

NOTICE OF MEETING



Snowdonia National Park Authority

*Emyr Williams
Chief Executive*

Snowdonia National Park Authority

Penrhyndeudraeth

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Meeting: Performance and Resources Committee

Date: Wednesday 29 November 2023

Time: 10.00 a.m.

Location: The Oakeley Room, Plas Tan y Bwlch,
Maentwrog and via Zoom

Members are asked to join the meeting 15 minutes before the designated start time

Members appointed by Gwynedd Council

Councillor: Elwyn Edwards, Annwen Hughes, Louise Hughes, June Jones, Kim Jones, Edgar Wyn Owen, Elfed Powell Roberts, John Pughe Roberts, Meryl Roberts;

Members appointed by Conwy County Borough Council

Councillor: Ifor Glyn Lloyd, Jo Nuttall, Dilwyn Owain Roberts;

Members appointed by The Welsh Government

Mr. Brian Angell, Ms. Tracey Evans, Mrs. Sarah Hattle, Mr. Tim Jones, Ms. Naomi Luhde-Thompson, Ms. Delyth Lloyd.

****This Agenda is also available in Welsh***

A G E N D A

Page No's

1. **Apologies for absences and Chairman's Announcements**
2. **Declaration of Interest**
To receive any disclosure of interest by members or officers in respect of any item of business. **3-10**
3. **Minutes**
The Chairman shall propose that the minutes of the Performance and Resources Committee held on the 12th July 2023 be signed as a true record (copy herewith) and to receive matters arising, for information. **11-12**
4. **Action Log**
To submit the Action Log for information and decision. (Copy herewith) **13-23**
5. **Budget Update 2023/24**
To submit a report by the Chief Finance Officer. (Copy herewith) **24-27**
6. **Base Revenue Budget 2024/25**
To submit a report by the Chief Finance Officer. (Copy herewith) **28-38**
7. **Head of Internal Audit Annual Report 2022/23**
To submit a report by the Head of Internal Audit. (Copy herewith) **39-62**
8. **Income Diversification**
To submit a report by the Chief Executive / Audit Wales. (Copy herewith) **63-101**
9. **Corporate Work Programme 2022-23**
To submit a report by the Director of Corporate Services. (Copy herewith) **102-128**
10. **Strategic Equality Plan – Annual Report**
To submit a joint report by the Head of Human Resources and Head of Administration and Customer Care. (Copy herewith) **129-132**
11. **Health and Safety Annual Monitoring Report 2022/23**
To submit a report by the Head of Human Resources. (Copy herewith) **133-139**
12. **Information Centres – Annual Report**
To submit a report by the Sustainable Tourism Manager. (Copy herewith) **140-144**
13. **Minutes of the Plas Tan y Bwlch Management Board**
To submit the minutes of the Plas Tan y Bwlch Management Board meeting held on the 13th September 2023. (Copy herewith)

**PERFORMANCE AND RESOURCES COMMITTEE
WEDNESDAY 12th JULY 2023**

PRESENT:

Members appointed by Gwynedd Council

Councillors Elwyn Edwards, Annwen Hughes, Louise Hughes, June Jones, Edgar Wyn Owen, Elfed Powell Roberts, John Pughe Roberts, Meryl Roberts;

Members appointed by Conwy County Borough Council

Councillors Ifor Glyn Lloyd, Jo Nuttall;

Members appointed by the Welsh Government

Brian Angell, Tracey Evans, Sarah Hattle, Tim Jones, Delyth Lloyd, Naomi Luhde-Thompson;

Officers

Emyr Williams, G. Iwan Jones, Bethan Hughes, Nia Murray, David Williams, Peter Rutherford, Etta Trumper, Anwen Gaffey, Sarah Roberts;

In attendance

Nick Selwyn, Euros Lake - Audit Wales.

The Director of Corporate Services stated that the meeting was being recorded to assist in verifying the minutes and would be made available online at a later date.

1. **Election of Chair**

The Director of Corporate Services advised Members that in accordance with Standing Orders 5.2 and 5.3, he had received several nominations proposing Councillor Elfed Powell Roberts to the Chair.

RESOLVED to elect Councillor Elfed Powell Roberts as Chair of the Performance and Resources Committee.

The Chair thanked Members for their support.

2. **Vice-Chair**

The Director of Corporate Services advised Members that in accordance with Standing Orders 5.2 and 5.3, he had received several nominations proposing Councillor June Jones as Vice-Chair.

Councillor June Jones was elected Vice-Chair of the Performance and Resources Committee.

The Vice-Chair thanked Members for their support.

3. **Apologies**

Councillor Kim Jones, Dilwyn Owain Roberts.
Dewi Morgan, Chief Finance Officer.

4. **Declaration of Interest**

Emyr Williams and Iwan Jones declared an interest in item 13 on the Agenda and left the meeting while the matter was being discussed.

5. **Minutes**

The minutes of the Performance and Resources Committee held on 22nd March 2023 were accepted and the Chair signed them as a true record.

6. **Action Log**

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

Reported – The Director of Corporate Services presented the report and advised that the Action Log should remain as submitted.

RESOLVED to note the Action Log.

7. **Income Report – Audit Wales**

Submitted – A report on Income Diversification by Audit Wales.

The Chair welcomed Nic Selwyn and Euros Lake of Audit Wales to the meeting to present their report. Members received a power point presentation on the background and the main findings and were advised that the report was a thematic review across the three National Parks in Wales, which would draw together a National summary and make recommendations to the Welsh Government. Members noted the organisational response by the Chief Executive and the Director of Corporate Services to the recommendations as outlined in the report.

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

- Members and officers discussed the financial challenges at Plas Tan y Bwlch and the recommendation by Audit Wales that the Authority should review the operating model at Plas and determine a strategy for the future.
- Members noted that:-
 - o the Authority should take a structured approach to diversification rather than responding as circumstances change.
 - o the need to attract external income to meet future challenges was significant and the self-assessment checklist provided would assist the Authority over the next 12-18 months to provide a clear direction of travel.
- arising thereon, the Chief Executive took the opportunity to thank Nic Selwyn, who was attending his final meeting with the Authority as he was retiring from his role with Audit Wales. The Chief Executive thanked him for his work, his understanding, and for his support for the three Welsh National Parks over the years, which had been greatly appreciated.
- the Chief Executive stated that the aim was to increase income to achieve the Authority's statutory purposes and that matters of principle would need to be agreed. Officers felt the Authority should be alert to the risks of operating on a more commercial basis and noted that some Authorities had failed completely, with the taxpayer having to step in. There was a need to balance the risk and achieve an income stream from the investment, whilst being aware of available expertise and capacity.
- the Chief Executive confirmed that the Minister did not expect the Authority to deliver on all the expectations outlined in the remit letter in light of the grant settlement. He also noted that additional cash awards from Welsh Government would be easier to administer if they were incorporated into the Authority's grant settlement in future, which would take away some of the pressure from project staff and the use of short-term contracts.

- a member felt the Authority should be mindful of the costs and not focus on only increasing income. He noted that the Authority should consider whether it was appropriate to compete on a commercial basis with small businesses in the area, and as the Authority was not a commercial body, it would need to ensure that the use of public money was secure. Whilst there was private income available there was a need to keep to National Park purposes when putting a strategy in place.
- Members and Officers noted that Hafod Eryri was on a long-term lease and provided the Authority with commercial income and that Audit Wales had found Yr Ysgwrn's business plan to be satisfactory.
- it was agreed that the Management Team should start the process and present a report to a future meeting of the Members' Working Group where a panel of Members could then be appointed to work in detail on the strategy.
- in response to a question on the future of Plas Tan y Bwlch, the Director of Corporate Services stated that the business model had evolved since the bed and breakfast model and that a report was currently being prepared for Members to consider all options, whilst bearing in mind that Plas Tan y Bwlch was a Grade II* Listed building.
- with regard to the proposal for the Clwydian Range and Dee Valley AONB to become Wales's fourth National Park, the Chief Executive advised that Natural Resources Wales were currently undertaking a technical assessment and collecting evidence to support designating a new National Park and that the funding would be a matter for the next term of government.
- Members discussed the potential for creating a culture within the National Parks which recognises the importance of generating income.
- Members noted that the report recommends that the Authority reviews its operating model at Plas Tan y Bwlch and agrees its future strategy for the site within the next 12 months. In addition, to use the self-evaluation tool (Appendix 1) to develop a strategy approach for future income diversification.

RESOLVED

1. **to note the report and accept the two recommendations as identified.**
2. **to await a report on a strategic approach to diversification to a future meeting of the Members Working Group towards the end of 2023 / beginning of 2024.**

8. Revenue and Capital Outturn Report 2022/23

Submitted – A report by the Chief Finance Officer comparing, at service area level, the Authority's budgeted revenue and capital spending plans for 2022/2023 and the actual outturn expenditure for the year.

Reported – The Finance Officer presented the report detailing the virements, transfers and carry-forwards of revenue and capital budgets, for formal approval. Arising thereon, the Finance Officer answered a number questions raised by Members.

RESOLVED

1. **to note the contents of the outturn report and approve the transfers in the revenue and capital budgets outlined in part 4 (as detailed in Appendix 1).**
2. **to approve the transfers to and from earmarked reserves as outlined in the table under paragraph 4.2 and Appendix 3.**
3. **to note the final position of directorates and services with regard to budgetary control (paragraphs 4.3 to 4.6 and Appendix 2).**

4. to approve the allocation of slippage and commitments (£461,519) in Appendix 4.
5. to note that the underspends relating to the 2022/23 financial year will increase the Authority's General Balances, the Staff Resilience Fund and the Specific Risks Fund.
6. to approve the Capital Financing Statement (part 5 and Appendix 5).

9. **External Grant Funding Update Report**

Submitted – A report by the Chief Executive to provide an update on the projects supported by the Authority and confirm priorities for future external grant support.

Reported – The Chief Executive presented the report and background. The Chief Executive apologised that paragraph 3.2 of the Welsh report was in English only.

Members considered the report and made the following observations:-

- in response to a question on Dark Skies and how the Authority could further promote the benefits of the project nationally and internationally, the Chief Executive stated that short-term funding was currently available and advised that a North-East Wales officer had recently been appointed. He agreed that funding for Dark Skies should be included as part of the Authority's baseline, and he would raise this with the Minister at the Royal Welsh Show.
- arising thereon, the local member for Llanegryn agreed to ask Gwynedd Council to address the issue of too much street lighting in her area.
- the Chief Executive reassured Members that the LIFE monitoring team were aware that some landowners were unwilling to make a 20-year commitment and that while there was a small risk, they felt it was acceptable.
- a Member asked officers to note that the translation to the English of "bran goesgoch" was "chough."

RESOLVED

1. to note the capital funded projects 2022 – 2025.
2. to note progress on live projects (Appendix 1).
3. to confirm the priority areas for future bids (Appendix 2).
4. to note the Member Approval Flow Chart (Appendix 3).

10. **The Authority's Risk Profile**

Submitted – A report by the Director of Corporate Services to update Members on the Authority's Risk Profile.

Reported – The Director of Corporate Services presented the report and risk profile and outlined the main changes to the register.

Arising thereon,

Risk Ref. 2 Income Generating Target (Plas Tan y Bwlch), and

Risk Ref. 16 Securing the long-term future of Plas Tan y Bwlch

In response to a question, the Director of Corporate Services stated that:-

- he was satisfied that the Income Generating Target (Plas Tan y Bwlch) should remain as it stands, and referred to the income figures reported earlier in the Revenue and Capital Outturn Report 2022/23, which were better than had been anticipated.
- Risk Ref 16 would be amended and would include reference to the reputational risk to the Authority of managing Plas Tan y Bwlch. The Director of Corporate

Services noted that the long-term future of Plas Tan y Bwlch will be much clearer once Members have considered the full report in the Autumn.

RESOLVED

1. to note the report and Risk Register.
2. to include reference to the reputational risk to the Authority in Risk Ref. 16.

11. **Corporate Work Programme 2022/23
Update on the Wellbeing Objectives**

Submitted – The fourth and final quarter progress report for 2022/23 by the Director of Corporate Services.

Reported – The Director of Corporate Services presented the report on the fourth and final quarter updates and advised that the information provided would be used to prepare the annual report being presented to Members in September. He provided Members with further detail on how the report was set out and how to interpret the information.

Members and officers discussed the report and made the following observations:-

- Improving Recreation Management and any negative effects of Recreation
Members and officers discussed measures currently being taken to address issues with fly-camping and motorhomes. The Chief Executive advised that a Member had requested that a policy for wild swimming be developed and that a report will be presented to a future meeting of the Members' Working Group.
- Addressing the Decline in Nature – in response to a question on the expected Welsh Government Guidance on biodiversity enhancements, the Chief Executive advised that the three Welsh National Parks will report to the Welsh Government during a Nature Recovery session at the Royal Welsh Show.
- in response to a question, the Chief Executive confirmed that the focus on branding is included as part of the Authority's Communication Strategy.
- Supporting Young People – in response to a question on how the draft Youth Manifesto was progressing, the Director of Corporate Services would arrange for the relevant officer to provide the Member with an update on progress.
- Members and officers discussed measures being taken to address Traffic Management at Yr Wyddfa and the associated reputational risks to the partnerships.

RESOLVED to note the report.

12. **Complaints Monitoring Report**

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

Reported – The Head of Administration and Customer Care presented the report and outlined the main points. Members were advised that numerous complaints are received, but due to the diligence of the Authority's staff who handle the complaints professionally and promptly, they do not go on to become formal complaints.

RESOLVED to welcome the positive report and note its content.

13. **Pay Policy Statement 2023/24 and Pay Policy Annual Report for 2022/23**
Submitted – A report by the Head of Human Resources for Members to approve the Pay Policy Statement for 2023/24 and receive the Pay Policy Report for 2022/23.

Reported – The Head of Human Resources presented the report and background.

RESOLVED

1. to approve the Pay Policy Statement for 2023/24.
2. to approve the Pay Policy Annual Report for 2022/23.

14. **Staff Questionnaire – Exploring Various Flexible Working Patterns for the Authority**

Submitted – A report by the Head of Human Resources to set the background, share the results of the questionnaire, and present an oral report on the next steps, before embarking on the official consultation process with the Trade Unions and Authority Employees.

Reported – The Head of Human Resources presented the report and background and advised Members that a questionnaire response of 48% was consistent with usual take-up.

Members considered the report and made the following observations:-

- a Member asked that the questionnaire outcome charts be translated into English and circulated to Members.
- a Member noted that managers need to be present to provide a structure when new staff start their employment, with a carefully planned period of induction. This would ensure new staff do not feel isolated and feel part of a team. There should also be mandatory periods where all staff attend for team meetings etc.
- Members welcomed the questionnaire response in that the staff strongly agreed / agreed that the Authority was a good place to work.
- a Member noted that hot-desking can work and provides better communication and integration.
- a Member felt there was still a need to ensure the availability of officers during office hours to provide a service for the public.
- the Head of Human Resources provided Members with a brief outline of the next steps and advised that managers had looked at each job description within their service and had agreed with their staff which roles were deemed to be hybrid / permanently office based / remote workers etc. This work will now be reviewed by a group of staff, similar to a job evaluation panel, to ensure the criteria had been applied consistently. Following further consultation with staff and the Trade Unions, a pilot to withdraw core hours and allow more flexibility will be trialled. This has proved to work effectively in other local authorities and organisations, although managers will need to keep to firm and consistent guidelines to ensure the policy is applied equally and effectively. If any performance issues arise from the new working arrangements, then the option can be withdrawn.
- a Member stated that Conwy County Borough Council had operated a similar “workwise” project over the last 4 to 5 years and officers were encouraged to liaise with officers from the relevant department in Conwy County Borough Council.

RESOLVED

1. to note the report.

2. to authorise the Head of Human Resources to start the official consultation process with the Trade Unions and Authority Employees.

15. (Draft) Recreation Strategy

Submitted – A report by the Access and Well-Being Manager to present the draft document for approval prior to a period of consultation.

Reported – The Access and Well-Being Manager presented the report and background and highlighted the key points. Members were then guided through the (Draft) Recreation Strategy in detail.

Members considered the draft strategy and made the following observations:-

- Members welcomed the Recreation Strategy and thanked officers for their work.
- Members and officers discussed dog walking in the countryside and whilst there was no law requiring dogs to be kept on a lead, the Authority would always encourage dog owners to have their dog on a lead in the vicinity of livestock whether on access land or on a Public Right of Way.
- Members agreed to forward any further observations and minor amendments to the Access and Well-being Manager, e.g., drone consent requirements etc.
- in response to a question, the Access and Well-being Manager confirmed that the web-based maps referred to in the report were maps and apps developed by Eryri National Park and were not part of Google or the OS mass mapping systems.
- the Access and Well-being Manager agreed to provide a link to the wild camping code of conduct within the document to inform users once consent has been granted.
- a Member noted that the Community Councils will not be meeting until September. As this was the case, the Chief Executive assured Members that the consultation would not begin until this time.
- a Member welcomed the document which he felt would be of benefit to landowners. Members discussed the need to reduce the impact of parking and transport on the environment and landscape and noted that the Dinas Mawddwy circular paths provide a good example as they allow people to enjoy the outdoors without having to use their cars, as the footpaths start and finish in the villages. Officers agreed that places like Beddgelert would benefit from similar schemes.
- a Member felt the section on climate change was very brief going forward and should be cross-referenced with the climate strategy. The Chief Executive advised that the strategy will be closely aligned with Cynllun Eryri and its objectives, and that the Access and Well-being Manager will work closely with the Management Team to fine-tune the document.
- the Recreation Strategy will also include a reference to campervan users.
- a Member advised that new statistics on activity-based recreation had recently been launched and that officers should contact Snowdonia Active for further details. Also, reference to Mount Snowdon on page 34 of the strategy should be corrected.

RESOLVED

- 1. that Members approve the content of the draft Recreational Strategy (Annex 1) subject to Members' observations.**
- 2. that Members approve an external consultation period of 4 weeks with a further 4-week period thereafter to consider responses and incorporate any**

relevant changes to the document before returning to the Authority for final approval.

3. the period of consultation to commence in September 2023.

16. Volunteer and Wellbeing Annual Report 2022

Submitted – A report by the Volunteer and Wellbeing Officer to present the Annual Report and to update Members on progress with the Volunteer Strategy 2021-26.

Reported – The Volunteer and Wellbeing Officer presented the Annual Report and provided Members with the background and a progress report.

Members and Officers discussed the Annual report and made the following observations:-

- Members and Officers agreed that targeting specific groups to become volunteers will provide them with better understanding of the area and the work of the National Parks. The Chief Executive advised that in addition, the three National Parks in Wales, NRW and RSPB have commissioned a piece of work to look at better engagement with ethnic groups. This was also part of the strategic officer's role in the Pembrokeshire Coast National Park and should improve matters over the coming years.
- Members welcomed the document and the progress made by the Volunteer and Wellbeing Officer in providing volunteering opportunities.
- the Chief Executive confirmed that whilst a section of the volunteers were unable to speak Welsh, they were given every encouragement to learn the language.
- Members who had been planting trees with children from Ysgol Hafod Lon thanked the Volunteer and Wellbeing Officer for her work and for the experience provided for the children. All Members were invited to join in the volunteering and wellbeing days which are arranged on a monthly basis.

RESOLVED to approve the content of The Volunteer and Wellbeing Annual Report 2022.

17. Minutes of the Plas Tan y Bwlch Management Board

Submitted – The minutes of the Plas Tan y Bwlch Management Board meeting held on 22nd March 2023.

The Chair of the Plas Tan y Bwlch Management Board presented the minutes and updated Members on the key points. He further advised that the Plas Tan y Bwlch Board were now awaiting the options report with costings before presenting recommendations on the long-term future of Plas Tan y Bwlch to the Authority in the Autumn.

RESOLVED to note the minutes, for information.

The meeting ended at 12.40



TAFLEN WEITHREDU – ACTION SHEET

PERFORMANCE AND RESOURCES COMMITTEE – 14.07.2021

ITEM NO. AND TITLE	DECISIONS / OBSERVATIONS	ACTIONS	RESPONSIBLE OFFICER	UPDATE or COMPLETION DATE	REMOVE FROM ACTION LOG
9. Scrutiny Panel – Snowdonia’s Carbon Account	RESOLVED to re-present an early draft of the Snowdonia Low Carbon Strategy to the Scrutiny Panel later in 2021/early 2022.	The Director of Land Management to collate the issues discussed into a single Snowdonia Low Carbon Strategy.	JC	The target date for a Low Carbon Strategy has been pushed back. This is due to officers' concerns about the scope of the work and staff capacity to complete it. The Authority is looking at the contribution of other bodies within the area, including Conwy / Gwynedd Council and Natural Resources Wales - including the potential to work together with them. The conclusion of these inquiries will be fed back to the Members' Group. The Chair of the Group agrees with the need to look at wider collaboration options. The Authority on 15 th November agreed to pledge to “Race to Zero”, which will frame the Authority’s actions in relation to Carbon.	NO



TAFLEN WEITHREDU – ACTION SHEET

PERFORMANCE AND RESOURCES COMMITTEE – 12.07.2023

ITEM NO. AND TITLE	DECISIONS / OBSERVATIONS	ACTIONS	RESPONSIBLE OFFICER	UPDATE or COMPLETION DATE	REMOVE FROM ACTION LOG
7. Income Report – Audit Wales	RESOLVED to await a report on a strategic approach to diversification to a future meeting of the Members’ Working Group towards the end of 2023 / beginning of 2024.	The Chief Executive and Management Team to prepare a report.	CX	Progress report submitted to the Performance & Resources Committee in November 2023. Awaiting guidance by the Welsh Government on diversification of income following the 3 NPA report on Income Diversification by Audit Wales.	NO
11. Corporate Work Programme 2022/23 – Update on the Wellbeing Objectives	<u>Improving Recreation Management and any negative effects of Recreation</u> Following a request from a Member, to develop a wild swimming policy.	A report to be presented to a future meeting of the Members’ Working Group .	AJ/PR	To be included as part of an item to the Working Group on 24.01.24: Access and Well-being Manager's Report (footpath data and access to water/wild swimming).	NO

ITEM NO. 5

MEETING	Performance and Resources
DATE	29 November 2023
TITLE	BUDGET UPDATE 2023-24
REPORT BY	Head of Finance
PURPOSE	To inform the Members – - of substantial transfers, - of the progress against the revenue and capital budget, together with objectives for the financial year.

1. BACKGROUND

- 1.1 A summary of the revised revenue and capital budgets for 2023/24 is presented with changes that reflect the period from the start of the financial year i.e. the 1st of April 2023 to the 31st of October 2023.
- 1.2 Part 4 of the report shows the progress made to date against the net revenue budget, together with a comparison with the situation from the same period in 2022/23.
- 1.3 An agreement on pay scales backdated to April 1st, 2023 has now been accepted and these changes have been added to the budget.
- 1.4 The 'Sustainable Landscape, Sustainable Places' (S.L.S.P) 2022/23 - 2024/25 grant schemes continue. The total value of these plans is £2.5 million with an estimate of the expenditure set aside over the three years and £850,000 for 2023/24.
- 1.5 There is an additional S.L.S.P grant in conjunction with the other national parks of Wales and the Areas of Outstanding Natural Beauty. Up to £500k has been earmarked over three years with the Eryri National Park Authority administering the scheme. The Authority received £150,000 in 2022/23 with £218,750 available for the joint scheme in 2023/24.
- 1.6 The main purpose of the S.L.S.P grants is capital work but administration/overhead fees of 10% have been agreed with the Welsh Government as well as delivery costs in order to contribute to the necessary resources to carry out the projects. These 'delivery' fees vary from 5% - 15% of the total grant depending on the complexity of the project and the need for

additional resources in order to achieve them effectively. Normally the impact of such capital grant schemes on the bottom line is a net of '£0', but it is possible for the 'delivery' element to contribute towards the staff's time, creating savings against the services and the baseline.

- 1.7 The Tŷ Natur Project capital grant scheme continues in 2024/25 with the expenditure being claimed back through an application to the Welsh Council for Voluntary Action (WCVA). Heritage Lottery grant schemes such as Carneddau are also continuing.
- 1.8 The situation continues where no additional grants are currently expected from the Welsh Government. Within the Agriculture services members of staff continue to work on applications for various additional grants in order to extend and provide follow up to current plans. A number of the proposed plans will feed into 2024/25.

2. REVISED REVENUE BUDGET 2023-24

- 2.1 The Original Net Budget was approved by the Authority on the 8th of February 2023.

Service Areas	Original Budget	Virements (previous)	Virements	Revised Net Budget
	£	£	£	£
Planning & Land Management	2,309,185	- 30,587	100,110	2,378,708
Corporate	5,038,111	183,592	- 2,487	5,219,216
Balances, reserves and provisions	261,600			261,600
Total Expenditure to Services	7,608,896	153,005	97,623	7,859,524
Interest Earned on Surplus Funds	- 28,000	- 92,000	-	120,000
Revenue Financing of Capital Expenditure	503,970	218,889	-	722,859
Capital Charges Adjustment	- 591,050			591,050
Net Budget	7,493,816	279,894	97,623	7,871,333
Financed from				
National Park Grant	4,119,789			4,119,789
Constituent Authority Levy	1,373,262			1,373,262
	5,493,051			5,493,051
Contributions from reserve	2,000,765	279,894	97,623	2,378,282
Revised Net Budget	7,493,816			7,871,333

- 2.2 A detailed analysis in appendix 1 shows the revised net budget per service on 31st October 2023. The appendix also details the transfers into and from the reserves.
- 2.3 The increase in the budget mainly relates to salaries including the adjustment to staff salaries where an increase of £1,925 was agreed for each salary scale point. This increase excludes the Management Team who are on different scales and have already received a 3.5% increase; these changes were implemented for the Management Team and reported on in the September 2023 Budget update. The additional contribution from the reserves reflect the money needed in addition to the original provision for wages of £231,600. The

provision was 5% for the baseline posts with the actual increase amounting to approximately 6%.

- 2.4 The salary increase has meant an adjustment to the contributions required from the Authority's funds and in grant income from partners to meet the budget. The salary increase for staff excluding the Management Team is £334k and there is a rough breakdown below.

Total Salary Increase		334,054
Increase in Income	-	19,430
Utilise Salary Inflation Provision	-	231,600
Increase in contribution from Reserves and Historical Grants	-	23,880
		59,144

- 2.5 The increase in income is relevant to schemes such as the Carneddau, Nature Recovery and Peatlands where any additional cost is expected to be met through the grants. The contribution from historical funds and grants includes historical funds and grants that are specific to some of the posts. These include plans such as LIFE, Youth Manifesto, plastic-free Wyddfa and positions where money has been allocated in previous years, (Planning - Policy, and Property Officer). The increase on the baseline includes the salary increase on the core posts as well as posts where the intention is to finance from specific funds, but there is an insufficient balance within the funds. It is expected that additional grants as well as use of the delivery element of the S.L.S.P grants will contribute to the additional deficit to the baseline.
- 2.6 A further transfer of £13.1k has been made to fund the redundancies of staff members from Plas Tan y Bwlch. These will be funded from the specific risks/staff resilience fund. The new transfers figure (£97,623) in table 2.1 therefore reflects the contribution from historical funds/grants, the increase on the baseline, the contribution for redundancies, as well as a correction to the budget of £1.5k.
- 2.7 The balance to be identified to meet the current budget is £553,010, (£492,210 reported in September before the salary increase was confirmed). It is emphasized that this figure may vary with further adjustments to the budget before the end of the year as well as the effect of any overspend/underspend. The Management Team continues to monitor the situation with the impact of any significant changes to be considered before determining which sources to fund the deficit in preparation for 2024/25.

3. REVISED CAPITAL BUDGET

- 3.1 A summary of the revised net budget for capital expenditure 2023-24 is shown in the following table, with the details in Appendix 2. This excludes the 2023/24 S.L.S.P capital grant funded projects as this expenditure is claimed back with no resulting cost to the Authority.

Capital Budget 2023/24					
Service Areas		Grant Incwm	Net Original Budget	Virements	Revised Net Budget
	(£)	(£)	(£)	(£)	(£)
Planning and Land Management	122,630	-	122,630	120,316	242,946
Corporate	381,340	-	381,340	98,573	479,913
Total	503,970	-	503,970	218,889	722,859

- 3.2 No further adjustments have been made to the capital budget since the September 2023 update. Currently all Capital expenditure within either the budget or the sums of money allocated to the specific schemes are in funds. The expenditure is still being monitored with transfers likely to be implemented at the end of the year, unless there is significant expenditure that needs attention in the meantime.
- 3.3 Work continues with expenditure on capital schemes that were not included in the original budget. These include the S.L.S.P schemes where there is £292,415 of expenditure up to the end of October. There is also expenditure on a number of historic grant schemes which have not been carried out for various reasons such as the Covid-19 pandemic, lack of resources or general delays. These include schemes funded from Welsh Government grants and from other sources where the money was transferred to reserves. On October 31st the expenditure on these schemes was £225,561 with the final expenditure expected to be funded from funds that have been specifically set aside, or money that grant providers are willing to be re-allocated.
- 3.4 There is further Capital expenditure on schemes where grants have been received during the year or need to be claimed at the end of the year, these are schemes within the Conservation service, Trees and Agriculture such as the 'Mind the Gap' Project, the Tŷ Natur Project and Local Places for Nature which is a three-year scheme up to 2025. The total expenditure on these schemes up to the end of October is £78,087.

4. FORECASTED POSITION FOR 2023-24

4.1 The table below summarizes progress against the budget up to 31st October 2023, and a comparison with the same period in 2022/23.

Services	Revised Net Budget	Net Expenditure to date	2022/23 Comparison	Variance
	(£)	(£)	(£)	(£)
Planning and Land Management	2,378,708	1,391,931	1,244,676	- 147,256
Corporate	5,219,216	2,562,604	2,985,329	422,726
Balances, reserves, and provisions	261,600	-	-	-
Total Services Expenditure	7,859,524	3,954,535	4,230,005	275,470
Interest Earned on Surplus Funds	- 120,000	- 129,762	- 22,472	107,289
Revenue Contribution Towards Capital	722,859	703,218	500,421	- 202,797
Capital Charges adjustment	- 591,050	- 344,960	- 344,960	-
Net Revenue Budget	7,871,333	4,183,032	4,362,994	179,962
FUNDED FROM				
National Park Grant	4,119,789			
Constituent Authority Levy	1,373,262			
Contributions from reserve	2,000,765			
Original Net Budget	7,493,816			
Additional Welsh Government Grant				
Contributions from reserve	377,517			
Revised Net Budget	7,871,333			

4.2 To sum up, the situation in terms of net spending on services continues to compare favourably with net spending from the same period in 2022/23. An increase of over £60k in the Car Parks income in 2023/24 compared to the same period in 2022/23 has contributed to the difference. Expenditure remains higher on elements affected by inflation, specifically on energy. So far the budget for 2023/24 appears sufficient but it will be necessary to monitor the expenditure over the winter where there will be a significant increase in energy consumption. As the inflation level has not fallen as sharply as predicted, interest rates remain high. This continues to lead to significant interest income for the Authority. The interest income budget/target was increased to £120k to reflect this and this target has already been exceeded with over £129k of income received to date in 2023/24. There will be further discussions between the Heads of Service and the Management Team before the end of the financial year in order to act on any further adjustments to the budget or to meet any unexpected expenditure.

Explanations are presented below for some of the variances and unexpected expenditure anticipated to date.

4.3 **Corporate:**

Plas Tan y Bwlch - Expenditure on land and property costs is higher than the budget to date with the overspend mainly arising from maintenance costs. Further expenditure is expected on necessary maintenance work at the Plas with specific sources already identified such as the asset management fund. These costs are beyond the control of Plas as a commercial element of course and other costs within lands and properties such as expenditure on energy remain within the budget at the moment. There is an overspend on services and supplies as a result of being busy with a similar increase in income which negates the effect on the baseline. Plas' budget will continue to be constantly monitored.

Car Parks, Waste Collection and Visitor Facilities – The income from car parks and Llyn Tegid is £135k higher (before adjustments for concessions) compared to the same period last year. This busyness has led to an increase in waste with a similar overspend on waste collection. The expenditure to date is £39k compared to the waste collection budget of £15k. Significant work continues in Hafod Eryri as well as Plas Tan y Bwlch. It is expected that the surplus income will need to be set aside for expenditure on these properties as well as the overspend on waste collection and security service at Pen y Pass.

Engagement and Management Plan and Partnerships - Internal adjustments are underway on structure and staff within these services. It is expected that the changes will have been incorporated by the end of the financial year and in preparation for the 2024/25 budget. They are expected to finish within budget or with an underspend at the end of the year.

Legal Service - Work is ongoing on a case where the Authority is receiving specialist legal advice. This has led to an overspend and at the moment there is no certainty as to the likely outcome of the case or the amount of any possible recovery. An outcome to the case is expected before the end of the financial year.

Visitor Centres - The centres are performing better than the budget so far this year with income exceeding the target originally set. The increase in sales has led to a significant overspend on goods for resale but the additional income meets this of course. The Sustainable Tourism Manager does not anticipate any significant change that may lead to an overspend this year.

4.4 **Land Planning and Management:** Overall, the net expenditure so far is within the budget. Possible variances are expected within some of the services where the budget is monitored by the heads of service and the director. The main services covered are detailed below.

Cultural Heritage and Carneddau - The schemes attached to this heading are schemes that are mainly funded by grants. However, two of the schemes are ending before the end of the financial year with the need to fund redundancies for the members of staff. The situation will become clearer after completing the grant claims and having a more detailed projection of the expenditure. The Head is currently investigating any additional sources that may be required.

Planning - Staff turnover within the planning service has led to posts being vacant for a period, affecting the output of the service to some extent. The need to provide a specialist service continues however, with significant expenditure on external consultants as a result of the vacancy. The situation is expected to continue until the end of the financial year with the head and director reviewing on a regular basis while working together on the recruitment process. In addition, the workload is expected to increase further due to the implications of 'Article 4' with the possibility of the need to fund additional staff hours.

Ysgwrn - There is currently a slight overspend against the net budget and income is less than the target originally set. The budget has not been adjusted sufficiently in recent years in order to reflect the true situation and set realistic targets. This has meant that the budget and the contribution from the Authority are insufficient. As a result the head has reported overspending against the budget on several occasions. Negotiations continue to set a revised budget for Yr Ysgwrn in 2024/25.

Conservation, Trees and Agriculture - A number of schemes linked to this service have received grants to contribute to staff time. Members of staff continue to try to attract grants that will enable the service to extend or provide a follow-up to some of the schemes. When the budget was originally set, a number of the service's salaries had been set against the baseline as a precaution. As a result of the additional grants, this is expected to lead to a saving within the service. The intention is to set aside a portion of any underspend to enable the head to plan for an extended period and prepare for the end of schemes such as 'Celtic Rainforests - LIFE'.

- 4.5 **Balances, Reserves and Provisions** - The original inflation provision of £30,000 currently remains unallocated, the situation continues to be monitored with the expectation is that the money will be allocated before the end of the year when any gaps in the budget are revealed. The wage inflation provision of £231,600 has been used to contribute to the increase in wages confirmed earlier in November.
- 4.6 **Salary costs** - The Authority's original provision was 5% towards wage inflation, with the actual figure required being around 6%. The deficit in the provision has led to an additional £59k in costs for the Authority to meet the budget. It is likely that this figure will increase with a proposed increase of two increments for the Chief Executive. However, it is possible that additional grants as well as the implementation element of S.L.S.P grant schemes will partially contribute to this progress.
- 4.7 **Interest** : Interest rates remain high due to the state of the economy. As a result the interest income is significantly higher than the original target of £28,000 and has now exceeded the revised target of £120,000. At the end of October the interest income was £129,762.

4.8 **Capital:** The main net expenditure up to the end of July includes -

Eryri - Decarbonisation (S.L.S.P)	£179,311
Dolgellau Heritage Lottery Fund Scheme	£141,617
Hafod Eryri	£58,740
Tourism (S.L.S.P)	£46,281
Cader Idris (WG Grant)	£44,142
Eryri Nature (S.L.S.P)	£36,691
Harlech Regeneration (Grant. WG)	£29,667
Tŷ Natur Project	£27,229
Traditional Boundaries (collaborative (S.L.S.P)	£27,187

4.9 Capital expenditure is not expected to increase beyond the budget that has been set or the amounts of money that have been set aside in reserves by the Authority. However, this may vary due to increased material and labour costs as a result of inflation. Work continues in Hafod Eryri at the moment with the possibility of the need for unexpected further work. Sources have already been identified to contribute to any shortfall should the expenditure increase, and the situation is regularly monitored by the Head of Property. This work will continue into the new financial year.

5. TRANSFERS BETWEEN BUDGETS OVER £30,000 FOR THE ATTENTION OF THE AUTHORITY.

5.1 Part 3 of the Authority's Financial Regulations states the need to report to the Authority or the Performance and Resources Committee on transfers of between £30,000 and £100,000 between budgets, where they have not been previously approved by the Authority. In addition, the Authority's approval is required for any transfer of £100,000 or more.

5.2 No transfers have been approved during the first seven months of this financial year.

5.3 It will be necessary to transfer money from the Cultural Heritage Schemes capital budget to the Dolgellau Townscape Heritage capital scheme budget before the end of the year. It will probably be necessary to set aside a portion of this money for the 'revenue' service together with the Harlech and Arduwy scheme. These schemes come to an end before the end of the financial year, which will require the funding of severance payments to the staff members.

6. RECOMMENDATION

- **Approve the report and note the current financial situation for 2023/24.**

7. BACKGROUND PAPERS

None

Snowdonia National Park Authority
Revised Budget for 2023-24 on 31 October 2023

	Original Budget	Virements	Virements (new)	Revised Net Budget
	£	£	£	£
PLANNING AND LAND MANAGEMENT				
Conservation, Trees and Agriculture	585,410	10,701	21,830	617,941
Dark Skies	54,430	10	2,520	56,960
Celtic Rainforests (LIFE)	588,820	-	13,730	602,550
Carneddau Partnership	24,995	5	-	25,000
Archaeology	65,000	11,500	2,550	79,050
Cultural Heritage	75,780	-	2,540	78,320
Dolgellau Townscape Heritage	24,630	-	1,910	26,540
Harlech and Arudwy scheme	53,880	- 13,560	1,990	42,310
Ysgwrn	113,040	- 3,593	8,420	117,867
Planning	723,200	- 35,650	44,620	732,170
Sub-total carried forward	2,309,185	- 30,587	100,110	2,378,708
CORPORATE				
Members Costs	112,510	-	-	112,510
Authority Support	91,530	750	3,570	95,850
Corporate Management	597,001	85,344	2,550	684,895
Property	241,400	4,410	6,670	252,480
Legal	56,320	6,000	2,060	64,380
Administration and Customer Care	218,990	93	12,220	231,303
Translation	106,000	-	2,520	108,520
Personnel and Training	149,910	-	6,380	156,290
Head Office	260,370	456	1,370	262,196
Information Technology	355,350	27,090	12,650	395,090
Finance	294,230	2,840	15,370	312,440
Plas Tan y Bwlch Study Centre	462,100	-	37,323	499,423
Engagement	490,740	- 41,280	20,770	470,230
New Website	15,550	39,800	2,540	57,890
Sub-total carried forward	3,452,001	125,503	125,993	3,703,497

Snowdonia National Park Authority
Revised Budget for 2023-24 on 31 October 2023

	Original Budget	Virements	Virements (new)	Revised Net Budget
	£	£	£	£
Subtotals Brought Forward				
PLANNING & LAND MANAGEMENT	2,309,185	- 30,587	100,110	2,378,708
CORPORATE	3,452,001	125,503	125,993	3,703,497
Engagement with Young People (W.G. Grant)	36,080	-	2,540	38,620
Well-being Paths (W.G. Grant)	40,000	-	-	40,000
Management Plan and Partnerships	345,770	- 5,537	11,680	351,913
Plastic-free Wyddfa	-	50,610	2,540	53,150
Information Centres	165,920	-	17,420	183,340
Llyn Tegid	- 26,410	4,866	-	- 21,544
Car Parks	- 502,720	240	7,860	- 494,620
Litter Clearance	19,510	-	-	19,510
Traffic and Transport	5,000	-	-	5,000
Visitor Facilities	263,450	11,770	-	275,220
Public Access	123,940	-	4,070	128,010
Wardens, Estate Workers & Volunteers	1,115,570	- 3,860	57,010	1,168,720
	5,038,111	183,592	229,113	5,450,816
BALANCES				
General Inflation Provision	30,000	-	-	30,000
Payroll Inflation provision	231,600	-	- 231,600	-
	261,600	-	- 231,600	30,000
	7,608,896	153,005	97,623	7,859,524
TOTAL				
Interest Earned	- 28,000	- 92,000	-	- 120,000
Revenue Financing of Capital Expenditure	503,970	218,889	-	722,859
Capital Charges Adjustment	- 591,050	-	-	- 591,050
	7,493,816	279,894	97,623	7,871,333
FUNDED FROM				
National Park Grant	4,119,789	-	-	4,119,789
Constituent Authority Levy	1,373,262	-	-	1,373,262
Tfrs from reserves	2,000,765	279,894	97,623	2,378,282
Net Budget	7,493,816	-	-	7,871,333

Capital Budget 2023/24					
Service Areas	Gross Original Budget	Grant Income	Net Original Budget	Virements	Revised Net Budget
	(£)	(£)	(£)	(£)	(£)
Planning and Land Management					
Cultural Heritage Schemes	72,000	-	72,000	70,316	142,316
Harlech and Arduwy Scheme	-	-	-	50,000	50,000
Carneddau - Data LiDAR (W.G. Grant)	15,630	-	15,630	-	15,630
Carneddau - Paths (W.G. Grant)	35,000	-	35,000	-	35,000
Sub-total	122,630	-	122,630	120,316	242,946
Corporate					
Information Systems - Replacement Prog.	22,340	-	22,340	-	22,340
Inf. Technology for Planning	-	-	-	47,314	47,314
70 years Celebration (W.G. Grant)	15,000	-	15,000	-	15,000
Snowdon Partnership Scheme (W.G. Grant)	15,000	-	15,000	-	15,000
Snowdon Interpretation (W.G. Grant)	25,000	-	25,000	-	25,000
Betws Y Coed (W.G. Grant)	72,000	-	72,000	- 8,220	63,780
Public Access	10,000	-	10,000	660	10,660
Wardens - Vehicles	14,000	-	14,000	55,719	69,719
Penmaen Brith (W.G. Grant)	25,000	-	25,000	-	25,000
Llyn Cynwch (W.G. Grant)	70,000	-	70,000	-	70,000
Nant Gwynant (W.G. Grant)	38,000	-	38,000	-	38,000
Cader Idris (W.G. Grant)	75,000	-	75,000	- 6,900	68,100
Plastic-free Wyddfa	-	-	-	10,000	10,000
Sub-total	381,340	-	381,340	98,573	479,913
Total	503,970	-	503,970	218,889	722,859

ITEM NO. 6

MEETING	Performance and Resources Committee
DATE	29 November 2023
TITLE	BASE REVENUE BUDGET 2024/25
AUTHOR	Chief Finance Officer
PURPOSE	To note the Base Budget as estimated for 2024/25 and projected funding position,

1. BACKGROUND

- 1.1 This report provides details the Authority's draft revenue budget for 2024/25 showing the estimated cost of continuing current services, and meeting costs approved for the future.
- 1.2 The budgets presented in this report are based on a standstill budget. That is, an unavoidable level of expenditure to continue with the current level of services in 2024/25 with no developmental additions.

2 BUDGET SUMMARY 2024/25

- 2.1 The table shown in Appendix 1 contains an analysis of the movements in the base budget from 2023/24 final prices to the expected final prices in 2024/25. A summary is shown below:

SUMMARY OF SNPA BUDGET 2024/25		(£)	(£)
SNPA Final Budget 2023/24			8,343,805
Changes			
	Change in staff costs		
	6% Inflation provision	349,986	
	Minor changes to staff/structure	75,404	
	Total change in staff costs		425,390
	Increase in expenditure	50,000	
	Increase in income	- 72,000	
	Total change in income and expenditure		- 22,000
Amended budget			8,747,195
Base budget 2024/25			8,747,195
Grant and levy 2024/25			-5,493,051
Net contribution from reserves			-2,376,214
Deficit			877,930
<i>See appendix 1 for further detail</i>			

2.2 I have included a contingency for a 6% pay-award in 2024/25, which is of a similar value to the 2023/24 pay settlement recently agreed.

2.3 **Welsh Government Grant (estimated £5,493,051)**

The Welsh Government have stated that there will be no increase in indicative settlements of core grant funding for future years, therefore, I have made an assumption that the 2024/25 settlement to be a “flat” settlement, which represents a cut in “real” terms.

2.4 The full effect of additional expenditure fully funded from grants is not included here but will be included in the report to the February Authority.

2.5 **Change in staff costs (£425,390) :**

The main changes will be the inflation provision (£349,986)

2.6 **Change in expenditure (50,000) :** T

The increase of £50,000 relates to an increase in costs due to the rates revaluation increase.

There may be additional costs as a result of the Park’s contribution to the Corporate Joint Committees, but we do not have an estimate of the increase to hand as of yet.

2.7 Change in Income (£72,000): This increase relates to an increase in interest income due to the recent increases in interest rates.

2.8 Net contribution from reserves (-£2,376,214) : These contributions relate to expenditures on specific schemes where the finance has already been earmarked from historic Authority underspends or grants received in advance. As noted above this will be revised further for the February Authority. There is no net effect on the Authority base budget.

2.9 Paragraph 3.3 of the Financial Regulations notes that the Authority's approval is required for any permanent virements worth more than £10,000 each in the draft budget. There are no such virements here.

3 RESERVES

3.1 The reserves that are available to meet the projected deficit in 2024/25 are as follows:

Reserve Name	Current Balance
General balances fund	717,280
Specific Risk Reserve	359,306
Commercial Risk Reserve	120,000
Staff Resilience Reserve	100,000

The balances on some of the reserves will change as the financial year progresses and usage varies to that budgeted.

The Authority faces a challenging time ahead due to the current inflationary pressures along with an indicated 'flat' core grant settlement for the coming year. The usage of reserves to fund the deficit is a short-term solution, and going forward the Authority may need to consider permanent financial savings.

4. RECOMMENDATION

4.1 To note the planned base budget for 2024/25 as outlined.

		(£)	Appendix 1 (£)
1	Baseline budget 2023/24		8,343,805
2	Changes in staff costs		
	Inflationary provision 6%	349,986	
	Minor structure changes and new posts	75,404	
			425,390
3	Change in expenditure		425,390
	Provision for the rates revaluation increase	50,000	
			50,000
4	Changes in income		
	Increase		
	Interest income	-72,000	
			-72,000
5	Baseline budget 2024/25		8,747,195
6	National Park grant and Levy 2024/25		-5,493,051
7	Contributions from reserves		
	Net contributions		-2,376,214
8	Deficit		877,930

MEETING	Performance and Resources Committee
DATE	29 November 2023
TEITL	HEAD OF INTERNAL AUDIT ANNUAL REPORT 2022/23
REPORT BY:	Head of Internal Audit
PURPOSE	Annual Report

1. INTRODUCTION AND CONTEXT

- 1.1 The Public Sector Internal Audit Standards define Internal Audit as **“an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes”**.
- 1.2 There is a statutory requirement for an Internal Audit service in National Park Authorities. This is implied in Section 151 of the Local Government Act 1972, which requires that authorities “make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. The Accounts and Audit (Wales) Regulations 2014 place a responsibility on the Authority to maintain an internal audit function.
- 1.3 The Internal Audit service for Eryri National Park Authority is provided by Gwynedd Council’s Internal Audit Service. Although the service is undertaken by external providers, it provides a service for the whole Authority as a management tool to inform and improve internal control and offers the “Section 151 Officer” of the Authority (the Chief Finance Officer) the necessary assurance as required by law.
- 1.4 The appropriate use of those resources available to the Park Authority is essential to ensure that the quality of the services provided is of a high standard. The aims of the Internal Audit service are to provide assurance to the Chief Finance Officer, and consequently to the whole Authority, that those resources which are available are managed and used appropriately, with transparency.
- 1.5 This annual report contains
- A description of the context for the preparation of the annual report
 - A summary of the work undertaken by Internal Audit during 2022/23
 - The Internal Audit Plan for 2023/24.

2. 2022/23 INTERNAL AUDIT WORK

- 2.1 This part of the report summarises the opinion of the Internal Audit service on internal controls within Eryri National Park Authority, based on the work completed by the service on the 2022/23 audit plan.
- 2.2 In giving my opinion, it should be noted that assurance can never be absolute. The most that Internal Audit can provide is reasonable advice that there are no major weaknesses in the whole system of internal control.
- 2.3 **On the basis of Internal Audit work completed during 2022/23, in my opinion Eryri National Park Authority has a sound framework of control to manage risks. This assists in providing assurance in the arrangements for ensuring effective and efficient achievement of the Authority’s objectives, as the steps taken by the Authority during the accounting period to establish and strengthen internal controls and to ensure that actions are implemented to remedy weaknesses identified by the Internal Audit service have, overall, been good.**
- 2.4 There were three assignments in the original 2022/23 Internal Audit plan:
- Bank reconciliations
 - Travelling claims
 - Mandatory training
- 2.5 The above was approved as the Internal Audit plan for 2022/23 by the Performance and Resources Committee at its meeting on 13 July 2022. However, during the year, a member of the Internal Audit Service was appointed as Head of Finance to the Authority on a temporary secondment, and therefore it was agreed not to undertake the Bank Reconciliations audit to ensure independence. It was agreed to carry out an audit on ‘Cronfa Gymunedol y Carneddau’ instead.
- 2.6 The general assurance levels of audits fall into one of four categories as shown in the table below.

LEVEL OF ASSURANCE	HIGH	Certainty of propriety can be stated as internal controls can be relied upon to achieve objectives.
	SATISFACTORY	Controls are in place to achieve their objectives but there are aspects of the arrangements that need tightening to further mitigate the risks.
	LIMITED	Although controls are in place, compliance with the controls needs to be improved and / or introduces new controls to reduce the risks to which the service is exposed.
	NO ASSURANCE	Controls in place are considered to be inadequate, with objectives failing to be achieved.

- 2.7 The full internal audit reports for 2022/23 are included in Appendices 1 to 3.

2.8 'Cronfa Gymunedol y Carneddau' (Appendix 1)

2.8.1 The purpose of the audit was to ensure that appropriate arrangements are in place for administering the fund. To achieve this, the audit encompassed reviewing the arrangements for evaluating applications and allocating grants, monitoring progress, and reclaiming the costs from the Heritage Lottery Fund.

2.8.2 **This report was given a "High" assurance level, to reflect the auditor's opinion that internal controls can be relied upon to achieve objectives.**

2.9 Travelling Claims (Appendix 2)

2.9.1 The purpose of the audit was to ensure that the Authority's employees claim travel expenses in a consistent and appropriate manner. To achieve this, the audit encompassed reviewing a sample of claims for the reimbursement of travel expenses, ensuring that they were in accordance with the Authority's policies.

2.9.2 **This report was given a "High" assurance level, to reflect the auditor's opinion that internal controls can be relied upon to achieve objectives.**

2.10 Mandatory training (Appendix 3)

2.10.1 The purpose of the audit was to ensure that employees are aware of their duties by completing a series of mandatory training. To achieve this, the audit encompassed reviewing the percentage of employees and Members who have completed the mandatory training, together with the Authority's arrangements for encouraging them to complete it.

2.10.2 **This report was given a "Satisfactory" assurance level, to reflect the auditor's opinion that there are controls in place to achieve objectives but there are aspects where the arrangements can be tightened to further mitigate the risks.**

2.11 Follow-up

2.11.1 The purpose of the follow-up work was to ensure that the Authority has implemented the agreed actions to mitigate the risks identified from the 2021/22 internal audit work. Overall, the actions were being implemented, but additional time was required to fully comply in some cases.

3. INTERNAL AUDIT PLAN 2023/24

3.1 An Internal Audit plan for 2023/24 has been developed based on the Internal Audit Charter that was adopted by the Performance and Resources Committee in July 2013 on behalf of the Authority.

3.2 I have given the following documents and reports particular attention when drawing up the draft plan, in accordance with the Internal Audit Charter:

- Business and Improvement Plan
- Authority Risk Profile
- Authority Budget and Levy on Constituent Authorities

3.3 On the basis of further analysis of risks, discussions with officers of the Authority, and consideration of the most recent audits in some areas, the following is proposed as the internal audit plan for 2022/23:

Audit	Plan (Days)	Reason
Planning service communication arrangements	9	Risks associated with not responding to applications and enquiries promptly.
Carneddau Landscape Partnership	9	To expand on the 'Cronfa Gymunedol y Carneddau' audit which was carried out in 2022/23. Risks associated with the project are included on the Authority's risk profile.
Support for Members	8	To ensure that the Members have sufficient support from the Authority to fulfil their responsibilities.
Follow-up	2	Follow-up work on audits conducted in 2022/23.
<i>Other:</i>		
Management and Committees	2	Time allocated for Internal Audit officers to attend Authority committees and manage work.
Total	30	

3.4 This plan is subject to amendment and finalisation on the basis of meetings between the Head of Internal Audit and the Chief Executive, the Chief Finance Officer, the Corporate Director and/or the Head of Finance.

4. RESOURCE IMPLICATIONS

4.1 There are no additional resource implications in implementing the recommendations of this report.

5. RECOMMENDATIONS

- 5.1 The Committee is asked to accept this 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 2022/23.
- 5.2 The committee is also requested to consider the Operational Audit Plan for the 2023/24 accounting period, and either provide specific relevant recommendations and/or accept the plan.

CRONFA GYMUNEDOL Y CARNEDDAU

1. Background

- 1.1 The Carneddau Landscape Partnership is a collection of organisations delivering a five year plan to help conserve the heritage of the Carneddau. The partnership is supported by a grant of £1.7 million from the National Lottery Heritage Fund to help the delivery of the plan.
- 1.2 A budget of £100k over five years has been earmarked for allocating grants between £200 and £5k for small to medium-sized community projects that align with the Partnership's objectives. Its aim is to enable the communities of the Carneddau to discover, protect and celebrate its natural and cultural heritage.

2. Purpose and Scope of Audit

- 2.1 The purpose of the audit was to ensure that appropriate arrangements are in place for administering the fund. To achieve this, the audit encompassed reviewing the arrangements for evaluating applications and allocating grants, monitoring progress, and reclaiming the costs from the Heritage Lottery Fund.

3. Audit Level of Assurance

- 3.1 The controls for risk mitigation were examined. The auditor's assessment concludes that the level of assurance of the audit is as follows:

Assurance Level	Description
HIGH	Certainty of propriety can be stated as internal controls can be relied upon to achieve objectives.

4. Current Score Risk

- 4.1 The audit's risks are as follows:

Risk Level	Number
VERY HIGH	0
HIGH	0
MEDIUM	0
LOW	1

5. Main Findings

- 5.1 'Cronfa Gymunedol y Carneddau' is a relatively small part of the Carneddau Landscape Partnership's activities, with a budget of £100k over the five years. A recipient can receive up to 3 grants with a value between £200 and £5,000 during the five years of the scheme, with a maximum of £10,000 for each project. To this end, it is important that the controls are proportionate to ensure that the grant money allocated is in line with the objectives of the Partnership, but also not excessive as it can lead to community groups not applying for the grant.
- 5.2 Although the total cumulative value of the grants that has been allocated so far, approximately £25k, is not highly significant, sufficient publicity and interest was seen and a number of applications have been made for a grant. Grant applications over £1,000 are scrutinized by the fund's panel and grant applications of up to £1,000 are decided by the Authority's staff. Efforts are made to advise and develop applications and resolve any problems before they are presented to the panel, but many are still rejected. From the sample of approved projects selected, it was seen that they were appropriate and aligned with the Partnership's objectives

- 5.3 At the time of the audit, three payments of £5,000 had been made, which is the individual maximum that can be allocated. However, the grant guidelines state that all payments are made in 2 instalments, 75% at the start of the project and 25% after receiving the end of project monitoring report.
- 5.4 Progress on the activities of the Carneddau Landscape Partnership are reported to the National Lottery Heritage Fund in a timely manner, together with payment requests for the reimbursement of costs, which include the community grants.

6. **Actions**

The Authority has committed to implementing the following steps to mitigate the risks highlighted.

- **Grants to be paid in 2 instalments, 75% at the start of the project and 25% after receiving the end of project monitoring report.**

TRAVELLING CLAIMS

1. Background

- 1.1 Staff members may travel to various locations in the capacity of their job duties. These staff members will receive reimbursement for these trips following the submission of form F23 'Travel and Subsistence Claim Form'.

2. Purpose and Scope of Audit

- 2.1 The purpose of the audit was to ensure that the Authority's employees claim travel expenses in a consistent and appropriate manner. To achieve this, the audit encompassed reviewing a sample of claims for the reimbursement of travel expenses, ensuring that they were in accordance with the Authority's policies.

3. Audit Level of Assurance

- 3.1 The controls for risk mitigation were examined. The auditor's assessment concludes that the level of assurance of the audit is as follows:

Assurance Level	Description
HIGH	Certainty of propriety can be stated as internal controls can be relied upon to achieve objectives.

4. Main Findings

- 4.1 According to the 'Guidelines on The Completion of Travelling And Subsistence Claims 2017/18', "there are four main scenarios for calculating claimable mileage:
- i) Journeys that start and end at centre - all authorised business miles travelled can be claimed - the mileage to correspond with the noted vehicle's mileometer readings.
 - ii) Journeys that start at home and end at centre - the mileage that can be claimed will be the distance between home and the first site visited or the distance between the centre and the first site visited, whichever is the shortest, as well as the miles travelled between the first site visited and the office (Centre).
 - iii) Journeys that start at home and end at home - the mileage that can be claimed will be the distance between home and the first site visited or the distance between the centre and the first site visited, whichever is the shortest. Any business miles travelled thereafter will also be claimable. The miles claimable for the last journey home will be that of the distance between the last site visited and home, or the last site visited and the Centre, whichever is the shortest.
 - iv) Journeys that start at centre and end at home - mileage from the Centre to all authorised sites visited can be claimed, together with the shortest distance between the last site visited and either Centre or home.
- 4.2 Claiming for journeys that start and end at the official work location is simple to calculate. However, since the lockdown period, there has been an increase in the number of staff working from home, so it follows that more journeys will start and/or end at the employee's home. In these cases, a little more work is required to calculate the eligible miles, and the risk of inconsistencies increases.
- 4.3 A recent sample of 23 claims for travel expenses was reviewed. It was seen that the Authority's employees claimed in accordance with the guidelines, with only one non-material example where an ineligible part of a journey was claimed. The rate reimbursed is also dependent on whether a fuel VAT receipt was submitted with the claim.

- 4.4 Working from home also creates an obstacle in terms of signing forms to confirm that the line manager has reviewed and authorised the claim for reimbursement. Electronic signatures and e-mails were seen as sufficient proof of authorisation from managers. A sufficient description of the trip that was carried out was given to assist the manager and Finance Department in carrying out their reviews.
- 4.5 The travel claim form asks staff to confirm that "throughout the period of the journey, an insurance policy, including business use, and road fund license have both been operative." The Authority stated that staff complete an 'Authority to Drive' form when commencing employment with the Authority, which is included in the induction pack, and then annually when doing their annual appraisal with their line manager.

MANDATORY TRAINING

1. Background

1.1 Several online training modules have been designated as mandatory for staff and Members of the Authority. At the time of the audit, staff and Members are expected to complete the training listed below through ELMS, and to renew them annually:

- Cyber Crime,
- Cyber Security; and
- GDPR (General Data Protection Regulation).

2. Purpose and Scope of Audit

2.1 The purpose of the audit was to ensure that employees are aware of their duties by completing a series of mandatory training. To achieve this, the audit encompassed reviewing the percentage of employees and Members who have completed the mandatory training, together with the Authority's arrangements for encouraging them to complete it.

3. Audit Level of Assurance

3.1 The controls for risk mitigation were examined. The auditor's assessment concludes that the level of assurance of the audit is as follows:

Assurance Level	Description
SATISFACTORY	There are controls in place to achieve objectives but there are aspects of the arrangements that need tightening to further mitigate the risks.

4. Current Score Risk

4.1 The audit's risks are as follows:

<u>Risk Level</u>	<u>Number</u>
VERY HIGH	0
HIGH	0
MEDIUM	1
LOW	0

5. Main Findings

5.1 Reports were received, dated 08/12/22, of when current staff and Members had completed or renewed the mandatory training. Approximately 2/3 had completed or renewed the Cyber Crime and Cyber Security training in the year between 08/12/21 and 08/12/22, but that only approximately 1/3 had completed or renewed GDPR training in the same period, with some having not completed them at all. However, there are other controls in place to protect the Authority from cyber-attacks so the training is only one element of the control environment.

5.2 When it is time for staff and Members to renew these courses, they receive an email from ELMS to inform them. If the renewal date passes without action, the department head receives an email to say that the individual has not completed the courses. It is the responsibility of the managers to ensure that their staff complete the courses.

- 5.3 In the past, staff needed to complete the courses or the individual's network rights would be removed within a month. During the COVID pandemic, the Authority was more flexible to help with the adjustment of working from home. Since then, the Authority recognises and is already aware that compliance with the requirement to complete the training has slipped. It was intended to encourage staff to complete or renew them, but as new courses will be introduced soon, the campaign will take place at that time.
- 5.4 In addition to the mandatory modules, the Authority has e-module courses on Health and Safety and Equality, as well as specific in-person courses for some staff in these areas. Plans are underway for additional courses, including Domestic Abuse, Disability and Discrimination, Dignity at Work, Equality and Diversity – Equality in the Workplace and Mental Health Awareness. In addition, a Welsh language awareness/learning/improvement course is being developed and will be made compulsory, but this is not yet in place.

6. **Actions**

The Authority has committed to implementing the following steps to mitigate the risks highlighted.

- **Encourage staff to complete mandatory training, along with monitoring progress.**

MEETING:	Performance and Resources Committee
DATE:	29 th November, 2023
TITLE:	INCOME DIVERSIFICATION
AUTHOR:	Chief Executive
PURPOSE:	To note the report and progress update

1. BACKGROUND:

- 1.1 Audit Wales conducted a study of Income Diversification across the three Welsh National Park Authorities. This followed a similar review of Income generation across the Welsh Local Authorities. Audit Wales presented their findings in Eryri to members in the Performance and Resource Committee on the 12th of July 2023. Audit Wales followed the individual reports with a joint three National Park report which was published in September 2023 (Appendix 1).

2. THE REPORTS:

This report provides an update of progress following the two reports.

2.1 The Individual National Park Report:

The individual report, had two specific recommendations:

A strategic approach to income diversification

R1 Undertaking income diversification requires National Park Authorities to have enough capacity, the right skills and robust but agile systems to be in place. We recommend that the Authority:

- use our self-evaluation tools to identify its existing strengths and weaknesses, and develop a strategy for income diversification; and
- as part of its strategy for income diversification set SMART performance measures and appropriate governance systems to ensure adequate monitoring and scrutiny of delivery of the agreed action plan resulting from its self-evaluation.

Plas Tan y Bwlch

R2 In **Part 2** of this report, we highlight ongoing financial challenges at Plas Tan y Bwlch. We recommend that, within the next 12 months, the Authority review its operating model at Plas Tan y Bwlch to undertake a cost benefit appraisal of the facility to determine its future strategy for the site.

- 2.1.1 The report itself highlights the six building blocks for diversifying income generation along with the self-evaluation tool. Officers have considered these but are unable to progress the work further due to the recommendations made in the joint report which challenged Welsh Government to understand and consider the specific matters facing National Park Authorities in terms of income diversification and for Welsh Government to provide guidance on such matters.
- 2.1.2 Audit Wales report also identified the need for a single corporate strategy on income diversification, the Authority does not produce such a single document but rather provides more detail in areas of delivery which provide commercial opportunities e.g., business plans and income targets for areas such as Plas Tan y Bwlch, Yr Ysgwrn, Car Parks and Information Centres. Performance of activity with commercial opportunities are monitored at an officer level, specific officer/member boards and periodic reporting to either the Authority or the Performance and Resource Committee.
- 2.1.3 Plas Tan Y Bwlch board is considering the operational rationale for Plas Tan y Bwlch, scoping of potential business models and how such supports the delivery of National Park purposes. Initial considerations will need to be referred to members in the new year, before progressing further. Recommendation R2 is commencing as to agreed timeline.

2.2 Joint three National Park Report:

- 2.2.1 The joint report reconfirms what is highlighted in the individual reports. The report argues the need for diversifying income due to forecasts in terms of lack of public funding. It considers fundamental issues such as need for a clear vision, appetite for risk, ethical considerations, adequate skills, correct cultures, assets which are managed and scrutiny and accountability. The report also highlights case studies which in my opinion do not reflect the position of any of the three Welsh Parks, the report fails to acknowledge the involvement of the three Welsh Park Authorities in commercial and charitable funding streams such as National Park Partnership and National Park Foundation.
- 2.2.2 The joint report has no further recommendation to individual Parks but has a specific challenge to Welsh Government in paragraph 41 of the report:

Drawing on this set of reviews, it is also clear that there are common and important issues that need to be addressed if National Park Authorities are to successfully deliver new income. With this in mind, we believe that the Welsh Government should use this report to understand the current challenges and barriers facing National Park Authorities seeking to diversify their income streams. Based on these findings, the Welsh Government should consider and clearly define:

- its vision and ambition for income generation by National Park Authorities in Wales at a national level;
- the level of risk it is comfortable with National Park Authorities in Wales taking on, and other parameters for pursuing new income streams;

- the support it will provide to National Park Authorities with respect to the skills required to pursue, and provide scrutiny of, income diversification; and
- how it will facilitate collaboration between National Park Authorities in Wales to be able to pursue joint income generation initiatives.

2.2.3 Welsh Government are in receipt of the report, and we await their response. I do not advice progressing further on recommendation R1 until we have had the dialogue and understanding on the above matters with Welsh Government.

3. RECOMMENDATIONS:

3.1 To note content of report.

3.2 To note progress on recommendation R1 & R2.

3.3. To pause further work on R1 until Welsh Government have considered and addressed the issues identified for them in the joint report.

JO/P&R Incwm~Income

Income Diversification for National Park Authorities in Wales

September 2023

This document has been prepared as part of work performed in accordance with statutory functions.

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We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay.

Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

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

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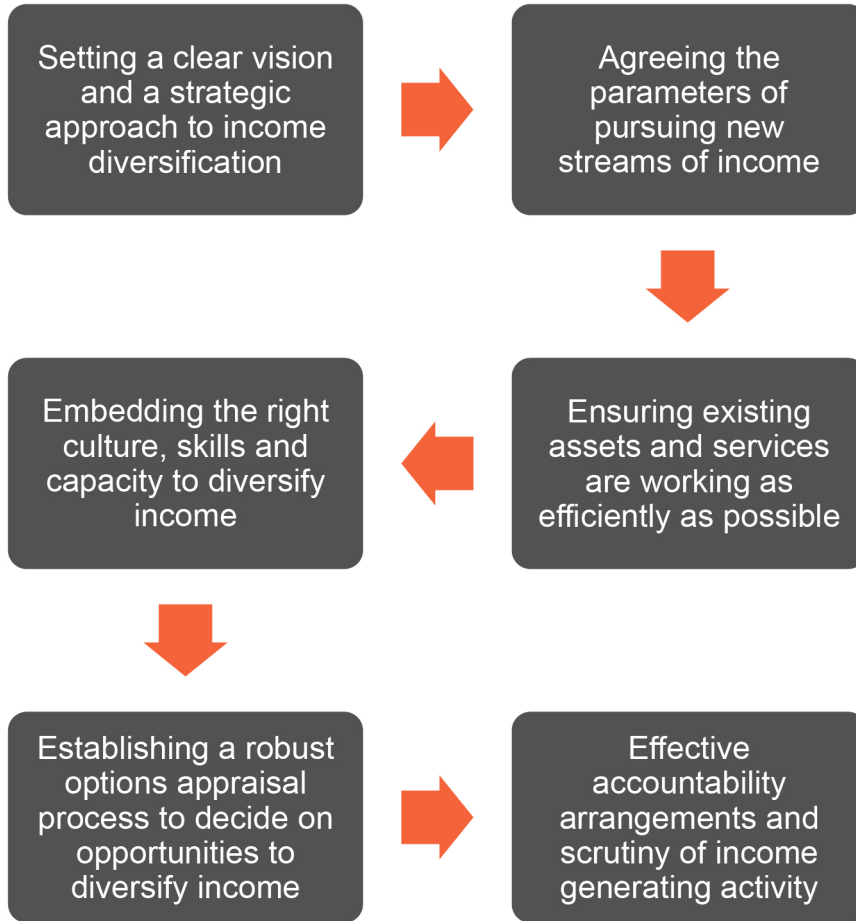
Income diversification for National Park Authorities in Wales

Drawing on its recent work on income diversification, Audit Wales looks at the challenges facing National Park Authorities in pursuing new income streams which support the delivery of their statutory duties and purpose

- 1 National Park Authorities in Wales receive income through a number of different means. The Welsh Government sets the Authority's approved level of net revenue expenditure for the year and pays 75% of this in a National Park Grant. The remaining 25% is raised by issuing a levy on the constituent local authorities. Further income can be derived from bids for additional grant funding, the sale of assets, trading activity, fees, and interest from financial instruments.
- 2 Austerity has led to a real-terms reduction in the level of Welsh Government National Park Grant in recent years and, subsequently, the relative amount they can raise through the levy. National Park Authorities in Wales do not have the same powers or commercial freedom as unitary authorities under the Local Government and Elections (Wales) Act 2021, however, there is potential for all three National Park Authorities to do more than they currently do.

- 3 Given the financial constraints facing the National Park Authorities' traditional grant revenue in the coming years, continuing with traditional ways of working, without recognising the need to further diversify income streams, is risky and will make meeting the Welsh Government's remit letter priorities challenging.
- 4 In 2022-23, the Auditor General published three reports on how each of Wales' National Park Authorities are diversifying their income streams to support the delivery of their statutory responsibilities. These reviews investigated how each National Park Authority is responding to the challenge of real-terms diminishing Welsh Government funding. These reviews identified the progress that each National Park Authority has made in increasing its non-Government funding streams and how well placed it is to pursue new funding streams in the future.
- 5 Our reviews identified six key building blocks, each of which is essential for National Park Authorities when they are diversifying their income streams **(Exhibit 1)**.

Exhibit 1: the building blocks of income diversification



6 The funding challenges facing National Park Authorities in Wales are likely to necessitate the diversification of income over the coming years. This is not easy nor is it without risk. But not meeting this challenge poses a potentially greater risk. The continued reliance on diminishing sources of public funding is unsustainable and risks undermining the Authorities’ efforts to safeguard and conserve some of our nation’s most treasured natural assets.

- 7 The remainder of this paper summarises our assessment of each National Park Authority's effectiveness against these key building blocks. For the more detailed findings please access each of the individual reports which can be found on our [website](#). We also conclude the report with a suggested way forward and some actions for the Welsh Government to consider to better support income diversification by National Park Authorities.

Key findings



Clarity of vision and strategic approach

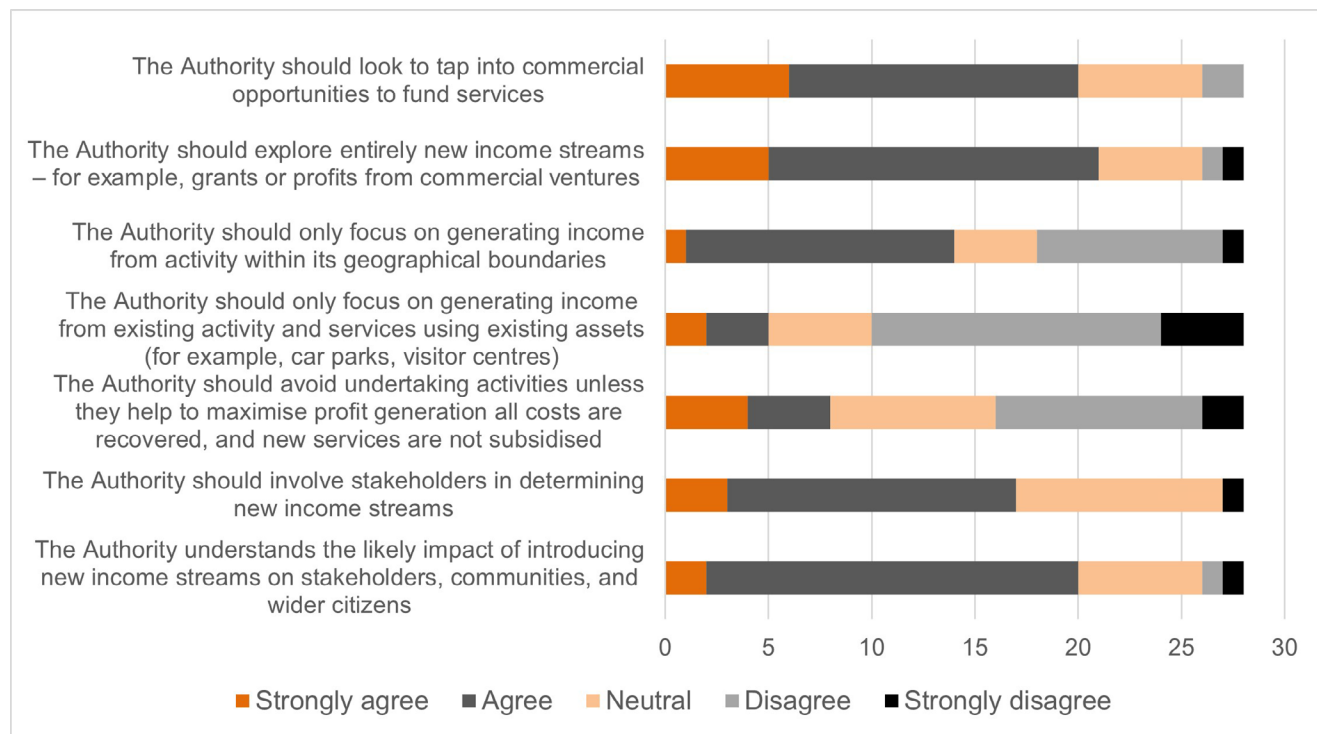
- 8 For a National Park Authority to optimise its income streams, it is essential to plan and set out its vision for income generation. Those involved in decision making must be clear on what constitutes a successful outcome from any new ventures and the amount of risk that the Authority is willing to take in order to secure this outcome. And it is essential that the Authority understands and sets out how all their income streams will support the delivery of its statutory purposes and duty.
- 9 We found that none of the National Park Authorities in Wales has set out an overarching strategy for income generation and only one has specifically prioritised work on pursuing and delivering new and more commercial income streams. Bannau Brycheiniog has set out a strategic vision for income diversification, however, this is very high level and has not yet been translated into action. We conclude that all three National Park Authorities in Wales have further work to do to make income diversification a priority in line with the Welsh Government's expectations. In particular, they have yet to establish their risk appetite for income diversification and agree how this fits with their statutory purposes and duty.
- 10 As part of our local reviews, we carried out a survey of members at all three National Park Authorities in Wales. When we asked, 'Does your Authority have a corporate policy or strategy on income diversification?' responses were mixed. Despite none of the National Park Authorities having a corporate policy or strategy on income diversification, 16 of the 28 responding to our survey stated that their authority did. This indicates a lack of understanding of the National Park Authorities' strategic approach by members. In addition, 19 of the 28 survey respondents told us they did not know if their Authority has an agreed level of risk with respect to income diversification. Notwithstanding, the majority of members have confidence in their senior leaders to be able to deliver on this agenda.



Agreement of parameters for pursuing new streams of income

- 11 For all three National Park Authorities, it is clear that ethical considerations are of the utmost importance when making decisions on new income streams. We found that all three are clear that any new income streams must support delivery of their National Park Management Plans and not compromise their ability to fulfil their statutory purposes and duty.
- 12 All three National Park Authorities have also considered other ethical boundaries in determining future income generation choices such as not being politically aligned, not competing with local businesses and selling predominantly local, ethically sourced produce at their visitor centres. However, none of the National Park Authorities has formally agreed and set out their parameters for pursuing new income streams.
- 13 From our fieldwork, however, it was not always clear that National Park Authorities fully appreciate that optimising commercial income will also mean having to change some aspects of organisational culture, the way the organisation currently operates and how it provides services. For example, trying new things to earn commercial income brings with it varying degrees of risk and there is always the prospect that entering into entirely new commercial ventures will not always be successful. National Park Authorities therefore need to be prepared for that and be clear what their risk appetite is in relation to this work. This was echoed in our survey work, and it is clear that there is some variation in members' views on how and where their authority should focus efforts on diversifying income – **Exhibit 2**.

Exhibit 2: National Park Authority members’ views on what income diversification should look like in their Authority



Source: Audit Wales survey of members in Welsh National Park Authorities, March 2023



Existing assets and services

- 14 A National Park Authority’s asset base can determine the type of opportunities available to it in terms of income generation. We found that National Park Authorities have a mixed approach to generating income from existing assets and services. All three National Park Authorities in Wales currently generate income from their assets. This has been more effective with some assets than others; for example, car parks have historically been a reliable source of income.
- 15 We also found that there are some assets that have good potential for generating income, for example, use of land for commercial filming. However, this potential is not currently being fulfilled due to a lack of strategic vision and the officer capacity and skills to maximise income generation.

- 16 Some key assets, such as information centres, often do not generate sufficient income to cover their costs and consequently need to be subsidised. However, given they provide customer-facing services and support the National Park Authorities to deliver their statutory purposes and duty, it is clear they are important services that need to be provided. National Park Authorities also own some heritage assets, for example, Plas Tan Y Bwlch, which require significant subsidy to operate.
- 17 Outside Wales, some National Park Authorities which have a strong record of income generation achieve this in part by a rigorous analysis of their asset portfolio and an uncompromising policy on the disposal of assets which are not fit for purpose without significant investment, are no longer viable in terms of their current operating environment or are not delivering adequate strategic or community benefits.
- 18 Looking forward therefore, National Park Authorities in Wales should carry out a cost-benefit analysis of their assets and identify where they can maximise and grow income; where it is appropriate to subsidise services or assets; and where they should consider alternative uses or disposal.

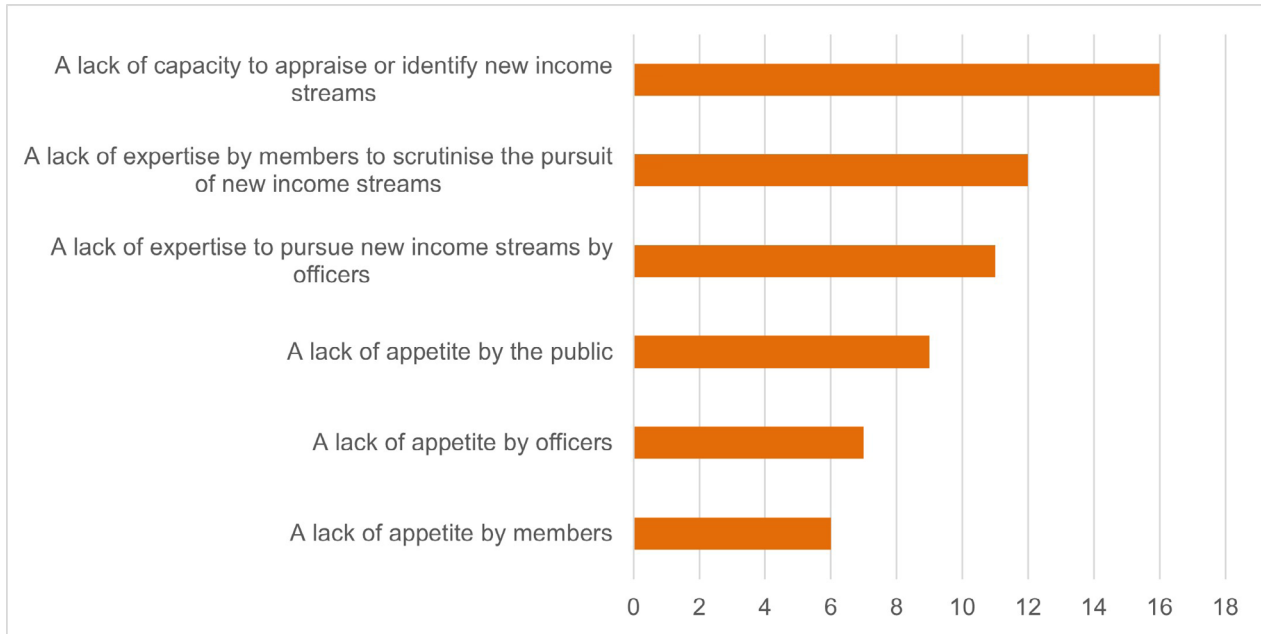


Culture, skills and capacity

- 19 The experience, knowledge and skillset required to successfully pursue new income generation activities are not those that are traditionally associated with the work of National Park Authorities, and it is important that the authorities equip themselves with the right people with the skills to do this well. It is important that both officers and members 'buy in' to their Authority's vision and strategy for income generation and understand the risks of not diversifying their income streams.
- 20 All three National Park Authorities in Wales employ officers whose role includes responsibility for generating income. In some cases, these are tightly defined and focussed on specific programmes of work or activity; for example wardens in Eryri. In others, it is a responsibility for a wider group of officers; for example, the Heads of Service in Pembrokeshire Coast.

- 21 We also found that, generally, where income generation has been prioritised, it has followed traditional lines of activity and has focussed on optimising charging for some defined services and trading. Much of officers' work still prioritises identifying and applying for grants for discrete projects. This approach risks being unsustainable in the current public funding climate.
- 22 Linked to the lack of strategy for income diversification, none of the National Park Authorities have ventured significantly into growing commercial activity in entirely new areas of work. This indicates that they have previously been risk averse with respect to income generation, but probably also reflects a lack of financial pressure in previous years.
- 23 We found that all three National Park Authorities lack capacity to pursue new income streams. Only Bannau Brycheiniog has specifically created a dedicated officer post to focus purely on commercialisation, in recognition of capacity being overstretched in core service areas and the importance of becoming more commercially minded in the changing public finance landscape.
- 24 Work to collaborate with other partners to generate income has been limited to date, although there have been some shared posts and some successful ventures with the not-for profit and private sectors. For instance, the work of the independent charitable Trust developed in Pembrokeshire by the National Park Authority. There is obviously potential from the three National Parks to develop and share expertise with each other to help improve capacity.
- 25 Our survey of National Park Authority members found that respondents consider a lack of capacity to be the most significant barrier to developing new income streams (**Exhibit 3**).

Exhibit 3: National Park Authority members' views on the barriers to developing new income streams¹



Source: Audit Wales survey of members in Welsh National Park Authorities, March 2023

¹ Members were asked to select up to three barriers. This question received responses from a total of 28 members (of the 50 in post at the time who were invited to respond).



Options appraisal process

- 26 An effective options appraisal process will help members and senior officers to identify the most appropriate set of actions needed to achieve desired outcomes. To be effective, the appraisal process needs to have the right information and data to consider and decide on the right option. It should clearly show how the commercial opportunity contributes to delivering corporate objectives.
- 27 All National Park Authorities in Wales have established internal working groups to oversee project development and management work. Their remit has, however, been more focussed on grants and operational delivery issues rather than developing and evaluating potential activity in new commercial areas.
- 28 Historically, these systems have mostly been used for approval and other governance of grant bids and have not been tested in terms of challenging and scrutinising options for pursuing entirely new commercial activities. Notwithstanding, these forums could widen their remit to take on such a role and they could potentially be used for options appraisals in the context of diversifying income.
- 29 While these systems and approaches have proved suitable in the past, they will need to be refreshed to ensure they are able to deliver more challenging and risky ventures of commercialisation going forward. There will also need to be some clear cost benefit analysis processes introduced and an upskilling in officer and member skills and abilities to be able to undertake appraisals.



Accountability and scrutiny of arrangements for overseeing our income diversification work

- 30 Effective scrutiny and oversight of income diversification are important because they contribute to good decision making and ensure that authorities are spending money wisely.

- 31 All three National Park Authorities in Wales have established performance reporting systems. While these have been appropriate for overseeing work in the past, we do not believe they are robust enough to mitigate the risks associated with diversifying income and pursuing more commercial activity.
- 32 While all authorities regularly report on their financial position and performance, these are heavily geared to income and expenditure on existing services. Even here, however, we found there are still shortcomings. For example, there is limited reporting on financial performance of individual assets to show their true performance and whether they generate a deficit or a surplus.
- 33 To undertake thorough commercial scrutiny in potentially very different non-traditional areas of work will require authorities to scrutinise and analyse entirely new data – for instance markets and demand; the potential cost-benefit of options; and comprehensive pricing and trading considerations. These are new skills for many members and officers.
- 34 We also observed some weaknesses in existing systems and approaches which will need to be addressed to support effective governance of income diversification going forward. These include:
 - agreeing an income or commercial strategy, with appropriate and relevant targets and measures of success for all of their income generating activities;
 - being able to report relevant, timely and sufficiently detailed information to enable proper scrutiny; and
 - establishing key commercial indicators to be able to evaluate and scrutinise options in the future.
- 35 National Park Authority members who responded to our survey have mixed views on how clear and appropriate their Authority’s processes are for scrutinising income diversification proposals. This aligns with discussions we have had with members which indicate that Authorities in Wales have fundamentally good systems which have worked well in previous years, but that are not sufficiently robust for income diversification and hence will require further development and refinement. Similarly, Authority members have mixed views on their skills and knowledge around income diversification, indicating further training may be necessary.

Good practice in income diversification

South Downs National Park Authority

- 36 In recent years, South Downs National Park Authority has developed a multi-stranded strategy for diversifying its income with the aim of making its work more sustainable. For example, the ownership of Seven Sisters Country Park was transferred to South Downs National Park Authority from East Sussex County Council in July 2021. In order to maximise the commercial opportunity offered by this investment, South Downs National Park Authority has incorporated a Trading Company, South Downs Commercial Operations Ltd. The first phase of work on Seven Sisters Country Park consists of an investment of just under £2 million (by the South Downs National Park Authority and the independent charitable trust, South Downs National Park Trust) and focuses on ensuring the facilities are in place to effectively meet visitor numbers and to care for the landscape.
- 37 South Downs National Park Authority has a target to increase the proportion of the National Park managed for nature from 25% to 33% with the aim of renaturing 13,000 hectares of land by 2030. Together with the Authority, South Downs National Park Trust launched a ReNature Campaign in July 2021. They plan to restore 1,000 hectares per annum through projects which support landowners to secure private funding, changing current land management practices in favour of nature.
- 38 In 2023-24, South Downs National Park Authority has set an ambitious target to raise £2.5 million self-generated income per annum. The aim is to support delivery of its Partnership Management Plan (PMP), through bids to statutory sources and support for the South Downs National Park Trust in continuing to build a sustainable income stream of donations and legacies.

Lake District National Park Authority

39 In its 2021-22 Statement of Accounts, Lake District National Park Authority received £5.79 million in government grants and contributions but also generated £10.27 million in income from other sources. While the Lake District National Park Authority has a significant asset portfolio – valued at £35 million – it is also prioritising work on optimising income, operating to a set of principles which help to maximise the returns on their assets. These principles closely adhere to the building blocks of income diversification in **Exhibit 4** and are relevant to all National Park Authorities and include:

- a commercial strategy, the delivery of which is scrutinised by a Commercial Strategy Board and a working group of members and officers to oversee commercial activity;
- a rigorous analysis of its asset portfolio and an uncompromising policy on the disposal of assets which are not bringing adequate benefit to the Authority;
- a culture which recognises the importance of income generation for national park authorities;
- strong leadership buy-in which is helping to inspire a ‘can do’ mindset throughout the organisation; and
- a positive culture and environment which encourages innovation and risk taking but ensures staff feel ‘safe to fail’.

Looking to the future – how the Welsh Government could support National Park Authorities

- 40 In the individual reports for each National Park Authority in Wales, we recommend that each Authority should use our self-assessment checklists to identify their strengths and weaknesses and use this information to inform their future strategy and vision on income diversification.
- 41 Drawing on this set of reviews, it is also clear that there are common and important issues that need to be addressed if National Park Authorities are to successfully deliver new income. With this in mind, we believe that the Welsh Government should use this report to understand the current challenges and barriers facing National Park Authorities seeking to diversify their income streams. Based on these findings, the Welsh Government should consider and clearly define:
- its vision and ambition for income generation by National Park Authorities in Wales at a national level;
 - the level of risk it is comfortable with National Park Authorities in Wales taking on, and other parameters for pursuing new income streams;
 - the support it will provide to National Park Authorities with respect to the skills required to pursue, and provide scrutiny of, income diversification; and
 - how it will facilitate collaboration between National Park Authorities in Wales to be able to pursue joint income generation initiatives.



Appendices

1 Methodology

1 Methodology

We undertook three individual reviews in Bannau Brycheiniog, Eryri and Pembrokeshire Coast National Park Authorities during the winter of 2022-23. Our methods included:

- consolidating our cumulative audit knowledge and experience.
- a survey of members in all three Welsh National Park Authorities. We invited all the members in post at the time of the survey to respond. As there were four Welsh Government member vacancies at this time, we sent this survey to a total of 50 members. We received responses from 28 members across all three National Park Authorities.
- reviewing data and key documents.
- interviewing officers and elected members in each National Park Authority.
- interviewing key officers in partner organisations including officers from other National Park Authorities in the United Kingdom.
- keeping in regular contact with the land, nature and forestry division in the Welsh Government.



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We welcome correspondence and telephone calls in Welsh and English.

Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.

MEETING	Performance and Resources Committee
DATE	29 th November, 2023
TITLE	CORPORATE WORK PROGRAMME 2023-24
REPORT BY	Director of Corporate Services
PURPOSE	Progress Report on the First and Second Quarters (April – September), 2023 and Quarter 3 if relevant

1. BACKGROUND

- 1.1 Enclosed is a report on the Corporate Work Programme containing details of the progress made in Quarters One and Two (April – September) 2023 and Quarter 3 if relevant, in undertaking the agreed projects and initiatives for achieving the Authority’s agreed Wellbeing Objectives
- 1.2 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 2023-24: First and Second Quarter Updates and Quarter 3 if relevant.



WELLBEING OBJECTIVES 2023-24: CORPORATE WORK PROGRAMME
 The Authority's Well-Being Objectives, Corresponding Projects/Initiatives and Outcomes of Success
Quarters 1 & 2 Updates : April – September, 2023
 (and Quarter 3 if relevant)

The Wellbeing Objectives have been cross-referenced to targets set for SNPA in the current Welsh Government Remit Letter indicated in table with:
 (Appendix 1 : Targets of Remit Letter)

RESILIENT ENVIRONMENTS






This outcome will be achieved by:	AC 1	IMPROVING RECREATION MANAGEMENT AND ANY NEGATIVE EFFECTS OF RECREATION
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Out-come No.	Qtrly. Progress Status	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
AC 1.1	 Qtrs. 1-3 Update	<p>Monitor visitor numbers through people counters to establish the impact of users across the National Park. Report produced based on data for 2022</p> <p>Report produced and available on website: https://authority.snowdonia.gov.wales/information/visitor-monitoring-figures/ Access and Wellbeing Manager to present report to Members' Working Group in November 2023.</p> <p style="text-align: right;">COMPLETED</p>	Continuous Next report due June/July 2023	Ho Partnerships Access & Well-being Mgr.


Progressed and within timetable.


Delayed and/or to be progressed in next quarter for completion by March 2023










Not progressed and/or will not be completed by March 2023


Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
<p>AC 1.2</p>  <p>1.2.1</p>	 <p>Qtrs. 1 - 3 Update</p>	<p>2023 Season Messaging Campaign Eryri Ni 2023 with a focus on sustainable tourism implemented and results/reach reported on:</p> <p>SNPA have delivered an online campaign to address visitor management challenges and encouraged people to visit sustainably:</p> <p>a. Implemented the Eryri Ni 23 Campaign – Gold Ambassadors will be eligible for social media graphics in partnership with the NPA. Gold Ambassadors will be able to sign up by an agreed date and will receive custom suite of tiles featuring their company’s logo to promote the strategy’s key messages. They will also receive a physical promotional pack for their business.</p> <p>Social media campaign well received online on the Authority’s central social media channels, and messages were amplified using 40 Eryri Ambassadors as ‘Digital Ambassadors’ to share our messaging further. A paid article on ‘7 ways to visit Eryri sustainably’ was also published by North Wales Live.</p> <p style="text-align: right;">COMPLETED for main tourist season 2023</p>	<p>Dec. 2023</p>	<p>Hof Communication Hof Partnerships Sustainable Tourism Officer</p>
	<p>Qtrs. 1-3 Update</p>	<p>b. Develop solutions to motorhome issues including engagement and communication measures</p> <p>A dedicated page on the Eryri website has been produced to encourage responsible visits from motorhome owners: https://snowdonia.gov.wales/visit/plan-your-visit/campervans-and-motorhomes/</p> <p>An extended and improved version of the Eryri Campervan leaflet has been produced in 2023 which has now widened the list of official camp sites on the leaflet, and dispensers have been installed in more areas where the Warden Service can easily refer visitors.</p> <p style="text-align: right;">COMPLETED for main tourist season 2023</p>		


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023










 Not progressed and/or will not be completed by March 2023


Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
1.2.2	   Qtrs. 1 - 3 Update	At least two itineraries have been developed on our website that are focussed on Special Qualities including Welsh culture and sustainable tourism: 7 guides completed in total including ‘5 walks in Eryri steeped in mythology’ and ‘How to visit Eryri without a car’ as examples.	Dec. 2023	Ho Communications
AC 1.3	 Qtrs. 1-3 Update	Improved provision for public engagement at Betws y Coed Information Centre, Ogwen and Hafod Eryri via an upgrade of visitor facilities and interpretation: <ul style="list-style-type: none"> ➤ Betws y Coed Information Centre Sandbox and VR exhibition open to public ➤ Improvements to Betws y Coed IC signage completed ➤ Work with NRW and the National Trust to implement Phase 2 of the Ogwen interpretation improvements Betws y coed exhibition has been completed and opened but some aspects of the work will be altered over the Winter. Ogwen interpretation on course to be completed by March 2024.	Completion by: April/May 23 October 23 March 2024	Hof Comms. Marketing Mgr. Hof Comms.
	Qtr. 4			
AC 1.4	  Qtrs. 1-3 Update	Identify and quantify access work to mitigate the effects of people pressure and review annually National Park's access work continues with maintenance, improvements and the development of promoted tours. Senior Warden – Access, has been appointed who will co-ordinate medium to large projects. The work of assembling, prioritizing, and programming restarts with a work prioritisation meeting in November.	Ongoing	Ho Wardens & Access (WaA)
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023













 Not progressed and/or will not be completed by March 2023


Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
AC 1.5 	 Qtrs. 1+2 Update	Produce an Engagement Strategy for footpath works in Snowdonia The work will be prioritised in the next quarter	Feb. 2024	Ho WaA
	Qtr. 3			
	Qtr. 4			
AC 1.6 	 Qtrs. 1+2 Update	Produce guidelines for undertaking access route works in Snowdonia The work will be prioritised in the next quarter	Feb. 2024	Ho WaA
	Qtr. 3			
	Qtr. 4			
AC 1.7	 Qtrs. 1-3 Update	Ensure that promoted routes are regularly surveyed, maintained and improved when necessary and reported annually to the Management Team Work continuous and will be prioritised in the work programmes of area wardens	Ongoing Annual report	Ho WaA
	Qtr. 4			
AC 1.8	 Qtrs. 1-3 Update	Area Wardens to work with communities and partners to identify and take advantage of opportunities to provide a range of promoted routes for varying abilities The work continuous and is prioritised in the work programmes of area wardens	Ongoing	Ho WaA
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023








 Not progressed and/or will not be completed by March 2023


Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
AC 1.9 	 Qtrs. 1-3 Update	Work across the Authority to integrate work programmes and progress implementation of Warden Area Plans Each warden has an area plan which is regularly inspected by the Senior Wardens. The Wardens are encouraged to collaborate with other departments on projects. An example of collaboration is the WG grant funded Sustainable Landscapes Sustainable Places nature project work with the Conservation, Wood and Agriculture Service.	Ongoing	Ho WaA
	Qtr. 4			
AC 1.10 	 Qtrs. 1-3 Update	Support the work of the Wyddfa Di-blastig project officer The first annual report is in preparation and will be presented to Members' Working Group in December 2023. A dedicated page on our website covers the main campaigns and events of the project: https://snowdonia.gov.wales/visit/snowdon/plastic-free-yr-wyddfa/	On going	Ho Partnerships
	Qtr. 4			
This outcome will be achieved by:		AC 2	RESPONDING TO THE CHALLENGES OF CLIMATE CHANGE	
Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
AC 2.1 	 Annual	Ensuring the implementation of the current LDP policies that contribute to mitigating climate change	Reported annually	Ho Development Management & Compliance (DM&C) Ho Planning Policy (PP)


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023






 Not progressed and/or will not be completed by March 2023


Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
AC 2.2 	 Qtrs. 1-3 Update	Energy efficiency and reducing carbon footprint of SNPA buildings to be integral part of new Asset Management Plan (AMP - to be adopted from April 2024) and aligned with Wales Prosperity for All – A Low Carbon Public Estate targets Work ongoing – several projects for energy efficiency improvements to Pen y Pass, Ysgwrn and Headquarters being completed through the SLSP project funding stream. To date energy efficiency measures in LED lighting, draught proofing and improved thermal performance of buildings has yielded a saving of 223,000 KWH of energy per annum, currently worth circa. £100,000 of energy saving to the Authority.	AMP adopted April 2024 Then Ongoing	Ho Property
	Qtr. 4			
AC 2.3 	 Qtrs. 1- 3 Update	Develop an Action Plan for SNPA to be carbon neutral by 2030 based on the recommendations of the Carbon Study report Carbon Task and Finish group considered the Aquetera report and recommended that the Asset management Strategy included the carbon account for each asset managed. Revised Standing Orders accommodates procurement that includes carbon footprint of goods if desired. Wider procurement in relation to goods and carbon is under discussion with both of our Local Authorities.	Dec.2023 Ongoing 2030	CEO Ho Property
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023






 Not progressed and/or will not be completed by March 2023


Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
AC 2.4 		Develop an Action Plan showing how the area of Eryri can migrate towards being carbon neutral	Dec. 2023	Dof Planning & Land Man. (DP&LM)
	Qtr. 1-3	<p>The Member Group on Carbon have discussed 3 main areas, following an assessment of the 2 reports produced by consultants (Aquaterra and Small World Consulting). The first will apply to the Authority's estate and internal processes and procurement, building on the work undertaken by Aquaterra. This will be led by the Head of Property where low carbon policies will be integrated into the Authority's internal processes and procedures.</p> <p>The second area (in part building on the work of Small World Consulting), will be to ensure that both the National Park's statutory plans contribute fully towards the Authority's zero carbon goals. It is important that these form part of the strategy for both of these plans. Both teams are fully informed of the significance of this issue and the need to integrate it at the outset of the process.</p> <p>The third area will be that of leadership in this field. Whilst many of the issues affecting the carbon agenda can't be directly controlled by the Authority, we can undertake a strong leadership and advocacy role. In this regard the Chief Executive will present a paper on the 'Race to Zero' if adopted it will provide a clearer rationale in developing an action plan.</p> <p>These 3 areas will now take priority for the Authority in addressing the zero carbon agenda, and Members will be kept fully informed of progress in this regard.</p> <p>Peatland strategy has been reviewed and a woodland strategy is being developed.</p>		
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023

 Not progressed and/or will not be completed by March 2023



Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
AC 2.5 	 Qtrs. 1 - 3 Update	<p>Support a strategic partnership with Welsh Government, Bannau Brycheiniog and Pembrokeshire Coast National Park Authorities on Nature Recovery and Carbon Sequestration in the Designated Landscapes of Wales and hosting the post of strategic lead</p> <p>Eryri hosts the Strategic Lead for Nature Recovery and Carbon Sequestration post. Work is progressing an outline findings/strategy is to be considered early in 2024. Seven objectives identified and work programme drafted to attain them. Two main outcomes emerging from the work programme are an Enabling Strategy aimed at WG and the Designated Landscapes management bodies and a test piece at the interface between the DL management bodies and the land managers who operate within them, currently called the 'Little Book of Options'. Funding mechanisms and skills recruitment and retention the subject of a questionnaire sent out to staff.</p> <p>Drafting a strategic framework as a basis for prioritised action plans for nature restoration, as part of the Biodiversity Deep Dive Task & Finish Group for the DLs. The strategic framework will form the first page of the Enabling Strategy which will go on to discuss information exchange, asset recognition, integrated thinking and decision-making, scenario planning, agreements, behaviour change, and governance. Content for the Little Book of Options is being drafted while seeking partners for delivery, likely to be aimed at beef and lamb producers in Eryri. Yr Ysgwrn to be the subject of some scoping work on data use and integrated thinking and decision-making.</p>	Ongoing	CEO Strategic Lead
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023


 Not progressed and/or will not be completed by March 2023









This outcome will be achieved by:	AC 3	IMPROVING MANAGEMENT AND UNDERSTANDING OF CULTURAL HERITAGE
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Out-Come No.	Qtrly. Progress Status	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
AC 3.1 	 Qtrs 1 -3 Update Qtr. 4	Development and adoption of the SNPA Cultural Heritage Strategy Internal work on the strategy is progressing through staff workshops. External research completed. The strategy is structured.	Spring 2024	Ho Cultural Heritage
AC 3.2 	 Qtrs. 1+2 Update Qtr. 3 Qtr. 4	Ensure that the Carneddau Landscape Partnership Scheme Work Programme for 2023/24 is completed on time to ensure that the Project remains on track for completion by 2025. Prepare update report to members The Carneddau Landscape Partnership Plan has made very good progress during the first two quarters and the project is running according to schedule.	Ongoing 2025 Spring 2024	Ho Cultural Heritage Carneddau LPS Manager
AC 3.3 	 Qtrs. 1-3 Update Qtr. 4	Submit a final report on the Dolgellau Townscape Heritage Scheme The project is on schedule for completion by end of the 2023 calendar year.	Dec. 2023	Ho Cultural Heritage Dolgellau TH Project Mgr.


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023








 Not progressed and/or will not be completed by March 2023

AC 3.4 	 Qtrs.1-3 Update	<p>Develop the Harlech and Arduwy Cultural Heritage project that will enable the Authority to apply for external funding in due course and submit an EOI to the Heritage Lottery Fund</p> <p>Engagement work with Ysgol Dyffryn Arduwy School has been completed. Community engagement work was carried out in September and October</p>	Dec. 2023	Ho Cultural Heritage CH Project Officer
Qtr. 4				
AC 3.5 	 Qtrs. 1-3 Update	<p>To actively contribute to the work programme of the North West Wales Slate Landscape World Heritage Site Action Plan</p> <p>The Ynyspandy interpretation project is moving forward. Officers sit on the designation's various groups and advise on various developments.</p>	Ongoing	Ho Cultural Heritage
Qtr. 4				
AC 3.6 	 Qtrs. 1-3 Update	<p>Wardens to lead monthly walks with guest specialist to promote nature, culture and heritage</p> <p>Walks have been held monthly with varying numbers of attendees. We will need to try to promote the trips further targeting different audiences. We will be inviting experts on the trips that start in January.</p>	Ongoing 2023/24	Ho WS
Qtr. 4				
AC 3.7 	 Qtrs.1-3 Update	<p>To actively contribute to the ongoing work programme of the Cadw-led Historic Environment Group (HEG) and its associated working groups including Wellbeing, Climate Change Mitigation, Peatlands and Local Heritage</p> <p>Officers attend meetings and contribute to a Climate Change Mitigation workshop which is scheduled for December 2024. We work closely with colleagues in other designated landscaping of Wales.</p>	Ongoing	Ho Cultural Heritage
Qtr. 4				






 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023


 Not progressed and/or will not be completed by March 2023


Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
AC 3.8 	 Qtrs. 1-3 Update	Sustain and develop Yr Ysgwrn as a museum and cultural centre of national repute and present an annual report to Members Ysgwrn experienced a positive year with visitor numbers and income higher than the previous year. Several successful grant applications were submitted during the year, enabling a high quality program of activities and education.	Dec. 2023	Ho Cultural Heritage
	Qtr. 4			
AC 3.9 	 Qtrs. 1-3 Update	Progress Conservation Area Appraisals and Management Plan/Delivery as a baseline of information for developing potential capital projects in subsequent years This initial work has been completed and further work is currently being commissioned for listed buildings throughout Snowdonia.	March 2024	Ho Cultural Heritage Ho Planning Policy COMPLETED


This outcome will be achieved by:	AC 4	ADDRESSING THE CHALLENGES AND OPPORTUNITIES OF POST BREXIT LAND MANAGEMENT SCENARIOS
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Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
AC 4.1 		Assist in the development and design of future land management proposals with Welsh Government and Natural Resources Wales, to ensure that Eryri benefits from future proposals and that the strategic aims of Cynllun Eryri are reflected in future proposals	Ongoing	Ho CWA * CEO Dir. P&LM

 Progressed and within timetable.





 Delayed and/or to be progressed in next quarter for completion by March 2023


 Not progressed and/or will not be completed by March 2023


	Qtrs. 1-3 Update	Ongoing process. Has been restricted in input potential to date, but new developments offer better potential. The Biodiversity deep dive has also opened a new avenue of pursuing objectives. Tree and woodland Strategy will feed into the above. Work is underway, circa 40% complete		
	Qtr. 4			
AC 4.2	 Qtrs.1 - 3 Update	Maintain close working relationship with the land based sector to ensure that the Authority has an understanding of the ongoing implications off Brexit on land management Ongoing, close working relationship is maintained	March 2023 Ongoing	Ho CWA *
	Qtr. 4			


*Head of Conservation Woodlands and Agriculture (CWA)












This outcome will be achieved by:	AC 5	ADDRESSING THE DECLINE IN NATURE
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Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
AC 5.1	 Qtrs. 1-3 Update	Develop an Action Plan based on understanding and contents of e.g. SoNaRR (State of Natural Resources report), State of the National Park etc. to inform on priorities for nature recovery in Snowdonia Nature Recovery Plan development underway	March 2024	Ho CWA
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023

 Not progressed and/or will not be completed by March 2023

AC 5.2 		Continuing to deliver biodiversity enhancement through the development management process and to ensure adherence with any forthcoming Welsh Government published guidance	Reported annually	Hof DM&C Ho PP
	Annual report			
AC 5.3 		Ensuring an SPG on biodiversity is produced to support the Development Management process by 2023 once guidance by Welsh Government is published	March 2024	Ho PP
	Qtrs.1-3 Update	The Authority submitted a response to the proposed changes to Planning Policy Wales: Net benefit for biodiversity and ecosystems' resilience during May 2023. The finalised policy for inclusion in the next iteration of Planning Policy Wales (version 12) is programmed towards the end of 2023.		
	Qtr. 4			
Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
AC 5.4 		Continued delivery of approved projects that address the aims of Cynllun Eryri (e.g. HLF Carneddau, LIFE Celtic Rainforest, Raised Bog, Quaking Bog, Curlew project) and develop further programmes	Twice yearly update reports on individual projects	Ho CWA Project Managers
	Qtrs. 1-3 Update	Conservation, Woods and Agriculture element of the work is on target		
	Qtr. 4			
AC 5.5 		To progress a National Park wide survey of Trees and Ancient Woodland sites (PAWS) and prepare a Tree and Woodland Strategy for Eryri	March 2025	Ho CWA
	Qtrs.1-3 Update	PAWS work progressing well. Strategy circa 40% complete		
	Qtr. 4			

 Progressed and within timetable.

 Delayed and/or to be progressed in next quarter for completion by March 2023

 Not progressed and/or will not be completed by March 2023

OUTCOMES:

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

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

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

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

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

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

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

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

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

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

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

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



Progressed and within timetable.






Delayed and/or to be progressed in next quarter for completion by March 2023





Not progressed and/or will not be completed by March 2023


RESILIENT COMMUNITIES







This outcome will be achieved by:	CC 1	MAINTAINING AND INCREASING THE QUALITY OF LIFE OF RESIDENTS
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Out-Come No.	Qtrly. Progress Status	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 2.)	Time-table	Officer (s) Responsible
CC 1.1	 Qtrs. 1 - 3	<p style="color: red;">Develop an online resource as part of the new website relating to activities and routes within the National Park targeted and tailored appropriately</p> <ul style="list-style-type: none"> ➤ A filter has been implemented on the Walks and Routes site that will let our audience tailor their results based on Location, Difficulty, Duration, Surroundings, Special Qualities and Tramper Access. ➤ Promoted routes uploaded to the website (Arthog & Betws y Coed Bridges) ➤ Visiting guides uploaded such as “Choosing the right path on Yr Wyddfa” and “5 Wales steeped in Mythology” 	Ongoing	Ho Comms. Ho W&A Brand & Content Manager
	Qtr. 4			
CC 1.2	  Qtrs. 1+2 Update	<p style="color: red;">As part of the SNPA Volunteer Strategy and in collaboration with partners, continue to expand volunteer opportunities within the National Park that include both physical and cultural activities</p> <ul style="list-style-type: none"> ➤ Support and participate in Caru Eryri 2023-24 volunteering scheme with partners including Cymdeithas Eryri ➤ Reflect and review the Volunteer and Wellbeing events of 2022, update KPIs and set new targets and recommendations for 2023 ➤ Set up volunteer programme for the coming year ➤ Host series of wellbeing events <p>All above has been achieved and an updated Volunteering Strategy and annual report was presented to Members in June 2023. Volunteering Officer is increasing the officer for Corporate Volunteering and continues to expand the breadth and range of volunteering experiences within the National Park.</p> <p style="color: blue; text-align: right;">ACHIEVED FOR 2023-24, WORK ONGOING</p>	Ongoing	Ho Partnerships Volunteer & Wellbeing Officer


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023





 Not progressed and/or will not be completed by March 2023


Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 2.)	Time-table	Officer (s) Responsible
CC 1.3	 Qtrs. 1-3 Update Qtr. 4	Develop volunteering opportunities for under-represented, vulnerable and disadvantaged groups Volunteer and Wellbeing Annual Report 2022 shows clear increase in volunteers although the data available for people with protected characteristics is difficult to gather. Refugee groups and other charitable organisations have all been part of the programme in 2022-23 and the Volunteer Officer continues to expand relationships in these areas.	Ongoing	Ho Partnerships Access & Wellbeing Manager Volunteers & Wellbeing Officer
CC 1.4	 Annual	Ensuring planning takes a pro-active role in encouraging affordable housing by working with other agencies in this sector, in order to try and achieve the annual target set out in the LDP	Reported annually	Ho DM&C Ho PP
CC 1.5	 Qtrs. 1-3 Update Qtr. 4	Article 4 Directive: ➤ Produce a Draft evidence report seeking legal advice ➤ Present evidence report to Members for decision to proceed or otherwise ➤ If proceeding with Article 4 Directive in Eryri, commence a 12 month period of notice and public consultation Article 4 justification paper drafted and legal advice sought during Summer 2023. Report on Article 4 direction drafted for Members Working Group in October.	Oct/Nov Dec 2023	Dof P&LM


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023

 Not progressed and/or will not be completed by March 2023








Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 2.)	Time-table	Officer (s) Responsible
CC 1.6	 Qtrs. 1- 3 Update	<p>Continue to provide funding and measures to support local communities and economies through Cronfa Cymunedau Eryri (CCE), funded by the WG and the NP community and Wellbeing small grants fund, particularly where these are led by communities themselves, in green infrastructure, improved access to recreation for health and wellbeing, energy generation, local environmental improvements such as litter and waste management, community development and the Welsh Language</p> <p>Cronfa Cymunedau Eryri has funded 9 projects in 2023-24 – each one is on track for completion by February 2024. Total project funding is £59,958.95. Applications have prioritised the following themes:</p> <ul style="list-style-type: none"> • green infrastructure • improved access to leisure for health and wellbeing • energy production • local environmental improvements such as litter and waste management • community development • prosperity of the Welsh language • decarbonisation <p>The NP community and Wellbeing small grants fund functions all year round and has assisted in a variety of projects already this financial year.</p>	March 2024	Ho Partnerships CCE Project Officer
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023


 Not progressed and/or will not be completed by March 2023




This outcome will be achieved by:	CC 2	SUPPORTING YOUNG PEOPLE
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Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 2.)	Time-table	Officer (s) Responsible
CC 2.1 	 Qtrs. 1+2 Update	Members to consider a draft Youth Manifesto A workshop tour around schools has been commenced to promote the Park's work and receive opinions about what they would like to see happen. The workshops will provide opinions and information that will form part of the Manifesto.	Sept. 2023	Ho WaA. Young People's Officer
	Qtr. 3			
	Qtr. 4			
CC 2.2 	 Qtrs. 1-3 Update	Develop the Young Rangers scheme to ensure efficient partnership work, provide broad opportunities and source funding to sustain the scheme The young Ranger scheme continues with a variety of activities across the Park. We continue to look for funding sources and have received promising advice with Lottery funding.	Feb. 2024	Ho WaA
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023










 Not progressed and/or will not be completed by March 2023


This outcome will be achieved by:		CC3	PROMOTING SUSTAINABLE TOURISM TO ADD VALUE TO LOCAL COMMUNITIES	
CC 3.1 		<p>Work with Cyngor Gwynedd and Conwy CBC and implement the Gwynedd and Eryri Sustainable Visitor Economy Strategic Plan. Once the strategic plan has been launched begin work to develop an action plan and related targets and indicators</p> <p>Gwynedd and Eryri Sustainable Visitor Economy Strategic Plan was completed and launched officially on 25th September 2023. Work is ongoing to establish the Partnership and Steering Group to produce the first Action Plan by the end of March 2024.</p>	Launch Sept. 23 Action Plan March 2024	Hof Partnerships Sustainable Tourism Officer
	Qtrs. 1-3 Update			
	Qtr. 4			
CC 3.2 	 	<p>Opportunities to encourage greener transport are being developed by:</p> <ul style="list-style-type: none"> ➤ Actively seek opportunities to input to the North Wales Transport Commission that will help support the sustainable transport vision for Snowdonia ➤ Work with TfW to develop Northern Eryri parking and transport delivery plan via the Delivery Group. ➤ Continue to work with partners to address parking and transport issues in the Nantgwynant area. ➤ Continue to facilitate discussions between partners to address parking and transport issues in the Ogwen area. <p>Nant Gwynant and Ogwen partnership groups meet on a monthly basis and have had significant reach in the 2023 season through joint approaches in both areas.</p> <p>TfW projects for the financial year 2023-4 are: Eryri Signage Strategy, to develop recommendations for improved and consistent signage into the National Park; Llanberis Transport Hub, take concept designs into Wel-Tag Stage 1&2 process gathering input from all stakeholders; Sherpa'r Wyddfa Network, continue to develop and improve the services which run around the Yr Wyddfa area; T10 Service Bangor to Corwen, continue to improve this service.</p> <p>Delivery Group has not met since April 2023 – TfW are leading on this and are arranging the next meeting with all members to move the Delivery Plan forward.</p>	Ongoing - April 25	Ho Partnerships Sus. Tour. Officer
	Qtrs. 1-3 Update			
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023





 Not progressed and/or will not be completed by March 2023

Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 2.)	Time-table	Officer (s) Responsible
CC 3.3 	 Qtrs. 1-3 Update	Encourage visitors to come via public transport, at different times of year and to different areas in order to ease pressure during the peak season and help businesses with seasonality issues, through developing the Welsh National Park Experiences through the Eryri Ni 2023 campaign Online visiting guides, social media campaign, warden advice videos, paid articles and digital ambassadors all contributed towards off-peak season messaging. At the end of Q2 messaging around Dark Skies were implemented as part of the Eryri Ni 23 campaign to encourage visiting during the winter season. COMPLETED FOR 2023	Dec. 2023	Ho Comms.
CC 3.4 	 Qtrs. 1-3 Update	Continue to develop the Eryri Ambassadors scheme and utilise to help spread messaging in relation to CC3.3 above. Develop sustainable tourism models Eryri Ambassador scheme continues to develop and grow in popularity – with the aim of reaching 1000 Eryri Ambassadors by the scheme’s 3 rd birthday in November 2023. November 2023 also sees the first all Wales Ambassador week where Eryri is hosting an all Wales Zoom event and a Dark Skies event in Plas Tan y Bwlch.	Ongoing February 2024	Ho Partnership Snowdon Partnership Officer
	Qtr. 4			
CC 3.5 	 Annual	Ensuring the current LDP positively implements its policies to contribute to sustainable tourism, that add value to local communities	Reported annually	Ho DM&C HoPP





 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023


 Not progressed and/or will not be completed by March 2023


Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 2.)	Time-table	Officer (s) Responsible
CC 3.6	 Qtrs. 1-3 Update	<ul style="list-style-type: none"> ➤ Work with TfW to develop a Delivery Plan via the Northern Eryri Delivery Group that was established last year to enable improved partnership working and the successful prioritisation and delivery of sustainable travel and transport projects. ➤ Ensure that community feedback has been considered in developing the plan. ➤ Ensure that we collaborate with the LDP team as part of the LDP process in relation to parking and transport related policies. <p>Delivery Group has not met since April 2023 – TfW are leading on this and are arranging the next meeting with all members to move the Delivery Plan forward</p>	March 2024	Ho Partnerships
	Qtr. 4			













This outcome will be achieved by:	CC4	PROMOTING AND ACTIVELY SUPPORTING THE WELSH LANGUAGE
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Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 2.)	Time-table	Officer (s) Responsible
CC 4.1	 Qtrs. 1-3 Update	<p>Continue to develop Yr Ysgwrn as a cultural centre promoting Welsh language culture and actively providing opportunities to socialise through the medium of Welsh</p> <p>A program of activities and events was held for families and for adults, which celebrate different aspects of Welsh culture, e.g. the Vanishing Words exhibition, art activities and musical evenings</p>	Ongoing	Ho Cultural Heritage
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023

 Not progressed and/or will not be completed by March 2023





Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 2.)	Time-table	Officer (s) Responsible
CC 4.2 	 Qtrs. 1+2 Update	Develop the 'Geiriau Diflanedig' major exhibition project through collaboration with Amgueddfa Cymru – National Museums Wales and the Pembrokeshire Coast National Park Authority (supported by the SLSP fund), bringing 'The Lost Words' exhibition to Wales for the first time and showcasing the epic bilingual feat of the anthologies The exhibition was launched in June with an official opening. This work has been successfully completed, including a new education resource.	Ongoing until end of exhibition March 2024	Ho Cultural Heritage COMPLETED
Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 2.)	Time-table	Officer (s) Responsible
CC 4.3 	 Qtrs. 1-3 Update	Safeguarding and promoting use of Welsh place names by completing the next stage of the standardisation of Eryri place names The work on the next stage on the names of Eryri's lakes continues and it is planned to present a report to the Authority in November 2023.	March 2024	Ho Cultural Heritage
	Qtr. 4			
CC 4.4 	 Qtrs. 1-3 Update	Develop opportunities to engage people in the Welsh language, culture and heritage of the area including: ➤ Providing opportunities for volunteers to learn and use the Welsh language through the volunteering strategy. ➤ Attend Eisteddfod Pen Llyn. ➤ Complete the interpretation projects at Ogwen and Hafod Eryri ➤ Opportunities to learn and use the Welsh language are provided by pairing fluent Welsh speaking volunteers with those wishing to learn or improve their oral Welsh ➤ The Authority had a very successful week on the Eisteddfod field. The stand was well attended with	Ongoing Aug. 2023 March 2024	Vol. & Wellbeing Officer Comms. Officer (GAE) “


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023


 Not progressed and/or will not be completed by March 2023

		<p>many different activities being held throughout the week. Tirweddau Cymru also had representation on the stand.</p> <p>➤ Work continues on developing the interpretation provision at Cwm Idwal Centre. The elements of the project funded through Natural Resources Wales grant money such as additional information panels and the commissioning of films will have been completed within the target. However, work on other aspects of the project continues with the aim of delivering them as soon as possible within this financial year.</p>
	Qtr. 4	






Out-Come No.	Qtrly. Progress Status	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 2.)	Time-table	Officer (s) Responsible
CC 4.5 	 Qtrs. 1-3 Update	<p>The Carneddau Voices and Place Names project and Harlech and Arduwy Cultural Heritage Scheme will record, safeguard and celebrate Welsh place names through community mapping events, oral history interviews, outreach projects and interpretation</p> <p>The work continues through the Carneddau Landscape Partnership Plan and the Harlech and Arduwy Cultural Heritage Plan has contributed over 150 names to the List of Historic Place Names in Wales, including the names of some of the ruins in the area.</p>	Ongoing until Dec. 2025	Ho Cultural Heritage
	Qtr. 4			
CC 4.6 	 Annual report	<p>Ensuring Development Policy 18: The Welsh Language and the Social and Cultural fabric of Communities is effectively utilised within the development management process</p>	Reported annually	Ho DM&C Ho PP


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023


 Not progressed and/or will not be completed by March 2023

This outcome will be achieved by:	CC5	DEVELOPING A LOCAL ECONOMY WHICH SUPPORT BOTH THE DESIGNATION AND THE MANAGEMENT OF SNOWDONIA AS A NATIONAL PARK
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Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 2.)	Time-table	Officer (s) Responsible
CC 5.1	 Annual report	Ensuring the positive implementation of current LDP policies to develop a local economy which support the designation of the NP	Annual report	Ho DM&C Ho PP
CC 5.2	 Annual report	Present an annual monitoring report to members for discussion and consideration of the timetable for commencing a review of the current LDP	Annual report	Ho PP

 Progressed and within timetable.

 Delayed and/or to be progressed in next quarter for completion by March 2023

 Not progressed and/or will not be completed by March 2023

OUTCOMES:

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

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

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

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

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

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

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

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

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

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

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



Progressed and within timetable.



Delayed and/or to be progressed in next quarter for completion by March 2023



Not progressed and/or will not be completed by March 2023

RESILIENT WAYS OF WORKING

This outcome will be achieved by:	CW 1	DEVELOPING A SKILLED WORKFORCE
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Out-Come No.	Qtrly. Progress Status	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
CW 1.1	 Qtrs. 1 - 3 Update Qtr. 4	<p style="color: red; margin: 0;">Engaging with our staff at all levels to assist performance management:</p> <ul style="list-style-type: none"> ➤ All Authority staff members will be appraised within the 12 months ➤ Training needs assessments of all staff will have been undertaken within the 12 months <p>The 2023 staff appraisal process has been underway since May. Once the process is completed we will assess the training needs of staff members.</p>	Ongoing March 2024	Ho Human Resources (HR)
CW 1.2	 Ongoing	<p style="color: red; margin: 0;">Supporting staff to attend National Park peer groups to keep them informed of development and to assist performance management and understanding within their respective disciplines</p> <p>Staff are encouraged and supported to attend peer groups.</p>	Ongoing March 2024	Ho HR Heads of Service
Out-Come No.	Qtrly. Progress Status	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
CW 1.3	 Ongoing	<p style="color: red; margin: 0;">To further develop our workforce and provide staff with every opportunity to develop to meet future challenges</p> <p>Secondment opportunities are considered and offered where feasible. Staff are encouraged and supported to develop their qualifications within their respective fields of expertise and/or gain experience and knowledge by taking on additional projects and/or responsibilities.</p>	Ongoing March 2024	Ho HR Hof Service

Progressed and within timetable.


Delayed and/or to be progressed in next quarter for completion by March 2023


Not progressed and/or will not be completed by March 2023


This outcome will be achieved by:	CW 2	DEVELOPING AND PROMOTING BEST PRACTICE
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Out-Come No.	Qtrly. Progress Status	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
CW 2.1	 Qtrs. 1-3 Update Qtr. 4	<p>Share achievements of Decarbonisation projects through SLSP funding with other bodies within designated landscapes and wider public estate</p> <p>Work ongoing, regular meetings of North Wales Decarbonisation Officer Group and Ystadau Cymru attended by Ho Property.</p>	Ongoing	Ho Property
CW 2.2	 Qtrs. 1 - 3 Update	<p>Collate information re. best practice (re. Health & Safety) in other National Parks, gain staff feedback and draft paper for discussion/consideration by Member Working Group</p> <p>Work in progress of collating best practices and reviewing SNPA policies as required. Health and Safety best practices of other NPs and regional LAs have been collated and discussions held at Management Team level on the way forward. Discussions concluded that two part time Health and Safety Officer posts were required to provide the required H&S advice and support. A Job Description has been drawn up and the posts are currently at recruitment stage. A discussion paper is being submitted to the P&R Committee to update Members.</p>	March 2024	Ho HR

COMPLETED




 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023


 Not progressed and/or will not be completed by March 2023


Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
CW 2.3 	 Qtrs. 1- 3 Update	Review staff working arrangements in response to WG target of home working and blended home/office working where it is possible for staff to do so Following initial engagement between the Head of HR, the Management Team and Heads of Service to commence discussions in relation to adopting a long-term Hybrid Working Model for the Authority, Job Descriptions of roles within each service were ranked in accordance to <i>Office Based/ Home Working/ Hybrid/ Remote Worker</i> . Further a Hybrid Working Policy and Super Flexi Policy are currently being written and once completed and approved will be shared with staff and trade unions for negotiation purposes prior to embarking on a trial period for both policies.	Dec. 2023	Ho HR
	Qtr. 4			










This outcome will be achieved by: **CW 3 EFFECTIVE PARTNERSHIP WORKING**


CW 3.1	 Qtrs. 1+2 Update	Cynllun Eryri is being implemented successfully and the first annual progress report has been presented to the Authority. Present second annual report to Authority Second annual report was presented to the Authority in May 2023.	June 2023	Ho Partnerships COMPLETED
CW 3.2 	 Qtrs. 1 - 3 Update	Support the work of the National Designated Landscapes Partnership (NDLP) in Wales CEO chairs the Partnership. Good practice and information on grant sourcing is shared between the members of the partnership. Consideration given to skill needs across the 8 landscapes. Arrangements for 2024 seminar in hand.	Ongoing	CEO
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023

 Not progressed and/or will not be completed by March 2023








Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
CW 3.3 	 Qtrs. 1 – 3 Update	Continue to support the work of UK wide National Park Authorities, the National Park Partnership, National Parks Foundation and other associated collaborative initiatives Resources being generated for members of NPP and NP Foundation e.g. BMW initiative. Further proposals are being developed. AGM of both NPP and NP Foundation have been held in the 3 rd quarter.	Ongoing	CEO
	Qtr. 4			
CW 3.4 	 Qtrs. 1 - 3 Update	Contribute to the formation and development of the planning function of the North Wales Corporate Joint Committee (CJC) No significant development in terms of appointing officers for the planning function, however a budget for the planning function has been agreed.	Ongoing	Do P&LM
	Qtr. 4			
CW 3.5 	 Qtrs. 1-3 Update	In order to achieve the review of 2025 Cynllun Eryri on schedule, data for the State of the Park Report has been gathered and interpreted with input from internal and external colleagues by the end of 2023. Present summary report to Members This work is ongoing and timelines may need to be revised to reflect capacity.	Dec. 2023	Ho Partnerships
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023


 Not progressed and/or will not be completed by March 2023

This outcome will be achieved by:	CW 4 MODERNISING GOVERNANCE ARRANGEMENTS
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Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
CW 4.1 	 Qtrs. 1+2 Update	Establish whether there is a demand from Authority members in a mentoring programme, and if so, to develop one Questionnaire sent to Members to gain their thoughts on member training and development requirements and asking whether there was a demand for a mentoring programme. 3 reponses were received. The number of responses suggests that the need for a mentoring programe is low among members. COMPLETED	Dec. 2023	Director of Corporate Svcs. Mem. Dev. Champion
CW 4.2 	 Qtrs. 1-3 Update	Support and develop Authority members through training and development Awaiting the details of a Welsh Government training package and contents of training modules for Members. It is anticipated that the training modules will cover various issues such as effective governance, tackling the nature and climate emergencies and equality, diversity and inclusion. Details are expected by the end of the year.	Ongoing	Director Corporate Svcs.
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023


 Not progressed and/or will not be completed by March 2023








This outcome will be achieved by:	CW 5	MAINTAINING AND IMPROVE THE UNDERSTANDING AND SUPPORT OF LOCAL COMMUNITIES TO THE WORK OF THE NATIONAL PARK
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Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
CW 5.1 		Developing further volunteer opportunities at Yr Ysgwrn to enhance the current cohort of volunteers, seeking to recruit young people who are keen to develop new skills and gain experience, focusing on delivery of activities by volunteers as well as more traditional roles such as visitor guides	Ongoing	Ho Cultural Heritage Visitor Experience Mgr. (when in post)
	Qtrs. 1-3 Update	Volunteers continue to be core to Yr Ysgwrn's business model and key to carry out several aspects of activity, e.g. group and scholl visits and there are a number who volunteer regularly. Attracting more regular volunteers remains a challenge.		
	Qtr. 4			
CW 5.2		Implement and monitor measures in Communication Engagement Strategy via the annual Key Performance Indicators report to ensure local communities and stakeholders understand and are aware of the work of the Authority.	Ongoing Annual report by March 2024	Ho Comms.
	Qtrs. 1-3 Update	Metrics continuously being implemented in the Communications Strategy		
	Qtr. 4			


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023


 Not progressed and/or will not be completed by March 2023


Out-Come No.	Qtrly. Progress Status   	Description of Project / Initiative including specific actions (Outcomes listed at end of Section 1.)	Time-table	Officer (s) Responsible
CW 5.3 	 Qtrs. 1-3 Update	Engage with and keep communities informed through meetings with Community Councils Fforwm Cymunedau has been set up to update and involve Town and Community Councils on the review process of the Local Development Plan during which other general issues are raised and discussed. A similar engagement format is being considered throughout the review of the LDP	Autumn 2023 at least 1 meeting	Ho Admin. & Customer Care COMPLETED
CW 5.4	 Qtrs. 1-3 Update	Liaise with landowners and interested parties through meetings of the Snowdonia Local Access Forums (northern and southern) Continued liaison is maintained through the LAF meetings held in March, June and September. Next liaison due in December.	On going March 2024	Access & Wellbeing Manager
	Qtr. 4			
CW 5.5	 Annual Meeting	Liaise with the farming community and farming unions and through meetings of the Agricultural Liaison Group Annual liaison meeting arranged to take place on 21 st November, 2023.	Annual meeting 2023	Ho CWA COMPLETED


 Progressed and within timetable.


 Delayed and/or to be progressed in next quarter for completion by March 2023

 Not progressed and/or will not be completed by March 2023

CW 5.6	 Qtrs. 1 - 3 Update	<p>Involve our local communities in all important aspects of the Authority's work e.g. delivery of Cynllun Eryri, formulation of Supplementary Planning Guidance, Engagement Strategies when developing new projects etc.</p> <p>Community Engagement Officer has been appointed on a two-year project officer basis, in April 2023 to deliver Cynllun Cymunedau Eryri and to draft a Community Engagement Strategy for the Authority. Mapping work has already begun across the relevant Services within the Authority.</p> <p>Fforwm Cymunedau has been set up to provide an update and involve Town and Community Councils during the Eryri Local Development Plan revision process. First meeting held on June 8th 2023 which was well received by the Community Councils as an engagement method for the Eryri LDP process.</p>	On going March 2024	Ho Partnerships Ho PP
	Qtr. 4			

 Progressed and within timetable.

 Delayed and/or to be progressed in next quarter for completion by March 2023

 Not progressed and/or will not be completed by March 2023

OUTCOMES:

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

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

CW2, 3: Cynllun Eryri is being implemented successfully.

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

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

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

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



Progressed and within timetable.




Delayed and/or to be progressed in next quarter for completion by March 2023




Not progressed and/or will not be completed by March 2023


WELSH GOVERNMENT REMIT LETTER: ENVIRONMENT

WG Priority objectives and actions for SNPA	SNPA Project/Initiative 
Actively support WG commitment to achieving a Zero-carbon economy by working to become carbon neutral by 2030 through your everyday work and a range of decarbonisation interventions	AC 2.1. AC 2.2 AC 2.3 AC 2.4
Support a shift away from private car use to more sustainable transport modes for the majority of journeys amongst staff, visitors and service users in order to meet the target of 45% of journeys being undertaken by sustainable modes by 2040	CC 3.3 CW 2.3
Proactively help facilitate carbon sequestration including by supporting delivery of woodland creation where appropriate and our aim to strengthen the protection of ancient woodlands, and increase engagement in the National Forest programme	AC 5.5 (PAWS)
Take action to improve the connectivity, condition, scale/extent and diversity of ecosystems, and maintain and enhance resilient ecological networks, embedding delivery in emerging national targets arising from the 30x30 commitment	AC 5.1 - AC 5.5
Support the National Peatland Action Programme (NPAP) that has been designed to restore, enhance and maintain resilient ecological networks, tackle climate change and manage water. You should work with NRW to address the NPAP themes, including the priority actions and cross-cutting themes	AC 2.4 AC 5.1 AC 5.4
Support the PfG commitment to establish a targeted scheme to support restoration of seagrass and saltmarsh habitats along our coastline, help deliver the ambitions of the Marine Protected Area Network Management Framework and contribute to emerging policy of blue carbon	AC 5.1
The Sustainable Landscapes, Sustainable Places Capital fund, and other WG schemes to deliver on nature and decarbonisation goals	CW 3.2
Engage actively in Local Energy Planning to help bring about the transformation of the energy system needed to reach Net Zero, securing greater benefits for your communities	
Engaging positively in initiatives to promote reuse and repair, to grow the circular economy, and reduce the harm caused to the environment by single use plastics through discouraging their use wherever possible	AC 1.10


WELSH GOVERNMENT REMIT LETTER: PEOPLE AND PLACE

WG Priority objectives and actions for SNPA	SNPA Project/Initiative 
Contribute to the co-design and implementation of the Sustainable Farming Scheme	AC 4.1
Contribute, where appropriate, to the PfG commitment to establish a Community Food Strategy to encourage the production and supply of locally-sourced food	-
Work with Housing Authorities, Community Land Trusts and private developers, to develop innovative solutions to acute housing issues, and contribute to the Welsh Language Communities Housing Plan	CC 1.4
Working with partners such as Local Authorities and Transport for Wales, implement solutions to the pressures of visitors on local infrastructure, including more sustainable transport systems, and communication campaigns to ensure responsible recreation. You must balance that with the importance of tourism to our economy, and the role you play at the heart of this in meeting the need of visitors. You should be guided in this by the recommendations and findings of the recent works by Audit Wales on sustainable tourism.	AC 1.2 1.4 1.5 1.6 1.9 CC 3.1 – 3.5 CW 5.3
Support the designation of inland bathing waters and development of Sustainable Drainage Systems	-
Engage with the development of the proposed all-Wales framework for social prescribing	-
Collaborate with key partners to deliver against Priorities for the <i>Historic Environment in Wales</i> to safeguard and interpret the historic environment and cultural heritage	AC 3.1 – AC 3.9
Develop policies that ensure that the Welsh Language is able to thrive, delivering against <i>Cymraeg 2050: Our plan for 2021 to 2026</i>	CC 4.1 – CC 4.7
Increase engagement in opportunities for people in vulnerable or disadvantaged groups, and under-represented communities to benefit from the landscapes you manage	CC 1.2 1.3
Increase provision of skills training, apprenticeship and volunteering opportunities	CC 1.2 1.3 CC 2.1 2.2 CW 5.1

WELSH GOVERNMENT REMIT LETTER: EXCELLENCE IN GOVERNANCE AND PLANNING

WG Priority objectives and actions for SNPA	SNPA Project/Initiative 
Actively participate in WLGA sector-led improvement and support programme	-
Contribute to designing revamped training package for NPA members and develop a co-ordinated approach to NPA training to share best practice	CW 4
Proactively promote the new protocol for Local Authorities in appointing NPA members, ahead of, during and after Local elections, emphasising experience and interest above political considerations as far as is possible within the current legislation	CW 4
Fully embrace a strengthened annual performance reporting system for WG appointees, and investigate how this be extended to Local Authority appointees	CW 4
Strive for excellence in governance including the sharing of best practice between NPAs, maximising use of the new Inclusion, Diversity and Governance Excellence Strategic lead	CW 4
Proactively contribute to setting local and regional planning policy, including through the CJC structure and through regional and national collaboration to implement the policies in Future Wales (with particular reference to Policy 9 and the requirement to secure resilient ecological networks and green infrastructure)	CW 3.4

WELSH GOVERNMENT REMIT LETTER: COLLABORATION

WG Priority Objectives and Actions for SNPA (and Designated Landscapes Wales (DLW))	SNPA Project Work 
Support Tirweddau Cymru (the National Designated Landscapes Partnership) to develop its ambition, embed collaborative working at all levels within NPAs and AONBs, help produce a strategic vision for action for 2022-24	CW 3.2 3.3
<p>Implement a transformational tripartite agreement between NPAs to host a team of WG-funded Strategic Landscape Co-ordinators to work across our Parks and AONBs, and ensure the objectives and outputs of these posts are included within wider NPA monitoring arrangements and those of DLW:</p> <ul style="list-style-type: none"> i. A Nature Recovery and Carbon Sequestration Strategic Lead, with focus on all of the unimproved habitats and woodland and the biodiversity they contain inclusive of invasives, and opportunities for carbon reduction ii. A Nature Recovery and Nutrient Management Strategic Lead, with a focus on working soil management, riparian and marine matters from terrestrial activity, upland lake eutrophication, water/aquatic biosecurity to agricultural run-off issues, and support the development of Nutrient Management Boards <p>Both posts would help to:</p> <ul style="list-style-type: none"> • Develop a strategic plan to respond to the nature and climate emergencies • Support the development of approaches to enable DLW to transition to the new Sustainable Farming Scheme • Identify how DLW can develop new partnerships and support wider Welsh Government priorities, and identify innovative funding streams <p>iii. An Inclusion, Diversity and Governance Excellence Strategic Lead, to work across all NPAs, hosted by one NPA. A key aspect of their work should also be to take bold steps to drive up diversity and equality – on Boards, staffing profile, and visitors and support NPAs to meet the requirements of the socio-economic duty and increase contributions towards tackling child and rural poverty.</p>	AC 2.5
Share experience and best practice as designation for a new National Park progresses	-

MEETING	Performance and Resources Committee
DATE	29 November 2023
TITLE	STRATEGIC EQUALITY PLAN
REPORT BY	Head of Administration and Customer Care and Head of Human Resources
PURPOSE	To present the Annual Report for 2022-23

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 2022-23 in meeting these additional duties for Wales.

2. RECOMMENDATION

- 2.1 To approve the Annual Report for 2022-23 for publication on the Authority's website.**

3. BACKGROUND PAPERS

- 3.1 Strategic Equality Plan: Annual Report 2022-23



Snowdonia National Park Authority

Strategic Equality Plan Annual Report 2022 – 23

**Mae fersiwn Gymraeg ar gael o'r ddogfen yma
A Welsh version is available of this document**

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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 summarises the progress made by the Authority in complying with these statutory requirements.

The Snowdonia National Park Authority Strategic Equality Plan for the period 2020-24 was formally adopted by the Performance and Resources Committee on the 15th of July 2020.

2. Identifying and Collecting Relevant Information

Statistical Information

The Authority has long published the 2011 census data for the residents of the National Park on its website. Data for the estimated (at that time) 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 does not provide information on all protected characteristics.

The initial findings from the 2021 Census were released in June 2022 by the Office for National Statistics (ONS) which were rounded population and household estimates by local authority.

Whilst the overall total population of Wales grew by 44,000 (1.4%) to 3,107,500, both Gwynedd and Conwy's population decreased. In Gwynedd, the population size decreased by 3.7% from around 121,900 in 2011 to 117,400 in 2021, and in Conwy, the population size decreased by 0.4%, from around 115,200 in 2011 to 114,800 in 2021.

The ONS have also published topic summaries on:

- Demography and migration
- Welsh language
- Ethnic groups, national identity and religion
- UK armed forces veterans
- Housing
- Labour market and travel to work
- Sexual orientation and gender identity
- Education
- Health, disability and unpaid care

Over the coming year, multivariate datasets will be released. This data will allow us to combine different variables and look at the relationship between the data for households within Eryri.

This will be important data to identify the intersectionality that is key when examining socio-economic deprivation and summarises the key inequalities of outcome that certain groups face.

In addition, work will commence through the North Wales Public Sector Network and financed through the Local Service Boards, to commission further analysis of Census and other relevant data, to provide a local data report which is more relevant and precise.

Information and Engagement

During 2022/23 the Authority continued to engage with local communities and stakeholders through a range of means, from traditional written consultations and online questionnaires to webinars and online meetings, workshops and in-person consultation and information events.

Whilst Fforwm Eryri, the Annual Agriculture Liaison Group, North and South Access Forums to name but a few, have moved to a combination of face to face, virtual and hybrid meetings over the last year; it is likely that such arrangements will continue to be reviewed and adapted over the coming year to ensure full participation through various flexible options to join.

Outside of the normal direct consultations on the Authority's business that has taken place this year, engagement and consultation has also taken place with local communities to enable information to be shared and to give people an opportunity to give their views over numerous challenges the National Park Authority and its communities have faced due to the increased visitor numbers.

In addition, two comprehensive public consultations have taken place during the year. The first one was as part of the process of creating a new 5-year Strategy for Promoting the Welsh Language; and the second as part of the partnership work with Cyngor Gwynedd for the creation of a Plan for a Sustainable Visitor Economy in Gwynedd and Snowdonia.

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 7 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 7 adopted North Wales Equality Objectives are:

1. We will improve outcomes in **educational** attainment and well-being in schools.
2. We will take action to ensure we are a **fair employer** and reduced pay gaps.
3. We will take action to improve the **living standards** of people with different protected characteristics.
4. We will improve **health, well-being and social care** outcomes.
5. We will improve **personal security and access to justice**.
6. We will increase access to **participation** to improve diversity of **decision making**.
7. We will develop our knowledge and understanding of the **socio-economic duty** (when guidance becomes available) to identify the key areas of impact to be addressed under the duty.

In addition, this Authority has an additional Equality Objective:

8. We will undertake further work to ensure that **equality is mainstreamed** into the Authority's work.

Due to the specific role and duties of the National Park Authority, we have very little, if any influence on some of these objectives and action areas. However, positive contributions can be made through individual work areas, which will contribute to delivering results across north Wales.

4. What was Achieved

Objective: We will take action to ensure we are a **fair employer** and reduced pay gaps

Action Areas:

Project / Initiative / Action	How will this contribute?	Protected Characteristics Affected	Lead Officer
Assess, evaluate, monitor and take available steps to address the gender pay gap data on an annual basis.	The data collected will inform any future changes to the Recruitment Policy.	Sex	Head of Human Resources

2022/23 Update Report:

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 31.03.2022 is shown below:

	Men	Women	All Staff	Pay Gap Women/All staff	Pay Gap Women/Men
Full time	£16.01	£15.53	£15.81	0.28p	0.48p
Part time	£11.81	£11.61	£11.65	0.04p	0.20p
All Staff	£15.30	£13.67	£14.42	0.75p	£1.63

Data for 31.03.2023 is shown below:

	Men	Women	All Staff	Pay Gap Women/All staff	Pay Gap Women/Men
Full time	£15.60	£15.60	£15.60	NIL	NIL
Part time	£10.39	£10.81	£10.81	NIL	NIL
All Staff	£15.60	£13.18	£13.44	0.26p	£2.42

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 or 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

For the year ending 31.03.22, the mean hourly rate of pay for all men is £15.14 and the mean hourly rate of pay for all women is £13.68. This gives a pay gap of 9.6%.

For the year ending in 31.03.23, the mean hourly rate of pay for all men is £16.82 and the mean hourly rate of pay for all women is £15.64. This gives a gap of 7.27%.

Project / Initiative / Action	How will this contribute?	Protected Characteristics Affected	Lead Officer
Introduce a policy and / or guidelines on flexible working.	An effective and fair policy will be able to address barriers some people with protected characteristics face to accessing or staying in work.	All	Head of Human Resources
<p><u>2022/23 Update Report:</u> The Head of Human Resources led on a general review of the Authority's flexible working practices and policies to include Hybrid working and FLEXI time arrangements moving forward. The management team have approved a trial period for Hybrid working and for an amendment to be made to the FLEXI time scheme to withdraw core hours. Two policies are being drawn up to offer guidance and best practice for staff and managers, and once consultation has been concluded with staff members and the unions the trial period will commence.</p>			
We will publish annually relevant employment and training data in an open data spreadsheet on the Authority's website.	Data will demonstrate what progress has been made. Open-source spreadsheets allows easier comparison and benchmarking with other public bodies.	All - however employment data is incomplete for all protected characteristics, and where available may not be published due to the small numbers.	Head of Human Resources & Head of Admin and Customer Care
<p><u>2022/23 Update Report:</u> Completed. An open data source spreadsheet which includes all the relevant employment data was created for 2022/23 and published.</p>			
Implement an equality training programme.	Assess training needs and arrange training as appropriate.	All	Head of Human Resources & Head of Admin and Customer Care
<p><u>2022/23 Update Report:</u> Equality training modules are available via ELMS (Electronic Learning Management System), a platform used across the National Parks. These modules have been translated into Welsh by the Authority to ensure staff and Members can access them in the language of their choice.</p>			

Project / Initiative / Action	How will this contribute?	Protected Characteristics Affected	Lead Officer
Review the job application form options available from the Authority's website, ensuring that it meets accessibility standards.	Will ensure there are no barriers for disabled people to apply for jobs.	Disabled People	Head of Human Resources
<p><u>2022/23 Update Report:</u> Completed. The Authority uses the Webrecruit system, which enables people to submit their job applications directly on-line. Changes and improvements to the current system were implemented during the 2022/23 financial year to ensure that we meet accessibility standards.</p>			
Introduce a policy and / or guidelines to help support staff going through the menopause.	Directly supports the well-being of effected staff.	All, especially gender	Head of Human Resources
<p><u>2022/23 Update Report:</u> A Menopause policy is currently under development and is expected to be implemented within the first half of the 2023/24 financial year.</p>			
Introduce a policy and / or guidelines to help support staff who are experiencing domestic abuse.	Directly supports the well-being of effected staff.	All	Head of Human Resources
<p><u>2022/23 Update Report:</u> No progress made during 2022/23 due to other policies taking priority. The Head of Human Resources will review this action during the 2023/24 financial year.</p>			

Objective: We will take action to improve the **living standards** of people with different protected characteristics

Action Areas:

Project / Initiative / Action	How will this contribute?	Protected Characteristics Affected	Lead Officer
Ensure Equality Impact Assessments are undertaken on all new or revised policies and plans and new projects, and appropriate action is taken to address any negative impacts identified.	Effective assessments will ensure all policies and plans are fair. Assessments will also ensure that new projects consider accessibility issues from the outset.	All	Heads of Service, Project Managers and Lead Officers
<p><u>2022/23 Update Report:</u> All new or revised Strategies, Plans and Policies have undergone Equality Impact Assessment Screening during 2022/23. Full assessments have been conducted on all Strategies, Plans and Policies that have the potential to have negative and disproportionate impact on people with protected characteristics, and if appropriate mitigating measures have been identified and put in place.</p>			
Ensure that all events and activities organised for the public by the Authority are inclusive and have been assessed for accessibility.	This will ensure as far as possible there are no barriers to taking part.	All	Event organisers
<p><u>2022/23 Update Report:</u> By the start of this financial year, UK and Welsh Government had lifted almost all covid restrictions, marking the start of a new 'normal'. More external events and activities have taken place, especially during the summer months (e.g., walks, woodland yoga, children and young people educational events and activities etc.). Each event organiser is responsible for ensuring that events are fully assessed for accessibility at the same time as the comprehensive risk assessment is undertaken, to ensure all participants who wanted to take part could do so safely.</p> <p>Public on-line events included translation facilities to enable non-Welsh speakers to full participate and understand everyone's contribution.</p> <p>All publicity and promotion materials, invitations etc. are always fully bilingual.</p>			

Project / Initiative / Action	How will this contribute?	Protected Characteristics Affected	Lead Officer
Increase the supply of affordable housing through effective policies in the Eryri LDP and the Affordable Housing SPG.	The availability of affordable housing is important to support the local community.	All	Director of Planning & Planning Manager
<p><u>2022/23 Update Report:</u></p> <p>The Authority continues to work in partnership with Tai Teg, through a financial contribution to their Affordable Housing Scheme. Tai Teg produced a full Equality Impact Assessment during the year on the scheme, and the Authority contributed as part of the consultation process.</p> <p>Regular discussions continue to take place with the two Housing Authorities and RSL's to ensure affordable housing is provided where it is needed. Discussions continue with partners to fund a new community led Housing Officer post.</p> <p>Research being undertaken to assess impact of rising house prices and second homes/holiday accommodation. Research will steer the use of Article 4 direction and policy formation for the next ELDP review.</p> <p>The Planning Service are partners of the Dwyfor Pilot, which covers a portion on the National Park Area. The Welsh Government have established the pilot in the Dwyfor area to trial and monitor new initiatives to address the second homes issue and affordability.</p> <p>Conwy County Borough Council launched a first-time buyer scheme bringing long term empty properties back into use. This initiative used Eryri NPAs 106 funding.</p> <p>During 2022/23, planning permission was granted for 2 new affordable homes by the Authority.</p>			
Ensure input from representatives from protected characteristic groups at an early stage, when designing or refurbishing new or existing Authority buildings.	Ensuring that the Authority buildings are accessible for all.	Disabled People	Head of Property and relevant Heads of Service
<p><u>2022/23 Update Report:</u></p> <p>No new builds or substantial refurbishment work which involved changes to people's access and use of a building was undertaken on Authority buildings during 2022/23.</p>			

Objective: We will improve **health, well-being and social care** outcomes

Action Areas:

Project / Initiative / Action	How will this contribute?	Protected Characteristics Affected	Lead Officer
Ensure recently established Staff Health and Well-being group delivers positive actions / changes to support staff.	Positive actions will support the health and well-being of staff.	All	Head of Human Resources
<p><u>2022/23 Update Report:</u> A decision to establish this group was taken in early 2020, but due to the Covid-19 pandemic the group never formally met, as other priorities took over. There was no progress made during 2022/23 due to retirement and maternity leave of 2 HR team members and new starters undertaking probationary periods of learning and familiarising themselves with their new roles. The Head of Human Resources will review this action during the 2023/24 financial year.</p>			
As part of the work in delivering outcomes identified within Cynllun Eryri; to work with various partners and Public Service Boards to trial at least 1 social prescribing scheme.	A social prescribing scheme will have direct positive influence on participants.	All, but particularly disabled people.	Lead Officers identified within the Plan.
<p><u>2022/23 Update Report:</u> After the success of the pilot last year, the Wellbeing Wednesdays project was developed further and extended.</p> <p>This project offers the general public a chance to explore the wellbeing benefits that activities such as yoga, walking with guided meditations and Forest Schools can have when done in the outdoors. The sessions were available to anyone for free. These events are advertised through social media, and through GP surgeries with our links through the Green Health sub-group organised by BCUHB. The only cost of running these activities were to pay the facilitators.</p>			

Project / Initiative / Action	How will this contribute?	Protected Characteristics Affected	Lead Officer
As part of the work in delivering outcomes identified within Cynllun Eryri; to promote and enable a diverse range of activities that will improve people's well-being, which will include volunteering opportunities.	Increasing opportunities and promoting them widely, will offer more opportunities for National Park residents to improve their own health and well-being.	All	Lead Officers identified within the Plan.
<p><u>2022/23 Update Report:</u></p> <p>A significant amount of new and ongoing opportunities being developed/supported by the Volunteer and Well-being Officer through implementing the Volunteering and Wellbeing Strategy</p> <p>Estimated value of volunteering to the Authority in 2022 is £52,800 (economic volunteer value calculated using UK living wage of £9.50).</p> <p>New project starting in November 2022 working with “Pobl i Bobl” to bring Syrian, Afghan and Ukrainian guests into the National Park for guided walks and fun conservation activities.</p> <p>Yr Wyddfa Volunteer Wardens have made an extremely positive difference once again in terms of patrolling the paths. During the 2022 season there has been a warden presence on Yr Wyddfa on 77 days. 36 voluntary wardens have volunteered and put in a total of 272 shifts. This amounts to 1600+ volunteer hours.</p> <p>In 2022 for the first time, Volunteer Wardens were recruited to assist the Wardens on Cader Idris. 11 new volunteers were recruited especially for this role. They completed a total of 35 shifts, which amounts to 220 volunteer hours.</p> <p>The Caru Eryri Schme saw 2640 volunteering hours over the summer carried out by 87 volunteers. In addition, volunteering opportunities were arranged as Corporate Events, the Young Rangers Scheme ran successfully again, as well as opportunities for College Groups and Duke of Edinburgh Award participants.</p> <p>2022 volunteering stats results: (Provided opportunities to volunteer) Children (school groups): 132 Young people (14-24): 87 25 - 50 :74 50+ : 115</p>			

Project / Initiative / Action	How will this contribute?	Protected Characteristics Affected	Lead Officer
<p>As part of the work in delivering outcomes identified within Cynllun Eryri; to create a plan and focus resources on promoting, developing and maintaining well-marked long-distance trails, accessible trails, multiuser trails (particularly cycling trails and mountain bike routes), promoted routes and links and loops between towns and villages.</p>	<p>A network of well-maintained paths across the National Park, with their suitability easily identifiable to individuals, increases opportunities for National Park residents to improve their own health and well-being.</p>	<p>All</p>	<p>Lead Officers identified within the Plan.</p>
<p>2022/23 Update Report: The Authority's Recreation Strategy is currently in draft form and will hopefully be adopted in the coming year. The North and South Access Forums have had direct input into the development of the Strategy, which along with both Gwynedd and Conwy Council Rights of Way Improvement Plans, will provide a roadmap of improvements over the coming years.</p> <p>Work has also commenced on scoping additional Active Travel / Leisure Routes in partnership with Transport for Wales. This work forms part of the Parking and Transport Strategy which is one of the most important strategies of Partneriaeth yr Wyddfa.</p> <p>All of the Authority's promoted routes are on the new website. Next step is to raise awareness of the 'resource' to partners and the health board. Additional resources and videos have been developed for disabled users.</p>			
<p>As part of the work in delivering outcomes identified within Cynllun Eryri; ensure that Right of Way work is effectively prioritised and that responsibilities and standards are clear, with the SNPA focusing its resources</p>	<p>A network of well-maintained paths across the National Park, with their suitability easily identifiable to individuals, increases opportunities for National Park residents to improve their own health and well-being.</p>	<p>All</p>	<p>Lead Officers identified within the Plan.</p>

and funding on multi-user trails and upland paths.			
<p><u>2022/23 Update Report:</u> The Wardens service are assisting with the GIS surveys on Rights of Way routes. Cymdeithas Eryri work in partnership with the Authority in delivering annual maintenance programmes on Yr Wyddfa (Snowdon), Lôn Gwyrfai and Llwybr Mawddach.</p> <p>Small scale access works are identified and managed by the Area Wardens. Small to medium works are led by Area Wardens with the support of Senior Wardens. Works are discussed and confirmed in their work plan and/or area place plans. Larger access work is assessed and discussed at ‘Access Projects Prioritization Meetings’ which consist of the Head of Warden Service, Senior Wardens, Wellbeing and Access Manager and Access Project Officer. In addition, Sustainable Landscapes Sustainable Places (SLSP) WG funding has supported more footpath work being included in the area plans of Wardens.</p>			
As part of the work in delivering outcomes identified within Cynllun Eryri; improve access opportunities for disabled people and socially excluded groups, by firstly identifying barriers to participation.	Once identified, a Plan can be developed to overcome the barriers and increase participation levels.	Disabled people and socially excluded groups.	Lead Officers identified within the Plan.
<p><u>2022/23 Update Report:</u> All of the Authority’s promoted routes are on the new website. Next step is to raise awareness of the ‘resource’ to partners and the health board. During the Autumn of 2022 a local filmmaker Film UP High was commissioned, and we worked on a creating a series of promotional videos to increase awareness on the access for all routes, which are now all available on the website.</p> <p>The usage rates of the 3 vehicles (two Trampers and one 4 wheeled bike) owned by the Authority continues to improve. With the new website came the online booking system for the Trampler hire which made the whole process much more streamlined for the customer and easier to manage. Users can book Trampler hire for any access for all route labelled as Trampler friendly on the website.</p> <p>An agreement with 1085 Adventures has enabled one of the vehicles to be located at Beddgelert forest for them to hire out. During the summer of 2022, it was hired out over 50 times, with the other 2 Authority vehicles being hired out 36 times.</p> <p>The adoption of the new Recreation Strategy will enable further progress on this work.</p>			

Project / Initiative / Action	How will this contribute?	Protected Characteristics Affected	Lead Officer
As part of the work in delivering outcomes identified within Cynllun Eryri; work with communities to further enhance understanding of the Special Qualities of the National Park	Communities on the boundary of the National Park especially the hard to reach, are identified and engaged to achieve National Park objectives.	All	Lead Officers identified within the Plan
<p><u>2022/23 Update Report:</u> Since the launch, the scheme has gone from strength to strength with over 800 earning the title of Eryri Ambassador.</p> <p>Work underway on further expanding and evolving the scheme through new modules on the Carneddau Partnership as well as a special module assisting accommodation businesses to reduce single-use plastic.</p>			
Continue to promote and proactively offer services through the medium of Welsh.	Raise awareness amongst the public that all services are available to them in Welsh.	All	Head of Administration and Customer Care & all staff.
<p><u>2022/23 Update Report:</u> 97.3% of the Authority's staff are bilingual, ensuring that services are available in the language of choice for members of the public.</p> <p>Having such a high percentage of staff who can communicate in Welsh and English enables the Authority to provide a fully bilingual service. That being said, the biggest risk to the Authority remains the ability to recruit suitably qualified staff who can communicate in Welsh to the required level for vacant posts.</p> <p>The Authority continues to ensure that all virtual meetings, committees, events and webinars are able to have full translation facilities in the same way as previous in-person meetings.</p> <p>Yr Ysgwrn continues to offer opportunities for socialising through the Welsh language, through volunteering, attending events and taking part in activities.</p> <p>Yr Ysgwrn commissioned the Yr Ysgwrn Curriculum which was adopted in the spring of 2022 which will enable schools to use Yr Ysgwrn to teach the Curriculum for Wales to children and young people aged 7-14 based on 6 themes covering the 6 areas of learning.</p> <p>Welsh language and the promotion of Welsh culture are integral to the projects and engagement programs of the Dolgellau Townscape Heritage Initiative, Carneddau and Harlech Landscape Partnership and Arduwy schemes.</p>			

Yr Wyddfa volunteers are paired according to language ability to ensure learners can practice their language skills. Yr Ysgwrn engages with Welsh learners to participate in site activities including volunteering.

All these activities ensure that the Welsh language is prominent in the everyday work of the Authority. We have always worked on the basis that services in Welsh are always available without having to request them.

Objective: We will improve **personal security and access to justice**

Action Areas:

Project / Initiative / Action	How will this contribute?	Protected Characteristics Affected	Lead Officer
Continue to raise awareness about hate crime, particularly during Hate Crime Awareness week with our North Wales partners.	One consistent message, led by North Wales Police and the Office for the Police and Crime Commissioner, across North Wales will have a greater impact.	All	Head of Administration and Customer Care

2022/23 Update Report:

The Hate Crime Awareness Week ran from 8th to the 15th of October 2022.

A co-ordinated social media campaign was ran by all north Wales public sector partners (which includes the Authority) during this time, which used consistent images and messages to reinforce key messages of identifying and reporting hate crime.

In addition, the North Wales Public Sector Equality Network (NWPSSEN) ran an educational promotion and awareness raising campaign via Social Media on Holocaust Memorial Day, Anti Slavery Day, International Day of Older Persons, World Mental Health Day, and throughout Black History Month.

Project / Initiative / Action	How will this contribute?	Protected Characteristics Affected	Lead Officer
Work with North Wales partners on various campaigns to promote safety online.	Victims of online scams and bullying are often vulnerable people. Raising awareness through a campaign of consistent messages will have a greater impact.	All	Head of Administration and Customer Care
<p><u>2022/23 Update Report:</u> No direct campaigns were created by the North Wales Public Sector Equality Network (NWPSSEN) during the year, as the Network's limited resources had to be directed to other priority work.</p> <p>However, the Head of Administration and Customer Care is the administrator for the Network's social media account, and has worked closely with North Wales Police Cyber Crime Unit to disseminate ongoing cybercrime awareness and online safety messages.</p>			

Objective: We will develop our knowledge and understanding of the **socio-economic duty** (when guidance becomes available) to identify the key areas of impact to be addressed under the duty.

Action Areas:

Project / Initiative / Action	How will this contribute?	Protected Characteristics Affected	Lead Officer
Work with other public sector organisations and partners to share best practice.	This will enable the sharing of best practice and ideas to ensure correct implementation of the duty.	All	Management Team & Heads of Service
<p><u>2022/23 Update Report:</u> The Head of Administration and Customer Care continues to play an active part in the North Wales Public Sector Equality Network, where best practice is shared and support and advice is always available from other public sector organisations. As time and resources allow, joint work and projects are also undertaken so that all public sector organisations can make the best use out of their limited resources.</p>			

Objective: We will undertake further work to ensure that **equality is mainstreamed** into the Authority's work.

Action Areas:

Project / Initiative / Action	How will this contribute?	Protected Characteristics Affected	Lead Officer
We will put procedures in place that will enable procured services to meet the Authority's commitment and expectations on equality.	The Authority is responsible for meeting the general duty even where relevant works or services are contracted out to an external supplier. It is important to build equality considerations into procurement processes.	All	Head of Administration and Customer Care
<p><u>2022/23 Update Report:</u> The Authority uses Sell2Wales to advertise the majority of procured services, as this is the first port of call for companies who want to bid for public sector contracts. This ensures the contracts on offer by the Authority reaches its widest possible audience.</p> <p>The Authority does not procure a large number of services, as the majority of such contracts are for goods. Of those service contracts, not all will be relevant in terms of equality commitments and measures expected by those companies.</p> <p>The Authority has accepted Welsh Government's recommendations to ensure that the Authority's processes relating to contracts are sufficiently transparent, and accordingly a new version of the Standing Orders relating to Contracts has been produced which incorporates the recommendations and ensures compliance with all new regulations relating to the withdrawal from the European Union. In-house training sessions are planned for the coming year.</p>			
To provide support and (where relevant) training to staff to ensure that they understand their duty towards people with protected characteristics.	This will ensure that all staff know their responsibilities.	All	Head of Administration and Customer Care & Head of Human Resources
<p><u>2022/23 Update Report:</u> Relevant staff are aware that the Head of Administration and Customer Care can provide support and guidance on all aspects of equality considerations, which they must be taken into account when developing new projects and workstreams. The Head of Human Resources is also available to provide support and guidance for any new employment contracts created at the Authority.</p>			

To provide support and (where relevant) training to staff on ensuring that their Equality Impact Assessments are robust.	This will increase awareness and develop their skills.	All	Head of Administration and Customer Care & Head of Human Resources
<p><u>2022/23 Update Report:</u> The Head of Administration and Customer Care usually works with relevant individual staff members on developing an Equality Impact Assessment for the Plan, Policy, Strategy being reviewed or developed and on any Strategic Decision being undertaken. This ensures as far as possible, that the assessments are as robust as they can be, and where applicable also include a robust assessment of the socio-economic impact of Strategic Decisions.</p>			

5. Training

Online bilingual modules available on ELMS are available on the following subjects for staff:

- Dignity and Respect at Work;
- Equality and Diversity at Work;
- Equality Impact Assessments;
- Mental Health Awareness; and
- Neurodiversity Inclusion.

During the year, a member of staff attended and LGBTQ+ Inclusion Workshop. The workshop was aimed specifically at people working in front line roles and teams, with the purpose of:

- Demystifying terminology and explaining common misconceptions;
- Enhancing understanding of LGBT hate; and
- Exploring routes of support (including being an Active Bystander, reporting to Police, Independent Specialist Support services, Local Authority and Grass Root Groups).

6. Equality Impact Assessments

The Authority has systems in place to screen and impact assess any new or revised strategies, plans, procedures, practices or any major decisions it makes. During the year, 2 full equality impact assessments have been undertaken.

Below is a short summary of the impact assessments conducted.

Welsh Language Promotion Strategy

As the primary language in many social and professional environments within the Park, the vibrancy of the Welsh language has been identified as an unique quality of Eryri which the Authority has a duty to protect as well as promote through all aspects of its work. As a special quality it has been included in Cynllun Eryri, the National Park Management Plan to ensure that it continues to be a vibrant part of our everyday life.

The Strategy is also a statutory requirement as set out in the Welsh Language Standards that the Authority is subject to under the Welsh Language (Wales) Measure 2011.

The Strategy therefore introduces a series of strategic aims and actions which follows up on the Authority's original 5 year strategy, which aims to inform, educate as well as promote the language in order to encourage more daily use and to increase the number of users.

Development of the Strategy has been led by a staff/member Steering Group especially set up for this purpose (New Welsh Language Promotion Strategy Steering Group), and included a comprehensive public consultation. The Strategy was warmly received and the impact assessment did not identify any potential negative impacts, but rather found that implementing the Strategy would have a positive impact and would assist in fostering improved understanding between different groups of people with protected characteristics.

Recreation Strategy

The Strategy introduces a series of strategic aims and actions which will develop and manage recreational opportunities in Eryri in a sustainable way, ensuring as far as possible those activities do not have negative impacts on the other special qualities of the National Park, whilst at the same time promoting the social and wellbeing benefits to local communities and visitors alike, and improving accessibility.

The Strategy accommodates the need to communicate and engage with hard to reach and the seldom heard, ensuring they have equitable opportunities to take part and become involved in various recreation activities, It supports other key Plans that the Authority have, and sits directly under Cynllun Eryri. These Plans further identify barriers to participation from protected, socially excluded and hard to reach groups and puts in place action plans to address those barriers.

As the Recreation Strategy has yet to be formally adopted, the Equality Impact Assessment remains live. At each consultation stage, the impact assessment will be revised and refined as necessary to take into account relevant feedback and comments.

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 on 31st March 2023 = 149

Age profile

24 and under	11
25 – 34	25
35 – 44	33
45 – 54	36
55 – 64	28
65 and over	16

Distribution of Female / Male

Female	82
Male	67

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

7 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 31.03.2023 (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	£8.91	1	1	0	0	0	0	0	0	0	0	1	1
1	£9.60	2	0	2	0	0	0	2	2	0	0	0	0
2	£9.79	0	1	1	1	0	0	1	2	0	0	0	0
3	£10.39	0	1	10	5	0	0	7	3	3	3	0	0
4	£10.81	2	3	15	3	0	0	16	6	0	0	1	0
5	£11.93	1	11	4	1	0	0	5	10	0	0	0	2
6	£13.44	6	3	2	0	0	0	4	3	0	0	4	0
7	£15.60	8	13	2	0	0	0	8	12	0	0	1	2
8	£17.36	9	9	1	1	0	0	7	9	0	0	3	1
9	£18.85	3	4	0	0	0	0	3	2	0	0	0	2
10	£19.98	3	3	2	0	0	0	3	3	0	0	2	0
11	£21.03	0	0	0	0	0	0	0	0	0	0	0	0
12	£22.09	2	1	1	0	0	0	1	3	0	0	0	0
13	£23.13	2	3	0	0	0	0	2	3	0	0	0	0
14	£24.19	0	0	0	0	0	0	0	0	0	0	0	0
Chief Officer - Director	£36.15	0	2	0	0	0	0	0	2	0	0	0	0
Chief Officer - Chief Executive	£47.62	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

Where applicants have completed monitoring forms:

Ethnic Origin

- 259 White
- 2 Mixed – White and Black African
- 1 Mixed – White and Black Caribbean
- 1 Mixed - White and Asian
- 2 Asian, Asian British, Asian Welsh, Asian English, Asian Scottish
- 1 Black, Black British, Black English, Black Scottish, Black Welsh
- 5 Prefer not to say

Sex

151 Male
120 Female

Disability

3 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	2	2
Female	1	1
Total	3	3

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

There were applications and training attended on 12 occasions by females and 11 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

Female	1
Male	1
Total	2

Employees subject to disciplinary procedures

There was 0 staff member that was subject to disciplinary procedures during this period.

Employees who have left the authority's employment

Female	9
Male	11
Total	20

MEETING	Performance and Resources Committee
DATE	29 November 2023
TITLE	HEALTH & SAFETY ANNUAL MONITORING REPORT 2022/23
REPORT BY	Human Resources Service
PURPOSE	For Information

1. BACKGROUND

This report spans beyond the reporting period for the year 22/23 in order that significant and up to date information in relation to Health and Safety is reported to the committee.

Following the appointment of the new Head of Human Resources in June 2022 an initial review of the Authority's Health and Safety procedures was undertaken and as a result it was apparent that a further, more in-depth review was required to be undertaken by a Health and Safety specialist in order to receive a detailed report of findings and required actions for the management of Health and Safety across the Authority.

2. HEALTH AND SAFETY REVIEW

During February 2023, Mike Roberts, ADRA's Health, Safety and Environmental Manager (Grad IOSH DipNEBOSH) was commissioned to undertake this review and to provide a report of findings and recommendations to the Management Team.

The review was undertaken across a 3-month period which involved reviewing the Authority's existing documentation including the Health and Safety Policy and interviewing a cross section of heads of departments and other Authority employees in order that an Authority wide review was carried out.

3. SUMMARY OF FINDINGS AND RECOMMENDATIONS

The report returned a summary of the following findings and recommendations:

- From discussions with various members of APCE It was clear that health and safety was a key consideration in the planning and delivery of work. However,

various documentation that was evidenced such as policies and training matrices had not been updated for some time and do not accurately reflect APCE's current approach.

- Documentation such as risks assessments varied both in the template used and in risk scoring.
- The Management of Health and Safety at Work Regulation 1999 (MHSWR) require that organisations have access to competent health and safety advice. APCE seems to have not had access to consistent health and safety support and advice for some time. Such support would be invaluable in developing, implementing and ongoing coordination of a health and safety management system using a Plan, Do, Check, Act approach.
- For compliance with Regulation 7 of the MHSWR, APCE should give serious consideration to making an inhouse appointment of a competent person (trained to a minimum of NEBOSH General Certificate) with specific responsibilities for advising on health and safety issues and ensuring that a robust documented system is in place.

4. ACTING ON THE RECOMMENDATIONS

Mike Roberts' report was presented to the Management Team during May 2023 and in relation to the specific recommendation that an in-house appointment of a competent health and safety officer should be made, the Management Team authorised for a job description to be created and evaluated in order that the position be advertised externally.

After further consideration, it was decided that in order that the Authority receives consistent support throughout the year, two part-time health and safety officer roles should be sought rather than one full time officer. The role was advertised on the 10th of November with a closing date for applications being the 27th of November. We hope to have the officers in post during January 2024 reporting to the Head of Human Resources.

5. REPORTING AND MANAGEMENT OF HEALTH AND SAFETY

5.1 Health and Safety Group

The Authority's Health and Safety Group meet on a quarterly basis. The Group is chaired by the Director of Corporate Services on behalf of the Management Team and will be co-ordinated and administered by the newly appointed Health and Safety Officers.

The members of the Group will be:

Director of Corporate Services
Health and Safety Officers
Head of Human Resources
Head of Wardens
Access Project Officer
Head of Property/Property and Facilities Manager

Principal Planning Officer – Development Management
 Head of Conservation, Woodlands & Agriculture
 Tree and Woodland Officer

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

The group has not met since Adra was commissioned to conduct a review of Health and Safety practices and the Authority has been working to put the recommendations in place since receiving their report. Therefore, the intention is to re-convene these new meetings once the new Health and Safety structure is in place early 2024.

5.2 Local Joint Working Group

Health and Safety is also included in the remit of the Local Joint Working Group where both the Trade Unions and the Health and Safety officers will report as appropriate.

5.3 The Management Team Meeting

There is a standard item on the Management Team meeting agenda where any issues can be raised.

6. TRAINING

During this reporting period, 23 members of staff attended training courses in relation to Health and Safety:

Training Course	Attendees
First Aid – Basic	5
First Aid - REC	14
Food Safety for Catering – Level 2 Award	4

7. INCIDENTS

During this reporting period there were a total of 10 accidents involving Authority staff. Of the 10 injuries, 2 required medical attention and time off work making them RIDDOR reportable.

Date of Accident	Type of injury	Medical Care Required	Time off	RIDDOR Reportable
19.06.23	Broken Ribs – Fall (off tractor)	Y	6 weeks	Y
29.08.22	Burn to Hand – Spill (Tea)	N	None	N

20.09.22	Cut to Hand – Food prep	N	None	N
07.11.22	Knock to Head – Towel dispenser	N	None	N
24.11.22	Bruising – Fell off ladder	N	None	N
07.12.22	Broken Ankle – Slipped	Y	3 Months	Y
05.01.23	Pulled Back Muscle – Fall	N	None	N
17.01.23	Bruised Cheek – Lifting	N	None	N
07.03.23	Back Strain – Lifting	N	None	N
20.03.23	Pulled Shoulder – Slip	N	None	N

8. RIDDOR Reportable Accidents

During the reporting period there were 2 RIDDOR reportable accidents.

- The accident involving falling from a tractor resulted in the tractor being marked as out of use immediately and subsequently sent to Major Owen for servicing which had lapsed significantly. Repairs for the vehicle were quoted for a value greater than the vehicle's worth. A decision was taken by the Management Team to dispose of the tractor for scrappage value only.
- The accident involving a broken ankle incurred while a forester was feeding a tree branch through a chipper when their ankle twisted awkwardly causing the break.

9. Actions Taken to Reduce Further Risk of Repeat Incidents

The tractor was scrapped and steps will be taken to ensure that all vehicles and machinery are regularly serviced and that appropriate risk assessments are carried out.

As a result of 3 injuries incurred by lifting and falling from height, Manual Handling and Working from Heights training courses have been placed on the training matrix schedule for 2024.

10. RECOMMENDATION

To note the report for information.

MEETING	Performance & Recourse Committee
DATE	29 November 2023
TITLE	INFORMATION CENTRES ANNUAL REPORT
REPORT BY	Sustainable Tourism Manager
PURPOSE	To update members on the progress of the Information Centres

1. BACKGROUND

- 1.1 The Authority has three Information Centres, at Aberdyfi, Beddgelert and Betws y Coed. The Aberdyfi and Beddgelert centres have been seasonal, whereas the Betws y Coed centre is open all year round.
- 1.2 Since 2018 Beddgelert office has opened for a week over February half term and then on weekends only until opening for the season from the last weekend in March. Following the success of the centre over recent it was decided to trial the opening of the centre on weekends (and over the Christmas break) for 2023 – 2024.
- 1.3 For the purpose of this report, comparisons for the last four years have been included and 2023 is the first year since 2019 where no Covid-19 measures have been in place.

2. AN OVERVIEW OF THE 2023-24 YEAR TO DATE

- 2.1 All three centres opened on time and were to be open for the full season.
- 2.2 2022 saw a number of challenges with staffing levels. Recruitment for 2023 was far more successful. Full staffing levels have been in place at both Beddgelert and Betws y Coed centres for the full season and no days were lost due to insufficient cover. This was not the case in Aberdyfi with recruitment and retention once again being problematic.
- 2.3 The online retail offering was expanded at the beginning of the year. The expansion along with the addition of event booking has increase the profit on sales by approximately 50%.

Jan 2023 – End October 2022 - £3230

Jan 2022 – End October 2022 - £2049

Jan 2021 – End October 2021 - £1584

3. ABERDYFI CENTRE

- 3.1 See Centre data in Appendix 1. Included are short Term with comparisons to 22/23 and 19/20, also long term trends from 2015.
- 3.2 Aberdyfi once again experienced disruption due to staffing levels. Following the departure of staff prior to the start of the 2023 season, recruitment didn't take place until early May. This meant that 18 days were lost through closure at the start of the season. Their departure for a permanent position at the end of September meant that the total number of days Aberdyfi Centre was closed in 2023 rose to 34. This is 3 days more than in 2022.
- 3.3 Despite the loss of trading days Aberdyfi increased its turnover by 24% over the season compared with 2022/23. This built on last year's record year despite fears that the economic outlook would see the centre's financial performance slip.
- 3.4 Visitor enquiries remained stable and are comparable to 2022/23. Compared to 2019/20 visitor enquiries are down 18%, however if April and October are discounted (the months that the centre lost the vast majority of trading days due to closure) this changes to 4%.
- 3.5 Looking at the long term comparison we can see that the average spend per transaction has increased again. Profit per head increased on last year, remaining higher than pre-pandemic levels.

4. BEDDGELERT CENTRE

- 4.1 See Centre data in Appendix 1.
- 4.2 As predicted, Beddgelert maintained the financial gains made over the recent years. Turnover was 14% up on the 2022 season. This increase can be attributed to 2 factors;
 - Higher inflation - the majority of our existing suppliers have increased their prices significantly over the last 12 – 18 months, this increase has had to be passed on to maintain our profit margins on goods sold.
 - Staffing Levels – the centre lost no days to closure over the season. In 2022 we estimated a loss of approximately £4k due to centre closure.
- 4.3 Looking at the long term comparison we see that profit per head has been maintained from 2022 due to the increase in visitor enquiries. This increase in visitor enquiries on 2022/23 can be largely attributed to being fully staffed and losing no trading days during this year.

5. BETWS Y COED CENTRE

- 5.1 See Centre data in Appendix 1.
- 5.2 The accuracy of visitor numbers at Betws y Coed (down 22% on 2022 according to data) is unclear, due to issues with a new people counter on the second entrance/exit. When comparing this fall with the notable increase in turnover (up 37% on 2022) it seems especially stark.

- 5.3 The two new exhibition pieces at the centre were opened before Easter and have proven very popular with visitors. Despite early teething problems we hope that they prove to be a future draw to the centre.

6. IN CONCLUSION

- 6.1 All 3 centres increased their turnover this year despite the dire economic predictions at the close of 2022. There are a number of factors for this, some are largely out of our control and others we can directly influence –
- Inflation – As mentioned above in point 4.2.
 - Better Recruitment and Retention – There is no doubt that this contributed to the increase in the turnover in Beddgelert and to a lesser degree in Betws y Coed.
 - Expansion in suppliers – Pre 2020 the Retail Buyer visited one Trade Fair a year in July. This hasn't been possible since the start of the pandemic. This year two trade fairs were visited, one in January and one in July. This helped to expand the supplier base significantly for the first time since 2019.
 - Overseas visitors & Exchange rate – As predicted this year saw an anecdotally significant increase in overseas visitors. This combined with the favourable exchange rates increase their spending power.
- 6.2 As has been experienced by other retailers we believe that we have experienced a higher than average instance of shoplifting over the last 12 months. The CCTV installed in Aberdyfi and Beddgelert, and the upgraded system in Betws y Coed, as a result of the Covid-19 pandemic has been valuable in aiding reporting.
- 6.3 As mentioned in 1.2 Beddgelert Centre is being given a winter opening trial for 2023/24. The centre will be open on weekends through the winter as well as for a time over the Christmas break.
- 6.4 Due to the increase in income generated it is anticipated that the centres will end the financial year within their set operating budget. The expectation is that for 2023/24 –
- Aberdyfi will cost the Authority approximately £17k
 - Beddgelert will cost the Authority approximately £25k
 - Betws y Coed will cost the Authority approximately £42k
- Remaining costs being for supporting services.

RECOMMENDATION

- 1. For Members to discuss the content of the report and any steps that should be taken as we look towards 2024-2025.**

EITEM RHIF 12 - ATODIAD 1
ITEM NO. 12 - APPENDIX 1

CANOLFAN / CENTRE: ABERDYFI
YMWELWYR AC YMHOLIADAU / VISITORS AND ENQUIRIES

MIS MONTH	2023/24					2022/23					CYMHARIAETH 23/24 - 22/23		2019/20		CYMHARIAETH 23/24 - 19/20	
	👤	📧	📞	e.	CYFANSWM TOTAL	👤	📧	📞	e.	CYFANSWM TOTAL	% + / -		TOTAL	% + / -		
EBR / APR	1,582	-	14	7	1,603	2,173	-	23	10	2,206	-27.33	EBR / APR	4,272	-62.48		
MAI / MAY	4,186	-	18	8	4,212	2,991	-	48	10	3,049	38.14	MAI / MAY	5,984	-29.61		
MEH / JUN	5,316	1	54	11	5,382	4,295	-	54	5	4,354	23.61	MEH / JUN	4,203	28.05		
GOR / JUL	4,021	1	38	7	4,067	6,672	1	61	6	6,740	-39.66	GOR / JUL	6,654	-38.88		
AWS / AUG	8,175	-	36	4	8,215	7,586	1	69	4	7,660	7.25	AWS / AUG	8,873	-7.42		
MED / SEP	5,900	-	26	6	5,932	3,516	-	24	1	3,541	67.52	MED / SEP	4,539	30.69		
HYD / OCT	1,146	-	12	5	1,163	2,041	-	15	4	2,060	-43.54	HYD / OCT	2,584	-54.99		
TACH / NOV	69	-	1	-	70	209	-	3	-	212	-66.98	TACH / NOV	165	-57.58		
RHAG / DEC	-	-	-	-	-	-	-	-	-	-	#DIV/0!	RHAG / DEC	-	#DIV/0!		
ION / JAN	-	-	-	-	-	-	-	-	-	-	#DIV/0!	ION / JAN	-	#DIV/0!		
CHWE / FEB	-	-	-	-	-	-	-	-	-	-	#DIV/0!	CHWE / FEB	-	#DIV/0!		
MAW / MAR	-	-	-	-	-	227	-	4	1	232	#DIV/0!	MAW / MAR	-	#DIV/0!		
CYFANSWM / TOTAL	30,395	2	199	48	30,644	29,710	2	301	41	30,054	1.96		37,274	-17.79		
EBR-HYD / APR-OCT	30,326	2	198	48	30,574	29,274	2	294	40	29,610	3.26		37,109	-17.61		

CYN. TAW / INC. VAT MIS / MONTH	GWERTHIANNAU / SALES			CYMHARIAETH 23/24 - 22/23		CYMHARIAETH 23/24 - 19/20	
	2023-24	2022-23	2019/20	% + / -	% + / -		
EBR / APR	£ 1,693.36	£ 1,971.01	£ 2,474.30	-14.09	-31.56		
MAI / MAY	£ 3,745.08	£ 2,462.62	£ 2,870.54	52.08	30.47		
MEH / JUN	£ 5,786.88	£ 3,128.17	£ 2,720.19	84.99	112.74		
GOR / JUL	£ 5,435.85	£ 4,596.19	£ 4,183.88	18.27	29.92		
AWS / AUG	£ 5,492.63	£ 4,774.52	£ 4,656.28	15.04	17.96		
MED / SEP	£ 4,830.39	£ 4,236.46	£ 3,638.97	14.02	32.74		
HYD / OCT	£ 2,186.97	£ 2,312.19	£ 1,913.05	-5.42	14.32		
TACH / NOV	£ -	£ 455.77	£ 222.20	-100.00	-100.00		
RHAG / DEC	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
ION / JAN	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
CHWE / FEB	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
MAW / MAR	£ -	£ 373.04	£ -	-100.00	#DIV/0!		
CYFANSWM / TOTAL	£ 29,171.16	£ 24,309.97	£ 22,679.41	20.00	28.62		
EBR-HYD / APR-OCT	£ 29,171.16	£ 23,481.16	£ 22,457.21	24.23	29.90		

MIS / MONTH	INCWM LLETY / ACCOM INCOME			CYMHARIAETH 23/24 - 22/23		CYMHARIAETH 23/24 - 19/20	
	2023-24	2022-23	2019/20	% + / -	% + / -		
EBR / APR	£ -	£ 8.00	£ 9.50	-100.00	-100.00		
MAI / MAY	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
MEH / JUN	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
GOR / JUL	£ -	£ 19.00	£ 26.50	-100.00	-100.00		
AWS / AUG	£ 45.00	£ 31.50	£ 7.50	42.86	500.00		
MED / SEP	£ 10.50	£ -	£ 39.00	#DIV/0!	-73.08		
HYD / OCT	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
TACH / NOV	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
RHAG / DEC	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
ION / JAN	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
CHWE / FEB	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
MAW / MAR	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
CYFANSWM / TOTAL	£ 55.50	£ 58.50	£ 82.50	-5.13	-32.73		
EBR-HYD / APR-OCT	£ 55.50	£ 58.50	£ 82.50	-5.13	-32.73		

MIS / MONTH	ELW / PROFIT (dim costau - gwerthiannau ac archebu llety yn)			CYMHARIAETH 23/24 - 22/23		CYMHARIAETH 23/24 - 19/20	
	2023-24	2022-23	2019/20	% + / -	% + / -		
EBR / APR	£ 688.86	£ 755.99	£ 985.88	-8.88	-30.13		
MAI / MAY	£ 1,510.12	£ 988.44	£ 1,152.64	52.78	31.01		
MEH / JUN	£ 2,318.77	£ 1,213.06	£ 1,051.70	91.15	120.48		
GOR / JUL	£ 2,191.27	£ 1,897.26	£ 1,691.74	15.50	29.53		
AWS / AUG	£ 2,219.75	£ 1,977.25	£ 1,856.32	12.26	19.58		
MED / SEP	£ 1,944.34	£ 1,735.21	£ 1,469.64	12.05	32.30		
HYD / OCT	£ 863.12	£ 926.60	£ 762.02	-6.85	13.27		
TACH / NOV	£ -	£ 174.13	£ 80.86	-100.00	-100.00		
RHAG / DEC	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
ION / JAN	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
CHWE / FEB	£ -	£ -	£ -	#DIV/0!	#DIV/0!		
MAW / MAR	£ -	£ 142.85	£ -	-100.00	#DIV/0!		
CYFANSWM / TOTAL	£ 11,736.23	£ 9,810.79	£ 9,050.80	19.63	29.67		
EBR-HYD / APR-OCT	£ 11,736.23	£ 9,493.81	£ 8,969.94	23.62	30.84		

	2019/20		
	Gwerthiant TOTAL	Llety TOTAL	Elw TOTAL
EBR / APR	£ 2,474.30	£ 9.50	£ 985.88
MAI / MAY	£ 2,870.54	£ -	£ 1,152.64
MEH / JUN	£ 2,720.19	£ -	£ 1,051.70
GOR / JUL	£ 4,183.88	£ 26.50	£ 1,691.74
AWS / AUG	£ 4,656.28	£ 7.50	£ 1,856.32
MED / SEP	£ 3,638.97	£ 39.00	£ 1,469.64
HYD / OCT	£ 1,913.05	£ -	£ 762.02
TACH / NOV	£ 222.20	£ -	£ 80.86
RHAG / DEC	£ -	£ -	£ -
ION / JAN	£ -	£ -	£ -
CHWE / FEB	£ -	£ -	£ -
MAW / MAR	£ -	£ -	£ -
	£ 22,679.41	£ 82.50	£ 9,050.80
	£ 22,457.21	£ 82.50	£ 8,969.94

CANOLFAN / CENTRE: BEDDGELERT
YMWELWYR AC YMHOLIADAU / VISITORS AND ENQUIRIES

MIS MONTH	2023/24					2022/23					CYMHARIAETH 23/24 - 22/23		2019/20		CYMHARIAETH 23/24 - 19/20	
	👤	📄	📞	e.	CYFANSWM TOTAL	👤	📄	📞	e.	CYFANSWM TOTAL	% + / -		CYFANSWM TOTAL	% + / -		
EBR / APR	4,912	-	112	8	5,032	EBR / APR	4,155	-	136	20	4,311	16.72	EBR / APR	4,492	12.02	
MAI / MAY	4,977	-	114	5	5,096	MAI / MAY	4,128	1	103	20	4,252	19.85	MAI / MAY	6,028	-15.46	
MEH / JUN	5,132	-	118	7	5,257	MEH / JUN	3,947	-	87	12	4,046	29.93	MEH / JUN	5,163	1.82	
GOR / JUL	7,272	1	121	7	7,401	GOR / JUL	7,134	-	142	15	7,291	1.51	GOR / JUL	7,326	1.02	
AWS / AUG	8,985	-	117	7	9,109	AWS / AUG	9,084	1	183	29	9,297	-2.02	AWS / AUG	12,194	-25.30	
MED / SEP	5,611	-	73	2	5,686	MED / SEP	5,545	-	82	7	5,634	0.92	MED / SEP	6,177	-7.95	
HYD / OCT	4,023	-	63	3	4,089	HYD / OCT	4,061	-	65	10	4,136	-1.14	HYD / OCT	4,086	0.07	
TACH / NOV	392	-	2	-	394	TACH / NOV	453	-	6	-	459	-14.16	TACH / NOV	285	38.25	
RHAG / DEC	-	-	-	-	-	RHAG / DEC	-	-	-	-	-	#DIV/0!	RHAG / DEC	-	#DIV/0!	
ION / JAN	-	-	-	-	-	ION / JAN	-	-	-	-	-	#DIV/0!	ION / JAN	1	-100.00	
CHWE / FEB	-	-	-	-	-	CHWE / FEB	568	-	20	-	588	-100.00	CHWE / FEB	830	-100.00	
MAW / MAR	-	-	-	-	-	MAW / MAR	942	-	34	-	976	-100.00	MAW / MAR	324	-100.00	
CYFANSWM / TOTAL	41,304	1	720	39	42,064		40,017	2	858	113	40,990	2.62		46,906	-10.32	
EBR-HYD/ APR-OCT	40,912	1	718	39	41,670		38,054	2	798	113	38,967	6.94		45,466	-8.35	

MIS/MONTH	CYMHARIAETH CYMHARIAETH			CYMHARIAETH CYMHARIAETH	
	2023-24	2022-23	2019/20	23/24 - 22/23	23/24 - 19/20
EBR / APR	£ 11,572.94	£ 10,603.43	£ 8,154.03	9.14	41.93
MAI / MAY	£ 11,519.73	£ 10,352.18	£ 9,887.04	11.28	16.51
MEH / JUN	£ 12,995.47	£ 8,877.17	£ 7,914.44	46.39	64.20
GOR / JUL	£ 17,194.26	£ 15,703.55	£ 11,190.44	9.49	53.65
AWS / AUG	£ 21,811.35	£ 19,091.41	£ 14,157.50	14.25	54.06
MED / SEP	£ 15,765.53	£ 14,881.52	£ 9,445.28	5.94	66.91
HYD / OCT	£ 12,984.32	£ 11,411.99	£ 8,477.61	13.78	53.16
TACH / NOV	£ -	£ 1,514.82	£ 615.94	-100.00	-100.00
RHAG / DEC	£ -	£ -	£ -	#DIV/0!	#DIV/0!
ION / JAN	£ -	£ -	£ -	#DIV/0!	#DIV/0!
CHWE / FEB	£ -	£ 1,953.43	£ 1,005.69	-100.00	-100.00
MAW / MAR	£ -	£ 2,628.39	£ 504.56	-100.00	-100.00
CYFANSWM / TOTAL	£ 103,843.60	£ 97,017.89	£ 71,352.53	7.04	45.54
EBR-HYD/ APR-OCT	£ 103,843.60	£ 90,921.25	£ 69,226.34	14.21	50.01

MIS / MONTH	CYMHARIAETH CYMHARIAETH			CYMHARIAETH CYMHARIAETH	
	2023-24	2022-23	2019/20	23/24 - 22/23	23/24 - 19/20
EBR / APR	£ -	£ -	£ -	#DIV/0!	#DIV/0!
MAI / MAY	£ -	£ -	£ -	#DIV/0!	#DIV/0!
MEH / JUN	£ -	£ -	£ -	#DIV/0!	#DIV/0!
GOR / JUL	£ -	£ -	£ -	#DIV/0!	#DIV/0!
AWS / AUG	£ -	£ -	£ -	#DIV/0!	#DIV/0!
MED / SEP	£ -	£ -	£ -	#DIV/0!	#DIV/0!
HYD / OCT	£ -	£ -	£ -	#DIV/0!	#DIV/0!
TACH / NOV	£ -	£ -	£ -	#DIV/0!	#DIV/0!
RHAG / DEC	£ -	£ -	£ -	#DIV/0!	#DIV/0!
ION / JAN	£ -	£ -	£ -	#DIV/0!	#DIV/0!
CHWE / FEB	£ -	£ -	£ -	#DIV/0!	#DIV/0!
MAW / MAR	£ -	£ -	£ -	#DIV/0!	#DIV/0!
CYFANSWM / TOTAL	£ -	£ -	£ -	#DIV/0!	#DIV/0!
EBR-HYD/ APR-OCT	£ -	£ -	£ -	#DIV/0!	#DIV/0!

MIS / MONTH	CYMHARIAETH CYMHARIAETH			CYMHARIAETH CYMHARIAETH	
	2023-24	2022-23	2019/20	23/24 - 22/23	23/24 - 19/20
EBR / APR	£ 4,643.14	£ 4,182.82	£ 3,134.25	11.01	48.14
MAI / MAY	£ 4,578.07	£ 4,010.73	£ 3,787.25	14.15	20.88
MEH / JUN	£ 5,192.13	£ 3,406.85	£ 3,039.26	52.40	70.84
GOR / JUL	£ 6,783.57	£ 6,224.43	£ 4,427.67	8.98	53.21
AWS / AUG	£ 8,668.57	£ 7,612.09	£ 5,631.23	13.88	53.94
MED / SEP	£ 6,267.04	£ 5,937.90	£ 3,754.43	5.54	66.92
HYD / OCT	£ 4,994.15	£ 4,460.08	£ 3,329.81	11.97	49.98
TACH / NOV		£ 576.89	£ 235.67	-100.00	-100.00
RHAG / DEC		£ -	£ -	#DIV/0!	#DIV/0!
ION / JAN		£ -	£ -	#DIV/0!	#DIV/0!
CHWE / FEB		£ 766.42	£ 401.41	-100.00	-100.00
MAW / MAR	£ -	£ 1,062.49	£ 202.35	-100.00	-100.00
CYFANSWM / TOTAL	£ 41,126.67	£ 38,240.70	£ 27,943.33	7.55	47.18
EBR-HYD/ APR-OCT	£ 41,126.67	£ 35,834.90	£ 27,103.90	14.77	51.74

	2019/20		
	Gwerthiant TOTAL	Llety TOTAL	Elw TOTAL
EBR / APR	£ 2,474.30	£ 9.50	£ 985.88
MAI / MAY	£ 2,870.54	£ -	£ 1,152.64
MEH / JUN	£ 2,720.19	£ -	£ 1,051.70
GOR / JUL	£ 4,183.88	£ 26.50	£ 1,691.74
AWS / AUG	£ 4,656.28	£ 7.50	£ 1,856.32
MED / SEP	£ 3,638.97	£ 39.00	£ 1,469.64
HYD / OCT	£ 1,913.05	£ -	£ 762.02
TACH / NOV	£ 222.20	£ -	£ 80.86
RHAG / DEC	£ -	£ -	£ -
ION / JAN	£ -	£ -	£ -
CHWE / FEB	£ -	£ -	£ -
MAW / MAR	£ -	£ -	£ -
	£ 22,679.41	£ 82.50	£ 9,050.80
	£ 22,457.21	£ 82.50	£ 8,969.94

CANOLFAN / CENTRE: BETWS-Y-COED
YMWELWYR AC YMHOLIADAU / VISITORS AND ENQUIRIES

MIS MONTH	2023/24					2022/23					CYMHARIAETH		2019/20		CYMHARIAETH	
	👤	📄	📄	e.	CYFANSWM TOTAL	👤	📄	📄	e.	CYFANSWM TOTAL	23/24 - 22/23 % + / -	CYFANSWM TOTAL	23/24 - 19/20 % + / -			
EBR / APR	5,833	2	90	35	5,960	6,251	-	109	31	6,391	-6.74	8,925	-33.22			
MAI / MAY	6,120	-	102	29	6,251	6,449	-	101	29	6,579	-4.99	9,317	-32.91			
MEH / JUN	6,672	2	72	22	6,768	9,304	-	90	18	9,412	-28.09	7,907	-14.40			
GOR / JUL	7,844	-	117	30	7,991	10,130	1	96	17	10,244	-21.99	10,058	-20.55			
AWS / AUG	9,139	-	118	25	9,282	12,587	-	127	20	12,734	-27.11	15,114	-38.59			
MED / SEP	7,066	1	63	24	7,154	9,700	-	95	19	9,814	-27.10	9,606	-25.53			
HYD / OCT	5,246	-	56	18	5,320	7,104	1	64	11	7,180	-25.91	7,126	-25.34			
TACH / NOV	474	-	10	-	484	3,692	-	33	15	3,740	-87.06	3,467	-86.04			
RHAG / DEC	-	-	-	-	-	1,923	-	25	15	1,963	-100.00	2,671	-100.00			
ION / JAN	-	-	-	-	-	1,380	-	30	20	1,430	-100.00	2,636	-100.00			
CHWE / FEB	-	-	-	-	-	2,434	-	60	17	2,511	-100.00	2,761	-100.00			
MAW / MAR	-	-	-	-	-	2,766	-	47	17	2,830	-100.00	1,955	-100.00			
CYFANSWM / TOTAL	48,394	5	628	183	49,210	73,720	2	877	229	74,828	-34.24	81,543	-39.65			
EBR-HYD/ APR-OCT	47,920	5	618	183	48,726	61,525	2	682	145	62,354	-21.86	68,053	-28.40			

* Ffigyrau ddim yn gyflawn

MIS/MONTH	CYMHARIAETH CYMHARIAETH			23/24 - 22/23 % + / -	23/24 - 19/20 % + / -
	2023-24	2022-23	2019/20		
EBR / APR	£ 12,462.36	£ 10,866.46	£ 9,961.02	14.69	25.11
MAI / MAY	£ 13,199.46	£ 10,478.10	£ 11,900.62	25.97	10.91
MEH / JUN	£ 14,211.69	£ 10,439.73	£ 11,642.12	36.13	22.07
GOR / JUL	£ 16,780.55	£ 11,526.49	£ 15,941.64	45.58	5.26
AWS / AUG	£ 20,248.64	£ 14,457.78	£ 18,088.17	40.05	11.94
MED / SEP	£ 17,433.59	£ 11,457.46	£ 13,525.68	52.16	28.89
HYD / OCT	£ 13,026.61	£ 9,125.33	£ 10,108.25	42.75	28.87
TACH / NOV	£ -	£ 6,082.69	£ 5,488.55	-100.00	-100.00
RHAG / DEC	£ -	£ 4,915.19	£ 5,654.97	-100.00	-100.00
ION / JAN	£ -	£ 2,204.85	£ 2,935.18	-100.00	-100.00
CHWE / FEB	£ -	£ 5,205.27	£ 3,555.98	-100.00	-100.00
MAW / MAR	£ -	£ 6,418.40	£ 2,754.21	-100.00	-100.00
CYFANSWM / TOTAL	£ 107,362.90	£ 103,177.75	£ 111,556.39	4.06	-3.76
EBR-HYD/ APR-OCT	£ 107,362.90	£ 78,351.35	£ 91,167.50	37.03	17.76

* Ffigyrau ddim yn gyflawn

MIS / MONTH	CYMHARIAETH CYMHARIAETH			23/24 - 22/23 % + / -	23/24 - 19/20 % + / -
	2023-24	2022-23	2019/20		
EBR / APR	£ -	£ -	£ -	#DIV/0!	#DIV/0!
MAI / MAY	£ -	£ -	£ -	#DIV/0!	#DIV/0!
MEH / JUN	£ -	£ -	£ -	#DIV/0!	#DIV/0!
GOR / JUL	£ -	£ -	£ -	#DIV/0!	#DIV/0!
AWS / AUG	£ -	£ -	£ -	#DIV/0!	#DIV/0!
MED / SEP	£ -	£ -	£ -	#DIV/0!	#DIV/0!
HYD / OCT	£ -	£ -	£ -	#DIV/0!	#DIV/0!
TACH / NOV	£ -	£ -	£ -	#DIV/0!	#DIV/0!
RHAG / DEC	£ -	£ -	£ -	#DIV/0!	#DIV/0!
ION / JAN	£ -	£ -	£ -	#DIV/0!	#DIV/0!
CHWE / FEB	£ -	£ -	£ -	#DIV/0!	#DIV/0!
MAW / MAR	£ -	£ -	£ -	#DIV/0!	#DIV/0!
CYFANSWM / TOTAL	£ -	£ -	£ -	#DIV/0!	#DIV/0!
EBR-HYD/ APR-OCT	£ -	£ -	£ -	#DIV/0!	#DIV/0!

* Ffigyrau ddim yn gyflawn

MIS / MONTH	CYMHARIAETH CYMHARIAETH			23/24 - 22/23 % + / -	23/24 - 19/20 % + / -
	5046.5	4408.43	2019/20		
EBR / APR	£ 5,358.94	£ 4,234.71	£ 3,937.74	26.55	36.09
MAI / MAY	£ 5,763.65	£ 4,236.66	£ 4,745.15	36.04	21.46
MEH / JUN	£ 6,790.25	£ 4,672.40	£ 4,570.20	45.33	48.58
GOR / JUL	£ 8,216.84	£ 5,875.47	£ 6,252.20	39.85	31.42
AWS / AUG	£ 7,027.71	£ 4,663.11	£ 7,244.73	50.71	-3.00
MED / SEP	£ 5,205.58	£ 3,664.58	£ 5,387.02	42.05	-3.37
HYD / OCT	£ -	£ 2,450.69	£ 4,063.94	-100.00	-100.00
TACH / NOV	£ -	£ 1,930.19	£ 2,173.89	-100.00	-100.00
RHAG / DEC	£ -	£ 889.25	£ 2,235.34	-100.00	-100.00
ION / JAN	£ -	£ 2,071.48	£ 1,132.86	-100.00	-100.00
CHWE / FEB	£ -	£ 2,603.01	£ 1,371.16	-100.00	-100.00
MAW / MAR	£ -	£ 2,059.44	£ 1,065.49	-100.00	-100.00
CYFANSWM / TOTAL	£ 38,362.97	£ 39,350.99	£ 44,179.72	-2.51	-13.17
EBR-HYD/ APR-OCT	£ 38,362.97	£ 29,797.62	£ 36,200.98	28.75	5.97

* Ffigyrau ddim yn gyflawn

	2019/20		
	Gwerthiant TOTAL	Llety TOTAL	Elw TOTAL
EBR / APR	£ 2,474.30	£ 9.50	£ 985.88
MAI / MAY	£ 2,870.54	£ -	£ 1,152.64
MEH / JUN	£ 2,720.19	£ -	£ 1,051.70
GOR / JUL	£ 4,183.88	£ 26.50	£ 1,691.74
AWS / AUG	£ 4,656.28	£ 7.50	£ 1,856.32
MED / SEP	£ 3,638.97	£ 39.00	£ 1,469.64
HYD / OCT	£ 1,913.05	£ -	£ 762.02
TACH / NOV	£ 222.20	£ -	£ 80.86
RHAG / DEC	£ -	£ -	£ -
ION / JAN	£ -	£ -	£ -
CHWE / FEB	£ -	£ -	£ -
MAW / MAR	£ -	£ -	£ -
	£ 22,679.41	£ 82.50	£ 9,050.80
	£ 22,457.21	£ 82.50	£ 8,969.94

WEDI SELIO AR FLWYDDYN GALENDER YN HYTRACH NA BLWYDDYN ARIANOL

Elw ar Werthiannau	Aberdyfi	Beddgelert	Betws y Coed
	Cyfanswm	Cyfanswm	Cyfanswm
2015	£5,664.54	£ 12,413.31	£20,083.96
2016	£8,705.86	£ 18,362.32	£30,099.03
2017	£7,998.18	£ 22,643.70	£34,699.75
2018	£8,752.51	£ 25,942.14	£39,508.29
2019	£9,038.85	£ 28,235.48	£45,322.49
2020	£4,530.58	£ 13,136.96	£13,630.91
2021	£8,106.29	£ 31,194.13	£26,967.40
2022	£9,667.94	£ 38,047.94	£40,276.89
2023	Ddim yn gyflawn	£ 42,955.58	£48,973.21

Elw Y Pen	Aberdyfi	Beddgelert	Betws y Coed
	Avarage	Avarage	Avarage
2015	£0.18	£0.23	£0.16
2016	£0.23	£0.33	£0.22
2017	£0.26	£0.36	£0.27
2018	£0.27	£0.47	£0.35
2019	£0.27	£0.65	£0.54
2020	£0.53	£0.70	£0.63
2021	£0.74	£0.76	£0.56
2022	£0.41	£1.04	£0.60
2023	Ddim yn gyflawn	£1.04	£0.86

Ymholiadau Ymwelwyr	Aberdyfi	Beddgelert	Betws y Coed
	Cyfanswm	Cyfanswm	Cyfanswm
2015	31768	52029	121307
2016	40197	56307	134126
2017	32824	56144	127258
2018	34031	59634	123491
2019	37493	47205	84678
2020	8359	16606	29266
2021	9692	33032	39517
2022	29822	40759	74436
2023	Ddim yn gyflawn	43234	55497

Avarage Spend Per Transaction	Aberdyfi	Beddgelert	Betws y Coed
	Avarage	Avarage	Avarage
2015	£8.10	£5.72	£5.75
2016	£7.59	£7.34	£7.12
2017	£7.39	£8.53	£8.12
2018	£7.74	£8.83	£9.07
2019	£9.18	£10.11	£9.60
2020	£10.29	£12.72	£12.67
2021	£10.24	£11.24	£10.31
2022	£10.02	£12.16	£10.78
2023	Ddim yn gyflawn	£12.71	£10.90



**PLAS TAN Y BWLCH MANAGEMENT BOARD
WEDNESDAY 13th SEPTEMBER 2023**

	<p><u>Present:</u></p> <p>Members: Ms. Tracey Evans Cllr. Meryl Roberts Emyr Williams Iwan Jones</p> <p>In attendance: Cllr. Annwen Hughes (ex-officio)</p> <p>Officers: Dewi Aeron Morgan, David Williams, Edward Jones, Anwen Gaffey.</p> <p>The Director of Corporate Services advised that the meeting was being recorded to assist in verifying the minutes.</p>
1.	<p>Chair</p>
	<p>The Director of Corporate Services advised that Tim Jones had expressed his willingness to continue as Chair of the Plas Tan y Bwlch Board for the ensuing year.</p> <p>Mr Tim Jones was elected as Chair of the Plas Tan y Bwlch Board and the Director of Corporate Services agreed to chair the meeting in his absence.</p>
2.	<p>Apologies</p>
	<p>Mr. Tim Jones.</p>
3.	<p>Declaration of Interest</p>
	<p>No declarations of Personal Interests were made in respect of any item.</p>
4.	<p>Minutes</p>
	<p>The Minutes of the Plas Tan y Bwlch Management Board meeting held on the 22nd March 2023 were accepted, and the Chair signed them as a true record.</p> <p>Arising from the minutes, the Chief Executive reported that unforeseen circumstances had resulted in a delay to the timeline for assessing the long-term future of Plas Tan y Bwlch. Also, following the recent Income Diversification Report by Audit Wales in which they recommended that the Authority should review its operating model at Plas Tan y Bwlch, the Chief Executive felt it would be reasonable to await their further report which will provide an assessment of the acceptable level of risk for the National Parks, prior to presenting any final recommendations.</p>

5.	Plas Tan y Bwlch Update
	<p>Received – An oral report by the Chief Executive on the future options and vision for Plas Tan y Bwlch.</p> <p>Reported – The Chief Executive advised that he had prepared a series of topic headings/questions for Members to consider, and to provide guidance on how the Authority should proceed.</p> <p>The Chief Executive presented the questions together with his suggested response. Members were then asked to make additions or disagree with what was being put forward.</p> <p>1. <u>What is Plas Tan y Bwlch?</u></p> <ul style="list-style-type: none"> - a building / estate of important character, which is part of the industrial history and heritage of the area with a link to the slate industry. - part of “The Slate Landscape of Northwest Wales” world heritage designation. <p>Members made the following additional observations:-</p> <ul style="list-style-type: none"> - it would have been useful to have had the headings in advance to prepare a more detailed response. The Chief Executive agreed to provide Members with a copy following the meeting. - Members also felt that the answer depends on who was asking the question and that an external opinion may vary from the Chief Executive’s view. Some may view Plas Tan y Bwlch as an asset which is a drain on the Authority’s resources. <p>2. <u>What does Plas Tan y Bwlch provide as a physical resource?</u></p> <ul style="list-style-type: none"> - a site to host events for the local community and associations - a location for formal events - meeting space - accommodation - access to the gardens and woodlands <p>Members made the following additional observations:-</p> <ul style="list-style-type: none"> - whilst Plas was an asset with vast opportunities for the future, there was a need to ensure it had the correct staff and that there was a vision and strategy for it to be a success. Members asked whether Eryri National Park was the right organisation to do this. The Chief Executive agreed that the Authority should have a rationale for continuing to manage the Centre and noted that Audit Wales had recently challenged how Plas Tan y Bwlch achieves National Park purposes. <p>3. <u>What does the ownership of Plas Tan y Bwlch offer to the Authority?</u></p> <ul style="list-style-type: none"> - a resource for carrying out the Authority’s business - public sector ownership which protects a Grade II* listed building - it provides facilities/resources for the community and as part of the Authority’s duties, provides a moral and community welfare dimension under the Well-being of Future Generations Act. <p>Members made the following additional observations:-</p> <ul style="list-style-type: none"> - that Plas Tan y Bwlch also contributes to the local economy by providing employment and use of local suppliers etc. <p>4. <u>Does the Authority need Plas Tan y Bwlch to carry out its business</u></p> <ul style="list-style-type: none"> - it was not necessary as a meeting venue as there were other options such as HQ. - the challenge from Audit Wales had been to undertake the assessment in accordance with National Park purposes:- <ul style="list-style-type: none"> o 1st purpose – this was marginal apart from protecting a Grade II* listed building. Plas Tan y Bwlch had been a Centre for Environmental Studies in the past and had received a grant to maintain this work. This was no longer

the case as the market had changed, with opportunities for mentoring in the workplace, online modules, evening courses etc. taking priority.

- 2nd purpose – potentially the Authority was in a stronger position to promote opportunities for the public to achieve this, and
- the duty to support the economic and social well-being of local communities could also be met.

5. What is Plas Tan y Bwlch's role under the control of the Authority?

- Plas Tan y Bwlch was no longer an Environmental Studies Centre.
- it could have a role to introduce young people to the natural environment, to the language, heritage and culture.
- a centre for groups who are inspired by the special values of Eryri. e.g. photographers, painters etc.
- a centre for well-being – Plas Tan y Bwlch had not taken advantage of the well-being market.
- a centre to celebrate special events such as weddings.
- office space which could be let to the community / local businesses.
- a centre to put a social focus on folk issues, such as Ty Gwerin at the Eisteddfod.

Members and officers made the following additional observations:-

- there was a lot of general interest and confusion with regard to meeting the net zero target. Could Plas Tan y Bwlch be used as a resource to help the community and provide guidance for people with regard to grants etc.? This role would tie into the Authority's statutory and community purposes. Members and officers were not convinced this needed to be done at Plas as it was possible for an officer to go out into the community to undertake this work.
- Members and officers discussed opportunities provided by the new curriculum. There was a need to have the resources and staff with the correct background. Also, outdoor activity opportunities would need the facility to be run as a business, possibly made up of talented entrepreneurs. There was a lot of potential for outdoor activities which is proven to improve mental health, early intervention etc., but again was the Authority the right organisation to move this forward. Members did not wish to see Plas Tan y Bwlch taking staff away from their core roles.
- the Chief Executive agreed to include a potential role for outdoor activities which would focus on mental health and the physical benefits for young people. This would help create citizens rather than providing an education.

6. Similar Models

- the Authority
- Community Partnership e.g., Antur Stiniog could benefit from Plas Tan y Bwlch's World Heritage connection.
- YHA, which operate on a franchise basis. It may be possible to divide Plas Tan y Bwlch into two separate businesses by running the house separately from the stables which could be operated as a bunkhouse business.
- 'Llety Arall' in Caernarfon was also an asset which was being let out and the Authority could benefit from learning more from this business enterprise.

7. Was there interest on the open market to purchase Plas Tan y Bwlch?

- the Property Manager advised that he had approached two different companies who provided two vastly different estimates. He was of the opinion that one estimate was more realistic, as the market was shrinking especially for large houses, although there was a market for a resource like Plas which

could generate income. One company was more optimistic and suggested testing the market in the Spring by putting the property on sale for a challenging price. The other company suggested a minimum price to attract interest and create an impression. The Chief Executive noted the amount of spending needed to bring the property up to standard, but on whole both agents had been pleasantly surprised that Plas Tan y Bwlch was in such good condition. They were also fully aware of long-term liability in terms of the maintenance work. Both agents were anticipating private buyers, with the intention of continuing as a business, as the house was too big to be a private dwelling with so many outbuildings.

Members and officers made the following additional observations:-

- before making any decisions with regard to putting the property on the market, the Director of Corporate Services felt that pre-application planning advice was necessary to ensure that the Authority gets value for money out of the asset. One concern was that a developer would split the house into units and sell them as expensive flats, and possibly make a large profit.
- a Member expected the value to be greater and agreed there were only two options on the table. One, was to create a revised business plan better suited to the Authority's purposes and two, to achieve the sales figures. Members could then make a judgment between the two. In addition, officers would seek pre-application advice to ascertain what would be acceptable on the site.

8. Need to set a realistic budget if Plas Tan y Bwlch remains under the control of the Authority

- as the Business Plan was still being developed, Members were asked to consider what they would like to achieve at Plas Tan y Bwlch and what its value was to the Authority. The Chief Executive noted that a baseline of £60k-£70k could be found, but if it were closer to £200k - £300k this would be at the expense of other services.
- the Chief Executive stated that the upcoming review of the Asset Management Strategy will provide details of the maintenance costs for all of the Authority's assets and also, how they should be financed.

9. What next?

- to ascertain Plas Tan y Bwlch's capital needs for the next 5 to 10 years and develop a business plan. Also, to include revenue needs for the purpose of the Authority.
- Members recommended that the business plan should be progressed right away, and it was agreed that it was important to employ someone who could be objective and had background knowledge of Plas Tan y Bwlch so as to develop a meaningful Business Plan. There was also a need to understand National Park purposes and associated implications for the Authority. The Chief Executive suggested Mr. Owain Wyn who has the background and was involved in several tourism and accommodation initiatives. Also, if Members could recommend any others who may be interested, to let the Members' Services Officer know.
- the Director of Corporate Services confirmed that the value of the work to create a Business Plan, would be below the tendering threshold of £5k.

ACTION

- **the Chief Executive to hold a similar session with the Chair of Plas Tan y Bwlch Management Board and discuss the headings in more detail.**

	<ul style="list-style-type: none"> - the Chair, Chief Executive and the Director of Corporate Services to draw up a brief and seek consultants, preferably someone who has background and knowledge of Plas Tan y Bwlch and the Authority. - the Chief Executive to present a report to a future meeting of the Members' Working Group to allow detailed discussion with all Members.
6.	<p>Report by the Head of Property</p> <p>Received – An oral report by the Head of Property Service which outlined the work currently being undertaken on site.</p> <p>Reported – Members noted that remedial works on the buttress/parapet were underway. The Head of Property Services confirmed that the stone on the parapet was in poor condition and that the Consultant and Surveyor intend to approach Cadw again to request permission to allow an envelope of lead around the stonework to extend the life of the stone, as the stone was brittle, and the decline was continuing. Re-installing what is already there was not practical and did not offer value for money. The decoration on the top could be changed to sandstone as it was not sustainable to carry out this work every 20 years.</p> <p>RESOLVED to note the report, for information.</p>
7.	<p>CONFIDENTIAL: Plas Tan y Bwlch Review Report</p> <p>Submitted – A report by David Jones Datrys HR Solutions, commissioned as a result of issues raised by the staff and house manager.</p> <p>Reported – The Director of Corporate Services advised that issues had arisen with the workforce at Plas Tan y Bwlch. Some staff had since left the Authority's employ and some tensions have been eased. The Chief Executive advised that he had also approved a redundancy package for the gardener for a number of reasons including health and safety. The Authority would now be employing contractors to carry out the work, which is safer for the Authority in terms of managing liabilities.</p> <p>Members noted that the report was commissioned prior to the recent appointment of the Head of House and that unfortunately, the appointment had not continued due to a number of issues. Changes have since been made to the staff structure, with three heads of service being created for the main work streams, Administrative / Cleaning / Kitchen. In the short term, the Head of Human Resources would continue to cover the transition but could not continue this work indefinitely. Another House Manager would be sought as soon as possible, and it was also noted that running the Centre as a bed and breakfast had put a lot of stress on staff with the low price attracting different clientele to what was usual for Plas. Although the balance sheet had showed increased income, it had never been the intention to run a bed and breakfast facility for the long term, as this was a post covid business model only.</p> <p>Members noted that the Management Team had discussed and accepted the report and recommendations in full.</p> <p>RESOLVED to note the report, for information.</p>

The meeting ended at 12.30