

RHYBUDD O GYFARFOD / NOTICE OF MEETING



Awdurdod Parc Cenedlaethol Eryri

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Snowdonia National Park Authority

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Cyfarfod: Pwyllgor Perfformiad ac Adnoddau

Dyddiad: Dydd Mercher 18 Tachwedd 2020

Amser: 10.00 a.m.

Anfonir cyfarwyddiadau ymuno at yr Aelodau ar wahân

Meeting: Performance & Resources Committee

Date: Wednesday 18 November 2020

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 Cynghorwyr / Councillors :

*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 Cynghorwyr / Councillors :

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. Neil Martinson, Mr Owain Wyn.*

A G E N D A

- 1.* **Chairman**
To elect a Chairman of the Committee.
- 2.* **Vice-Chairman**
To elect a Vice-Chairman of the Committee.
3. **Apologies**
To receive any apologies from Members.
4. **Declaration of Interest**
To receive any disclosure of interest by members or officers in respect of any item of business.
5. **Minutes**
The Chairman shall propose that the minutes of the Performance and Resources Committee held on the 15th July 2020 be signed as a true record. (Copy herewith)
6. **Action Log**
To submit the Action Log for information and decision. (Copy herewith)
7. **Audit Wales – Certificate of Compliance**
To receive the following report by Audit Wales. (Copy herewith)
8. **Strategic and Wellbeing Objectives 2021-26**
To submit a report by the Chief Executive. (Copy herewith)
9. **Corporate Work Programme 2020/21**
To submit a report by the Director of Corporate Services. (Copy herewith)
10. **Performance Indicators 2020/21 – Half Year Results**
To submit a report by the Director of Corporate Services. (Copy herewith)
11. **Strategic Scrutiny Update**
To submit a report by the Chief Executive. (Copy herewith)
12. **Snowdonia National Park Authority (SNPA) and Public Service Boards (PSBs) Well-being Objectives**
To submit a report by the Chief Executive. (Copy herewith)
13. **Draft Annual Report of the Independent Remuneration Panel for Wales**
To submit a report by the Director of Corporate Services. (Copy herewith)
14. **Snowdonia National Park Authority Projects: Update Report**
To submit a report by the Chief Executive. (Copy herewith)
15. **The Authority's Risk Profile**
To submit a report by the Director of Corporate Services. (Copy herewith)
16. **Strategic Equality Plan – Annual Report**
To submit a joint report by the Head of Personnel and Head of Administration and Customer Care. (Copy herewith)

17. **Complaints Monitoring Report**
To submit a report by the Head of Administration and Customer Care. (Copy herewith)
18. **Freedom of Information**
To submit a report by the Head of Administration and Customer Care. (Copy herewith)
19. **Project Progress Report**
To submit a report by the Snowdon Partnerships Officer. (Copy herewith)
20. **HR Strategy – Annual Updating Report**
To submit a report by the Head of Personnel. (Copy herewith)
21. **Staff Absences 2019/20**
To submit a report by the Head of Personnel. (Copy herewith)
22. **Health and Safety Annual Monitoring Report 2019/20**
To submit a report by the Head of Personnel. (Copy herewith)
23. **Minutes of the Plas Tan y Bwlch Management Board**
To submit minutes of the meetings of the Plas Tan y Bwlch Management Board held on 1st July, 19th August and 11th September 2020. (Copies herewith)

* Your attention is drawn to standing order 5.8, which states “No Member shall serve as Chairman or Vice-Chairman of more than one Committee”.

**PERFORMANCE AND RESOURCES COMMITTEE
WEDNESDAY 15th JULY 2020**

Councillor Alwyn Gruffydd (Gwynedd) (Chairman)

PRESENT:

Members appointed by Gwynedd Council

Councillors Elwyn Edwards, Annwen Hughes, 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;

Members appointed by the Welsh Government

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

Officers

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

In attendance

Luned Fon Jones – Internal Audit Service

Apologies

Councillors Freya Bentham, Judith Humphreys, Ifor Glyn Lloyd; Ms. Elinor Gwynn.

1. Chairman's Announcement

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, also, 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.

2. Declaration of Interest

Mr. Emyr Williams, Mr. G. Iwan Jones, Mr. Jonathan Cawley, Mr. Emyr Roberts, and Ms. Bethan Hughes declared an interest in item 9 on the Agenda and left the meeting while the matter was being discussed. Mrs. Jo Worrall and Mrs. Anwen Gaffey also declared an interest in item 9 on the Agenda, but remained in the meeting.

3. Minutes

The minutes of the Performance and Resources Committee held on 20th November 2019 were accepted and the Chairman signed them as a true record.

Arising thereon,

6. Welsh Government End of Year Funding Pressures

The Chief Executive confirmed that Members would be advised of funding bids when the next six monthly report is presented.

10. Strategic Scrutiny for 2020/21

The Authority Chairman requested an update on the Authority's Strategic Scrutiny for 2020/21. The Chief Executive advised that, although the timeline had been affected by the pandemic, the Traffic Management Task and Finish Group would be invited to consider the upcoming Consultants' Report on the Review of Parking and Transport, prior to its presentation to the next meeting of the Members' Working Group.

16. Europarc Youth Manifesto – Progress Report

The Authority Chairman felt this area of work should be intensified in response to the pandemic and the Chief Executive advised that the timeline for developing the Europarc Youth Manifesto had been delayed because of the effect of the pandemic on the availability of staff.

4. Head of Internal Audit Annual Report 2019/20

Submitted – The Head of Internal Audit's Annual Report outlining the Internal Audit Services' opinion on internal controls within the Authority and the proposed Internal Audit Plan for 2020/21.

Reported – The Head of Internal Audit presented the report and confirmed that she was satisfied with the good overall standard of the Authority's internal controls in the areas investigated in the 2019/20 Audit Plan.

Members considered the report and asked for further details as follows:-

- a Member questioned how the Internal Audit Service could give assurance that Plas Tan y Bwlch income data was "satisfactory", when clearly there were clearly a series of failures referred to in their report. The failures have consistently been recorded in the Plas Tan y Bwlch Management Board minutes over a number of years, including this year-end, when income figures were still incorrect. Mr. Neil Martinson stated that in terms of governance, he did not support these findings, and asked that this be recorded in the minutes.
- in response, Members were advised that the purpose of the audit had been to ascertain the accuracy of the income data within the reports and to follow the data presented back to the relevant sources. A period of 5 to 7 days had been allocated for the work, and a more detailed audit of Plas Tan y Bwlch would need a great deal more resources. As the focus was on the Income Data, the "satisfactory" assurance reflected the auditor's opinion that there were controls in place.
- in response to providing assurance on how to proceed with regard to the development at Plas Tan y Bwlch, para. 5.5 of Appendix 2, this outlined the opinion of Internal Audit on the costs and additional income objectives included in the "Plas Tan y Bwlch Development Proposal" report, the estimates appeared to be reasonable and there was a rationale behind the objectives in the report, although it remained to be seen how accurate they were.
- Members are asked to suggest areas for consideration by Internal Audit, as part of a risk based approach to consider the biggest risks to the Authority. A report was being presented to the Authority meeting later today, which recommends transfers to and from earmarked reserves of £3.2 million. Whilst noting that some of the money was received late from the Welsh Government, there remained approx. £2.4 million unspent. This matter could not be due to Covid-19 disruption and the Member proposed that this was an area for consideration by the Internal Audit Service to ascertain why the money unspent, and what needs to change.
- in response to the request that the Internal Audit Service should examine the underspends being carried forward in 2019/20, the Chief Finance Officer asked for

the matter to be considered at the upcoming Authority meeting, under the Revenue and Capital Outturn 2019/20 report, and if Members resolved to proceed, then further discussions would be undertaken with the Head of Internal Audit.

- a Member asked for clarification as to why Yr Ysgwrn had been included in the Internal Audit Plan 2020/21. In response, Members were advised that Yr Ysgwrn had been selected for inclusion as the project was now nearing completion and the audit could provide a useful insight into what had gone well and what had not, and to learn lessons for future projects. The Head of Internal Audit confirmed that, in future, the Internal Audit Plan would include a statement outlining the purpose of the audit in the reason column.
- Members also sought guidance on how the audit would be undertaken, whether the Audit Team would need to access the National Park Office, and the possible effect of Covid-19 on the scope of the work and on the timetable. In reply, Members were advised that the work would not start until September as the Internal Audit Service had prior obligations with other organisations. The timetable had been agreed with officers beforehand, and the availability of electronic information and working remotely by means of Zoom and MTeams could be more efficient in the long term.

The Chairman, on behalf of Members, thanked the Head of Internal Audit for attending to present the Annual Report.

RESOLVED

1. **to accept the report as the “Head of Internal Audit’s Annual Report” in accordance with the requirements of the Public Sector Internal Audit Standards for the financial year 2019/20.**
2. **to accept the Operational Audit Plan for the 2020/21 accounting period, subject to amendment in consultation with the Head of Internal Audit, the Chief Executive, the Chief Finance Officer, the Corporate Director and/or Head of Finance.**

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

Submitted - Minutes of the Plas Tan y Bwlch Management Board meetings held on the 16th October and 20th November 2019, and 5th February 2020, for information.

RESOLVED to note the minutes.

6. **Corporate Work Programme 2019/20**

Submitted – The fourth and final quarter Progress Report for 2019/20.

Reported – The Director of Corporate Services presented the report detailing the Authority’s progress against objectives for the period up to 31st March 2020. The Director of Corporate Services reported upon an increase in red indicators, some of which were due to the effects of Covid-19 on the Authority’s work during this quarter.

Our Communities

Arising thereon, a member raised a concern that the first measure (page 38 of the report) referred to a project that should have been completed by December 2019. The reason it was not delivered could not be assigned to Covid-19, and officers were asked to be more open and honest about any difficulties, so that Members could better understand what the problems are. In response, the Director of Corporate Services explained that officers had experienced problems in delivery during quarters 1-3 which were expected to have been resolved by quarter 4. The Director of

Corporate Services concurred that there was a need to provide better explanations and agreed to convey the need for officers to provide more clarity in future.

The Director of Planning and Land Management provided further details on the “Measure of economic benefit to the local economy of the Authority’s Project based activities” (page 38) and advised that external consultants had now been commissioned to undertake this work, which had been delayed as officers had been unable to meet with the consultants before the end of 2019. The work was now underway and a report would be presented to Members in October/November 2020.

In response to a question on applications for telecommunications masts (page 40 of the report), the Director of Planning and Land Management confirmed that officers stress the need for providers to allow use of the masts by the local communities for broadband etc., where this is possible.

When “defining our stakeholders and the most effective means and methods of communicating with them” (page 41), a member felt that officers should not place too much emphasis on the Cambridge University research as it was not evidence based. The Member had raised the matter at a previous meeting, and was concerned the research was flawed. It was neither a random sample nor a representative sample, as 47% of all respondents had carried out volunteer work in the National Park. It was acceptable to refer to the research, but officers were asked to check on the methodology used and also to establish a methodology for future surveys.

Balancing our Resources and Efforts

A Member asked why only 75% of the Authority’s staff had been appraised in the past 12 months (page 66 of the report). Officers advised that work was underway to address the problem with the relevant Heads of Services. A Member suggested that as well as working with the Heads of Services, senior officers should assess the process to make sure it was user friendly.

Arising thereon, the Chief Executive reminded Members that they were also subject to Personal Development Reviews (page 67 of the report) and the Chairman asked members to consider ways in which the Authority could provide Member Development in the future.

RESOLVED to accept the Corporate Work Programme 2019/20 final report, as submitted.

7. Performance Indicators 2019/20: Fourth Quarter and Annual Results

Submitted – A report by the Director of Corporate Services to discuss the results of the 2019/20 Performance Indicators.

Reported - The Director of Corporate Services presented the report, which Members considered in detail.

Local Performance Indicators:

Health & Wellbeing (3ch)

A member asked for further information on the Authority’s relationship with the Public Service Boards. The Chief Executive advised that an update report would be presented to the next meeting of the Performance & Resources Committee and confirmed that the indicators, which refer to the Public Service Boards, had been removed from the Corporate Work Programme this year, apart from one area, namely

the Welsh language. The Chief Executive agreed that in future the Corporate Work Programme should only include indicators that the Authority is able to deliver.

Corporate Indicators (CHR/002)

Members and Officers discussed the increase in the number of long-term sickness absences when compared with 2018/19. The Head of Personnel advised that this concerned a small number of staff on long-term sickness absences, all of which were supported by medical certificates from their GP's. The Head of Personnel further advised that the Authority's sickness absences for the first quarter of 2020/21 had reduced significantly, as many staff were working from home due to the Covid-19 pandemic and also because of the furlough scheme.

RESOLVED to note the report and await an update report on the Authority's relationship with the Public Service Boards to the next meeting of the Performance & Resources Committee.

8. **Strategic Equality Plan 2020-24**

Submitted – A joint report by the Head of Personnel and the Head of Administration and Customer Care to present the Strategic Equality Plan for 2020/24.

Reported – The Head of Administration and Customer Care presented the report and, in response to a question, advised that the Authority had no influence on the Welsh Government appointment process. Whilst noting that the Authority needed to be proactive, an earlier Mentoring Scheme had identified and encouraged applications from under-represented groups - this had no influence on the appointment process.

The Chief Executive advised that the Welsh Government was looking at, and had changed, the appointment process for some public bodies. Whilst appointments to the Authority were currently for two periods of 4 years, this may no longer prove to be the case, and Members should be aware that there was no certainty for the future.

Members and officers agreed that the Authority should work towards having measures in place to encourage a younger demographic, and to continue with the work to adopt a Youth Manifesto.

RESOLVED to note the report and to approve the Strategic Equality Plan 2020-24.

9. **Pay Policy Statement 2020/21**

Submitted – A report by the Head of Personnel for Members to approve the Pay Policy Statement for 2020/21 and receive the Pay Policy Report for 2019/20.

Reported – The Head of Personnel presented the report and background and noted a correction to the Welsh report in that the Pay Policy Annual Report was for 2019/20 and not 2018/19 as stated in the recommendation. Members were advised that the pay award for 2020/21 had not yet been agreed, and that the Trade Unions were currently discussing an offer of 2.75%.

Arising thereon, and in response to a question from a Member, the Head of Personnel advised that further details on the number of staff in receipt of each pay grade was included as part of the Strategic Equality Plan annual report.

RESOLVED

1. to approve the Pay Policy Statement for 2020/21.
2. to approve the Pay Policy Annual Report for 2019/20.

10. **Welsh Language Standards**

Submitted – A report by the Head of Administration and Customer Care together with the Authority’s Welsh Language Standards 2019/20 Monitoring Report.

Reported – The Head of Administration and Customer Care presented the report and in response to a question, confirmed that all of the Authority’s staff were provided with opportunities to attend Welsh language improvement courses (Gloywi Iaitth).

The Head of Administration and Customer Care also agreed to discuss the design of Authority posters and signage with the graphic design team to ensure that the Welsh Language was clearly visible.

A member asked for further information on how the Authority Promotes the Welsh Language Standards (para. 5.1). The Head of Administration and Customer Care advised that the Authority has a strategy and action plan to encourage and increase the use of the Welsh language through community based activities, but has no direct influence. The target was set as a requirement by the Welsh Language Commissioner.

RESOLVED to approve the report and authorise the Head of Administration and Customer Care to publish the Welsh Language Standards 2019/20 Monitoring Report on the Authority’s website.

11. **Cynllun Eryri Consultation**

Submitted – A report by the Partnerships Manager on the final public consultation of Cynllun Eryri (the new National Park Management Plan) together with a video presentation.

Reported – The Partnerships Manager outlined the outcome of the consultation by video presentation. Members were provided with a summary of the main findings and advised upon the additions and amendments made following the consultation. Also, the feedback from Members’ response to the Chairman’s report “Eryri and the New Normal” would be incorporated, and if Members had any further questions, they should be forwarded via the Member Services Officer for the Partnerships Manager to respond.

Members considered the report in detail and made the following observations:-

- further proof reading of the document was necessary to correct grammatical errors.
- concerns were raised that Welsh place names were being translated and Members agreed that the matter should be discussed at an early meeting of the Members’ Working Group.

- a Member considered there should be further opportunity to discuss measureable outcomes before the final report was presented for Authority approval in September. The Chief Executive felt it would be difficult to put measurable outcomes into Cynllun Eryri due to the nature of the document and advised that he would discuss the matter further with the Partnerships Manager.
- a Member felt it was unnecessary to set up a further transport task and finish group in 2022 as the Transport Management Task and Finish Group could continue to look at wider transport issues. It was noted that membership of the Task and Finish Group was subject to future appointments.

RESOLVED

- 1. to note progress on production of the Plan.**
- 2. to present a report to an early meeting of the Members' Working Group with regard to translation of Welsh place names.**

The meeting ended at 11.45



TAFLEN WEITHREDU – ACTION SHEET

PERFORMANCE AND RESOURCES COMMITTEE – 14.11.2018

ITEM NO. AND TITLE	DECISIONS / OBSERVATIONS	ACTIONS	RESPONSIBLE OFFICER	UPDATE or COMPLETION DATE	REMOVE FROM ACTION LOG
7 – Corporate Work Programme 2018-19	RESOLVED to await a further report on the Authority's future relationship with both Gwynedd/Anglesey and Conwy/Denbighshire PSBs following their adoption of Actions Plans to deliver their Well-Being Plans.	Chief Executive to present a report in due course.	CX	A report will be presented to the October Working Group. As the work was still ongoing, the report was being presented to the next meeting of the Performance & Resources Committee on 25.03.20 COMPLETED	YES



TAFLEN WEITHREDU – ACTION SHEET

PERFORMANCE AND RESOURCES COMMITTEE – 27.03.2019

ITEM NO. AND TITLE	DECISIONS / OBSERVATIONS	ACTIONS	RESPONSIBLE OFFICER	UPDATE or COMPLETION DATE	REMOVE FROM ACTION LOG
7 – 2018/19 Budget Update	RESOLVED to present further reports as outlined.	<ol style="list-style-type: none"> 1. a report to re-evaluate the mid-term financial plan. 2. to establish a workshop to prioritise the Authority's top ten projects in anticipation that the Welsh Government have further additional funds in 2019/20. 3. a report on the additional funds, the comprehensive spending review and Brexit to be presented to the next meeting of the Performance and Resources Committee in July. 	<p>CX / DE / ER</p> <p>CX</p> <p>CX</p>	<p>Report was presented to the Authority in February 2020.</p> <p style="text-align: right;">COMPLETED</p> <p>Report presented to the Members Working Group in October 2019.</p> <p style="text-align: right;">COMPLETED</p> <p>To be presented to the Performance & Resources Committee in July 2019.</p> <p>Not achievable - officers request its removal from the Action Log.</p>	YES



TAFLEN WEITHREDU – ACTION SHEET

PERFORMANCE AND RESOURCES COMMITTEE – 24.07.2019

ITEM NO. AND TITLE	DECISIONS / OBSERVATIONS	ACTIONS	RESPONSIBLE OFFICER	UPDATE or COMPLETION DATE	REMOVE FROM ACTION LOG
13. Corporate Work Programme 2018/19	RESOLVED to approve the Corporate Work Programme 2018/19, as submitted.	Review Improvement Objectives for 2020/21	CX / GIJ / JC	<p>Begin the work in Summer 2019.</p> <p>Members have agreed to defer the review.</p> <p>Informal consultation held and outcome reported to Members Working Group on 21.10.20.</p> <p>Further report presented to P&R Committee on 18.11.20. prior to a formal consultation with partners and stakeholders.</p>	NO



TAFLEN WEITHREDU – ACTION SHEET

PERFORMANCE AND RESOURCES COMMITTEE – 20.11.2019

ITEM NO. AND TITLE	DECISIONS / OBSERVATIONS	ACTIONS	RESPONSIBLE OFFICER	UPDATE or COMPLETION DATE	REMOVE FROM ACTION LOG
6. Welsh Government End of Year Funding Pressures	RESOLVED that future reports include more detailed information on each line to provide Members with brief background, rationale and clarification on the approved bids.	Chief Executive to present the report.	CX	In progress	YES
8. Corporate Work Programme 2019-20	RESOLVED to await a report by the Head of Engagement on the Authority's Volunteering Strategy.	Head of Engagement to present the report.	HP	Draft Volunteering Strategy to be presented to the Management Team in November and to members in due course.	NO
10. Strategic Scrutiny for 2020/21	RESOLVED the newly established Task & Finish Groups to agree a brief for Traffic Management and Carbon Account and report back to a future Member Working Group for consideration and nomination of a member lead.	To proceed as outlined.	CX	Report being presented to the Performance and Resources Committee in November 2020. COMPLETED.	YES



TAFLEN WEITHREDU – ACTION SHEET

PERFORMANCE AND RESOURCES COMMITTEE – 15.07.2020

ITEM NO. AND TITLE	DECISIONS / OBSERVATIONS	ACTIONS	RESPONSIBLE OFFICER	UPDATE or COMPLETION DATE	REMOVE FROM ACTION LOG
7. Performance Indicators 2019/20: Fourth Quarter and Annual Results	RESOLVED to await an update report on the Authority's relationship with the Public Service Boards to the next meeting of the Performance and Resources Committee.	Chief Executive to present the report.	CX	Report being presented to the P&R Committee on 18.11.20. COMPLETED.	YES
11. Cynllun Eryri Consultation	RESOLVED to present a report to an early meeting of the Members' Working Group with regard to translation of Welsh place names.	Head of Cultural Heritage to present the report.	NJ	Members Working Group on 21.10.20. received a report from the Head of Cultural Heritage. The Commissioner for the Welsh Language had been invited to attend and participated in the discussion session. COMPLETED.	YES

Reference: 1965A2020-21

Date issued: August 2020

Audit of Snowdonia National Park Authority's 2020-21 Improvement Plan

Certificate

I certify that, following publication on 3 June 2020, I have audited Snowdonia National Park Authority's Improvement Plan in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Authority has discharged its duties under section 15(6) to (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

Respective responsibilities of the Authority and the Auditor General

Under the Measure, the Authority is required to prepare and publish an Improvement Plan describing its plans to discharge its duties to:

- make arrangements to secure continuous improvement in the exercise of its functions;
- make arrangements to secure achievement of its improvement objectives; and
- make arrangements to exercise its functions so that any performance standard specified by Welsh Ministers is met.

The Measure requires the Authority to publish its Improvement Plan as soon as is reasonably practicable after the start of the financial year to which it relates, or after such other date as Welsh Ministers may specify by order.

The Authority is responsible for preparing the Improvement Plan and for the information set out within it. The Measure requires that the Authority has regard to guidance issued by Welsh Ministers in preparing and publishing its plan.

As the Authority's auditor, I am required under sections 17 and 19 of the Measure to carry out an audit of the Improvement Plan, to certify that I have done so, and to report whether I believe that the Authority has discharged its duties to prepare and publish an Improvement Plan in accordance with statutory requirements set out in section 15 and statutory guidance.

Scope of the Improvement Plan audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information, or whether the Improvement Plan published by the Authority can be achieved. Other assessment work that I will undertake under section 18 of the Measure will examine these issues. My audit of the Authority's Improvement Plan, therefore, comprised a review of the plan to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the plan complied with the requirements of the legislation, and that the Authority had regard to statutory guidance in preparing and publishing its plan.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.



Adrian Crompton
Auditor General for Wales

CC: Julie James MS, Minister for Housing and Local Government
Nick Selwyn, Manager

MEETING:	Performance and Resources Committee
DATE:	18 th November, 2020
TITLE:	STRATEGIC and WELLBEING OBJECTIVES 2021-26
AUTHOR:	Chief Executive
PURPOSE:	<ol style="list-style-type: none"> 1. For members to adopt formally draft Strategic and Wellbeing Objectives for the period 2021 to 2026. 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.

1. BACKGROUND:

- 1.1. In March 2019, the Authority agreed to review its strategic and wellbeing objectives, and a timeline to adopt a new Corporate Plan for the period 2020-25. Members of the Authority in doing so wanted to ensure that the Authority was better able to address the priorities identified for the designated landscapes of Wales (Valued and Resilient) by Welsh Government in its objectives and Corporate Plan. Members also wanted the corporate plan to reflect better the work of the Authority and to be able to address the impacts of Covid on the work of the Authority. The agreed programmed timeline was then changed and hence the strategic and wellbeing objectives will be for the period 2021-26.
- 1.2. In this period, members have considered the adoption of the Authority strategic and wellbeing objectives several times: in the Authority, Performance and Resource Committee, convened a task and finish group, in Working Groups and in facilitated working groups. The timeline is enclosed in Appendix 1.
- 1.3. On the 15th of July, the Authority agreed and approved strategic and wellbeing objectives for the basis of informal consultation with stakeholders over the summer period. In the Working Group of 21st October Members received a report providing feedback on the informal consultation and recommended (with one amendment) that the Authority consult formally on those objectives.
- 1.4. The Authority has previously agreed that the Working Group on 21.10.20 would consider the informal consultation outcome and to delegate authority The Performance & Resource Committee to formally adopt draft strategic and wellbeing objectives for the period 2021-26 and to approve them for formal consultation with stakeholders.

2. STRATEGIC AND WELLBEING OBJECTIVES 2021-26 AND CORPORATE PLAN 2021-22

- 2.1 The disapplication of the Local Government measure should be confirmed by the end of this financial year. As an Authority, we now need to demonstrate value for money and continuous improvement by reporting against the Wellbeing of Future Generations' Act 2015. As previously discussed with members, this should facilitate a better alignment of the Authority's work with the corporate plan, reporting mechanisms and establishment of realistic and SMARTer objectives for annual work programmes.
- 2.2 Following the formal consultation, officers will then collate all the feedback, bring together the final Strategic and Wellbeing objectives, and report to members for final approval. After formal adoption preparatory work on the Corporate Plan for 2021/22 can occur.
- 2.3 In the New Year officers will draft the annual work programme for 2021/22 which will be driven by the strategic and wellbeing objectives and members desire to have the work programme reflecting more of the core work of the Authority. The Authority needs to adopt formally its corporate plan for 2021/22 by the end of April 2021. Members will have an opportunity to consider the draft programme prior to formal adoption in April.
- 2.4 The challenge for a refreshed approach to a corporate plan is in setting meaningful Performance Indicators and setting of SMART objectives. In the first year of developing a corporate plan, which is set against new objectives, and not having to report as an improvement Authority under the Local Government measure there will be a need to acknowledge the existing work of the Authority as a baseline to develop on in subsequent years.

3. STRATEGIC AND WELLBEING OBJECTIVES 2021-26

- 3.1 Over the last few months, members have developed strategic and wellbeing objectives concentrating on three outcomes, two of which are outward facing and one inward facing and concerned about how the Authority is to operate.
- 3.2 The working group of 21st October recommends the following for adoption by the Authority:

Resilient Environments:

1. Improve recreation management and addressing the 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 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. Value of tourism 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.

4. RECOMMENDATIONS:

- 4.1 For members to note advice of Members Working group of 21st October 2020.**
- 4.2 For members to adopt the draft Strategic and Wellbeing Objectives for 2021-26 for the purpose of a formal consultation as outlined in paragraph 3.**

JO/Cmttee/P&R/Objectives 2021-26

APPENDIX 1.

Spring, 2019	Initial engagement with Heads of Service
Summer, 2019	Engagement of Members and Staff to discuss proposals for a Well-being Objectives and scope options for including the priorities of the “Valued and Resilient” report
September, 2019	Facilitated Working Group of Members to scope potential well-being Objectives (for purposes of engagement).
November , 2019	Confirm a revised timeline for adopting new Well-being Objectives.
Winter 2019/20	Further facilitated Working Group of Members to scope Well-being Objectives.
Spring 2020	Working groups/ task and finish groups to further consider the Well-being Objectives.
June/July 2020	Members (Authority or Performance and Resources Committee) approve Well-being Objectives for stakeholder engagement including, staff, partners, Welsh Government, Community Councils, Voluntary sector, private sector and others.
September or November 2020	Members consider consultation responses and agree draft service priorities, improvement objectives* and well-being objectives.
November/December 2020	Formal Consultation with stakeholders
Early February, 2021	<p>Directors and Heads of Service consider consultation responses, prepare a final draft of the Improvement objectives* and well-being objectives and to formulate a work programme based thereon.</p> <p>There will be a need for the input of Wales Audit Office at this point.</p>
Early March, 2021	Members Working Group to consider final draft.
March 2021, P&R Committee	<p>Performance and Resources Committee (on behalf of the Authority) to adopt the improvement objectives* and well-being Objectives for 2021-26. This allows for the Corporate Plan to be prepared for adoption by the Authority meeting in April 2021.</p> <p>The Plan will include a statement explaining how the objectives help the Authority achieve the well-being goals, how it has applied the sustainable development principles.</p>
April 2021	Authority adopts the Corporate Plan for 2021-22.

*Local Government Measure may be dis-applied by April 2021.

MEETING	Performance and Resources Committee
DATE	18 th November 2020
TITLE	CORPORATE WORK PROGRAMME 2020-21
REPORT BY	Director of Corporate Services
PURPOSE	First and Second Quarter Progress Report for 2020-21

1. BACKGROUND

- 1.1. Enclosed is a report on the Corporate Work Programme containing details of the progress made by the Authority in undertaking the various agreed projects / improvement actions for the First and Second quarter (01 April to the 30 September, 2020).
- 1.2. The report shows a summary of the progress made on projects / initiatives relating to the Authority's Improvement Objectives.
- 1.3. Officers will be in attendance at the meeting to give further detailed information if required.

2. RECOMMENDATION

- 2.1. **To examine and discuss the attached Corporate Work Programme.**

3. BACKGROUND PAPERS

- 3.1. Corporate Work Programme 2020-21: First and Second Quarter Progress Report.


WELLBEING & IMPROVEMENT OBJECTIVES 2020-21 : WORK PROGRAMME

First and Second Quarter Updates : 1st April – 30th September, 2020


1. OUR COMMUNITIES


WORKING WITH OUR COMMUNITIES TO DEVELOP THE ECONOMIC, CULTURAL AND SOCIAL WELL-BEING OF SNOWDONIA

We will achieve this by:	Ensuring that the Local Development Plan continues to provide affordable housing
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1 - 3 Q. 4	<p>To ensure the LDP Annual Monitoring Report provides an assessment of the Authority's performance with regard to affordable housing – including where appropriate any actions to address missed targets</p> <p>The Welsh Government has delayed the submission of the LDP Annual Monitoring Report until October 2021. Despite this an Interim Annual Monitoring Report is being prepared which will be presented to a Members Working Group in early 2021.</p>	Throughout 2020/21	Planning Manager



Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021


* Lead Officer

We will achieve this by:	Supporting sustainable economic development within our communities which utilise the qualities and opportunities that Snowdonia provide
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr 3. Qtr. 4.	<p>Collaborate with economic development agencies, including local authorities to work towards local economic resilience and economic opportunities, including:</p> <ul style="list-style-type: none"> ➤ Supporting initiatives within the regional growth strategies that improve digital connectivity, whilst protecting the landscape ➤ Work with the economic development departments within local councils to develop shared opportunities related to National Park purposes ➤ Work with partners to diversify the economy including developing a campaign to encourage businesses that are able to work remotely (e.g. tech and IT businesses) to establish in the area ➤ Support opportunities in the tourism sector that are high value, high quality and considerate of protecting the National Park's Special Qualities ➤ Ensure Sustainable Tourism principles are embedded across the National Park <p>On-going work with key partners continues.</p>	On-going Throughout 2020-21	*Partnerships Manager & Partnerships Officer
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Ensure that Fforwm Eryri meets to provide updates on progress in implementing the Authority's Park Management Plan</p> <p>Ongoing – Fforwm Eryri meets quarterly and has continued to do so throughout the lock-down period, now that Cynllun Eryri has been officially adopted, the Fforwm will begin to prioritise projects for completion.</p>	On-going	Partnerships Manager


Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021


* Lead Officer

Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Continue the implementation of the adopted Snowdon Partnership Action Plan with partners</p> <p>Ongoing – all projects are being progressed and within timescales set.</p>	On-going	*Partnerships Mgr. Snowdon Partnership Officer

We will achieve this by:	Effectively communicating the benefits of the designation of Snowdonia as a National Park to the well-being of our communities		
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Review and implement the Authority's Communication Strategy including:</p> <ul style="list-style-type: none"> ➤ Assess our means of engagement with stakeholders through a complete channel review (assessment of the different methods we use for communicating) of the Authority's activities. COMPLETED including all staff survey. Results presented to Management Team in November. ➤ Use the results to feed into the new Communications Strategy. Realign the focus to communicate with our most important stakeholders on our key messages. Being Drafted. ➤ Develop and implement a communication grid (a calendared plan on line and traditional communication activities) for 2020-21 that is inspired by the Special Qualities as set out in Cynllun Eryri and celebrates the Parks 70th Anniversary COMPLETED and being implemented. Will be reviewed once new Comms. Strategy in place. Paper on 70th Anniversary plans will be discussed with Members before end of year. 	Sept. 2020 March 2021 May 2020 then revise following adoption of Comms.. Strategy	Ho Engagement Ho Engagement Ho Engagement



Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021


* Lead Officer

We will achieve this by:	Further develop our work in understanding, promoting and managing our cultural heritage
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr 4.	<p style="color: red;">To manage and continuously develop Yr Ysgwrn as a cultural centre and one of the most significant cultural heritage sites within the National Park area for implementation <u>post Covid-19</u></p> <p>The Coronavirus pandemic led to the closure of Yr Ysgwrn throughout Quarter 1 and the first half of Quarter 2. The site was successfully reopened in mid-August 2020. Successful funding applications have been made to the Welsh Government’s Sustainable Landscapes Sustainable Places fund for infrastructure improvements, to Artfund to fund a virtual Carol event and to the Welsh Federation of Museums and Galleries to reimburse the cost of reopening.</p>	March 2021	Yr Ysgwrn Site Manager
 Qtrs. 1+2 Qtr. 3 Qtr 4.	<p style="color: red;">Prepare and implement a strategy for the Authority to protect, enhance and further the understanding of the cultural heritage of Snowdonia</p> <p>The Cultural Heritage Action Plan is being developed as a sub-document of Cynllun Eryri. Partners are being engaged and a draft will be presented to Members in early 2021.</p>	March 2021	Ho Cultural Heritage

Status:  Progressed and within timetable


 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021

* Lead Officer

Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Continue to manage and develop the THI Dolgellau Project understanding that the project will require an extension of time due to the impact of Covid-19</p> <p>All community and raising awareness projects that directly involve community participation have been postponed for the time being due to Covid-19. Background work relating the House Histories project and Art / Interpretation board project is ongoing. The first high priority building under the project, Y Sosban, has nearly been completed, with only the re-paving works to the building's perimeter outstanding. The second high priority building, Wilkins Newsagents, has recently been sold, and the new owner has appointed an Architect to progress with work in advance of submitting a grant application. The work to Bod Arran (The Old Stationery shop) has nearly been completed, A grant application in connection with Y Ddarllenfa Rhydd has recently been approved. Anticipating grant applications in the future relating to Wilkins Newsagents, Victoria Buildings, Tafarn y Gader and 4 & 5 Eldon Row.</p> <p>It is anticipated that a 6 month extension to the project will be required which the National Heritage Lottery has approved in principle.</p>	March 2021 and beyond	THI Project Officer
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Identify archaeological sites for conservation, access and interpretation works and plan those projects for implementation post Covid-19</p> <p>Further works planned to improve infrastructure at Caergai when Covid-19 restrictions allow for the work to be undertaken more smoothly. Further community consultation and liaison has taken place in regards to proposed works at Ynyspandy, Gorseddau and Treforys, Cwmystradllyn and a positive response has been received. Works will require due consideration to local infrastructure and services.</p>	March 2021	Cultural Heritage Officer + Archaeologist
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Establish the Ardudwy's Lost Farmstead project with partners and the community of Ardudwy</p> <p>Management Team and Member approval has been given to establish the project. Internal applications are currently being invited for the role of Cultural Heritage Project Officer.</p>	March 2021	Project Officer

Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021



 Not progressed and/or will not be completed by end of March 2021

* Lead Officer


2. PLANS AND POLICIES


REVIEW AND IMPLEMENT BOTH THE LOCAL DEVELOPMENT PLAN AND THE NATIONAL PARK MANAGEMENT PLAN (CYNLLUN ERYRI) AND ENSURE THAT THE PRINCIPLES OF THE WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015 AND THE ENVIRONMENT (WALES) ACT 2016 ARE FULLY INTEGRATED INTO THE WORK OF THE AUTHORITY

We will achieve this by:	Working with partners to achieve the sustainable use of Snowdonia's natural resources through integrating our work programme with NRW's Area Statements
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Ensure that Cynllun Eryri and NRW Area Statement for NW Wales are in alignment Partnerships Manager to co-ordinate SNPAs response to draft Area Statements and feed in understanding from across various Partnerships co-ordinated by Authority officers</p> <p>Completed and ongoing work as Area Statements developed.</p>	March 2021	Partnerships Manager
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Work with relevant officers to integrate work programmes and progress implementation of Area Plans</p> <p>COVID situation has had to receive priority. Also, once Senior Wardens have been appointed we can progress.</p>	March 2021	Ho Warden Service



Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021

* Lead Officer


We will achieve this by:	Implementing and continuously monitoring both the Local Development Plan and the National Park Management Plan (Cynllun Eryri)
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1 - 4	<p>Present an annual monitoring report to the Authority which outlines how the Plans are performing against the monitoring framework</p> <p>First report on Cynllun Eryri will be presented on anniversary of adoption of plan (September 2021).</p>	On-going	* Planning Mgr. Ho Engag. Partnerships Mgr.
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Ensure that the policies of the Local Development Plan are implemented effectively and ensuring a consistent approach by officers</p> <p>Ongoing process.</p>	On-going	Planning Mgr.

We will achieve this by:	Develop, consult on and agree new strategic objectives for the Authority's Corporate Plan for the period 2021 to 2026
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 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Adopt new objectives in readiness for 2021 onwards including evidence of in-depth consultation and policy development exercises completed for the new statutory National Park Management Plan, Cynllun Eryri, 2020-2025</p> <p>Members approved draft objectives for progressing to an informal consultation. Informal consultation has been completed with key stakeholders and partners. Feedback will be reported to Members for further discussion.</p>	March 2021	CEO
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Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021


* Lead Officer

Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
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We will achieve this by:	Develop and adopt relevant Supplementary Planning Guidances (SPGs)		
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Assess the areas that require an SPG and thereafter prioritise and produce a programme for their production, consultation and adoption</p> <p>This programme is ongoing and work is well underway with the SPGs in Planning and the Welsh Language, Planning Obligations and Telecoms. Initial work is taking place on SPGs on the Historic Environment and Advertisements.</p>	On-going	Planning Manager

Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021



 Not progressed and/or will not be completed by end of March 2021


* Lead Officer


3. HEALTH AND WELL-BEING


SNOWDONIA NATIONAL PARK IS RECOGNISED AS AN AREA, WHICH CONTRIBUTES TO THE NATION'S PHYSICAL AND MENTAL WELL-BEING

We will achieve this by:	Promoting the health benefits of Snowdonia
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr 4.	<p>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 information</p> <p>Content and Brand Manager has been reviewing and improving content on the existing website.</p>	Nov. 2020	* Ho Engagement Ho Warden Svc.
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>The dissemination of key messages to the public via digital media, the “Eryri” magazine and the National Park newsletter</p> <p>National Park digital newsletter proving very popular with exponential increase in take up. Eryri Magazine will go digital next year (as a one off) in order to mitigate against the risks of Covid – paper copies etc. Also looking at enhancing the community focused element of this.</p>	On-going	Ho Engagement

Status:  Progressed and within timetable


 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021

* Lead Officer

Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>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>On-going. Website is out to tender and awarding of tender due to take place in January. Regular messages shared via social media relating to Health and Well-being. Volunteer and Well-being Officer also blogging.</p>	May 2021 (Delayed due to Covid-19 implications)	* Ho Engage. Brand & Content Mgr. Ho Warden Svc.
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Review the Recreation Strategy to ensure that residents and visitors can access a variety of routes aimed to improve physical and mental health. Ensuring it supports the strategic objectives outlined in the PMP, Cynllun Eryri</p> <p>First draft of review due to be presented to management team in November/December.</p>	May 2021	* Ho Engage. Access & Well-being Mgr.




Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021


* Lead Officer

We will achieve this by:	Working with key partners to provide opportunities (including volunteering) that contribute to health and wellbeing
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Review and refresh the Volunteering Strategy with a renewed focus on Well-being</p> <p>First draft of new strategy will be presented to management team in November.</p>	July 2020 (Delayed due to Covid-19 implications)	Ho Engage. * Volunteer & Well-being Officer
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Adopt criteria to measure the health and well-being benefits of volunteering the Authority provides. Develop a Volunteer Portal as a central point for recording and measuring progress, co-ordinate volunteer activity across the authority, and promoting opportunities for ourselves and partners, in collaboration with other Welsh National Parks</p> <p>Activities on-going and now well established with new officer. Criteria will be presented as part of the new Volunteering strategy – discussed with management team in November.</p>	April 2021 (Delayed due to Covid-19 implications)	* Ho Engagement Volunteer & Well-being Officer
 Qtrs. 1+2	<p>The provision and promotion of opportunities to volunteer at Yr Ysgwrn through social media (subject to Covid-19 restrictions)</p> <p>The site remained closed throughout Quarter 1 and the first half of Quarter 2. The Site Manager has kept regular contact with volunteers and an invitation has been extended to all volunteers to return to Yr Ysgwrn when they feel safe and confident to do so. We hope to see volunteers return in 2021 and will be attempting to recruit new volunteers for the new season.</p>	March 2021	Yr Ysgwrn Site Manager

Status:  Progressed and within timetable


 To be progressed in next quarter(s) for completion by end of March 2021

 Not progressed and/or will not be completed by end of March 2021


* Lead Officer


Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Continue to play an active part in “Getting North Wales Moving” and develop further links in order to engage local people, including “Link Workers” and direct links with health services and charities</p> <p>Ongoing and working well. Further links and partnerships being developed.</p>	On-going	Ho Warden Svc. * Ho Engage. Volunteer & Well-being Officer
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Prepare a draft Youth Manifesto for discussion and approval by Members</p> <p>No progress to report on.</p>	March 2021	* Ho Warden Svc. Ho Engage.

We will achieve this by:	Working with key partners to manage the area in relation to any regulations relevant to the Authority in dealing with the Covid-19 pandemic
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 Qtrs. 1+2 Qtr. 3. Qtr. 4	<p>Continue to work with representatives from Designated Landscapes across Wales, Visit Wales and Welsh Government to share good practice and develop policy regarding Sustainable Tourism principles</p> <p>This has been considered by National Parks Wales and has been raised with the Deputy Minister and Welsh Government Officials. The Green Recovery Task and Finish Group Chaired by NRW Chair will shortly report and will make recommendations on such matters.</p>	March 2021	CEO Ho Engage.
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Status:  Progressed and within timetable


 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021

* Lead Officer

Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Continue to work with the North Wales Communication cell group to agree and disseminate key messages</p> <p>Ongoing and proving very beneficial. Head of Engagement meets weekly with North Wales Comms Cell, with discussions and implementation of shared messaging.</p>	Ongoing – as required	* Ho Engagement

Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021



 Not progressed and/or will not be completed by end of March 2021

* Lead Officer


4. PEOPLE, PLACES AND PARTNERS


OVER THE NEXT FIVE YEARS WE AIM TO FURTHER THE OPPORTUNITIES TO WORK WITH PEOPLE, VOLUNTEERS AND PARTNERS IN A COLLABORATIVE MANNER. THIS WILL ENABLE US TO CONTINUE TO CONTRIBUTE TO THE APPRECIATION AND MANAGEMENT OF WHAT MAKES SNOWDONIA VALUED AND SPECIAL

We will achieve this by:	Investing in volunteers to add value to the delivery of the Authority's vision
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Continue to monitor to assess how volunteering opportunities contributes to our vision and statutory purposes</p> <p>Volunteering work developing well. New measures will be developed as part of the volunteer strategy.</p>	On-going	Ho Engagement
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>To meaningfully engage volunteers in the management of Yr Ysgwrn through regular consultation via e-mail, phone calls and when Covid-19 restrictions ease, through and team meetings</p> <p>Regular contact has been kept with volunteers throughout Quarters 1 and 2 and team meetings will be re-established as soon as restrictions allow.</p>	March 2021	Yr Ysgwrn Site Manager


Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021

* Lead Officer


We will achieve this by:	Assessing the effectiveness of the Authority's framework for volunteering
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Present an Annual report monitoring the implementation of the framework for volunteering to Members</p> <p>To be progressed once volunteering strategy has been adopted.</p>	March 2021	Ho Engagement

We will achieve this by:	Supporting the development of "Place Plans" within Snowdonia
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 Qtrs. 1+ 2 Qtr. 3 Qtr. 4	<p>The Snowdon Partnership Plan is the first adopted Place Plan in Snowdonia. Assess whether a similar approach could benefit other areas of the Park</p> <p>Llyn Tegid has been identified as a possible area. No progress to date due to the Covid situation.</p>	March 2021	Ho Warden Svc.
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Status:  Progressed and within timetable


 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021

* Lead Officer

Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Ensure indicators within the Snowdon Partnership Plan are monitored and reported on to the Authority on an annual basis and that the following projects are prioritised:</p> <ul style="list-style-type: none"> ➤ Review of parking and transport in the Yr Wyddfa and Ogwen areas Moving into implementation phase. ➤ Production of a Communication Plan for the Snowdon Partnership COMPLETED and in implementation phase. ➤ Establishment of an ambassador scheme for local businesses COMPLETED and in development phase for extension to the entire National Park. ➤ Completion of Tais Nant Peris bus stop project will be re-profiled. (Delayed due to Covid-19 implications) In implementation phase and due to be complete by March 2021. ➤ Production of an App for Snowdon (to be piloted for the expansion to the entire National Park COMPLETED and in monitoring phase. 	Annual Report March 2021 Summer 21 March 21	* Partnerships Manager + Snowdon Partnership Officer




Status:  Progressed and within timetable




 To be progressed in next quarter(s) for completion by end of March 2021

 Not progressed and/or will not be completed by end of March 2021




* Lead Officer


We will achieve this by:	Enhance the awareness and use of the Welsh language
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Assess the adopted well-being plans that are applicable to the Authority's area to identify appropriate actions to be undertaken by the Authority in partnership with others in enhancing both the awareness and the use of the Welsh language</p> <p>The Gwynedd/ Mon PSB has a work stream on this, however the group charged with developing has not met in 2020 and there is no lead officer/organisation. This will be considered by the full board in December. A SNPA member Working Group meeting will be held in the third quarter to discuss.</p>	March 2021	CEO
 Qtrs. 1-2 Qtr. 3 Qtr. 4	<p>Continue to prioritise the use of Welsh as the working language of the Authority and that all staff who are likely to have dealings with the public can respond to queries in both Welsh and English. Produce an Annual Report</p> <p>The annual report on the authority's performance in relation to the standards is required to be approved and published by the 30th of June each year. Due to the disruption to the committee schedule caused by the Covid-19 lockdown, it was not possible to present the report until the 15th of July 2020 this year. The Performance and Resources Committee duly approved the report on this date, enabling it to be published immediately afterwards.</p>	On-going	Director Corporate Services
 Qtrs. 1-2	<p>To work with local colleges and the university to ensure active participation in any online content and information sites regarding work placements, volunteering and career opportunities, which would include work on promoting the importance of Welsh Language skills in gaining employment with the Authority. Participate in any online/remote careers and job fairs, events, discussions and webchats, if they are set up as an alternative to the traditional face-to-face opportunities</p> <p>Due to Covid-19 no progress has been made with this action. Colleges and Universities are currently prioritising safe classroom and teaching environments for their students, and are not in a position to advance this work. Freshers Fairs were not held this year and no alternative on-line opportunities were offered for the Authority to participate in. The Authority under an Umbrella proposal by 14 of UK's National Parks propose to provide five opportunities for young people under the "Kick start" initiative.</p>	2020/21 Academic year	Ho Admin. & Customer Care


Status:  Progressed and within timetable  To be progressed in next quarter(s) for completion by end of March 2021  Not progressed and/or will not be completed by end of March 2021

* Lead Officer

Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1-2 Qtr. 3 Qtr. 4	<p>To ensure that all communication material is available bilingually</p> <p>On-going and being adhered to.</p>	On-going	Ho Engagement
 Qtrs. 1-2 Qtr. 3 Qtr. 4	<p>To provide opportunities for Welsh learners to participate in activities, including volunteering at Yr Ysgwrn</p> <p>The Coronavirus pandemic hasn't allowed for the provision of activities but new digital resources released during the lockdown, such as digital stories and short films, are suitable for Welsh learners and have been a means of engaging new audiences during this challenging period.</p>	March 2021	Ho Cultural Heritage
 Qtrs. 1- 2 Qtr. 3 Qtr. 4	<p>To promote Yr Ysgwrn as a cultural centre and as a centre to enhance awareness of Welsh language and culture</p> <p>Digital content developed during the lockdown has provided a media to promote awareness of Welsh language and culture whilst the site remained closed. Content included new short films on artefacts in the collection and stories from the archive.</p>	March 2021	Ho Cultural Heritage



Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021


* Lead Officer

We will achieve this by:	Work with our local, national and regional partners to address the challenges and manage the area once regulations controlling movement post Covid-19 are relaxed
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p style="color: red;">Continue to work with the Tourism sector through the North Wales Tourism Forum</p> <p>Ongoing – attending meetings on a quarterly basis (weekly during Covid lockdown).</p>	On-going	Ho Engage.
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p style="color: red;">Undertake a risk register exercise cross-referencing with Policy A3.3 ensuring preparedness and mitigation measures are anticipated <i>(Policy A3.3. Explore the feasibility of implementing a Climate Vulnerability Index (CVI) approach to natural and cultural heritage assets of the National Park)</i></p> <p style="color: red;">With input from key partners consider learnings from the Covid-19 pandemic</p> <p>Feasibility of the CVI Index is currently being established in Partnership with NRW Key learnings from the pandemic are being shared with Cyngor Gwynedd, Conwy council, Visit Wales, other National Parks and Designated Landscapes and NRW.</p>	March 2021	Partnerships Manager

Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021




 Not progressed and/or will not be completed by end of March 2021

* Lead Officer


5. BALANCING OUR RESOURCES AND EFFORTS


THE AUTHORITY TARGETS ITS RESOURCES TO DELIVER ITS PRIORITIES WITHIN THE REDUCED RESOURCES AVAILABLE

We will achieve this by:	Engaging with our staff at all levels including formal annual appraisals to assist performance management and ensure that we support the wellbeing of our staff in such a difficult period
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>All staff meetings held at least annually and as required</p> <p>It has not been possible to hold an all staff meeting during the last quarter due to Covid-19 implications. A virtual all staff meeting is being considered.</p>	2020/21	CEO
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Quarterly service updates issued to all staff and members</p> <p>Regular and frequent update bulletins have been issued to staff throughout the Covid-19 period.</p>	2020/21	CEO
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>All Authority staff to have been appraised in the past 12 months</p> <p>Due to the number of staff working remotely during the lock-down period the appraisal process is later commencing this year. To date, no appraisals have been completed.</p>	Dec. 2020	Ho Personnel

Status:  Progressed and within timetable


 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021

* Lead Officer

Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Assessment of training needs undertaken</p> <p>Training needs are identified as part of the appraisal process. To date, no appraisals have been undertaken.</p>	March 2021	Ho Personnel
 Qtrs. 1+2 Qtr. 3	<p>Ensure that Heads of Service undertake regular team meetings with their staff to keep staff informed of development and to assist performance management</p> <p>Heads of Service have held regular virtual team meetings with their staff throughout the past 6 months. Engaging with staff has been particularly important over the past two quarters to ensure and check on the wellbeing of staff members and allow the flow of information both up and down within the Authority.</p>	2020/21	Directors Ho Service
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Facilitate meetings of the Staff & Management Forum</p> <p>Arrangements will be put in place for these meetings to be held 'virtually' over the coming months. To date, no meetings have been held.</p>	2 x 2020/21	Ho Personnel



Status:  Progressed and within timetable


 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021


* Lead Officer

We will achieve this by:	Developing and supporting Members to effectively manage the Authority during this period of change
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
<p>Due to Covid-19</p>  <p>Qtrs. 1 - 4</p>	<p>100% of new members to the Authority in any 12 month period have attended induction for new members</p> <p>National Induction Course deferred until at the earliest March 2021 due to Covid-19. New Members will be asked to attend at that time.</p>	Ongoing	Member Services Officer
 <p>Qtrs. 1+2</p> <p>Qtr. 3</p> <p>Qtr. 4</p>	<p>Members have undertaken a Personal Development Review meeting on their development and support needs</p> <p>None completed. This process usually commences following the AGM in June. This year the AGM was not held until September which has caused a delay to the process. It should be noted that 2 year assessments have been undertaken with 2 of the Welsh Government Appointed Members this year.</p>	Sept. 2020 onwards	Ho Personnel


Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021

* Lead Officer


We will achieve this by:	Attracting external funding to further the work of the Authority in delivery of its statutory purposes
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	Work within Partnership to deliver National Park purposes and develop further opportunities for external funding	On-going	Ho Service
Qtrs. 1+2 Qtr. 3 Qtr. 4	External funding opportunities are continually being investigated and progressed.		

We will achieve this by:	Reviewing existing spending commitments in order to protect the Authority against the loss of income streams in this period
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	Assess and re-purpose where possible un-spent Welsh Government spending pressures funding This has been considered and in discussion with Welsh Government on the scope to do so, however Welsh Government at this stage prefer the National Park Authorities to continue with the agreed programme.	March 2021	CEO


Status:  Progressed and within timetable


 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021

* Lead Officer




Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2	<p>Assess options re. the Commissioning Fund:</p> <p>Options assessed:</p> <ul style="list-style-type: none"> ➤ Ear marked funding for a comprehensive NP residents and visitor survey (45k) can be released as it will not be possible for the scope of this work to be completed in 2020. We would aim to re-tender at the beginning of 2021 for the work to be completed by the end of 2021. ➤ Further funding earmarked for projects under Cynllun Eryri (15k) can also be released as it will not be possible to begin these projects until after the recovery of the National Park area after COVID-19. ➤ For the financial year 2020-21 Cronfa Comisynu Eryri could be used to ensure that infrastructure within the National Park is resilient in order to begin implementation of the projects outlined in the new National Park Management Plan, to be adopted in 2020. 	March 2021	Partnerships Manager


Status:  Progressed and within timetable


 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021

* Lead Officer

Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Realise cost savings from reduced operations in car parks and public toilets to reduce the income deficit from car parks during Covid-19 lockdown. Review maintenance works and postpone non urgent works to 2021/22 to reduce budget pressures</p> <p>Operating cost savings realized during the national lock-down period and offset against the loss of income for Quarter 1. Public toilet cleaning costs increased in Quarter 2 due to increased cleaning frequency in line with guidance issued by the Welsh Government.</p>	March 2021	Ho Property
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Review maintenance works and postpone non urgent works to 2021/22 to reduce budget pressures</p> <p>Urgent works prioritised so that planning and programming of work can progress in accordance with the budget in Quarters 3 and 4.</p>	March 2021	Ho Property
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Revise Asset Management Plan and defer adoption of new Plan for 12 months</p> <p>No progress made due to other work pressures as a result of Covid-19. Work will progress for adopting and actioning a new Asset Management Plan as from 1st April 2020 onwards</p>	For adoption prior to March 2022	Ho Property



Status:  Progressed and within timetable


 To be progressed in next quarter(s) for completion by end of March 2021


 Not progressed and/or will not be completed by end of March 2021


* Lead Officer

We will achieve this by:	Re-profile all projects and programmes with our key partners and funders to ensure that all are deliverable following the restrictions on ability to deliver due to Covid-19 pandemic
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Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2	<p>TAIS Nant Peris will require an extension period beyond January 2021</p> <p>Extension applied and granted until March 2021.</p>	Summer 2021	Partnerships Manager
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Adjust all field work accordingly by an estimated 3 month delay in WG grant spend profile accordingly</p> <p>All field work assessed and time adjustments applied for accordingly. Following assessments of Covid-19 regulations SNPA protocols were put in place and subject to a risk assessment being undertaken field work re-commenced in mid May by planning staff initially and extended to project work staff early in June.</p>	Summer 2022	Directors Ho Service Project Officers

Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021

 Not progressed and/or will not be completed by end of March 2021

* Lead Officer


Progress Update + Status	Description of Project / Initiative including specific actions	Time-table	Officer (s) Responsible
 Qtrs. 1+2 Qtr. 3 Qtr. 4	<p>Review all partnership based projects. Review expenditure profiles, which projects will be/are likely to be delayed, anticipated slippage and subsequent consequences:</p> <ul style="list-style-type: none"> ➤ All SMS projects ➤ LIFE Celtic Rainforest Project ➤ Dolgellau Townscape Heritage Project ➤ Yr Ysgwrn ➤ Carneddau Landscape Partnership ➤ TAIS projects ➤ WG capital funding projects ➤ SLSP projects ➤ NRW joint project – Peatlands ➤ National Grid projects <p>All SNPA projects have been reviewed, extensions to time and/or funding profiles applied for and subsequent consequences addressed. A full update on projects will be submitted to the Performance and Resources Committee in November.</p>	March 2021	Directors Ho Service Project Officers


JO/Improvement Objectives 2020-21


Draft 1 Reviewed and amended by HoS (22.04.20) and MT (07.05.20) to take account of Covid-19 implications

Draft 2 Approved by MT 19.05.20.

Presented to and Approved by SNPA 15.07.20

Status:  Progressed and within timetable

 To be progressed in next quarter(s) for completion by end of March 2021

 Not progressed and/or will not be completed by end of March 2021

* Lead Officer

MEETING	Performance and Resources Committee
DATE	18 th November 2020
TITLE	PERFORMANCE INDICATORS 2020/21: HALF YEAR RESULTS: APRIL – SEPTEMBER 2020
REPORT BY	Director of Corporate Services
PURPOSE	To present the results for the first 6 months of the year

1. BACKGROUND:

1.1. The Authority’s quarterly performance indicators for the year 2020/21 are listed on the following pages.

1.2. The performance indicators have been grouped under three main headings

- Welsh Government Planning Directorate Indicators
- Core National Performance Indicators as required by the Welsh Government
- Local Performance Indicators to measure progress on SNPA’s wellbeing objectives

1.3 For the Core National and the Local Performance Indicators updates have been coloured in accordance with the trend or progress as follows:



The result is significantly worse or lower compared to the same period last year **OR** The work will not be completed within the set target or timescale.



The result has worsened slightly from the result in the same period last year **OR** the work has been affected in 2020 by Covid-19 and may progress in Quarters 3-4.



The result is consistent or shows a significant improvement or increase on the result of the same period last year **OR** the work is within the set target/schedule.

2.0. RECOMMENDATION: To examine and discuss the attached indicators.

3.0. BACKGROUND PAPERS: Performance Indicators 2020/21: Half Year Results.



PERFORMANCE INDICATORS AND SERVICE DATA FOR 2020-21

WG PLANNING DIRECTORATE (To be reported to P&R)

MEASURE	GOOD	FAIR	IMPROVE
Plan making			
Is there a current Development Plan in place that is within the plan period?	Yes		No
Annual Monitoring Reports produced following LDP adoption	Yes		No
The local planning authority's current housing land supply in years	>5		<5
Efficiency			
Percentage of "major" applications determined within time periods required	>60	50.1-59.9	<50
Average time taken to determine "major" applications in days	Not set	Not set	Not set
Percentage of all applications determined within time periods required	>80	70.1-79.9	<70
Average time taken to determine all applications in days	<67	67-111	112+
Percentage of Listed Building Consent applications determined within time periods required	>80	70.1-79.9	<70
Quality			
Percentage of Member made decisions against officer advice	<5	5-9	9+
Percentage of appeals dismissed	>66	55.1-65.9	<55

WALES AVERAGE 2019-20	Snowdonia NP LPA 2019-20	SNPA Quarter 1 July - September 2020-21	SNPA Quarter 2 April - June 2020-21
Yes	Yes	YES	
Yes	Yes	Due 2021 – interim Monitoring Report to be reported to member Working Group in Jan. 2021.	
6 of 25	3.0	End of Year Result	
68	0	N/A (No majors determined)	N/A (No majors determined)
232	457	N/A (No majors determined)	N/A (No majors determined)
88	76	55.5%	48%
77	67	67	109
75	56	0%	10%
9	5	0	0
68	60	No Appeal Decisions	100% (3/3)


MEASURE	GOOD	FAIR	IMPROVE
Applications for costs at Section 78 appeal upheld in the reporting period	0	1	2+
Engagement			
Does the local PA allow members of the public to address the Planning Committee?	Yes		No
Does the local PA have an officer on duty to provide advice to members of the public?	Yes		No
Does the local PA web site have an online register of planning applications, which members of the public can access, track their progress (and view their content)?	Yes	Partial	No
Enforcement			
% of enforcement cases investigated (determined whether a breach of planning control has occurred and, if so, resolved whether or not enforcement action is expedient) within 84 days	>80	70.1-79.9	<70
Average time taken to take positive enforcement action	<100	101-200	200+


WALES AVERAGE 2019-20	Snowdonia NP LPA 2019-20	SNPA Quarter 1 July - September 2020-21	SNPA Quarter 2 April – June 2020-21
0	0	0	0
Yes	Yes	Yes	Yes
Yes	Yes	Yes	Yes
Yes	Yes	Yes	Yes
77	89	100%	100%
167	198	No cases closed	411 days


NATIONAL CORE PERFORMANCE INDICATORS (To be reported to P&R Committee)

CORPORATE

No.	Performance Indicator Target for 2020-21	Half Year Results 2019/20	Qtr.1 2020/21 Result	Qtr. 2 2020/21 Result	Qtr. 3 2020/21 Result	Qtr. 4 2020/21 Result	2020/21 Annual Result	Resp. Officer
CHR/001	The percentage of employees who leave the employment of the authority, whether on a voluntary or involuntary basis. (Annual Target for 20/21 - 7%)	13.2% (18)		4.2% (6)				Ho Personnel
CHR/002	The number of working days/shifts per full time equivalent (FTE) authority employees lost due to sickness absence. (Annual Target for 20/21 - 6 days)	9.3 days		1.5 days				Ho Personnel
CHR/006	The percentage of undisputed invoices which were paid within 30 days of such invoices being received by the authority. (Annual Target for 20/21 - 98%)	98.49%		99.14%				Senior Finance Officer

 Work/Target within programme/timetable


 Work/Target delayed in 2020 due to Covid-19. May progress in Quarters 3-4


 Work will not be completed / Target not reached


LOCAL PERFORMANCE INDICATORS TO MEASURE PROGRESS ON THE WELLBEING OBJECTIVES (To be reported to P&R Committee)

OUR COMMUNITIES

No.	Performance Indicator Target for 2020-21	Qtr 1 2020-21 Results	Qtr 2 2020-21 Results	Qtr 3 2020-21 Results	Qtr 4 2020-21 Results	2020-21 Annual Results	Responsible Officer(s)	
1a	We have granted planning permission for the number of affordable housing identified annually in the Local Development Plan	Annual Result						Planning Manager
1b	% of all interested parties that have had an opportunity to provide input through Forum Eryri to the Authority's Park Management Plan	Annual Result						Partnerships Manager
1c	Establish baseline data and methodology on the benefit to the local economy resulting from the work of the Authority	To be progressed now that the NPMP has been adopted					Partnerships Manager	
1ch	Complete the Snowdon Transport and Parking Review	COMPLETED – moving into implementation phase					Partnerships Manager	
1d	Review the Communication Strategy to ensure that the same contains strong reference to the benefit of the National Park designation to our communities and subsequently monitor its effectiveness	Staff survey on communication complete. Touch-point review complete. Result of both being fed into Comms strategy					Ho Engagement	
1dd	Prepare and implement a strategy for the Authority to protect, enhance and further the understanding of the cultural heritage of Snowdonia and subsequently monitor its effectiveness	The Head of Cultural Heritage has undertaken initial research and is formulating the 5 year plan. Consultation with partners will continue in the autumn and an initial paper will be presented to Members on place names, with a view to presenting the draft plan to the Members Working Group in early 2021					Ho Cultural Heritage	


 Work/Target within programme/timetable


 Work/Target delayed in 2020 due to Covid-19. May progress in Quarters 3-4


 Work will not be completed / Target not reached

PLANS AND POLICIES

No.	Performance Indicator Target for 2020-21	Qtr 1 2020/21 Results	Qtr 2 2020/21 Results	Qtr 3 2020/21 Results	Qtr 4 2020/21 Results	2020/21 Annual Results	Responsible Officer(s)
2a	Our projects will be addressing the themes raised in the North West Wales Area Statement	The outcomes of the area statements have been reflected in the adopted Cynllun Eryri (National Park Management Plan). The Area statements have informed or underpinned some of the Sustainable Landscape, Sustainable Place (SLSP) and Sustainable Management Schemes (SMS) projects. Projects sponsored by NRW within Snowdonia also address that identified within Area Statements.					HoService
2b	Produce Annual Reports: <ul style="list-style-type: none"> ➤ Local Development Plan ➤ Park Management Plan 	Annual result Cynllun Eryri was officially adopted on 23 September 2020					Ho Planning Partnerships Manager
2c	LDP has been adopted and SPG programme produced and well underway. Continue to produce SPGs in accordance with agreed timescale	SPG Planning Obligations has gone out to public consultation and a Members Working Group has been set up to discuss SPG on Planning and the Welsh Language. Work continues on the Advertisements and Historic Environment SPGs					Planning Manager
2ch	New Well-being objectives adopted in readiness for 2021 onwards	Members approved objectives for an informal consultation. Responses considered and Members will agree draft service priorities for formal consultation with stakeholders during P&R Committee in November.					CEO


 Work/Target within programme/timetable


 Work/Target delayed in 2020 due to Covid-19. May progress in Quarters 3-4


 Work will not be completed / Target not reached

HEALTH AND WELLBEING

No.	Performance Indicator Target for 2020-21	Qtr 1 2020/21 Results	Qtr 2 2020/21 Results	Qtr 3 2020/21 Results	Qtr 4 2020/21 Results	2020/21 Annual Results	Responsible Officer(s)
3a	Undertake an user survey to establish what draws people to an area and the activities that they will undertake	Delayed in 2020 due to COVID-19					Partnerships Manager
3b	Undertake an analysis of the health benefits of these combined activities	Delayed in 2020 due to COVID-19					Partnerships Manager
3c	Utilising the results of the survey and subsequent analysis prepare a strategy for promoting opportunities for enjoyment and understanding of the National Park that contributes to both health and well-being and subsequently monitor its effectiveness	Delayed in 2020 due to COVID-19					Partnerships Manager
3ch	The Authority has dutifully executed its statutory responsibilities as to any regulations in relation to Covid-19 and has effectively communicated its key messages and statutory compliance achieved	The Authority worked with Welsh Government, Local Authorities and Natural Resources Wales in relation to the emergency regulation that enabled National Parks Authorities of Wales to close land, to manage potential spread of the virus through people congregating. The restrictions were reviewed weekly and were lifted in July. The current regulation will cease in the new year.					CEO


 Work/Target within programme/timetable


 Work/Target delayed in 2020 due to Covid-19. May progress in Quarters 3-4


 Work will not be completed / Target not reached

PEOPLE, PLACES AND PARTNERS

No.	Performance Indicator Target for 2020-21	Qtr 1 2020/21 Results	Qtr 2 2020/21 Results	Qtr 3 2020/21 Results	Qtr 4 2020/21 Results	2020/21 Annual Results	Responsible Officer(s)
3 + 4a	A Volunteering Strategy has been adopted. Monitoring to be undertaken to assess how volunteering opportunities contributes to the individual's health and wellbeing	Strategy being drafted and due to be discussed with management Team in November					Ho Engagement
4b	Produce an Annual report monitoring the implementation of the framework for volunteering to Members	Annual Result					Ho Engagement
4c	The Snowdon Partnership Plan is the first adopted Place Plan in Snowdonia. Assess where a similar approach could benefit other areas of the National Park	Ongoing – Warden Service implementing Place Planning arrangements with local communities					Partnerships Manager
4ch	Continue to prioritise the use of Welsh as the working language of the Authority and that all staff who are likely to have dealings with the public can respond to queries in both Welsh and English. Produce an annual report	Annual Result					Dir. Corporate Services
4d	That local, regional and national partners co-ordinate efforts in relation to managing people and messages when restrictions to Covid-19 are relaxed	Annual Result					CEO Ho Engagement


 Work/Target within programme/timetable


 Work/Target delayed in 2020 due to Covid-19. May progress in Quarters 3-4

 Work will not be completed / Target not reached

BALANCING OUR RESOURCES AND EFFORTS


No.	Performance Indicator Target for 2020-21	Qtr 1 2020/21 Results	Qtr 2 2020/21 Results	Qtr 3 2020/21 Results	Qtr 4 2020/21 Results	2020/21 Annual Results	Responsible Officer(s)
5a	Both service prioritise and financial strategy adopted - but this may need flexibility in these uncertain financial times. Ongoing monitoring and potential review will be required during this period. Continue to monitor	Welsh Government have asked for budget planning assumptions. Once we gain formal confirmation of indicative budget for 2021/22 we can update the financial strategy for the next period.					CEO
5b	% of Authority staff appraised in the past 12 months (Annual Target for 20/21 95%)	1.5% There has been a delay to commencing the process due to staff working remotely. There are many instances where remote appraising will not be possible or appropriate.					Ho Personnel
5c	% of staff moderately or very satisfied with their jobs (Annual Target for 20/21 90%)	Annual Result					Ho Admin. & Customer Care
5ch	% of staff who report that they are satisfied with the level of guidance and support they receive from their immediate line managers (Annual Target for 20/21 87%)	Annual Result					Ho Admin. & Customer Care
5d	% of new members to the Authority in any 12 month period that have attended Induction for new members (Annual Target for 20/21 100%)	0% New Member Induction Course deferred in 2020 due to Covid-19					Members' Services Officer
5dd	% of Members who have undertaken a Personal Development Review meeting on their development and support needs (Annual Target for 20/21 50%)	0 completed This process usually commences following the AGM in June. This year the AGM was not held until September which has caused a delay to the process. It should be noted that 2 year assessments have been undertaken with 2 of the WG Appointed Members this year.					Ho Personnel MSO


 Work/Target within programme/timetable


 Work/Target delayed in 2020 due to Covid-19. May progress in Quarters 3-4

 Work will not be completed / Target not reached

No.	Performance Indicator Target for 2020-21	Qtr 1 2020/21 Results	Qtr 2 2020/21 Results	Qtr 3 2020/21 Results	Qtr 4 2020/21 Results	2020/21 Annual Results	Responsible Officer(s)	
5e	<p>Assessment undertaken on the likely funding streams available to deliver on our statutory purposes and the capacity for delivery over the next five years.</p> <p>Continue to monitor the situation.</p>	<p>Several multi-year projects that contribute to our statutory purposes have some time left to run e.g. LIFE Celtic Rainforest 2025, NLHF Carneddau 2025, TH Dolgellau 2022 etc. Therefore, several existing commitments will continue to contribute to statutory purposes in the short-medium term. It has become apparent that some funding streams are likely to become more competitive in the future e.g. National Lottery Heritage Fund grants. This will need to be closely monitored. Despite this, other opportunities still exist – through Welsh Government (e.g. SLSP, SMS) and other funds such as the National Grid LEI Fund (which has been approved for a further 5 years by OFGEM). Covid is likely to change the funding landscape significantly in the future, although it is currently not clear how this will evolve. Partnership working (e.g. NRW, CADW and the Welsh Government) and jointly funded projects are as important as ever now, and the Authority will place an emphasis on these as well. Some Authority departments have important (albeit relatively small) capital funds in the baseline budget, and this must continue to be used as ‘seed money’ to develop new projects in the future.</p>						<p>Director Planning & Land Management</p>


 Work/Target within programme/timetable


 Work/Target delayed in 2020 due to Covid-19. May progress in Quarters 3-4


 Work will not be completed / Target not reached

No.	Performance Indicator Target for 2020-21	Qtr 1 2020/21 Results	Qtr 2 2020/21 Results	Qtr 3 2020/21 Results	Qtr 4 2020/21 Results	2020/21 Annual Results	Responsible Officer(s)
5f	Monitor both spending commitments and income generation in this period	Undertaken by Heads of Service					CEO
5ff	All programmes and projects impacted by Covid-19 identified and suitable mitigation enabled to counter any slippage	All projects and programmes reviewed, relevant consents and extensions received and projects adjusted accordingly					Directors Relevant HoS Project Managers
5g	Services have reviewed and re-profiled current expenditure commitments so as to reduce the pressure on our reserves	Service expenditure has been reviewed and access to loss of income due to Covid funding has reduced the potential demand on reserves.					Directors HoS

JO/Performiad/PIs 2020/21
Qtrs. 1+2 March – Sept. 2020

 Work/Target within programme/timetable

 Work/Target delayed in 2020 due to Covid-19. May progress in Quarters 3-4

 Work will not be completed / Target not reached

MEETING:	Performance and Resources
DATE:	18 th November, 2020
TITLE:	STRATEGIC SCRUTINY: UPDATE
AUTHOR:	Chief Executive
PURPOSE:	<ul style="list-style-type: none"> • To discuss the scrutiny topics adopted for 2020-21 • To note delay on the scrutiny of the two areas selected for 2020/21, • To consider further theme/s for scrutiny in 2021/22

1. BACKGROUND:

- 1.1. In 2018/19 members reviewed certain governance matters relating to the way that the Authority conducts its business. One of the agreed actions was to proceed with a programme of strategic scrutiny. The Performance & Resource Committee was charged to agree such a programme annually.
- 1.2 The purpose of the strategic scrutiny or “deep dives” is to:
 - Improve the understanding of issues affecting Eryri and National Park Purposes,
 - Improve the above to formulate policy and priorities work. Or,
 - Improve effectiveness of the organisation and its partners’ delivery.
- 1.3 Members agreed that scrutiny themes should be limited to two or three topics per year and conducted by appointing a task and finish groups of members and officers.
- 1.4 The Performance and Resource Committee in November 2019 resolved to conduct two scrutiny themes and to establish two Task and Finish Groups, made up of three members of the Authority and three officers. The task and finish group were asked to agree a brief and report back to the next available Member Working Group for consideration and nomination of a member lead.
- 1.5 In the Authority’s AGM in September 2020, members reviewed and confirmed the membership of the Task and Finish groups:

Traffic Management Task and Finish Group

(Traffic management in North of the Park)

Members: Councillor Edgar Owen; Ms Tracey Evans, Councillor John Pughe Roberts.

Carbon Account Task and Finish Group

(Carbon account for the geographical area of Snowdonia)

Members: Councillor John Pughe Roberts; Mr. Brian Angell, Mr. Owain Wyn.

- 1.6 The work was due to start on these at the start of the financial year (from 1st April), however due to Authority's efforts in the Covid response and availability of staff, the progress in the first six months has been limited. The traffic management group convened to provide guidance on the draft traffic study for Snowdon and the Ogwen Valley. Members may wish to confirm if they want to continue with this particular scrutiny as the Wyddfa and Ogwen Transport and Parking Study has been produced and members will discuss parking and related matters in its working group on the 02.12.10. Officers have done some preliminary work on Carbon matters within Snowdonia.
- 1.7 The purpose of this paper is to consider which areas members wish to consider for the year 2021/22. Considering that, there is an element of uncertainty that both of the current scrutiny items may not be required/completed within this working calendar year it may be reasonable to only consider a maximum of two further areas.

2. POTENTIAL SCRUTINY TOPICS FOR 2021-22

- 2.1 Various topic areas have emerged during the year especially resulting from what we have witnessed and learnt from Covid. In relation to the governance of the Authority, the single major change has been the ability to conduct formal business remotely. Members have commented that this is an opportunity to review how members undertake their duties through our formal committee format e.g. Planning Committee followed by a working group. The ability to continue with remote meetings will be confirmed in legislation early in 2021. Modernising governance arrangements is also one of the potential stands in a revised Corporate Plan.
- 2.2 Members recently considered Welsh Place Names in its working group of 21st October, and recommended to establish a task and finish group to further the Authority's understanding and work on such matters. In that working group, members also recommended that, the work of developing a Cultural Heritage strategy should be part of its work programme. Members have forwarded their thoughts on the remit for such a task and finish group, the following is recommended:
- Develop a policy framework to enable SNPA to protect and standardise the use of place names within Snowdonia National Park by the Authority, its partners and stakeholders; by considering Eryri's and Wales's unique position and identifying good practice from other areas/countries in the development of a framework,
 - Raise awareness amongst different audiences including monolingual, multi-lingual, multi-ethnic and international audiences of the importance of place names in Snowdonia; and as a source that strengthens links with the environment, history and heritage of the area.
 - To identify what success looks like, identify which programmes could be considered and who are the key people/organisations that are required to deliver with.

In the working group members suggested that a task and finish group of six members needed to be appointed. For strategic scrutiny we agreed that large groups should be avoided and a maximum of six was suggested (3 members & 3 officers). It is felt that aspect of this brief would involve short, medium and longer-term matters and as such the task and finish group may need to evolve into a formal sub-committee dependant

on the findings of the task and finish group. Officer recommendation on this particular scrutiny is to have a group as follows:

- Three Authority members,
- Two Authority officers,
- Representatives from the Welsh Language Commissioners office, CADW or Royal Commission on the Ancient and Historical Monuments of Wales as required.

The work programme of the group will need to include working on a pilot project with the Welsh language Commissioners Office, work with partners and policy makers to gain support for the work, inform the development of the Authority's Cultural Heritage strategy.

3. RECOMMENDATIONS:

3.1 Members are asked to consider whether the current two themes need to be extended due to the time lost and which area(s) should be considered for further scrutiny in 2021/22.

3.2 Recommendations:

- **To note content of the report**
- **To note delay on the scrutiny of the two areas selected for 2020/21**
- **To consider and agree further theme/s for scrutiny in 2021/22**
- **To appoint Members to any task and finish group(s) as required.**

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MEETING:	Performance and Resources
DATE:	18 November, 2020
TITLE:	SNOWDONIA NATIONAL PARK AUTHORITY (SNPA) and PUBLIC SERVICE BOARDS (PSBs) WELL-BEING OBJECTIVES
AUTHOR:	Chief Executive
PURPOSE:	To update Members on the relationship between both Gwynedd/Mon and Conwy/Denbigh PSBs and the Authority's and to review progress.

1. BACKGROUND

- 1.1 In April 2016, the Wellbeing of Future Generations (Wales) Act 2015 introduced the requirement for statutory boards, known as a Public Services Boards (PSBs) to be established in each Local Authority area in Wales.
- 1.2 The PSBs are a collection of public bodies working together to improve the well-being of their area. This means that PSBs must improve the economic, social, environmental and cultural well-being of their areas. The Act highlights seven well-being goals and five ways of working in order to give public bodies a common purpose. It also tries to ensure that there will be better decision making by placing a duty on organisations to think about the long-term, to collaborate and to consider people of all ages when resolving and preventing problems.

The seven Well-being goals are:

- 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
- 1.3 Initially the PSB had four main tasks:
- To prepare and publish an assessment of the state of economic, social, environmental and cultural well-being of their area.
 - To prepare and publish a Local Well-being Plan for their area setting out local objectives and the steps it proposes to take to meet them.

- To take all reasonable steps to meet the local objectives.
- To prepare and publish an annual report that sets out the Board's progress in meeting the local objectives.

1.4 Sustainable development is the overriding principle for PSB's activities. This means acting in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

1.5 Membership:

Statutory members of each PSB are:

- Local Authority
- Local Health Board
- Fire and Rescue Authority
- Natural Resources Wales

In addition, the following must be invited to participate:

- Welsh Ministers
- Chief Constables
- Police and Crime Commissioner
- relevant Probation Services
- at least one body representing voluntary organisations.

The above can elect not to be members of a PSB.

Additionally, there is a third tier of membership which is by invitation of any particular PSBs. National Park Authorities are in the third tier of membership.

2. PSB IN SNOWDONIA NATIONAL PARK:

2.1 Within Snowdonia there are two Public Service Boards operational, Gwynedd & Mon and the Conwy & Denbigh PSBs. Snowdonia has been invited and has accepted to be a member of the PSB board for Gwynedd & Mon but have not been invited to be a member of the Conwy & Denbigh PSB.

The membership of these two boards (in addition to the statutory members) is as follows:

Gwynedd & Mon PSB	Conwy & Denbigh PSB
<ul style="list-style-type: none"> • North Wales Police, • Public Health Wales, • Snowdonia National Park, • Mantell Gwynedd, • Welsh Government, • Wales Probation Service, • North Wales Police and Crime Commissioners Office, • Medrwn Mon, • Bangor University, • Adra (Cartrefi Cymunedol Gwynedd) • Grwp LLandrillo Menai. 	<ul style="list-style-type: none"> • Community and Voluntary Support Conwy, • Denbighshire Voluntary Service Council, • National Probation Service, • North Wales Police and Crime Commissioners Office, • North Wales Police, • Public Health Wales, • Wales Community Rehabilitation Company, • Welsh Government.

2.2 Both Conwy and Denbigh agreed to merge their perspective PSBs whilst Gwynedd & Mon resolved to work together collaboratively but not to merge as one PSB.

3. **GWYNEDD / MON PSB:**

3.1 **Gwynedd/Mon Well-being Assessment:**

After a period of consultation which sought the views of residents on what they felt was good and not so good about living in Gwynedd & Mon the Board concluded that the key messages from the assessment were:

1. The need to maintain a healthy community spirit,
2. The importance of protecting the natural environment,
3. Understanding the effect of demographic changes,
4. Protecting and promoting the Welsh language,
5. Promoting the use of natural resources to improve the health and well-being in the long-term,
6. Improving transport links to enable access to services and facilities,
7. The need for good quality jobs and affordable homes for local people,
8. The effect of poverty on well-being,
9. Ensuring and opportunity for every child to succeed.

3.2 **Gwynedd and Mon well-being Objectives:**

From their assessment of their findings the Board then agreed on its Well-being Objectives for the Gwynedd and Mon. The Board agreed to adopt two well-being objectives with six priorities contained within:

Objective one: Communities which thrive and are prosperous in the long-term (with four priorities):

- The Welsh Language,
- Homes for local people,
- The effect of poverty on the well-being of communities,
- The effect of climate change on the well-being of communities.

Objective two: Residents who are healthy and independent with good quality of life (with two priorities):

- Health and care of adults,
- The welfare and achievement of children and young people.

4. **CONWY & DENBIGH PSB:**

4.1 After a similar consultation exercise the Conwy & Denbigh Board developed its objectives which has three priorities:

1. People – supporting good mental well-being for all ages,
2. Community – supporting community empowerment,
3. Place – supporting environmental resilience.

4.2 They have also established four principles whilst supporting the three priorities, which are:

- To tackle inequalities and treat everyone equally,
- To support and promote the Welsh Language,
- To support people so they can access healthy, safe appropriate accommodation,
- To avoid duplication of work.

5. DELIVERY BY PSBs:

5.1 It is felt that delivery by PSBs has not been as effective as was originally envisaged and this has been confirmed by a recent national study undertaken by Welsh Audit Office. This is not surprising as no additional resources and funding was made available to PSBs to deliver on their well-being priorities. Establishing PSB also coincided with a period when all the partners experienced diminishing resources for their core purposes and the ability to repurpose resources is restricted. One factor that frictions against joint working is the accountability and scrutiny thresholds which the Local Authorities have.

5.2 All PSBs have adopted a similar mode of operation i.e. they establish a task group to further consider the development of the objectives/priorities and report on progress to the PSB quarterly. Due to lack of resources progress has been frustrated, however there appears to be some movement in considering different aspects of delivery. The power of simply meeting to consider common objectives appears to be one of the benefits of a PSB.

5.3 Linkages between SNPA corporate plan and PSB wellbeing plan:

Gwynedd & Mon Well-Being Plan	SNPA Corporate Plan
The Welsh Language	PEOPLE, PLACES AND PARTNERS: Work with our PSBs and communities to enhance the awareness and use of the Welsh Language.
Homes for Local People	OUR COMMUNITIES: Ensure that the Local Development Plan continues to provide affordable housing
The effect of poverty on the well-being of our communities	OUR COMMUNITIES: Support sustainable economic development within our communities which utilise the qualities and opportunities that Snowdonia provide PLANS AND POLICIES: Working with Welsh Government in delivering appropriate actions identified in the “Prosperity for All” strategy
The effect of climate change on the well-being of communities	PLANS AND POLICIES: Working with Welsh Government and other agencies in delivering appropriate outcomes identified in the “Natural Resource Policy” & Implement and continuously monitor both the Local Development Plan and National Park Management Plan (Cynllun Eryri)
Health and care of adults	HEALTH AND WELLBEING: Promote the health benefits of Snowdonia & Work with our PSBs in promoting good mental well-being for all & Work with key partners to provide opportunities (including volunteering) that contribute to health and wellbeing & Work with our PSBs in promoting resilience in older people
The welfare and achievements of children and young people	HEALTH AND WELLBEING: Work with our PSBs in raising resilient and aspirational young people

Conwy & Denbigh Well-being Plan	SNPA Corporate Plan
Mental Well-being	<p>OUR COMMUNITIES: Effectively communicating the benefits of the designation of Snowdonia as a National Park to the well-being of our communities</p> <p>HEALTH AND WELLBEING: Promote the health benefits of Snowdonia & Work with our PSBs in promoting good mental well-being for all & Work with key partners to provide opportunities (including volunteering) that contribute to health and wellbeing & Work with our PSBs in promoting resilience in older people</p>
Community Empowerment	<p>HEALTH AND WELLBEING: Work with our PSBs in promoting resilience in older people & Work with agencies and providers to enhance the connectivity of our communities & Support sustainable economic development within our communities which utilise the qualities and opportunities that Snowdonia provide.</p> <p>PEOPLE, PLACES AND PARTNERS: Support the development of “Place Plans” within Snowdonia & Work with our PSBs and communities to enhance the awareness and use of the Welsh language</p>
Supporting Environmental Resilience	<p>OUR COMMUNITIES: Effectively communicating the benefits of the designation of Snowdonia as a National Park to the well-being of our communities & Effectively communicating the benefits of the designation of Snowdonia as a National Park to the well-being of our communities</p> <p>PLANS AND POLICIES: Working with Welsh Government and other agencies in delivering appropriate outcomes identified in the “Natural Resource Policy” & Implement and continuously monitor both the Local Development Plan and National Park Management Plan (Cynllun Eryri)</p>

5.4 Integration and cooperation of PSB wellbeing plans and SNPA Corporate Plan:

This Authority identified the need to work in partnership with our PSBs before fully understanding the priorities or themes that the respective PSBs would adopt. Naturally there are synergies but the emphasis is different between the PSBs. In hindsight the Authority maybe should of been less ambitious in identifying joint opportunities in working with PSBs in the short term. I believe that there are opportunities to work jointly with PSBs and we should work closer with the PSBs but we need to fully understand what their priorities are and what opportunities/role there is for the Authority in delivering outcomes against both the PSB well-being plan and our own.

As the Authority has agreed to adopt new well-being objectives and a corporate plan for 2021/2026 we should be mindful that when we include joint working with PSB that we fully understand our commitment and the expected outcomes before including joint actions in any annual work programme.

As suggested earlier, as understanding between PSB partners matures there is potential to deliver against perspective Well-being objectives. For this reason, the Authority should remain a partner in the Gwynedd & Mon PSB, continue to contribute to both the Gwynedd/Mon and Conwy/Denbigh thematic sub group activity.

6. POST COVID ROLE OF PSBs:

Welsh Government in addressing the impact of Covid have provided a strategic structure on a regional basis for partnership and statutory boards to provide a focus for a recovery period. The Welsh Government has provided a focus for three distinct areas:

- Economy,
- Health,
- Community resilience.

Public Service Boards are charged to address matters in relation to Community Resilience. Environmental factors have not been afforded such a focus however the agenda of Green Recovery is being led by NRW and the Minister for Local Government is also addressing matters of Green Recovery within the portfolio of Local Government.

7. RECOMMENDATIONS

7.1 To note content of the report and discuss

7.2 To note lack of progress within our own corporate plan in delivering with PSBs

7.3 To ensure that any future annual work programme that includes working with the PSB has been fully appraised against our own Well-being Objectives, that the resources required are considered and we understand what outcomes are to be addressed

7.4 That the Authority remains a member of the Gwynedd & Mon PSB

7.5 That the Authority continues to contribute to the thematic sub-group activity of both PSBs.

MEETING	Performance and Resources Committee
DATE	18 th November 2020
TITLE	DRAFT ANNUAL REPORT OF THE INDEPENDENT REMUNERATION PANEL FOR WALES
REPORT BY	Director of Corporate Services
PURPOSE	To discuss the draft Annual Report and determine whether or not a response is required

1 BACKGROUND

- 1.1 Appended to this report is a copy of the covering letter received from the Independent Remuneration Panel for Wales together with a copy of the link to the draft Report itself set out below.

[Panel Annibynol Cymru ar Gynabyddiaeth Ariannol: adroddiad blynyddol drafft 2021 i 2022](#)

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

- 1.2 As previously reported to the Authority the remit of the Panel includes National Park Authorities and so this Authority must abide by any decision of the Panel.
- 1.3 Members will no doubt note from the covering letter that on this occasion there have been revisions to the current remuneration framework of members of National Park Authorities.

2 PROPOSED CHANGES

- 2.1 The Panel in relation to National Park Authorities have determined that there should be modest increases to salaries. The time commitment on which the remuneration is based should remain at 44 days. As a result it is proposed that the basic salaries for members should increase by £43 per annum and there is a similar percentage increase applied to senior salaries paid to the Chair, deputy chair and the chairs of the Authority's committees.
- 2.2 The Panel has previously determined that up to two other committee Chairs can be remunerated. If the NPA considered this was restrictive, there was an option to apply for additional Senior Salary. It is proposed that this restriction is

removed and that NPAs determine the number of Senior posts it requires as appropriate to its governance arrangements. The determination relating to the application for additional senior salaries is removed. Any additional senior posts would however be payable at the fixed rate of salary payable for Committee chairs or other senior posts as set out below.

2.3 The proposed revised salaries are therefore as follows:

2.3.1 The basic salary for NPA ordinary members should be £4,053

2.3.2 The senior salary of the chair of an NPA should be £12,845

2.3.3 The senior salary of a deputy chair and chairs of NPA committees should be £7,792

2.3.4 Members must not receive more than one NPA senior salary

2.3.5 An NPA senior salary is paid inclusive of the NPA basic salary

2.3.6 Members of principal local authorities in receipt of a Band 1 or Bands 2 senior salary cannot receive a salary from any NPA to which they have been appointed.

2.4 There are no changes to travel or subsistence costs. Payment of subsistence rates continue to be in line with Welsh Government rates.

2.5 The rates payable to Independent Members of the Authority's Standards Committee are increased slightly to the following:

2.5.1 Chair of Standards Committee - £268 (4 hours and over) or £134 (up to 4 hours)

2.5.2 Ordinary members of Standards Committee - £210 (4 hours and over) or £105 (up to 4 hours)

2.6 There are also changes made in respect of financial care and assistance and the details thereof can be found in the full report.

2.6 As is clear from the letter accompanying the report the time period for considering any representations draws to a close on 23rd November and so this report gives the Authority through the Performance and Resources committee an opportunity to make representations if it so wishes on the draft report.

RESOURCE IMPLICATIONS

The report if published without changes will have minor resource implications which can be met from existing budgets.

RECOMMENDATION

To discuss the draft Annual Report and determine whether or not a response is required.

BACKGROUND PAPERS

Draft Report of the Independent Remuneration Panel for Wales with covering letter.



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
Community & Town Councils

28 September 2020

Dear Colleague

Independent Remuneration for Wales – Draft Annual Report 2021/22

The Panel's draft Annual Report for 2021/22 is attached. We would appreciate and welcome comments during the consultation period which ends on 23 November 2020.

The draft Report contains proposed changes to our remuneration framework including a modest increase in the basic salary for elected members of principal councils and members of National Park Authorities and Fire and Rescue Authorities. We have also propose significant changes in respect of financial support for care and assistance.

We look forward to receiving comments and will consider all of the responses to this draft prior to producing the final Report for publication in February 2021.

Yours sincerely

John Bader
Chair

ITEM NO. 14

MEETING:	PERFORMANCE AND RESOURCES COMMITTEE
DATE:	18 November, 2020
TITLE:	SNPA PROJECTS: UPDATE REPORT
AUTHOR:	Chief Executive
PURPOSE:	<ol style="list-style-type: none"> 1. For members to receive details and updates on SNPAs Projects. (as requested by Members Working Group May 2019) 2. To recommend potential projects where the Authority could submit for one off projects if the opportunity is provided.

1. BACKGROUND:

- 1.1 As the finances of the Authority have significantly been reduced over a prolonged period, we have found ourselves reliant on one off projects to deliver on our statutory purposes. Over the last five years our core grant and levy has been in the region of £5 Million annually whilst in that period from 2014 we as an Authority have been successful in drawing down **approximately £21 million of additional external funding**.
- 1.2 Since 2017 we have been successful in accessing end of financial year under-spends by Welsh Government and we have drawn down a total of £4.3 million on various projects which the Welsh Government recognised as priorities. During this period we have also drawn down approximately £17 million from other competitive grant sources (See table below).
- 1.3 In May 2019 Members adopted a “Project Toolkit” for the management of projects. Officers have been using this toolkit when initially scoping any project which requires external funding and an across Authority approach to delivery. Once a project has been approved and funding secured the project delivery as defined in the toolkit is by now an established practice and one which dates back to the Authority’s delivery of European funded projects (5b, Objective one and Convergence programmes).
- 1.4 Members have specifically asked for six monthly update on projects that the Authority are delivering. This is the first report and as such, it is much more detailed than subsequent reports may be required. Members are asked to identify any further activity that officers should bid for if such opportunity arises.
- 1.5 The projects listed in this report are the main projects that the Authority lead on and which officers have been instrumental in securing funding. It must be mentioned that the Authority is also a partner in several projects contributing funding or “in-kind” contribution such as officers’ time and experience, providing an office base etc.

Such projects include the recently launched Dee LIFE project, the Sands of LIFE project and Raised Bogs projects where other organisations lead but SNPA provides staff resources and expertise and the Transition Mire project which SNPA contributes to by hosting the project officer.

2. MAIN PROJECTS SNPA LEAD (Over past 4 years)

2.1

PROJECT	APPROX VALUE (£)
Carneddau (NLHF)	4,170,776
Celtic Rainforest (LIFE)	7,604,648
Dolgellau Townscape Heritage (NLHF)	1,498,718
Sustainable Management Schemes (SMS) x 3 projects	2,158,410
SMS Dinas Mawddwy: Recently awarded, start date not yet confirmed. 2 year project, peat, hedge and footpath work	550,000
Tourism Amenity Investment Support (TAIS), (Visit Wales) x 2 projects	186,681
National Grid Landscape Enhancement Initiative (LEI) x 3 projects	598,529
Dark Sky	227,000
Enabling Natural Resources and Well Being (ENRaW) WG, (3 year project) Years 1+2	74,000
TOTAL	£17,018,762
Sustainable Landscape Sustainable Places (SLSP) WG pledged funding	1,541,600

Please note that the above only includes projects which are still live and do not include funding for projects such as Yr Ysgwrn (whose external grant funded period ended in July 2020).

2.2 Sustainable Landscapes/Sustainable Places (SLSP) Welsh Government capital funding:

2.2.1 Early this year the Welsh Government invited us to prepare project bids for funding under the SLSP funding scheme for projects with the primary focus of supporting decarbonisation, sustainable tourism and Covid-19 recovery such as:

- Improvements to visitor centres and amenities, particularly where these will also deliver reduction in carbon footprint of visitors and Authority and revenue savings
- Improvements that can and will deliver increased income to managing authorities, possibly to include investments in NPA and Local Authority shop and catering outlets (not where privately owned or operated)
- Decarbonisation measures for built assets owned by Management body
- Mobility & transport – for example EV charging and other sustainable forms of travel
- Land Use/Change
- Climate change mitigation / green infrastructure
- Access improvements where meeting specific needs (not maintenance).

2.2. The turnover for responding to e.g. WG with project bids is very often extremely short. Having member steer in advance on which potential project areas to consider (last discussed and agreed by Members during September 2019 Working Group) allows officers to progress. As a result SNPA has been very successful in gaining grant funding over the years.

2.3 In September we were informed of funding pledge* for the following projects:

* Project Work will be undertaken and money reclaimed from WG.

Project / Project	Theme	Arian Grant (£000)*
Purchase of two electric vehicles to add to SNPAs Green Fleet	D	77
Improve heat efficiency and internal insulation at SNPA HQ	D	247.5
Solar Panels for SNPA HQ	D	165
Electric vehicle and bicycle charging units	D ST	38.5
Llyn Tegid cycle Track Feasibility Study	ST	33
Morfa Dyffryn Boardwalk	ST	103
Warden Service Hybrid/Electric Vehicles	D	55
Cwm Rhwyddfor safe access route Feasibility Study	ST	16.5
Yr Ysgwrn, Infrastructure and Interpretation improvements	ST	60
Rights of Way Maintenance Machinery	ST	18.8
Llyn Nantlle Lake Jetty Replacement	ST	16.5
Potential Land Purchase: Sustainable management of a vital biodiverse area	D	Up to 253
Yr Ysgwrn: Package of improvements to improve existing visitor infrastructure	ST CR	95
ICT investment to enable staff to work remotely	CR	95.5
Woodland Conservation Works in areas of woodland character across NP (Conwy, y Bala, Dolgellau, Tywyn, Dinas Mawddwy + 2)	D	30
Covid Visitor Management: Investment in key locations – sanitation points, extra signage, PPE, parking and transport study, 3 new contactless solar pay and display machines to support income generation	CR	56.3
Tree Nursery: Providing local grown resources for continuation of biodiversity in area	D	65
Repairs to key footpaths on Snowdon and elsewhere following storm damage	ST	116
TOTAL		1,541.6
* The total of which includes delivery costs of up to 10%.		
Themes: D - Decarbonisation ST - Sustainable Tourism CR - Covid Recovery		

The first update report on progress is currently being prepared and will be submitted to WG as per grant funding terms and conditions.

3. PROJECT PROGRESS TO DATE:

- 3.1 Appendix 1 provides a brief overview of relevant information on each project. Attached as EMBEDDED files in Appendix 1 are full update reports on each SNPA project prepared by the Project Manager/Officer.

I have reviewed the projects and broadly satisfied with progress on each, considering the challenges that exist in their delivery. The Celtic Rain Forest is at critical phase and it is important for officers to gain the support of the Management group in addressing the delivery of some of the outputs identified.

4. FUTURE PROJECTS:

- 4.1 The development of long-term projects such as Yr Ysgwrn and the LIFE projects have gained member approval prior to committing the Authority to such programmes. This is primarily to ensure that what is proposed is a strategic fit to the work of the Authority, to secure funding for a specified period and to understand and accept risks in the delivery of such projects. However, we have been able to access short-term capital funding in recent years where the deadlines of submission make it very difficult to have member consideration on such bids. In its working group of September 2019, members considered end of year grant awards and they provided a steer on potential areas to consider (in addition to traditional work programmes such as footpath repairs, biodiversity, heritage and landscape) these included:

- Improvements to footpath/cycling infrastructure,
- Impacts of tourism,
- Visitor management strategy,
- Youth manifesto,

Members may wish to review the above scope for short term and one off funding.

5. AUTHORITY and OFFICER SUCCESS IN SECURING ADDITIONAL FUNDING:



- 5.1 Overall, it is considered that the Authority has had significant success in securing funding during these financially austere times. As this report has demonstrated, several million pounds have been drawn down through applying for grant funding and other means of financial support over the last few years. These have all made a significant contribution to the Authority's Statutory Purposes and socio-economic duty and are in line with the National Park's Management Plan. This success is partly down to having a strategic understanding of various pressures and issues affecting National Parks, as well as having a degree of flexibility and an ability to respond quickly to opportunities.


6. RECOMMENDATIONS:

- 6.1 **To note progress of various projects as identified in report.**
- 6.2 **To review potential delivery areas that officers should consider when short-term capital or revenue opportunities arise.**


OVERVIEW OF SNPA PROJECTS



APPENDIX 1.



PROJECT	START / END DATE FUNDING	(MAIN) POTENTIAL RISKS (with MITIGATING ACTIONS IDENTIFIED and in place) Unless noted otherwise below	DELIVERY OF PRINCIPLE STRATEGIC TARGETS	Full Project Update Details
Longer Term Projects – lasting over 5 years+				
CARNEDDAU LANDSCAPE PARTNERSHIP Helping conserve the threatened heritage of the Carneddau	January 2020 ↓ December 2025 £4,170,776 SNPA lead with partners	<ul style="list-style-type: none"> ❖ Impact of Covid-19: the project timetable is under constant review and the principle of an extension of time has been discussed with grant officers. The length of the extension is to be confirmed, once the full impact of Covid-19 is clear. Officers are working to deliver projects against the original timetable, as is possible and very good progress is being made. Inevitably, Covid-19 is having a continuing impact on the Partnership’s ability to deliver some projects. ❖ Match funding pull-back with consequent funding gap 	<ul style="list-style-type: none"> ❖ 5 x Project Group members in place ❖ Successful virtual Project launch held on 14.10.20 with 190 participants linked in ❖ Initial targets have been met ❖ Arrangements revised and adapted to reflect implications of Covid-19 	 Carneddau 2020 (S).pdf
CELTIC RAINFOREST WALES LIFE PROJECT The product of a decade of effort to acquire funding via the European Commissions LIFE Nature and Biodiversity programme to tackle the threat of <i>Rhododendron ponticum</i> (Rp) on the native oak woodlands of the Welsh Atlantic sea border	August 2018 ↓ July 2025 £7,604,648 Expenditure to date: £1.6m SNPA lead with partners	<ul style="list-style-type: none"> ❖ Failure to sign up to 20 year agreements ❖ Staffing levels and Turnover ❖ Targets more ambitions and challenging than originally envisaged. Targets not being met 	The project remains on target to achieve the stated targets and milestones with the exception of 100% sign-up to 20-year conventions (and knock-on impacts on achieving 100% eradication), as discussed in section 5 of full update report.	 Celtic Rainforests Wales (2).pdf



PROJECT	START / END DATE FUNDING	POTENTIAL RISKS (with MITIGATING ACTIONS IDENTIFIED and in place) Unless noted otherwise below	DELIVERY OF PRINCIPLE STRATEGIC TARGETS	Full Project Update Details
DOLGELLAU TOWNSCAPE HERITAGE NHLF PROJECT Combines the protection and enhancement of the town's unique townscape with making full use of it to reconnect the residents and visitors of today with the community's history	2016 ↓ December 21 £1,498,718 Quarterly draw down of NHL funding. All external funding secured SNPA lead with partners	<ul style="list-style-type: none"> ❖ Impact of Covid-19 ⇒ ❖ Loss of Project Manager or support staff before project end ❖ Cost of projects higher than anticipated 	Strategic Targets met. It is anticipated that a 6 month extension will be required which the NHL has approved in principle. Project Manager confident there is adequate funding to cover salary and on-costs	 TH Dolgellau (S).pdf


Shorter Term Projects – lasting up to 4 years

PROJECT	START (END) ADJUSTED DATE	TOTAL FUNDING	MAIN POTENTIAL RISKS with MITIGATING ACTIONS IDENTIFIED Unless noted otherwise below	DELIVERY OF PRINCIPLE STRATEGIC TARGETS	Full Project Update Details
Welsh Government Sustainable Management Scheme (SMS) projects (100% funded) 3 – projects - TOTAL funding = £2,158,410					
AFON EDEN CATCHMENT Improving the ecological quality of the Afon Eden and its tributaries, particularly with regard to the conservation of the endangered freshwater pearl mussel	2017 ↓ June (2020) 2021 Adjusted from 2020 to mitigate against impact of Covid-19	£815,444 Expenditure to date: £570,889 21.4% remaining Partnership project	<ul style="list-style-type: none"> ❖ Staffing: Project Officer leaving post before project end ❖ Covid-19: Delays have been experienced in obtaining felling licenses ❖ Project indicators: Some indicator targets are unfeasible 	Strategic targets achieved and exceeded in some areas.	 SMS EDEN.pdf

PROJECT	START END DATE	TOTAL FUNDING	MAIN POTENTIAL RISKS with MITIGATING ACTIONS IDENTIFIED Unless noted otherwise below	DELIVERY OF PRINCIPLE STRATEGIC TARGETS	Full Project Update Details
<p>UWCH GWYRFAI</p> <p>A collaborative project between SNPA and Uwch Gwyrfaï's Grazing Association to improve grazing opportunities on the common, improve conservational status of habitats, improve access and recreational facilities and increase public interest</p>	<p>December 2018 ↓ March 2021</p>	<p>£418,010</p> <p>Expenditure to date: £190,010.46</p> <p>Committed: Capital works: 96%</p> <p>Partnership project</p>	<ul style="list-style-type: none"> ❖ Securing relevant consents ❖ Success indicators - having 25 people in training ❖ Construction of improved recreational facilities on the common - Dŵr Cymru being unresponsive ❖ Staffing: the Project Officer leaves the post before end of project 	<p>All on target Other than "Area of peatland habitat re-wetted = 0/10ha" Target was set at EOI stage. Subsequent Specialist confirmation that there is no 10ha of peatland that needs re-wetting or management measures.</p>	 <p>SMS Uwch Gwyrfaï.pdf</p>
<p>PEATLANDS</p> <p>The project will help deliver the 2020 Ministerial target to bring peatlands into sustainable management.</p>	<p>August 2017 (Staffing delays delayed start of project to Feb. 2018) ↓ (December) March 2020</p> <p>3 month non-funded extension</p>	<p>£924,956</p> <p>Expenditure 94% Committed</p> <p>Partnership project</p>	<ul style="list-style-type: none"> ➤ Most risks were avoided or managed well throughout the project. ➤ However in the final year 2 project staff members left the project and were not replaced reducing capacity. Assistance was provided by partner organisations to keep project on track. ➤ Covid-19 has been an unforeseen risk – directly and indirectly - which has severely affected the project outcomes in the last quarter – hence a 3 month extension 	<p>As the project is nearing its end, most of project targets have been managed which align with the strategic targets. While Covid-19 has delayed some of the project targets, the principle strategic targets have been met.</p>	 <p>SMS Mawn.pdf</p>

PROJECT	START END DATE	TOTAL FUNDING	MAIN POTENTIAL RISKS with MITIGATING ACTIONS IDENTIFIED Unless noted otherwise below	DELIVERY OF PRINCIPLE STRATEGIC TARGETS See full reports	Full Project Update Details
<p>NATIONAL GRID PROJECTS : 3 projects (Project 1 and 2. based on improving the conservation value of Maentwrog Valley are split into three categories: Ancient Woodland, Connectivity and Invasive Species control. Project 3, Traditional Boundaries based on improving the connectivity, biodiversity and historic landscape, predominantly across the Carneddau and Rhyd Uchaf areas of the Park.</p> <p>All three projects have to be within 3km of the National Grid Power line infrastructure, as per grant requirements.</p>					
<p>National Grid Landscape Enhancement Initiative (LEI)</p> <p>1. Maentwrog West 2. Maentwrog East 3. Eryri Traditional Boundaries</p>	<p>3 years from start of project</p> <p>Project 1. approx. 90% for completion Dec. 2020</p> <p>Project 2. approx. 50%, extended 6 months</p> <p>Project 3. Complete</p>	<p>£598,529.00.</p> <p>75% NG funded 25% SNPA + partners</p> <p>75% of funding received - remaining claimed on completion</p>	<ul style="list-style-type: none"> ➤ Significant initial delays by OFGEM and National Grid in receiving approval and permission to start have thrown all 3 projects behind the proposed delivery schedule by several months. ➤ Covid 19 has resulted in completion delay. Project funders have been updated, work will continue following strict WG Covid-19 guidelines <p>National Grid LEI informed of delays and have confirmed an extension to the completion dates of the projects.</p>	<p>Targets met.</p>	 National Grid.pdf
<p>DARK SKIES</p> <p>Following a successful SNPA accredited Dark Sky Reserve status in late 2015 a 3 further year programme to protect, enhance and promote the reserve</p>	<p>January 2019 ↓ 2022</p> <p><u>Partners:</u> 3 x AONBs : Pen Llŷn, Ynys Môn, Clwydian Range and Dee Valley</p>	<p>£227,000</p> <p>SNPA: £40k Partners: £87k Additional WG funding: £100k</p>	<ul style="list-style-type: none"> ➤ Officer leaving the post: an annual programme of monitoring is required to maintain the Dark Skies status. ➤ Ring fenced additional funding for retrofitting, van and path work will not be completed in a timely manner due to Covid disrupting production lines and ability for works to go ahead within government guidelines. 	<p>Work is currently underway on a HLF bid which hopes to extend the project by 3 years. The EOI had been accepted and full bid requested prior to Covid shutdown. Partners have secured and agreed to extend the officer contract to 2022, this will be rolled forward if the HLF funds are received.</p>	 Dark Skies 18 11 20.pdf

PROJECT	START END DATE	TOTAL FUNDING	MAIN POTENTIAL RISKS with MITIGATING ACTIONS IDENTIFIED Unless noted otherwise below	DELIVERY OF PRINCIPLE STRATEGIC TARGETS See full reports	Full Project Update Details
VISIT WALES TOURISM AMENITY INVESTEMENT SUPPORT PROJECTS (TAIS) – TOTAL GRANT FUNDING = £186,681					
TAIS NANT PERIS Deliver key elements of the Snowdon Partnership Plan by upgrading and modernising essential visitor infrastructure at the main park-and-ride car park for accessing Snowdon	November 2018 ↓ December 2020	£87,100 £69,650 VW £17,450 SNPA and partners	See Attached Risk Assessment	Targets will be delivered within time-table agreed with Visit Wales.	 TAIS Nant Peris.pdf
TAIS OGWEN Improve the experience of visitors to Cwm Idwal by bringing features of the upland landscape to life for all visitors to the Centre, including those who cannot experience the mountain environment for themselves	2018 ↓ June 2020 Visit Wales has given blanket extensions to all projects	£99,581 £82,664 VW £16,916 SNPA and partners	<ul style="list-style-type: none"> ❖ Delay to external stone works. Working with contractor to find solutions. ❖ Delay to opening of centre due to Covid-19 crisis. Interactive elements removed temporarily. 	Most targets completed remaining 90% completed.	 TAIS Ogwen.pdf

PROJECT	START END DATE	TOTAL FUNDING	MAIN POTENTIAL RISKS with MITIGATING ACTIONS IDENTIFIED Unless noted otherwise below	DELIVERY OF PRINCIPLE STRATEGIC TARGETS See full reports	Full Project Update Details
WELSH GOVERNMENT'S ENABLING NATURAL RESOURCES AND WELLBEING (ENRaW)					
SNOWDONIA LOCAL NATURE PARTNERSHIP (SLNP) The SLNP has been established as part of a pan-Wales project to create a collaborative approach to safeguarding, enhancing and restoring biodiversity in the wake of the biodiversity crisis	April 2019 ↓ March 2022 Collaboration between SNPA and various Environmental NGOs	£7k each year x 3 years 2 x £30k grants in year 2	<ul style="list-style-type: none"> ❖ Staff changeover: Project co-ordinator has recently left the post. Currently recruiting ❖ Capacity of delivery partners Many risks arisen due to the Covid-19 crisis: <ul style="list-style-type: none"> ❖ Funding not being spent ❖ Projects behind profile ❖ Failure to achieve 20% income generation by the end of the three years. LNP Cymru are looking to revise this target as the consensus as a whole across the network is that this is impossible to achieve and that the project cannot continue without Welsh Government funding. 	The project remains on target to achieve the individual accumulative targets designated by the end of the three years. Targets for the second year may fall short, particularly targets such as community outreach activities due to the restrictions presented by Covid-19. It is hoped that these targets will be achieved by the end of the project by increasing the amount of activities and outreach events held in the third year.	 ENRaW.pdf

ITEM NO. 15

MEETING	Performance and Resources Committee
DATE	18 November 2020
TITLE	THE AUTHORITY'S RISK PROFILE
REPORT BY	Director of Corporate Services
PURPOSE	To update on the Authority's Risk Profile considering the effect of COVID-19.

BACKGROUND

- 1.1 The Authority has a Risk Profile where risks facing the Authority are placed into three categories, namely High Priorities, Medium Priorities and Low Priorities. This report provides an update in relation to the said Risk Profile previously presented to the Authority on 3 June 2020.
- 1.2 Risks are primarily identified through the relevant Heads of Service and the Management Team. The Risk Register is reviewed as a standing item on the quarterly Heads of Service and Management Team meetings. Identified risks as noted in the Risk Register are allocated to the responsible officers, and target dates are set for mitigation. A summary of the risks is set out below and a note stating whether there have been any changes since the report in June 2020 (details in Appendix 1).
- 1.3 Here is a summary of the risks:

High Risk	Change
Lack of adequate funding	None
Income Generation Target (Car Parks)	None
Aspects of financial risk associated with LIFE Celtic Rainforest project including non-compliance with procurement rules or spending on ineligible costs resulting in the grant not being awarded, or fluctuation in the Euro / pound exchange rate	None
Effect of the Coronavirus (COVID-19) on the work of the Authority.	None

Medium Risk	Change
Income Generation Target (Plas Tan y Bwlch)	Reduced from High
Reputational risk re. the Authority's management of Yr Ysgwrn	None
Failure to fulfil the "Future Generations Well-Being" Bill requirements	None
Risks to the HLF Landscape Partnership project on the Carneddau through not securing the "unsecured" funding (either capital or "in kind" contributions) during the project lifetime.	None
Non-compliance with the General Data Protection Regulation 2018	None
Reputational risk to Authority associated with the unsatisfactory delivery of LIFE Celtic Rainforest project	None
Poor and ineffectual management of projects by the Authority	None
Diminished staff resilience (due to increasing demands) as a result of austerity.	None
Yr Ysgwrn fails to generate sufficient income to meet the budget	New
Income Generating Target (Information Centres)	New
Income Generation (Planning)	New

Low Risk	Change
Risk (publicity) from Traffic Plan / Snowdonia Green Key Policy	None

RESOURCE IMPLICATIONS

None arising from this Report.

RECOMMENDATION

To note the contents of this report.

BACKGROUND PAPERS

None

SNOWDONIA NATIONAL PARK AUTHORITY RISK REGISTER												
Ref.	Risk Description	Result	Inherent Risk			Measures / actions to manage	Remaining risk			Risk direction	Proximity (N,I,F)	Owner
			Effect	Likely	Result		Effect (1-5)	Likely (1-5)	Result			
1	Insufficient core budget funding	Cut in Services	5	3	15	The Welsh Government received sufficient ' Barnett consequential' funding from Westminster to maintain the level of National Park Grant in 2020/21. Although the Welsh Government's settlement for 2020/21 was a flat 0% for National Park Authorities, which was a real terms cut, SNPA set a balanced budget for 2020/21 in February 2020, and retained adequate reserves. Subsequently, the Covid-19 crisis and lockdown periods has meant that SNPA now faces substantial losses of income. Welsh Government will compensate part of the income loss for 2020/21, but the effect on some income streams could extend into future years. Welsh Government won't be revealing the level of National Park grant for 2021/22 before the 8th of December 2020, following a Westminster Government spending review and a Welsh Government draft budget statement on the 8th of December	3	5	15	→	N (reviewed Authority 03/06/2020)	Chief Finance Officer
2	Income Generating Target (Plas Tan y Bwlch)	Failure to keep within the Authority's budget.	4	5	20	At the Authority meeting on 23rd October 2020 the decision was taken to continue operating Plas Tan y Bwlch as a B&B type business in the short to medium term and to proceed with staff restructuring as outlined in the report. This decision means that the risk to the Authority has reduced somewhat. However, until the situation with the Covid-19 pandemic becomes clearer there is still risk to the Authority, although both the likely effect and impact have reduced somewhat.	3	4	12	↓	N (reviewed Authority 03/06/2020)	Head of Business - Plas Tan y Bwlch, Director of Corporate Services
3	Income Generating Target (Car Parks)	Failure to keep within the Authority's budget.	4	5	20	A positive increase was seen in Quarter 2 income, and along with support from Welsh Government towards loss of income in Quarter 1, has meant that 87.5% of the annual income target has been met by the middle of October. Despite of this, local lockdown restrictions in Conwy has had a significant effect on Quarter 3 income, and along with the loss of the October half term income and also the uncertainty over future lockdown periods due to Covid-19 during the winter, the risk of failing to reach the target still remains high.	4	5	20	→	N (reviewed Authority 03/06/2020)	Head of Property, Director of Corporate Services
4	Reputational risk re the Authority's management of the Ysgwrn	Mismanagement leading to lack of credibility in the Authority's ability to fulfill its duties.	5	3	15	Yr Ysgwrn site was successfully developed, with only some details to be confirmed and completed by January, 2021. Due to the impact of the Covid-19 pandemic, the Heritage Fund gave a standard extension of 6 months to complete the work. The site was re-opened on a part-time basis in August. The closing period and the rules in place to prevent the spread of Covid-19 restricted the number of visitors that Yr Ysgwrn could welcome, which resulted in a huge drop in income. Due to further restrictions from October 23rd, Yr Ysgwrn will close one week ahead of schedule and lose three days of income. Savings were achieved through the furlough scheme and a bid has been submitted to recoup some other costs through the Culture Recovery Fund. The Authority now receives regular payments through the Renewable Heating Scheme. There are virtual activities planned over the winter including Halloween and a carol night. Yr Ysgwrn Board will meet again in November to review the financial position.	3	3	9	→	N (reviewed Authority 03/06/2020)	Chief Executive Officer
5	Risk (publicity) as a result of the Traffic Scheme / Snowdonia Green Key Policy	Mismanagement leading to lack of credibility in the Authority and its partners.	4	3	12	Development of the Snowdon Plan has established a better relationship between the individual elements relating to management on Snowdon, including the Sherpa service. A sub-group to the Snowdon Plan has been formed to review the Sherpa service and transport / parking issues in the area. A traffic management study for Snowdon and Ogwen has been commissioned and received. The partners are now considering the report's recommendations with Welsh Government, and reflecting on the lessons learned over the busy summer period.	2	2	4	→	N (reviewed Authority 03/06/2020)	Chief Executive Officer
6	Failure to fulfill the "Future Generations Well-Being" Act requirements	Critical audit report / negative publicity	3	3	9	The Authority continues to work together with Wales Audit Office on a pilot scheme to develop its effectiveness so as to implement the requirements of the Well-Being Act. WAO have agreed a 4 year programme on aspects of the Sustainable Development Principle's Five Ways of Working. The programme being: • 2018-19 Collaborations and Partnerships (completed), • 2019-20 Involvement. Participation, consultation and engagement, the agreed programme had been confirmed for the coming years as: • 2020-21 Integration of policies and services, • 2021-22 Prevention of bad stuff. However WAO have now decided that the performance audit for 2020/21 to be in relation to the resilience of the Authority, during the Covid-19 pandemic.	3	3	9	→	I (reviewed Authority 03/06/2020)	Chief Executive Officer
7	Risks to the Carneddau Landscape Partnership Project by failing to fulfil the project. This could be by failing to meet National Lottery Heritage Fund approved purposes, delayed appointment of staff team and commencement of the scheme, delayed settlement of Heritage Fund grant claims, the collapse of the partnership, or not securing the "unsecured" funding anticipated through further grant applications and "in kind" contributions during the project lifetime.	The results will vary widely depending on the scale of the failings. It could be that certain elements of the project may fail, right through to significant risks to the entire project, which obviously comes with adverse publicity and reputational damage.	3	4	12	The Head of Service and Project Manager will continue to work with partners to ensure that "in-kind" contributions are honoured and that effective grant claims are submitted. The core staff of the scheme were appointed in the spring and the team has been in place since June. The plan's realization phase was launched in October 2020 through a virtual event. A system of keeping Partners informed of progress occurs through regular updates. Several Core Group meetings were held this year and the full partnership annual meeting was held in October. All partners have signed a Memorandum of Understanding (no legal force) to ensure commitment to the partnership; and the core partners, who have promised the most in terms of finance and in-kind contributions, will be part of a Partnership Agreement (legally enforced) that has been provided and shared with them. The Head of Service and Project Manager will continue to work closely with funders to ensure that all funding requirements and approved purposes are met. The Covid-19 crisis poses a risk to the plan timetable and this is being discussed with the Heritage Fund and partners. The full impact of Covid-19 on the scheme will become clearer over the coming year and officials are continually reviewing the situation. An extension of time is being discussed with the Heritage Fund and is likely to be approved when the full	3	2	6	→	N (reviewed Authority 03/06/2020)	Head of Cultural Heritage Service
8	Non-compliance with "General Data Protection Regulation 2018" (GDPR)	Lack of data management and publishing data that we shouldn't.	4	3	12	Reviewing our E-learning system so that GDPR course has to be done annually and reviewing the courses available. Data management on going.	3	2	6	→	N (reviewed Authority 03/06/2020)	Head of Information Technology / Director of Corporate Services
9	Aspects of financial risk associated with LIFE Celtic Rainforest project including non-compliance with procurement rules or spending on ineligible costs resulting in the grant not being awarded, or fluctuation in the Euro / pound exchange rate	SNPA and other partners required to self finance aspects of project expenditure to date	5	3	15	It is expected that the first Mid-Term Progress Report and accompanying payment request will be submitted by the end of October 2020 (delayed from January 2020). In addition, the next report to Welsh Government will be presented in October / November 2020 for the period April 2020 – September 2020. The project is expected to reach the expenditure target of £2m by the end of the 2020/21 financial year in order that the WG contribution can be claimed in full, however if strict restrictions are operational during winter 2020/21 as a result of the Covid-19 pandemic, this will put some pressure on staff to reach the	4	4	16	→	N (reviewed Authority 03/06/2020)	Chief Executive / Project Manager
10	Reputational risk to Authority associated with the unsatisfactory delivery of LIFE Celtic Rainforests project	That the Authority suffers adverse reputational damage amongst those organisations which are named partners in the project, other project partners including private land owners, contractors and other organisations, and the wider public	4	3	12	Although the project is behind profile regarding expenditure at this time, it has caught up significantly during Q4 2019/20. The standard of the work being done is good with all the partners seemingly happy with what's being done, and having opportunities for input and steering the project work by means of their representation on the project Board and Delivery Group. In addition, EASME (European Commission) have approved the project's first update report that was submitted in January 2020. Although the restrictions imposed in March 2020 as a result of the Covid-19 pandemic has delayed work programmes significantly for a short period, the project has been able to continue the momentum created before the pandemic, as the lockdown restrictions eased in June. As long as there is not another total lockdown, it is not expected that the continued Covid-19 situation will unduly affected operating the project for the remainder of 2020/21. Discussions already started with primary funders (EASME/WG) regarding potential impacts and contingencies being developed.	4	3	12	→	I (reviewed Authority 03/06/2020)	Chief Executive / Project Manager

11	Poor and ineffectual management of projects by the Authority	Risk of not accomplishing projects and Authority objectives. Risk to the Authority's reputation. Financial opportunities being missed.	3	3	9	Officers have to follow standard guidelines which have been adopted for project management - including creating a 'Project Initiation Document' and obtaining management team approval for this document. This creates a basis for managing and communication (internal and external) on projects consistently throughout the Authority. The COVID-19 pandemic and related restrictions require consideration and agreement with project partners and funders on re-profiling and how to progress. Consideration been given to preparing more central support for projects to ensure that consistency and compliance are being managed.	2	4	8		N (reviewed Authority 03/06/2020)	Management Team
12	Diminished staff resilience (due to increasing demands) as a result of austerity.	Impact on: staff retention, wellbeing of staff in the workplace and performance capability.	3	3	9	A suite of measures to address resilience which include: 1. Annual individual staff appraisals, 2. Development of a staff workplace wellbeing plan, 3. Establishment of a staff resilience reserve 4. Staff retention and sickness rates. Additional measures to keep in contact with staff operating during the Covid-19 restrictions are being implemented.	3	3	9		N (reviewed Authority 03/06/2020)	Management Team
13	The effect of the Coronavirus (COVID-19) on the Authority's work.	The Authority fails to operate in terms of accomplishing its daily and statutory duties. Financial losses, failing to pay suppliers, and a general failure to maintain usual systems. The Authority fails to: •Undertake its statutory duties, •To deliver against its corporate work programme, •To pay its staff and suppliers, •To generate income against agreed targets, •Support the socio and economic wellbeing of the area, •Support the wellbeing of its staff.	4	5	20	There is a need to ensure that measures are in place for the Authority's main systems and to enable key staff to accomplish their duties. The Management Team and Heads of Service are discussing specific measures in this respect. Alternative working arrangements have been developed and these will need to be reviewed as the winter period commences.	4	5	20		N (reviewed Authority 03/06/2020)	Management Team
14	Yr Ysgwrn fails to generate sufficient income to meet the budget	Yr Ysgwrn relies on a higher subsidy from the Authority and/or uses financial reserves which have been saved following previous prosperous years. In the end, this will mean Yr Ysgwrn will not be sustainable.	4	4	16	The Head of Cultural Heritage is reviewing the staffing structure and running costs of the site in order to reduce costs and create a culture of income generation. Initial work has been completed to this end, e.g. by commissioning a new Audience Development Plan in the autumn of 2019 and submitting a successful grant application to improve Yr Ysgwrn's infrastructure. This will increase the potential to generate income and reduce costs through a LPG heating system which will be operational throughout the winter and will also aid business continuity throughout the winter. This work is ongoing and a report will be presented to the Member Working Group in early 2021. The current situation of the Covid-19 pandemic increases the current risk and makes forward planning more challenging than usual.	4	3	12		N (New)	Head of Cultural Heritage Service
15	Income Generating Target (Information Centres)	Tourist Information Centres fail to operate within budget due to Covid-19 restrictions. > Local Lockdown Restrictions (not just in Wales but throughout the UK) mean a drop in visitor numbers. > Health and Safety measures allow maximum number of visitors to be in the centre/s immediately resulting in a drop in visitor numbers. > Health and safety measures mean that Beddgelert and Betws y Coed Centres cannot operate safely with one member of staff on duty. Need one member of staff working from an extra desk to control door entry.	4	4	16	Since reopening the Centres in July, visitor numbers have fallen by between 58% (Aberdyfi - August) and 15% (Betws - September). This fall has not translated into a corresponding fall in income. In fact, spending per head has risen in all 3 centres, with Aberdyfi and Beddgelert having their most prosperous September ever. But having Conwy County in Local lockdown has greatly affected the October numbers and spending at the Betws centre, restrictions in the North West have affected Aberdyfi and Beddgelert. > Managing the work rota and making the most of the furlough scheme has meant that there is likely to be no overspend on the pay budget this year. However, Beddgelert may incur additional costs in the long run as two are required on duty throughout the season. We hope to trial new technology at the beginning of next season that can overcome this, but it would mean an initial investment. > Savings on expenditure lines during the lockdown and receiving grants mean that the Centres are likely to be within budget this year. > In the long term, looking forward to 21/22 season; success depends on local lockdown conditions. If local restrictions are relaxed over North Wales and the North West and the Midlands there is a strong possibility that the August / September patterns of inflation in per capita spending will continue.	3	3	9		N (New)	Information Centres Manager
16	Income Generation (Planning)	The main risk would be insufficient income for the effective running of the planning service. Whilst this is a risk, the fluctuations in fee income have historically been relatively low. This may now change with Covid-19 which will significantly impact fees, and therefore the ability of the service to perform its duties without having to use reserves.	3	3	9	As with most Local Planning Authorities in Wales, Snowdonia is nowhere near to being in a position to fully recover costs through planning fees. Despite this, the budgeted Planning Fee income of £140,000 makes up an important part of the running costs of the Development Management part of the service (about 35% of total costs or 24% when policy team included). Short term drops in budgeted fees can normally be absorbed through service underspends or Authority reserves if necessary. However, longer term reduction would be more problematic. Covid-19 has increased the likelihood of this risk along with its potential impact for the foreseeable future. This has partly been offset by the Welsh Government's 20% increase in planning fees in August 2020 (after several years without an increase) which will mitigate this to an extent. As of October 2020, planning fees are 15% down with pre-application advice fees 24% down - which is actually significantly less than first predicted with the onset of the March 2020 lockdown. Any long (or even medium) term projections are incredibly hard to predict at this stage, such is the nature of this pandemic. Close assessment of this fee income will continue over the coming months. Any longer term trend will need a re-evaluation of the overall service budget - this will have to be assessed on a periodic basis by the Authority's Management Team and by Members.	3	3	9		N (New)	Director of Planning and Land Management
										Grading	Score	
										Low	1 - 4	
										Medium	5 - 14	
										High	15 - 25	

MEETING	Performance and Resources Committee
DATE	18 November 2020
TITLE	STRATEGIC EQUALITY PLAN
REPORT BY	Head of Personnel and Head of Administration and Customer Care
PURPOSE	To present the Annual Report for 2019-20

1. BACKGROUND

- 1.1 The Equality Act 2010 introduced a new general duty on the public sector in Wales, England and Scotland. In addition to the general duty, The Welsh Government has introduced specific duties for public authorities in Wales. These specific duties are outlined in the Equality Act (Statutory Duties) (Wales) Regulations 2011.
- 1.2 Under the specific duties, public authorities in Wales must produce an Annual Report by the 31st of March each year.
- 1.3 The annual equality report must specifically set out:
 - the steps the authority has taken to identify and collect relevant information;
 - how the authority has used this information in meeting the three aims of the general duty;
 - progress towards fulfilling each of the Authority's equality objectives; and
 - specific employment information, including information on training and pay.
- 1.4 The attached annual report sets out the authority's progress during 2019-20 in meeting these additional duties for Wales.

2. RECOMMENDATION

- 2.1 **To approve the Annual Report for 2019-20 for publication on the Authority's website.**

3. BACKGROUND PAPERS

- 3.1 Strategic Equality Plan: Annual Report 2019-20



Snowdonia National Park Authority

**Strategic Equality Plan
Annual Report 2019-20**

Contents

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1. Introduction

The Equality Act 2010 introduced a general duty on the public sector. Public authorities are required to have due regard to the need to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act.
2. Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
3. Foster good relations between people who share a protected characteristic and those who do not.

Who is protected under the Act?

The Act sets out a prescribed list of protected characteristics which replace what have traditionally been referred to as Equality Strands. These groups are protected through the general and specific duties of the Act.

The new general duty covers the following protected characteristics:

- Age
- Gender reassignment
- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Sexual orientation
- Religion or belief

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Specific Duties

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

The specific duties in Wales cover:

- Objectives
- Strategic Equality Plans
- Engagement
- Assessing impact
- Equality information
- Employment information
- Pay differences
- Staff training

- Procurement
- Annual reporting
- Publishing
- Welsh Minister's reporting
- Review
- Accessibility

Both the general duty and the Wales specific equality duties came into force on the 6th of April 2011. This annual report reports on the progress made by the Authority in complying with these statutory requirements.

2. Identifying and Collecting Relevant Information

Statistical Information

The Authority has published the 2011 census data for the residents of the National Park on its website. Data for the estimated 25,702 population has been split into various categories including ward profiles, economic activity, housing status, family status and Welsh language skills. The census data provides a picture of life within individual communities within the National Park as well as providing valuable local information. However, it is important to note that the census data will not be able to provide information on all protected characteristics.

In October 2018, The Equality and Human Rights Commission published its third update on the state of the nation: 'Is Wales Fairer? The state of Equality and Human Rights 2018'. This report summarises the evidence on the extent to which equality and human rights have improved (or not) in Wales since 2015. This is primarily the evidence that the North Wales Public Sector Equality Network rely upon to assess whether our shared Equality Objectives are having a wider positive effect across North Wales.

Although the EHRC report is useful to show the national picture, there can be great variance between regions and counties. During the year, work commissioned by the Public Service Boards to drill down the national data and supplement this with additional local data, to create a clearer picture of the situation in the North Wales counties was undertaken. The resulting background data document is a valuable data tool that can help each authority with assessing the equality impact of their strategic decisions and policies.

Information and Engagement

Using the information gathered at the North Wales engagement event back in May 2018, The North Wales Public Sector Equality Network analysed the feedback received alongside the local data available, as part of the process for reviewing our joint North Wales Equality Objectives. Many areas of work were identified as requiring further action to address specific issues, and these were looked at in more

depth and prioritised. Further targeted consultation was then undertaken with our draft Equality Objectives to draw out realistic action areas.

As well as working regionally to gather data and views across North Wales, the Authority continued to gather its own information locally.

Information is gathered periodically through questionnaires and surveys, and the Authority continues to engage regularly with a wide range of stakeholders through the Authority's Equality Forum, North and South Access Forums, town and community councils, planning agents, outdoor activities and recreation groups, landowners etc.

The resulting new joint Equality Objectives and individual action areas for our Authority was set out in a new Strategic Equality Plan for 2020 – 24, which was due for adoption by the Authority's Performance and Resources Committee on the 25th of March 2020. However, this committee meeting was cancelled due to the national lockdown having been implemented a few days earlier.

The new Plan's was subsequently reviewed to ensure that action areas were still relevant and achievable in their current form, due to the new Covid-19 landscape that the Authority is now operating within for the foreseeable future. The Strategic Equality Plan for 2020 – 24 was subsequently adopted by the Performance and Resources Committee on the 15th of July 2020.

3. Using the Information to meet the General and Wales Specific Duties

The North Wales Public Service Equality Network has agreed that each partner whilst having signed up to the 6 high level objectives, will have the flexibility to choose to contribute to only those action areas that each has decided is a priority for their area and based on the services they provide.

The 6 adopted North Wales Equality Objectives are:

1. Address **Health** inequalities
2. Address unequal outcomes in **Education** to maximise individual potential
3. Address inequalities in **Employment and Pay**
4. Address inequalities in personal **Safety**
5. Address inequalities in **Representation and Voice**
6. Address inequalities in **Access** to information, services, buildings and the environment.

Out of the 6 Equality Objectives noted above, the Authority has adopted the following Equality Objectives and accompanying action areas:

O1. Address **Health** inequalities

Action Area: The number of people in under-represented groups choosing healthy lifestyles increases

O2. Address unequal outcomes in **Education** to maximise individual potential

Action Area: The educational attainment gap between different groups reduces

O3. Address inequalities in **Employment and Pay**

Action Area: Inequalities within recruitment, retention, training and promotion processes are identified and addressed

Action Area: Any pay gaps between different protected characteristics are identified and addressed

O4. Address inequalities in personal **Safety**

Action Area: The reporting of hate crime and harassment increases and steps are taken to reduce incidents of hate crime and harassment

O5. Address inequalities in **Representation and Voice**

Action Area: Decision making bodies become more representative of the communities they serve

O6. Address inequalities in **Access** to information, services, buildings and the environment

Action Area: Access to information and communications and the customer experience improve

Action Area: Physical access to services, transport, the built environment and open spaces improve

4. What was Achieved

Objective One: Address **Health** inequalities

Action Area: The number of people in under-represented groups choosing healthy lifestyles increases

Project / Initiative / Action	Timetable	How will this contribute to the action area?	Protected Characteristics Affected
<p>Establish what draws people to an area and the activities that they will undertake through an user survey, and analyse the health benefits of these combined activities.</p> <p>Develop a programme which identifies the health benefits and potential users.</p>	March 2020	<p>Evidence suggest that even moderate or gentle outdoor activities and exercise can improve overall health and wellbeing for people with a range of impairments. As a result, social prescribing is gaining momentum.</p> <p>The evidence also demonstrates that outdoor activities and exercise can increase general wellbeing and can contribute to preventing lifestyle related conditions.</p>	<p>Disabled All</p>
<p>Progress / Update: This work has not been achieved within the timescale but is progressing.</p> <p>This is planned as part of the Fforwm Eryri work to be commissioned in 2020. The tender for the survey has been released on the Sell2Wales website in March 2020, for work to begin in the Spring of 2020.</p> <p>The analysis of the results of this survey will be used as the basis for developing a strategy for promoting the variety of opportunities for understanding and enjoyment of the National Park that contributes to health and wellbeing.</p>			

Project / Initiative / Action	Timetable	How will this contribute to the action area?	Protected Characteristics Affected
Development of online content promoting paths and trails and opportunities to improve health and wellbeing in the National Park. Disseminating messages further through social media and encouraging users to share their experiences on social media.	March 2020	Evidence suggest that even moderate or gentle outdoor activities and exercise can improve overall health and wellbeing for people with a range of impairments. As a result, social prescribing is gaining momentum. The evidence also demonstrates that outdoor activities and exercise can increase general wellbeing and can contribute to preventing lifestyle related conditions.	All
<p><u>Progress / Update:</u> The regular monthly feature continues to be popular on the website whereby a different Warden each month introduces their ‘Walk of the Month’ in their area. This is promoted through social media and through the monthly e-newsletter Snowdonia.</p> <p>Further development work has not been progressed in line with the timescales set. Funding has now been secured to recruit a Brand and Content Manager to develop a new website for the Authority. Important elements of the new website will be the promotion of the health and wellbeing opportunities that the National Park offers, including improving information about paths and routes.</p>			

Objective Two: Address unequal outcomes in **Education** to maximise individual potential

Action Area: The educational attainment gap between different groups reduces

Project / Initiative / Action	Timetable	How will this contribute to the action area?	Protected Characteristics Affected
Enabling all children and young people regardless of	Ongoing	Removing the barriers that children and young people face in order that	Disabled Age

<p>impairment / additional requirements / social exclusion, to be able to attend day and / or recreational courses at Plas Tan y Bwlch, and to be able to attend the various activities and events arranged by the Authority.</p>		<p>they can learn about, experience and enjoy all aspects of the national park.</p>	
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Progress / Update:
A total of 295 pupils attended day courses and a total of 322 pupils attended residential courses (from 32 schools) at Plas Tan y Bwlch during 2019/20.

A total of 10 young people participated on the Young Rangers Scheme during the year, which gives valuable opportunities to learn new life and social skills and experience.

A number of events and interactive activities were held at Yr Ysgwrn aimed at children and young people, such as poetry and art workshops and readings. Additionally, school organised trips continue to be very popular. There are also opportunities for young people to volunteer at Yr Ysgwrn.

873 school and college pupils were welcomed at Yr Ysgwrn during the year; the vast majority of schools taking advantage and were appreciative of the transport grant offered by the Authority.

Numerous activities were also held during the year. Two poetry sessions were held with children and families and 2 days of clog dancing lessons for children and young people (and one or two parents). In co-operation with 'Mewn Cymeriad' (in character) the Kate Roberts performances for young people of 14+ from local schools (Bro Idris and Moelwyn) saw around 100 students attend over two sessions.

On the 21st of November, pupils from the local school, Ysgol Bro Hedd Wyn, took over Yr Ysgwrn in our annual Take Over Day. The manager attended the school over two afternoons to give training to the children in year 5 and 6 on how to run the site. The pupils had the opportunity to give guided tours to visitors, answer the phone, use the till and to make cups of tea and coffee and to serve cakes.

At the end of November and during December a young person received training from the site manager. This was part of the AdTrack project to develop skills and foster confidence to seek work.

During Mondays in February (when Yr Ysgwrn was closed to the public) 'Cymraeg i Blant' used the snug to hold story and song sessions with mothers and children under 1 years old. The sessions were aimed at non-Welsh

speaking families who wanted to use Welsh with their children.

The various opportunities available throughout the Authority enable participants to build confidence and give young people opportunities to develop new friendships, new skills and experiences.

Comprehensive risk assessments are undertaken for all groups of pupils and young people as standard, however enhanced risk assessments are undertaken for any pupils and young people with physical impairments and additional needs, to remove as far as possible any barriers to their full participation in activities and events.

Objective Three: Address inequalities in **Employment and Pay**

Action Area: Inequalities within recruitment, retention, training and promotion processes are identified and addressed

Action Area: Any pay gaps between different protected characteristics are identified and addressed

Project / Initiative / Action	Timetable	How will this contribute to the action area?	Protected Characteristics Affected
Monitor rates of individuals from under-represented groups who apply for vacant posts.	Annually	The data collected will inform any future changes to the Recruitment Policy to enable members from under-represented groups to apply and get jobs with the Authority.	All
<u>Progress / Update:</u> Employment and recruitment monitoring data can be found at Section 7 of this report.			
Project / Initiative / Action	Timetable	How will this contribute to the action area?	Protected Characteristics Affected
Assess and monitor gender pay gap data on an annual basis.	Annually	The data collected will inform any future changes to the Recruitment Policy.	Sex
<u>Progress Report:</u>			

Data for 31.03.2012 established the baseline which based on median hourly rates was:

	Men	Women	All Staff	Pay Gap Women/All staff	Pay Gap Women/Men
Full time	£13.61	£12.77	£12.77	Nil	£0.84
Part time	£8.00	£8.00	£8.00	Nil	Nil
All Staff	£12.77	£8.72	£9.91	£1.19	£4.05

Data for 31.03.2019 is shown below:

	Men	Women	All Staff	Pay Gap Women/All staff	Pay Gap Women/Men
Full time	£13.72	£15.50	£13.72	Nil	Nil
Part time	£9.01	£9.67	£9.01	Nil	Nil
All Staff	£13.72	£10.64	£11.97	£1.33	£3.08

Data for 31.03.2020 is shown below:

	Men	Women	All Staff	Pay Gap Women/All staff	Pay Gap Women/Men
Full time	£13.99	£13.99	£13.99	Nil	Nil
Part time	£9.55	£9.74	£9.93	Nil	Nil
All Staff	£13.99	£9.93	£11.64	£1.71	£4.06

The above figures have been calculated using the **MEDIAN**.

The ACAS Guidance on Managing Gender Pay Reporting notes that calculations can be made using two types of averages:

- A **mean** average involves adding up all of the numbers and dividing the result by how many numbers were in the list.
- A **median** average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

Using these two different types of average is helpful to give a more balanced overview of an employer's overall gender pay gap:

- Mean averages are useful because they place the same value on every number they use, giving a good overall indication of the gender pay gap, but very large or small pay rates or bonuses can 'dominate' and distort the answer. For example, mean averages can be useful in an organisation where the vast majority of bonus pay is received by a small number of board members.
- Median averages are useful to indicate what the 'typical' situation is i.e. in the

middle of the organisation and are not distorted by very large or very small pay rates of bonuses. However, this means that not all gender pay gap issues will be picked up. For example, a median average might show a better indication of the 'middle of the road' pay gap in a sports club with a mean average distorted by very highly paid players and board members, but it could also fail to pick up as effectively where the pay gap issues are most pronounced in the lowest paid or highest paid employees.

Below is the data calculated on the **MEAN** averages:

The Mean hourly rate of pay for all men is £14.21 and the Mean hourly rate of pay for all women is £12.42. This give a pay gap of 12.6%.

Objective Four: Address inequalities in personal **Safety**

Action Area: The reporting of hate crime and harassment increases and steps are taken to reduce incidents of hate crime and harassment

Project / Initiative / Action	Timetable	How will this contribute to the action area?	Protected Characteristics Affected
<p>Work in collaboration with Network partners to raise awareness of hate crime and reporting mechanisms, using Hate Crime Awareness Week to focus the publicity.</p> <p>Work lead by NW Police and Police and Crime Commissioner's Office.</p>	Continuous	Raise awareness of hate crime and how to recognise it, along with highlighting the importance of reporting incidents.	All

Progress / Update:

Hate Crime Awareness Week 12 – 19 October 2019

Partnership work led by North Wales Police, the Office of the Police and Crime Commissioner and Regional Community Cohesion Officers.

A number of press statements and publicity raising materials were agreed for the different organisations involved including a campaign on social media sites. These were used during the week as a co-ordinated joint campaign across North Wales public authorities, with particular emphasis on getting the

message over on social media.

During the week North Wales Police launched a campaign with Arriva Buses to raise awareness of Disability Hate Crime. Arriva Buses displayed posters on all their buses across North Wales. The poster highlighted the importance of reporting Disability Hate Crime, as well as sending a clear message to perpetrators of Hate Crime that this will not be tolerated.

All public authorities across North Wales encouraged people to support the campaign by using the hash tag #StopHateOnMyBus.

The statistics demonstrates that this campaign week is important to highlight and raise awareness of hate crimes taking place within our communities. There were 3,932 recorded hate crimes across Wales in 2018/19, which amounts to a 17% increase compared to the previous year.

- 2,676 (68%) were race hate crimes;
- 751 (19%) were sexual orientation hate crimes;
- 206 (5%) were religion hate crimes;
- 443 (11%) were disability hate crimes; and
- 120 (3%) were transgender hate crimes.

Outside the Hate Crime Awareness Week, the North Wales Public Sector Equality Network members have been working closely with Victim Support from the National Hate Crime Support Centre for Wales to ensure that victims get the support they need.

Objective Five: Address inequalities in **Representation and Voice**

Action Area: Decision making bodies become more representative of the communities they serve

Action Area: Consultation and Engagement is improved through strengthening links between the Public Sector and local and national groups representing people from all protected groups

Project / Initiative / Action	Timetable	How will this contribute to the action area?	Protected Characteristics Affected
Further develop the Authority's volunteer warden programme, allowing people from all backgrounds and	Continuous	Volunteer work is a good way for people from under representative groups to get actively involved, without fearing that lack of experience or qualifications is a barrier.	All

from protected characteristic groups to be part of the Authority's work.			
<p><u>Progress / Update:</u> The programme is now well established and this year had 25 individuals taking part in the Snowdon Volunteer Wardens Programme. Working side by side with the Authority's Wardens, their invaluable contribution ensures that vital support is available to assist with all the challenges that having over half a million plus visitors each year creates.</p> <p>The number on the Young Wardens Programme in partnership with the Outdoor Partnership has also grown to 10, with ages ranging from 14 to 18.</p>			
Project / Initiative / Action	Timetable	How will this contribute to the action area?	Protected Characteristics Affected
Further develop volunteering opportunities within Yr Ysgwrn project, from Friends of the Ysgwrn, volunteer guides and development of a Youth Forum.	Second stage of project	Volunteer work is a good way for people from under representative groups to get actively involved, without fearing that lack of experience or qualifications is a barrier.	All
<p><u>Progress / Update:</u> Yr Ysgwrn continues to work with volunteers on various aspects of the management of the site. This year, 14 regular volunteers worked on site during the year. The volunteers not only have a passion for Yr Ysgwrn, but have also been fostering their knowledge and understanding of the wider work of the Authority through National Park awareness training sessions, attendance at corporate meetings and training.</p>			
Project / Initiative / Action	Timetable	How will this contribute to the action area?	Protected Characteristics Affected
Continue to work closely with the Snowdonia Society and other partners to develop specific volunteer project days during the year.	Continuous	Volunteer work is a good way for people from under representative groups to get actively involved, without fearing that lack of experience or qualifications is a barrier.	All

Progress / Update:

The Authority's relationship with the Snowdonia Society remains close. During 2019/20, numerous volunteering days were arranged (although unfortunately an accurate record has not been maintained of exact number of days and volunteering numbers). The volunteers supported the Authority's work in such things as footpath maintenance, clearance of invasive species and various litter picks around Snowdonia.

The recruitment for the new post of a Volunteer and Wellbeing Officer was undertaken in November 2019. A new portal has been set up for the recruitment and recording/monitoring of volunteer involvement in the Authority's work. The new officer is currently reviewing and updating the Authority's volunteering strategy.

Project / Initiative / Action	Timetable	How will this contribute to the action area?	Protected Characteristics Affected
The Eryri Equality Forum to have an active input into the review of key Park Plans.	2016-2020	By mainstreaming equality and social inclusion into the Authority's work, this will have a positive long term impact on the Authority's strategies and policies.	Disabled

Progress / Update:

The sub-group of the Forum have assisted the Partnerships Manager with the equality elements of Cynllyn Eryri, including the accessibility of the documents as well as input into the Equality Impact Assessment conducted.

The draft Plan was published for consultation during the year, and the accompanying widespread publicity and promotion ensured (as far as possible) that all sections of the community were reached and given an opportunity to contribute to the process.

Objective Six: Address inequalities in **Access** to information, services, buildings and the environment

Action Area: Access to information and communications and the customer experience improve

Action Area: Physical access to services, transport, the built environment and open spaces improve

Project / Initiative / Action	Timetable	How will this contribute to the action area?	Protected Characteristics Affected
Promote new accessible routes as they are developed, as part of the wider health and well-being work.	Ongoing work	Access to open spaces and a diverse range of recreational facilities will be improved.	Disabled All
<p>Progress / Update: This work is part of a continuous work programme, which will be carried over from one year to the other.</p> <p>Significant repair and surfacing works have been completed on the Snowdon Ranger path by one of the Snowdon teams following severe water damage in the winter of 2018/19. This included a new surfaced link from Snowdon Ranger to Bwlch Maesgwm with new surfacing works from there downwards towards Llanberis. Work on this section continues for the coming year.</p> <p>New surface works continues on the Ffridd Uchaf link from Pen Lon (Rhyd Ddu Path junction) to Lon Gwyrfai, as a safer option than the existing bridleway which exits directly onto the main road in a dangerous location.</p> <p>The Warden Service continue to contribute to the Service Level Agreement works for Conwy Council on the network within the National Park, such as replacing gates/stiles and other basic maintenance works where required. All works are undertaken by contractors.</p> <p>Development works on Cylchdaith Yr Wyddfa route is ongoing - investigative work for the next section from the Nant Gwynant power station to the campsite is ongoing.</p> <p>The Authority has purchased a new Trumper vehicle (with WG funding) which is proving popular. The Authority now have 2 such vehicles. These are specifically designed for use by people with physical impairments and mobility issues, to enable them to access the countryside on more challenging terrain.</p>			

Project / Initiative / Action	Timetable	How will this contribute to the action area?	Protected Characteristics Affected
Engage and consult with the North and South Access Forums and relevant access groups from the development stage of any accessible footpaths projects.	Ongoing	This will ensure that accessibility issues will be considered and incorporated at an early stage of the project.	Disabled
Progress / Update: This work is continuous.			

5. Training

No training courses related to equality were held during the year.

6. Equality Impact Assessments

The Authority has systems in place to impact assess any new or revised strategies, plans, procedures, practices or any major decisions it makes. During the year, 4 full equality impact assessments have been undertaken.

Below is a short summary of the impact assessments conducted.

1. Cynllun Eryri (Snowdonia National Park Partnership Plan Consultation on Draft Plan)
The Plan sets out how all parties will work together to look after Snowdonia National Park for future generations. The draft Plan (on which this assessment was based) brings together the results of the initial consultation work and data analysis, along with the results of the comprehensive public consultation that took place over 12 weeks in the summer of 2018, and the outcomes from the expert panel events that took place following the consultation. The information received was gathered, consolidated and refined in the action planning workshops, which created the draft Plan.

The assessment was undertaken prior to the consultation and updated after the consultation period ended to reflect responses received.

2. Supplementary Planning Guidance: Visitor Accommodation
This SPG gives detailed guidance on how the policies relating to Visitor Accommodation in the Eryri Local Development Plan will be implemented. The assessment was undertaken and updated alongside the 6 week public consultation. The Eryri LDP policies have already undergone a detailed equality impact assessment in conjunction with the short form review which included a 3 day public inquiry.
3. Supplementary Planning Guidance: Affordable Housing
This SPG gives detailed guidance on how the policies relating to Affordable Housing in the Eryri Local Development Plan will be implemented. The assessment was undertaken and updated alongside the 6 week public consultation. The Eryri LDP policies have already undergone a detailed equality impact assessment in conjunction with the short form review which included a 3 day public inquiry.
4. New Strategic Equality Plan for 2020 – 24
An impact assessment was conducted for the Authority's new Strategic Equality Plan for the period 2020-24. Although the whole purpose of the Plan is to reduce or eliminate inequalities, it is important that a full assessment is undertaken to identify any possible negative impacts that may be inadvertently result from the proposed action areas.

7. Employment Information

The duty requires the following information on employment:

A listed body in Wales must collect and publish on an annual basis the number of:

- People employed by the Authority on 31 March each year by protected characteristic
- Men and women employed, broken down by:
 - Job
 - Grade (where grading systems in place)
 - Pay
 - Contract type (including permanent and fixed term contracts)
 - Working pattern (including full time, part time and other flexible working patterns)
- People who have applied for jobs with the authority over the last year
- Employees who have applied to change position within the authority, identifying how many were successful in their application and how many were not
- Employees who have applied for training and how many succeeded in their application
- Employees who completed the training
- Employees involved in grievance procedures either as complainant or as a person against whom a complaint was made
- Employees subject to disciplinary procedures
- Employees who have left an authority's employment

All of the above information must be presented for each of the separate protected groups. The exception to this requirement is the data on job, grade, pay, contract type and working pattern, which must be broken down only in relation to women and men.

People employed by the Authority on 31st March each year by protected characteristic

Total Number of employees at 31st March 2020 = 148

Age profile

24 and under	16
25 – 34	23
35 – 44	24
45 – 54	38
55 – 64	40
65 and over	7

Distribution of Female / Male

Female	76
Male	72

1.3% of staff have declared that they are disabled and / or have an impairment.

5 members of staff were on maternity leave.

Within the Authority, staff that have declared their ethnic origin, fall into the White Welsh category with none from any of the other main ethnic groups (Mixed, Asian, Black or Chinese).

Due to the small number of employees, information will not be published in greater detail to protect the identity of individuals.

Men and women employed, broken down by:

- Job
- Grade (where grading systems in place)
- Pay
- Contract type (including permanent and fixed term contracts)
- Working pattern (including full time, part time and other flexible working patterns)

The following table show the distribution of men and women employed by grade by working pattern and contract type as at 31.03.2019 (the Authority has several different job titles within grades):

		Working Pattern						Contract Type					
		Full time		Part time		Flexible		Permanent		Tempor-ary		Fixed Term	
Grade	Pay/ Hour	F	M	F	M	F	M	F	M	F	M	F	M
MW	£7.70	0	1	0	0	0	0	0	0	0	0	0	1
1	£9.00	0	0	10	2	0	0	4	1	6	1	0	0
2	£9.14	0	1	1	2	0	0	1	3	0	0	0	0
3	£9.55	0	1	12	4	0	0	12	5	0	0	0	0
4	£9.93	3	2	12	3	0	0	14	4	0	0	1	1
5	£10.97	2	8	3	1	0	1	5	10	0	0	0	0
6	£12.35	4	4	2	1	0	0	4	4	0	0	2	1
7	£13.99	6	13	3	0	0	1	6	11	0	0	3	3
8	£15.81	4	7	1	1	0	0	5	6	0	0	0	2
9	£17.04	2	5	0	1	1	1	3	5	0	0	0	1
10	£18.03	3	3	1	0	0	0	3	3	0	0	1	0
11	£19.11	3	1	1	0	0	0	4	1	0	0	0	0
12	£20.11	0	1	1	0	1	0	2	1	0	0	0	0
13	£21.13	1	3	0	0	0	0	1	3	0	0	0	0
Chief Officer - Director	£32.95	0	2	0	0	0	0	0	2	0	0	0	0
Chief Officer - Chief Executive	£47.25	0	1	0	0	0	0	0	1	0	0	0	0

People who have applied for jobs with the authority over the last year

167 Applicants completed monitoring forms.

Ethnic Origin

158 White

9 Mixed

0 Asian, Asian British, Asian Welsh, Asian English, Asian Scottish

0 Black, Black British, Black English, Black Scottish, Black Welsh

0 Chinese, Chinese British, Chinese English, Chinese Scottish, Chinese Welsh or Other Ethnic Group

0 No response given

Sex

84 Male

75 Female

0 No response given

Disability

11 Applicants with an impairment they wanted to tell us about

Employees who have applied to change position within the authority, identifying how many were successful in their application and how many were not

	Applications	Appointments
Male	6	5
Female	4	3
Total	10	8

Employees who have applied for training and how many succeeded in their application

There were applications and training attended on 124 occasions by females and 74 times by males (some staff applied and attended on more than one occasion)

Employees involved in grievance procedures either as complainant or as a person against whom a complaint was made

There were no grievances during this period.

Employees subject to disciplinary procedures

There were no disciplinary procedures during this period.

Employees who have left the authority's employment

Female	6
Male	4
Total	10

MEETING	Performance and Resources Committee
DATE	18 November 2020
TITLE	COMPLAINTS MONITORING REPORT
REPORT BY	Head of Administration and Customer Care
PURPOSE	To report on the written complaints received by the Authority

1.0. BACKGROUND

- 1.1. Ordinarily, the Complaints Monitoring Report is first presented to the Members of the Authority at the Performance and Resources Committee in July every year, before been presented to the Members of the Standards Committee in the following September. This year, due to the Covid-19 lockdown, it was not possible to follow this timetable, and accordingly Members of the Performance and Resources Committee have not yet seen this report.
- 1.2. All formal complaints are registered and monitored centrally, as part of our ongoing commitment to ensuring excellent customer care in our service provision. The Authority received 6 formal complaints directly relating to the Authority during the 2019/20 financial year.
- 1.3. Of the 6 complaints received, 2 related to the planning service, 2 related to the property service, 1 complaint was received about 2 members of staff, and 1 complaint was received about agendas and associated documents for various Authority committees, boards and meetings not being available in paper form and only being available electronically.
- 1.4. All complaints were thoroughly investigated, and all but one received a response within the target of 15 working days. The one complaint that did not receive a response within the requisite timescale was given a holding response, until such time as a full response was able to be provided.
- 1.5. Of the complaints investigated, 4 were upheld or partially upheld. No complaints were referred to the Public Service Ombudsman for Wales for investigation.
- 1.6. Where the Authority's standard of service has fallen short, we have duly apologised and taken steps to address the problems immediately.

2.0. RECOMMENDATION

- 2.1. **That the Committee note the content of the report**

Summary of Complaints Upheld or Partially Upheld**PLANNING****Non-determination of planning application (August 2019)**

A complaint was received regarding the length of time that had elapsed since an application for listed building consent had been submitted and remained undetermined, which was 8 months. The applicant received the listed building consent a day after the complaint was submitted, but wanted to pursue the complaint as he felt the time taken had been unreasonable.

The applicant's complaint was clearly justified and an apology was given. It was acknowledged that the situation was clearly unacceptable and confirmation was given that the matter was being addressed.

It was explained to the complainant that since the departure of one member of staff within the built environment team due to the financial cuts required by the Authority, The Built Environment Officer's increased workload had resulted in him struggling to get his case load of applications determined within the requisite timescales.

The Planning service was already aware of the issues and confirmation was given that measures were already being put in place to address the problem.

No response received to a pre-application advice request (March 2020)

The complainant had submitted a pre-application advice request regarding a potential application for conservation and listed building consent some 10 months earlier and had not received a response.

The newly appointed Planning Manager responded to the complaint, and it was immediately acknowledged that the lack of service the applicant had received was clearly unacceptable and an apology was issued. The Planning Manager confirmed that she was aware that there were ongoing issues with dealing with conservation area and listed building cases since the planning service was reorganised, and staffing numbers were reduced 18 months previously. This situation has led to unacceptable delays, and this was clearly inexcusable.

The complainant was assured that the situation was being taken very seriously and additional actions had been implemented to urgently address the problems. The complainant also received the advice requested with the response to the complaint.

PROPERTY

Morfa Dyffryn Public Toilets Closed in Winter (December 2019)

A complaint was received about the Authority's decision to close the public toilets during the winter months at Morfa Dyffryn. The complainant asked why Radar keys were not in use on site, so as disabled people could still use the toilets. The complainant also suggested that if the Authority had better parking enforcement on site, more income would be generated towards the upkeep of the facilities.

The toilets at Morfa Dyffryn have been operating as seasonal toilets since at least 1st April 2006. Toilets in rural, isolated locations such as this, have historically suffered from antisocial behaviour / vandalism, with a significant increase in these incidents during periods of low use. Another common problem encountered over winter were burst pipes and resultant damage to the building from freezing conditions. As there is no electricity supply it was not practical to install frost protection measures in these sites. Accordingly, to protect these sites from frost damage the water supply is turned off and a full drain down is undertaken when the toilets are closed.

The complainants' comments regarding better enforcement of car parking charges to increase income were acknowledged, and it was confirmed that the Authority's Car Park supervisors do visit the site as part of their route around various sites, however there is not sufficient staff resources to have an increased presence at this time.

Whilst some of the Authority's accessible toilets are protected with a Radar Lock which a standard Radar key will operate, other sites such as Morfa Dyffryn do not. It is not practical or financially feasible to have Radar locks on remote toilet blocks to enable access out of season. As explained above, during the winter months the entire building is drained down so the toilets are not functional. In addition, the cost of having staff to attend the toilets to clean and check the site would be prohibitive.

The above information was explained to the complainant and an apology was given that a more positive response was not able to be given to the complaint.

STAFF

SNPA vehicle parked on narrow side street restricting access (March 2020)

A complaint was received regarding an SNPA vehicle with 2 members of staff which had parked down a narrow side street, which restricted access for complainant to exit his drive. The complainant was also concerned that the inconsiderate parking would restrict emergency vehicles going down the road. A photograph had been taken of the vehicle.

It was ascertained that the 2 staff members from the Wardens and Access service had parked the vehicle for approximately 10 minutes whilst buying lunch as there was no parking spaces on the high street. Whilst they had made an effort to park as close to the wall as possible so as not to hamper the flow of cars down the street, it could be seen that the parking position of the vehicle in conjunction with an adjacent car had made it difficult for the complainant to drive from his property. In addition, it was acknowledged that a large emergency vehicle would have had difficulties passing. The staff concerned acknowledged their error and were told to be more vigilant in future. The Head of Service apologised to the complainant, but was satisfied that this was an isolated incident.

MEETING	Performance and Resources Committee
DATE	18 November 2020
TITLE	FREEDOM OF INFORMATION
REPORT BY	Head of Administration and Customer Care
PURPOSE	To report on information requests received under the Freedom of Information Act 2000

1. BACKGROUND

- 1.1 The obligations of the Freedom of Information Act 2000 came into full force on 1st of January 2005. This report outlines the requests for information received by the Authority during last year and how they were dealt with.
- 1.2 Sixteen requests were received during the year 2019.
- 1.3 Of the sixteen, ten were dealt with under the Environmental Information Regulations and six were dealt with under the Freedom of Information Act. For a general breakdown of how the requests were dealt with, please refer to the table at the end of the report.
- 1.4 Nine requests concerned various types of planning related information including:
- Copies of old planning histories;
 - Copies of old Enforcement Notices;
 - Information relating to current planning applications, such as copies of any objections and supporting correspondence etc.;
 - Copies of Enforcement files;
 - The number of Enforcement Notices, Planning Contravention Notices and informal warnings given on breaches of planning control relating to short term lets; and
 - Access to pre-application planning advice for a housing development.
- 1.5 Seven requests related to various other matters, such as:
- Amounts spent on legal costs in the last three years;
 - Numbers of non-disclosure agreements in place with former staff, broken down by gender;
 - Details of visitor complaints over the last three years;
 - Details of trail hunting held on Authority land; and
 - The number of Ecologists employed to deal with planning matters.

- 1.6 During the year one informal complaint was received by a member of the public that their correspondence had been released as part of a Freedom of Information Act request.
- 1.7 The correspondence had been released in redacted form, with their identity and any information which would likely lead them to be identified blanked out of the copies. The legal situation was explained to the complainant as well as the Authority's statutory obligation to release such information. Once the complainants understood the legal situation, they were happy with the explanation given and the matter was closed.
- 1.8 During the year two complaints were submitted to the Information Commissioner's Office regarding a refusal to release information.
- 1.9 The first complaint related to a request submitted in 2018 regarding access to previous copies of Members' Register of Interests.
- 1.10 Present Members' Register of Interests are publicly available, but old or previous entries are removed and are released from the obligation to be available for public inspection. As these entries include the personal data of individuals, GDPR was applicable to the request. We were of the view that members, particularly former members, would not reasonably expect that any declarations of interest would remain in the public domain indefinitely and therefore be subject to public scrutiny after their interests ceased or changed.
- 1.11 We were of the view that there was no lawful basis for releasing this information and any such disclosure would leave the Authority open to a potential complaint of a breach of Article 6 of the GDPR.
- 1.12 The Information Commissioner confirmed that GDPR was applicable, and considered in detail all aspects of the case for and against releasing this information. After careful consideration, the Commissioner concluded that there was sufficient legitimate interest to outweigh the data subjects' fundamental rights and freedoms, and accordingly decided that the information should be released.
- 1.13 The second request was made in October 2019. This was a request for access to the pre-application planning advice a developer had submitted regarding a proposal for a housing development.
- 1.14 At the time the request had been made, no formal planning application had been submitted by the developer. The request was refused on the grounds that anyone should be able to seek advice from this Authority on a confidential basis for their draft proposals. The developer had paid a significant amount of money for the advice, and at that stage the information was commercially sensitive.
- 1.15 The requestor was informed that if and when a formal application is submitted the situation would change. If the pre-application advice resulted in a formal planning application being submitted, the information would then be made public as the interests of the planning applicant will have been protected during the sensitive plan development period.

1.16 The requestor referred the matter to the Information Commissioner's Office for consideration in December 2019. The Information Commissioner issued a Decision Notice on the 30th of September 2020 which upheld the Authority's decision to refuse access to the information.

1.17

Requests dealt with under Freedom of Information Act 2000
5 requests granted / full disclosure.
1 request was refused, as the Authority did not hold the information requested.

Requests dealt with under Environmental Information Regulation 2004
6 requests granted / full disclosure
2 requests were refused or partially refused as the information was classed as exempt under Regulation 12(5)(f) - information which would identify members of the public who report possible breaches of planning control, and confidential information submitted by a developer as part of a pre-application advice request.
2 requests were refused or partially refused as the information was classed as legal professional privilege and therefore exempt under Regulation 12(5)(b).
1 request was partially refused as some of the information related to the protection of sensitive wildlife information i.e. location of nesting sites, badge sets etc., which is exempt information under Regulation 12(5)g.

2. RESOURCE IMPLICATIONS

No direct implications.

3. RECOMMENDATION

That the Committee note the content of the report

MEETING	Performance and Resources
DATE	18 th of November, 2020
TITLE	Partneriaeth Yr Wyddfa Projects Progress Report
REPORT BY	Partneriaeth Yr Wyddfa Officer
PURPOSE	To report on the progress of projects noted in Cynllun Yr Wyddfa

1. BACKGROUND

- 1.1 A management plan for Yr Wyddfa was launched in 2018 by Partneriaeth Yr Wyddfa.
- 1.2 The Annual Report for 2018-2019 was presented to the Authority on July 3rd, 2019.
- 1.3 This report will focus on the progress of projects recognised in Cynllun Yr Wyddfa between 2019 - 2020.

2. THE PLAN

- 2.1 Following the launch of Cynllun Yr Wyddfa in 2018 the Partnership received £190,000 from the Welsh Government to fund completion of some of the projects in the Plan. The Partnership also managed to secure £80,000 from the Visit Wales TAIS Fund (Tourism Amenity Investment Support) to improve parking and traffic facilities in Nant Peris.
- 2.2 An Internal Audit Report was compiled in November 2019 by the Internal Audit Section of Gwynedd Council, and reported that the progress monitoring arrangements of Partneriaeth Yr Wyddfa were appropriate. The assurance level awarded was 'Sufficient' which means: Measures are in place to fulfil the aims but there are some aspects where the measures could be tightened in order to further mitigate risks.
- 2.3 Partneriaeth Yr Wyddfa committed to review the appropriateness of the present indicators to decide if they add value and if there are any other indicators which could be more suitable for measuring the Partnership's progress.

- 2.4 The above process has not yet been undertaken, therefore this report looks specifically at the progress of the projects and action plan accomplished during the course of the year. A draft form of the amended performance indicators will be presented in a future Working Group meeting.
- 2.5 The Partnership kept in regular contact during this time with 11 meetings held between June 2019 and August 2020.
- 2.6 The Partnership were kept up to date regularly using a variety of methods including: updates on Partneriaeth Yr Wyddfa website; 3 newsletters dedicated to the Partnership's work was shared to 157 subscribers; updates on the work were included in the Authority's newsletter and in the Snowdonia 2020 magazine; and 4 webinars were held for the outdoor sector during lockdown and 2 were arranged after restrictions lifted.

3. PROJECTS

3.1 Welsh Government grant

3.1.1 Yr Wyddfa and Ogwen Parking and Transport Review

Since January this year, a consultancy team appointed by Partneriaeth Yr Wyddfa have been analysing in depth the various factors surrounding the parking and transport issues.

From the assessment of background evidence, together with the consultations, there is a clear consensus that 'doing nothing is not an option'. There is an appetite to position Yr Wyddfa and Ogwen, and Eryri/north Wales more generally, as a sustainable tourism exemplar. For further information on this project and the steps taken thus far see page 4 of **Annex 1**.

Relevant work during the summer of 2020:

- > Pre-booking system pilot at Pen y Pass
In accordance with the recommendations in the review and the encouragement to pilot possible solutions, a pre-booking system was trialled at Pen y Pass during the last three weekends in August 2020. The pilot was supported by the Partneriaeth Yr Wyddfa Officer who contributed towards its development. Discussions were held with two specialist companies and although both companies offered systems tailored for Pen y Pass, it was resolved to use the Eventbrite platform which enabled the Authority to offer a service which was nearly entirely bilingual.

The pilot was successful and positive feedback was obtained from users as they reached their destination; they appreciated the stress-free experience that pre-booking offered. Following the pilot, we aim to establish a permanent system in both the Pen y Pass and Ogwen car parks before the 2021 visitor season.

> Parking Updates

In line with the recommendation to develop a real time monitoring system for traffic information on the approaches to the Park and in official National Park car parks, a car park and availability monitoring service was trialled by SNPA during the summer. This work was supported by the Partneriaeth Yr Wyddfa Officer who was also a member of the team working on the updates. Although the service received very positive feedback and was welcomed by users, the system was very dependent on human resources and required much staff time. By the 2020 visitor season, we aim to offer a simpler system which calls for fewer resources and less staff time.

3.1.2 Support from Welsh Government (Transport for Wales) 2020 - 2021

Transport for Wales are eager to support the initial work in terms of establishing the Parking and Traffic Strategy. Financial support of £430k has been secured for various aspects of the work during the 2020-2021 financial year. For further information on the supported projects see page 8 in **Annex 1**.

3.1.3 Yr Wyddfa WiFi

This is a collaborative project between the Partnership and Arloesi Gwynedd Wledig exploring options and opportunities for improving the digital connectivity infrastructure in the Yr Wyddfa area. For safety reasons and to meet the needs of visitors, a scoping review was commissioned to explore options for improving the WiFi connection on the mountain. The review concluded that developing a WiFi connection across the whole mountain would be both costly and challenging considering the available resources. Therefore, it was decided to free the remaining budget to be used elsewhere on relevant projects e.g. possible projects arising for the Parking and Transport Review, and to explore options for collaborations with farms such as Hafod y Llan, owned by the National Trust for improving the connectivity in that particular area.

3.1.4 Llwybrau Yr Wyddfa | Snowdon Walks App

The app was launched at the beginning of July 2020 and since then, 1558 units have been sold for £1.99 (1113 on Apple and 445 on Android). After deducting the Apple and Google contribution, the total sales of the app since its launch is approximately £1400 (£1000 on Apple, £400 on Android). Following the emergency measures and closure of Pen y Pass during the summer, the app had to be updated in order to include the correct information regarding the changes. The update cost £400. For further information about this project see page 10 of **Annex 1**.

3.1.5 Eryri Ambassador

The Eryri Ambassador Scheme has been developed over the last year under the banner of the North Wales Ambassador Scheme. The training includes 12 online training modules reflecting the Park's Special Qualities and what makes Eryri so extraordinary. The contents of the modules vary from factual content to beautiful imagery, to creative work, and the quality and calibre of the contributors is of the highest standard.

The scheme will be launched as part of the Cynllun Eryri official launch on the 26th of November, 2020. For background information and further details see page 12 of **Annex 1**.

3.1.6 Litter Campaign

This is a joint project with the Snowdonia Society and involves developing and presenting coherent messages, taking practical action and arranging campaigns to tackle the litter problem on Yr Wyddfa. The project deals with the key problems specified in Cynllun Yr Wyddfa by implementing several pilot projects. One of these was the social media campaign aimed at raising awareness about the negative effects of litter on the Yr Wyddfa habitats. Messages included: effects of organics; a reminder that Hafod Eryri remains closed due to the restrictions and to 'go' before you go; and the amount of volunteer hours spent collecting litter on the main paths, emphasising the importance of personal responsibility over waste / litter.

3.1.7 Communication Plan

A new communications plan for the Partnership was developed by the specialist PR company, Spencer David. The plan included: details regarding the environment and visitor trends, definition of the target audience, review of partner resources, the challenge and the way forward, proposed communication techniques, and a work schedule. For further details on the communications plan and the proposed recommendations see page 15 of **Annex 1**.

3.2 Other projects

3.2.1 Nant Peris TAIS project

A sum of £80k from the TAIS (Tourism Amenity Investment Support) fund was secured to develop a project that aims to implement key elements in Cynllun Yr Wyddfa by upgrading and modernising vital infrastructure for visitors in the area; this will lead to substantially better visitor experience in the main park and ride location for Yr Wyddfa. This involved upgrading toilet facilities, installing a new all-weather solar shelter skilfully crafted using traditional materials and modern green technology and installing electric vehicle charging points. The aim of the project was to improve the ambience, increase sustainability and improve visitor facilities for key segments of the market.

For unforeseeable circumstances relating to the pandemic, it will not be possible to complete this project within the budget and time constraints of the grant. However, Visit Wales are open to discuss options for spending the remaining £40k on other improvements/plans which are more achievable. Discussions on the possibilities are ongoing. For further details on the completed works see page 16 of **Annex 1**.

4. OTHER

4.1 Arloesi Gwynedd Wledig Innovation Local Action Group (Places)

The Partneriaeth Yr Wyddfa Officer represents the Authority on the Arloesi Gwynedd Wledig Local Action Group (Places).

4.2 Other projects from Cynllun Yr Wyddfa to be implemented

For a full list of projects from the Plan yet to be implemented see page 18 of **Annex 1**.

5. RECOMMENDATION

For members to:

Note the progress made to date regarding implementation of Cynllun Yr Wyddfa.

PROJECTS PROGRESS REPORT

PARTNERIAETH YR WYDDFA

2019–2020



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INTRODUCTION

FUNDING

Following the launch of Cynllun Yr Wyddfa in 2018 the Partnership received £190,000 from the Welsh Government to fund completion of some of the projects in the Plan. The Partnership also managed to secure £80,000 from the Visit Wales TAIS Fund (Tourism Amenity Investment Support) to improve parking and traffic facilities in Nant Peris.

NOTE: The Annual Report for 2018-2019 was presented to the Authority on July 3rd, 2019.

INTERNAL AUDIT REPORT 2019 -2020

An Internal Audit Report was compiled in November 2019 by the Internal Audit Section of Gwynedd Council, and reported that the progress monitoring arrangements of Partneriaeth Yr Wyddfa were appropriate. This was undertaken by checking data collection methods relating to the performance indicators in Cynllun Yr Wyddfa, with emphasis on those indicators where the Authority is responsible for gathering the information. The assurance level awarded was 'Sufficient' which means: Measures are in place to fulfil the aims but there are some aspects where the measures could be tightened in order to further mitigate risks.

Partneriaeth Yr Wyddfa committed to review the appropriateness of the present indicators to decide if they add value and if there are any other indicators which could be more suitable for measuring the Partnership's progress.

The above process has not yet been undertaken, therefore this report looks specifically at the progress of the projects and action plan accomplished during the course of the year. A draft form of the amended performance indicators will be presented in a future Working Group meeting.



MEETINGS

- Full meeting of Partneriaeth Yr Wyddfa - 18/06/2019
- Meeting of Adventure Activities and Education sub group - 05/09/2019
- Meeting of Economy and Community sub group - 15/10/2019
- Meeting of Care for Yr Wyddfa sub group - 05/09/2019
- Meeting of Visitor Information and Tourism sub group - 15/10/2019
- Full meeting of Partneriaeth Yr Wyddfa - 21/11/2019
- Initial meeting between the Partnership and Martin Higgitt Associates – 09/01/2020
- Yr Wyddfa Visit Specialist training - 13/02/2020
- Webinar presenting the Communications Plan -27/02/2020
- Parking and Traffic Review Stakeholders Workshop – 12/03/2020
- Full meeting of Partneriaeth Yr Wyddfa - 08/09/2020

ENGAGEMENT

- › **Partneriaeth Yr Wyddfa website**
The Partneriaeth Yr Wyddfa website has been regularly updated and is used to share information with partners and stakeholders about developments.
- › **Partneriaeth Yr Wyddfa newsletter**
As stated in the Plan the Authority is committed to sharing the latest information through a specific newsletter issued by Partneriaeth Yr Wyddfa. The newsletter currently has 157 subscribers. Three newsletters were published during this period and all can be viewed on the website.
- › **Snowdonia National Park Authority Newsletter**
Several updates on the Partnership's work has been included in the Authority's monthly newsletter and in the Snowdonia 2020 magazine.
- › **Webinars**
In response to the COVID-19 crisis, four webinars were held for the outdoor sector during the lockdown period. These webinars enabled the Partnership to share clear and up to date information regarding the reopening of areas within the Park. The discussions included: lifting the restrictions after the lockdown period, fly camping, litter and the Parking and Transport Review.



PROJECTS

All the projects noted in this section are included in Cynllun Yr Wyddfa as action points for the first five years of the Plan.

GRANTS FROM THE WELSH GOVERNMENT

YR WYDDFA AND OGWEN PARKING AND TRANSPORT REVIEW - 2020

Funded by a grant from the Welsh Government and funding from Snowdonia National Park Authority and the North Wales Economic Ambition Board (administered by Gwynedd Council).

> CORPORATE DUTIES

ACTION POINTS INCLUDED IN CYNLLUN YR WYDDFA AND CYNLLUN ERYRI

Cynllun Yr Wyddfa

- Snowdonia National Park Authority and Gwynedd Council working together to issue a review of user requirements with tourist businesses supplying information regarding transport and parking. Results used to review and improve the Sherpa service

Cynllun Eryri

- A1.4. Reduce the impacts of traffic and parking on the environment and the landscape.
- A3.1. Reduce carbon emissions of Snowdonia National Park
- B4.1. Improve the sustainability and availability of transport for visitors and residents and address parking problems
- B4.2. Research and establish opportunities which encourage greener transport



Since January this year, a consultancy team appointed by Partneriaeth Yr Wyddfa have been analysing in depth the various factors surrounding the parking and transport issues. The report states that the current over-reliance on cars to access key honeypot sites and the chronic parking problem at busier times of the year is failing the National Park's core purposes. It also means that local communities and the local economy suffer negative impacts associated with visitor levels, whilst not receiving as much benefits as they could.

From the assessment of background evidence, together with the consultations, there is a clear consensus that 'doing nothing is not an option'. There is an appetite to position Yr Wyddfa and Ogwen, and Eryri/north Wales more generally, as a sustainable tourism exemplar. According to the review, alternative options will fail to address the chronic problems that Yr Wyddfa and Ogwen experience in the peak holiday season, as well as failing to address the policy direction of the National Park, regional and national policy.

The review recommends developing a Sustainable Tourism Approach which will reduce the environmental impact of visitors on the protected landscape, at the same time as reducing the problems and increasing the benefits of tourism to communities and the local economy, whilst improving the visitor experience and enabling a more diverse range of visitors to enjoy the area. North Wales and Eryri are perfectly positioned to respond to some of the longer-term 'mega-trends' in tourism around authenticity, activity and adventure, and eco-tourism. With a foundation in green travel, this would place north Wales firmly on the world stage as a sustainable destination.

The draft proposals fit fully into the ethos of the Wellbeing of Future Generations (Wales) Act, particularly with the emphasis on community master-planning, partnership working, encouragement of entrepreneurial skills and job creation for local audiences, whilst strongly promoting and sustaining the Special Qualities of the National Park.

This Sustainable Tourism Approach would transform how the area functions and is perceived as a destination. The approach is underpinned by integration, provision of new services and a re-scaling of existing services. Enabling such progressive delivery requires appropriate governance structures and a re-think of the economic model in which services are provided. A new governance model is recommended which is an opportunity for the area, and Wales in general, to be pioneering.

However, this world leading approach to visitor management will require initial revenue support and a substantial amount of capital investment before becoming sustainable in the long term. Long-term solutions to the infrastructure issues will require a multi-agency approach and strong partnership working to ensure success.



Below is a summary of the steps taken so far and the next steps in the process:

Step 1: Understanding the issues through meetings and site visits; a comprehensive policy review; data analysis of visitors, accommodation, all forms of transport and parking facilities in the region; and a review of other related initiatives. Completed in March 2020.

Step 2: Detailed consultation across all sectors within the study area, including workshops. Completed in May 2020.

Step 3: Refining the report based on the findings of Stages 1 & 2, with full recommendations, suggested implementation plan and case studies for delivery. Completed in August 2020.

Step 4: Present review to National Park Authority Members Working Group outlining recommendations and potential implementation strategies for feedback. Completed in September 2020.

Step 5: Partneriaeth Yr Wyddfa to consider findings of the report and next steps. Completed in September 2020.

Step 6: Present an update to the North Wales Executive Officers Group (Business) of the North Wales Economic Ambition Board. Completed in September 2020.

Step 7: Present an update to the North Wales Regional Tourism Forum. Completed in October 2020.

Step 8: Present an update to the North Wales Regional Tourism Forum. Completed in October 2020.



The next steps:

- › Submit an update to a sub-group of Gwynedd Council cabinet. Scheduled for the Autumn / Winter period 2020.
- › High-level facilitated workshop with key players from core organisations to explore the governance and funding implications. Due Autumn 2020.
- › Community consultation and master planning workshops ensuring that all areas express their views and have the opportunity to shape the final outcomes. Due Autumn 2020.

Relevant work during the summer of 2020:

- › Pre-booking system pilot at Pen y Pass:
In accordance with the recommendations in the review and the encouragement to pilot possible solutions, a pre-booking system was trialled at Pen y Pass during the last three weekends in August 2020. The pilot was supported by the Partneriaeth Yr Wyddfa Officer who contributed towards its development. Discussions were held with two specialist companies and although both companies offered systems tailored for Pen y Pass, it was resolved to use the Eventbrite platform which enabled the Authority to offer a service which was nearly entirely bilingual.

The pilot was successful and positive feedback was obtained from users as they reached their destination; they appreciated the stress-free experience that pre-booking offered. Following the pilot, we aim to establish a permanent system in both the Pen y Pass and Ogwen car parks before the 2021 visitor season.

- › Parking Updates:
In line with the recommendation to develop a real time monitoring system for traffic information on the approaches to the Park and in official National Park car parks, a car park and availability monitoring service was trialled by SNPA during the summer. This work was supported by the Partneriaeth Yr Wyddfa Officer who was also a member of the team working on the updates. Although the service received very positive feedback and was welcomed by users, the system was very dependent on human resources and required much staff time. By the 2020 visitor season, we aim to offer a simpler system which calls for fewer resources and less staff time.



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SUPPORT FROM THE WELSH GOVERNMENT (TRANSPORT FOR WALES) – 2020-2021

Transport for Wales are eager to support the initial work in terms of establishing the Parking and Traffic Strategy. Financial support of £430k has been secured for various aspects of the work during the 2020-2021 financial year. Projects include:

- › Community planning workshops (winter 2020): Master planning work involving 4 locations -villages and a gateway location - and consent / options appraisal reports for the 4 locations
- › Establishing an automatic pre-booking system for Pen y Pass and Ogwen
- › Developing a strong real time monitoring system using fewer resources for traffic within the boundaries of the National Park and on its outskirts
- › Suggested cycle network proposals and cycle hire plan
- › Public transport management study: defining the bus services network and their operation in the future, including further and wider connections with train services – possibly to relevant airports



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YR WYDDFA WIFI - 2018-2021

> CORPORATE DUTIES

ACTION POINTS NOTED IN CYNLLUN YR WYDDFA AND CYNLLUN ERYRI

Cynllun Yr Wyddfa

- Work with the Welsh Government on using new technology to improve telephone / wi-fi connectivity

Cynllun Eryri

- B5.1. Visitor facilities are sufficiently funded and invested in to achieve and exceed the expectations of visitors
- B5.3. High quality, landscape appropriate accommodation, meets with visitors' expectations and demand and is helping to increase spending per head

This is a collaborative project between the Partnership and Arloesi Gwynedd Wledig exploring options and opportunities for improving the digital connectivity infrastructure in the Yr Wyddfa area. For safety reasons and to meet the needs of visitors, a scoping review was commissioned to explore options for improving the WiFi connection on the mountain. The review concluded that developing a WiFi connection across the whole mountain would be both costly and challenging considering the available resources. Therefore, it was decided to free the remaining budget to be used elsewhere on relevant projects e.g. possible projects arising for the Parking and Transport Review, and to explore options for collaborations with farms such as Hafod y Llan, owned by the National Trust for improving the connectivity in that particular area.

> CORPORATE DUTIES

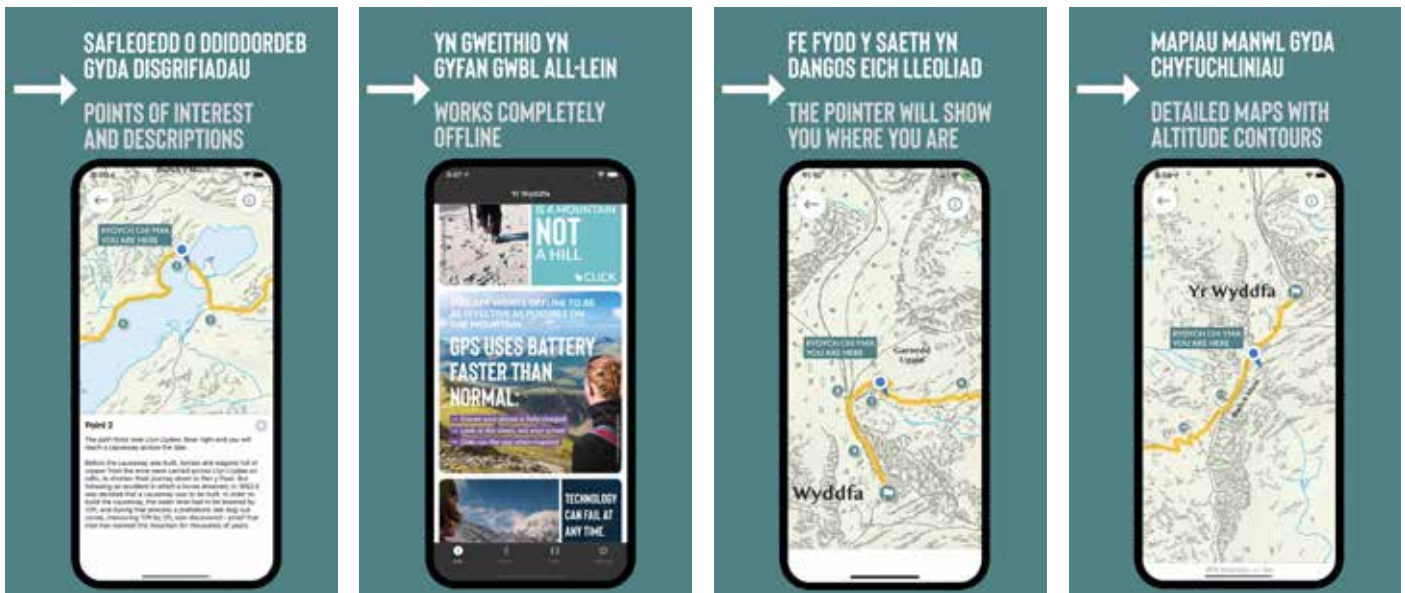
ACTION POINTS NOTED IN CYNLLUN YR WYDDFA AND CYNLLUN ERYRI

Cynllun Yr Wyddfa

- Research the viability of developing a high quality and widely promoted Yr Wyddfa app

Cynllun Eryri

- A5.1. Seek opportunities for local communities, schools, hard to reach groups and disadvantaged groups to engage with and to learn about the environment and cultural heritage of Eryri, and how they can help care for it
- B3.1. Develop a brand marketing strategy for Eryri based on the Special Qualities and implement it consistently across the private and public sectors





For the cost of researching the development of an app, we managed to design and launch a new App instead. It is easy to use, works with GPS and includes detailed maps which follow the route users take to walk any one of the 6 main paths to the summit. It works offline, which means that it does not require internet connection or phone signal to use it on the mountain. Every map includes contour lines so that walkers can keep an eye out for challenging sections as they climb.

This app will help visitors to Yr Wyddfa to plan ahead of their visit and includes important advice on how to respect, care for and protect the mountain, the environment and the local communities. The app is available on Android or Apple devices.

The app was launched at the beginning of July 2020 and since then, 1558 units have been sold for £1.99 (1113 on Apple and 445 on Android). After deducting the Apple and Google contribution, the total sales of the app since its launch is approximately £1400 (£1000 on Apple, £400 on Android)

Following the emergency measures and closure of Pen y Pass during the summer, the app had to be updated in order to include the correct information regarding the changes. The update cost £400.



ERYRI AMBASSADOR SCHEME – from 2020 onwards

> CORPORATE DUTIES

ACTION POINTS NOTED IN CYNLLUN YR WYDDFA AND CYNLLUN ERYRI

Cynllun Yr Wyddfa

- Develop the ambassador scheme

Cynllun Eryri

- A5.3. Deliver measures under Outcome B3 which will – through information, marketing and branding – further engage stakeholders in caring for the National Park environment
- B3.3. Using the brand marketing strategy as a starting point, develop a plan jointly with partners to monitor the information we provide for visitors, with emphasis on the Special Qualities and change in behaviour
- C1.2. Provide opportunities for Welsh learners in the area
- C4.1. Increase opportunities for dialogue between the National Park and community based organisations



A workshop was held in Llandudno on 20th June, 2019 with the aim to discuss the possibility of developing a Tourism Ambassador Scheme in the Yr Wyddfa area. Current Ambassadors and business owners in the tourist industry within the Yr Wyddfa area were invited and a comprehensive and engaged discussion took place.

Following the discussion in the workshop there was a clear consensus for developing a plan which could be extended beyond the Yr Wyddfa area, and which would reflect all the special qualities of the National Park. Also, since there were other establishments with similar plans, it was resolved to work together with other local authorities on a regional plan which would cover a large section of north Wales. Authorities which have participated in the discussions include Denbighshire County Council, Conwy County Borough Council, Flintshire County Council and Gwynedd Council.

The individual plans will follow the structure of Denbighshire's Ambassador Scheme which has been established in the county for a few years, and will share a common platform within the North Wales Ambassador Scheme. The Denbighshire scheme includes online training on various aspects and awards bronze, silver and gold accreditation, depending on the individual's progress within the course. The aim of the individual plans are to provide the owners and staff within the tourism industry with the ability to teach visitors about the unique and special features of a specific area. The more training undertaken, the higher the accreditation.

The Eryri Ambassador Scheme has been developed over the last year under the banner of the North Wales Ambassador Scheme. The training includes 12 online training modules reflecting the Park's Special Qualities and what makes Eryri so extraordinary. The contents of the modules vary from factual content to beautiful imagery, to creative work, and the quality and calibre of the contributors is of the highest standard.

As part of the Eryri Ambassador Scheme, a training day specifically focused on Yr Wyddfa was held at PlasTan y Bwlch before the lockdown, and 19 local businesses qualified as Yr Wyddfa Visit Specialists. The training included content on the history of Yr Wyddfa, language and culture, habitats and farms, as well as safety information. We hope to arrange further face to face events alongside the online provision when it becomes safe and appropriate to do so.

This scheme is specifically aimed at individuals or businesses in the tourism industry within the National Park, but open to anyone who is interested.

The scheme will be launched as part of the Cynllun Eryri official launch on the 26th of November, 2020.

EIN NEGES I CHI OUR TAKE HOME MESSAGE

Fe gasglodd gwirfoddolwyr dros
3,000 o boteli plastig ar Yr Wyddfa
y llynedd.

Volunteers cleared over 3,000
plastic bottles from Snowdon last
year.

BYDDWCH YN DDIOGEL

TROEDIWCH YN YSGAFN

BYDDWCH YN GAREDIG

BE SAFE

TREAD LIGHTLY

BE KIND

Partneriaeth Yr Wyddfa
Snowdon Partnership



One of the illustrations shared on social media by Snowdonia Society as part of the campaign over this summer.

LITTER CAMPAIGN - 2020

This is a joint project with the Snowdonia Society and involves developing and presenting coherent messages, taking practical action and arranging campaigns to tackle the litter problem on Yr Wyddfa. The project deals with the key problems specified in Cynllun Yr Wyddfa by implementing several pilot projects. One of these was the social media campaign aimed at raising awareness about the negative effects of litter on the Yr Wyddfa habitats. Messages included: effects of organics; a reminder that Hafod Eryri remains closed due to the restrictions and to 'go' before you go; and the amount of volunteer hours spent collecting litter on the main paths, emphasising the importance of personal responsibility over waste / litter.

> CORPORATE DUTIES

ACTION POINTS NOTED IN CYNLLUN YR WYDDFA AND CYNLLUN ERYRI

Cynllun Yr Wyddfa

- Prepare a communication plan for Partneriaeth Yr Wyddfa

Cynllun Eryri

- B3.1. Develop a brand marketing strategy for Eryri, based on the Special Qualities that is consistently implemented across the public and private sectors
- B3.2. Encourage visitors to visit at different times of the year and to different areas in order to ease pressure during the peak season and to help businesses overcome seasonality issues
- B3.3. Using the brand marketing strategy as a foundation, develop a joint plan with partners which will monitor the information we provide for visitors, with emphasis on the Special Qualities and behavioural change

A new communications plan for the Partnership was developed by the specialist PR company, Spencer David. The plan included: details regarding the environment and visitor trends, definition of the target audience, review of Partner resources, the challenge and the way forward, proposed communication techniques, and a work schedule. Some of the proposals put forward were:

- › Establish a web portal with specific sections for partners, stakeholders and visitors to include material and information tailored for each group.
- › Develop a social pledge and opportunities for visitors to pledge an oath by registering their details in an appropriate section on the Partnership website.
- › Maintain interest in the Ambassador Scheme after launch by arranging approximately 3 briefing events during the year.
- › Develop a data base of businesses in the area.
- › Review the need for more signage within the Yr Wyddfa area and on the mountain itself, encouraging good practice. Trial by erecting temporary signage to measure effectiveness.
- › Arrange a visit by the media.
- › Arrange guide walks and include information on responsible behaviour.

As a result of priorities during the pandemic and the Parking and Traffic Review, the Partnership has not yet discussed these recommendations. The aim is to discuss them at the next meeting of Partneriaeth Yr Wyddfa to be held in January.

OTHER PROJECTS

TAIS NANT PERIS

> CORPORATE DUTIES

ACTION POINTS NOTED IN CYNLLUN YR WYDDFA AND CYNLLUN ERYRI

Cynllun Yr Wyddfa

- User facilities to meet and to exceed visitors' needs and expectations

Cynllun Eryri

- B4.2. Explore and implement opportunities to encourage greener transport
- B5.3. High quality, landscape appropriate accommodation, meets the expectations and demand of visitors and is helping increase spend per hear
- B5.1. Visitor facilities to receive sufficient funding and investment to meet and exceed visitors' expectations

A sum of £80k from the TAIS (Tourism Amenity Investment Support) fund was secured to develop a project that aims to implement key elements in Cynllun Yr Wyddfa by upgrading and modernising vital infrastructure for visitors in the area; this will lead to substantially better visitor experience in the main park and ride location for Yr Wyddfa. This involved upgrading toilet facilities, installing a new all-weather solar shelter skilfully crafted using traditional materials and modern green technology and installing electric vehicle charging points. The aim of the project was to improve the ambience, increase sustainability and improve visitor facilities for key segments of the market.

Work completed in 2018 – 2019

Solar bus shelter and bench

Joe Roberts - an accomplished local artist - was commissioned and has completed the following outputs:

- › Develop art themes and concepts, undertake initial research on the area, develop themes for the shelter and draft images of the concepts
- › Community consultation: hold a drop-in session for the community of Nant Peris with a view to receiving feedback regarding the shelter
- › Develop a design plan and hold a consultation with SNPA. Following the consultation, a report was submitted to SNPA and plans were developed for the shelter.
- › Support the Planning Application: Support for SNPA to produce all the required documents for the planning application
- › Project specification produced. Planning application granted, the full specification was developed for completion of the project.



Improving the current toilet facilities

A full interior renovation of the toilet facilities was completed, including accessible toilets available 24 hours between April and November. Work included the removal of present fittings, install new tiled floor and tiled walls for easier cleaning and maintaining of the facilities for users. Hand drying units and LED lighting to reduce energy usage on the site. Each site will have a drinking water refill station so that users can refill water bottles and thus be less dependent on plastic.

Electric vehicle charging points (EV)

The current supply was monitored by an electrical contractor to find out the size of the current supply and ensure sufficient capacity from the current supply for an EV charging point. It was established that the current supply would support a double outlet (2 plugs) fast charger 7KW (4 hour charger). The lack of mobile phone signal 3G / 4G for the majority of the large networks makes the site unsuitable for using smartphones or apps / EV club cards, therefore an EV charger was found which enables non-contact payment.

For unforeseeable circumstances relating to the pandemic, it will not be possible to complete this project within the budget and time constraints of the grant. However, Visit Wales are open to discuss options for spending the remaining £40k on other improvements/plans which are more achievable. Discussions on the possibilities are ongoing.



OTHER

ARLOESI GWYNEDD WLEDIG INNOVATION LOCAL ACTION GROUP (PLACES)

The Partneriaeth Yr Wyddfa Officer represents the Authority on the Arloesi Gwynedd Wledig Local Action Group (Places).

OTHER PROJECTS IN CYNLLUN YR WYDDFA TO BE IMPLEMENTED

- › Interpretation Plan for Yr Wyddfa (funding has been confirmed):
- › This plan will be developed alongside the Culture Interpretation Plan which is being developed internally, the Sustainable Tourism model outlined in the Partneriaeth Yr Wyddfa communications plan and the Parking and Transport Review.
- › The Yr Wyddfa Circular:
- › Work with the recommendations in the Parking and Traffic Review and a number of key stakeholders in the region to take this important work forward
- › Develop health and wellbeing opportunities through the Get North Wales Moving Group
- › Develop a change of attitude campaign with regard to litter and respect for the Yr Wyddfa area and extend it to cover the whole of the National Park
- › Feasibility Study of visitor services at Pen y Pass (funding has been confirmed)
- › Visitor services to do more than meet the needs and expectations of visitors
- › Work with partners to develop a brand and encourage the use and production of local goods
- › Facilitate and support any landowner who is keen to trial ecosystem schemes on Yr Wyddfa

ITEM NO. 20

MEETING	Performance and Resources Committee
DATE	18 November 2020
TITLE	HR STRATEGY 2017 – 2020 : UPDATING REPORT
REPORT BY	Head of Personnel
PURPOSE	For Information

1.0 BACKGROUND

- 1.1 The HR Strategy for 2017 - 2020 was approved by the Performance and Resources Committee on 15th November 2017.
- 1.2 Section 6 of the HR Strategy requires progress reports on the Strategy and its implementation to be made annually to the first meeting of the Performance and Resources Committee in each financial year.
- 1.3 A copy of the HR Strategy can be found at Appendix 1 with progress information highlighted.

2.0 RECOMMENDATION

- 2.1 To note the updating report for information.

SNOWDONIA NATIONAL PARK AUTHORITY



HR STRATEGY

2017 – 2020

Reviewed: June 2018

Reviewed: June 2019

Reviewed: November 2020

Contents

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1. Introduction

This strategy follows on from the two previous ones and builds on what the Personnel Service has achieved during that period.

Once again, it is a three-year strategy, which will allow flexibility as influences and challenges change and develop.

During the development of the strategy, Management Team, Heads of Service, union representatives and the Staff Representative Group have had the opportunity to comment on the content. Members will discuss the document at a Members' Working Group before adoption by the Performance and Resources Committee.

2. The Authority's Vision, Aims and Objectives

Vision

The vision for the Park was adopted by the Authority in December 2009 following extensive external consultation with the public and our key stakeholders. The vision for the Park (in the Park Management Plan) is set out below:

By 2035, Snowdonia will continue to be a protected and evolving landscape, safeguarded and enhanced to provide a rich and varied natural environment, providing social, economic and well-being benefits nationally and internationally.

National Park purposes will be delivered through a diverse and prospering economy adapted to the challenges of climate change and founded on natural resources – its landscape qualities, opportunities for learning and enjoyment, cultural and natural heritage. With thriving bilingual and inclusive communities, partnership working will have demonstrated that more can be achieved through working together.

Communities will have adopted innovative solutions in a changing World – a low carbon economy will have strengthened residents' link with the environment, providing a better standard of living and ensuring Snowdonia's reputation as an internationally renowned National Park and one of the nation's breathing spaces.

Aims and Objectives

The vision is underpinned by service priorities, which are further underpinned by Well-being Objectives and the Sustainable Development Principles.

The Well-being Objectives are derived from the Well-being of Future Generations (Wales) Act 2015. The seven well-being goals are:

1. A prosperous Wales
2. A resilient Wales
3. A healthier Wales
4. A more equal Wales
5. A Wales of cohesive communities
6. A Wales of vibrant culture and thriving Welsh language
7. A globally responsible Wales

The Well-being Objectives and Corresponding Activities, and a summary of how they meet the Well-being Goals can be found in the Corporate Plan. These are based on the following headings:

Communication
Plans and Policies
Health and Wellbeing
Partnership and Volunteer Engagement
Financial Challenge and Performance Management

The actions in the HR Strategy have been linked to the above.

The Corporate Plan for 2018/19 set out the following Well-Being Objectives and Corresponding Activities:

Our Communities

Plans and Policies

Health and Well-being

People, Places and Partners

Balancing our resources and efforts

The HR Strategy Actions and Work Programme (Section 5) have been revised to reflect this.

3. Background and Context – the People working at the Authority

The Structure of the Authority

Chief Executive

Director of Corporate Services

- Administration and Customer Care
- Engagement
- Finance
- Information Systems
- Legal
- Personnel
- Plas Tan y Bwlch
- Property

Director of Planning and Land Management

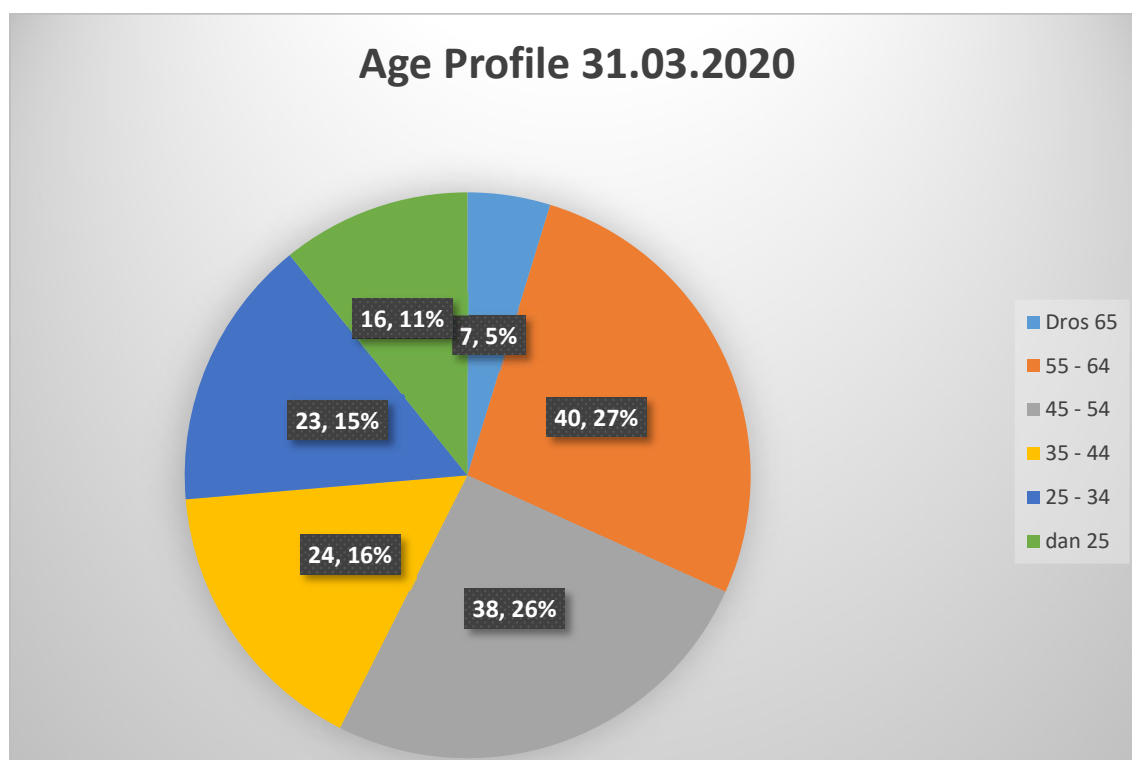
- Conservation, Woodlands and Agriculture
- Cultural Heritage
- Planning
- Wardens

Staff Numbers

The Authority has 115 full-time equivalent posts and employs 85 people on a full-time basis and 63 people on a part-time basis (numbers based on 31.03.20).

Age Profile

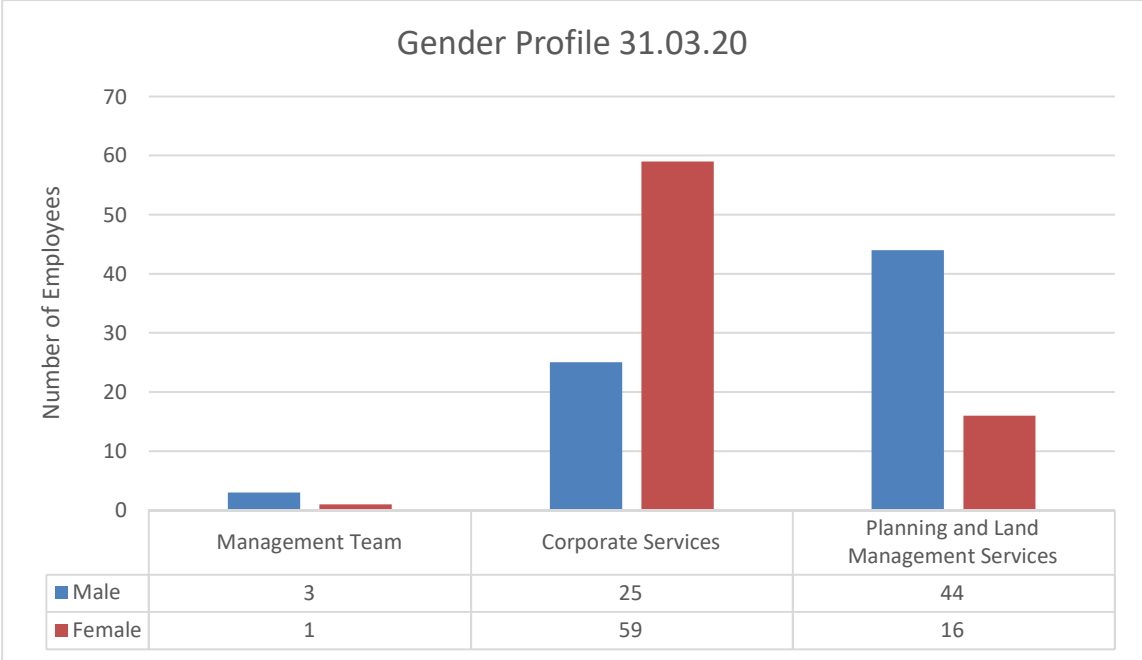
Under the terms of the Local Government Pension Scheme 2014, staff may retire from the age of 55 onwards with the agreement of the Authority (with pension benefits subject to actuarial reduction). However, normal retirement age is the age at which someone is entitled to his or her state pension.



Over 65	=	7
55 – 64	=	40
45 – 54	=	38
35 – 44	=	24
25 – 34	=	23
Under 25	=	16

Distribution of male / female staff across Directorates

The chart below demonstrates the distribution of male and female staff across directorates.



The following table show the distribution of men and women employed by grade by working pattern and contract type as at 31.03.2020 (the Authority has several different job titles within grades):

		Working Pattern						Contract Type					
		Full time		Part time		Flexible		Permanent		Temporary		Fixed Term	
Grade	Pay/ Hour	F	M	F	M	F	M	F	M	F	M	F	M
MW	£7.70	0	1	0	0	0	0	0	0	0	0	0	1
1	£9.00	0	0	10	2	0	0	4	1	6	1	0	0
2	£9.14	0	1	1	2	0	0	1	3	0	0	0	0
3	£9.55	0	1	12	4	0	0	12	5	0	0	0	0
4	£9.93	3	2	12	3	0	0	14	4	0	0	1	1
5	£10.97	2	8	3	1	0	1	5	10	0	0	0	0
6	£12.35	4	4	2	1	0	0	4	4	0	0	2	1
7	£13.99	6	13	3	0	0	1	6	11	0	0	3	3
8	£15.81	4	7	1	1	0	0	5	6	0	0	0	2
9	£17.04	2	5	0	1	1	1	3	5	0	0	0	1
10	£18.03	3	3	1	0	0	0	3	3	0	0	1	0
11	£19.11	3	1	1	0	0	0	4	1	0	0	0	0
12	£20.11	0	1	1	0	1	0	2	1	0	0	0	0
13	£21.13	1	3	0	0	0	0	1	3	0	0	0	0
Chief Officer - Director	£32.95	0	2	0	0	0	0	0	2	0	0	0	0
Chief Officer - Chief Executive	£47.25	0	1	0	0	0	0	0	1	0	0	0	0

The Strategic Equality Plan monitoring report asks that the Gender Pay Gap is assessed and monitored on an annual basis. The following information is included in the report for the year ending 31.03.2018:

Data for 31.03.2012 established the baseline, which based on median hourly rates was:

	Men	Women	All Staff	Pay Gap Women/All staff	Pay Gap Women/Men
Full time	£13.61	£12.77	£12.77	Nil	£0.84
Part time	£8.00	£8.00	£8.00	Nil	Nil
All Staff	£12.77	£8.72	£9.91	£1.19	£4.05

Data for 31.03.18 is shown below:

	Men	Women	All Staff	Pay Gap Women/All staff	Pay Gap Women/Men
Full time	£13.45	£15.20	£13.45	Nil	Nil
Part time	£8.35	£9.21	£9.21	Nil	Nil
All Staff	£13.45	£10.43	£12.53	£2.10	£3.02

Data for 31.03.19 is shown below:

	Men	Women	All Staff	Pay Gap Women/All staff	Pay Gap Women/Men
Full time	£13.72	£15.50	£13.72	Nil	Nil
Part time	£9.01	£9.67	£9.01	Nil	Nil
All Staff	£13.72	£10.64	£11.97	£1.33	£3.08

Data for 31.03.2020 is shown below:

	Men	Women	All Staff	Pay Gap Women/All staff	Pay Gap Women/Men
Full time	£13.99	£13.99	£13.99	Nil	Nil
Part time	£9.55	£9.74	£9.93	Nil	Nil
All Staff	£13.99	£9.93	£11.64	£1.71	£4.06

The above figures have been calculated using the **MEDIAN**.

The ACAS Guidance on Managing Gender Pay Reporting notes that calculations can be made using two types of averages:

- A **mean** average involves adding up all of the numbers and dividing the result by how many numbers were in the list.
- A **median** average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

Using these two different types of average is helpful to give a more balanced overview of an employer's overall gender pay gap:

- Mean averages are useful because they place the same value on every number they use, giving a good overall indication of the gender pay gap, but very large or small pay rates or bonuses can 'dominate' and distort the answer. For example, mean averages can be useful in an organisation where the vast majority of bonus pay is received by a small number of board members.

Median averages are useful to indicate what the 'typical' situation is i.e. in the middle of the organisation and are not distorted by very large or very small

Ethnicity and Disability

Within the Authority, staff that have declared their ethnic origin in the main fall into the White Welsh category with none from any of the other main ethnic groups (mixed, Asian, Black or Chinese). In context, this is a reflection of the communities with the National Park.

The percentage of employees declaring that they are disabled under the terms of the Disability Discrimination Act is 1.3%

Sickness Absence

The following tables show the actual numbers of days lost to sickness absence and the number of days lost per full time equivalent member of staff as reported against the national performance indicator CHR/002.

Reason	Days Absence				
	2019/20	2018/19	2017/18	2016/17	2015/16
Sick Leave (total)	1340	1011	876	925	851
Short term absence (less than 2 weeks)	272	385	397	412	543
Periods of 2 – 4 weeks	124	132	65	141	144
Long term (over 4 weeks)	944	494	414	372	164
Days per FTE	11.5	8.9	7.2	8.17	7.24

Sickness information is reported on a quarterly basis and a more detailed analysis is made annually. The Management Team also receives information on Bradford Factor levels for employees (this is a management information tool that highlights frequent short term absence).

It should be noted that as a small organisation, when staff are away from work for extended periods this can distort the results.

Staff Turnover

Generally, staff turnover rate remains constant apart from years where the Authority has been subject to budget reductions.

2015/16	8.85%	(12 people)
2016/17	8.3%	(11 people)
2017/18	5.2 %	(7 people)
2018/19	14.3%	(19 people)
2019/20	7.4%	(10 people)

4. The Key Influences and Challenges faced by the Authority National

- Well-being of Future Generations (Wales) Act 2015
- Programme for Government 2016-21 Taking Wales Forward
- Future Landscapes Report
- Financial challenge

Local

- National Park Management Plan – buy in from partners / partnerships
- Local Development Plan
- Need to set well-being objectives for the next 3 years
- Use of volunteers from different sources eg Yr Ysgwrn, Partneriaeth Eryri
- To have close links with our communities – listening to their needs, communities understanding what the National Park does.

Workforce Issues

Current

Due to the financial challenges faced over recent years, the number of staff employed by the Authority has reduced significantly. This has resulted in pressures on the remaining staff to deliver the same or similar service with fewer posts / people.

Future

- Relationship between staff and volunteers and staff role to encourage volunteers and volunteering

5. HR Strategy Actions and Work Programme

The areas for the Work Programme have been aligned to the Well-being Objectives upon which the activities detailed in the Corporate Plan are based.

It is the intention that the actions in the Work Programme are **SMART** i.e.

Specific
Measurable
Achievable
Realistic
Time based.

Lead Officers for action have also been identified.

Lead Officers

H o P	Head of Personnel
MT	Management Team
H o S	Heads of Service
H o A & CC	Head of Administration and Customer Care
CO	Community Officer
C Ex	Chief Executive

The list of actions is not exhaustive and will be added to at the annual review of the HR Strategy.

	Action	Who	By When	Measure of Success	Our Communities	Plans and Policies	Health and Well-being	People, Places and Partners	Balancing our Resources and Efforts
1.	Ensure that staff are appraised annually and training needs identified 2017/18 Update 2018/19 Update 2019/20 Update	H o P MT H o S	By July of each year	% of appraisals undertaken During this period 93% of staff were appraised. Steps have been taken for 2018/19 to improve on this figure. During this period 74% of staff were appraised. This reduction is due to a number of vacant posts and restructuring changes. During this period 75% of staff were appraised					✓
2.	Survey staff for level of satisfaction with level of guidance and support they receive from their line managers 2017/18 Update 2018/19 Update 2019/20 Update	H o A & CC	January each year	% of staff satisfied or very satisfied 77% of staff responding to the survey during this period indicated that they were very satisfied or satisfied with this support. 85.4% of staff responding to the survey during this period indicated that they were satisfied or very satisfied with this support 90% of staff responding to the survey during this period indicated that they were satisfied or very satisfied with the support					✓
3.	Identify any training needs to support relevant staff as ambassadors 2017/18 Update 2018/19 Update 2019/20 Update	H o P MT H o S	By July of each year	% of appraisals undertaken During this period 93% of staff were appraised. The appraisals are scrutinised for training needs. During this period 74% of staff were appraised. The appraisals are scrutinised for training needs. During this period 75% of staff were appraised. The appraisals are scrutinized for training needs.					✓

	Action	Who	By When	Measure of Success	Our Communities	Plans and Policies	Health and Well-being	People, Places and Partners	Balancing our Resources and Efforts
4.	Identify appropriate training to support relevant staff as ambassadors if any training needs identified 2017/18 Update 2018/19 Update 2019/20 Update	H o P	By December of each year	Training identified and delivered During this period 93% of staff were appraised. The appraisals are scrutinised for training needs. During this period 74% of staff were appraised. The appraisals are scrutinised for training needs. During this period 75% of staff were appraised. The appraisals are scrutinised for training needs.					✓
5.	Develop/revise/review HR/Personnel/Staff policies/procedures/guidelines to ensure they support the Authority's vision and offer flexibility, clarity and are fit for purpose 2017/18 Update 2018/19 Update 2019/20 Update	H o P	Ongoing	Policies / procedures / guidelines are developed / revised / reviewed Ongoing Action Ongoing Action Ongoing Action	✓	✓	✓	✓	✓
6.	Facilitate quarterly meetings of the Health and Safety Group 2017/18 Update 2018/19 Update 2019/20 Update	H o P	Quarterly	Meetings arranged, agenda and notes produced Meetings have been held quarterly Meetings have been held quarterly Meetings have been held quarterly			✓		✓
7.	Staff as volunteers for Authority Projects scheme 2017/18 Update 2018/19 Update 2019/20 Update	CO	Ongoing	Staff undertaking volunteering e.g. survey work, assisting with clearance of invasive species etc. Ongoing Ongoing Ongoing	✓		✓	✓	

	Action	Who	By When	Measure of Success	Our Communities	Plans and Policies	Health and Well-being	People, Places and Partners	Balancing our Resources and Efforts
8.	Facilitate meeting of the Staff Representatives Group (3 per year) <i>2017/18 Update</i> <i>2018/19 Update</i> <i>2019/20 Update</i>	H o P	Ongoing	Meetings arranged, agenda and notes produced Three meetings held Three meetings held <i>Three meeting held</i>	✓			✓	✓
9.	Managers will provide effective, regular, honest and open communication by, for example, regular appraisals, team meetings and 1 – 1s <i>2017/18 Update</i> <i>2018/19 Update</i> <i>2019/20 Update</i>	All Managers	Ongoing	Appraisals, team meetings and 1 – 1s Ongoing Ongoing <i>Ongoing</i>	✓				✓
10.	Facilitate annual Staff Development Day <i>2017/18 Update</i> <i>2018/19 Update</i> <i>2019/20 Update</i>	H o P	Annually	Staff development day held No development day was held during this period No development day was held during this period. However, individual services have undertaken similar events <i>No development day was held during this period. However, individual services have undertaken similar events.</i>	✓		✓		
11.	Establish a project team to determine our approach to apprenticeships <i>2017/18 Update</i> <i>2018/19 Update</i> <i>2018/19 Update</i>	MT H o P	<i>December 2019</i>	Approach to apprenticeships developed and any follow up actions planned No update at this time No update at this time <i>No update at this time</i>	✓	✓			✓
12.	Mental Health awareness for Line Managers <i>2017/18 Update</i> <i>2018/19 Update</i> <i>2019/20 Update</i>	H o P	March 2018	Delivery of Mental Health First Aid Courses Two sessions have been held during this period <i>Third training session delivered</i> <i>No further sessions held during this period</i>			✓		✓

	Action	Who	By When	Measure of Success	Our Communities	Plans and Policies	Health and Well-being	People, Places and Partners	Balancing our Resources and Efforts
13.	Promoting staff health <i>2017/18 Update</i> <i>2018/19 Update</i> <i>2019/20 Update</i>	H o P	December 2019	Arranging drop in sessions for blood pressure, blood sugar and cholesterol <i>No update at this time</i> <i>Arrangements in hand to undertake by end of December 2019</i> <i>No update at this time</i>			✓		
14.	Maintain focus on work life balance <i>2017/18 Update</i> <i>2018/19 Update</i> <i>2019/20 Update</i>	MT H o P	Ongoing	Consideration of further flexible working arrangements Ongoing – Individual requests are dealt with on an as and when basis. Ongoing <i>Ongoing</i>			✓		
15.	Joint working and consultation with GMB and UNISON <i>2017/18 Update</i> <i>2018/19 Update</i> <i>2019/20 Update</i>	MT H o P	Ongoing	Effective working relationships Ongoing <i>Ongoing</i> <i>Ongoing</i>	✓	✓	✓	✓	✓
16.	Chief Executive to hold regular all staff meetings <i>2017/18 Update</i> <i>2018/19 Update</i> <i>2019/20 Update</i>	CEx	Ongoing	Staff meetings held regularly Ongoing Ongoing <i>Ongoing</i>		✓			✓
17.	Appropriate training for managers to support performance management and ensure consistency of approach <i>2017/18 Update</i> <i>2018/19 Update</i> <i>2019/20 Update</i>	H o P	December 2018	Training delivered and consistency of approach monitored A training session was delivered by ACAS on dealing with difficult behavior. No further update at this time <i>No further update at this time</i>			✓		✓

	Action	Who	By When	Measure of Success	Our Communities	Plans and Policies	Health and Well-being	People, Places and Partners	Balancing our Resources and Efforts
18.	Investigate e-learning opportunities for some subjects e.g. equality and diversity, display screen equipment <i>2017/18 Update</i> <i>2018/19 Update</i> <i>2019/20 Update</i>	H o P	December 2018	Training delivered The Authority has joined the group of other National Parks using 'Learning Pool' (an electronic learning system). This will be further developed over the coming months. <i>Staff have undertaken the GDPR module.</i> <i>Further modules to be developed.</i> <i>No further updates at this time</i>		✓	✓	✓	
19.	Review reporting arrangements to Performance and Resources Committee on staff absences and health and safety annual monitoring reports <i>2017/18 Update</i> <i>2018/19 Update</i> <i>2019/20 Update</i>	H o P	July 2018	Reports revised to take into account comments from Performance and Resources Committee in July 2017 Reports produced in line with comments made. See report on Staff Absences to Performance and Resources Committee on 24/07/2019. <i>Report on Staff Absences to Performance & Resources Committee on 18.11.20</i>	✓	✓	✓		✓

6. Monitoring progress on the actions and work programme

Progress will be reported annually to the first meeting of the Performance and Resources Committee in each financial year.

Further actions will be added to the work programme as appropriate.

7. Resource Implications

Staff time

Training needs

There are a number of training issues, which will require addressing in due course.

ITEM NO. 19

MEETING	Performance and Resources Committee
DATE	18 November 2020
TITLE	STAFF ABSENCES 2019/20
REPORT BY	Head of Personnel
PURPOSE	For Information

1.0 BACKGROUND

1.1 The Director of Corporate Services reported in July that *'The number of working days / shifts per Full Time Equivalent (FTE) authority employees lost to sickness absence'* was 11.5 days.

1.2 The table below provides more information on absences across the Authority:

Reason	Days Absence				
	2019/20	2018/19	2017/18	2016/17	2015/16
Sick Leave (total)	1340	1011	876	925	851
Short term absence (less than 2 weeks)	272	385	397	412	543
Periods of 2 – 4 weeks	124	132	65	141	144
Long term (over 4 weeks)	944	494	414	372	164
Days per FTE	11.5	8.9	7.2	8.17	7.24

1.3 The table below shows some comparison information from the Brecon Beacons and Pembrokeshire Coast National Parks.

National Park	No. of days lost per FTE through sickness absence	% sickness absence per FTE
Brecon Beacons	7	2.69%
Pembrokeshire Coast	8.63	4%
Snowdonia	11.5	5%

2.0 SICKNESS ABSENCES AND TRENDS

- 2.1 During the previous discussion of this annual report, Members requested further detail on sickness absences and trends. The report for 2017/18 showed analysis against the Sickness Absence Recording Classification.
- 2.2 Data was analysed for 2017/18 which established a baseline. Information for 2019/20 has been added for comparison and can be found at Appendix 1.

3.0 RECOMMENDATION

- 3.1 To note the report for information.

Appendix 1

Category	2019/20		2018/19		2017/18	
	Number of days	% of total absence	Number of days	% of total absence	Number of days	% of total absence
Anxiety / stress / depression / psychiatric illnesses	476	35.5%	295	29.2%	170	19%
Back Problems	158	11.8%	37.5	3.7%	175	20%
Other musculoskeletal problems exclude back problems – include neck problems			39	3.8%	60	7%
Cold / cough, flu, influenza	129	9.6%	110.5	11%	103	12%
Asthma	18	1.3%	14	1.4%	1	0.1%
Chest and respiratory problems (exclude nose and throat problems, asthma, cold, cough, flu)					10	1%
Headache, migraine	20	1.5%	25	2.5%	27	3%
Benign and malignant tumours, cancers	10	0.75%				
Blood disorders (e.g. anaemia)						
Heart, cardiac and circulatory problems	18	1.3%	55	5.5%		
Burns, poisoning, frostbite, hypothermia						
Ear, nose, throat	37	2.7%	27.5	2.7%	43	5%
Dental and oral problems					1	0.1%
Eye problems	74	5.5%	83	8.2%	1	0.1%
Endocrine / glandular problems (diabetes, thyroid, metabolic problems)						
Gastrointestinal problems (abdominal pain, gastroenteritis, vomiting, diarrhoea)	60	4.4%	123	12.2%	101	12%
Genitourinary & gynaecological disorders – exclude pregnancy related disorders						
Infectious diseases					5	0.5%
Injury, fracture	54	4.0%	14.5	1.4%		
Nervous system disorders						
Pregnancy related disorders	9	0.7%			25	3%
Skin disorders						
Substance abuse						
Other known causes – not elsewhere classified	227	16.9%	114	11.2%	50	6%
Unknown causes / not specified	50	3.7%	73	7.2%	104	11.2%
TOTAL	1340		1011		876	

MEETING	Performance and Resources Committee
DATE	18 November 2020
TITLE	HEALTH & SAFETY ANNUAL MONITORING REPORT 2019/20
REPORT BY	Head of Personnel
PURPOSE	For Information

1.0 BACKGROUND

- 1.1 The authority has previously adopted a Health and Safety Policy. This sets out the Health and Safety responsibilities and roles for managers and staff. The Health and Safety Group review this policy annually and any revisions are confirmed by the Management Team.
- 1.2 The Health and Safety Group meets on a quarterly basis. The Group is chaired by the Director of Corporate Services on behalf of the Management Team and is co-ordinated and administered by the Personnel Service.

The present members of the Group are:

- Director of Corporate Services
- Head of Personnel
- Head of Business – Plas Tan y Bwlch
- Head of Wardens
- Senior Warden
- Head of Property
- Principal Planning Officer – Development Management
- Head of Conservation, Woodlands & Agriculture
- Tree and Woodland Officer

Other officers report to / attend the Group as required. For example, Head of Administration & Customer Care, Head of Engagement.

- 1.3 Health and Safety is also included in the remit of the Local Joint Working Group with both the Trade Unions and I report as appropriate.
- 1.4 There is also a standard item on the Management Team meeting agenda where any issues can be raised.

2.0 TRAINING

2.1 Health and Safety related training during this period has included:

Compulsory Training

- First Aid at Work
- Emergency First Aid for outdoor people (Rescue Emergency Care)
- Chainsaw – Basic and Refresher
- Chainsaw – Medium and Windblown Trees
- Brushcutter / Strimmer
- Handheld Polerunner

Desirable Training

- IOSH
- Working Safely (IOSH)
- Managing Health and Safety
- Risk Assessment
- Fire Marshall

3.0 INCIDENT INVESTIGATION

3.1 Analysis of the incidents/accidents reported shows that there were 13 cases reported.

2019/20	2018/19	2017/18	2016/17	2015/16
13	7	7	14	22

3.2 One incident was reported to the Health and Safety Executive under the 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)'.

4.0 RECOMMENDATION

4.1 To note the report for information.



**PLAS TAN Y BWLCH MANAGEMENT BOARD
WEDNESDAY 1st JULY 2020**

	<p><u>Present:</u></p> <p>Members: Cllr. Freya Bentham Mr. Neil Martinson (Chairman) Ms. Tracey Evans Mr. Emyr Williams Mr. Iwan Jones Mr. Andrew Oughton</p> <p>In attendance (ex officio): Cllr. Wyn Ellis Jones Mr. Owain Wyn</p> <p>Officers: Mr. Dafydd Edwards, Mr. Emyr Roberts, Mrs. Jo Worrall, Mrs Anwen Gaffey, Mrs Sarah Roberts.</p>
1.	<p>Apologies</p> <p>No apologies were received.</p>
2.	<p>Declaration of Interest</p> <p>Mr. A. Oughton declared an interest in Item 5 on the Agenda and left the meeting while the matter was being discussed.</p>
3.	<p>Minutes</p> <p>The minutes of the Plas Tan y Bwlch Management Board held on the 5th February 2020 were accepted, and the Chairman signed them as a true record.</p>
4.	<p>Future Business</p> <p>The Director of Corporate Services advised that the Management Board were being asked to discuss and agree options for the future of Plas Tan y Bwlch which would then be presented to the Authority meeting on the 15th July 2020.</p> <p>The Head of Business presented his report outlining details of future business potential and options. He advised that the Welsh Government had not given a date for businesses which provide residential accommodation, such as Plas, to re-open, although Visit Wales had suggested that bookings could be taken from 26th September 2020 onwards.</p>

	<p>The Head of Business confirmed he had very recently received the Welsh Government guidance for “<i>Tourism and hospitality businesses: guidance for a phased reopening</i>” and following a brief look at the document, advised that it placed onerous requirements on businesses.</p> <p>Members and Officers discussed potential future business opportunities and considered each area of work in detail. Members also discussed the anticipated 75% drop in income for 2020/21 as well as the anticipated 50% reduction in course income for 2021/2022.</p> <p>Arising thereon,</p> <ul style="list-style-type: none"> - the Head of Business was asked how confident he was that Plas could achieve 50% of course income in 2021/2022. He advised that the figures provided were based on business forecasts from Easter 2021 onwards, when group bookings were expected to return to normal levels but with a reduction in future course attendance. - the additional cost of meeting Welsh Government guidance requirements was also discussed. There had been no indication from the Welsh Government that the 2-metre social distancing restrictions would be relaxed and this created capacity problems at Plas. The Centre had a maximum number of 23 en-suite bedrooms available, the Annex could no longer be used, and the dining room would only be able to cater for approximately 20 guests. - the proposed redevelopment was discussed and Members were advised that the funding was in place and the tender process underway. The Head of Business confirmed that he was awaiting notification from the Welsh Government on the planning application which was expected today. Members and Officers agreed that some aspects of the redevelopment, such as the hostel accommodation and the luxury bedroom proposal were areas that needed to be reconsidered if the work was to proceed. - the Head of Business confirmed that the architect had estimated a timescale of 12 weeks from start to finish to complete the building works and refurbishment. <p>RESOLVED to note the report, for information.</p>
5.	<p>Report on Estimated Cost of options relating to Plas Tan y Bwlch</p>
	<p>The Director of Corporate Services presented the report, for consideration in conjunction with the report by the Head of Business on future income. The reports will provide the Board with information to form recommendations to the Authority on the future of Plas Tan y Bwlch.</p> <p>Members and Officers considered the report and made the following observations:</p> <ul style="list-style-type: none"> – Members discussed how Plas Tan y Bwlch had failed to reach its income target over the last five years and also noted the projected net deficit over the next two years, based on the current business model. – the Board was advised that the Authority was still awaiting confirmation from the Welsh Government as to whether they would provide financial assistance to cover some or all of the loss in commercial income. – Members discussed in detail whether to recommend that the Authority should proceed with the proposed redevelopment and whether the Welsh

Government Grant of £229,000 would be under risk of clawback at a future date.

- the Board asked Officers to seek reassurance that the Welsh Government would be flexible should the Authority decide to repurpose Plas Tan y Bwlch at some future date.
- Members were of the opinion that this was an opportunity to undertake the redevelopment work, and increase the value of the building. It made business sense and would also allow the Authority to change the business model as it stands, and reassess the skills-set needed in Plas for the future. Continuing with the redevelopment would also safeguard the Grade II listed building.
- the Board discussed a number of options for the future which included:-
 - continuing with the business model as it is and also at a much reduced level.
 - mothballing the Centre until the end of the pandemic.
 - reconfiguring the house for bed and breakfast guests to take advantage of the anticipated increase in UK residents taking holidays at home.
- the Head of Finance provided details of current income streams, which include rent from a chalet and a mast located in the grounds, income from the Hydro Scheme, internal recharges and based on a price of £65 per night for bed and breakfast guests, with a much reduced business model, could potentially allow the Centre to break even. These estimates did not include the additional costs of sanitisers, screens, PPE etc., to minimise the risk of Covid at the Centre.
- Members noted that although Plas Tan y Bwlch had funding until the end of March 2021 this was on the basis of Plas generating income at pre Covid-19 levels. Accordingly, if the application for additional funding was not a success there would be a need to utilise reserves. Given the above, the Board were in general support of establishing a simplified business model which would feed into the Authority's agenda for working with young people and volunteers.
- the Board agreed that under the current circumstances and considering the number of staff who could be affected, the Authority should start the process of formal consultation with the staff and Trade Unions on the future of the Centre.
- the Chief Finance Officer referred to the figures in tables 2 and 3 of the report which reinforced the need for the Authority to re-evaluate the future of Plas Tan y Bwlch. He felt that this was not the time to consider disposing of any assets and that a partial mothballing would allow Plas to continue to operate. Also, whilst renovations were being carried out, this would provide security for the Grade II Listed Building. He felt the Welsh Government grant was quite generous providing there were no strict conditions attached.
- Members considered that Plas Tan y Bwlch, which supported the Authority's second purpose, was not making good use of resources. The Centre had cost the Authority over £1.5 million over the past 6 years.
- Members were happy to consider a variety of different options for the Centre, but were agreed that the current business model had run its course.
- the Board were concerned that over a number of years, Plas Tan y Bwlch minutes have recorded over ambitious promises and under delivery, and that the reports were never sufficiently detailed for the Board to make informed decisions.

- the National Park as an Authority, does not have the expertise to succeed in the hotel business sector. Successful hotel businesses are generally part of larger groups rather than independent entities.
- Members discussed the future income for Local Authorities, which more than likely would be reduced, and considered how much Plas Tan y Bwlch contributes towards the Authority's second purpose and that primarily it was draining resources from other activities.
- Members were asked to consider whether they would be prepared to invest their own money in Plas Tan y Bwlch, bearing in mind that it was likely that revenue would also decrease.
- the Board agreed that the current position was not sustainable and that the 3 month consultation period would allow time for the Authority to decide how to proceed in the medium-term.

RESOLVED

- 1. subject to confirming Welsh Government flexibility regarding use of the grant, to recommend that the Authority should continue with the proposed redevelopment works over the summer months.**
- 2. to recommend that the Authority should begin the formal consultation process with staff and Trade Unions on the future of Plas Tan y Bwlch.**
- 3. to advise the Authority that a report outlining different business models and alternative ways forward for Plas Tan y Bwlch would be presented to the Authority's meeting on the 23rd September 2020.**
- 4. if feasible, to establish a simplified business model for Plas Tan y Bwlch in the short term.**

The meeting ended at 15:40



**PLAS TAN Y BWLCH MANAGEMENT BOARD
WEDNESDAY 19th AUGUST 2020**

	<p><u>Present:</u></p> <p>Members: Mr. Neil Martinson (Chairman) Ms. Tracey Evans Mr. Emyr Williams Mr. Iwan Jones Mr. Andrew Oughton</p> <p>In attendance (ex officio): Cllr. Elwyn Edwards, Cllr. Alwyn Gruffydd, Cllr. Wyn Ellis Jones Mr. Owain Wyn</p> <p>Officers: Mr. Dafydd Edwards, Mrs. Jo Worrall, Ms. Bethan Hughes, Mrs Sarah Roberts.</p>
1.	<p>Apologies Cllr. Freya Bentham.</p>
2.	<p>Declaration of Interest Mr. A. Oughton declared an interest in Item 6 on the Agenda and left the meeting while the matter was being discussed. Mrs S. Roberts declared an interest in Item 5 on the Agenda but remained in the meeting whilst the matter was being discussed.</p>
3.	<p>Minutes The minutes of the Plas Tan y Bwlch Management Board held on the 1st July 2020 were accepted, and the Chairman signed them as a true record.</p> <p>Arising thereon, <u>Item 4. Future Business</u> A Member asked why Plas had not been able to re-open to provide accommodation and felt this was a missed opportunity as it was almost impossible to book accommodation in the area up until October 2020. The Head of Business advised that following a costing exercise it was not cost effective to re-open the tea room or provide B&B accommodation, also not enough income could be generated to justify removing staff from the furlough scheme.</p>

	<p><u>Item 5 – Report on Estimated Cost of Options relating to Plas Tan y Bwlch</u> The Chief Executive confirmed that the Welsh Government were flexible with the grant even if the Authority agreed to establish a partnership with another Organisation but advised that the Authority would not authorise the investment at present.</p> <p>The Head of Business confirmed that planning permission had been granted for the redevelopment work on the Main House and the Wing. The Director of Corporate Services advised that the tenders for the redevelopment work had come back at a higher cost than anticipated but that the architect was confident that a significant amount of the work could be carried out within the grant funding.</p> <p>Members discussed whether the timescale for the tenders could be extended for a further period to allow more time. The Director of Corporate Services advised that a decision had not been made due to discussions that were taking place with potential partners etc.</p>
4.	<p>Staff Responses to the Formal Consultation on the Future of Plas Tan y Bwlch</p>
	<p>The Head of Personnel presented the report to Members of the Board and provided a background to Members. The Head of Personnel thanked the staff at Plas Tan Y Bwlch for forwarding their comments and to the translators for working within a very tight deadline. The Head of Personnel asked Members to note the contents of Appendix 1 and provided Members with an outline of staff comments received.</p> <p>Members and Officers discussed the report in detail and made the following observations:</p> <ul style="list-style-type: none"> - to thank the staff for submitting their responses in what were very difficult circumstances. - Members raised concerns over the health and wellbeing of staff. The Head of Business advised that the health and wellbeing of each member of staff was a significant concern and that he was keeping in regular contact with the staff. - a Member was concerned that some of the responses received by staff may have been amended. The Chief Executive and the Head of Personnel both confirmed that the responses were as received from staff. Officers agreed to look into the matter further. - Members felt that Plas had not been given adequate attention over a number of years. - Members were concerned at the low number of schools attending Plas considering there were 1,300 schools in Wales, members discussed whether Plas was marketed effectively in order to encourage more schools to make use of the Centre. Members also discussed whether some form of evaluation of the education provision at Plas had been undertaken. The Chief Executive felt that finding a suitable way to engage with the Donaldson report was something that should be considered. - Members noted frustration from staff at the sense of neglect felt at Plas and that any ideas to generate additional income had not been given proper consideration. - Members agreed that there were too many conflicts of use at Plas. - Members felt that good engagement with staff was beneficial under such circumstances and that the reasons for not reopening must be communicated to staff in an honest manner. - the Authority does not have the expertise to run a commercial centre, other businesses were much more efficient than the Authority.

	<ul style="list-style-type: none"> - Members and Officers discussed the importance of serving the Authority's purposes and ways in which to achieve them. - Members discussed the income generated from schools and agreed it did not generate a sufficient profit for Plas. <p>RESOLVED to note the comments received from staff.</p>
5.	<p>Scoping of Scenarios/Costings of Different Scenarios for the Future of Plas Tan y Bwlch Business</p>
	<p>The Chief Executive provided Members with the background and advised that the report was an opportunity for Members of the Board to discuss and agree on the options to carry out further work on before making a formal recommendation to the Authority.</p> <p>The Head of Business provided the Board with a further explanation on figures and advised that they were the most current figures.</p> <p>Members and Officers considered the report and each scenario in detail and made the following observations:</p> <ul style="list-style-type: none"> - Members discussed the figures and concerned that they were different to the figures provided in the last report. The Head of Business confirmed that the figures now included staff furlough costs. - Members were concerned how much financial support would be given from the Welsh Government. The Head of Finance confirmed there would be financial support available for the second quarter but advised that there was some uncertainty on the long-term financial situation. - The Director of Corporate Services asked members of the Board to consider the level of risk in which they as Members/as an Authority were willing to take. - Members discussed whether to move forward with the redevelopment work at Plas at present due to ongoing discussion with potential partners etc. - Members and Officers discussed the figures and agreed it was very difficult for the Board to make an informed decision, as the figures provided did not give enough information. - Members and Officers agreed that carrying on with the option of business as usual could make the situation much worse. - In response to a question by Members, the Director of Corporate Services provided a further explanation on Option 2 of the scenarios. - Members discussed the changes in the school curriculum and considered whether Plas would have the capacity to continue with Education as a provision in the future. - Members and Officers agreed that Plas needed to continue to operate in some way for the time being. - Members discussed the options and agreed to carry out further work on Options 2, 3 & 4. <p>RESOLVED</p> <ol style="list-style-type: none"> 1. to note the report. 2. Officers to determine the best way to allow Plas to re-open with reduced cost and activity as soon as possible. 3. Officers to carry out further work on options 2, 3 & 4 and report back to the next meeting of the Plas Tan y Bwlch Board in

	<p>September.</p> <p>4. to await a further report to the next meeting of the Plas Tan y Bwlch Management Board.</p>
<p>6.</p>	<p>Partnership, leasing, rental, disposal option.</p> <p>The Chief Executive advised Members on organisations that had expressed an interest in becoming a partner with the Authority. The Chief Executive had provided each organisation with the relevant financial information on Plas.</p> <p>Members and Officers considered the report and made the following observations:</p> <ul style="list-style-type: none"> - Members discussed potential partners and considered whether a more commercial partner would be a more favourable option. Members and Officers discussed seeking further potential partners so as not to be too limited. - The Chief Executive advised that any potential partner would like to see Plas to continue to operate for a time before forming a potential partnership with the Authority. Members agreed that the Authority should also have an opportunity to look at the accounts/ financial figures of any potential partner. - Members discussed the process for forming a partnership and the possible timescales for such a process. The Chief Executive advised that a scoring matrix would be used for each potential partner but no formal decisions would be made until after the Authority meeting on the 23rd September 2020. - a Member felt that Plas was an iconic building and that keeping the Welsh ethos of such a building was important. - Members felt that income and expenditure figures needed to be clearer. - Members felt it would be beneficial for the Board to arrange a further meeting to discuss the options further before forming any recommendations to the Authority on the future of Plas Tan y Bwlch. - Members discussed how Plas could re-open as soon as possible. - Members asked whether an officer from HQ could take the lead in moving Plas forward in the short term. The Chief Executive advised upon recent discussion with relevant Officers but confirmed that due to other work commitments this was not be possible. <p>RESOLVED</p> <ol style="list-style-type: none"> 1. to note the report. 2. the Chief Executive to continue ongoing discussions with potential partners and to seek a more commercial partner. 3. for Officers and relevant chairs to have ongoing discussions on the way forward. 4. to await a further report to the next meeting of the Plas Tan y Bwlch Management Board.
<p>7.</p>	<p>Conclusions and further work</p> <p>Members agreed that Officers would do further work on options 2, 3 & 4 pending developments on potential partnerships. Arising thereon, if the options outlined were not successful it would then be necessary to move forward with options 5 & 6.</p> <p>Members and Officers agreed that the Plas Tan y Bwlch Management Board should meet in early September before forming recommendations to the Authority.</p>

	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. for Officers to carry out further work on Options 2, 3 & 4. 2. that a further meeting of the Plas Tan y Bwlch Management Board is arranged in early September before forming recommendations to the Authority on the future of Plas Tan y Bwlch. 3. for Officers to provide clear feedback to staff on the next steps etc. 4. to recommend to the Authority that the redevelopment work should not go ahead at present due to ongoing discussions.
8.	Next Meeting – early September
	The Committee Clerk to arrange a date in early September for the next meeting of the Plas Tan y Bwlch Management Board.

The meeting ended at 11:30



**PLAS TAN Y BWLCH MANAGEMENT BOARD
FRIDAY 11th SEPTEMBER 2020**

	<p><u>Present:</u></p> <p>Members: Mr. Neil Martinson (Chairman) Ms. Tracey Evans Mr. Emyr Williams Mr. Iwan Jones Mr. Andrew Oughton</p> <p>In attendance: Mr. Owain Wyn (ex-officio) Cllr. Alwyn Gruffydd (ex-officio) Cllr. Elwyn Edwards (ex-officio)</p> <p>Officers: Mrs Jo Worrall, Mrs. Anwen Gaffey.</p>
1.	<p>Apologies</p>
	<p>Cllr. Wyn E. Jones; Mr. Dafydd Edwards (Section 151 Officer)</p> <p>Arising thereon, Councillor Alwyn Gruffydd took the opportunity to apologise to the Head of Personnel for raising a series of unnecessary questions at a recent meeting, stating he had been misinformed.</p>
2.	<p>Declaration of Interest</p>
	<p>Mr. Andrew Oughton declared an interest in Item 3 on the Agenda.</p>
3.	<p>Potential Business Case for Commencing B & B type Accommodation at Plas</p>
	<p>The Director of Corporate Services presented the report for Members to formulate recommendations to the Authority on the future of Plas Tan y Bwlch.</p> <p>The Director of Corporate Services advised that he had researched demand for bed and breakfast in the area. Investigations had showed that there was a shortage of such accommodation during school holidays and the shoulder seasons, and in consultation with the Chairman and staff, it was agreed to open Plas Tan y Bwlch on a trial bed and breakfast basis, to establish the level of business in the short term. Members were advised that Plas Tan y Bwlch had, accordingly, opened today and currently had 16 rooms available through Airbnb.</p>

It was also anticipated that the number of rooms available could be increased to 20 by the beginning of 2021, following an upgrade of the three disabled rooms and by converting the Tudor Lounge into bedroom accommodation.

The Director of Corporate Services reported that he was also hopeful that Plas Tan y Bwlch could attract additional business, as a number of large construction projects were about to start in the locality, although it was too soon to include any targets in the report. He had prepared a spreadsheet (Appendix 3) which showed that the B & B business model would, after taking into account projected occupancy rates and staff costs, result in a loss of £15,240, which was still within the Plas Tan y Bwlch budget for 2020/21. Further risks were also highlighted, such as a worsening of the pandemic over the winter months and a possible reduction in people travelling.

The Head of Business confirmed that Airbnb was working well and had resulted in the Centre being 50% booked for the next 10/11 days. Whilst noting the current condition of the building, he hoped that Plas Tan y Bwlch would be able to attract and maintain positive reviews online.

Members considered the report and made the following observations:-

- could this be too little too late? Plas Tan y Bwlch should have been ready to re-open in line with Welsh Government's three weekly reviews and to be prepared for the future - there should be a Post Recovery Plan in place. The Member would forward an example template to the Director of Corporate Services, for possible future use.
- the Chief Executive advised that should there be another lockdown in the next quarter, the Centre could suffer a loss of up to £30k, which was still within the Plas Tan y Bwlch budget. He agreed that the Authority may have lost an opportunity in the short term, but as most of the Centre's staff were on furlough, officers felt it had been necessary to wait until confirmation was received from the Welsh Government that the Authority would be reimbursed for the loss of income at Plas.
- a Member noted concerns that the assumptions made in the business profile were over optimistic and that average room revenue could be lower and result in a greater loss than anticipated in the profile. Officers were asked to prepare different scenarios on room occupancy options in future reports.
- the Director of Corporate Services confirmed that the assumptions made were based on employing permanent staff and did not include seasonal or bought in staff. The position would be re-assessed once officers established what the level of business would be. The case for opening the bar and providing evening meals would also be considered, although packed lunches could be provided with no additional staff costs.
- the Chair of Plas Tan y Bwlch Board was of the opinion that the projections in the report were realistic but was concerned that the listing on Airbnb was underselling Plas, and that it should be amended without delay. Officers should also cross-promote the Airbnb listing with the Authority's main Twitter feed and seek to maximise the benefits of other online travel sites, and possibly discuss how to further promote Plas Tan y Bwlch with Visit Wales.
- the Chair had been impressed with the commitment and passion shown by the staff at a recent meeting.

- the Director of Corporate Services agreed with the points made and confirmed that the listing would be improved and photographs provided showing the bedrooms and the incredible views from the house and gardens.
- the Board agreed not to proceed with the purchase of a new booking system that could support other online booking agents but rather to utilise free tools that are available such as “Free to Book” which integrates all platforms. Other options may also be available, but if not, it is proposed to remain with Airbnb.
- Members agreed that it was important to keep the building open.
- officers should continue to look for new business opportunities and markets and also begin the process of finding long-term partner(s) for Plas.
- in the event of a complete lockdown in future, there was a need to maintain the security of the building and ensure that a caretaker was present on site.
- the new model will require the Authority to work on redundancy options and agree a new staff structure.
- Members thanked officers for the report and stressed that improving the marketing of Plas was now crucial.

RESOLVED

- 1. to note the report.**
- 2. to present a report to the Authority in September:-**
 - to provide an outline of the interim position at Plas and that confirm that providing B & B was the only realistic option going forward.
 - to report that the Centre was now open for B&B business and being promoted through Airbnb.
 - to recommend that a Special Authority Meeting be arranged in October, the date of which to be determined by officers.
- 3. to present a detailed report to the Authority in October:-**
 - to establish a simplified business model, including proposals and an outline of the range of risks in terms of financial implications.
 - to advise on the new staff structure that was to be established as the change in business model requires the Authority to prepare new job descriptions and provide the opportunity for staff to apply for the new posts.
 - to prepare a Plan B in the event of a complete lockdown and loss of business.
 - to include the potential for partnerships going forward in the long term.
 - to establish a process for reviewing the position at Plas.

The meeting ended at 11.05