement project for our previous successful skills in action project.

Priority Actions/ Projects	Milestones for 2020/21
Partnership Project: Pembrokeshire College Work Placement Scheme	✓ Development of a range of work placement opportunities across the Authority ✓ Completion of work placements
Project Development: Feasibility Study to inform replacement project for Skills in Action including identifying potential Apprenticeship opportunities	✓ Feasibility study complete
Ways of Working: Enhancing our volunteering opportunities – flexible and office and centre based opportunities	✓ Range of Flexible volunteering option in place ✓ Range of volunteering opportunities available across centres and at Llanion

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# Work experience placements provided (Revised Measure)	N/A	N/A	Baseline data	BM against 2019/20
# Office and Centre based volunteer days				
# attending volunteer study days	N/A	107	BM against 2018/19	BM against 2019/20
Other Data: Making a difference case studies.				

Impact
People develop work and career based skills to assist them with future employment and educational opportunities.

NPMP → Landscapes for Everyone

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

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

Work Stream: Conservation Land Management

What we will do
Continue to deliver and develop the Authority's Land Management activities through Conserving the Park scheme, activities on our owned or leased estate and engagement with dairy industry and farmers.

- The Welsh Government's First Minister has committed to an Environmental Growth Plan for Wales to halt and restore the decline in nature. Loss of Biodiversity is a key challenge that has been emphasised in the interim NRW State of Sustainable Natural Resources Report.

- As part of the Authority's land management programme, conservation work is carried out on over one hundred sites, a total of approximately 4,323 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. The Authority has allocated additional resources to the scheme through the appointment of an additional Conservation Officer to increase capacity within the scheme. The dairy industry and farmers are key stakeholders in the National Park and the Authority will do more to engage with this sector.

Priority Actions/ Projects	Milestones for 2020/21
Engagement: Engagement activity with Dairy Industry/ Farmers (S6)	✓ Connections made ✓ Scoping of potential project
Partnership Project: Engagement with Plant Life's Magnificent Meadows Project (S6)	✓ Continued involvement with the project

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
Conservation Sites - % in line with Management Plan (S6)	100 (Green)	100 (Green)	100	100
Hectares – Conservation work carried out on aimed at benefiting priority species (S6)	4,320	4,323	BM against 2018/19	BM against 2020/21
Hectares – property owned or leased by the National Park Authority managed for biodiversity (S6)	463	463		

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Hectares – land managed for biodiversity in partnership with private landowners (S6)	1107.6	1,110		
Hectares – Access land where the NPA supports common management partnerships (S6)	2,750	2,750		
Hectares – New pollinator habitat that has been created (S6)	38	7	Cumulative Impact	
Hectares - Invasive species removed at source/ injected (S6)	43.95	57.31	BM against 2018/19	BM against 2020/21
Other Data: Conservation Land Management and Historic Environment Report (Presented to Operational Review Committee). Impact Maps. (S6)				

Impact

Restoration of hay meadows, marshy grassland and connectivity features (hedges, cloddiau, stream corridors) and creation of new areas of habitat, including species-rich grasslands, coastal habitats and wood pasture. Supporting biodiversity in ecosystems and the enhancement of carbon stored in soil and semi-natural habitat.

Work Stream: Biodiversity and Connectivity Projects

What We will do

Develop and deliver projects that will further develop our approach to biodiversity and connectivity.

- The Paths, Plants and Pollinator Pilot project aims to improve the way the Coast Path is managed by placing a greater emphasis on maintaining and increasing biodiversity and connectivity. The pilot is being delivered by a Pollinator Warden and focuses on enhancing the biodiversity alongside the Newgale to Abereiddi section of the Pembrokeshire Coast Path. The outcome of this project will inform the future management of the Coast Path in terms of opportunities to enhance biodiversity and connectivity.

- Some of 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 Traditional Boundaries

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

pilot grant scheme within conserving the Park will pilot supporting land managers to undertake boundary management in accordance with agreed guidelines. A Traditional Boundaries survey is being commissioned to inform this work.

Priority Actions/ Projects	Milestones for 2020/21
Pilot Project: Paths, Plants and Pollinators Pilot Project (S6)	✓ Project Milestones for 2020/21 achieved
Pilot Project: Traditional Boundaries Pilot (S6)	✓ Grant scheme piloted

Data: Making a difference case studies. Project evaluations. Impact Maps.

Impact

Biodiversity and connectivity is improved in the Park, and findings from pilots inform future ways of working in the Authority to ensure we maximise impact in these areas.

Work Stream: Engagement and Volunteering in looking after the Park's Ecosystems

What We will do

Engage and work with volunteers, school pupils, third sector, tourism businesses, communities and visitors in actions that improve the health of National Park's ecosystems.

- 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.

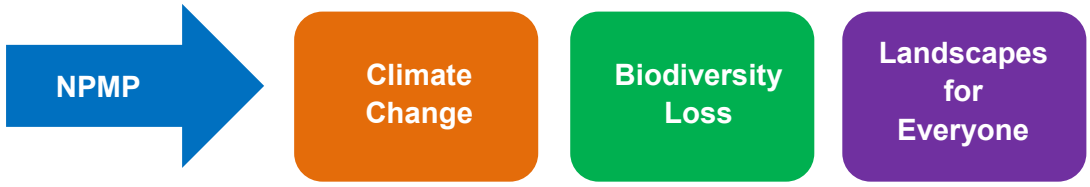
- The Stitch in Time project has secured ENRAW funding which will enable it to continue its work with communities in the Gwaun Valley and communities in other catchments to manage invasive species. The Authority is continuing to seek funding for phase two Naturally Connected project to assist local tourism businesses with conservation work.

Priority Actions/ Projects	Milestones for 2020/21
Project: Stitch in Time Project (S6)	✓ Project Milestones for 2020/21 achieved
Project Development: Naturally Connected Project (S6)	✓ Securing funding for project

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# volunteer days - conservation	914.89	975.5	BM against 2018/19	BM against 2019/20
# volunteer days – invasive species work	109.89	169		
Other Data: Making a difference case studies. Project evaluations. Impact Maps.				

Impact

Volunteers, local businesses and organisations and communities are helping improve the health of the National Park's ecosystems.



Work Stream: Conservation Strategic Partnerships and Engagement

What we will do

Contribute to partnership networks and assist them to deliver on action plans that support the Pembrokeshire Nature Recovery Plan. Contribute to opportunities to influence UK and Welsh policy on land management following withdrawal from the EU.

- 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.

Strategic Partnerships and Engagement contributing to this work stream
Strategic Engagement: UK and Welsh Policy Engagement on Land Management following withdrawal from EU. (S6)
Strategic Partnerships: Participation with Pembrokeshire Nature Partnership and delivery of Pembrokeshire nature recovery plan (S6)

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Strategic Partnerships: Participation with Pembrokeshire Grazing Network and Pembrokeshire Wildfire Group (S6)

Impact

Partnership approach is in place and joint initiatives are undertaken to assist communities, partners and stakeholders to improve eco systems and connectivity in the Park and deliver on priorities within the Pembrokeshire Nature Recovery Plan. Interests of the Park, Authority and its stakeholders are considered by Welsh and UK policy makers.

Work Stream: Planning - SMNR and responding to biodiversity loss

What we will do

Implement planning policy and utilise S6 duty to ensure sustainable development of natural resources and the protection and enhancement of the special qualities of the Park through planning service.

- 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. Since 2016/17 no approvals have been given contrary to Strategy Policy 8 Special Qualities. The Authority will continue to monitor impacts on special qualities through LDP2 indicators once adopted. The Authority is also looking to utilise the S6 duty under the Environment (Wales) Act 2018 in relation to placement of enhancements on planning applications.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: S6 Duty – Biodiversity Enhancement conditions for planning applications (S6)	✓ Enhancement conditions placed on planning applications

Strategic Partnerships and Engagement contributing to this work stream

Strategic Partnerships: PCC and PCNPA joint Planning Ecologist (S6)

Data: Annual Local Development Plan Indicator on Special Qualities (First report period 2022/23).

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Impact
Promotion of sustainable management of natural resources and the Special Qualities of the National Park are protected and enhanced.

Work Stream: Looking after Trees in the Landscape

What we will do
Continue to provide protected tree services, respond to ash dieback in the National Park and support tree related volunteering opportunities.

- Trees in the landscape play an important role in ecosystems in contributing to water and soil management, habitat provision and carbon stores. The Authority will continue its work on protected trees and engage volunteers in opportunities to look after trees including through its voluntary tree wardens.

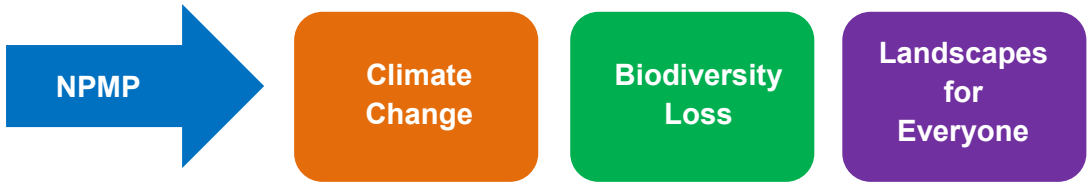
- Tree diseases are having an impact on the trees in our landscape in particular Chalara Fraxinea/ ash dieback which is resulting in the loss of Ash a significant native tree. It is important that the Authority monitors and responds to this issue.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Responding to Ash Dieback in the Park Area	✓ Ongoing monitoring and response in place

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# of applications for works to protected trees determined	57	50	Trend	Trend
# of new tree preservation orders made	3	9		
# volunteer days – contributing to tree planting	N/A	65.5	BM against 2018/19	BM against 2019/20
Other Data: Impact Maps.				

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Impact
Protected trees and woodland within the National Park are managed effectively.



Work Stream: Marine and Foreshore Environment

What we will do
Work with strategic partners, visitors, volunteers and communities to carry out actions that help protect the Marine Environment and facilitate its use for enhancing carbon stores.

- As a coastal National Park the Authority recognises the importance of contributing to protecting the marine and foreshore environment. The Authority has continued to engage people in beach, foreshore and river cleaning activities in 2019/20.

- The Authority will continue to take a collaborative approach to its involvement in this area including engagement 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. It will look to explore opportunities through these long established partnerships opportunities to develop projects that can support/ enhance carbon sequestration in the marine environment.

Priority Actions/ Projects	Milestones for 2020/21
Collaboration: The Authority will look to explore opportunities through partnerships to develop projects that can support/ enhance carbon sequestration in the marine environment	✓ Connections made ✓ Opportunities identified

Strategic Partnerships and Engagement contributing to this work stream
Strategic Engagement: Involvement with Foreshore Management Plan development and implementation.
Strategic Partnerships: Participation in Relevant Authority Groups for SAC areas
Strategic Engagement: Participation in Welsh Government Marine associate groups

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# volunteer and social action days - beach cleaning activities	N/A	975.5	BM 2018/19	BM against 2019/20
Other Data: Making a difference case studies.				

Impact

Marine, foreshore and river environment improve through activities that help reduce marine litter and pollution. The Marine and foreshores' carbon stores are being enhanced and protected.

Welsh mountain ponies helping to keep coastal habitats open and rich in biodiversity.

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

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.

Work Stream: Supported Walking Opportunities

What we will do
Continue to offer supported walking opportunities in and around the Park through the Walkability scheme and further develop our approach through the West Wales Walking for Well-being project.

- Through the Walkability scheme the Authority 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 2020/21 the Authority will focus its walkability activities on its 3 core walkability groups.

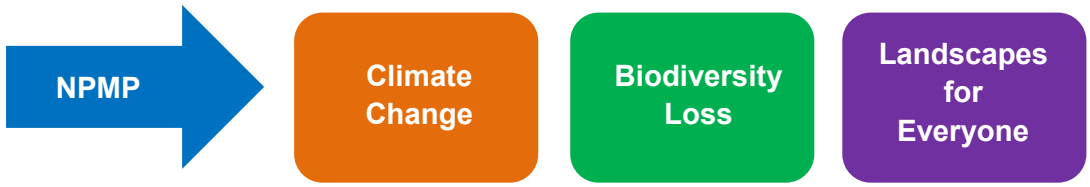
- Following a successful regional bid with partners funding has been secured from the Welsh Government's Healthy and Active fund for a three year regional West Wales Walking for Well-being project covering Pembrokeshire, Carmarthenshire and Ceredigion. The project focuses on developing health and well-being walks starting at and linked to GP hubs promoting supported walking opportunities as a form of social prescribing. In Pembrokeshire, where the Authority is the lead the aim is to develop 9 hubs over the 3 years. These activities support the wider preventative agenda promoted in the Welsh Government Strategy: A Healthier Wales: Our Plan for Health and Social Care and the aim is that through the Walking for Health Project a sustainable model can be developed that can be replicated in other areas across Wales.

Priority Actions/ Projects	Milestones for 2020/21
Partnership Project: West Wales Walking for Well-being project (Working with GP surgeries) (S6)	✓ Project Milestones for 2020/21 achieved

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# participants Walkability Scheme	1,771	1,730	2,000	?
# Pembrokeshire participants in Walking for Well-being project	N/A	N/A	N/A	?
Other Data: Project Evaluations. Making a difference case studies. Impact Map.				

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Impact
Barriers are removed to walking opportunities for people with a positive impact on people's physical and mental well-being.



Work Stream: Promoting Health Benefits of the Park

What we will do
Continue to develop health related strategic partnership opportunities and deliver activities that demonstrate and promote the health benefits of the Park.

- The Authority continues to recognise the importance of working with partners to demonstrate the positive impact access to the opportunities within National Parks can have on people's health and well-being. The Authority is involved in Public Health Wales development of strategic framework for social and Green Solutions for health.

- The Authority continues to promote walking opportunities in the Park through its Walking directory and downloadable web walk maps on its website. The 50th anniversary of the Pembrokeshire Coast Path and associated programme of events offers an ideal opportunity to engage more people in using this health asset and benefiting from physical activity in the outdoors.

Priority Actions/ Projects	Milestones for 2020/21
Project: Coast Path 50 Celebration Activities – Health and Well-being linked activities	✓ Activities for Coast Path at 50 carried out

Strategic Partnerships and Engagement contributing to this work stream
Strategic Engagement: Involvement with Public Health Wales development of strategic framework for social and Green Solutions for health.
Strategic Partnership: Involvement with the West Wales Nature Based Health Service Network.

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# of web walks downloaded	35,253	43,018	Trend	Trend
# of people using footpath (from fixed counters)	173,441	169,837		

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

# participants in walks led by rangers, centre staff and volunteers	2,853	2,732	BM against 2018/19	BM against 2019/20
Other Data: Making a difference case studies.				

Impact

People are aware of walking opportunities and other health related activities in the Park and are accessing and benefiting from them.

Work Stream: Health and Well-being Projects and Initiatives

What we will do

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.

- The Pembrokeshire Well-being Assessment identified a range of well-being challenges facing people across the age course in the County. 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.

- Volunteering can provide a positive activity that can benefit people's physical and mental well-being. The Authority has been improving its volunteer offer in 2019/20 through taking a more co-ordinated approach and creating new volunteering opportunities. The Authority is delivering Pathways a Welsh Government funded project that aims to remove barriers to accessing the outdoors and provide supported volunteering opportunities. The project is being evaluated to assess the health and well-being impacts on participants. Engagement and evidence from its evaluation will help inform the development of a potential follow up project.

Priority Actions/ Projects	Milestones for 2020/21
Project: Delivery and evaluation of Pathways	✓ Project evaluation carried out
Project Development: Development of a follow on project for Pathways	✓ Scoping and project development ✓ Funding options explored

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# volunteer days	2,155.9	2,197.5	BM against 2018/19	BM against 2019/20
# participants in volunteering and social action sessions involving physical activity	N/A	N/A	Baseline Data	
Other Data: Project Evaluations. Making a difference case studies. Feedback from volunteer forum.				

Impact

People's physical and mental health and well-being improve through volunteering opportunities within the Park, including opportunities that help people to look after it.

Work Stream: Outdoor School and Play

What we will do

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.

- 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 for children.

- The two year Pembrokeshire Outdoors Schools project aims to support local schools in integrating new opportunities for outdoor learning with the requirements of the new National Curriculum for Wales. Activities will include a programme of collaborative workshops (Professional Learning Communities PLC's) with teachers and outdoor learning practitioners, sessions for pupils showcasing new approaches to learning outdoors and provide bespoke (INSET) training for teachers at settings in and around the National Park.

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

- Pembrokeshire Coast National Park Trust has secured funding from South Hook LNG for a Roots project aimed at exploring natural produce in rural communities. The Project is being delivered by the Authority's Education Officer and aims to work with five Pembrokeshire junior schools exploring natural produce and food chains within the context of Pembrokeshire's agricultural, costal and rural communities.

Priority Actions/ Projects	Milestones for 2020/21
Project: Pembrokeshire Outdoor Schools	✓ Action plan priorities for 2020/21 achieved
Partnership Project: Roots Pilot Project	✓ Programme delivered to 5 schools
Project Development: First 1000 Days – Pre School aged children	✓ Funding opportunities explored ✓ Funding secured

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# participants in outdoor learning sessions	9,795	9,447	BM against 2018/19	BM against 2019/20
% schools in National Park engaged with outdoor learning activities	72.22	73.33		
% schools in Pembrokeshire engaged with outdoor learning activities	75.71%	64.06%		
# outdoor training sessions for teacher	10	3 (Red)	10	?
# teachers trained in outdoor learning	126	23	50	?
# schools Roots programme delivered to	N/A	N/A	N/A	5
Other Data: Project Evaluations. Making a difference case studies on school grounds work. Impact Maps.				

Impact

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.

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Work Stream: Affordable Housing

What we will do
Use planning policies and S106 affordable housing contributions to provide 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 and progress will be monitored annually through Annual Local Development Plan Monitoring Report.

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
% of housing units approved that are affordable	14.75%	45.02%	(See APR and Annual Local Development Plan monitoring report for context)	
# affordable housing units approved	9	95		
Section 106 agreements contributions	£179,187.60	£53,921		
Other Data: Annual Planning Performance Report. Local Development Plan Indicators (First report period 2022/23). Making a difference case studies.				

Impact
People in need in the National Park can access an affordable home with associated well-being benefits.

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

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

Work Stream: Strategic Equality - Our Workforce

What we will do
Begin to increase potential routes into employment for underrepresented groups in our workforce. Review our well-being initiatives and implement activities to address and further analyse our Gender Pay gap.

- The Authority in 2019/20 has reviewed its equality objectives. It's three objectives on the workplace focus on increasing potential routes into employment for underrepresented groups in our workforce, providing a supportive and inclusive workplace through well-being initiatives, training and associated policies and reducing the Authority's gender pay gap in particular focusing on the experiences of staff in its Lowest Quartile (Lowest Paid).

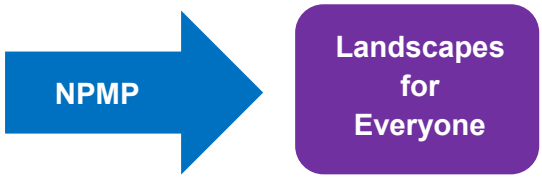
Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Begin review of the Authority's recruitment and selection process to ensure fairness within recruitment processes	✓ Review initiated
Ways of Working: Become a Disability Confident Organisation	✓ Level 1 achieved
Ways of Working: Undertake a review of our well-being activities to further develop our well-being offer and review relevant policies to ensure they reflect best practice	✓ Review undertaken of well-being activities ✓ Review of relevant policies
Ways of Working: Source and develop a suite of training for line managers to equip them to manage diverse teams and promote an inclusive culture	✓ Scoping of training available
Ways of Working: Activities to address and further analyse Gender Pay Gap in the Authority	✓ Further analysis of data and engagement with staff ✓ Signed up to EHRC 'Working Forward'
Collaboration: Explore with other National Parks, conservation and heritage providers opportunities to develop a scheme to promote job opportunities within the sector to underrepresented groups.	✓ Scoping of potential project ✓ Engagement with potential partners

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
% workforce equality monitoring information completed on people management system	76%	78.4%	70%	70%
Other Data: Equality Monitoring Data – Recruitment and workplace. Pay gap analysis. Benchmarking data.				

Impact

The Authority is working towards achieving its long term aim of having a diverse workforce, being an employer of choice and delivering an inclusive and fair work environment helping support it to deliver its strategic goals.



Work Stream: Strategic Equality - Our Services

What we will do

Develop a training plan and provide training and guidance to staff to help them deliver, procure and design accessible and inclusive services. Support our Centres to develop inclusive visitor experiences.

- To be able to deliver inclusive and accessible services staff need to have the necessary awareness, knowledge and skills. Effective induction and training plays a central part in this.

- The Authority needs to ensure that digital tools and services that it uses are compatible with assistive technology, best practice and that the Authority complies with The Public Sector Bodies (Website and Mobile Applications) (No2) Accessibility Regulations.

- The Authority offers great opportunities to access heritage and cultural experiences through its centres. People may face a range of barriers to accessing these sites due to their nature. Sites will continue to look at opportunities to increase access to the experiences they deliver building on work already carried out including provision of mobility scooters, British sign language and dementia awareness training for staff and a quiet hour at Castell Henllys.

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Integrate equality training and awareness into staff induction processes	✓ Integration of equality training and awareness in induction process
Ways of Working: Develop a training plan for all staff and volunteers to be trained on how they can deliver accessible services	✓ Training plan in place
Ways of Working: Corporate Approach developed to Web accessibility regulations compliance	✓ Guidance and template developed ✓ Training provided and internal promotion carried out
Ways of Working: Support centres to engage, join and develop initiatives that support wider access to attractions, heritage and arts opportunities.	✓ Initiatives developed ✓ Staff training delivered

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# equality impact assessments completed	2	2	Trend	Trend
# visitors attending Castell Henllys during its Quiet hour	N/A	N/A	N/A	Baseline data
Other Data: Equality impact assessment reports. Complaints. Making a difference forms. Visitor surveys at Centres.				

Impact

The Authority is working towards achieving its long term aim of services being accessible and inclusive by default, ensuring that people have a positive engagement with the Authority and the Park.

NPMP → Landscapes for Everyone

Work Stream: Landscapes for Everyone - Social Inclusion

What we will do

Deliver social inclusion work that breaks down barriers to accessing the Park and its benefits, including those relating to rural and child poverty.

- The Authority will continue to develop and deliver projects and schemes that have a positive benefit for those facing inequalities. Our social inclusion work ranges from the Pathways scheme removing barriers to volunteering,

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engagement with Plas Dwbl students 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.

Priority Actions/ Projects	Milestones for 2020/21
Project: Heritage social inclusion opportunities – Plas College Dwbl at Castell Henllys	✓ Activities carried out with Plas Dwbl students

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# people engaged with through social inclusion activities	2,356	4,755	BM against 2018/19	BM against 2019/20
# participants engaged with through social inclusion work with young people	438	1,261		
# of active Youth Rangers (Average for all quarters)	13	10	10	10
Other Data: Project Evaluation. Making a difference case studies.				

Strategic Partnerships and Engagement contributing to this work stream
Strategic Engagement: Representing Welsh National Parks on the Welsh Government Socio-economic Duty Guidance Group
Strategic Partnership: Development of joint position statement with other Welsh National Parks on social inclusion and child poverty

Impact

The Authority is delivering activities that have a positive benefit for those facing inequalities and using the Park's assets to achieve this. Barriers are removed so that more people are able to help look after the Park and experience its Special Qualities.

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Work Stream: Landscapes for Everyone - Inclusive Experiencs

What we will do
Promote and support landscapes for everyone through the Experience for All project, developing the beach wheelchair scheme and promoting walk for all resources.

- The Welsh Government in its Valued and Resilient statement 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, developing wheelchair friendly walks and view points and working with local businesses to host beach wheelchairs. In 2019/20 the Authority will create a more accessible circuit walk at the reed bed in Fresh Water East, improve access at St Non's Chapel and access at Carew.

- The 'Experiences for All Project.' alongside refreshing the Authority's 'Walks for All' information will work with different user groups to develop a list of priority areas for improvement to inform the Authority's future work in this area. The Equality impact assessment for the National Park Management plan identified a need to take account of equality impacts at project development level for the Plan.

Priority Actions/ Projects	Milestones for 2020/21
Project: Experiences for All Project	✓ Research completed ✓ List of recommended priorities produced
Project: Further develop the Beach Wheelchair Scheme	✓ Scoping of opportunities to further develop the scheme
Project: Physical Access Improvements at St Non's (St Davids)	✓ Access work complete
Project: Creation of more accessible circuit walk at reed bed, Freshwater East	✓ Access work complete
Project: Carew Castle Access	✓ Access work complete
Project: Develop project checklist that can be shared with partners to ensure projects developed to address NPMP impacts are inclusive	✓ Project checklist developed ✓ Project checklist shared with staff and external stakeholders

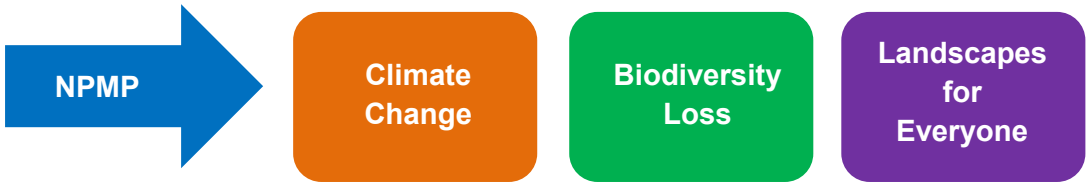
Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# of web wheelchair walks downloaded	3,069	4,094	Trend	Trend
# Beach Wheelchairs Hosted	8	8	8	8

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Other Data: Making a difference case studies. Research findings. Impact Maps.

Impact

The Authority has removed some barriers to accessing the Park for those facing specific barriers resulting in a more diverse range of people accessing, benefiting from and experiencing the Park's Special Qualities. In doing so creating a Park that is a landscape for everyone.



Work Stream: Engagement - Outreach, young people and volunteers

What we will do

Continue to seek opportunities to involve a more diverse range of people in influencing the work of the Authority, particularly through outreach activities, developing mechanisms for young people to influence the work of the Authority and volunteer forum.

- The Authority's engagement action plan focuses on three key priority areas of developing an ongoing conversation about the national park management plan, developing mechanisms for young people to influence the work of the Authority and engaging volunteers and service users. The Authority's engagement action plan group which draws on representatives from across the Authority monitors delivery of the action plan.

- Outreach engagement as part of the opportunities and challenges consultation development of the National Park Management Plan helped demonstrate the value of outreach work in terms of engaging with wider more diverse audiences. Focusing on evaluating social media campaigns will assist the Authority in better analysing the engagement and impact it has through use of these channels.

- In 2019/20 the Authority has established a volunteer forum and it will continue to look to develop mechanisms for young people to influence the work of the Authority.

Priority Actions/ Projects	Milestones for 2020/21
Engagement: Development of a Young People's Committee/ Forum/ Board	✓ Committee/ Forum/ Board established

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

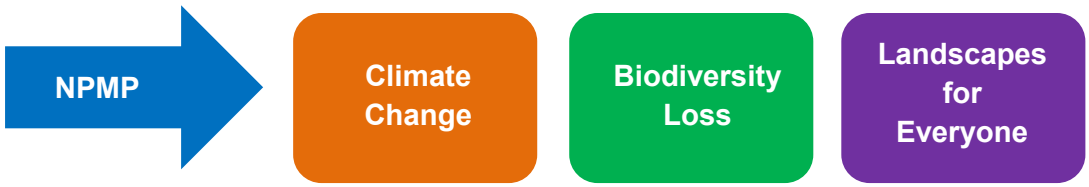
Engagement: Outreach engagement to inform development of projects to deliver NPMP impacts	✓ Outreach activities undertaken

PNCNPA Internal and Service User Engagement Groups
Internal Engagement: Monitoring of Engagement Action Plan by Engagement Action Plan Group
Service User Engagement: Facilitation of PCNPA Volunteer Forum

Data: Social Media Campaign Data – End of Campaign Reports

Impact

A diverse range of people are able to influence the work of the Authority and decisions that affect the Park area.



Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

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

Work Stream: Engagement - Ongoing conversation about the National Park Management Plan

What we will do
Deliver outreach engagement that assists communities and stakeholder to engage in an ongoing conversation about the Park and influence projects that deliver Plan impacts. Celebrate the contribution of others to the delivery of the Plan.

- In December 2019 the Authority's National Park Management Plan 2020-24 was approved and adopted by the National Park Authority. The plan sets out how the Authority 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. Building on the engagement work carried out as part of the development of the plan, the Authority would like to foster a sense of ownership, continued engagement with the plan among communities and stakeholders. Including celebrating the contribution of others to the delivery of the plan.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Development of materials to explain the plan and for engagement with people in project development.	✓ Supporting material, including digital material to help explain and promote priorities in the plan developed
Ways of Working: Development of action plans for the National Park Management Plan to inform project level delivery.	✓ Action plans in place for Climate Change, Biodiversity Loss, Heritage - Archaeology
Ways of Working: Delivery of activities that celebrate the contribution of others to the delivery of the plan.	✓ At least one activity carried out to celebrate the contribution of others to the delivery of the plan.

Impact

The National Park Management Plan is a living document and people are engaged in its delivery.

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Work Stream: Community Activities and Projects benefiting the Park and People

What we will do
Promote community resilience through engaging communities with projects, volunteering and social action opportunities in the Park, participating in community stakeholder meetings and using the Park's assets to host opportunities for communities to come together. Celebrate the relationship of communities with the landscape through Coast Path at 50 celebration activities.

- The Authority's Rangers continue to support local communities within and close to the Park through providing local activities and talks, meeting community stakeholders and carrying out small scale local improvements. The Authority's community archaeologist is assisting a range of community groups to engage with local heritage and archaeological opportunities. The Centres continue to hold events throughout the year that help bring communities together such as the St David's Day Dragon Parade or the Doggy Day out at Carew. Facilities within the centres also offer opportunities for groups to meet with Oriel y Parc hosting the local Memory café. While central to delivery of the Stitch in Time Project is getting communities to engage and respond to the issue of invasive species. The Authority's interpretation teams also works with communities to develop interpretation panels. The Authority is exploring with St David's Community Council opportunities to develop a community led light pollution project.

- Activities related to the Coast Path at 50 offer a great opportunity to highlight the community level benefits that the Coast Path brings and an opportunity to celebrate this through a photo Journalist Project capturing 50 people in the landscape.

Priority Actions/ Projects	Milestones for 2020/21
Project Development: Project developed with Community Council addressing light pollution	✓ Project scoped and Developed ✓ Funding Secured
Project: Coast Path at 50 Photo Journalist Project - 50 people in the landscape	✓ Commissioning of Photographs ✓ Opportunities delivered for people to view the photographs
Project: Stitch in Time Project engagement with communities	✓ Activities with communities
Ways of Working: Centres engagement activity with local communities	✓ Support for local events ✓ Hosting of groups

Strategic Partnerships and Engagement contributing to this work stream
Strategic Engagement: Involvement with the Rural Crime Partnership and Public Services Board's Communities Group.

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# community project/ engagement activities	374	708	BM against 2018/19	BM against 2019/20
# social action participant days	N/A	581		
# community events held at centres	12	11		
# Voluntary Wardens	72	53	50	50
Other Data: Making a Difference Case Studies. Impact Maps.				

Impact

Community resilience in the park is supported through communities, volunteers and social action participants engaging in community based activities and opportunities that use the Park's natural and heritage assets.

Work Stream: Sustainable Development Fund

What we will do

Refocus the Sustainable Development Fund so that it supports people to develop innovative projects focused on responding to the Climate Change Emergency. Work to improve the exposure of the fund and the quality of applications to the fund.

- The Authority is looking at how it can develop opportunities to work with communities and other stakeholders to develop local and innovative responses to the climate change emergency. During 2020/21 the Authority will look to refocus the Sustainable Development fund for this purpose. In doing so this also provides an opportunity for the Authority to increase awareness about the fund and look at how it can improve the quality and innovative nature of projects seeking funding from it.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Re alignment of SDF to support projects that are focused on responding to the climate change emergency and increasing exposure and quality of applications (S6).	✓ Fund criteria amended ✓ Application forms refreshed ✓ Marketing and project development support reviewed

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
% of Sustainable Development Fund allocated	100% (Green)	24.10% (Red)	100%	100%
Other Data: Project Reports and Evaluations.				

Impact

SDF fund is supporting projects that respond to the climate change emergency, helping promote decarbonisation, resource efficiency and enhancement of carbon stores in the Park and surrounding areas.

Work Stream: Planning Service - Enforcement and Community Engagement

What we will do

Deliver an effective planning enforcement service with the support of the community and continue to engage with community councils.

- 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. Due to job vacancies in the development management department in 2019/20 the Authority has not been able to progress its planned focused project on monitoring activities in terms of agricultural holdings and holiday lets. This project will be progressed in 2020/21.

- The Authority continues to provide a planning surgery and will continue to work with the Planning Officer Society of Wales in terms of it planning service customer surveys.

Priority Actions/ Projects	Milestones for 2020/21
Project: Enforcement Project on Agricultural and holiday lets	- Engagement work carried out

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
% of enforcement cases investigated (within 84 days)	60.12%	80.47%	BM against 2018/19	BM against 2019/20
Average time taken to investigate	234	160.5		

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

enforcement cases in days				
Average time taken to take enforcement action in days	334.5	344.5		
# retrospective planning applications registered	N/A	28		
Data Note: Authority undertook an exercise in 2018/19 to clear its backlog of historic enforcement cases which impacted on figures for the average time taken to take enforcement action in days.				
Other Data: Annual Planning Report. POSW Survey				

Impact

Effective planning enforcement service is in place, supported by communities. Better monitoring of agricultural dwellings and holiday let occupancy. Planning services are delivering good customer service and have developed positive relationships with communities in the Park.

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

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

Work Stream: Historic Inspiration and Experience

What we will do
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.

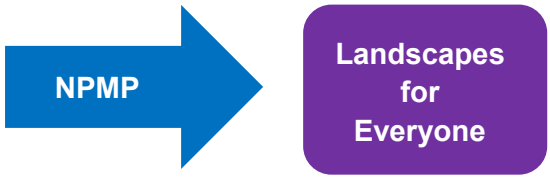
- Our centres at Castell Henllys and Carew Castle and Mill bring the history and heritage of the area alive for people living locally and further afield. In 2019/20 work has been undertaken to improve the offer at both sites with the development of a walled garden at Carew and the rebuilding of the second round house at Castell Henllys. Both Centres have developed business plans in 2019/20 which will help both sites implement actions to deliver an excellent visitor experience and increase their reach.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Activities to support implementation of business plan at Carew	✓ Progress is being made against actions identified in Carew's business plan
Ways of Working: Activities to support implementation of business plan at Castell Henllys	✓ Progress is being made against actions identified in Carew's business plan
Project: Carew Castle – Exhibition room and other interpretation	✓ Interpretation work complete

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
Carew Trip Advisor overall rating 1-5	4.5 (Green)	4.5 (Green)	4.5	4.5
Castell Henllys Trip Advisor overall rating 1-5	4.5 (Green)	4.5 (Green)	4.5	4.5
# visitors to Carew	47,538	45,538	BM against 2018/19	BM against 2019/20
# visitors to Castell Henllys	21,428	18,612		
# participants in historical activities and events	11,284	14,012		
Castell Henllys - # people engaged with through education programme	4,479	4,058	BM against 2018/19	BM against 2019/20
Carew - # people engaged with through education programme	1,795	2,103		
Other Data: Visitor Survey. Events and School Feedback. Making a difference case studies.				

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Impact
People have a positive visitor experience at Carew and Castell Henllys as our historic centres. Visitors, residents and school children have increased appreciation, understanding and knowledge of history of the area.



Work Stream: Art Inspiration and Engagement

What we will do
Engage people with the works of art on display at Oriel Y Parc and continue to support its artist in residence scheme.

- The Authority and Amgueddfa Cymru - National Museum Wales have continued to work closely on curating exhibitions at Oriel y Parc. Including the popular Stones and Bones exhibition that opened in May 2019 and the Wriggle exhibition running from January to June exploring the wonderful world of worms. This year the centre will pilot delivering an education programme tied to the Wriggle exhibition delivered by centre staff. The centre will also be opening up opportunities for children to be engaged in arts and crafts through setting up a Wednesday Arts and Craft Club during school holidays. Oriel y Parc will continue to deliver its popular artist in residence scheme.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: OYP delivering an education programme linked to Wriggle Exhibition	✓ Education programme sessions delivered by OYP staff piloted

Strategic Partnerships and Engagement contributing to this work stream
Strategic Engagement: Continued partnership curation of exhibitions and liaison with Amgueddfa Cymru – National Museum Wales.

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# gallery visitors	4.5 (Green)	4.5 (Green)	4.5	4.5
Oriel y Parc - # people engaged with through education programme	N/A	N/A	N/A	Baseline data
# participants in Wednesday School Holiday Art Club	N/A	N/A	N/A	

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Other Data: Exhibition evaluations. Visitor Survey. Events and School Feedback. Making a difference case studies.

Impact

Visitors, residents and school children are engaging with art work from the National Collection and other art works on display and have a positive and inspirational experience.

Work Stream: Historic Environment - Historic Buildings and Community Archaeology

What we will do

Advise owners of historic building and sites and support community groups and schools in the Park to restore historic sites of interest.

- The Authority continues to advise owners of historic buildings and sites on management through its Building Conservation Officer.

- The Authority's Community Archaeologist has continued to engage with local primary schools within the National Park through the Heritage Guardian Scheme. Through the project primary schools 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.

Priority Actions/ Projects	Milestones for 2020/21
Project: Heritage Guardians school project	✓ Deliver Heritage Guardian programme to 3 schools
Project Development: Develop and deliver Community Archaeology Projects	✓ Development and delivery of new archaeology projects with communities
Engagement: Research and Excavation partnerships in the Park – Community Archaeology	✓ Connections made ✓ Involvement and support for joint activities in the Park

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
% Buildings at Risk	5.5 (Green)	4.8 (Green)	<6	<6
# of sites of historic interest where	N/A	N/A	N/A	Baseline

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

conditions have improved				data
# of historic sites where conditions have improved with help of the community	N/A	N/A	N/A	Baseline data
Other Data: Making a difference case studies. Impact Maps. National Park's Historic Environment Joint Statement Accord Reporting.				

Impact

Historic sites are managed and restored within the Park. Communities recognise the value of historic sites within the Park and are engaged in looking after them.

Work Stream: Heritage Partnership and Collaboration

What we will do

Further develop partnership working opportunities and relationships between the centres, with others organisations and stakeholders within the heritage, arts and cultural sector.

- The Authority continues to be engaged in the Heritage Watch collaboration with Dyfed Powys Police and Cadw which aims to respond to the issue of heritage crime. The Authority is also involved in the Pembrokeshire Inspired Cultural project which aims to increase collaboration and develop entrepreneurial skills to build resilience for creative arts providers in Pembrokeshire.

- The Rediscovering Ancient Connections grant funded partnership project 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 three Centres in the National Park are also exploring opportunities to develop linked themed events to help engage audiences with events across the three sites. This is being piloted through Travelling through time events being held at each of the sites.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Piloting joint themed events across three sites: Travelling through Time	✓ Marketing and holding of event ✓ Review of whether approach was successful

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Partnership Project: Participation in Ancient Connections Project	✓ Project milestones achieved for 2020/21

Strategic Partnerships and Engagement contributing to this work stream
Strategic Partnership: Involvement with Inspire Pembrokeshire
Strategic Partnership: Delivery of Heritage Watch Scheme with Dyfed Powys Police and Cadw.

Impact

Through Heritage Watch communities and visitors have the knowledge to prevent damage to heritage sites happening. Activities through partnership working help engage new audiences with heritage and arts based activities in the Park and further develop the offer available.

Work Stream: Welsh Language Strategy

What we will do

Continue to engage with Welsh speaking customers and participants and develop Castell Henllys as a Welsh Language hub. Encourage staff to learn and speak Welsh in work and develop a staff mentoring scheme to facilitate this.

- The Welsh Language strategy supports the delivery of actions that promote the Welsh Language across projects and services provided by the Authority. The Authority has seen the benefit of having bilingual staff delivering community engagement work that in 2018/19 increased the number of interactions, events and activities the Authority provided through the medium of Welsh.

- Castell Henllys has been working with Menter Iaith to engage visitors with the Welsh language and to provide them with opportunities to use what they learn with staff, at the shop and in the café. The Authority will further support Castell Henllys to develop opportunities that can help it become a Welsh Language hub.

- 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.

Priority Actions/ Projects	Milestones for 2020/21
Project: Developing Castell Henllys as a Welsh Language Hub	✓ Activities delivered in sport of this ✓ Scoping of further opportunities

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Ways of Working: Development of Welsh Language Staff Mentoring Scheme	✓ Trial scheme delivered informed by staff reps and wider staff engagement

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# Staff who have completed Welsh work online course	N/A	N/A	Baseline data	Trend
% of Welsh language level information completed on People Management System	N/A	N/A	Baseline data	80%
# events and activities delivered in Welsh	34	54	BM against 2018/19	BM against 2019/20
# participants in events and activities delivered in Welsh	307	622		
# school sessions delivered in Welsh	55	95		
# participants in school sessions delivered in Welsh	1,433	2,713		
Other Data: Making a difference case studies. Visitor and Schools Feedback. Complaints.				

Impact

More school children, visitors and others experience engagement with the National Park through the medium of Welsh. People's Welsh Language skills develop through opportunities provided by the Authority.

NPMP → Landscapes for Everyone

The *Cook House* at Castell Henllys

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

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

Work Stream: Responding to the Climate Change Emergency

What we will do
Promote a carbon neutral and resource efficiency approach in our work and within the Park, including Greening our Fleet and supporting sustainable transport within the Park. Develop projects that can help enhance the Park's carbon stores at scale. Work with other to respond to climate change risks.

- The Welsh Government has a target for the Welsh public sector to be carbon neutral by 2030 and its Valued and Resilient Statement highlighted green energy and decarbonisation as one of the priority areas for National Park Authorities. In December 2019 the Welsh Government published a new climate adaptation plan for Wales, Prosperity for All: A Climate Conscious Wales. A Carbon Neutral Pembrokeshire is one of the Pembrokeshire Well-being Plan's priority projects. NRW 2019 Interim report on the State of Natural Resources highlights the interconnected nature of the global challenges of climate change and biodiversity loss.

- Responding to the climate emergency is a key priority area identified by staff, with members of the staff reps forum meeting with Authority Members to discuss the issue during 2019/20. Following this a report on what the Authority is currently doing to respond to climate change was presented to the National Park Authority. To further our impact in this area a Climate Change Action plan is being developed which forms one of the actions plans for the National Park Management Plan adopted in December 2019.

- Activities across other work streams and objectives including conservation land management and biodiversity and connectivity projects will contribute to our response to the climate change emergency.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Adoption and Monitoring of Climate Change Action Plan (S6)	✓ Adoption of Climate Change Action Plan
Ways of Working: Create Environmental Management Recording System aligned to WG Methodology (S6)	✓ Scoping of system requirements ✓ Development of system ✓ Records being updated on system
Ways of Working: Continuation of Centres achieving Green Key Awards	✓ Green Key Award continues to be achieved across sites

and biodiversity and carbon and waste reduction is promoted on their sites (S6)	✓ Biodiversity and waste initiatives promoted and carried out
Project: Commons Resilience Project – Peat Carbon Store (S6)	✓ Project milestones achieved for 2020/21
Project Development: Further develop projects that support carbon sequestration at scale in the Park (S6)	✓ Proposed detailed project plan in place ✓ Potential funding opportunities identified
Ways of Working: Greening the Fleet and Our Equipment (S6)	✓ Fleet vehicles are replaced with low emission or hybrid/electric vehicles where possible
Ways of Working: Promotion of Sustainable and Active Travel itineraries and initiatives to PCNPA staff, volunteers and Members (S6)	✓ Scoping and development of initiatives ✓ Delivery of at least one initiative
Partnership Project: Network of Electric Vehicle Charging Points (S6)	✓ Opportunities identified to increase Authority's contribution to this project
Phased Project: Greening our Buildings – Feasibility Study (S6)	✓ Feasibility study carried out ✓ Ongoing prioritised programme of works in place
Project: Photovoltaic PV Generation Project (S6)	✓ Photovoltaic PV's installed at Cilrhedyn

Strategic Partnerships and Engagement contributing to this work stream
Strategic Engagement: Continued involvement with Pembrokeshire Energy Forum (S6)
Strategic Engagement: Continued involvement with Pembrokeshire Service Board's Environmental and Climate Change Risk Assessment for Pembrokeshire (S6)
Strategic Partnership: Continued Financial support for Coastal Bus Service (via Greenways Partnership) (S6)

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
Annual carbon emissions Kg	946,712	898,479	BM against 2018/19	TBC
% Authority vehicles that are hybrid/ electric	N/A	N/A	Baseline data	Trend
# new electric vehicle charging points completed	N/A	N/A	Baseline data	Trend
KW renewable energy produced from Authority PV panels	27,253	26,736	Trend	Trend
Data Note: The Authority will realign its carbon calculation methodology and associated targets with the Welsh Government's methodology once released.				
Other Data: Impact Maps.				

Impact
The Authority is reducing its carbon emissions and achieving resource efficiency. Projects developed are helping to enhance the Park's carbon store at scale while also helping to respond to the connected challenge of biodiversity loss. The Authority is contributing to the local, national and international response to the climate change emergency.

Work Stream: Special Qualities - Inspiration & Education

What we will do
Provide opportunities for school pupils, communities and visitors to discover, engage and learn about the Special Qualities of the Park through activities, interpretation and citizen science opportunities. Align our education programme with the new national curriculum for Wales so that children can continue to benefit from learning opportunities within the Park.

- 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. The walled garden at Carew developed in 2019/20 provides an opportunity to engage more people with dark sky related activities. Alongside these opportunities the Authority is engaging school pupils, communities and visitors to monitor changes in the Park. The Changing Coast project continues to attract photo submissions of coastal change from the public and the Authority will continue to work with partners to promote citizen science opportunities.

- 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. Aligning our education programme with the new national curriculum for Wales is vital if the Authority wishes to continue to ensure that children benefit from and access learning opportunities within the Park. In 2019/20 the Authority has been piloting sessions with a number of local schools, this work will continue into 2020/21 with a new education programme developed in partnership with teams providing education offers across the Authority.

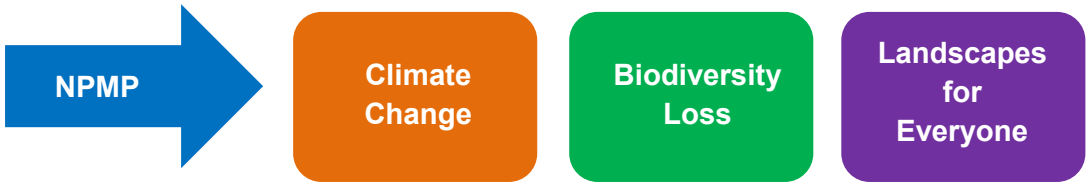
Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Realignment of education offer with the New Curriculum	✓ Developing sessions linked to the New Curriculum across teams ✓ New flexible programme in place ✓ Annual educators workshop held

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# new school sessions developed aligned with new curriculum	N/A	N/A	Baseline data	Trend
# participating in new school sessions aligned with new curriculum	N/A	N/A	Baseline data	Trend
Schools average feedback rating (1-11)	9.9 (Green)	10 (Green)	10	10
# participants in our education programme	10,448	10,821	BM against 2018/19	BM against 2019/20
Public Average feedback rating (1-11)	10.2 (Green)	10.4 (Green)	10	10
# participants in public events and activities programme	24,220	32,150	BM against 2018/19	BM against 2019/20
# participants at dark sky events held by the Authority	368	319		
# Changing Coast photo submissions	629	730	Trend	Trend
# volunteer days – conservation wildlife survey or monitoring	N/A	135	BM against 2018/19	BM against 2019/20
# volunteer days – heritage sites monitoring	N/A	N/A	Baseline data	
Data Note: Event and Schools Feedback. Making a difference case studies.				

Impact

There is increased understanding of the special qualities of the Park and more people are able to access and be inspired by them. More people feel engaged in issues around coastal change, biodiversity and heritage in their local area. Children continue to benefit from learning opportunities within the Park.



Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Governance, Financial Sustainability, Workforce Resilience and Development

Governance within the Authority

The National Park Authority meets at least six times each year to consider policy matters and make decisions on items not delegated to the Chief Executive. The National Park Authority determines the budget each February. Development Management Committee is programmed to meet 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 fortnightly Senior Management and monthly Leadership Team meetings review performance. The Standards Committee assists Members of the Authority, to observe the Code of Conduct for members of local authorities in Wales and to arrange for advice and training to be provided.

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.

Work Stream: Long Term Planning and Project Prioritsation

What we will do
Carry out activities to support corporate and financial long term planning. Monitoring and responding to legislative, policy and operational impacts and opportunities post withdrawal from EU.

- The Authority recognises that it needs to carry out further activities to support corporate and financial long term planning, including engaging Members in this process. The adoption of the new National Park Management Plan provides an opportunity for the Authority to reassess its priorities and direction of travel and its Well-being Objectives.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Commence review of Authority priorities and well-being objectives.	✓ Scoping of review ✓ Review initiated ✓ Involvement of Members
Ways of Working: Carew Causeway 5 year plan.	✓ Continued progress against plan
Ways of Working: Carbon Impact embedded into project proposals. (S6)	✓ Project proposals include carbon impact

Strategic Partnerships and Engagement contributing to this work stream
Strategic Engagement: Monitoring and Responding to legislative, policy and operational impacts and opportunities post withdrawal from EU.

Impact
A clear prioritised direction of travel is set, ensuring the Authority makes progress and contributes to the Welsh Well-being Goals, National Park Management Plan policies, Pembrokeshire Well-being Plan and wider challenges in terms of responding to climate change and biodiversity loss.

Work Stream: Fundraising and Income Generation

What we will do
Generate funding from alternative sources and support Pembrokeshire Coast National Park Charitable Trust in its activities.

- 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 pursing these opportunities and has facilitated the establishment of a Charitable Trust. The Authority will be piloting cashless donations at Oriel y Parc.

Strategic Partnerships and Engagement contributing to this work stream
Strategic Engagement: Providing continued support to Pembrokeshire Coast National Park Charitable Trust.

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
£ from sponser a gate scheme	N/A	N/A	£6,000	£6,000
£ from cashless donation pilot Oriel Y Parc	N/A	N/A	N/A	Baseline data
£ Centres Merchandise	£243, 080	£235,528	BM against 2018/19	BM against 2019/20
£ Admissions Carew & Castell Henllys	£226,558	£204,552		
£ Centres Other Income	£71,084	£74,610		
£ Cafe Rental Income – Castell Henllys and Oriel Y Parc	N/A	£25,541	BM against 2018/19	BM against 2019/20
£ Carew Cafe Sales Income	N/A	£50,580 (Opened in July 2018)		
Other Data: Budget Reports. Funding progress reports for prioritised projects.				

Impact
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 and wider challenges in terms of responding to climate change and biodiversity loss.

Work Stream: Workforce Resilience and Development

What we will do
Review current HR practices and develop a people plan to support workforce resilience and development. Ensure effective mechanisms are in place to prevent and respond to health and safety incidents.

- Through reviewing current practices and engaging with staff including through a staff survey the Authority will look to develop a People Plan to provide a framework to drive workforce development across the organisation. The Authority will continue to identify opportunities to improve its processes and practices in terms of monitoring and responding to health and safety incidents and supporting the health and well-being of its workforce.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Development of People Plan	✓ Review of current practices and Employee Survey ✓ People Plan developed
Ways of Working: Digitise Health and Safety Reporting	✓ Digitised reporting process in place

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# Days lost divided by full time equivalent	5.9	7.9	BM against 2019/20	BM against 2020/21
# RIDDOR (Reportable Incidents)	0 (Green)	0 (Green)	0	0
# accidents (Injury) over 3 days/ up to 7 days absence	0 (Green)	2 (Red)	0	0
# accidents (Injury) Minor	22	21	Trend	Trend
# vehicle damage	12	15		
# conflict incidents	1	0		
# safeguarding	0	0		
Other Data: Benchmarking data. Feedback from Health and Safety Executive.				

Impact
The Authority has an empowered and resilient workforce with the necessary skills and motivation to deliver its wider strategic goals and impacts.

Work Stream: Improving how we work - Digital Approaches

What we will do
Continue with the Authority's digital transformation work, with a focus this year on further digitising planning services and implementing office 2016 across the Authority, a new HR system and performance management system.

- In 2019/20 the Authority began a process of reviewing processes across teams and the organisation to identify opportunities for interventions that could improve ways of working. The digital transformation project has reviewed the countryside management, community and visitor services and will look in 2020/21 at opportunities to further digitise aspects of the planning service. Alongside this the planning service will be looking to digitise its historic records.

- 2020/21 will be a big year for implementing key IT infrastructure changes across the Authority which will offer new opportunities to improve how the Authority works.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Digital Transformation Programme	✓ Review and recommendations for Development Management Service ✓ Historic planning records digitised
Ways of Working: Implementing switch to Office 2016 across the Authority	✓ Desktop switch ✓ Upgrade of infrastructure ✓ Upgrade of Outlook/ Share Point
Ways of Working: Replacement of HR System	✓ Procurement of system ✓ Training of staff
Ways of Working: Replacement of Performance Management System	✓ Scoping and procurement of system ✓ Commence training of staff

Impact
The Authority's ways of working make it easier for staff to deliver wider strategic goals and impacts and deliver effective services to the public or employees in a HR context.

Work Stream: Members Development

What we will do
Continue to assist Members Committee on Skills Development and support their activities in relation to the Members Charter.

- The Authority remains committed to supporting Members in their role and in work Members are carrying out through the Members Development Committee. The Authority will be looking to achieve the Advanced Members Charter in 2020/21

and will continue to provide a range of workshops and training to support Member development.

Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Support for Members Development Committee and Members Charter	✓ Advanced Members Charter achieved

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
% Members attendance at committee	78.88 (Green)	80.21 (Green)	75	75
% Members attendance at training	63.78 (Amber)	68.69 (Green)	65	65

Impact
Members have the skills necessary and are empowered to assist the Authority to deliver and achieve its wider strategic goals and impacts.

Work Stream: Corporate Compliance and Standards

What we will do
Respond to recommendations from Wales Audit Office and Internal Audit. Improve how we communicate corporate policies to staff, integrate compliance into practice and promote delivery of high standard of customer care.

- The Authority will use feedback from the Wales Audit Office field work activity to ensure that the five ways of working under the Well-being of Future Generations Act are integrated in how it operates. Internal Audit remains an effective method for the Authority to review its practices and implement improvements.

- Work has commenced on improving communication of corporate policies, compliance issues and standards in 2019/20 and the Authority will be looking at further developing this work in 2020/21.

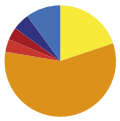
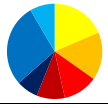
Priority Actions/ Projects	Milestones for 2020/21
Ways of Working: Respond to WAO recommendations – 5 Ways of Working	✓ Change in practice or approach informed by Wales Audit Office recommendations
Ways of Working: Respond to Internal Audit Recommendations	✓ Business Continuity Plan in place ✓ Change in practice or approach informed by Internal Audit recommendations
Ways of Working: Further develop corporate approach to data protection compliance	✓ Further guidance in place to support staff ✓ Internal communication activities

Ways of Working: Communication of Corporate policies and Standards	✓ Improvement in how policies displayed on share point system
Ways of Working: Review of the Authority's induction process and development of programme of customer and visitor services training	✓ Review of induction process ✓ New induction programme in place ✓ Scoping of programme of customer and visitor service standards training

Performance	2017/18 Actual	2018/19 Actual	2019/20 Target	2020/21 Target
# complaints received	8	8	BM against 2018/19	BM against 2019/20
# complaints concerning the Welsh Language made to the Authority	0	0		
# complaints to Welsh Language Commissioner regarding alleged failure to comply with Welsh Language Standards	0 (Green)	0 (Green)	0	0
% of new and vacant posts advertised Welsh Language essential	38%	33%	BM against 2018/19	BM against 2019/20
# Data Protection Impact Assessments completed	N/A	N/A	Baseline Data	Trend
# Data Protection Breaches reported to ICO	N/A	N/A	Baseline Data	Trend
% of Freedom of Information responses within required timeframe	100% (Green)	100% (Green)	100%	100%
% of Environmental Information Regulations responses within required timeframe	100% (Green)	100% (Green)	100%	100%
% of Subject Access Requests responses within required time frame	No Requests	No Requests	100%	100%
% Positive/ neutral media coverage	99.45% (Green)	99.51% (Green)	80%	80%
Other Data: Wales Audit Office Reports. Internal Audit Reports. Feedback from EHRC, Welsh Language Commissioner, Future Generations Commissioner and ICO.				

Impact
The Authority is continually reflecting and improving, ensuring it delivers and achieves its wider strategic goals and impacts and is meeting compliance requirements. People who come into contact with the Authority receive a high level of customer care.

Appendix 1
Summary Draft Estimate – Gross Expenditure 2020/21 on 7 Well-being Goals

		Prosperous	Resilient	Healthier	More Equal	Cohesive Communitie	Vibrant Culture	Global Responsible	Total
		18%	17%	15%	11%	11%	17%	11%	100%
									000s
Conservation of the Natural Environment		86	260	17	17	22	0	45	447
Conservation of the Cultural Heritage		0	0	0	0	10	149	6	165
Recreation & Park Management		240	48	24	48	48	48	24	480
Promoting Understanding		69	51	34	25	51	34	25	289
Rangers, Estates & Volunteers		303	262	351	160	132	421	158	1,787
Development Control		80	61	78	40	40	38	47	384
Forward Planning & Communities		184	184	184	184	184	184	184	1,288
Democratic Representation & Mgmt.		116	83	116	83	83	83	83	647
Support Services		179	179	179	179	179	179	179	1,253
Total Service Gross Expenditure		1,257	1,128	983	736	749	1,136	751	6,740
Income from grants, fees, charges, EMR transfers etc									-1,776
Levy and NP Grant									-3,939
Non cash Adjustment									-1,010
Bank Interest									-15
									-6,740

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Appendix 2

Work Streams against Five Ways of Working and Welsh Well-being Goals ✓ indicates a strong contribution to this well-being goal ✓ indicates indirect or limited contribution to this well-being goal												
Work Streams	**5 Ways of Working**					**Welsh Well-being Goals**						
	Long Term	**Preventative**	**Collaboration**	**Integration**	**Involvement**	**Prosperous**	**Resilient**	**Healthier**	**More equal**	**Cohesive Communities**	**Vibrant Culture**	**Global responsible**
Prosperity: To encourage and support the development of sustainable employment and businesses, particularly in tourism and recreation												
Planning Policy & Service	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Maintaining PROW a Key Tourist Asset	✓	✓	✓	✓		✓		✓	✓	✓		
Sustainable Tourism & Recreation: Management & Promotion	✓	✓	✓	✓	✓	✓	✓				✓	✓
Tourism Engagement & New Audiences	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓
Supporting Local Business	✓		✓		✓	✓	✓		✓	✓		✓
Employment Transformation in Pembrokeshire	✓		✓	✓	✓	✓			✓	✓		✓
Resilience: To improve the health of the National Park's Ecosystems												
Conservation Land Management	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓
Biodiversity & Connectivity Projects	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓
Engagement & Volunteering in looking after the Park's Ecosystem	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Conservation Strategic Partnerships & Engagement	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓
Planning: SMNR & responding to biodiversity loss	✓	✓	✓	✓		✓	✓	✓		✓		✓
Looking after Trees in the Landscape	✓	✓	✓		✓	✓	✓	✓		✓		✓
Marine & Foreshore Environment	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓
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.												
Supported Walking Opportunities	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
Promoting Health Benefits of the Park	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
Health and Well-being: Initiatives & Projects	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
Outdoor Schools and Play	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
Planning Affordable Housing	✓	✓	✓	✓		✓		✓	✓		✓	
Equality: To continue to ensure equality is embedded in the work and culture of the NPA.												
Strategic Equality – Our Workforce	✓				✓	✓		✓	✓	✓		
Strategic Equality – Our Services	✓				✓	✓		✓	✓	✓	✓	
Landscapes for Everyone: Social Inclusion	✓				✓	✓		✓	✓	✓		

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked

Work Streams against Five Ways of Working and Welsh Well-being Goals ✓ indicates a strong contribution to this well-being goal ✓ indicates indirect or limited contribution to this well-being goal												
Work Streams	**5 Ways of Working**					**Welsh Well-being Goals**						
	Long Term	**Preventative**	**Collaboration**	**Integration**	**Involvement**	**Prosperous**	**Resilient**	**Healthier**	**More equal**	**Cohesive Communities**	**Vibrant Culture**	**Global responsible**
Landscapes for Everyone: Inclusive Experiences	✓				✓	✓		✓	✓	✓		
Engagement - Outreach, young people & volunteers	✓				✓	✓	✓	✓	✓	✓	✓	✓
Communities -To encourage communities to become more engaged with the National Park												
Engagement: On-going conversation about NPMP	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓
Community Activities & Projects benefiting the Park & People	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Sustainable Development Fund	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Planning Service: Enforcement and Community Engagement		✓	✓		✓		✓			✓		
Culture: To protect and promote the local culture of language, arts and heritage of the area.												
Historic Inspiration & Experiences	✓	✓				✓		✓	✓	✓	✓	✓
Art Inspiration & Engagement			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Historic Environment - Historic Buildings & Community Archaeology	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Heritage Partnership and Collaboration	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Welsh Language Strategy	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Global - To ensure our work makes a positive contribution to global well-being.												
Responding to Climate Change Emergency	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Special Qualities - Inspiration & Education	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓
Governance, Financial Sustainability and Workforce Resilience and Development												
Long Term Planning & Project Prioritisation	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓
Fundraising & Income Generation	✓	✓				✓	✓	✓	✓	✓	✓	✓
Work Force Resilience and Development	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Improving how we work – Digital Approaches	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Members Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Corporate Compliance & Standards		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Abbreviations: NPMP - National Park Management Plan. BM - Benchmarked