

RHYBUDD O GYFARFOD / NOTICE OF MEETING



Awdurdod Parc Cenedlaethol Eryri

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Snowdonia National Park Authority

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Cyfarfod: *Awdurdod Parc Cenedlaethol Eryri*

Dyddiad: *Dydd Mercher 28 Ebrill 2021*

Amser: *10.00 y.b.*

Anfonir cyfarwyddiadau ymuno at yr Aelodau ar wahân

Meeting: *Snowdonia National Park Authority*

Date: *Wednesday 28 April 2021*

Time: *10.00 a.m.*

Joining instructions will be sent to Members separately

Aelodau wedi'u penodi gan Gyngor Gwynedd

Members appointed by Gwynedd Council

Y Cyngorydd / Councillor :

*Freya Hannah Bentham, Elwyn Edwards, Alwyn Gruffydd,
Annwen Hughes, Judith Mary Humphreys, Edgar Wyn Owen,
Elfed Powell Roberts, John Pughe Roberts, Gethin Glyn Williams;*

Aelodau wedi'u penodi gan Gyngor Bwrdeistref Sirol Conwy

Members appointed by Conwy County Borough Council

Y Cyngorydd / Councillor :

Philip Capper, Wyn Ellis-Jones, Ifor Glyn Lloyd;

Aelodau wedi'u penodi gan Llywodraeth Cymru

Members appointed by The Welsh Government

*Mr. Brian Angell, Ms. Tracey Evans, Mrs. Sarah Hattle,
Mr. Tim Jones, Mr. Owain Wyn.*

A G E N D A

1. **Apologies for absence and Chairman's Announcements**
2. **Public Question Time**

The Authority has allocated up to 20 minutes at the start of its meeting to allow members of the public the opportunity to ask specific questions that relate to the work of the Authority (apart from planning applications) that is relevant to the Park's duties and purposes.

Questions must be submitted in writing (by post or e-mail) to the Director of Corporate Services at least 7 days prior to the meeting.
3. **Declaration of Interest**

To receive any disclosure of interest by members or officers in respect of any item of business.
4. **Minutes**

The Chairman shall propose that the minutes of the meetings of this Authority held on the 3rd February 2021 be signed as a true record. (Copy herewith)
5. **Matters for Information arising from the minutes**
6. **Notice of Motion**

To consider the following motion as submitted by Councillor John Pughe Roberts. (Copy herewith)
7. **Action Log**

To submit the Action Log for information and decision. (Copy herewith)
8. **Annual Audit Summary 2020**

To receive a report by Nick Selwyn, Audit Wales. (Copy herewith)
9. **2020-21 Report on Resilience and Sustainable Services**

To receive a report by Nick Selwyn and Euros Lake, Audit Wales. (Copy herewith)
10. **Audit Plan 2021-22**

To receive a report by Matt Edwards and Sioned Owen, Audit Wales. (Copy herewith)
11. **Snowdonia National Park Authority Remit for 2021-22**

To receive the strategic remit letter from the Minister for Environment, Energy and Rural Affairs. (Copy herewith)
12. **Corporate Work Programme 2021/22**

To submit a report by the Director of Corporate Services. (Copy herewith)
13. **Annual Report of the Independent Remuneration Panel for Wales**

To submit a report by the Director of Corporate Services. (Copy herewith)

14. **Members' Working Group Reports**
To submit the reports of the Members' Working Group meetings held on 20th January and 3rd March 2021. (Copies herewith)
15. **Calendar of Meetings 2021/22**
To submit a Timetable of Meetings for the period 2021/22. (Copy herewith)
16. **Meetings of other Organisations**
To receive reports from Members on any recent meetings of organisations which they have attended as representatives of the Authority.
17. **To submit the following minutes for information:-**
Minutes of the Performance and Resources Committee held on 18th November 2020.
(Copy herewith)

**SNOWDONIA NATIONAL PARK AUTHORITY
WEDNESDAY 3rd FEBRUARY 2021**

Cyngorydd Wyn Ellis Jones (Chairman) (Conwy)

PRESENT:

Members appointed by Gwynedd Council

Councillors Elwyn Edwards, Annwen Hughes, Judith Humphreys, Edgar Wyn Owen, Elfed Powell Roberts, John Pughe Roberts, Gethin Glyn Williams;

Members appointed by Conwy County Borough Council

Councillors Philip Capper, Ifor Glyn Lloyd;

Members appointed by the Welsh Government

Mr. Brian Angell, Mrs. Sarah Hattle, Mr. Owain Wyn;

Officers

Mr. Emyr Williams, Mr. G. Iwan Jones, Mr. Dafydd Edwards, Mr. Emyr Roberts, Mrs. Naomi Jones, Mrs. Anwen Gaffey.

Apologies

Councillors Freya Bentham, Alwyn Gruffydd; Ms. Tracey Evans, Mr. Tim Jones. Mr. Jonathan Cawley, Director of Planning and Land Management.

1. Chairman's Announcements

- (1) The Chairman advised that the meeting was subject to the new Covid-19 Regulations on how the Authority conducts its business, and that:-
 - a Notice of the Meeting had been published and the Agenda and reports were available on the Authority's website.
 - the meeting was not open to the public.
 - the meeting was being recorded to assist in verifying the minutes, but may be made available online at a later date.
- (2) Notice of Motion, Councillor Elwyn Edwards
The Chairman confirmed that, as resolved by the Authority on the 9th December 2020, a letter had been sent to Julie James MS., Minister for Housing and Local Government, requesting a review and change to current planning legislation to protect local communities from the current housing crisis. The response from the Minister, whilst acknowledging there was a problem, stated that Local Authorities already had significant flexibility to use a number of different Welsh Government schemes to address their local housing needs.
- (3) Notice of Motion, Councillor John Pughe Roberts
The Chairman advised that the letter to Leslie Griffiths MS., Minister for the Environment, Energy and Rural affairs, requesting that National Park purposes should be amended, had only recently been sent following changes to Ministerial roles by the Welsh Government. The Minister's response was awaited.
- (4) Member Performance Assessments
The Chairman informed the Welsh Government appointed Members of a notification he had received that performance assessments would now be undertaken on an annual basis, rather than every two years as was customary. The Chairman would contact the Members in due course.

- (5) The Chairman advised that following a request by some members of staff and in recognition of their effort, hard work and continued support throughout the past months, the Chairman and the Chief Executive were minded to award a discretionary day's leave for all staff on 1st March, St David's Day.
- (6) The Chairman advised that the Chief Executive of Brecon Beacons National Park would be retiring shortly and the process of appointing his successor was now underway.
- (7) The Chairman noted that it was customary for the NPUK Members Induction Course to be hosted by a different National Park each year. This year Snowdonia would be hosting a virtual induction course in March 2021.
- (8) The Chairman, on behalf of Members, extended a warm welcome to all new staff who had recently joined the Authority's workforce.

2. **Corporate Update**

Received – The Chief Executive provided an oral update on the following:-

Covid 19

- all Authority car parks had been closed following a request from Gold Command and North Wales Police to assist with lockdown measures.
- Brecon Beacons National Park Authority had closed Pen y Fan, but Snowdon remained open at this time.

SLSP Grant Funding

- a proposed land purchase was not proceeding, and a meeting to update the Welsh Government on the position was being held on 9th February 2021.

Budget Update 2021/22

- the budget increase was welcomed and Members noted that a report on funding was to be presented to the Members' Working Group in March.

Wellbeing Objectives

- the formal consultation had now been completed. The consultation response had been disappointing with only 8 responses received.

Plas Tan y Bwlch

- Zara Roberts was recently appointed to the role of House Manager.

Authority Website

- officers were in the process of interviewing companies who had tendered for the work of establishing a new website for the Authority.

Projects

- Welsh Transport Projects
 - o **Online Community Workshops** were being held with the 4 community portals - Llanberis, Bethesda, Betws-y-Coed and Beddgelert. The public consultation closes on 7th March 2021.
 - o **Public transport management study** - work to define the network and operation of bus services and wider connections with the train service had started and a report would be presented in due course.
 - o **establish automatic pre-booking system for car parks** with the aim of having a system in place by April.
 - o **developing a monitoring system for traffic in the north of the Park** - work was underway.
 - o **identify cycle network proposals and cycle hire scheme in the north of the park** - work being commissioned.

- discussions were underway with officers from Gwynedd Council to re-establish the proposal for double yellow lines in the Pen y Pass area with the aim of creating a partnership to move this work forward.

Dolgellau Townscape Heritage Project

- the scheme had been granted a one year extension because of the impact of the pandemic on the work. Work was about to start on 'Wilkins' Newsagents' and work on 'Darllenfa Rydd' had also commenced. 'Bod Arran' was now complete and the roofing work on "Y Sosban" had been short-listed for a 'Pitched Roofing Award' to be announced in February.

SMS Projects

- Peat project - additional 12 months confirmed.
- Uwch Gwyrfai and Eden Projects finish at the end of March 2021.
- Dinas Mawddwy – awaiting receipt of contract from Welsh Government before commencing work.

New Appointments

- Northern and Southern Area Senior Wardens - Rhys Wheldon Roberts & David Prysor Jones
- LIFE Project Officers - Sabine Nouvet and David Jones

Audit Wales

A report on the Authority's Resilience was being presented to the Authority in April.

Arising thereon, Members and officers discussed the following:-

- Members were happy to support the day's leave on St. David's Day for all the Authority's staff to show appreciation for their work. Whilst it was within the Chief Executive's power to grant the additional day's leave, a Member requested that a further report should be presented for Members to consider whether to establish this on a permanent basis.
- The Chief Executive welcomed the offer by a Member to support officers at the online community workshops as part of the transport review.
- The Chief Executive confirmed that whilst the focus of the new cycle network was currently in the north of the National Park, the same principles could then be applied to other areas of the National Park.
- The Chief Executive stated that he had some concerns that presenting oral update reports could lead to the Agenda becoming unmanageable in future, and should be carefully monitored.

RESOLVED to note the report and await a further report for Members to consider whether to establish the day's leave for all staff on St. David's Day on a permanent basis in future.

3. **Public Question Time**

Members were informed that no public questions had been received.

4. **Declaration of Interest**

No declarations of Personal Interests were made in respect of any item.

5. **Minutes**

Subject to noting two corrections as follows:-

Minutes 9th December 2020: Item 14 – Meetings of other Organisations
Councillor Alwyn Gruffydd – Energy Island Programme Strategic Forum

Final bullet point should read:-

“discussions were continuing on ‘*undersea*’ turbines and wind turbines and the ‘*Small Modular Reactor*’ project at Trawsfynydd was still waiting for the technology to be developed.

The minutes of the Authority meetings held on 18th November and 9th December 2020 were accepted and the Chairman signed them as true records.

6. **Matters for Information arising from the minutes**

There were no matters arising.

7. **Action Log**

Submitted – A log of strategic actions arising from decisions taken during meetings of the Authority, for information and action.

Authority Meeting 25.04.18

Action Item 6 – Annual Improvement Report 2017/18

This action was now complete and could be removed from the Action Log.

Authority Meeting 15.07.20

Action Item 6 – Strategic and Wellbeing Objectives and Corporate Plan 2021-26

This action was now complete and could be removed from the Action Log.

Action Item 10 – Plas Tan y Bwlch Options

This action was now complete and could be removed from the Action Log.

Authority Meeting 09.12.20

Action Item 6 (1) – Notice of Motion by Cllr. Elwyn Edwards

This action was now complete and could be removed from the Action Log.

Action Item 6 (2) – Notice of Motion by Cllr. John Pughe Roberts

This action was now complete and could be removed from the Action Log.

Action Item 12 – Consultation Documents relating to Corporate Joint Committees

This action was now complete and could be removed from the Action Log.

Arising thereon, the Director of Corporate Services confirmed that work on the Europarc Youth Manifesto would be progressed as a priority.

RESOLVED to note the Action Log and remove the actions as outlined.

8. **Audit of Snowdonia National Park Authority's Assessment of 2019-20 Performance**

Submitted – The Audit of Snowdonia National Park Authority's assessment of 2019-20 performance, for information.

Reported – The Chief Executive presented the report on behalf of Audit Wales and advised that officers from Audit Wales were attending the next Authority meeting in April and would answer any questions from Members at that time. The Chief Executive anticipated this was the final performance assessment report by Audit Wales as the Local Government Measure had been dis-applied for the National Park Authorities after this year.

RESOLVED to note the report.

9. **Authority Budget and Levy on Constituent Authorities 2021/2022**

Submitted – A report by the Chief Finance Officer requesting approval of the 2021/22 revenue and capital budgets and to raise levies on constituent authorities on the basis of the Welsh Government's draft grant allocation figure for the Authority.

Reported – The Chief Finance Officer presented his report and confirmed that the forecasted 10% increase in the grant settlement was expected to be confirmed in March 2021. The Chief Finance Officer advised that Members would be asked to consider proposals for allocating the anticipated surplus of £476,251, on a one off basis, at the next meeting of the Members' Working Group on the 3rd March 2021.

Members considered the report and discussed:-

- the likelihood of the 10% increase in the core revenue budget remaining for future years.
- that if Members wanted to present ideas for allocating the surplus funding, they should present them to the Chief Executive within the next two weeks so that they can be fed into the process.
- the Chief Executive raised a note of caution in that the surplus may be needed to off-set loss of income for the Authority in 2021/22 and that officers had also been asked to submit outline proposals for use of the surplus.
- the increase in the final grant settlement was the result of a lot of hard work by the Authority's staff and by Welsh Government officials who have shown an appreciation for the work carried out by the National Parks during the pandemic and was reflected in the increased funding.

RESOLVED

1. **to note the contents of the report.**
2. **to approve the 2021/22 revenue and capital budgets and to note the intention to discuss the revenue surplus of £476,251 together with the uncommitted capital sum at the Members Working Group meeting on the 3rd March 2021.**
3. **to authorise levies to be raised on the two constituent councils to a total amount of £1,373,262 in accordance with paragraph 6.3 of the Chief Finance Officer's report.**

10. **Capital Strategy 2021/22**

Submitted – The Chief Finance Officer’s report to approve the Capital Strategy for 2021/22 and the recommendations relating to the Prudential Code.

Reported – The Chief Finance Officer presented the report which Members considered in detail.

RESOLVED

1. to note that there was no intention to borrow monies for capital purposes, but the limitations below were recommended on a prudent level as a precautionary measure in case of an emergency or need for expenditure at short notice.
2. to approve the present Authorised Borrowing Limit of £500,000 for 2021/22, and an Operational Boundary of £100,000.
3. that no limit be placed on the proportion of interest payable at a variable rate.
4. to adopt the Capital Borrowing Strategy for 2021/22 as outlined in para 3.3 of the report, and note the content relating to the Prudential Code (see tables under paras. 2.2, 3.3 and para. 7.1 of the report).
5. to adopt the Investment Strategy for 2021/22 as outlined in paras. 3.5 to 3.14 of the report, and note the institutions listed in para 3.7.

11. **Mid-Term Financial Plan (MTFP) 2021/22 – 2024/25**

Submitted – A joint report by the Chief Executive and the Chief Finance Officer, for information.

Reported – The Chief Executive presented the report and advised that the MTFP was a working document, and although it was not a statutory requirement, it was recommended good practice by Audit Wales. Members were asked to retain a copy of the report, as paragraph 4 would provide a focus for discussions on the Capital and Revenue Budget 2021/22 report, being presented to the Members’ Working Group on the 3rd March 2021. The Chief Executive stated that he was hopeful that the Authority’s financial position was established for the next four to five years.

Members considered the report and made the following observations:-

- Members found the report to be both useful and interesting.
- Operating Principles – para. 5.2 – a Member asked, in the light of the Assets Sub Group’s intention to recommend purchase of land, whether this principle should be amended. The Chief Executive explained that this was a working document that officers amend when circumstances change. He also advised that the Assets Sub-Group had produced a framework for future land purchases which would be presented to members in due course.
- a Member proposed that the Authority’s own carbon reduction requirements be reflected in the operating principles more clearly for the future. The Director of Corporate Services advised that several initiatives were currently being worked on to reduce the Authority’s carbon footprint and this would be included going forward.

RESOLVED to note the report and approve the Mid Term Financial Plan as a working document.

12. **Yr Ysgwrn Annual Report**

Submitted – The Annual Report to update Members on progress at Yr Ysgwrn.

Reported – The Head of Cultural Heritage presented the Annual Report and provided Members with further information on:-

- 2020-21 financial outcome which was anticipated to be a flat budget
- the Heritage Lottery Fund and overall success of the project
- steps taken as a result of the pandemic
- the digital activity programme for 2020
- staffing and volunteers
- SLPS grant funding which has provided a back-up heating system and infrastructure improvements
- setting realistic but ambitious targets to increase visitor numbers and income for the current calendar year
- organising activities and projects to engage with the local community to re-establish a good relationship
- 2021/22 Budget
- the positive response to virtual activities

Members welcomed the report and made the following observations:-

- Members thanked the Head of Cultural Heritage for the annual report and for the success of the team in attracting such large numbers to digital performances. Members asked that their appreciation be forwarded to all staff and volunteers at Yr Ysgwrn.
- to correct the English language report, para. 8.2, which mistakenly refers to “rates” on two separate occasions.
- the Head of Cultural Heritage welcomed the challenge that many organisations / museums had in turning digital capital into income. This would be part of future marketing work in attracting virtual audiences to the site.
- the Head of Cultural Heritage recognised the value of sharing experiences with other museums and the potential for collaboration. She confirmed that work as part of the Culture Resilience Fund had started with Gwynedd and Penmaenmawr Museum Services, and whilst it was difficult to plan ahead at this current time, this work would provide a good baseline.

RESOLVED to note the contents of the Annual Report, for information.

13. **Working Group Report**

Submitted – The report of the Members’ Working Group meeting held on 2nd December 2020.

Arising thereon, Members were advised that Gwynedd Council were now progressing the work on double yellow lines at Pen y Pass and Penygwryd following the traffic problems experienced during 2020. There were still some uncertainties with regard to the village of Rhyd Ddu, and although objections had been received, the Community Council were keen to see yellow lines to address safety issues.

The Chief Executive confirmed that the Head of Engagement was currently working on proposals for legacy projects as part of the 70th Anniversary

celebrations, to be presented to the Management Team in the first instance, and then to Members in due course.

RESOLVED to note the report.

14. **Meetings of other Organisations**

Members had not attended external meetings as representatives of the Authority.

15. **Minutes**

Submitted - The minutes of the Celyn, Tegid and Tryweryn Advisory Conference held on 15th October 2019, for information.

Arising thereon, Members asked officers to:-

- ascertain whether the apology from Harold Davies, Llanelltyd Community Council, was valid.
- correct the Welsh minute to read that Mr. Huw Jones represented Undeb "*Amaethwyr*" Cymru.

RESOLVED to note the minutes.

The meeting ended at 11.50

Authority Meeting 28 April 2021

28/03/2021

Notice of motion:

That the Authority hereafter uses only the authority's Welsh name for the Authority and that this becomes relevant in any language i.e. "PARC CENEDLAETHOL ERYRI" and never uses 'Snowdonia National Park' again.

The same should apply to Yr Wyddfa - never to use the name 'Snowdon' for it again.

Councillor John Pughe Roberts,
Cerddin,
Llanymawddwy,
Machynlleth,
Powys.
SY20 9AJ



TAFLEN WEITHREDU – ACTION SHEET

AUTHORITY MEETING – 04.07.2018

| ITEM NO. AND TITLE | DECISIONS / OBSERVATIONS | ACTIONS | RESPONSIBLE OFFICER | UPDATE or COMPLETION DATE | REMOVE FROM ACTION LOG |
|--------------------------------------|---|--|---------------------|---|------------------------|
| 3 – Life + Celtic Rainforest Project | RESOLVED 1. To note the report and formally accept LIFE+ funding on behalf of the partners. 2. To confirm use of identified reserves, revenue budgets and staff in kind contributions as specified, for the purpose of this project. 3. To provide training for Members on the Project and the Communication Strategy in due course, possibly in January 2019. | To accept the funding on behalf of the partners and use the identified reserves, revenue budgets and staff in kind contributions as specified. | CX / RO | Work undertaken, progressed and actioned COMPLETED | YES |
| | | To arrange training for Members on the Project and the Communication Strategy in due course. | RO / JW | Firm date set for the training at the Members' Working Group meeting on 4 th March 2020. Update - The LIFE Senior Project Manager was unable attend the meeting due to unforeseen circumstances and this item will now be presented to the next Member Development Day on 26.03.21. COMPLETED | |



TAFLEN WEITHREDU – ACTION SHEET

AUTHORITY MEETING – 10.04.2019

| ITEM NO. AND TITLE | DECISIONS / OBSERVATIONS | ACTIONS | RESPONSIBLE OFFICER | UPDATE or COMPLETION DATE | REMOVE FROM ACTION LOG |
|------------------------------|--|---|---------------------|---|------------------------|
| 12. Europarc Youth Manifesto | RESOLVED to establish a Task and Finish Group to further the work and report to Authority in December 2019. | Officers to convene a meeting of the Youth Manifesto Task and Finish Group. | HP | Initial Task and Finish Group has been convened, further Task and Finish Group to be held in March 2020. Job description for Youth Officer being prepared as joint role between Head of Wardens and Head of Engagement. Officer will lead on developing local Youth Manifesto. | NO |



TAFLEN WEITHREDU – ACTION SHEET

AUTHORITY MEETING – 25.09.2019

| ITEM NO. AND TITLE | DECISIONS / OBSERVATIONS | ACTIONS | RESPONSIBLE OFFICER | UPDATE or COMPLETION DATE | REMOVE FROM ACTION LOG |
|--------------------|--|--|--------------------------------|--|------------------------|
| 8. Budget Update | <p>- a report on the budgetary pressures faced by the Property Section to be presented to a future Working Group.</p> <p>- a report by Yr Ysgwrn Project Group to be presented to Members in the New Year.</p> <p>- to provide Members with a copy of the Aberdyfi judgement once it becomes available.</p> | <p>To present the reports.</p> <p>To email Members with the judgement.</p> | <p>EJ</p> <p>NJ</p> <p>GIJ</p> | <p>Update - The Assets Sub Group met on 4 March 2020 and considered a report, which outlined budget pressures and recommendations to reinvest income from income generating sites in future maintenance budgets from 2021/22 onwards. A subsequent report to be prepared for Autumn Performance & Resources committee. Covid 19 was identified as a potential risk and has resulted in the report being postponed owing to wider financial pressures arising from the pandemic. The Assets Sub-Group was convened on 15th January 2021.</p> <p>Update - To agree the way forward with Yr Ysgwrn Board first then present a report to the Members' Working Group in January / February 2021. A report will be presented to the next Authority meeting in March 2021.</p> <p>Members were provided with a copy of the judgement on 28.11.19</p> <p style="text-align: right;">COMPLETED</p> | <p>NO</p> |



TAFLEN WEITHREDU – ACTION SHEET

AUTHORITY MEETING – 09.12.2020

| ITEM NO. AND TITLE | DECISIONS / OBSERVATIONS | ACTIONS | RESPONSIBLE OFFICER | UPDATE or COMPLETION DATE | REMOVE FROM ACTION LOG |
|---------------------------------|--|---|---------------------|--|------------------------|
| 7 Action Log | Authority Meeting 10.04.19 Action Item 12 – Europarc Youth Manifesto | To progress this action as a matter of urgency. | GIJ/HP | (See update above Authority 10.04.19 – Item No. 12) | NO |
| 10. Base Revenue Budget 2021/22 | The Director of Land Management agreed to provide Members with an update on Affordable Housing Commuted Sums Expenditure. | To present the update report. | JC | To be reported to Members during Planning and Access Committee meeting in March or April 2021. | NO |



TAFLEN WEITHREDU – ACTION SHEET

AUTHORITY MEETING – 03.02.2021

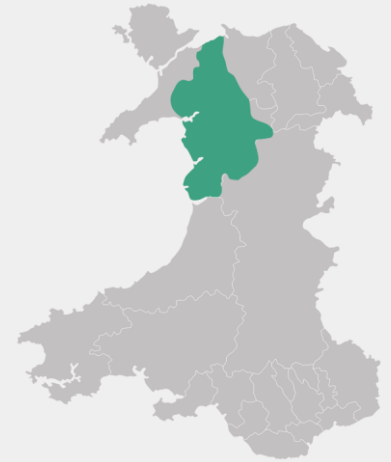
| ITEM NO. AND TITLE | DECISIONS / OBSERVATIONS | ACTIONS | RESPONSIBLE OFFICER | UPDATE or COMPLETION DATE | REMOVE FROM ACTION LOG |
|---------------------|---|------------------------------|---------------------|---------------------------|------------------------|
| 2. Corporate Update | RESOLVED to present a further report for Members to consider whether to establish the day's leave on St. David's Day on a permanent basis in future. | To present a further report. | CX / Chair | To be discussed. | NO |

Snowdonia National Park Authority

Annual audit summary 2020

This is our audit summary for Snowdonia National Park Authority. It shows the work completed since the last Annual Improvement Report, which was issued in November 2019. Our audit summary forms part of the Auditor General for Wales' duties.

More information about these duties can be found on our [website](#).



About the National Park Authority

Some of the services the Authority provides



Key facts

The Authority is made up of 18 members appointed by:

- Welsh Government – 6
- Gwynedd Council – 9
- Conwy County Borough Council – 3

The Authority spent £11.1 million on providing services during 2019-20, the highest spend of the three national park authorities in Wales and the fourth highest of the 13 national park authorities in England and Wales.

As at 31 March 2020 the Authority had £8.0 million of usable financial reserves, reflecting its increased reliance on grant-funded projects. This is equivalent to 72% of the Authority's annual spend on services. This is amongst the highest percentage of the national park authorities in England and Wales. Most of the reserves (88%) are earmarked for specific purposes. The Authority's general fund balance of £659,000 as at 31 March 2020 represents 6% of its annual gross expenditure on services. The average for the three Welsh national park authorities is 11% and across England and Wales, 21%.

Key facts

In 2019-20, the Authority generated £6.4 million of service-related income, representing 51% of its total general funding. This was the highest for a Welsh authority and compares to the overall average for the Welsh national park authorities of 41% and the average for all English and Welsh authorities of 43%.

In 2019, 0% of all major planning applications and 75.7% of all planning applications were decided on in time. The Authority receives relatively few major planning applications and, like all local planning authorities, strives for quality decisions and developments. Timeliness is one element of a decision's quality. The average length of time taken by the Authority to decide on major applications was 457.3 days.

95.4% of applications are decided on using delegated powers. 60% of planning appeals were dismissed, and one out of 20 decisions were made by members against officer advice.

98.7% of enforcement cases are investigated within 84 days but the average time taken to undertake positive enforcement work is 198 days.

The Auditor General's duties

We complete work each year to meet the following duties

- **Audit of Accounts**

Each year the Auditor General audits the Authority's financial statements to make sure that public money is being properly accounted for.

- **Value for money**

The Authority has to put in place arrangements to get value for money for the resources it uses, and the Auditor General has to be satisfied that it has done this.

- **Continuous improvement**

The Authority also has to put in place arrangements to make continuous improvements, including related plans and reports, and the Auditor General has to assess whether the Authority is likely to (or has) met these requirements.

- **Sustainable development principle**

Public bodies need to comply with the sustainable development principle when setting and taking steps to meet their well-being objectives. The Auditor General must assess the extent to which they are doing this.



Since the Spring of 2020, the ongoing pandemic has affected our audit work. We recognise the huge strain on public services and have reshaped our work programme and found new ways of working to reduce its impact on public bodies' response to COVID-19, while still meeting our statutory duties.



To meet the Auditor General's duties we complete specific projects, but we also rely on other audit work, and the work of regulators. We take the findings of our audit work into account when assessing whether the Authority has put in place arrangements to secure value for money. Our findings and conclusions are summarised below.

What we found

Audit of Snowdonia National Park Authority's 2019-20 Accounts

Each year we audit the Authority's financial statements.

For 2019-20:

- The Auditor General gave an unqualified true and fair opinion on the Authority's financial statements on 20 November 2020. The auditor's report also included an emphasis of matter describing a material valuation uncertainty clause in the valuation reports on the Council's Pooled Property Funds held by the Gwynedd Pension Fund caused by the COVID-19 pandemic.
- The Authority's Annual Governance Statement and Narrative Report were prepared in line with the CIPFA Code and relevant guidance. They were also consistent with the financial statements prepared by the Authority and with our knowledge of the Authority.
- As a result of the COVID19 pandemic, the Authority was unable to meet the statutory deadlines for completion of the financial statements and they presented for audit on 21 August 2020. We agreed an amended timetable with the Authority and completed the audit in accordance with this revised timescale and within the Welsh Government's amended expected timetable.
- Whilst we recognise the impact and challenges posed by the COVID-19 pandemic on the Authority's closedown process, we reported a need for the Authority to improve the quality of its financial statements and supporting working papers in a number of key areas.
- A number of changes were made to the Authority's financial statements arising from our audit work, which were reported to the Authority in our Audit of Financial Statements Report on 18 November 2020.

- We issued the certificate confirming that the audit of accounts for 2019-20 has been completed alongside the audit opinion.

Well-being of Future Generations Examination – the development of Cynllun Eryri

Our 2019-20 examination considered the extent to which the Authority acted in accordance with the sustainable development principle and applied the involvement way of working in developing its new national park management plan. We concluded that the Authority had established an effective partnership-led approach in developing Cynllun Eryri (the new national park management plan) and is well placed to build on this going forward, but needs to address its financial and capacity challenges to ensure its involvement work is sustainable.

Continuous Improvement

We certified that the Authority has met its legal duties for improvement planning and reporting and are satisfied that it is likely to meet the requirements of the Local Government (Wales) Measure 2009 during 2020-21.

Local Government Studies

As well as local work at each authority, each year we also carry out studies across the local government sector to make recommendations for improving value for money. Since the last annual improvement report we have published the following reports:

The effectiveness of local planning authorities (June 2019)

We reviewed progress of local planning authorities in delivering their new responsibilities. We conclude that planning authorities are not resilient enough to deliver long-term improvements because of their limited capacity and the challenge of managing a complex system. [The full report can be viewed here.](#)

The ‘Front Door’ to Social Care (September 2019)

We considered the effectiveness of the new ‘front door’ to social care, looking specifically at services for adults. We found that whilst councils are preventing social-care demand, information, advice and assistance are not consistently effective. [The full report can be viewed here.](#)

Review of Public Services Boards (October 2019)

We inspected how Public Services Boards are operating; looking at their membership, terms of reference, frequency and focus of meetings, alignment with other partnerships, resources and scrutiny arrangements. We concluded that Public Services Boards are unlikely to realise their potential unless they are given freedom to work more flexibly and think and act differently. [The full report can be viewed here.](#)

Progress in implementing the Violence Against Women, Domestic Abuse and Sexual Violence Act (November 2019)

We examined how the new duties and responsibilities of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act are being rolled out and delivered. We found that victims and survivors of domestic abuse and sexual violence are often let down by an inconsistent, complex and fragmented system. [The full report can be viewed here.](#)

Rough Sleeping in Wales – Everyone’s Problem; No One’s Responsibility (July 2020)

We looked at how well public services are responding to the issue of rough sleeping. Overall, we found that responding to COVID-19 is an opportunity for public bodies to start addressing long standing weaknesses in partnership working which has stopped them from tackling rough sleeping in the past. [The full report can be viewed here.](#)

Better Law Making (September 2020)

This report draws on five reports published between 2019 and today looking at how local authorities are responding to the challenge of implementing new legislation. Implementation is a complex task which needs to be fully thought through by the Welsh Government and the Senedd whenever they bring forward and make any new legislation. The paper highlights the difficulties faced by local authorities and their public sector partners in implementing their new responsibilities. [The full report can be viewed here.](#)

Commercialisation in Local Government (October 2020)

Councils have conducted commercial activity for a long time, and many councils are exploring additional commercial opportunities to mitigate against the financial pressures they face. Our report is specifically targeted at helping elected members and senior officers to examine and judge the potential impact on their organisations when considering whether to undertake commercialisation. It will also help councils to demonstrate how well they are discharging their value for money responsibilities. [The full report can be viewed here.](#)

Planned work for 2020-21

We also looked at the key challenges and opportunities facing the Authority. These risks could have an effect on the Authority’s ability to meet its legal obligations in relation to the sustainable development principle, the use of its resources and continuous improvement.

Taking our current and previous work into consideration and after reviewing the challenges and opportunities the Authority faces. The most significant risk and issue facing National Parks and the wider public sector during 2020-21 is the COVID-19 pandemic. We have shaped our work to provide assurance and challenge in a way which helps to support the Authority through this period. Our work for 2020-21 includes:

- COVID-learning project – helping to identify and share learning from the way in which public bodies have responded to the pandemic
- A review of the Authority’s resilience

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This document is also available in Welsh.

Resilient and Sustainable Services in Snowdonia National Park Authority

Audit year: 2020-21

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Summary report

Summary

What we reviewed and why

- 1 In 2020-21 we undertook a review of the resilience and sustainability of services at Snowdonia National Park Authority (the Authority) to provide assurance on how well financial and capacity challenges are being addressed. This report sets out the conclusions of our review and makes proposals for how resilience and sustainability can be strengthened in the Authority.
- 2 The British Standards Institute (BSI)¹ defines organisational resilience as, 'the ability [of an organisation] to anticipate, prepare for, respond and adapt to events – both sudden shocks and gradual change'. In simple terms, that means an organisation must be adaptable, competitive, agile and robust in order to survive and flourish. A resilient organisation is one that can anticipate and respond to threats and opportunities, arising from sudden or gradual changes in its internal and external environments.
- 3 Since 2018 the three National Park Authorities in Wales have been working to priorities set out in the Welsh Government's Valued and Resilient statement.² The statement places an emphasis on improved collaboration with partners and on supporting resilient environments and communities. To enable this, Welsh Government specifies that National Park Authorities should adopt resilient ways of working.
- 4 Our review considered the impact of COVID-19 and the risks related to the recovery planning phase. It provides assurance to the Authority, Welsh Government and to taxpayers regarding the risks and opportunities ahead and establishes a baseline against which the Authority's response to these challenges can be judged. We sought to answer the overall question: **Is the National Park Authority effectively managing its resources to secure its long-term organisational resilience?**

What we found

- 5 Overall, we found that **the Authority responded well in the pandemic but the challenges it faced have highlighted a need to improve its resilience and sustainability in the longer term.** This overall conclusion is informed by our findings in relation to the five specific areas that we looked at:
 - **Finance:** the Authority's sound financial position masks a need to embed the legacy of short-term grant funded projects to maximise their impact.

¹ [British Standards BSI, November 2014](#)

² [Valued and Resilient: The Welsh Government's Priorities for Areas of Outstanding Natural Beauty and National Parks, July 2018](#)

- **Governance:** the Authority has sound governance systems but there are opportunities to learn from the dynamic decision-making adopted during the pandemic.
- **Workforce:** the Authority has a skilled and committed workforce, but capacity and resilience have been stretched.
- **Assets:** the Authority has a diverse portfolio of assets, but in light of the pandemic it needs to re-evaluate its strategic intent and future role in managing these.
- **Business continuity:** the Authority did well to maintain services during the pandemic, but it needs to capture corporate learning to help boost resilience.

Proposals for Improvement

Exhibit 1: proposals for improvement

The table below sets out proposals for improvement that we have identified in undertaking this review.

| Proposals for improvement | |
|---------------------------|---|
| PFI1 | To support resilience the Authority should consolidate and appraise its new ways of working in relation to governance, business continuity and remote working. |
| PFI2 | To maximise the impact of grant funded projects the Authority should develop a framework to appraise their potential contribution to progressing Cynllun Eryri and to ensure appropriate legacy planning takes place. |
| PFI3 | To support greater resilience the Authority should consider how and when to expose officers to new experiences in wider services and teams to build skills, knowledge and capacity |

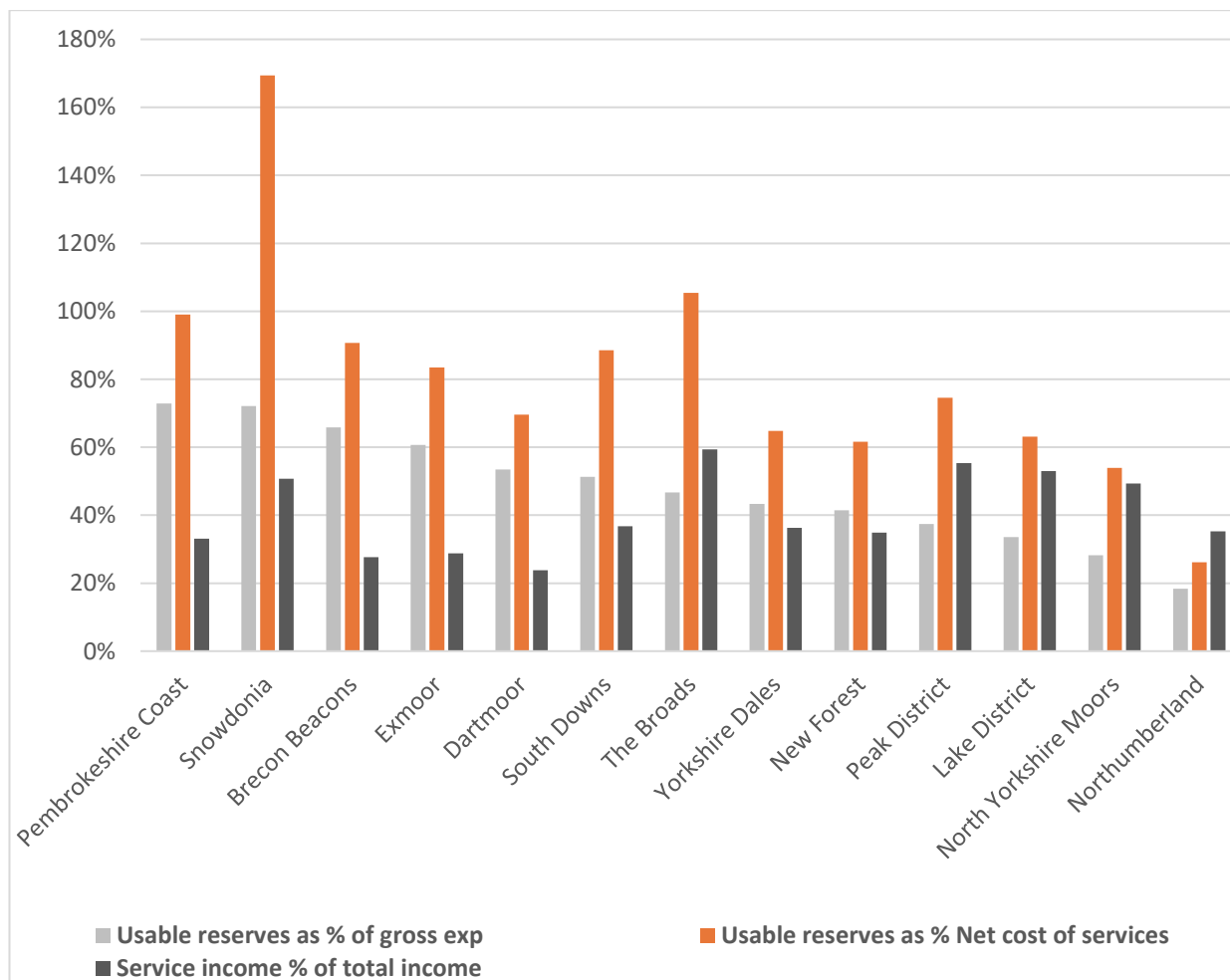
Detailed report

The Authority responded well in the pandemic, but the challenges it faced have highlighted a need to improve its resilience and sustainability in the longer term

The Authority's sound financial position masks a need to embed the legacy of short-term grant funded projects to maximise their impact

- 6 National Park Authorities differ from other local authorities in that they are not precepting or billing authorities. They are primarily funded through a Welsh Government core grant and each National Park Authority is also able to draw down a levy from their constituent local authorities. In addition, National Park Authorities generate income (eg through planning fees and commercial assets such as car parks) and they also secure grant funding to deliver specific projects.
- 7 The Authority generated £6.4 million of service-related income during 2019-20, representing 51% of its total general funding. This was the highest for Welsh National Park Authorities (41%) and is above the average for all English and Welsh National Park Authorities (43%).
- 8 The Authority spent £11.1 million on providing services during 2019-20, the highest spend of the three National Park Authorities in Wales and the fourth highest of the 13 National Park Authorities in Wales and England.
- 9 As at 31 March 2020 the Authority had £8.0 million of usable financial reserves. This is equivalent to 72% of the Authority's annual spend on services. This is amongst the highest percentage of all the National Park Authorities in Wales and England. Most of the reserves (88%) are earmarked for specific purposes. The Authority's general fund balance of £659,000 as at 31 March 2020 represents 6% of its annual gross expenditure on services. The average for the three Welsh National Park Authorities is 11%, and across both England and Wales, 21%. **Exhibit 2** shows the levels of reserves in National Park Authorities in Wales and England.

Exhibit 2: as a proportion of the net cost of services, the Authority’s level of usable reserves is the highest of all National Park Authorities in Wales and England



Source: Audit Wales analysis

- 10 Determining financial resilience is not an exact science. Organisations need to manage their spending within available resources and forecast demand and future challenges to ensure they can remain financially sound over the medium term. As a key instrument for proactive financial management, therefore, it is important that the Authority has a Medium-Term Financial Plan (MTFP) in place which is based on a clear understanding of its operating environment.
- 11 The Authority’s MTFP refers to its service priorities and operating principles, suggesting an integrated approach to financial planning. Taken together, these priorities and principles broadly reflect a policy commitment to achieve more with less. For example, by encouraging services to play an enabling role to facilitate local communities to manage and take responsibility for providing services, and to avoid embarking on projects with long term maintenance commitments. There is also an emphasis on identifying new income sources.

- 12 This emphasis has led to the Authority increasing its reliance on grant funded projects in recent years, to offset reductions in core grant from the Welsh Government. This is not without risk. More income streams from increasingly diverse sources place pressure on officers to manage them, and financial management systems need to work effectively to monitor spending within available resources. We found that officers are under pressure, and remote working during the pandemic has highlighted weaknesses with the internal financial management software being used, causing frustration amongst budget holders. Operational weaknesses in systems are considered to have contributed to the Authority risking missing its expenditure targets on a grant funded project in January 2020.
- 13 A greater emphasis, and, by extension, a reliance on grant funded projects, means that the Authority is constantly seeking new money and regularly submits bids to various funding bodies. Typically, these bids may outline the need for a project officer(s), hosted and employed by the Authority. Clearly, once employed, project officers do not work in isolation – they rely on other teams and internal services to support project delivery. These include corporate services such as communications, information technology (IT) services, assets and facilities management, finance and human resources. We found that the additional, often hidden or underestimated, collective demand arising from grant funded projects creates unplanned pressures on corporate services.³
- 14 In addition, grant funding opportunities made available at short notice can compound these challenges, especially when awarded at the end of a financial year. They can create difficulties around project planning, requiring officers to be switched at short notice to deliver various activities. Difficulties in spending grant funding can result in monies being transferred to the Authority's already growing reserves. A greater focus on using the new project toolkit and on project exit planning, as well as a clear framework to guide decision making regarding which potential projects and funding to bid for, will help the Authority to better balance pursuing new sources of funding with progressing and delivering its vision within Cynllun Eryri.
- 15 The Authority's early analysis of the financial impact of the pandemic, considered by Members in May 2020, estimated a net loss of between £511,000 and £1.3 million depending on the duration of restrictions. 38% of officers who responded to our survey felt that the main impact of the pandemic on the Authority had been the loss of income. 44% of officers highlighted the flexible and agile budget controls (eg being able to spend money not originally budgeted for) as a positive of the Authority's response to the pandemic.
- 16 The initial loss of income during the first quarter of 2020-21 was compensated by Welsh Government and the full financial impact on the Authority is expected to be significantly less than first anticipated. However, dealing with the on-going impact

³ This is mitigated in relation to Welsh Government grant funded projects, where the National Park Authorities now receive an additional 10% of the value of the grant funding to help fund the administration and facilitation of project delivery.

of COVID-19 and uncertain public funding in the future will continue be a challenge. 84% of the officers and Members who responded to our survey highlighted an anticipated drop in income as a major risk in the months ahead. In line with its Annual Governance Statement, the Authority needs to carefully consider and continually assess its funding position, and regularly challenge and update its MTFP assumptions to ensure its forecasting supports sustainable and resilient finances.

The Authority has sound governance systems, but there are opportunities to learn from the dynamic decision-making adopted during the pandemic

- 17 Governance is the system by which public bodies in Wales are directed and controlled. It is concerned with structure and processes for decision-making, accountability, control and behaviour of an organisation. Governance influences how an organisation's objectives are set and achieved, how risk is monitored and addressed and how performance is optimised.
- 18 Resilient public bodies embrace open dialogue and use their scrutiny function to provide constructive challenge to senior leaders as they make difficult decisions around service provision and the use of resources. Good governance practices can also play a leading role in helping Members and senior management to create the right culture for an organisation to be successful and ensure a motivated and effective workforce.
- 19 Within the governance structure, key decisions on the day-to-day running of the Authority lie with the senior leadership team, made up of the Chief Executive, the Director of Corporate Services and Director of Planning and Land Management. On a Member level, the key pillars of the Authority's governance structure include:
 - The full National Park Authority: comprises all 18 Members – nine local councillors appointed by Gwynedd Council, three appointed by Conwy County Borough Council, and six appointed by the Welsh Government. The full Authority performs and ensures compliance with key legislative requirements, agrees key plans and annual budgets.
 - The Performance and Resources Committee: consists of all 18 Members and its remit includes the audit and scrutiny of performance, governance, financial and resource management, risk and assurance.
 - The Planning and Access Committee: guides the shaping of planning and access policies and exercises the powers and duties of the organisation as the Local Planning Authority. All 18 Members sit on the Planning and Access Committee.
 - The Standards Committee: consists of one representative from each of the three appointing bodies (Gwynedd Council, Conwy County Borough Council and Welsh Government), and three independent members who are not otherwise Members of the Authority. Its role is to promote and monitor the standards of conduct by Members.

- 20 All Authority meetings were paused during the early weeks of the COVID-19 pandemic with officers using the scheme of delegation to make and approve decisions. This helped the Authority to respond dynamically to the rapidly changing situation. Emergency legislation passed by Welsh Government in April 2020⁴ enabled local authorities to hold meetings, make decisions and carry out their functions remotely using technology. The Authority responded swiftly to restore its democratic functions and involve Members, with a Special Authority Meeting held just four weeks later.
- 21 The dynamic decision making seen during the early weeks of the pandemic was consistently highlighted during our fieldwork, and 71% of survey responders rated the agile and quick decision making by senior officers as a strength in how the Authority responded to COVID-19. However, we found elements of frustration amongst officers that this dynamic approach contrasts with how decisions are usually made. Officers are concerned that, when 'normality' eventually returns, so too will the traditional, often slow and resource intensive, decision-making. Through its Governance Task and Finish Group, the Authority has an opportunity to review which elements of the streamlined governance approaches it wants to embed to improve agility, whilst ensuring the due process remains robust.
- 22 In addition to its established committee structure, the Authority has a number of working groups in place to tackle specific issues, with membership often including both officers and Members. A working group can be an effective forum where officers receive informal guidance, Members can harness officers' expertise, and both parties collaborate to identify and recommend solutions. In a more informal setting like this, culture and behaviours are crucial to maintain the interface and distinction between the roles of officers and Members.
- 23 Member training and development are important tools to maintain these behaviours and high standards of conduct. It also helps to ensure Members are primed to respond to future risks effectively. Although key to the Authority's adaptability and resilience, we found that Members are not making the most of the development opportunities on offer, despite the Authority's commitment to the Wales Charter for Member Support and Development.⁵
- 24 Our review concludes that the Authority has an appropriate governance framework which reflects the principles of good governance published by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE).⁶ There are, however, opportunities to learn from the more dynamic decision-making seen during the Authority's response to the pandemic.

⁴ [The Local Authorities \(Coronavirus\) \(Meetings\) \(Wales\) Regulations 2020](#)

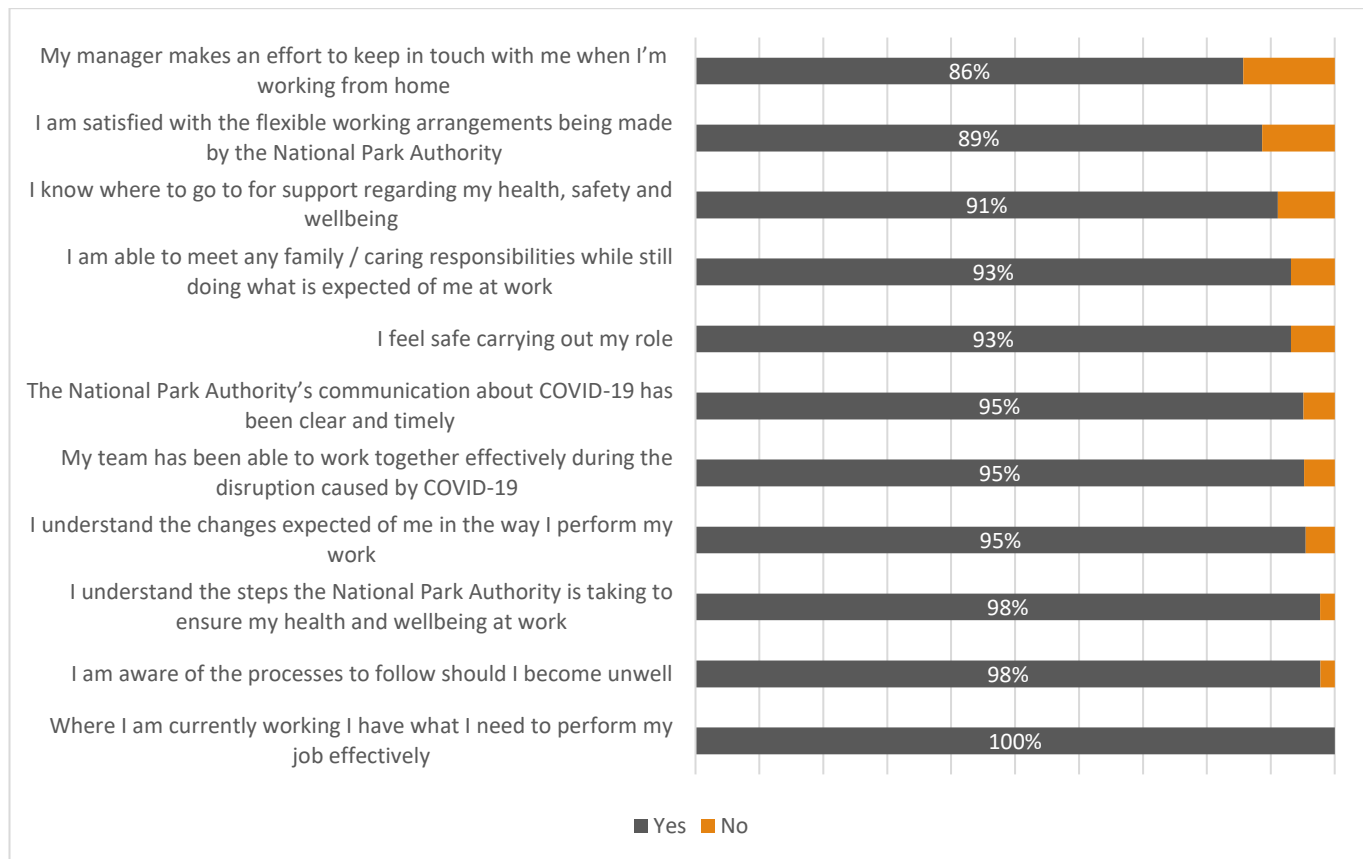
⁵ [Wales Charter for Member Support and Development, Welsh Local Government Association \(WLGA\)](#)

⁶ [Delivering Good Governance in Local Government, CIPFA/SOLACE, 2016](#)

The Authority has a skilled and committed workforce, but capacity and resilience have been stretched

- 25 At the heart of a resilient organisation is a workforce made up of effective and highly motivated staff who can adapt to changing circumstances. Characteristics of a resilient workforce include passionate, energetic staff with high levels of morale and low staff turnover. Access to effective training opportunities, career progression and fair pay can also help create a more enthused and resilient workforce.
- 26 The Authority is not short of passionate officers who believe in what they do. Indeed, in all National Park Authorities in Wales we find consistently high levels of enthusiasm amongst officers and a genuine commitment to overcome challenges to conserve and promote the National Park area. Whilst the Authority can find it challenging to compete with the salaries offered by other employers, it punches above its weight in what it offers in respect of job satisfaction.
- 27 We found that officers were well supported during the pandemic. Officers were provided with equipment to enable home working and new teams established during the pandemic were able to meet face to face outdoors as part of their induction. Regular online, informal catch-up meetings helped to provide assurance that colleagues were coping with the demands of remote working. However, a proportion of officers who responded to our survey (14%) disagreed that their manager made an effort to keep in touch with them when working from home. In particular, the Authority needs to ensure it manages the pressure on the small number of staff who were at the forefront of dealing with unprecedented demand when restrictions were eased in 2020.
- 28 Corporately, internal communication was felt to be much improved during the pandemic with regular all-staff bulletins from the Chief Executive and Chair. Many felt the pandemic, and remote working in particular, helped to address some long-standing cultural barriers and divisions between satellite staff (eg wardens or car park attendants) and those who were predominantly office based.
- 29 Our survey asked officers to describe how different ways of working during the pandemic had impacted on their well-being. Our analysis is set out in **Exhibit 3**. We have removed the small number of 'don't know' responses for clarity.

Exhibit 3: officers responded positively when asked about how new ways of working had impacted on their well-being



Source: Audit Wales survey analysis

- 30 The Authority's experiences of new ways of working has clearly led to benefits for staff. By capturing the elements that have worked well in relation to a more agile and flexible way of working it can embed these new ways of working to sustain and further improve people's work-life balance.
- 31 The Authority has also introduced an online recruitment portal. Since introducing the portal, officers report an increase in the amount of applications being made for jobs advertised. The portal is also helping to make the process easier to manage for recruiting managers.
- 32 A number of teams have been undergoing restructures recently. At the time of our review, the Wardens team restructure was on track to be completed by April 2021 and the refocused Engagement team was felt to be bedding in well. Some challenges remain in resourcing the Planning service, where the competition for more specialist skills in the local labour market is felt more acutely.
- 33 The Authority's response to the pandemic has demonstrated its workforce's ability to respond to periods of change. However, effective workforce and succession planning remains a significant challenge. This risk needs to be addressed to

improve the Authority's resilience in the medium term. The Planning service is just one example of where the Authority has traditionally relied on small number of committed staff to deliver its work, which presents a challenge to succession planning. There are examples of where the 'grow your own' approach has worked well for the Authority with junior staff acting up. However, this approach can expose the Authority to risks when relatively inexperienced officers are asked to step up to fill vacancies in senior roles. The Authority could strengthen its workforce resilience and capacity by building on its 'grow your own' approach and exposing officers to different services and teams.

- 34 The Authority's emphasis on identifying new sources of funding results in a number of officers being appointed on short term contracts to deliver specific projects. These project officers often leave the Authority prior to project completion, creating risks for project delivery and putting pressures on other colleagues. It also risks losing opportunities to evaluate and capture corporate learning.

The Authority has a diverse portfolio of assets, but in light of the pandemic it needs to re-evaluate its strategic intent and future role in managing these

- 35 Following employee costs, the largest cost to the Authority is what it spends on its property. Good asset management is therefore critical to its ability to demonstrate resilience and good value for money. Buildings need to be fit for purpose and maintained well to avoid large costs and preventable expenditure of public money. Effective management coupled with the right vision can help to ensure that an asset does not become a liability. The pandemic also raised questions about the future of large office spaces, which all public bodies in Wales will need to consider.
- 36 The Authority has a diverse portfolio of assets, ranging from small woodlands and car parks to high profile buildings such as the Snowdon Summit Café building. The Authority's 60 pay-and-display car parks are the Authority's biggest source of generated income, and we found it had diversified maintenance responsibilities for these sites to reduce risks. During the early weeks of lockdown, the Authority moved swiftly to close car parks near the main attractions in the National Park (eg Snowdon and Cadair Idris) to help discourage tourists and visitors and the spread of the coronavirus. The Authority acknowledges the need to incorporate the lessons learned in relation to closing these sites to help inform its approach in the future if faced with similar challenges.
- 37 The travel restrictions meant the Snowdon Summit Café, leased by the Authority to Snowdon Mountain Railway, was not opened as normal during 2020. This exacerbated maintenance issues which resulted in significant damage to the building. The Authority has responsibility for maintaining the building and given the collapse of Carillion in 2018 it now faces potentially significant repair costs.
- 38 Plas Tan y Bwlch is another of the Authority's high-profile asset and was also closed during the pandemic. The nature of the site presents maintenance challenges and the traditional business model which focused primarily on attracting

school children and older people for residential courses was not viable during much of 2020-21 which impacted severely on its profitability. Whilst the furloughing of officers working in Plas Tan y Bwlch alleviated some of the financial impact on the Authority, in reality the pandemic exposed well known and pre-existing difficulties. The Authority has now adopted a revised business model which involves running bed and breakfast accommodation. However, it has committed to subsidising Plas Tan y Bwlch. Members will need to continually monitor and scrutinise performance to gain assurance that the revised business model is realised.

- 39 Yr Ysgwrn is a very different asset to Plas Tan y Bwlch but faces similar challenges in the longer term. Yr Ysgwrn is a cultural heritage site of national importance and the National Park's statutory purposes clearly justify its acquisition by the Authority. From a commercial perspective, however, the fact that the asset is running at a loss raises questions over the Authority's long-term vision and strategic intent, especially given Welsh Government's emphasis on National Park Authorities pursuing commercial opportunities. Its lack of an overarching strategy setting out its intent and role in managing all its major assets means the Authority remains largely reactive to long term risks. Re-evaluating its strategic intent and clearly articulating its vision for managing its assets will help to address this.

The Authority did well to maintain services during the pandemic, but it needs to capture corporate learning to help boost resilience

- 40 The main principles of good approaches to business continuity are in identifying critical activities and any threats to them, developing a plan which sets out how the Authority will maintain services, and to train staff and exercise plans, so the Authority can be confident that its arrangements will work when needed. Effective business continuity should be embedded into organisations so that its application becomes second nature to officers.
- 41 The business continuity plan specifically for Yr Ysgwrn – a requirement of the Heritage Lottery Fund as the primary grant funding provider – was described by officers as a very useful guide to respond when the pandemic hit. The wider corporate business continuity plan was, however, felt to be less helpful. Whilst the principles were loosely followed – in particular, establishing a core response leadership group which met daily to coordinate its response – it did not provide sufficient depth and coverage to help the Authority respond to the challenges it faced. The continuation of fortnightly meeting with all Heads of Service is felt to be a strength, especially given prolonged remote working arrangements.
- 42 From an IT perspective, the Authority's investment in Microsoft 365 proved worthwhile and enabled remote working to be as effective and secure as possible. Planned investments in a new telephone system will help to further improve remote working. Officers articulated a good awareness and understanding of the increased threat of cyber-attacks. However, despite good systems being in place, officers

acknowledge that more could be done to raise the awareness of staff and Members across the Authority and test the response to potential attacks (eg phishing emails).

- 43 From a business continuity perspective, the Authority was also able to overcome challenges to successfully recruit and provide induction training to new officers during the lockdown period. Such examples of doing things differently are important to capture in order to improve corporate learning and future resilience. This applies to all the new ways of working experienced during the pandemic. Reviewing and appraising recent experiences means the Authority can embed the things worked well to improve efficiency and effectiveness in the future.
- 44 Externally, the Authority's long-established partnerships and collaborative approach mean it was well-placed to respond when the pandemic hit. The Authority fostered new relationships and worked effectively with existing partners such as local authorities and the Welsh Government. This collaboration led to ensuring commonality in external communication which was aimed at maintaining restrictions and keeping communities safe.
- 45 Prior to restrictions easing during the summer of 2020, the Authority consulted local communities to inform their approach to reopening and understand potential concerns about welcoming visitors back to the National Park. The Authority's key collaborative forum – Fforwm Eryri – continued to hold bilingual virtual meetings throughout the pandemic and through this forum key partners contributed to the review of the assumptions and priorities included in Cynllun Eryri prior to its adoption in November 2020. This process helped to ensure that Cynllun Eryri reflects the rapidly changing operating environment.
- 46 The Authority prioritised the safety of local communities during the pandemic and its response has clearly given it an enhanced national profile. The Authority's articulation of how local communities need to be supported to thrive in order to conserve the national park area shows a clear understanding of its role. However, the challenge of striking the right balance between its two statutory purposes is likely to be exacerbated in the medium term, with an anticipated rise in visitor numbers and wider demand. The Authority address this by building on its strong ethos of partnership working to develop a shared vision and action plan for sustainable tourism with local destination management partners.
- 47 We conclude that the Authority's experiences of responding to the pandemic shows its resilience in the short term. By consolidating and appraising its learning it can further improve its resilience and sustainability in the medium term to ensure it is well placed to harness its enhanced profile and the internal momentum seen during the pandemic.

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Appendix 1

Methodology

To inform our overall conclusions we explored the following lines of enquiry:

- Does the Authority have robust and effective financial management systems?
- Does the Authority have effective governance and scrutiny arrangements to ensure effective decision making on financial and workforce matters?
- Is the Authority workforce resilient to respond to periods of significant change both now and in the future?
- Does the Authority manage its assets economically, efficiently and effectively to ensure they remain sustainable in the longer term?
- Does the Authority have effective business continuity plans in place that support corporate resilience and help create sustainable services?

We undertook the review during the autumn of 2020. Our methods included:

- consolidating our cumulative audit knowledge and experience, including intelligence gathered as part of the COVID-19 Learning Project;
- reviewing data and key documents;
- interviewing 10 officers and three Members;
- inviting all officers and Members to share their views through an online survey (six Members and 46 officers responded);
- keeping in regular contact with the Land, Nature and Forestry Division in Welsh Government; and
- providing a verbal summary of our emerging findings and conclusions to the senior management team in December 2020.

Appendix 2

Appraising new ways of working

This report and the proposals for improvement make references to appraising new ways of working to improve corporate learning and embed new approaches, to improve its resilience in the medium term. The model below provides a potential structure to undertake this exercise.

| | |
|--|---|
| What should the Authority stop doing? | What should the Authority start doing? |
| What should the Authority do more of? | What should the Authority do less of? |



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We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

Mae'r ddogfen hon hefyd ar gael yn Gymraeg. This document is also available in Welsh.

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2021 Audit Plan

About this document

- 1 This document sets out the work I plan to undertake during 2021 to discharge my statutory responsibilities as your external auditor and to fulfil my obligations under the Code of Audit Practice.

My duties

- 2 I complete work each year to meet the following duties.

Audit of financial statements

- 3 Each year I audit the Snowdonia National Park Authority's (the Authority) financial statements to make sure that public money is being properly accounted for.

Value for money

- 4 The Authority has to put in place arrangements to get value for money for the resources it uses, and I have to be satisfied that it has done this.

Continuous improvement

- 5 Under the Local Government (Wales) Measure 2009 (the Measure) the Authority has to put in place arrangements to make continuous improvements, including related plans and reports, and the Auditor General has to assess whether the Authority is likely to (or has) met these requirements. Some requirements of the Measure will cease during 2021-22 due to changes in legislation arising from the Local Government and Elections (Wales) Act 2021. However, I anticipate that during 2021-22, I will still be required to audit the Authority's published assessment of its performance that covers the 2020-21 year.

Sustainable development principle

- 6 Public bodies need to comply with the sustainable development principle when setting and taking steps to meet their well-being objectives. The Auditor General must assess the extent to which they are doing this.

Impact of COVID-19

- 7 The COVID-19 pandemic continues to have a significant impact across the United Kingdom and on the work of public sector organisations. As in 2020, it is likely to significantly impact on the preparation of the 2020-21 accounts and my financial audit and performance audit work.
- 8 Recent developments in relation to a vaccine programme indicate that the Welsh Government's restrictions on movement and anticipated sickness absence levels are expected to ease through 2021. However, I recognise that there remains significant uncertainty and I understand that many local government bodies may not be able to prepare accounts in line with the timetable set out in the Accounts and Audit (Wales) Regulations 2014. As well as the delivery of my statutory responsibilities as the Auditor General, my priority is to ensure the health, safety and well-being of Audit Wales staff, their families and those of our partners elsewhere in the public service at this incredibly challenging time.
- 9 Audit Wales staff will continue to work flexibly to deliver the audit work set out in this plan. In response to the government advice and subsequent restrictions, we will continue to work remotely, building on the arrangements made in 2020, until such time that it is safe to resume on-site activities. I remain committed to ensuring that the work of Audit Wales staff will not impede the vital activities that public bodies need to do to respond to ongoing challenges presented by the COVID-19 pandemic.
- 10 Consequently, while this audit plan sets out an initial timetable for the completion of my audit work, the ongoing uncertainties around the impact of COVID-19 on the sector mean that some timings may need to be revisited. My audit team will discuss any amendments required to the proposed timetable with the authority as the 2021 position becomes clearer.

Audit of financial statements

- 11 It is my responsibility to issue a certificate and report on the financial statements. This includes:
 - an opinion on the on the 'truth and fairness' of the Authority's financial statements for the financial year ended 31 March 2021; and
 - an assessment as to whether the Authority's Narrative Report and Annual Governance Statement is prepared in line with the CIPFA Code and relevant guidance and is consistent with the financial statements and with my knowledge of the Authority.
- 12 In addition to my responsibilities for auditing the Authority's financial statements, I also have responsibility for responding to questions and objections about the accounts from local electors (additional fees will be charged for this work, if necessary).

- 13 I do not seek to obtain absolute assurance on the truth and fairness of the financial statements and related notes but adopt a concept of materiality. My aim is to identify material misstatements, that is, those that might result in a reader of the accounts being misled. The levels at which I judge such misstatements to be material will be reported to the Authority prior to completion of the audit.
- 14 Any misstatements below a trivial level (set at 5% of materiality) I judge as not requiring consideration by those charged with governance and therefore will not report them.
- 15 There have been no limitations imposed on me in planning the scope of this audit.
- 16 I will also report by exception on a number of matters which are set out in more detail in our [Statement of Responsibilities](#), along with further information about my work.

Audit of financial statements risks

- 17 The following table sets out the significant risks I have identified for the audit of the Authority.

Exhibit 1: financial statement audit risks

This table summarises the key financial statement audit risks identified at the planning stage of the audit.

| Audit risk | Proposed audit response |
|---|---|
| Significant risks | |
| <p>The risk of management override of controls is present in all entities. Due to the unpredictable way in which such override could occur, it is viewed as a significant risk [ISA 240.31-33].</p> | <p>My audit team will:</p> <ul style="list-style-type: none"> • test the appropriateness of journal entries and other adjustments made in preparing the financial statements; • review accounting estimates for biases; and • evaluate the rationale for any significant transactions outside the normal course of business. |
| <p>Impact of COVID-19</p> | <p>We will discuss your closedown process and quality monitoring arrangements with the accounts</p> |

| | |
|--|---|
| <p>The COVID-19 national emergency continues and the pressures on staff resource and of remote working may impact on the preparation, audit and publication of accounts. There is a risk that the quality of the accounts and supporting working papers, eg around estimates, may be compromised leading to an increased incidence of errors. Quality monitoring arrangements may be compromised due to timing issues and/or resource availability.</p> | <p>preparation team and make arrangements to monitor the accounts preparation process. We will help to identify areas where there may be gaps in arrangements and work with you develop audit deliverables that set out working paper requirements.</p> |
| <p>The COVID-19 pandemic will have a significant impact on the risks of material misstatement and the shape and approach to my audit. The Welsh Government has made available various funding streams to the Authority and the amounts involved are material to the accounts.</p> <p>Examples of audit risks include:</p> <ul style="list-style-type: none"> • incorrect accounting treatment for COVID-19 funding; • fraud/error risks; • potential year-end valuation uncertainty; and • estimation of accrued annual leave provisions | <p>We will review the funding streams received from the Welsh Government and confirm the appropriate accounting treatment with the Authority.</p> |
| <p>Other audit risks</p> | |
| <p>McCloud judgement</p> <p>In 2015 the Government introduced reforms to public sector pensions, meaning most public sector workers were moved into new pension schemes in 2015.</p> <p>In December 2018, the Court of Appeal ruled that the 'transitional protection' arrangements amounted to unlawful discrimination.</p> <p>Consultations on proposed remedies for the Local Government pensions schemes closed in October 2020. The</p> | <p>My audit team will review the provision previously made in relation to the McCloud judgement and monitor progress on the development of proposals for a remedy to be applied in the LG pension schemes.</p> |

Government recently announced that for unfunded schemes the underpin will be the deferred choice model for the remedy. No announcement has yet been made on the Local Government Pension Scheme. Final details are expected to be published during 2021.

The impact of the judgement is likely to have a significant impact on the IAS 19 disclosed liabilities.

Other matters

- 18 There are other matters on which my audit team will undertake early work in preparation for the 2021-22 audit.

Exhibit 2: other matters

This table summarises the other matters my audit team will undertake early work in preparation for the 2021-22 audit.

| Other matters | |
|--|--|
| CIPFA/LASAAC has once again deferred the introduction of IFRS 16 until 1 April 2022. The authority will, however, need to undertake considerable work to identify leases, and the COVID-19 pandemic may pose implementation risks. | My team will undertake some early work to review preparedness for the introduction of IFRS 16 Leases. |
| The Local Government and Elections Act 2021 includes in its provisions the establishment of a Corporate Joint Committee (CJC) to deliver services currently provided by the Authority. | My team will undertake an early review of the preparations the Authority is making for accounting arrangements related to the transfer of services to the CJC. |

Performance audit

- 19 In addition to my Audit of Financial Statements I also carry out a programme of performance audit work to discharge my duties as Auditor General as set out on **page 4** in relation to value for money and sustainable development.
- 20 In response to the pandemic, I have adopted a flexible approach to my performance audit work both in terms of topic coverage and methodology. My work on corporate resilience and recovery planning, COVID-19 learning and my assurance and risk assessment work are examples of this. This has enabled me to respond to the fast-moving external environment and provide more real-time feedback in a range of formats.
- 21 For 2021-22, I intend to build on this approach to help enable my work to be responsive and timely, and where possible to share learning more quickly. As part of this approach, I anticipate that a significant proportion of my local performance audit programme will be delivered through the Assurance and Risk Assessment Project, that will be ongoing throughout the year.
- 22 I have consulted public bodies and other stakeholders on how I will approach my duties in respect of the Wellbeing of Future Generations (Wales) Act 2015. This consultation was extended due to the pandemic.
- 23 In my consultation I have set out and sought views on proposals to:
 - a) continue to undertake specific examinations to assess the setting of well-being objectives and how steps are being taken to meet them, respectively;
 - b) integrate the examination of steps alongside value for money studies and local audit work, wherever possible; and
 - c) strengthen and expand the co-ordination of work with the Future Generations Commissioner.
- 24 I have written to the 44 public bodies designated under the Act setting out the results of the consultation and how I intend to approach this work over the reporting period 2020-2025.
- 25 In view of the above factors, I intend to retain a high degree of flexibility in my local performance audit programme at the Authority and will continue to update the Authority as the audit programme changes.
- 26 For 2020-21 this work is set out below.

Exhibit 3: Performance Audit Programme 2021-22

This table summarises the performance audit programme for 2021-22

| Performance audit programme | Brief description |
|--|---|
| Value for money and Well-being of Future Generations Act (Wales) 2015 (WFG Act) examinations | The audit will reflect risks and opportunities highlighted in our 2019-20 review of involvement and our 2020-21 review of corporate resilience. Further details to follow following discussions with the Authority. |

Statutory audit functions

- 27 In addition to the audit of the accounts, I have statutory responsibilities to receive questions and objections to the accounts from local electors. These responsibilities are set out in the Public Audit (Wales) Act 2004:
- Section 30 Inspection of documents and questions at audit; and
 - Section 31 Right to make objections at audit.
- 28 As this work is reactive, I have made no allowance in the fee table below. If I do receive questions or objections, I will discuss potential audit fees at the time.

Fee, audit team and timetable

- 29 My fees and planned timescales for completion of the audit are based on the following assumptions:
- the financial statements are provided in accordance with a timescale to be agreed taking into account the impact of COVID-19, to the quality expected and have been subject to a robust quality assurance review;
 - information provided to support the financial statements is in accordance with the agreed audit deliverables document;
 - all appropriate officials will be available during the audit;
 - you have all the necessary controls and checks in place to enable the Responsible Financial Officer to provide all the assurances that I require in the Letter of Representation addressed to me; and
 - Internal Audit's planned programme of work is complete and management has responded to issues that may have affected the financial statements.
- 30 If I do receive questions or objections, I will discuss potential audit fees at the time.

Fee

- 31 Your estimated fee for 2021 is set out in **Exhibit 5** This is consistent with our original 2019-20 planned fee. Your actual audit of accounts fee last year was higher than originally planned as we needed to undertake additional audit work due to a need for the Authority to improve its working papers and strengthen the quality of its draft financial statements.

Exhibit 4: audit fee

This table sets out the proposed audit fee for 2021, by area of audit work, alongside the actual audit fee for last year.

| Audit area | Proposed fee (£) ¹ | Actual fee last year (£) |
|-------------------------------------|-------------------------------|--------------------------|
| Audit of accounts ² | 27,500 | 34,405 |
| Performance audit work ³ | 17,108 | 17,108 |
| Total fee | 44,608 | 51,513 |

- 32 Planning will be ongoing, and changes to my programme of audit work, and therefore my fee, may be required if the need to improve working papers and quality assurance arrangements remain; and key new risks emerge. I shall make no changes without first discussing them with the Authority.
- 33 Further information on my [fee scales and fee setting](#) can be found on our website.

¹ Notes: The fees shown in this document are exclusive of VAT, which is not charged to you.

² Payable November 2020 to October 2021.

³ Payable April 2021 to March 2022.

Audit team

- 34 The main members of my team, together with their contact details, are summarised in **Exhibit 5**.

Exhibit 5: my audit team

This table lists the members of the local audit team and their contact details.

| Name | Role | Contact number | E-mail address |
|-----------------|------------------------------------|----------------|--|
| Derwyn Owen | Engagement Director | 02920 320651 | derwyn.owen@audit.wales |
| Matthew Edwards | Audit Manager (Financial Audit) | 02920 320663 | matthew.edwards@audit.wales |
| Sioned Owen | Senior Auditor (Financial Audit) | 02920 829338 | sioned.owen@audit.wales |
| Nick Selwyn | Audit Manager (Performance Audit) | 02920 320612 | nick.selwyn@audit.wales |
| Euros Lake | Senior Auditor (Performance Audit) | 02920 320517 | euros.lake@audit.wales |

Timetable

- 35 The key milestones for the work set out in this plan are shown in **Exhibit 6**. As highlighted earlier, there may be a need to revise the timetable in light of developments with COVID-19.
- 36 The Public Audit (Wales) Act 2004 provides electors with the right to ask questions and to make objections to the Authority's accounts to the Auditor General. The rights to ask questions and make objections at audit are linked to electors' rights to inspect the accounts that are also set out in the 2004 Act. The current COVID restrictions may impose restrictions on the Authority's ability to facilitate the inspection of accounts. Therefore, we have not yet set a date for the exercise of electors' rights and will continue to monitor the situation before confirming a date with you. We anticipate that we will be in a position to agree a date with you in late May 2021.

Exhibit 6: Audit timetable

This table shows the key milestones for the work set out in this plan

| Planned output | Work undertaken | Report finalised |
|--|---|------------------|
| 2021 Audit Plan | March 2021 | April 2021 |
| Audit of Financial statements work: <ul style="list-style-type: none"> • Audit of Financial Statements Report • Opinion on Financial Statements | August and September 2021 | October 2021 |
| Performance audit work: <ul style="list-style-type: none"> • Annual Audit Summary • Well-being of Future Generations • Assurance and risk assessment • [local projects] | Timescales for individual projects will be discussed with you and detailed within the specific project briefings produced for each study. | |
| Annual Audit Summary | N/A | December 2021 |
| 2022 Audit Plan | February 2022 | March 2022 |

- 37 I can confirm that my team members are all independent of the Authority and your officers. In addition, I am not aware of any potential conflicts of interest that I need to bring to your attention.



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We welcome correspondence and telephone calls in Welsh and English.
Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.



Lesley Griffiths AS/MS
Gweinidog yr Amgylchedd, Ynni a Materion Gwledig
Minister for Environment, Energy and Rural Affairs

Llywodraeth Cymru
Welsh Government

Ein cyf/Our ref MALG/4422/20

Councillor Wyn Ellis Jones
Chair
Snowdonia National Park Authority

cynghorydd.wynjones@eryri.llyw.cymru

9th March 2021

Dear Wyn,

Snowdonia National Park Authority Remit for 2021-22

Introduction

This letter sets out the Welsh Government's strategic remit for Snowdonia National Park Authority (the Authority) in 2021-22.

In providing this, I recognise that National Park planning cycles are long term in nature. Therefore, while we will review and update this remit letter on an annual basis, many of the themes and objectives should be interpreted as being relevant to your organisation over a longer period.

2020 has brought many challenges, in terms of impact on your finances and also in managing unprecedented numbers of visitors. I am grateful for the dedication of your staff in working positively and proactively to overcome these challenges. I also appreciate the collaborative approach NPAs have taken with other bodies and with Welsh Government teams during the year. I believe that commitment to team working made our approach to managing our countryside more coherent and effective as a nation in one of the most challenging periods it has ever faced.

Funding

The financial climate remains challenging for 2021-22. Having listened to your concerns about the difficulties any reduction in core revenue grant would cause your Authority, I have decided to increase your core Welsh Government grant by 10% above that provided in 2020-21. This means that the core revenue grant from the Welsh Ministers to Snowdonia National Park Authority for the 2021-22 financial year is £4,119,789.

Bae Caerdydd • Cardiff Bay
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CF99 1SN

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Correspondence.Lesley.Griffiths@gov.wales

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

We have only been allocated a one-year funding settlement from the UK Government. With the ongoing transitional period following EU exit, reconstruction from the Covid-19 pandemic, as well as the lack of clarity in relation to the UK's fiscal prospects, this creates an unprecedented challenge for Welsh Government in developing our spending plans for the future. We are, therefore, not in a position to provide figures for 2022-23 and beyond, even at an indicative level.

The additional 10% funding is being provided to NPAs to allow recruitment of additional frontline staff such as wardens. There is potential for this recruitment to be targeted at young people, providing entry routes into conservation, land management and hospitality. It will also make NPAs more resilient in order to be able to contribute proactively to the Green Recovery. NPAs can promote sustainable tourism, decarbonisation, biodiversity and climate change mitigation measures but lack of capacity is holding back your potential. Resilient National Parks are essential to meeting a number of Welsh Government priorities laid out in this letter; this additional funding is allocated to better enable you to deliver in these areas.

In 2020-21 Welsh Government also provided significant additional funding to NPAs in recognition of the challenges they face and the important work they do. Collectively, that amounted to around £2.5m.

I have also secured £8.9 million in capital funding for the Sustainable Landscapes, Sustainable Places (SLSP) programme, including up to £3m for the National Parks. This will build on the success of the SLSP programme in 2020-21, which, despite the considerable challenges caused by Covid, saw some innovative projects delivered. I am keen to see the fund continue to deliver on some of our greatest challenges and opportunities around decarbonisation, sustainable tourism, and recovery from Covid and am particularly keen to see collaborative projects delivered across different Designated Landscapes.

The financial settlement represents a strong vote of confidence in the National Park Authorities and their crucial role in our national life. It means strong and focussed leadership is required and I appreciate you may still have to make difficult decisions about your activities, maximising the resources you have at your disposal. I expect you to focus effort on those activities which deliver the greatest multiple benefits to Wales, while meeting your statutory duties, and at the same time continue pursuing opportunities to increase commercial income and collaborate more.

Strategic Agenda

As well as meeting your statutory purposes, National Park Authorities have responsibilities within legislation designed specifically for Wales. We are unique in the UK in having legislation that puts sustainable development at the heart of decision making; I attach great importance to our legislative framework.

The bold ambitions set out in the **Well-being of Future Generations (Wales) Act 2015** provide the strategic direction for all public bodies in Wales, including around Sustainable Development. You have already taken positive steps to align your planning with this Act and you should continue to reflect on and re-design your activities in light of its goals. Recent reviews and policy statements have emphasised the significant opportunities for collaboration nationally and locally for National Parks and Areas of Outstanding Natural Beauty to deliver on some of Wales's greatest challenges. These include the key Welsh Government priorities outlined below in relation to climate change, biodiversity, and sustainable tourism.

As part of achieving these aims, I am very pleased to have seen the establishment of a National Designated Landscape Partnership in 2020. I look forward to seeing that take root and flourish in 2021-22. The Partnership must creatively bring together our abilities and resources to respond to some of our greatest challenges. It must be a forum of equal partners that allows the potential of our AONBs to be unlocked, so they can play a greater role in our collective response to these challenges.

I fully expect this Partnership to be the driver for ongoing collaborative approaches in the future and will take a close interest in its progress.

Climate Change and Biodiversity

The National Assembly for Wales was the first Parliament in the world to declare a **climate emergency**. The next few years are important to drive action on climate change. Enabling renewable energy from appropriate technologies to better meet local energy needs, water management and carbon capture are vitally important in assisting Welsh Government to discharge the duty under the **Environment (Wales) Act 2016** to ensure that in 2050 net emissions are at least 95% lower than the baseline set in legislation.

The Welsh Government has an ambition for the Welsh Public Sector to be carbon neutral by 2030 and, through the SLSP programme, funds a number of decarbonisation projects to enable your organisations to support this ambition.

A key element of tackling climate change is our commitment to create at least 2,000 hectares of new woodland each year. We have significantly increased the budget for the Glastir Woodland Creation scheme. NPAs are important consultees for many new woodland plans and I would like you to ensure you are able to respond to consultations for new woodland in a timely fashion and help facilitate woodland creation in areas where it is appropriate. I would also like to see real engagement in the National Forest programme and its aim to enhance and create new woodlands to contribute to resilient ecological networks across the breadth of Wales.

The First Minister has committed to action to reverse the decline in biodiversity and National Parks continue to have a key role. Biodiversity underpins and drives the functioning of ecosystems and so, importantly, the Environment (Wales) Act includes the enhanced biodiversity and resilience of ecosystems duty which NPAs are subject to. A priority for designated landscapes is to improve the connectivity, condition, scale/ extent and diversity of ecosystems, and maintain and enhance resilient ecological networks. I would like to see continued action in this area in 2021-22.

Maintaining and enhancing resilient ecological networks is a nature based solution that has a role to play in mitigating the climate emergency and the decline in biodiversity, as set out in the refreshed Nature Recovery Action Plan. National Parks should also work with Natural Resources Wales through area statements to ensure that their plans and actions deliver our Natural Resources Policy.

The National Peatland Action Programme (NPAP) has been designed to restore, enhance and maintain resilient ecological networks, tackle climate change and manage water. The NPAs will be important delivery partners and should work with NRW to address the priority themes as set out in the 5 year NPAP framework.

Prosperity, Equality and Green Recovery

The Welsh Government is committed to a *Values Based Recovery* as we move from the immediate economic response to Covid-19 to a longer term renewal. The approach is underpinned by fairness and inclusivity, ensuring our reconstruction effort delivers a greener, cleaner, more sustainable economy. In other words, one which will help deliver improved well-being in all senses. To do so, economic efforts are being focussed on place, people, digital and green and just recovery.

A green and just recovery seeks to ensure that the recovery addresses underlying environmental and social challenges. For a recovery to be green it must address the Climate Emergency and the disproportionate impacts on the most vulnerable; improve Wales's resilience to a changing climate, such as increases in flood events and heatwaves; reverse the decline in biodiversity; and tackle unsustainable consumption, addressing not only its impact in Wales but also abroad. National Parks will be natural places to trial new approaches and develop best practice.

The Welsh Government's long-term aim is to build a Wales where everyone can live healthy, prosperous and rewarding lives. I expect NPAs to support resilient communities, creating opportunities and combating inequalities in health, education and aspiration. I would like to see renewed ambition in reaching out to people in Wales, inside and outside the Parks, to make sure everyone can enjoy the benefits participation brings, and to help provide pathways into employment. This aligns with the new Socio-economic Duty coming into force on the 31 March 2021 that requires public bodies, including NPAs, to consider how their strategic actions can deliver better outcomes for those who experience socio-economic disadvantage. Such an approach will also support NPAs in meeting their statutory duty to set objectives for tackling child poverty as required by our child poverty legislation. Enabling enjoyment of your special qualities is, of course, one of your statutory purposes. NPAs, working in partnership, have a key role to play in overcoming barriers to participation, such as transport.

Future Farming

The National Parks are home to agricultural communities who have worked in and shaped the landscapes around them for millennia. Sustainable farming is an intrinsic part of our landscape and can underpin many of the policy aims set out in this letter.

I am grateful for your input into our consultations around the direction of the future of agriculture as we leave the European Union, and look forward to your continued involvement as this moves into a more focussed design phase.

Sustainable Tourism and Outdoor Recreation

A central reason why visitors choose Wales is the quality and accessibility of the natural environment. Landscapes feature prominently within the Wales tourism brand and Visit Wales, in its new Tourism Strategy for Wales 2020-25, recognises their importance, and fragility. It has been evident how the demands placed on local infrastructure can harm the experience of visitors and put a strain on the relationship with local communities. Our outstanding landscapes are rightly acknowledged in that Strategy as one of Wales's key assets, while recognising the duty of care we have to ensure the special qualities people visit them for are not put at risk.

The global landscape and position in Wales has changed significantly since the plan was launched; however the fundamental principles still apply as we look to the future of tourism. I expect you to advocate for, and implement solutions to the pressures on local infrastructure, including transport. You must balance that with the importance of the tourism industry to the Welsh economy, and the role you play in meeting the needs of visitors by collaborating with partners to offer experiences that appeal to priority markets. You are aware that, in partnership with Natural Resources Wales, we are carrying out a detailed programme of work around reforming and simplifying access to the countryside. I welcome the National Parks' continued input into this important strategic programme, which will report to me in 2021-22.

Facilitating and promoting outdoor recreation is also an important part of delivering the Healthy Weight: Healthy Wales strategy, our long term plan to prevent and reduce obesity in Wales. The Healthy Environment theme of the strategy provides an objective regarding our active environment and how improving the quality of green spaces can support and motivate our communities. You will need to collaborate, and work with Natural Resources Wales and other partners, to support approaches which demonstrate positive physical and mental health and wellbeing.

Culture, Heritage and the Welsh language

National Park Authorities are also custodians of the historic environment and the built and cultural heritage within the Parks. You should work with partners such as Cadw, Amgueddfa Cymru, the Archaeological Trusts and others to safeguard, manage and interpret this important inheritance.

Designated Landscapes have an important role in increasing public awareness of the value of the Welsh language and facilitating its wider use - as part of our national heritage and as an important skill in modern life. I believe that the long term sustainability of many of our most sensitive landscape areas is intertwined with the sustainability of the Welsh language and its culture. You should continue to develop policies that ensure that people are able to live and work in their communities and that the Welsh language is able to thrive.

I look forward to working with you with a sense of common purpose and commitment over the coming year and beyond. I am keen to support Snowdonia National Park Authority as you look to take forward both your own priorities and help respond to the challenges and opportunities for Wales as a whole.

Regards,

A handwritten signature in black ink that reads "Lesley Griffiths". The signature is written in a cursive style with a large, sweeping 'L' and 'G'.

Lesley Griffiths AS/MS

Gweinidog yr Amgylchedd, Ynni a Materion Gwledig
Minister for Environment, Energy and Rural Affairs

Cc: Emyr Williams, Chief Executive Officer, Snowdonia National Park Authority

| | |
|-----------------|--|
| MEETING: | Snowdonia National Park Authority |
| DATE: | 28 April, 2021 |
| TITLE: | (DRAFT) CORPORATE WORK PROGRAMME 2021-22 |
| AUTHOR: | Director of Corporate Services |
| PURPOSE: | To receive, discuss and adopt the (Draft) Corporate Work Programme as a working document for 2021-22 |

1. BACKGROUND:

- 1.1. Under the Well-being of Future Generations (Wales) Act 2015, public bodies are required to publish a Well-being Statement when setting their well-being objectives explaining why they feel the objective will help them achieve the goals and how it has applied the sustainable development principle. They must also make sure they involve people interested in achieving the goals and that those people reflect the diversity of their area.
- 1.2 A Well-being Statement for the Authority has been developed over the past 18 months and sets out new well-being objectives which describes how they will help us achieve the seven wellbeing goals for Wales and establishes the rationale and the steps we will take to achieve them.
- 1.3 The Well-being Statement and Well-being Objectives were adopted as strategic documents by the Authority during the Performance and Resources Committee on 23rd March, 2021. (Copy attached). (As strategic documents an Equality Impact Assessment under the Equality Act 2010, which now also incorporates due regard to the Socio-economic Duty, has been prepared and is available on request).
- 1.4 The disapplication (with caveats) of the Local Government Measure 2009 allows the Authority to adopt longer term objectives and better alignment of the Authority's work with the Park Management Plan, Local Development Plan, reporting mechanisms and establishment of realistic and SMART'er objectives for the annual work programmes.
- 1.5 The newly adopted Well-being Objectives concentrate on three key areas of work - Resilient Environments, Resilient Communities and Resilient ways of Working - and have been aligned with five sub themes to provide focus.

- 1.6 These three key areas of work have now been developed into the attached annual Corporate Work Programme for the Authority for 2021-22 which outlines projects, initiatives and specific actions that will be undertaken this year to fulfil the Wellbeing Objectives and Service Priorities.
- 1.7 On completion of the projects and initiatives, the Authority will be able to measure whether improvements have been achieved in each of the three key areas at the end of the financial year 2021-22.

2. RESOURCE IMPLICATIONS:

- 2.1 The Corporate Work Programme will have an impact on both staff resources and financial obligations but these factors have been taken into consideration in the preparation of the Work Programme.

3. RECOMMENDATION:

- 3.1 **That Members formally adopt the (Draft) Corporate Work Programme as a working document for 2021-22.**

4. BACKGROUND PAPERS:

- 4.1 Well-being Statement 2021-26.
- 4.2 (Draft) Corporate Work Programme 2021-22.



WELL-BEING OBJECTIVES 2021-26 : Refer also to SNPAs Wellbeing Statement 2021-26

CORPORATE WORK PROGRAMME 2021 – 2022

The Authority's Well-Being Objectives, Corresponding Projects/Initiatives and Outcomes of Success

1. RESILIENT ENVIRONMENTS

| This outcome will be achieved by: | AC 1 | IMPROVING RECREATION MANAGEMENT AND ANY NEGATIVE EFFECTS OF RECREATION | | |
|--|---|--|---|--|
| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 1.) | | Timetable for completion | Officer(s) responsible | |
| AC 1.1 | Monitor visitor numbers through people counters to establish the impact of users across the National Park | | March 2022 | Hof Engagement + Access & Well-being Manager |
| AC 1.2 | The recommendations of the Parking and Transport review for Yr Wyddfa and Ogwen areas are being progressed, with the following projects funded by Welsh Government through Transport for Wales: <ul style="list-style-type: none"> ➤ Establish a mid-term, automatic pre-booking system for Pen y Pass ➤ Cycle network proposals and cycle hire scheme specified ➤ Community master planning workshops with 4 gateway villages and online resources ➤ Investigate and develop a robust and resource-light live monitoring system for traffic on approaches and in car parks ➤ Public transport management study: Define network and future operation of bus services, including wider linkages to train services – potentially to relevant airports | | Ongoing April/May 2021 April/May 2021 June 2021 December 2021 Sept. 2021 | Ho Engagement + Partnerships Manager |

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 1.) | Timetable for completion | Officer(s) responsible |
|---|--------------------------------------|--|
| AC 1.3 A shared system for managing organised events has been piloted and rolled-out with Cyngor Gwynedd | March 2022 | Ho Engagement + Access and Well-being Manager |
| AC 1.4 2021 Season Messaging Campaign to raise awareness of Special Qualities, influence positive behaviour and to tackle unlawful fly-camping – implemented and results/reach reported on. <ul style="list-style-type: none"> ➤ We are working closely with Gwynedd Council to address issues with fly-camping and motorhomes. ➤ Opportunities have been explored to develop Welsh National Park Experiences that are focused on Special Qualities and sustainable tourism | December 2021 & Ongoing | Hof Engagement and Sustainable Tourism Officer |
| AC 1.5 Improved provision for public engagement at Betws y Coed Information Centre via an upgrade of visitor facilities | Anticipated Completion by March 2022 | Sustainable Tourism Manager |
| AC 1.6 Identify and quantify access work to mitigate the effects of people pressure | Ongoing | Hof Warden Service |
| AC 1.7 Ensure that promoted routes are regularly surveyed, maintained and improved when necessary | Ongoing | Hof Warden Service |
| AC 1.8 Area Wardens to work with the Communities and partners to identify and take advantage of opportunities to provide a range of promoted routes for varying abilities | Ongoing | Hof Warden Service |
| AC 1.9 Work across the Authority to integrate work programmes and progress implementation of Area Plans | Ongoing | Hof Warden Service |

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

| | | |
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| This outcome will be achieved by: | AC 2 | RESPONDING TO THE CHALLENGES OF CLIMATE CHANGE |
|--|-------------|---|

| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 1.) | Timetable for completion | Officer(s) responsible |
|--|---|---|
| AC 2.1 Ensuring the implementation of the current LDP policies that contribute to mitigating climate change. | To be reported annually | Planning Manager |
| AC 2.2 Continue with Decarbonisation projects in main SNPA buildings to reduce heat losses and energy wastage - commenced with WG SLSP funding bids for 2020/21 and further round of project funding agreed for 2021/22. | Complete approved SLSP projects by March 2022 | Head of Property & Property Officer (to be appointed) |
| AC 2.3 Energy efficiency and reducing carbon footprint of SNPA buildings to be integral part of new Asset Management Plan (to be adopted from April 2022) and aligned with Wales Prosperity for All – A Low Carbon Public Estate targets | Asset Management Plan adopted from April 2022 + Ongoing | Head of Property |
| AC 2.4 Develop an Action Plan for SNPA to be carbon neutral by 2030 | March 2022 | CEO |
| AC 2.5 Commission a report to identify how the Authority can assist towards the National Park area being carbon neutral by 2050 | March 2022 | CEO |

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| This outcome will be achieved by: | AC 3 | IMPROVING THE MANAGEMENT AND UNDERSTANDING OF CULTURAL HERITAGE |
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| AC 3.1 Development and adoption of the SNPA Cultural Heritage Strategy | Autumn 2022 | Hof Cultural Heritage |
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Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 1.) | Timetable for completion | Officer(s) responsible |
|---|--------------------------|--|
| AC 3.2 Ensure that the Carneddau Landscape Partnership Scheme Work Programme for 2021/22 is completed on time to ensure that the Project remains on track for completion by 2025 | March 2022 | Carneddau LPS Manager |
| AC 3.3 Review progress delivery of the Dolgellau Townscape Heritage Scheme in readiness for completion of the scheme by December 2022 | March 2022 | Dolgellau TH Project Manager |
| AC 3.4 Develop the Harlech & Arduwy Cultural Heritage project that will enable the Authority to apply for external funding in due course | March 2022 | Cultural Heritage Project Officer |
| AC 3.5 To actively contribute to the work programme of the North West Wales Slate Landscapes World Heritage Site Action Plan | March 2022 | Archaeologist |
| AC 3.6 Wardens to lead monthly walks with guest specialist to promote nature, culture and heritage | March 2022 Ongoing | Ho Warden Service |
| AC 3.7 To actively contribute to the ongoing work programme of the Cadw-led Historic Environment Group (HEG) and its associated working groups including Wellbeing, Climate Change Mitigation, Peatlands and Local Heritage | Ongoing | Hof Cultural Heritage |
| AC 3.8 Monitor the ongoing effects of Covid with a view to sustain and develop Yr Ysgwrn as a museum and cultural centre of national repute including the delivery of the 'Geiriau Diflanedig' exhibition project onsite in 2022-23 | March 2022 | Hof Cultural Heritage |
| AC 3.9 Through collaboration with the Member-led Place Names Task and Finish Group and Cyngor Gwynedd, to establish and adopt guidelines to guide the use of place names by the SNPA | March 2022 | Hof Cultural Heritage |
| AC 3.10 Progress Conservation Area Appraisals and Management Plan/Delivery Plan as a baseline of information for developing potential capital projects in subsequent years | March 2022 | Planning Manager + Planning Policy Officer |

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

| | | |
|--|-------------|---|
| This outcome will be achieved by: | AC 4 | ADDRESSING THE CHALLENGES AND OPPORTUNITIES OF POST BREXIT LAND MANAGEMENT SCENARIOS |
|--|-------------|---|

| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 1.) | Timetable for completion | Officer(s) responsible |
|---|---------------------------------|--|
| AC 4.1 Assist in the development and design of future land management proposals with Welsh Government and Natural Resources Wales, to ensure that Eryri benefits from future proposals and that the strategic aims of Cynllun Eryri are reflected in future proposals | Ongoing | Hof Conservation, Woodlands and Agric. (CWA) + CEO + Director Planning & Land Management |
| AC 4.2 Maintain close working relationship with the land based sector to ensure that the Authority has an understanding of the ongoing implications of Brexit on land management | March 2022 + Ongoing | Ho CWA |

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| This outcome will be achieved by: | AC 5 | ADDRESSING THE DECLINE IN NATURE |
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| AC 5.1 Develop an action plan based on the understanding and contents of e.g. SoNaRR (State of Natural Resources report), State of the National Park Report etc. to inform on priorities for nature recovery in Snowdonia | March 2022 | Hof CWA |
| AC 5.2 Continuing to deliver biodiversity enhancement through the development management process and to ensure adherence with any forthcoming Welsh Government published guidance | To be reported annually | Planning Manager |
| AC 5.3 Ensuring an SPG on biodiversity is produced to support the Development Management process by 2023 | March 2022 and ongoing | Planning Manager |

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 1.) | Timetable for completion | Officer(s) responsible |
|---|--|------------------------|
| AC 5.4 Continued delivery of approved projects that address the aims of Cynllun Eryri (e.g. HLF Carneddau, LIFE (Celtic Rainforest, Raised Bog, Quaking Bog, Curlew project) SMS Dinas Mawddwy, National Peat Programme, ENRAW, Dark Sky projects) and develop further programmes | Twice yearly update reports on individual projects | Hof CWA |
| AC 5.5 To progress a National Park wide survey of Trees and Ancient Woodland sites (PAWS) | March 2022 | Ho CWA |

RESILIENT ENVIRONMENTS: We will know we are succeeding in delivering the well-being objective when:

AC1: We will have developed and implemented guiding principles and thresholds in relation to visitor impacts on the environment and landscape *(as per Cynllun Eryri Outcome A1.1)*

AC1: We have ensured that uplands paths are well maintained to manage the impacts of erosion and prioritise work based on the number of footpath users *(as per Cynllun Eryri Outcome A1.2)*

AC1, 2: We have reduced the impacts of parking and transport on the environment and landscape *(as per Cynllun Eryri Outcome A1.4)*

AC1: We have reduced any negative impacts of recreational activities *(as per Cynllun Eryri Outcome A1.5)*

AC1: Using the brand marketing strategy as a foundation, we will have developed a shared plan with partners on the information we provide to visitors, with an emphasis on the Special Qualities and behavioural change *(as per Cynllun Eryri Outcome B3.3)*

AC2, 4: The carbon emissions of Snowdonia National Park are reduced *(as per Cynllun Eryri Outcome A3.1)*

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

AC2, 4: We have safeguarded and increased the amount of carbon stored in Snowdonia *(as per Cynllun Eryri Outcome A3.2)*

AC3, 4, 5: We have co-ordinated and implemented an ambitious public goods scheme that focuses on maintaining, restoring and expanding habitats, species, historic environment features and wider public goods *(as per Cynllun Eryri Outcome A2.1)*

AC5: Biodiversity decline is being addressed through maintenance, restoration, expansion and connectivity activities *(as per Cynllun Eryri Outcome A2.2)*

AC2, 4, 5: We have continued to expand current Partnership actions to control and reduce the extent of invasive species *(as per Cynllun Eryri A4.2)*

AC3: We have supported the repair and restoration of listed buildings, supported the safeguarding of Scheduled Monuments and developed and implemented landscape scale projects which benefit the historic environment *(as per Cynllun Eryri A6.1. A6.2. A6.3).*

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

2. RESILIENT COMMUNITIES

| | | |
|--|-------------|--|
| This outcome will be achieved by: | CC 1 | MAINTAINING AND INCREASING THE QUALITY OF LIFE OF RESIDENTS |
|--|-------------|--|

| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 2.) | Timetable for completion | Officer(s) responsible |
|---|---|---|
| CC 1.1 Develop an online resource as part of the new website relating to activities and routes within the National Park targeted and tailored appropriately | Work to be started in Dec. 2021 once new website launched | Ho Engagement, Ho Wardens + Brand & Content Manager - website |
| CC 1.2 As part of the SNPA Volunteer Strategy and in collaboration with partners, continue to expand volunteer opportunities within the National Park that include both physical and cultural activities | Ongoing | Hof Engagement + Volunteer and Well-being Officer |
| CC 1.3 Develop volunteering opportunities for disabled people | April 2021 and Ongoing | Hof Engagement + Volunteer and Well-being Officer |
| CC 1.4 Ensuring planning takes a pro-active role in encouraging affordable housing by working with other agencies in this sector, in order to try and achieve the annual target set out in the LDP | To be reported annually | Planning Manager |
| CC 1.5 Develop a National Park Volunteer Warden Scheme (for south of the National Park) | March 2022 and Ongoing | Senior Warden + Volunteer Co-ordinator |
| CC 1.6 Utilising SLSP funding promote the Cronfa Cymunedol Eryri Community Fund to enable community groups progress local decarbonisation, community resilience and tourism management projects | March 2022 | Hof Engagement |

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

| | | |
|--|-------------|--------------------------------|
| This outcome will be achieved by: | CC 2 | SUPPORTING YOUNG PEOPLE |
|--|-------------|--------------------------------|

| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 2.) | Timetable for completion | Officer(s) responsible |
|---|---------------------------------|-------------------------------|
| CC 2.1 Prepare a draft Youth Manifesto for discussion and approval by Members | March 2022 | Ho Warden Service |
| CC 2.2 Restart Young Rangers scheme and adopt a scheme for South of the Park | March 2022 | Ho Warden Service |
| CC 2.3 Support the national Kickstart scheme by providing job placements for 16-24 year olds | March 2022 + Ongoing | Ho Personnel Man. Team |

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| This outcome will be achieved by: | CC 3 | PROMOTING SUSTAINABLE TOURISM TO ADD VALUE TO LOCAL COMMUNITIES |
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|---|---------------|--|
| CC 3.1 Develop new measures and establish a baseline for the impacts of tourism via STEAM that integrates sustainability, environmental and social measures, as well as the existing economic measures. | December 2021 | Head of Engagement + Sustainable Tourism Officer |
| CC 3.2 Conduct a visitors and residents survey funded via the Commissioning Fund to establish baselines for future surveys and in order to: inform decision making on sustainable tourism; measure the reputation of the National Park Authority; identify current and future needs of visitors and residents; measure demographics; ensure that attitudes of our hard to reach groups are understood; discover how people access the Park; establish visitor experience of facilities and accommodation; awareness of Special Qualities; how informed are people before visiting the Park, and where they access information. | March 2022 | Partnerships Manager |

Footnote:

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| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 2.) | Timetable for completion | Officer(s) responsible |
|--|---|---|
| <p>CC 3.3 Opportunities to encourage greener transport are being developed by:</p> <ul style="list-style-type: none"> ➤ Progressing the recommendations from the review of transport and parking in the Yr Wyddfa and Ogwen areas ➤ Implementing a Sustainable Tourism model across the region. Stage 1 scoping is nearing completion and Stage 2 has been confirmed for financing by TfW | <p>Ongoing until April 2025</p> <p>March 2022</p> | <p>Hof Engagement + Partnership Manager</p> |
| <p>CC 3.4 Encouraged visitors to come at different times of year and to different areas in order to ease pressure during the peak season and help businesses with seasonality issues, through the 2021 Season Campaign and through developing the Welsh National Park Experiences</p> | <p>December 2021</p> | <p>Hof Engagement + Sustainable Tourism Officer</p> |
| <p>CC 3.5 Continue to develop the Eryri Ambassadors scheme and utilise to help spread messaging in relation to the above.</p> | <p>Ongoing</p> | <p>Hof Engagement + Snowdon Partnership Officer</p> |
| <p>CC 3.6 Ensuring the current LDP positively implements its policies to contribute to sustainable tourism, that add value to local communities.</p> | <p>To be reported annually</p> | <p>Planning Manager</p> |
| <p>CC 3.7 Through the Communication Strategy, highlight the health and well-being benefits of the natural environment and develop Snowdonia related key messages around these, specifically by producing a web page with key</p> | <p>March 2022</p> | <p>Ho Warden Service + Ho Engagement</p> |
| <p>CC 3.8 Pilot the development of online content promoting paths and trails and opportunities to improve health and wellbeing in the National Park. The work features heavily in the brief for the preparation of the new website and role of the Brand and Content Manager. Subject to Covid-19 restrictions being applied during this period</p> | <p>March 2022</p> | <p>Ho Warden Service + Ho Engagement</p> |

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

| This outcome will be achieved by: | CC 4 | PROMOTING AND ACTIVELY SUPPORTING THE WELSH LANGUAGE | | |
|---|---|--|--------------------------|--|
| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 2.) | | Timetable for completion | Officer(s) responsible | |
| CC 4.1 | Produce a new 5 year Welsh Language Promotion Strategy for the period 2022 - 26 | | March 2022 | Head of Admin. & Customer Care |
| CC 4.2 | The new Communication and Engagement Plan includes plans to improve visitor awareness of the Welsh language and culture | | Sept. 2021 | Ho Engagement |
| CC 4.3 | Continuing to develop Yr Ysgwrn as a cultural centre promoting Welsh language culture and actively providing opportunities to socialise through the medium of Welsh | | Ongoing | Head of Cultural Heritage |
| CC 4.4 | Develop the ‘Geiriau Diflanedig’ major exhibition project through collaboration with Amgueddfa Cymru – National Museums Wales and the Pembrokeshire Coast National Park Authority (supported by the SLSP fund), bringing ‘The Lost Words’ exhibition to Wales for the first time and showcasing the epic bilingual feat of the anthologies | | Ongoing until March 2023 | Hof Cultural Heritage |
| CC 4.5 | Safeguarding and promoting use of Welsh place names by developing guidance for the use of place names by the SNPA | | March 2022 | Ho Cultural Heritage |
| CC 4.6 | Providing opportunities for volunteers to learn and use the Welsh language through the volunteering strategy | | March 2022 + Ongoing | Ho Engagement + Volunteer & Well Being Officer |

Footnote:

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| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 2.) | Timetable for completion | Officer(s) responsible |
|--|-----------------------------|------------------------|
| CC 4.7 The Carneddau Voices and Place Names project and Harlech and Arduwy Cultural Heritage Scheme will record, safeguard and celebrate Welsh place names through community mapping events, oral history interviews, outreach projects and interpretation | Ongoing until December 2025 | Ho Cultural Heritage |
| CC 4.8 Ensuring Development Policy 18: The Welsh Language and the Social and Cultural fabric of Communities is effectively utilised within the development management process | To be reported annually | Planning Manager |
| CC 4.9 Ensuring the adoption of the updated SPG on Planning and the Welsh Language by the end of 2021 | End of December 2021 | Planning Manager |

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| This outcome will be achieved by: | CC 5 | DEVELOPING A LOCAL ECONOMY WHICH SUPPORT BOTH THE DESIGNATION AND THE MANAGEMENT OF SNOWDONIA AS A NATIONAL PARK |
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| CC 5.1 Ensuring the positive implementation of current LDP policies to develop a local economy which support the designation of the NP | To be reported annually | Planning Manager |
| CC 5.2 Green Economy: Ensure that the Authority is fully engaged with development proposals | March 2022 | Director of Planning and Land Management |

Note: Projects and initiatives under AC4 (post Brexit) and CC3 (Sustainable Tourism) are also relevant under CC 5

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

RESILIENT COMMUNITIES: We will know we are succeeding in delivering the well-being objective when:

CC1, 2, 4: We have promoted and enabled a diverse range of activities that improve people's wellbeing (*as per Cynllun Eryri B1.2*)

CC1, 3, 5: We have created a plan and focus resources on promoting, developing and maintaining well-marked long distance trails, accessible trails, multi user trails (particularly cycling trails and mountain bike routes), promoted routes and links and loops between towns and villages (*as per Cynllun Eryri Outcome B2.1*)

CC1, 2, 3, 5: We have encouraged visitors to come at different times of year and to different areas in order to ease pressure during the peak season and help businesses with seasonality issues (*as per Cynllun Eryri Outcome B3.2*)

CC1,3,5: We have explored and implemented opportunities to encourage greener transport (*as per Cynllun Eryri Outcome B4.2*)

CC2, 3, 4: We have created opportunities for young people to be ambassadors for the language and culture of the area (*as per Cynllun Eryri Outcome C1.1*)

CC4, 5: We lead by example in ensuring that the Welsh language, culture and heritage is promoted and used in events, activities and information (*as per Cynllun Eryri Outcome C1.1*)

CC 4: We have implemented measures in the Local Development Plan and related Supplementary Planning Guidance which encourages new developments to maintain or enhance the development of the Welsh language (*as per Cynllun Eryri Outcome C1.1*)

CC4: We have provided opportunities for Welsh learners in the area (*as per Cynllun Eryri Outcome C1.2*)

CC4: We have protected Welsh place names (*as per Cynllun Eryri Outcome C1.3*)

CC1, 2, 4: We have worked with partners to address underlying issues and develop innovative solutions to delivering affordable housing that meets local needs (*as per Cynllun Eryri Outcome C3.1*)

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

3. RESILIENT WAYS OF WORKING

| | | |
|-----------------------------------|-------------|---------------------------------------|
| This outcome will be achieved by: | CW 1 | DEVELOPING A SKILLED WORKFORCE |
|-----------------------------------|-------------|---------------------------------------|

| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 3.) | Timetable for completion | Officer(s) responsible |
|--|--------------------------|----------------------------|
| CW 1.1 Engaging with our staff at all levels to assist performance management: <ul style="list-style-type: none"> ➤ All Authority staff members will be appraised within the 12 months ➤ Training needs assessments of all staff will have been undertaken within the 12 months | Ongoing March 2022 | Ho Personnel |
| CW 1.2 Supporting staff to attend National Park peer groups to keep them informed of development and to assist performance management and understanding within their respective disciplines | Ongoing March 2022 | Ho Personnel Ho Service |
| CW 1.3 Develop and support Members to effectively manage the Authority | Ongoing March 2022 | Tbc |

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| This outcome will be achieved by: | CW 2 | DEVELOPING AND PROMOTING BEST PRACTICE |
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| CW 2.1 Share achievements of Decarbonisation projects through SLSP funding with other bodies within designated landscapes and wider public estate | March 2022 | Head of Property |
| CW 2.2 When appointed new Ho Personnel to collate information re. best practice in other National Parks, gain staff feedback and draft paper for discussion/consideration by Members Working Group | March 2022 | Ho Personnel |

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

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|--|-------------|--------------------------------------|
| This outcome will be achieved by: | CW 3 | EFFECTIVE PARTNERSHIP WORKING |
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| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 3.) | Timetable for completion | Officer(s) responsible |
|---|---------------------------------|--|
| CW 3.1 Cynllun Eryri is being implemented successfully and the first annual progress report has been presented to the Authority | Sept. 2021 | Partnerships Manager |
| CW 3.2 The Action Plan for the Snowdon Partnership Plan has been revised to include the significant progress in implementation, and new Performance Indicators have been established | Sept. 2021 | Snowdon Partnership Officer + Partnerships Manager |
| CW 3.3 Support the work of the National Designated Landscapes Partnership (NDLP) in Wales | Ongoing | CEO |
| CW 3.4 Continue to support the work of UK wide National Park Authorities, the National Parks Partnership, National Parks Foundation and other associated collaborative initiatives | Ongoing | CEO |

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| This outcome will be achieved by: | CW 4 | MODERNISING GOVERNANCE ARRANGEMENTS |
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| CW 4.1 Establish Member/Staff Task and Finish Group to discuss and develop modern governance arrangements in SNPA | March 2022 | Director Corporate Services |
| CW 4.2 Upgrade to a new telephone system and provide associated training | March 2022 | Ho Information Systems |

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 3.) | Timetable for completion | Officer(s) responsible |
|---|--------------------------|------------------------|
| CW 4.3 Install new Information System Servers | March 2022 | Ho Information systems |
| CW 4.4 Develop and launch new Web Site for Snowdonia National Park Authority | March 2022 | Ho Engagement |

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| This outcome will be achieved by: | CW 5 | MAINTAINING AND IMPROVE THE UNDERSTANDING AND SUPPORT OF LOCAL COMMUNITIES TO THE WORK OF THE NATIONAL PARK |
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| CW 5.1 Developing further volunteer opportunities at Yr Ysgwrn to enhance the current cohort of volunteers, seeking to recruit young people who are keen to develop new skills and gain experience, focusing on delivery of activities by volunteers as well as more traditional roles such as visitor guides. | Ongoing | Hof Cultural Heritage + Visitor Experience Manager (when appointed) |
| CW 5.2 When adopted implement measures in Engagement Strategy to ensure local communities understand and are aware of the work of the Authority | September 2021 and Ongoing | Ho Engagement |
| CW 5.3 Continue to engage with local communities on aspects of the Snowdon Area Traffic Management Study | Throughout 2021/22 | Partnerships Manager + Snowdon Partnership Officer |

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

| Description of Project / Initiative including specific actions (Refer also to outcomes at end of Section 3.) | Timetable for completion | Officer(s) responsible |
|--|--|--|
| CW 5.4 Engage with and keep communities informed through meetings with Community Councils | At least one Annual meeting May/June 2021 | Ho Admin. & Customer Caree |
| CW 5.5 Reinstate liaison with landowners and interested parties through meetings of the Snowdonia National Park Access Forums | Ongoing March 2022 | Access Manager |
| CW 5.6 Continue to liaise with the farming community and farming unions and through meetings of the Agricultural Liaison Group | Annual meeting November 2022 | Ho CWA |
| CW 5.7 Reinstate face to face meetings (when appropriate to do so) through relevant staff members, volunteers, ambassadors and partners | On going March 2022 | All HoS |
| CW 5.8 Involve our local communities in all important aspects of the Authority's work e.g. delivery of Cynllun Eryri, formulation of Supplementary Planning Guidances, Engagement Strategies when developing new projects etc. | On going March 2022 | <ul style="list-style-type: none"> ➤ Partnerships Manager ➤ Planning Manager ➤ Project Managers |

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme

RESILIENT WAYS OF WORKING: We will know we are succeeding in delivering the well-being objective when:

CW1, 2: We have invested in our staff to ensure that they have both the expertise and skills needed to meet present and future challenges.

CW2, 3: Cynllun Eryri is being implemented successfully.

CW2, 4: We have undertaken a review of existing governance arrangements to ensure that the Authority continues to function effectively and will be adaptable enough to meet future challenges. Monitor any changes to ensure that they are working as planned.

CW5: Opportunities for local communities, schools, hard to reach and disadvantaged groups to engage with, and learn about, Eryri's environment and cultural heritage, and how they can help care for it have been identified (*as per Cynllun Eryri Outcome A5.1*)

CW5: We have supported, promoted and delivered volunteering opportunities that help protect and enhance the environment and cultural heritage (*as per Cynllun Eryri Outcome A5.2*)

CW5: We will have increased opportunities for dialogue between the National Park Authority and community based organisations (*as per Cynllun Eryri Outcome C4.1*)

JO/Perfformiad/CWP 2021-2022 FINAL

Footnote:

Many of the Projects and Initiatives are relevant to several wellbeing objectives but are referred to once under the most appropriate objective in the Work Programme



SNOWDONIA NATIONAL PARK AUTHORITY

WELL-BEING STATEMENT 2021-2026

Adopted by the Authority March, 2021

The Well-being of Future Generations (Wales) Act 2015 is about improving the economic, social, cultural and environmental well-being of Wales. Public bodies in Wales must work to achieve a shared vision, expressed in the Act as the seven national well-being goals:

| | | | | | | |
|--------------------|-------------------|-------------------|--------------------|---------------------------------|--|------------------------------|
| A Prosperous Wales | A Resilient Wales | A Healthier Wales | A More equal Wales | A Wales of Cohesive Communities | A Wales of Vibrant Culture and thriving Welsh Language | A Globally responsible Wales |
|--------------------|-------------------|-------------------|--------------------|---------------------------------|--|------------------------------|

Public bodies subject to the Act have a legal duty to adopt the sustainable development principle when setting well-being objectives and in taking steps to achieve those objectives. In the Act the sustainable development principle is represented by the five ways of working, which are:



This document sets out Snowdonia National Park Authority’s revised well-being objectives, describes how they will help us achieve the seven well-being goals for Wales and establishes the rationale and the steps we will take to achieve them. Underpinning our well-being objectives, are our Sustainable Development principles, Vision, Service Priorities and Corporate Work Programme.

WELL-BEING STATEMENT 2021-2026

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WELL-BEING STATEMENT 2021-2026

1. INTRODUCTION

- 1.1 Snowdonia National Park Authority is committed to the principles of Sustainable Development and Continuous Improvement. This document forms a key element in the system by which the Authority establishes its work programme and monitors performance and improvement
- 1.2 The Authority's Well-Being Statement is the document which details the Authority's corporate vision and priority outcomes. The document is a high level strategic document which identifies the Authority's guiding principles and key priorities. The Well-Being Statement helps to shape what new initiatives and projects/programmes the Authority may develop or bid for in the coming years as well as highlight any areas for improvement.

2. BACKGROUND TO ADOPTING NEW WELL-BEING OBJECTIVES FOR 2021-26

- 2.1 In 2018-19 Snowdonia National Park Authority combined its improvement objectives into its Corporate Plan (well-being statement) and produced one document. This approach was consistent across the three National Park Authorities and supported and audited by the Wales Audit Office.
- 2.2 Since the publication of the "Valued and Resilient" report in July 2018, which identified Welsh Government's priorities for the Designated Landscapes of Wales, the Authority's well-being objectives are required to meet the 10 cross-cutting themes found in the document:
 1. Landscapes for everyone
 2. Exemplars of the sustainable management of natural resources
 3. Halting the loss of biodiversity
 4. Green energy and decarbonisation
 5. Realising the economic potential of landscape
 6. Growing tourism and outdoor recreation
 7. Thriving Welsh language
 8. All landscapes matter
 9. Delivering through collaboration
 10. Innovation in resourcing
- 2.3 The disapplication (with caveats) of the Local Government Measure 2009 allows the Authority to adopt longer term objectives which will facilitate better alignment of the Authority's work with the Park Management Plan, Local Development Plan, reporting mechanisms and establishment of realistic and SMART'er objectives for annual work programmes.
- 2.4 The Wellbeing and Future Generation (Wales) Act 2015 stipulates that the Authority must carry out sustainable development and in doing so must set and publish objectives ("well-being objectives") that are designed to maximise its contribution to achieving each of the

well-being goals, and take all reasonable steps (in exercising its functions) to meet those objectives.

- 2.5 The Authority is required to reflect purposes and duties under the Environment (Wales) Act 1995.
- 2.6 In 2019 Members agreed on the need to review the Authority's objectives to ensure that they better reflected and aligned with the priorities identified in the documents 2.2 – 2.5 above and accommodate Welsh Government's priorities for the designated landscapes of Wales.
- 2.7 A timeline was adopted by the Authority to adopt new wellbeing and strategic objectives for the period 2021-26.

A series of Member and/or staff facilitated engagement sessions were held throughout 2020 during which key areas were identified. Three main themes emerged, two outward and one inward facing. Aligned with the three main themes further five sub themes were developed to provide focus:

RESILIENT ENVIRONMENTS:

1. Improve recreation management and any negative effects of recreation
2. Responding to the challenges of climate change
3. Improving the management and understanding of our cultural heritage
4. Addressing the challenges and opportunities of post Brexit land management scenarios
5. Addressing the decline in nature.

RESILIENT COMMUNITIES:

1. Maintaining and increasing the quality of life of residents
2. Supporting young people
3. Promote sustainable tourism to add value to local communities
4. Promote and actively support the Welsh language
5. Develop a local economy which supports both the designation and the management of Snowdonia as a National Park.

RESILIENT WAYS OF WORKING:

1. Developing a skilled workforce,
2. Developing and promoting best practice,
3. Effective partnership working,
4. Modernising governance arrangements,
5. Maintain and improve the understanding and support of local communities to the work of the National park.

- 2.8 During the summer of 2020, the Authority held an initial informal consultation with stakeholders to gauge whether the initial themes reflected the aims and vision of the National Park Authority whilst utilising the resources available in the most sustainable way. Feedback confirmed the themes and provided suggestions for changes and further improvement.

A formal consultation took place late 2020 prior to further Member/Staff sessions to discuss, consider and develop final draft well-being objectives and a Corporate Work Programme.

- 2.9 The position of the Authority like all other sectors has changed dramatically due to the need to protect public health against the Covid-19 pandemic and the requirements of dealing with the threat to society. Accordingly, this has necessitated changes to both the Authority's Service Priorities and to some elements of the well-being objectives themselves so as to enable the Authority to concentrate efforts and resources on where it is needed.

3. SERVICE PRIORITIES

3.1 In developing its service priorities and well-being objectives the Authority takes regard to key legislation and strategic policy statements, other relevant plans and the views of staff, its members, key stakeholders and members of the public including:

- The Well-being of Future Generations (Wales) Act 2015
- Natural Resources Policy
- Remit letter issued on an annual basis by the Welsh Government to the Authority
- Delivery of the National Park Management Plan (Cynllun Eryri)
- Reports by Wales Audit Office on the Authority
- Gwynedd & Mon and Conwy & Denbighshire Public Service Boards Well-Being Plans
- Consultation responses and the views of stakeholders.

3.2 **OUR SERVICE PRIORITIES FOR THE COMING FINANCIAL YEARS ARE SET OUT AS FOLLOWS:**

- ensure that the objectives in Cynllun Eryri, the National Park Management Plan, are delivered successfully by ourselves, our partners and our stakeholders in order to improve the state of the Park;
- ensure that the statutory planning function is adequately resourced and effectively managed in order to meet national policy, customer expectations and support sustainable communities;
- sourcing new income streams to support Park purposes and the Authority;
- ensure that we are fully engaged with and delivering against the Well-being of Future Generations (Wales) Act 2015, the Environment (Wales) Act 2016 and priorities of Valued and Resilient;
- demonstrating both locally and nationally the benefits of a National Park Authority to manage such a special place as Snowdonia for both now and for future generations;
- protect our staff, residents, users and the National Health Service against the spread of Covid-19 virus at a local, regional and national level;
- ensure that both staff and members are adequately supported in their working arrangements in such a period and that the wellbeing of staff is supported;
- deal with the operational needs and financial pressures resulting from the constraints and challenges of operating in a challenging environment and the required measures in dealing with the Covid-19 pandemic and years beyond;

3.3 **HOW THE AUTHORITY GOES ABOUT ITS BUSINESS IS EQUALLY IMPORTANT IN THESE ECONOMIC TIMES AND IN THIS CONTEXT THE AUTHORITY WILL ADOPT THE FOLLOWING APPROACH:**

- further embedding sustainable development as a core principle that guides all our work;
- by working with our partners, adopting an enabling and facilitating role in attaining our purposes;
- will fully evaluate long term financial and other commitments of all potential projects;
- working with our communities in attaining the vision of the Authority.

4. WELL-BEING OBJECTIVES AND THE SUSTAINABLE DEVELOPMENT PRINCIPLES

- 4.1 The Well-being of Future Generation (Wales) Act 2015 (“the Act”) gives a legally binding common purpose namely the seven well-being goals. The seven well-being goals are as follows:

| | | | | | | |
|--------------------|-------------------|-------------------|--------------------|---------------------------------|--|------------------------------|
| A Prosperous Wales | A Resilient Wales | A Healthier Wales | A More Equal Wales | A Wales of Cohesive Communities | A Wales of Vibrant Culture and thriving Welsh Language | A Globally responsible Wales |
|--------------------|-------------------|-------------------|--------------------|---------------------------------|--|------------------------------|

The Act applies to national government, local government, local health boards and other specified public bodies such as this Authority.

For the Authority the core duty in the Act (the well-being duty) is that we must set well-being objectives that maximise our contribution to achieving the well-being goals set out above. In doing so, we must take all reasonable steps to meet those well-being objectives in accordance with the sustainable development principle.

- 4.2 The Authority’s well-being objectives should be objectives for change over the long term. We will meet our well-being objectives by a series of steps and these can themselves be short, medium or long term actions for change or a combination of the same.
- 4.3 The Authority’s well-being objectives are set out in Section 5 of this Well-being Statement. They are set out in such a way as to clearly show how each and every one of them applies to each of the seven well-being goals. Beneath the individual well-being objectives are the series of steps needed to achieve the same and these have, once again, been assessed individually as to how they apply to each of the seven well-being goals. The steps to be undertaken as set out above and in Section 5 is supported by a detailed Work Programme that is reported to and audited by the Authority on a regular basis throughout the year. The progress can then be measured by the Local Performance Indicators adopted for that specific purpose.
- 4.4 Supporting the Well-being goals is a parallel duty that each public body must carry out sustainable development. Further details as to what constitutes sustainable development is set out below.

Any actions that we take in achieving our well-being objectives will need to be made in a sustainable way. Sustainable development involves five key requirements namely:

1. **Long Term** – the importance of balancing short term needs with the need to safeguard the ability to meet long term needs, especially where things done to meet short term needs may have detrimental long term effects.
2. **Integration** – how our well-being objectives may impact upon each of the well-being goals, how the well-being objectives may impact upon each other or upon other public bodies’ well-being objectives, in particular where steps taken by us may contribute to meeting one objective but may be detrimental to meeting another.
3. **Involvement** – the importance of involving other persons with an interest in achieving the well-being goals and of ensuring those persons reflect the diversity of the population of Wales or the geographical area of the Authority.

4. **Collaboration** – acting in collaboration with any person (or how different parts of the Authority acting together) could assist the Authority to meet its well-being objectives, or assist another body to meet its objectives.
5. **Prevention** – to take account of how deploying resources to prevent problems occurring, or getting worse may contribute to meeting the Authority’s well-being objectives, or another body’s objectives.

4.5 Having assessed the requirements of sustainable development with the Authority’s well-being objectives it appears that sustainable development is an integral part of our well-being objectives, further details of which are set out below:

Long Term: Each of the Authority’s well-being objectives encompasses the long term aspirations of the Authority, in particular how we as an Authority will go about our business in the future and the ethos of our thinking. These involve greater collaboration with our stakeholders, increased awareness of the health benefits of the National Park to people in general, the challenges of climate change, empowering our communities whilst recognising that the Authority must continue to operate within the financial resources available to it.

Integration: Some of our well-being objectives have a greater impact on individual well-being goals than others. As part of the process of adopting our well-being objectives the Authority considered how they meet the well-being goals and these are set out not only in respect for each of the well-being objectives but also for the actions associated with our well-being objectives.

Involvement: Most of our well-being objectives involve other people. By communicating effectively and broadening the understanding of the public on such diverse subjects as to the challenges faced by Snowdonia in responding to climate change, addressing any negative effects of recreation whilst improving understanding of our cultural heritage it is expected that such communications will reflect the population of Wales. Likewise ensuring that our communities are resilient in the face of the challenges that they face will of course involve not only the population of the geographical area of the Authority but also the population of Wales as a whole as it is only by involving all that we can ultimately hope to be successful. Our Resilient ways of working objective, whilst not directly involving other people is the objective that ensures that the long term ambitions of the Authority continue to be attainable.

Collaboration: As a relatively small Authority Snowdonia National Park Authority has always recognised the significant advantages that can be gained through collaborating with others and through sustained partnership working. This form of thinking is by now ingrained into the fabric of the Authority and its staff and it comes as no surprise that all our well-being objectives involve collaboration. All of our well-being objectives will involve a mixture of internal and external collaboration.

Prevention: It should come as no surprise that prevention is a central plank to the Authority’s well-being objectives when one considers our statutory purposes. By involving our communities and others in the work of the Authority; by communicating effectively as to the very real opportunities that the National Park offers; by ensuring that we offer favourable conditions for habitat recovery; by taking these and other actions now, we can begin the process of adapting to the challenges of climate change. If resources are not deployed now on these issues there is a real risk that the challenges facing future generations will prove insurmountable.

The Authority’s well-being objectives are set out in Section 5. Progress on the implementation of its well-being objectives will be reviewed on a regular basis by the Authority’s Performance and Resources Committee. A final report is considered by the Authority after the financial year has ended, through consideration of the Authority’s Annual Report.

5. WELL-BEING OBJECTIVES

The Well-Being Objectives and Corresponding Activities, and a Summary of how they meet the Well-Being Goals

| RESILIENT ENVIRONMENTS Amgylcheddau Cydnerth (AC) | Prosperous | Resilient | Healthier | More equal | Cohesive Communities | Vibrant Culture | Global responsible |
|--|------------|-----------|-----------|------------|----------------------|-----------------|--------------------|
| This outcome will be achieved by: | | | | | | | |
| AC1 Improving recreation management and any negative effects of recreation | ✓ | ✓ | ✓ | | ✓ | | ✓ |
| AC2 Responding to the challenges of Climate Change | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ |
| AC3 Improving the management and understanding of Cultural Heritage | ✓ | | | ✓ | ✓ | ✓ | ✓ |
| AC4 Addressing the challenges and opportunities of post Brexit land management scenarios | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| AC5 Addressing the decline in nature | | ✓ | ✓ | | | | ✓ |

We will know we are succeeding in delivering the well-being objective when:

AC1: We will have developed and implemented guiding principles and thresholds in relation to visitor impacts on the environment and landscape *(as per Cynllun Eryri Outcome A1.1)*

AC1: We have ensured that uplands paths are well maintained to manage the impacts of erosion and prioritise work based on the number of footpath users *(as per Cynllun Eryri Outcome A1.2)*

AC1, 2: We have reduced the impacts of parking and transport on the environment and landscape *(as per Cynllun Eryri Outcome A1.4)*

AC1: We have reduced any negative impacts of recreational activities *(as per Cynllun Eryri Outcome A1.5)*

AC1: Using the brand marketing strategy as a foundation, we will have developed a shared plan with partners on the information we provide to visitors, with an emphasis on the Special Qualities and behavioural change *(as per Cynllun Eryri Outcome B3.3)*

AC2, 4: The carbon emissions of Snowdonia National Park are reduced *(as per Cynllun Eryri Outcome A3.1)*

AC2, 4: We have safeguarded and increased the amount of carbon stored in Snowdonia *(as per Cynllun Eryri Outcome A3.2)*

AC3, 4, 5: We have co-ordinated and implemented an ambitious public goods scheme that focuses on maintaining, restoring and expanding habitats, species, historic environment features and wider public goods *(as per Cynllun Eryri Outcome A2.1)*

AC5: Biodiversity decline is being addressed through maintenance, restoration, expansion and connectivity activities (*as per Cynllun Eryri Outcome A2.2*)

AC2, 4, 5: We have continued to expand current Partnership actions to control and reduce the extent of invasive species (*as per Cynllun Eryri A4.2*)

AC3: We have supported the repair and restoration of listed buildings, supported the safeguarding of Scheduled Monuments and developed and implemented landscape scale projects which benefit the historic environment (*as per Cynllun Eryri A6.1. A6.2. A6.3*).

| RESILIENT COMMUNITIES Cymunedau Cydnerth (CC) | Prosperous | Resilient | Healthier | More equal | Cohesive Communities | Vibrant Culture | Global responsible |
|---|------------|-----------|-----------|------------|----------------------|-----------------|--------------------|
| This outcome will be achieved by: | | | | | | | |
| CC1 Maintaining and increasing the quality of life of residents | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| CC2 Supporting young people | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| CC3 Promoting sustainable tourism to add value to local communities | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| CC4 Promoting and actively supporting the Welsh language | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| CC5 Developing a local economy which supports both the designation and the management of Snowdonia as a National Park | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

We will know we are succeeding in delivering the well-being objective when:

CC1, 2, 4: We have promoted and enabled a diverse range of activities that improve people's wellbeing (*as per Cynllun Eryri B1.2*)

CC1, 3, 5: We have created a plan and focus resources on promoting, developing and maintaining well-marked long distance trails, accessible trails, multi user trails (particularly cycling trails and mountain bike routes), promoted routes and links and loops between towns and villages (*as per Cynllun Eryri Outcome B2.1*)

CC1, 2, 3, 5: We have encouraged visitors to come at different times of year and to different areas in order to ease pressure during the peak season and help businesses with seasonality issues (*as per Cynllun Eryri Outcome B3.2*)

CC1,3,5: We have explored and implemented opportunities to encourage greener transport (*as per Cynllun Eryri Outcome B4.2*)

CC2, 3, 4: We have created opportunities for young people to be ambassadors for the language and culture of the area (*as per Cynllun Eryri Outcome C1.1*)

CC4, 5: We lead by example in ensuring that the Welsh language, culture and heritage is promoted and used in events, activities and information (*as per Cynllun Eryri Outcome C1.1*)

CC 4: We have implemented measures in the Local Development Plan and related Supplementary Planning Guidance which encourages new developments to maintain or enhance the development of the Welsh language (*as per Cynllun Eryri Outcome C1.1*)

CC4: We have provided opportunities for Welsh learners in the area (*as per Cynllun Eryri Outcome C1.2*)

CC4: We have protected Welsh place names (*as per Cynllun Eryri Outcome C1.3*)

CC1, 2, 4: We have worked with partners to address underlying issues and develop innovative solutions to delivering affordable housing that meets local needs (*as per Cynllun Eryri Outcome C3.1*)

| RESILIENT WAYS OF WORKING Ffyrdd Cydnerth o Weithio (CW) | Prosperous | Resilient | Healthier | More equal | Cohesive Communities | Vibrant Culture | Global responsible |
|--|------------|-----------|-----------|------------|----------------------|-----------------|--------------------|
| This outcome will be achieved by: | | | | | | | |
| CW1 Developing a skilled workforce | ✓ | ✓ | ✓ | | | | |
| CW2 Developing and promoting best practice | ✓ | ✓ | ✓ | ✓ | | | |
| CW3 Effective partnership working | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| CW4 Modernising governance arrangements | ✓ | ✓ | | ✓ | | | ✓ |
| CW5 Maintaining and improve the understanding and support of local communities to the work of the National Park | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

We will know we are succeeding in delivering the well-being objective when:

CW1, 2: We have invested in our staff to ensure that they have both the expertise and skills needed to meet present and future challenges.

CW2, 3: Cynllun Eryri is being implemented successfully.

CW2, 4: We have undertaken a review of existing governance arrangements to ensure that the Authority continues to function effectively and will be adaptable enough to meet future challenges. Monitor any changes to ensure that they are working as planned.

CW5: Opportunities for local communities, schools, hard to reach and disadvantaged groups to engage with, and learn about, Eryri’s environment and cultural heritage, and how they can help care for it have been identified (*as per Cynllun Eryri Outcome A5.1*)

CW5: We have supported, promoted and delivered volunteering opportunities that help protect and enhance the environment and cultural heritage (*as per Cynllun Eryri Outcome A5.2*)

CW5: We will have increased opportunities for dialogue between the National Park Authority and community based organisations (*as per Cynllun Eryri Outcome C4.1*)

6. CONTACT DETAILS

We welcome your input and suggestions. Please contact Iwan Jones with your comments.

Further information on the details set out in this Well-Being Statement can be obtained by writing or e-mailing:

Iwan Jones

Director of Corporate Services

Snowdonia National Park Authority

SNPA Headquarters, Penrhyndeudraeth, Gwynedd, LL48 6LF.

e-mail: iwan.jones@eryri.llyw.cymru

www.snowdonia.gov.wales

Adopted March 2021.

JO/Performance/Work Programme 2021-22
Well-being Statement 2021-26

| | |
|------------------|---|
| MEETING | Snowdonia National Park Authority |
| DATE | 28 th April 2021 |
| TITLE | ANNUAL REPORT OF INDEPENDENT REMUNERATION PANEL FOR WALES |
| REPORT BY | Director of Corporate Services |
| PURPOSE | To discuss the Annual Report of the Independent Remuneration Panel for Wales. |

1 BACKGROUND

- 1.1 Members will no doubt recall that a report was submitted to the Performance and Resources Committee meeting on 18th November 2020 when the draft report of the Independent Remuneration Panel for Wales was discussed in detail. The committee decided that the Authority should accept the draft report and recommendations as submitted and that any resource implications arising could be met from existing budgets.
- 1.2 The Authority has now received the final report of the Independent Remuneration Panel for Wales which can be found at the Independent Remuneration Panel for Wales' website, a link for which is set out below for both the Welsh and English versions:

Adroddiad Blynyddol - [Panel Annibynnol Cymru ar Gydabyddiaeth Ariannol: adroddiad blynyddol 2021 i 2022](#)

Annual Report - [Independent Remuneration Panel for Wales: annual report 2021 to 2022](#)

- 1.3 The Independent Remuneration Panel for Wales has not changed any aspect of the draft report insofar as it relates to National Park Authorities.

RESOURCE IMPLICATIONS

The increase in allowances set out above will have minor resource implications which can be met from existing budgets.

RECOMMENDATION

To note the contents of the report.

BACKGROUND PAPERS

**Report to Performance and Resources committee dated 18th November 2020
Annual Report**



To:

Leaders and Chief Executives of County and County Borough Councils
Chairs and Chief Executives of National Park Authorities
Chairs and Clerks of Fire and Rescue Authorities
Chair and Chief Executive of One Voice Wales
Leader and Chief Executive of Welsh Local Government Association
Head of Democratic/Members Services of County and County
Borough Councils, National Park Authorities and Fire and Rescue Authorities
Clerks to Community & Town Councils

25 February 2021

Dear Colleague


Independent Remuneration Panel for Wales – Annual Report 2021/2022

Attached is the finalised Annual Report in respect of 2021/2022 which is effective from 1 April. My thanks to the individuals and organisations who responded to the draft Report issued in September last year. The Panel has considered the views and comments that were expressed and have been taken in to account in reaching the conclusions reflected in the Report.

The Panel has confirmed the increases in the salaries for elected members of principal councils, with consequential increases for members of National Park and Fire and Rescue Authorities. There are no other substantive changes to the draft Report. I also confirm that there are no changes to the remuneration of community and town councils. However, the Panel will be undertaking a review of the current remuneration framework for this sector and any changes will be reflected in the next draft Annual Report.

I would also remind all relevant authorities of the obligation to comply with the decisions of the Panel, in particular the publication of the Schedule of Member Remuneration (Annex 3) and the Publication of Remuneration (Annex 4). There has been a significant increase in the number of authorities who have not complied with these statutory requirements.

Yours sincerely

A handwritten signature in black ink that reads "John Bader". The signature is written in a cursive style with a long, sweeping underline.

John Bader

Chair

REPORT OF THE MEMBERS' WORKING GROUP HELD ON 20th JANUARY 2021

PRESENT:

Members appointed by Gwynedd Council

Councillors Elwyn Edwards, Alwyn Gruffydd, Annwen Hughes (Chair), Judith Humphreys, Edgar Owen, Elfed Roberts, John Pughe Roberts, Gethin Williams;

Members appointed by Conwy County Borough Council

Councillors Philip Capper, Wyn Ellis Jones;

Members appointed by the Welsh Government

Mr. Brian Angell, Ms. Tracey Evans, Mr. Tim Jones, Mr. Owain Wyn;

Officers

G. Iwan Jones, Jonathan Cawley, Anwen Gaffey;

1. **Apologies**

Councillors Freya Bentham, Ifor Glyn Lloyd; Mrs. Sarah Hattle, Mr. Neil Martinson.
Mr. Emyr Williams, Chief Executive.
Mr. Dafydd Edwards, Chief Finance Officer.

2. **Declaration of Interest**

No declarations of personal interests were made in respect of any item.

3. **Minutes**

The minutes of the Members' Working Group meetings held on 11th November and 2nd December 2020 were accepted and the Chair signed them as true records.

Arising thereon,

Minutes dated 2nd December 2020

A Member asked when the Authority should expect to receive an update on progress from the Traffic Management Task and Finish Group. Also, a Member requested an update on the local response to the Parking and Transport Review. The Directors who were present, agreed to ask the Chief Executive to include this information in his oral report to the Authority on the 3rd February 2021.

4. **Snowdonia's Carbon Account**

Submitted – An information report by the Director of Planning and Land Management to brief Members on the first meeting of the Snowdonia Carbon Account Scrutiny Panel.

Reported – The Director of Planning and Land Management presented the report and minutes, outlined the background and advised upon the conclusions of the first Scrutiny Panel meeting.

He invited the Members' Working Group to give the Scrutiny Panel direction and to assist in identifying and refining outputs for the Group as a basis for the next meeting of the Scrutiny Panel, to be convened on Thursday 22nd January at 2.00 p.m.

The Chair of the Member Scrutiny Panel provided the Working Group with a short presentation on the proposed next steps:-

- he advised that the outcome of the first meeting had mainly been informed by the Peat Strategy and its contribution to Carbon sequestration.
- the Scrutiny Group believed there was a need to further consider Terms of Reference.
- the Members' Working Group was asked to provide guidance for widening the Scrutiny Panel's approach across more areas of the Authority's remit.
- to assist Members, "The Good Scrutiny Guide – Centre for Public Scrutiny 2019" states that scrutiny should provide a "critical friend" challenge, should amplify the voices and concerns of the wider public, be independent from the organisation's everyday role and should drive improvement in public services.
- it should also demonstrate accountability in relation to reducing carbon, be transparent and involve, where appropriate, other people and organisations.
- a possible approach could be to utilise a framework/matrix as outlined in the 2019 Welsh Government Document "Prosperity for All – Low Carbon Plan for Wales" which provides a structure by means of 8 pathways, all of which were relevant to the Authority with the possible exception of the Fluorinated Gases Sector.
- Members were asked for their thoughts and views on a future direction for the Scrutiny Panel.

Members welcomed the presentation and made the following observations:-

- Members agreed there was a need to look further than peatland management to provide Snowdonia's Carbon Account.
- Members considered the forestry perspective and how the Authority could influence this through its policies. Members also discussed how Natural Resources Wales applied their policies.
- proposed changes in agricultural policies and their impact will become an issue for the future and could be a prospective area for consideration.
- the fluorinated gases pathway, referred to in the matrix, could be addressed by simply adopting a policy for disposal of fridges etc.
- Members discussed membership of the Scrutiny Panel and agreed that:-
 - o when specific areas for scrutiny are identified, the Panel should be able to invite expertise from outside the Authority such as specialists from Bangor University and even to invite local schools to join in the discussion.
 - o to periodically invite one or two additional members onto the Scrutiny Panel to allow the Panel to draw on their expertise. Mr. Tim Jones agreed to attend the next meeting of the Scrutiny Panel on a one-off basis.
 - o officers who specialise in peat management were over represented under the current composition of the group and whilst this was useful, Members felt that officers working on the National Park Authority's strategic direction should be invited to join the Panel.
- Members noted that only 9 years remain for the Welsh public sector to become carbon neutral by 2030.
- although some Public Authorities have set aside a budget for this work, it was agreed not to allocate funding at this time.
- it would be preferable not to focus on issues that were not priorities for the Welsh Government.
- it was suggested that the Scrutiny Panel should consider one topic at a time.
- the Director of Planning and Land Management confirmed that all Scrutiny Panels will report to the Performance and Resources Committee.

- the Members' Working Group suggested the following topics for scrutiny:-
 - the increase in traffic volume in relation to the increase in tourism.
 - buildings, housing and planning policies were areas where the Authority had some influence.
 - to look at the Authority's own use of carbon to create a good example.
- arising thereon, any Member interested in the Europarc Atlantic webinar "Private Sector Funding for Peatland Restoration" should contact Mr. Owain Wyn to arrange registration.

RESOLVED

1. to note the report.
2. the outcome of this discussion to be used as a basis for the next meeting of the Carbon Account Scrutiny Panel.

The meeting ended at 13.05

REPORT OF THE MEMBERS' WORKING GROUP HELD ON 3rd MARCH 2021

PRESENT:

Members appointed by Gwynedd Council

Councillors Elwyn Edwards, Alwyn Gruffydd, Annwen Hughes (Chair), Judith Humphreys, Edgar Owen, Elfed Roberts, John Pughe Roberts, Gethin Williams;

Members appointed by Conwy County Borough Council

Councillors Philip Capper, Wyn Ellis Jones;

Members appointed by the Welsh Government

Mr. Brian Angell, Ms. Tracey Evans, Mr. Tim Jones, Mr. Owain Wyn;

Officers

Emyr Williams, G. Iwan Jones, Jonathan Cawley, Dafydd Edwards, Rhys Owen, Anwen Gaffey;

Apologies

Councillors Freya Bentham, Ifor Glyn Lloyd; Mrs. Sarah Hattle.

1. Chairman's Announcements

The Chairman advised, that the meeting was subject to the new Covid-19 Regulations on how the Authority conducts its business, and that:-

- the meeting was not open to the general public.
- the meeting was being recorded to assist in verifying the minutes.

2. Declaration of Interest

No declarations of personal interests were made in respect of any item.

3. Minutes

The minutes of the Members' Working Group meeting held on 20th January 2021 were accepted and the Chair signed them as a true record.

4. Capital and Revenue Budget for 2021/22

Submitted – A report by the Chief Executive for Members to consider and provide guidance on elements of revenue and capital funding available to the Authority in 2021/22.

Reported – The Chief Executive presented the report and background. He advised that the report will allow Members to provide officers with strategic guidance for allocating the available revenue and capital funds for 2021/22 together with the 10% uplift in the budget. Members noted that the headings in paragraphs 2 and 3 should read 'Revenue Grant 2020/21' and 'Capital Grant 2020/21' and not '2021/22' as stated.

Arising thereon, Members agreed to consider the report by each individual paragraph.

Paragraph 2 – Revenue Grant 2020/21 (one-off)

- in response to a question, the Chief Executive confirmed there was currently a charge for using the Sherpa bus service and that it was a matter to be considered further as part of the wider transport review.
- the Chief Executive advised that the five new seasonal wardens were to be deployed as follows: one in the North and one in the South of the National Park, and one each

for Snowdon, Yr Arran, and Ogwen. This would be in addition to the Authority's usual number of seasonal wardens and a further two estate workers/wardens would also be engaged as part of the Kickstart scheme.

Paragraph 3 – Capital Grant 2020/21 (one-off)

- the Chief Executive provided Members with further background to the funding and advised that the list of projects outlined in para. 3.1 had been proposed by officers. Members were further advised that access to the Welsh Government Sustainable Landscapes, Sustainable Places (SLSP) Programme may provide the funding for the three Carbon projects, the Lost for Words project, Hafod Eryri repairs and the refurbishment of toilet facilities and that some of the Capital Grant may be required to progress the Parking and Transport project. Members were asked to consider which projects they would like to develop going forward and following their recommendations, the Chief Executive would hold further discussions with officers from the Welsh Government.
- the Chief Executive, in response to a question, advised that the reservoir management work at Llyn Mair was mainly for maintenance purposes.
- the Chief Executive provided Members with further details of the three carbon projects being proposed and agreed that whilst the Authority had some expertise, there was a lack of specialism with regard to the marketplace. The Director of Planning and Land Management confirmed that the three projects would be linked to the work of the Carbon Account Task and Finish Group in future.
- In response to a question, the Chief Executive advised that:-
 - o Capital works on the Carneddau – this was in addition to lottery funding.
 - o Erosion repair to paths – the Warden Service were preparing a schedule to prioritise this work.
 - o ANPR parking system – work was underway with Transport for Wales.
- the Chief Executive confirmed that the proposed projects would be prioritised and costed prior to being presented to Members for a final decision at a future Working Group, possibly in May 2021, and any additional suggestions from Members would be welcomed.

Paragraph 4 – Baseline Increase for 2021/22

- Members considered the report as presented by the Chief Executive and the Chief Finance Officer. Members noted the reports and agreed there was a need for caution in the first quarter.

Paragraph 5 – Budget Consideration post 2021/22

- the Chief Executive advised that the estimated annual inflationary figure of £115k was incorrect, but assured Members that figures for 2024/25 still showed a positive outcome and would provide financial stability for the Authority for the next 4 years.
- the table in para. 5.1 provides a framework for Members to further consider how to address capacity issues and recruit new posts. A further report would be presented in due course.
- Members considered the report and made the following suggestions:-
 - to consider establishing a new post to help create economic growth following the pandemic.

- to glean best practice from organisations such as Exmoor National Park who were working with local businesses on sustainable tourism schemes as a means of coming out of the pandemic.
- opportunities within the green economy would conform with National Park objectives and aid strategic planning in regard to environmental aspects.
- the need to strengthen the organisation's resilience.

Paragraph 6 – Sustainable Landscapes, Sustainable Places (SLPS) Grant 2021/22

- the Chief Executive provided further information on the bid to establish a community fund for Eryri. This had come about as a result of various consultations undertaken with our communities and voluntary groups, who had put forward many good ideas and suggestions. The SLSP programme was open to the Authority to support sustainable tourism and decarbonisation projects with partners. The Authority will be advised in the next two weeks whether its bids have been successful and, if not, will be able to resubmit further bids.
- a Member welcomed the scope and variety of the proposed projects.

Paragraph 7 – Sustainable Landscapes, Sustainable Places (SLPS) Grant 2020/21

- the Chief Executive advised that he was awaiting formal approval to utilise this capital funding to support the essential repairs to Hafod Eryri.

Paragraph 8 – Snowdonia Priorities for Capital and Revenue Bids

- the Chief Executive asked Members to provide further guidance on their priority areas and Members made the following suggestions:-
 - visitor management strategy – was there a need to employ specialist staff to undertake further research and provide the Authority with a lead in this area?
 - decarbonisation within the Authority and implementation of measures to support carbon neutrality within the National Park.
 - Members discussed sustainable tourism and noted that it offered more advantages than disadvantages and that living within environmental limits provided both community and economic benefits.

RESOLVED

1. to note the report.
2. to note the use of one-off funding in 2020/21.
3. to note Members' comments on the one-off capital proposals for 2020/21.
4. to agree the position in relation to the potential loss of income and baseline budget for 2021/22.
5. to note the proposals for SLSP funding 2021/22.
6. to note the position with regard to SLSP underspend 2020/21.
7. to note the priorities for submission of future one-off capital and revenue support.
8. to ask the Chief Executive to thank the staff for their work on behalf of Members.

5. **SNPA's Well-Being Statement and Strategic and Well-Being Objectives 2021-26**
Submitted – A report by the Chief Executive for Members to consider a draft Well-being Statement and final draft of Strategic and Wellbeing Objectives for the period 2021 to 2026.

Reported – The Chief Executive presented the report and background and the Director of Corporate Services advised that the document had been set out to ensure that the objectives of Cynllun Eryri, the National Park Management Plan, are delivered and that the Well-being Objectives, set out in section 5 of the Statement, clearly show how they apply to each of the seven well-being goals of the Well-being of Future Generation (Wales) Act 2015 and also how progress can be measured. The Director of Corporate Services advised that the Well-being Statement sets out the Authority's well-being objectives for the next five years and the Authority will publish an annual report showing progress made in meeting these objectives. He then invited Members to provide their input and general views on the document.

Members and officers discussed the (Draft) Well-Being Objectives for 2021-26 and the Well-being Statement and made the following observations:-

- Members welcomed the layout and format of the report.
- officers were asked to consider a further outcome, under 'Resilient Ways of Working', on the satisfaction felt by people who live and work in the National Park and how important it was to them.
- there was reference in the document to both the Local Government Measure 2009 and the Local Government Measure 2011, and officers were asked to ensure this was correct.
- Members and officers further discussed the various methods of presenting the information. The Director of Corporate Services advised that the use of tick boxes was to tie in with the Well-being of Future Generations (Wales) Act and that the traffic light system was currently being used when presenting the Corporate Plan. The Chief Executive advised that officers were meeting with Audit Wales, who provide the external scrutiny, and they had already confirmed that the Authority was not expected to achieve every outcome. Following the meeting with Audit Wales, Members would be provided with a further update.
- officers were asked to consider including reference to the effect of the Covid-19 pandemic in the introduction to the Well-being Statement, and not just reporting its effect on the process as outlined in paragraph 2.9.
- as the SMART objectives allow better alignment with Cynllun Eryri, a Member asked officers, when presenting the annual work programme, to provide an electronic link to Cynllun Eryri for cross referencing and scrutiny purposes.

RESOLVED

1. **subject to noting the above, to recommend that the draft Well-being Objectives for 2021-26 be included in the Authority's draft Well-being Statement.**
2. **subject to noting the above, to recommend that the draft Well-being Statement be presented to the next meeting of the Performance and Resources Committee for formal adoption.**

6. Agriculture (Wales) White Paper (Consultation)

Submitted – A report by the Head of Conservation, Woodlands and Agriculture to draw Members' attention to the Consultation Paper and for Members to provide guidance on the draft response by National Parks Wales.

Reported – The Head of Conservation, Woodlands and Agriculture presented his report and the proposed draft response, prepared by officers from Pembrokeshire Coast National Park Authority, on behalf of the three Welsh National Parks. He stated there were many uncertainties in the White Paper, especially with regard to the new payment system forecasted to start in 2024. Members were invited to comment on and to propose any further matters they would like to see incorporated into the draft response.

Members considered the report and made the following observations:-

- Members asked to strengthen the response as follows:-
 - paragraph 4 – that sustainable land management should avoid intensification of farming, which would be inappropriate in the context of the National Parks' perspective.
 - Paragraph 5 – should include the development of local food markets.
 - Paragraph 12 – emphasis to provide a balance from both a landscape and biodiversity perspective.
 - Paragraph 18 – there should be something included under this paragraph, as some integrated impacts can be beneficial.
 - Paragraph 19 – should be strengthened to emphasise that the Welsh language was part of the fabric of Eryri's communities and its economy. Also, to align with National Park purposes, the historic environment should be expanded to include its cultural heritage which involves more than just the physical, such as place names etc. It was suggested that, in order to ensure the response addressed the issue of treating the Welsh language no less favourably than the English, it may be beneficial to further discuss this with the Language Policy and Planning Department of Bangor University.
 - Paragraph 20 – the Head of Conservation, Woodlands and Agriculture apologised that the report had omitted this information. He confirmed that a response had been prepared which reflected the Welsh Language Commissioner's opinion and that he would arrange for Members to receive a copy of the final version.
- Members agreed there was insufficient detail in the White Paper, especially on the amount of funding being provided. Concerns were also raised that the Welsh Government were not building upon schemes which had been successful in the past or learning from what had not worked. The paper had the potential to have a significant impact on Eryri and a Member noted there was hardly any mention of Access to the Countryside, although this may become more apparent as the work is progressed.
- the Head of Conservation, Woodlands and Agriculture agreed that whilst the intention was to co-design the work, it was a concern that the Authority and other similar environmental organisations were yet to be included in this. Whilst some of the environmental organisations were optimistic, there were concerns that the benefits may not be as remarkable as was expected.
- a Member, who has been farming on his land for many years, felt that countless designations over the years had not achieved much improvement to the environment. Also, he felt that farm diversification was difficult in a National Park and young families were unable to prosper.

- Members were in support of following catchment areas rather than specific areas on a map. The Head of Conservation, Woodlands and Agriculture agreed to discuss this with the other two Welsh National Parks and also to discuss the merits of having regional areas rather than one national structure, although he suspected it may not be possible at this time, it could be considered when more details become available.
- as general points Members asked that:-
 - o the importance of the agricultural industry to the countryside be emphasised.
 - o to note that the percentage of people who speak Welsh will be worth nothing if the numbers decrease.
 - o income from the schemes should be retained in the countryside and providing opportunities for young people with rural backgrounds to implement the plans locally should be incorporated as part of the response.
 - o to note concerns there will be a strong reliance on external consultation work. Creating business and environmental plans will require vast skill sets and the development phase does not allow enough time to get local people skilled.
 - o there was a concern that a future Government will apply the schemes as something agreed by all involved.
 - o to note that tree planting can have a negative effect on nature and contributes to the disappearance of some species.

RESOLVED

- 1. to note the report.**
- 2. subject to including Members' observations, to approve the draft response for submission.**
- 3. that a copy of the response be circulated to Members, for information.**

The meeting ended at 16.05

| CYFARFOD | DYDD | AMSER | 2021 | | | | | | | 2022 | | | | | | | TIME | MEETING | | | |
|--|-------------|--------------|-----------------|------------|------------|-------------|------------|------------|------------|------------|------------|------------|------------|------------------|-------------|------------|-----------------|----------------|-------|-----------|---|
| | | | MEH | GOR | AWST | MEDI | HYD | TACH | RHAG | ION | CHWE | MAW | EBR | MAI | MEH | DAY | | | | | |
| AWDURDOD | MER | 10.00 | CCB 9 AGM | | | | | 13 | | 8 | | 9 | | | 27 | 18 | CCB 8 AGM | WED | 10.00 | AUTHORITY | |
| PWYLLGOR PERFORMIAD AC ADNODDAU | MER | 10.00 | | 14 | | | | | 24 | | | | | | | 23 | | | WED | 10.00 | PERFORMANCE & RESOURCES COMMITTEE |
| PWYLLGOR CYNLLUNIO A MYNEDIAD | MER | 10.00 | 30 | | | | 8 | 20 | | 1 | 19 | | 2 | 6 | 18 | | | | WED | 10.00 | PLANNING & ACCESS COMMITTEE |
| PWYLLGOR SAFONAU | GWE | pm | | | | | 3 | | | | | | | | | | | | FRI | pm | STANDARDS COMMITTEE |
| PANEL YMWELD Y DE PANEL YMWELD Y GOGLEDD | MER | am/pm | | 7 | | | 15 | | 3 | 15 | 26 | | 9 | Gwe 29 Fri | 25 | | | | WED | am/pm | SOUTHERN INSPECTION PANEL NORTHERN INSPECTION PANEL |
| BWRDD PLAS TAN Y BWLCH | MER | am/pm | 9 | | | | | 13 | 24 | | | 9 | | | | | 8 | | WED | am/pm | PLAS TAN Y BWLCH BOARD |
| GWEITHGOR AELODAU | MER | am/pm | 30 | | | | 8 | 20 | | 1 | 19 | | 2 | 6 | 18 | | | | WED | am/pm | MEMBERS' WORKING GROUP |
| CYD WEITHGOR LLEOL | GWE | pm | 11 | | | | | | 19 | | | | | | | | 10 | | FRI | pm | LOCAL JOINT WORKING GROUP |
| DIWRNOD DATBLYGU AELODAU | GWE | am/pm | 25 | | | | | | | | | | 25 | | | | 24 | | FRI | am/pm | MEMBER DEVELOPMENT DAY |
| SEMINAR AELODAU TIRWEDDAU DYNODEDIG CYMRU (Parc Cenedlaethol Bannau Brycheiniog) | | | | | | | | | | | | | | | | | | | | | DESIGNATED LANDSCAPES WALES MEMBERS' SEMINAR (Brecon Beacons National Park) |
| EUROPARC (Leeuwarden, Yr Iseldiroedd) | | | | | | | | 4 / 8 | | | | | | | | | | | | | EUROPARC (Leeuwarden, The Netherlands) |
| CYFARFOD | DYDD | AMSER | JUNE | JUL | AUG | SEPT | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUNE | DAY | TIME | MEETING | | | |

Noder / Note: Etholiadau Llywodraeth Leol, dydd Iau 5ed o Fai 2022 / Local Government Elections, Thursday 5th May 2022

**PERFORMANCE AND RESOURCES COMMITTEE
WEDNESDAY 18th NOVEMBER 2020**

PRESENT:

Members appointed by Gwynedd Council

Councillors Elwyn Edwards, Alwyn Gruffydd, Annwen Hughes, Judith Humphreys, Edgar Wyn Owen, Elfed Powell Roberts, John Pughe Roberts, Gethin Glyn Williams;

Members appointed by Conwy County Borough Council

Councillors Philip Capper, Wyn Ellis Jones, Ifor Glyn Lloyd;

Members appointed by the Welsh Government

Mr. Brian Angell, Ms. Tracey Evans, Mrs. Sarah Hattle, Mr. Tim Jones, Mr. Neil Martinson, Mr. Owain Wyn;

Officers

Mr. E. Williams, Mr. G.I. Jones, Mr. J. Cawley, Mr. D. Edwards, Ms. B. Hughes, Mrs. J. Worrall, Mrs. A. Gaffey;

1. **Election of Chairman**
RESOLVED to elect Councillor Alwyn Gruffydd as Chairman of the Performance and Resources Committee.
The Chairman thanked Members for their support.
2. **Election of Vice-Chairman**
RESOLVED to elect Councillor John Pughe Roberts as Vice-Chairman of the Performance and Resources Committee.
The Vice-Chairman thanked Members for their support.
3. **Apology**
Councillor Freya Bentham.
4. **Declaration of Interest**
No declarations of Personal Interests were made in respect of any item.
5. **Minutes**
Subject to correcting the minutes to record:-
Item 8 – Strategic Equality Plan 2020-24
“... that whilst the Authority has no influence on the appointment, the Chair of the Authority has input into the process”
the minutes of the Performance and Resources Committee meeting held on the 15th July 2020 were accepted and the Chairman signed them as a true record.

Matters for Information arising from the minutes

Item No. 8 Strategic Equality Plan 2020-2024

In response to a question from a Member, the Head of Administration and Customer Care confirmed that the Strategic Equality Plan would not be subject to assessment when the new socio economic duty legislation comes into force on the 1st April 2021.

6. **Action Log**

Submitted – A Log of strategic actions arising from decisions taken during meetings of the Performance and Resources Committee, for information and action.

Performance and Resources Committee 14.11.18

Action Item 7 – Corporate Work Programme 2018-19

This action was now complete and could be removed from the Action Log.

Performance and Resources Committee 27.03.19

Action Item 7 – 2018/19 Budget Update

This action was now complete and could be removed from the Action Log.

Performance and Resources Committee 20.11.19

Action Item 10 – Strategic Scrutiny for 2020/21

This action was now complete and could be removed from the Action Log.

Performance and Resources Committee 15.07.20

Action Item 7 – Performance Indicators 2019/20: Fourth Quarter and Annual Results

This action was now complete and could be removed from the Action Log.

Action Item 11 – Cynllun Eryri Consultation

This action was now complete and could be removed from the Action Log.

7. **Audit Wales – Certificate of Compliance**

Submitted – The Audit Wales report on the Snowdonia National Park Authority's 2020-21 Improvement Plan, for information.

Reported – The Chief Executive presented the report on behalf of Audit Wales and stated that this could be the final performance audit under the Local Government Measure as the Authority would, in future, be subject to the requirements of the Well-being of Future Generations (Wales) Act 2015.

RESOLVED to note the report.

8. **Strategic and Wellbeing Objectives 2021-26**

Submitted – A report by the Chief Executive:-

1. for Members to formally adopt draft Strategic and Wellbeing Objectives for the period 2021 to 2026, and
2. for Members to approve a formal consultation with stakeholders and partners on the draft Strategic and Wellbeing Objectives for the period 2021 to 2026.

Reported – The Chief Executive presented the report and background. Members welcomed the report and the opportunity to set meaningful Performance Indicators and SMART objectives for the future and to simplify the range of activity reports presented.

RESOLVED to note the recommendation of the Members' Working Group on 21st October 2020 and adopt the draft Strategic and Wellbeing Objectives for 2021-26 for the purpose of undertaking the formal consultation, as outlined in paragraph 3 of the report.

9. **Corporate Work Programme 2020-21**

Submitted – A progress report by the Director of Corporate Services for the first and second quarter of the financial year.

Reported – The Director of Corporate Services presented the report and the first and second quarter updates. Members and officers discussed the report as follows:-

- Our Communities – the Director of Corporate Services agreed to arrange for Councillor Judith Humphreys to receive a written update on progress on “working with partners to diversify the economy, including developing a campaign to encourage businesses that are able to work remotely to establish in the area”.
- Health and Well-being – a Member suggested there was potential for the Authority to work with “Gall Genod Gwynedd GGG Go Gwynedd Girls” to engage with local people and get “North Wales Moving”.
- Balancing Our Resources and Efforts – a Member recommended that meetings with “all staff” should be held remotely, possibly on Zoom, rather than be postponed because of Covid-19. He also felt that staff appraisals were currently very important, as the majority of staff were working remotely during the lock-down period, and the appraisal process would provide an opportunity to raise any concerns they might have, and an outlet for discussing other issues.
- as the New Member National Induction Course had been deferred until March 2021, one of the newly appointed Members advocated that the Induction Course should proceed on a virtual basis. He advised that the Planning Induction training, provided remotely, had been excellent and felt that a simple general induction on the work of the Authority should be arranged. Member Personal Development Reviews should also be progressed.
- Members were advised that 2-year assessments of Welsh Government Appointed Members had commenced.
- a Member asked to be provided with a copy of the methodology being used for the National Park residents and visitors survey.
- as a general point, Members discussed staff time and resources used to prepare this report, which provided a lot of information, but was at times repetitive. The Director of Corporate Services advised that further simplification would not provide Members with the detail they sought and recommended that the current reporting format should continue for the next 6 months, until new Wellbeing Objectives were formally approved. This would provide a timely opportunity to revise the Corporate Work Programme. A Member asked the Management Team to consider giving oral updates in order to provide information that was more current.

RESOLVED to note the report.

10. **Performance Indicators 2020/21: Half-Year Results**

Submitted – A report by the Director of Corporate Services to present the results for the first 6 months of the year.

Reported – The Director of Corporate Services presented the report and the following matters were discussed:-

- a Member asked officers to consider using graphics/pie charts to present complicated information. The Director of Planning and Land Management advised that the report was prepared in accordance with the Welsh Government Planning Directorate’s recommended format.

- Health and Wellbeing: Members discussed the delay in undertaking user surveys in 2020 due to Covid-19 and the resulting lockdown, social distancing measures and staff capacity. A Member suggested the delay could be used to identify more innovative methods for undertaking surveys.
- as personal development opportunities for Members had been affected by the pandemic, officers were asked to consider providing other methods/training options such as “webinars” or informal discussions.
- with regard to visitor surveys, a Member asked whether the Authority worked in co-operation with Visit Wales to benefit from information already available and make effective use of resources. The Director of Corporate Services agreed to ask the Head of Engagement and her team to forward details of future user surveys to all Members for information and possible input.
- Members further discussed the Authority’s compliance service, which should now improve following the recent appointment of a new Compliance Officer. The Director of Planning and Land Management advised that following a recent meeting with Planning Agents, where such matters were discussed, the feedback had been very positive.

RESOLVED to note the report.

11. Strategic Scrutiny Update

Submitted – A report by the Chief Executive to discuss the scrutiny topics adopted for 2020/21, to note the delay in the scrutiny of the two areas selected, and to consider further theme(s) for scrutiny in 2021/22.

Reported – The Chief Executive presented the report and background. He advised that the Traffic Management Task and Finish Group had provided guidance on the draft traffic study, which has now been adopted, and that the Carbon Account Task and Finish Group were due to meet to start on their work shortly. The Chief Executive asked whether Members wanted the Traffic Management Task and Finish Group to continue, and also suggested two further potential scrutiny topics for 2021/22, namely, Governance of the Authority and Welsh Place Names.

Members were asked for their observations:-

- Members discussed and agreed that it would be timely to establish a Governance Task and Finish Group to review how the Authority conducts its formal business and its ability to continue with remote meetings, which was expected to be confirmed by legislation in early 2021.
- following the Members’ Working Group recommendation on 21st October 2020 to establish a Welsh Place Names Task and Finish Group, Members considered the terms of reference, prepared in accordance with Members’ suggestions and outlined in paragraph 2.2 of the report.
- Members agreed that the Traffic Management Task and Finish Group should continue, and that the Membership should remain as agreed, three Members and three Officers, with an invitation to all Members who felt they had something to contribute to attend. The Agenda and papers would be circulated to all Members, for information.
- for ongoing scrutiny work, a Member asked that land management and ecology issues be included. Future policy changes and the decline and conflicts for wildlife and biodiversity was an area the Authority should consider in a more structured way. The Chief Executive advised that the UK National Parks had recently established a group to look at these issues and their findings would then be applied/amended for use in Eryri.

- a Member felt that Scrutiny Task and Finish Groups should reach their conclusion within a specific timeframe, possibly 6 months.
- a Member suggested that if Members wanted to contribute to a specific Task and Finish Group they should present their suggestions to a Member of that Group who could raise the matter on their behalf.
- the Chief Executive advised that the Traffic Management and the Carbon Account Task and Finish Groups, as part of the agreed process, were still to present their brief to a future meeting of the Members' Working Group for consideration, and for nomination of a lead member.

RESOLVED

1. to note the report and the delay on the scrutiny of the two areas selected for 2020/21.
2. that the Traffic Management Task and Finish Group should continue and that the Membership (3 Members and 3 Officers) should remain the same, with an invitation to all Members who felt they had something to contribute to attend. The Agenda and papers to be circulated to all Members, for information. Members would be invited to speak at the discretion of the Chair, whilst noting that all recommendations would be presented to the Authority for formal decision.
3. to agree to the further two scrutiny areas as identified in paragraph 2 of the report.
4. to establish a Governance Task and Finish Group, made up of three Members of the Authority and three Officers, to agree the brief and report to the next available Member Working Group for consideration and nomination of a Lead Member.

Members were appointed as follows:-

Governance Task and Finish Group

Councillor Ifor Glyn Lloyd; Mr. Tim Jones, Mr. Owain Wyn.

5. to establish a Welsh Place Names Task and Finish Group, and approve the terms of reference as outlined in para. 2.2 of the report.

Members were appointed as follows:-

Welsh Place Names Task and Finish Group

Councillors Judith Humphreys, Elwyn Edwards, Alwyn Gruffydd.

12. Snowdonia National Park Authority (SNPA) and Public Service Boards (PSBs) Well-being Objectives

Submitted – An information report by the Chief Executive to update Members on the relationship between both Gwynedd/Mon and Conwy/Denbigh PSBs and the Authority, and to review progress.

Reported – The Chief Executive presented the information report and background and advised that the Authority had been invited to be a member of the Gwynedd and Anglesey PSB and that he had been appointed as the current Chairman. The Chief Executive believed the Authority had in the past aligned its work programmes and targets with those of the PSBs and unfortunately, for various reasons, the PSBs had made very slow progress. The Authority should, in future, be careful not to rely on other partners/agencies to assist them in delivering their objectives.

Arising thereon, a Member thanked the Chief Executive for his good work with the PSBs to date.

RESOLVED.

1. to note the report.
2. to note the lack of progress within our own corporate plan in delivering with PSBs.
3. to ensure that any future annual work programme that includes working with the PSBs has been fully appraised against the Authority's own Well-being Objectives, that the resources required are considered and that outcomes to be achieved are understood.
4. that the Authority remains a member of the Gwynedd and Mon PSB.
5. that the Authority continues to contribute to the thematic sub-group activity of both PSBs.

13. **Draft Annual Report of the Independent Remuneration Panel for Wales**

Submitted – A report by the Director of Corporate Services to discuss the Independent Remuneration Panel's draft Annual Report and to determine whether a response was required.

Reported – The Director of Corporate Services presented the report and the accompanying letter from the Independent Remuneration Panel and outlined the proposed changes.

Members considered the report and arising thereon, a Member raised a matter for the future, in that the remuneration was based on a time commitment of 44 days, which he felt, was still on the increase. Audit Wales could consider this issue as part of their assessment of the Authority's resilience.

RESOLVED to accept the report and recommendations, as submitted.

14. **Snowdonia National Park Authority Projects: Update Report**

Submitted – A report by the Chief Executive for Members to receive details and updates on SNPA's Projects (as requested by the Members' Working Group meeting in May 2019) and to recommend potential projects where the Authority could submit bids for one off funding if the opportunity allows.

Reported – The Chief Executive presented the report and background and as this was the first six monthly update, Members were asked to approve the report format.

The Chief Executive presented details of the main projects, and under para. 2.1 of the Welsh report, Members noted that, "Dolgellau Townscape Heritage" should read "Menter Treflyn Dolgellau". Details of short-term projects were outlined in para. 2.3 of the report and the Chief Executive confirmed that, in order to address capacity issues, the Welsh Government had now agreed to include up to 10% for delivery costs. This allowed the Authority to employ staff on short-term contracts and create seasonal roles to support these projects.

Arising thereon, the Chief Executive confirmed he had recently presented a further bid to Welsh Government for just over £200k in revenue funds to deliver various projects, and that he would provide Members with an update at the next meeting of the Authority. The Chief Executive further advised that the Authority, at its meeting in February, would be asked to consider the principle of whether the Authority should purchase land and buildings.

Members considered the report and made the following observations:-

- a Member supported the need to establish a process for purchasing land/property for the future, for which the Authority should have a clear purpose and an approved exit strategy.
- with regard to the report format, a Member suggested that a “summary of proposed outputs” column should be included in the table with the achievements to date against outputs running alongside it.
- for new projects, to implement a process structured around funding projects which would help the Authority achieve its strategic objectives.
- Members and officers discussed in detail, the three projects recognised as not achieving their targets, the Celtic Rainforests Wales Project, the Afon Eden Catchment Sustainable Management Scheme and the Uwch Gwyrfai Community Project. A Member noted concerns that these schemes may be disallowed, especially the European projects, and felt that taking on projects created by other organisations was ill advised and raised a question about the processes used to evaluate these schemes. Arising thereon, a Member, who was aware of the schemes and had experience in this area of work, offered his assistance. The Chief Executive provided Members with a summary of the latest position.
- a member welcomed the report and asked that in future, these reports should be presented annually and that the relevant project officers should present the reports on their projects. It was also suggested that, as good practice, project officers should provide their email addresses on the reports, for information.
- in response to a question, the Chief Executive advised that strategic decisions were made by using the Project Management Toolkit, which Members had adopted the previous year, which provides discipline for officers. In addition, with regard to a procurement framework, the Authority endeavours to employ local contractors where possible in order to support local employment.
- the Chief Executive considered that Member guidance in nominating areas of work and providing a direction of travel was essential. This had created a momentum, and the Authority was now considered a trusted partner by funding providers such as the Welsh Government.
- Members and officers discussed how the return on investment was measured and the Chief Executive considered that projects should be evaluated in terms of their overall impact rather than solely in financial terms.
- following a suggestion by a Member, the Chief Executive agreed to discuss “social value/return” opportunities with Mantell Gwynedd.
- Members discussed Brexit implications and the risks for the future of environmental grant schemes. The Chief Executive advised that contracts had been finalised for schemes already underway, but the loss of the single payment grant could result in young people moving from the countryside. This could have a long-term effect on future environmental protection work.
- the Chief Executive asked Members to suggest potential areas that could benefit from the end of year grant award, which he anticipated could be in the region of £2 million. A Member asked for a more formal structure for Members to carry out this work in future.
- Members considered para. 4.1 of the report and agreed on the following areas for consideration:-
 - visitor management strategy
 - impact of tourism

- youth manifesto
- cycling infrastructure and possible development of former railway tracks
- working in partnership with other bodies
- consider how different projects can relate with each other and make a difference at a relatively low cost e.g. water refill points, potentially reducing the amount of plastic waste.
- steps to mitigate pressures in the north of the National Park.
- to extend an invitation to both Gwynedd and Conwy Youth Councils to suggest potential funding areas so that the Authority can benefit from the views of our young people.
- to select elements which can be easily delivered from the recent Traffic Management Scheme

Members thanked the Chief Executive and his staff for the useful and comprehensive report.

RESOLVED

- 1. to note progress of the various projects as identified in the report.**
- 2. to note the potential delivery areas, as outlined, that officers should consider when short-term capital or revenue opportunities arise.**

15. The Authority's Risk Profile

Submitted – A report by the Director of Corporate Services to update Members on the Authority's Risk Profile and to consider the effects of COVID-19.

Reported – The Director of Corporate Services presented the report and the risk register in detail. Members discussed the following concerns:-

- following a recommendation from a Member, it was agreed that an additional risk be added to the register - "Securing the long term future of Plas Tan y Bwlch".
- Risk Ref 12 – Diminished Staff Resilience – a Member felt this was an area of work that needs to be closely monitored to ensure the risk does not increase.
- Risk Ref.13 should be amended to read "The effect of the coronavirus (COVID-19) on the National Park and on the work of the Authority".

Arising thereon, the Chief Finance Officer reported that the Authority's grant settlement would not be confirmed until early January 2021.

RESOLVED

- 1. to note the report.**
- 2. subject to revising the register as outlined above, to approve the Authority's Risk Profile as submitted.**

16. Strategic Equality Plan

Submitted – A joint report by the Head of Personnel and the Head of Administration and Customer Care to present the Annual Report for 2019/20.

Reported – The Head of Administration and Customer Care presented the report and the Strategic Equality Plan Annual Report for 2019/20.

RESOLVED to note the report and approve the Strategic Equality Plan Annual Report 2019/20 for publication on the Authority's website.

17. **Complaints Monitoring Report**

Submitted – A report by the Head of Administration and Customer Care on written complaints received by the Authority.

Reported – The Head of Administration and Customer Care presented the report and outlined the main points.

RESOLVED to note the report.

18. **Freedom of Information**

Submitted – A report by the Head of Administration and Customer Care on information requests received by the Authority under the Freedom of Information Act 2000.

Reported – The Head of Administration and Customer Care presented the report, for information.

RESOLVED to note the report.

19. **Snowdon Partnership Projects Progress Report**

Submitted – A report by the Snowdon Partnerships Officer to report on the progress of projects noted in Cynllun Yr Wyddfa.

Reported – The Snowdon Partnerships Officer presented the report and provided further information on the financial support received from Welsh Government (Transport for Wales), the details of which were outlined on page 8 of Appendix 1.

Members welcomed the report and the support from Welsh Government.

Officers confirmed that they continued to work with Snowdonia Society, who collected and monitored the litter, and that officers would present the data in due course. In response to a request from a Member that the work should be quantifiable and that the outcome should be a reduction of litter on Snowdon, officers confirmed that the Partnerships Manager would be working on a study with Bangor University's Institute for Behavioural Change.

RESOLVED to note the report and the progress made to date with regard to implementation of Cynllun Yr Wyddfa.

20. **HR Strategy 2017 – 2020: Update Report**

Submitted – An information report by the Head of Personnel together with a copy of the HR Strategy for 2017 – 2020.

Reported - The Head of Personnel presented the HR Strategy 2017 – 2020 and Members noted the revisions as highlighted in the report.

RESOLVED to note the update report, for information.

21. **Staff Absences 2019/20**

Submitted – An information report by the Head of Personnel summarising staff absences for the period April 2019 to the end of March 2020.

Reported – The Head of Personnel presented the report and advised that although there was an increase in staff absences for this period, especially in long term absences (details of which were provided in Appendix 1), all those affected had now been supported and had returned to work. The Heads of Service had been provided with training on ‘mental health first aid’ and ‘Medra’, the confidential counselling service was available to all staff. The Head of Personnel also reported that currently the number of staff absences for the first two quarters of 2020/21 had reduced by 50%.

In response to a question, the Head of Personnel confirmed that to date, there had been no staff absences due to Covid-19. The Head of Personnel also asked Members to note a correction to Appendix 1, in that columns 2 and 3 referred to 2019/20.

RESOLVED to note the report, for information.

22. **Health and Safety Annual Monitoring Report 2019/20**

Submitted – An information report by the Head of Personnel to advise Members on Health and Safety issues within the Authority.

Reported – The Head of Personnel presented the report and Members raised the following matters:-

- near misses should always be recorded and should start from the top down. The Head of Personnel agreed to establish a policy for reporting “Near Misses” for the forthcoming year.
- as the Covid-19 pandemic had meant more staff were required to work from home, Members asked whether health and safety risks had been assessed. The Head of Personnel advised there was an unit on the Authority’s e-learning system addressing this issue. Staff had been encouraged to follow the instructions on how to set up their equipment and to request further equipment or furniture to address their home-working needs a necessary.

RESOLVED to note the report, for information.

23. **Minutes of the Plas Tan y Bwlch Management Board**

Submitted - Minutes of the Plas Tan y Bwlch Management Board meetings held on the 1st July, 19th August and 11th September 2020, for information.

The Chairman of the Plas Tan y Bwlch Management Board presented the minutes.

RESOLVED to note the minutes.

The meeting ended at 1.30 p.m.