The National Park Authority is responsible for the preparation of the Annual Report and Improvement Plan, for the assessments set out within it, and the assumptions and estimates on which they are based. The Authority is also responsible for setting in place appropriate performance management and internal control systems from which the information and assessments in the Plan have been derived. The Authority is satisfied that the information and assessments included in the plan are in all material respects accurate and complete and that the plan is realistic and achievable.
# SNOWDONIA NATIONAL PARK AUTHORITY
## ANNUAL REPORT AND IMPROVEMENT PLAN
### FOR 2013/14

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Introduction

How I wish I could open this report on a positive and constructive note, but I’m afraid that there’s no avoiding the fact that 2013-14 was one of the most difficult and challenging years for us as an Authority. We have had to plan for a 13.8% cut to our budget over a period of two years, which meant that we needed to find savings of £872,000. When you consider the fact that the Authority had only recently endured budgetary cuts, finding further savings to this degree was not going to be an easy task.

Following a period of consultation with staff and trade unions, in its meeting on March 19th 2014, the Authority’s committee were faced with difficult and painful decisions, which involved the changing of staff working conditions, not filling four vacant posts, and making seven posts redundant. Savings were also identified by reducing the budget for the Authority’s Information Centres with a view to review the service, increase income from car parks, charge for some planning services, and implement a new business plan for Plas Tan y Bwlch which involved, amongst other things, opening a new Tea Room and charging an entrance fee to the gardens.

The year also saw the retirement of a Chief Executive, and the appointment of another. In September 2013 Aneurin Phillips gave notice that he would be retiring from his post as Chief Executive in April 2014. The process of appointing a new Chief Executive went underway without delay, and in December Emyr Williams, the Authority’s Director of Land Management was appointed to begin in his new role as Chief Executive in May 2014.

The ‘Valuing Wales’ National Parks’ report published by Arup in November raised the profile of the three Welsh National Parks. It was commissioned jointly by the Welsh National Park Authorities, the Welsh Local Government Association and Natural Resources Wales to consider to what degree our National Parks affected the economy and the lives of the people of Wales and beyond. The report found that the National Parks contribute significantly to the Welsh economy, with more than 12 million people visiting our National Parks each year, spending £1 billion on goods and services. The people of Wales also see a value in our National Parks with 95% of those surveyed considering them as important both to them and their children.

In October, Park Authority officers welcomed representatives from its Slovenian twinned Park, Triglav, to Snowdonia. During their visit they had an opportunity to meet their counterpart officers, as well as going on site visits to get a feel of some of the Authority’s various projects. A similar visit took place in March, but this time our guests were a delegation of officers from Krkonoše National Park in the Czech Republic, who visited following the signing of an Accord between the two parks. I believe that visits of this kind provide a valuable and important opportunity for us to share information and experiences with other national parks, and I look forward to next year when it will be the turn of Krkonoše National Park to welcome a delegation of officers from Snowdonia.
The past year proved to be a very busy one for Yr Ysgwrn also. An application for Part 2 of the Heritage Grant was submitted to the Heritage Lottery Fund in 2014 following a 15 month developmental phase. A detailed application was submitted which included architectural drawings, farm plan, activity plan, costs and education and interpretation plans for the development of the site and it’s relation to communities across Snowdonia, Wales and the world. The project as a whole will have a value in the region of £3.5 million which will be implemented over a five year period, between 2014 and 2019, with the aim of opening the newly developed Yr Ysgwrn on the centenary of Hedd Wyn’s death in July 2017.

Planning

It was another positive year for the Planning service; with the customer survey results indicating that 91% were satisfied or very satisfied with the service provided. The Authority puts an emphasis on the importance of the provision of the highest possible standard of Planning and Compliance services, and strives to improve that service should the opportunity arise.

The Compliance service had a successful year and achieved all of the improvements outlined within the Business and Improvement Plan, with 61% of compliance cases (against a target of 60%) being resolved within the 12 week target. Since the Authority adopted the improvement objectives in relation to the process of dealing with compliance cases back in April 2011 they have become an integral part of the service. The entire process was reviewed, and information regarding the process is now provided to everyone who uses the service. To increase the Planning service’s credibility amongst the public the service has prosecuted those who did not comply with planning requirements. The Community and Town Councils play an important role within the service as they are aware of what goes on within their areas. Over the past year Planning officers met with many of the councils to reinforce the importance of their contribution to this work.

We saw an increase in the number of planning applications approved, with almost 70 applications more than the previous year. Once again, the emphasis was on improving performance through encouraging customers to discuss their plans before submitting an application. Of all the applications received, 85% were approved, with 60% of those applications approved within 8 weeks. Planning officers promoted high quality developments by utilising policies bound to the Snowdonia Local Development Plan, and it gives me great pleasure to see an increase in the number of applications approved. The service’s processes were also reviewed, with more efficient use of resources meaning that Planning applications were decided as promptly as possible.

Following the adoption of the Snowdonia Local Development Plan in July 2011, monitoring work began, with an Annual Monitoring Report being submitted to the Welsh Government in October 2013. The aim of the Annual Monitoring Report was to identify the degree to which the Snowdonia Local Development Plan strategy was being achieved, looking also at the effectiveness of the policies, and any gaps that were highlighted. The Local Development Plan system is a flexible one, which means that adaptations and amendments to policies can be made, making it a relevant plan that is reactive to change. There will be an opportunity to implement any adaptations during the formal review of the Local Development Plan which will take place during 2015/2016.
It gives me great pleasure to report that through partnership working we have succeeded to build six affordable houses for local families in Penmachno. The Authority has been working with Cartrefi Conwy, the Conwy County Borough Council, Welsh Government, Bro Machno Community Council and the Rural Housing Facilitator to facilitate the process of developing affordable housing to meet local requirements in an area in need.

Our Cultural Heritage service continues to look after the area’s special buildings. Last year, grant aid was given to restore 14 buildings through the Buildings at Risk grant programme, and as a result, 8 of those buildings were removed from the buildings at risk register. One building that was safeguarded with grant aid from Buildings at Risk was a house called Llam y Lleidr near Harlech. The Park Authority worked closely with Natural Resources Wales and others to restore the old building, which was also an important roost for the Lesser Horseshoe Bat. Restoration work was completed during the months when the bats were not present, and by now they have re-occupied their shelter.

It was a busy year for the Dolgellau Townscape Heritage Initiative, with the completion of six restoration and character revival projects being completed. One of the safeguarded buildings was Penafon at Maes y Pandy. This Grade II listed building was in danger of collapsing, but thanks to the Initiative it has been saved. A start was made on the Initiative’s biggest project, which involves the restoration of Central Buildings, which is a prominent building on the High Street. Although it has been a busy year, there was grave disappointment when we learned that an application to the Heritage Lottery Fund for further funding for the initiative had been unsuccessful. However we will try not to get too downhearted, and aim to re-submit the application in the near future.

Archaeology

Work has been underway at the site of the ancient Roman fort at Caergai near Llanuwchllyn during the spring of 2014, when the first of a three phase project was completed in a partnership with the Woodlands, Conservation and Agriculture service and Cadw. Stone walls that had fallen into disrepair were re-built by a local contractor, under close archaeological supervision, as well as the digging of archaeological trenches where many pieces of Roman pottery and glass pieces were found. It is hoped that the second and third phase will be completed over the next two years, starting in October 2014. As well as restoring the full length of wall revetment, interpretive material for visitors will be produced, and further archaeological digs will take place to improve our understanding of the site.

Communities and Inclusion

The Authority’s guided walks scheme continues to be an important aspect of our work with different specialised organisations. Again last year, monthly guided walks were arranged for people with sight impairments, with around 20, including volunteers, usually taking part. Amongst the highlights of the year were a visit to Tomen y Mur, Trawsfynydd, and a walk to the foothills of the Carneddau with the award winning poet, Ieuan Wyn. The Authority also continues to work closely with Hafal, an organisation which supports people with severe mental health problems and their carers, by arranging monthly guided walks for members of the Drop in Centre in Porthmadog. On behalf of the Authority I would like to thank all the volunteers who ensure the success of these popular and important walks.
Once again in July, pupils from Tŷ Meirion came for a two day visit to Plas Tan y Bwlch. There is no doubt that the highlight of the visit was the opportunity for the pupils to canoe on Llyn Mair. This would not have been possible without the generous assistance of the Outdoor Activities Centre at Dôl y Moch, and we are very thankful to them for their support. This is a very important visit for these disabled young people, as it is often the first opportunity for them to stay away overnight, and the Authority is very pleased to be able to fund the visit.

The Mosaic project is now in its second year. The aim of the project is to work with individuals and groups from minority ethnic backgrounds, encouraging them to engage more with National Parks. In September I had the honour of welcoming Community Champions from Cardiff, Newport, Bangor and Wrexham to the scheme’s annual event in Llanberis. A fantastic weekend was had with an opportunity to take part in interesting activities including Kayaking, a guided walk up Snowdon, and an evening with the musician Gwilym Morus.

For some years now the Snowdonia Disability Equality Forum has been overseeing the work of the Authority to ensure that we are operating in an inclusive manner. This year, it was decided that the Snowdonia Disability Equality Forum would be amended to include other groups which are protected under the 2010 Equality Act. As a result of this change on the Welsh level, the Authority’s forum will now be known as the Snowdonia Equality Forum, which will mean that Community Champions from the Mosaic project can have an input into the Authority’s work.

**Sustainable Development Fund**

It has been another busy year for CAE (Cronfa Arbrofol Eryri), the Authority’s Sustainable Development Fund, with 37 new projects being approved. The purpose of the CAE fund is to encourage projects in-keeping with the conservational, sustainable, and cultural traditions of Snowdonia. Many applications were received for worthwhile and interesting schemes including the Bala Advice Centre, Siop Ogwen in Bethesda and a Pan-celtic symposium at Plas Tan y Bwlch. A total of £232,000 was spent on projects, continuing to improve the quality of life within the Park and beyond.

**Sustainability**

It is very important for us as an Authority that we are conscious of our carbon emissions, and for that reason, over the past year we have been administrating an environmental management system known as Seren. This ensures that we follow a specific procedure when monitoring our environmental performance – in recycling, reducing waste and being more economical in our energy consumption.

**Property**

As I explained earlier in this report, it has been a very difficult year for the Authority as it has had to find significant savings in its budget. One area where it was possible to find savings was by looking at the Authority’s portfolio of property and dispose of redundant properties. Based on a review of the portfolio, ownership of some properties have been transferred, and some have been sold; these include the sale of land at Dolrhedyn,
Over the course of the year the condition of all the properties on the Authority’s portfolio were reviewed. Based on the review’s findings a repair and maintenance programme for the next five years was drawn up, which forms part of the Asset Management Plan for the period 2014-2019. The Plan was approved by the Authority in March 2014, as well as receiving the Wales Audit Office’s seal of approval.

In an attempt to meet the Authority’s financial challenges an assessment of income generation possibilities within the Property section was undertaken. One of the Authority’s main sources of commercial income is the car parks, and the Authority approved the recommendation to increase parking fees from £4 to £5 per day, and from £2 to £2.50 for up to four hours at every car park other than Pen y Pass, which already has a higher tariff. The new tariffs will come into effect on the 1st of April 2014.

One of year’s highlights for the service was the completion and official opening of a new Centre at Ogwen in July 2013. The Centre, which was developed in partnership with Natural Resources Wales and the National Trust, is an impressive and fit for purpose centre, deserving of its location at one of the gateways to Snowdonia. The Authority’s Education and Communication service worked closely with contractors to develop the interpretation element of the Centre. The result was an impressive and ambitious exhibition which used modern technology to trace the geological history of Cwm Idwal and Ogwen.

Understanding

2013 was an extremely busy year for the Education and Communication Service, which saw many projects come to fruition. As I mentioned earlier, the new centre at Ogwen was opened, and also the newly renovated Betws y Coed Information Centre was re-opened. The improvements included new shop fittings, the provision of multi-media information for visitors, and new and exciting children’s activities. There is also an opportunity to enjoy a film of a flight over Snowdon, and to visit the circular room which re-creates the experience of standing on the summit of Snowdon. The work was partly funded by the Rural Development Fund through Conwy County Borough Council, with match funding from the Authority.

Pen y Pass Warden Centre is next in line for a new exhibition, and over the winter the Education and Communication Service’s interpretation team have been busy drawing up an interpretation plan for the site. The new exhibition will focus on preparing walkers for their walk up Snowdon and mountain safety, as well as encouraging the enjoyment and appreciation of the mountain. The information will be delivered through a combination of traditional interpretation and new technology.

Many events and smaller projects came to fruition during the year; including the publication of a new promotional leaflet for Dôl Idris in partnership with Natural Resources Wales. The Authority had a presence at the Meirionnydd County Show as well as at the National Eisteddfod which was held in Denbigh, which are golden opportunities for us to reach out to the public and tell them about our work and vision.
Our Education Officers, along with the Authority’s Conservation Officers, arranged the Authority’s first Biodiversity Roadshow. The Roadshow visited Ysgol Dyffryn Conwy, Ysgol y Moelwyn and Ysgol Tywyn, as well as a trial run on our doorstep at Plas Tan y Bwlch. Because all of these schools were located close to large rivers, the show’s theme was water – habitat, biodiversity and the importance of clean water. Pupils had an opportunity to take part in a variety of experiments, with a worksheet and teachers’ notes prepared for each activity. The Roadshow was an all round success which reached a total of 366 local pupils from years 6 and 7 over a period of four days.

Yr Ysgwrn

In my introduction I mentioned the thorough work that went into preparing the Heritage Lottery Fund application; but parallel with this work many smaller projects were also completed at Yr Ysgwrn. During the spring of 2013 initial conservation work to stabilize the Black Chair was completed, with the aim of completing the conservation work over the next few years. Also during 2013 Cwmni Da, a film production company was commissioned to produce a film “Yr Ysgwrn”, which records personal links with Yr Ysgwrn as well as the relationship between Hedd Wyn’s family and the Snowdonia National Park Authority. In order to nurture support for the Authority’s work at Yr Ysgwrn, a friends group Cyfeillion Yr Ysgwrn was established in 2012. The group is about to establish itself as a registered charity, which will work closely with the Authority as developments at Yr Ysgwrn progress.

Plas Tan y Bwlch

It has been a challenging year also for Plas Tan y Bwlch to say the least! The year began on a high with the completion of the Hydro Electric Scheme. The scheme was officially started by the Minister John Griffiths on 13th July, but the dry summer we experienced meant that we did not witness the scheme’s full potential until the winter. Once the rain arrived the system generated around 70% of the Centre’s power as expected. In November 2013 the scheme was highly commended by the Royal Town Planning Institute Cymru. As well as being an example of a well executed scheme in an environmentally sensitive area, the scheme was considered as an example of good practice for other such schemes in the National Park in the future.

The 12th of December 2013 will be a date remembered by Plas staff for many years. Early that morning a small fire broke out in the electricity meter room. Fortunately, the fire was contained and to much relief, no one was injured. The electrical installations however were badly damaged which meant that many residential courses had to be postponed or cancelled because the Plas had to run on electricity from a generator until the damage had been repaired. It took months for the work to be completed and so Plas was not fully operational until the end of March 2014.

As if the fire was not enough, to top it all the February storms caused extensive damage to the Plas gardens, and to the Victorian woodland garden in particular. Sixty mature trees and shrubs were lost, which included native oaks and the Cornish Red Rhododendron, and footpaths were uplifted by roots as the trees fell. Tree clearing and path restoration work began without delay, with the aim of re-opening the gardens during the summer of 2014.
A comprehensive review of the Plas’ business and activities was undertaken earlier in the
year. The Authority commissioned a report that would look in detail at all of the Centre’s
areas of work, and propose suggestions to maximise the potential for income generation
along with areas to make savings. The new business model was implemented without
delay, with the aim of reducing the subsidy the Centre receives over the next three years.

**Conservation**

The Authority has been leading on the Hiraethog and Snowdonia Peat Bog Restoration
scheme which is funded by the Welsh Government’s Resilient Ecosystems Fund. The
scheme, which is a partnership between the Park Authority and Natural Resources Wales,
the National Trust, Welsh Water and the RSPB, held an open day on the 7th of March 2014
showing the aim of restoring peat bogs by closing up ditches and felling trees that grow on
the bog. It’s important that we look after our peat bogs as they play a vital role in the
alleviation of floods on lower grounds, they support wildlife, store carbon and improve
water quality. In an attempt to safeguard the future of peat bogs the Authority’s Education
Officers have been busy working with school children to get them to appreciate and
interested in peat bogs by using them as large laboratories where children can go to learn
about this special habitat.

Last year I touched on the steady progress the Snowdonia Rhododendron Partnership
was making in the long-term battle against the Rhododendron. The partnership, which
consists of the Park Authority, the National Trust, Natural Resources Wales and Gwynedd
Council, continues to gradually regain land. Over the past twelve months £190,000 has
been spent on clearing 70ha of land, mostly in the Nant Gwynant and Beddgelert area, as
well as re-visiting areas that were cleared in previous years.

Another conservational project underway, funded by a SITA grant aid, was the work of
clearing willows from the sand dunes to the north of Harlech. This work is essential to keep
the sand dune system dynamic, which in turn supports the dunes’ rare species as well as
the system’s future.

The Authority continues to be a part of the Eden Freshwater Pearl Scheme partnership,
which is a partnership between Natural Resources Wales and the Welsh Trunk Road
Agency, which forms part of a wider project with other sites in England and Scotland. The
project receives £313,703 in funding by the EU’s LIFE scheme with the aim of improving
water quality to encourage a growth in the freshwater pearl population which are currently
very rare.

In February 2014, consultation sessions were held with communities to discuss the
possibilities of developing a Carneddau and Ogwen Landscape Partnership. An
application was submitted to the Heritage Lottery Fund for funding to develop the project
that would focus on celebrating and raising awareness of this special area. A decision with
regard to the funding application is expected during the Autumn of 2014.
Recreation

After years of planning and preparation, and two years of intensive project work, it was a pleasure to witness the official opening of Lôn Gwyrfai by local children on the 29th of October 2013. This new multi-use path between Rhyd Ddu and Beddgelert is a valuable asset to the area which has already seen significant use since its completion in the summer of 2013. The Authority’s communications team contributed to the interpretation aspect of the project with the production and installation of four new interpretation panels to enrich the user’s experience and encourage the enjoyment and understanding of the area. The work was funded by the Communities and Nature project, which is a £14.5m European funded project led and managed by Natural Resources Wales. It is hoped that in the future this path will form a section of the proposed Snowdon Circular Route.

The Penmaenpool Signal Box, which is one of the original structures of the Great Western Railway, has been re-opened as an information room. Local Wardens have been busy preparing information for the Box which is run by volunteers during the summer holidays. It is a valuable resource which provides the users of the Mawddach Trail with a variety of information about the wildlife and history of this special estuary.

It gave me great pleasure to see the launch of a new database that allows the public to file complaints about public rights of way on our website, and be able to record the problem and exact location. This is the end product of tireless technical work by the Information Systems Service under the leadership of the Access Team. The new system will be extremely useful in the work of monitoring and maintaining the extensive network of public rights of way within the National Park.

Over the years the Authority has been involved with the A470 trunk road improvement scheme between Maes yr Helmau and Cross Foxes to the south of Dolgellau. This Scheme was considered one of the most challenging throughout Wales owing to the highly sensitive ecology through which the road passes. The Authority was represented as a stakeholder on the Environmental Liaison Group by the Ecologist and a Planning Officer, who commented extensively on the Scheme’s Environmental Statement. The Scheme was completed in October 2013, and was shortlisted for the Sustainability Award at the Constructing Excellence in Wales 2014 event.

Corporate

An annual review of our Customer Service Excellence award was undertaken last July. The assessment highlighted a number of areas where the Authority had involved customers in the reviewing and setting of standards, and identified the Authority’s partnership working as an area of good practice. The Ogwen and Yr Ysgwrn projects were used as examples of the Authority’s commitment to partnership working, and praise was given to the way the Authority transfers lessons learnt in one area to improve another.

Last year, it was Snowdonia’s turn to host the annual Welsh Members Seminar which was held at Plas Tan y Bwlch in November. The theme for the Seminar was ‘How the National Parks of Wales supported the wellbeing of their communities’, and presentations were given by guest speakers on tourism and the economy, housing and the Welsh language, with lively debate to follow! The event was an all round success, with all 58 delegates praising the organisation and administration of the Seminar.
As an active member of the North Wales Public Sector Equality Network, the Authority took the lead in organising and administrating a Stakeholder Engagement Event at the Conwy Business Centre in November. The event was an opportunity for public sector organisations to give presentations on the work completed under the shared North Wales Equality Objectives and individual Strategic Equality Plans, and to receive valuable feedback and suggestions for continuing and improving on the work in the future. Following the event, a report was published in January which was sent to all stakeholders.

Quite often the work that we do attracts attention from the press, and therefore it is important that our officers feel confident when being interviewed. To prepare our officers for such occasions, training sessions were arranged. The sessions involved officers being interviewed and recorded, with the interviews being played back later along with feedback and advice from the trainers. The training prepared officers for difficult interviews, as well as softer interviews that promoted the special qualities of the National Park.

The Information Systems Service has been working closely with the Finance Service to install a new computer system to aid with the administration of the Authority’s finance procedures, as well as an on-line course booking and payment system for Plas Tan y Bwlch. Following relevant training sessions the two new systems became operational during the last quarter of 2013/14, with further elements to be developed in 2014/15. Once the systems are completely operational, both systems will be interlinked to avoid duplication in imputing work, allowing staff to work more efficiently.

**Conclusion**

There is no doubt that it has been a very difficult year, but in spite of everything it was a successful year with many long term projects coming to fruition. This stands testimony to the loyalty and commitment of both members and staff that ensure that the Park Authority’s purposes continue to be achieved to the best possible standard despite of all the uncertainties and difficulties facing them, and for that, we as an Authority are extremely thankful.
2. SNOWDONIA NATIONAL PARK AUTHORITY

2.1. Snowdonia National Park

Snowdonia National Park was designated in 1951 under the National Park and Access to the Countryside Act 1949.

The National Park covers 213,200 hectares of varied countryside including mountain, moorland, woodland and coast. About 25,000 people live in the National Park which receives an estimated 10.5 million visitor nights each year.

Approximately 59% of the residents of the National Park are Welsh speaking.

2.2. Snowdonia National Park Authority

Snowdonia National Park Authority was established by the Environment Act 1995 as a single purpose local authority. It has the following purposes as defined by the Act:

- To conserve and enhance the natural beauty, wildlife and cultural heritage;
- To promote opportunities for the understanding and enjoyment of the special qualities of the (National) Park by the public.

The Authority has responsibilities for planning, conservation, land management, access and recreation but not for elderly care, schools, highways, emptying bins and other Local Authority duties.

The Act goes on to say that in pursuing National Park Purposes the National Park Authority shall seek to foster the economic and social well being of local communities within the National Park and shall for that purpose co-operate with local authorities and public bodies whose functions include the promotion of economic and social development within the area of the National Park.

Additionally under the Environment Act 1995 the Authority is the local planning authority for the whole of the National Park. The Authority is therefore responsible for the production of the Park Management Plan, Local Development Plan and for the determination of planning applications.
3. VISION

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

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

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

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

4. SERVICE PRIORITIES

In preparing its service priorities and improvement objectives the Authority had regard to key strategic policy statements, other relevant plans and the views of staff, its members, key stakeholders and members of the public including:

- the Policy Statement for the National Parks and National Park Authorities in Wales issued in March 2007,
- the Strategic Grant Letter issued on an annual basis by Welsh Government to the Authority,
- Community Strategies of Gwynedd and Conwy,
- One Wales: One Planet,
- One Wales: A progressive agenda for the governance of Wales,
- the Park Management Plan,
- reports by Wales Audit Office on the Authority, and
- independent consultant reports on the views of stakeholders.

The services we provide and the way we provide them is changing due in no small part to the current economic climate and the financial restrictions on our budget.

The financial challenge that we face has not however meant a corresponding drop in the demands on us to deliver a quality service, and in this context, the Authority has
identified what its future service priorities are and how services should be delivered in future so as best to utilise the resources available to the Authority with the aim of achieving the vision for the Park set out above.

Our service priorities are set out as follows:

- ensure that the objectives in the Park Management Plan are delivered successfully by ourselves, our partners and our stakeholders in order to improve the state of the Park;
- ensure that the statutory planning function is adequately resourced and effectively managed in order to meet national policy, customer expectations and support sustainable communities;
- retaining property assets if they add value to the Authority and our core purposes that would otherwise not be provided;
- retaining Tourism Information Centres if they meet an identified need in accordance with the Communication Strategy; and
- maintaining upland access paths; and maintaining access opportunities for all.

How the Authority goes about its business is equally important in these economic times and in this context the Authority will adopt the following approach:

- an enabling role with less emphasis placed on ownership and control;
- avoid embarking on projects that have long term maintenance obligations;
- encourage and enable local communities to take on responsibility and control for delivering services in their area;
- electronic media is used as the principal means of providing services and information;
- a strategic approach to sustainable tourism, environmental education and wardening; and
- sourcing new income streams to support Park purposes and the Authority.

The Authority published an improvement plan setting out its arrangements to secure continuous improvement in the exercise of its functions and to secure achievement of its improvement objectives in April 2013. This Annual Report and Improvement Plan is an assessment of the Authority’s performance relating to its plans and Improvement Objectives.
5. SETTING THE AUTHORITY’S IMPROVEMENT OBJECTIVES

In September 2010 the Authority began the process of reviewing its priorities and identifying improvement objectives.

The process involved:

- using an independent external facilitator to gather the views of members, managers, external stakeholders and community councils;
- inviting comments and suggestions from members of the public through the Authority’s website;
- using a questionnaire approach to gather the views of staff;
- two facilitated sessions with the Members Working Group (10th November and 1st December);
- further discussion with Heads of Service and Directors;
- discussion at the Authority meetings on 15th December 2010 and 2nd February 2011 when feedback was given on responses received both from external stakeholders and staff. The decision was taken at the February meeting of the Authority that the Authority’s Performance and Resources committee be authorised to approve the final version following further proposed amendments; and
- final approval of the Authority’s Improvement Objectives by the Authority’s Performance and Resources Committee on 23rd March 2011 for the financial year 2011-12.

The Authority has looked back over the improvement objectives for 2011/12 and 2012/13 and reviewed the progress made towards achieving them. The review concluded that:

- As it is not anticipated that there will be a significant change to the Authority’s funding for the financial year 2013/14 and as the past two years have been utilised in establishing baseline figures and partially implementing the Authority’s Improvement Objectives it is considered that there is still work to be done to complete the Improvement Objectives particularly as it was envisaged from the outset that they would not be completed within 12 months. Whilst improvements have undoubtedly been made it is fair to say that the Improvement Objectives are still a work in progress and for these reasons it would not be appropriate to look at any significant changes to the Authority’s Improvement Objectives for the next financial year.
- Towards the latter part of 2013 there will however be a need to look at the Authority’s Improvement Objectives in detail for the period 2014/15 and beyond particularly as by that time the financial forecast for the Authority over the next three years should be clearer. Also, during the year the Welsh Government will issue a new Policy Statement for the National Parks in Wales, Natural Resources Wales will have commenced its work and the National Parks will be on the threshold of working to new legislation.
• The Chief Executive accordingly submitted a report to the Performance and Resources Committee recommending that the vision, service priorities and improvement objectives, plans and indicators contained in the 2012/13 Business and Improvement Plan be approved for the 2013/14 financial year; and
• Approval of the Authority’s improvement objectives was duly given by the Authority’s Performance and Resources Committee on 6th February 2013 for the financial year 2013/14.

Responses from stakeholders, workshops with officers and members as outlined above led to the adoption of the following Improvement Objectives. Comments on this or for future versions of the Business and Improvement Plan may be made by e-mail to iwan.jones@eryri-npa.gov.uk or in writing to Snowdonia National Park Authority, National Park Offices, Penrhyndeudraeth, Gwynedd LL48 6LF.

The improvement objectives adopted by the Authority’s Performance and Resources Committee for the financial year 2013-14 on 6th February 2013 are set out fully in Section 6 of this document together with a summary evaluation of progress made to date.

6. THE AUTHORITY’S IMPROVEMENT OBJECTIVES WITH SUMMARY EVALUATION OF PROGRESS MADE TO DATE

1. Planning Enforcement

a) People will have a better understanding of why and when enforcement action is taken

b) Cases of alleged unauthorised development will take less time to be resolved

We will achieve this by:

• Working with our people by looking at how cases are currently dealt with and streamline the system if possible ensuring value for money is achieved and that the enforcement team is strengthened as appropriate
• Talking to people who come into contact with the enforcement team to find out how best we can improve
• Publishing guidance notes and sending them to people who report cases of alleged unauthorised development
• Ensure that we are open and accountable by publishing our performance
• Keeping people informed
We will know we are succeeding in delivering the Improvement Objectives when:

| The number of cases resolved within 12 weeks as a percentage of total cases |
|---|---|---|---|---|---|
| 2010/11 Results | 2011/12 Results | 2012/13 Results | 2013/14 Target | 2013/14 Results | Rating | Action Required |
| 59% | 53% | 58% | 60% | 61% | | |

**Percentage of those who have dealings with planning enforcement who have a good understanding of why and when enforcement action is taken (baseline set in 2011/12)**

<table>
<thead>
<tr>
<th>2010/11 Results</th>
<th>2011/12 Results</th>
<th>2012/13 Results</th>
<th>2013/14 Target</th>
<th>2013/4 Results</th>
<th>Rating</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>43%</td>
<td>60%</td>
<td>70%</td>
<td>70%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Evaluation on Progress to date:**

The results of the user questionnaires are very encouraging in that understanding of the enforcement service has significantly increased following better and improved communication with our customers via post and website. The percentage of cases resolved within 12 weeks also shows improvement over the 2012/13 result.

2. **Communities**

**Community Councils and our key stakeholders will have a better understanding of what the Authority does and the special qualities of the Park**

We will achieve this by:

- Developing partnerships with key stakeholders that have a role to play in delivering the objectives in the Park Management Plan
- Ensuring that we support opportunities for disabled people, people from minority ethnic groups and people from community first areas neighbouring the Park to enjoy the special qualities of the Park
- Asking Community Councils and / or key stakeholders for their views where appropriate at an early stage in the preparation of significant new policies, programmes and plans, taking their views into account and giving feedback on the final outcome
- Develop further community based engagement opportunities by building on the current annual meetings with Community Councils and other forums
We will know we are succeeding in delivering the Improvement Objective when:

<table>
<thead>
<tr>
<th>Percentage of Community Councils and our key stakeholders who say that they have a good understanding of what the Authority does and the special qualities of the Park (baseline set in 2011/12)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2010/11 Results</strong></td>
</tr>
<tr>
<td>N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage of disabled people, people from minority ethnic groups and people from community first areas neighbouring the Park attending Authority organised events such as guided walks, say that they have a good understanding of what the Authority does and the special qualities of the Park (baseline set in 2011/12)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2010/11 Results</strong></td>
</tr>
<tr>
<td>N/A</td>
</tr>
</tbody>
</table>

Evaluation on Progress to date:

The Authority has an active programme of stakeholder engagements with community councils and key stakeholders including disabled people. The Authority is supporting the MOSAIC initiative which seeks to reach out to minority ethnic groups. The Authority also actively encourages and promotes activities for disabled people and people for disadvantaged backgrounds. The Authority continues to seek to develop partnerships with key stakeholders that have a role to play in delivering the objectives of the Park Management Plan.

3. Performance

a) The performance management arrangements will be more effective to ensure we maintain service standards during a period of diminishing resources

b) Staff and members will have a better understanding of how their work contributes to the delivery of the Authority’s service priorities and improvement objectives

We will achieve this by:

- Explaining the performance management framework to all staff and members
- Ensuring that the corporate work programme is linked to service priorities and improvement objectives
- Ensuring that team plans and individual work plans link to the corporate work programme
- Deliver a personal development programme for staff, members and volunteers that maximises the potential of each individual within resources available
We will know we are succeeding in delivering the Improvement Objectives when:

**Percentage of staff and members who have a good understanding of how what they do contributes to the delivery of the Authority’s service priorities and improvement objectives (baseline set in 2011/12)**

<table>
<thead>
<tr>
<th></th>
<th>2010/11 Results</th>
<th>2011/12 Results</th>
<th>2012/13 Results</th>
<th>2013/14 Target</th>
<th>2013/14 Results</th>
<th>Rating</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>89%</td>
<td>91%</td>
<td>90%</td>
<td>98%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Percentage of members who responded, consider the reports they receive on progress on improvement objectives are timely and effective (baseline set in 2011/12)**

<table>
<thead>
<tr>
<th></th>
<th>2010/11 Results</th>
<th>2011/12 Results</th>
<th>2012/13 Results</th>
<th>2013/14 Target</th>
<th>2013/14 Results</th>
<th>Rating</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>89%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Percentage of staff who agree that they have opportunities to develop their skills (baseline set 2011/12)**

<table>
<thead>
<tr>
<th></th>
<th>2010/11 Results</th>
<th>2011/12 Results</th>
<th>2012/13 Results</th>
<th>2013/14 Target</th>
<th>2013/14 Results</th>
<th>Rating</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>74%</td>
<td>76%</td>
<td>78%</td>
<td>84%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Percentage of staff who report that they are very satisfied with the level of guidance and support received from their line managers (baseline set in 2011/12)**

<table>
<thead>
<tr>
<th></th>
<th>2010/11 Results</th>
<th>2011/12 Results</th>
<th>2012/13 Results</th>
<th>2013/14 Target</th>
<th>2013/14 Results</th>
<th>Rating</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>33%</td>
<td>31%</td>
<td>35%</td>
<td>43%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Evaluation on Progress to date:

The Authority has continued its progress in achieving this Improvement Objective as is evidenced by the fact that all of the measures of success are now green. This shows that members of staff have a clear understanding of how what they do contributes to the Authority’s delivery of its service priorities and Improvement Objectives, whilst it is reassuring to know that all of the Authority’s members consider that the reporting mechanism on the Authority’s progress on attaining its improvement objectives meet members’ expectations.

Whilst a target of 35% and a corresponding result of 43% for staff that are very satisfied with the level of guidance and support they receive from their line managers might initially not seem ambitious, as previously reported, the overall figure showing both satisfied and very satisfied is extremely high with a further 49% reporting that they are satisfied with the level of support. With such an overall level of satisfaction (92% showing either very satisfied or satisfied) no additional resources will be committed to increase the percentage rates of those that are very satisfied to above the current level.
4. Information Centres

Most visitors to the Information Centres will be very satisfied with what the centres offer in terms of choice and quality of goods, information and customer service.

We will achieve this by:

- Over the next three years we will develop the centres that will be retained
- Achieving Customer Service Excellence in this area
- Ensure that all staff receive appropriate training
- Ensure that we buy most goods from local sources
- That we stock what our customers want

We will know we are succeeding in delivering the Improvement Objective when:

| Survey results show a majority of visitors are very satisfied (baseline set in 2011/12) |
|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 2010/11 Results | 2011/12 Results | 2012/13 Results | 2013/14 Target | 2013/14 Results | Rating | Action Required |
| N/A | 72.5% | 73% | 75% | 95% | | | |

| Each visitor spends more money in the centre |
|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 2010/11 Results | 2011/12 Results | 2012/13 Results | 2013/14 Target | 2013/14 Results | Rating | Action Required |
| Aberdyfi | 35p | 37p | 36p | 40p | 37p | A reduction has been noted for the past 3 years in the expenditure per head despite a concerted effort to increase sales and the range of goods on offer. Allied to the continuing fall in visitor numbers the trend is a negative one and will be investigated further in the forthcoming review of Information Centres. |
| Beddgelert | 51p | 57p | 55p | 60p | 53p | |
| BYC | 34p | 37p | 37p | 40p | 37p | |
| Dolgellau | 49p | 53p | 51p | 55p | 47p | |
| Harlech | 35p | 38p | 35p | 40p | 36p | |
The number of users increases

<table>
<thead>
<tr>
<th></th>
<th>2010/11 Results</th>
<th>2011/12 Results</th>
<th>2012/13 Results</th>
<th>2013/14 Target</th>
<th>2013/14 Results</th>
<th>Rating</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aberdyfi</td>
<td>43,368</td>
<td>45,705</td>
<td>41,889</td>
<td>46,000</td>
<td>39,672</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beddgelert</td>
<td>54,555</td>
<td>52,163</td>
<td>44,855</td>
<td>53,000</td>
<td>43,100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BYC</td>
<td>117,454</td>
<td>123,104</td>
<td>96,309</td>
<td>123,700</td>
<td>131,017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dolgellau</td>
<td>64,693</td>
<td>67,907</td>
<td>58,109</td>
<td>68,300</td>
<td>56,603</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Harlech</td>
<td>14,798</td>
<td>14,492</td>
<td>13,918</td>
<td>14,800</td>
<td>12,159</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Whilst there has been a significant increase in the number of users at Betws y Coed overall figures show a decline in numbers in the remaining four centres. The trend is a negative one over the three years and will be investigated further in the forthcoming review of Information Centres.

Reduction in the number of complaints received

<table>
<thead>
<tr>
<th></th>
<th>2010/11 Results</th>
<th>2011/12 Results</th>
<th>2012/13 Results</th>
<th>2013/14 Target</th>
<th>2013/14 Results</th>
<th>Rating</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Evaluation on Progress to date:

The Authority has been successful in developing the centres that it retains. Customer excellence has been achieved and staff training needs are identified on an annual basis. Sourcing of goods is under continuous review. Measuring the success of this improvement objective has been difficult as the economic downturn, the wet summers and increasing use of electronic media, have a bearing on the visitor numbers to the centres and the spend per capita and is to be investigated further in the forthcoming review of Information Centres.
5. **Electronic Services**

a) The range and type of services available electronically is in line with the needs of the public

b) Users of the electronic service will be very satisfied with their experience

We will achieve this by:

- Developing electronic services over the next 3 years
- Moving over three years to a position where more business transactions are done electronically
- Working with partners to improve Broadband in remote areas
- An increase in cashless transactions

We will know we are succeeding in delivering the Improvement Objectives when:

| Survey asks what are the needs of the public, and the results show a very high satisfaction rate with the quality and range of electronic services (baseline set in 2011/12) |
|---|---|---|---|---|---|
| 2010/11 Results | 2011/12 Results | 2012/13 Results | 2013/14 Target | 2013/14 Results | Rating |
| N/A | 85% | 100% | 95% | 65% |

This survey is conducted through the Authority’s website as part of a wider survey of recreational users. In 2012/13, 39 people responded, with 30.8% rating the quality and range of services on the website as excellent and 69.2% good, hence 100%. In 2013/14, 20 people responded, with 20% rating excellent and 45% rating good, hence 65%.

The website is currently being redesigned and the content reviewed, to make it more user friendly with an updated modern feel, which will hopefully address some of the current issues.
The number of unique visitors on the website increases

<table>
<thead>
<tr>
<th>2010/11 Results</th>
<th>2011/12 Results</th>
<th>2012/13 Results</th>
<th>2013/14 Target</th>
<th>2013/14 Results</th>
<th>Rating</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>392,026</td>
<td>379,653</td>
<td>400,000</td>
<td>462,215</td>
<td></td>
<td>○</td>
</tr>
</tbody>
</table>

The number of people reporting technical problems decreases (baseline set in 2011/12)

<table>
<thead>
<tr>
<th>2010/11 Results</th>
<th>2011/12 Results</th>
<th>2012/13 Results</th>
<th>2013/14 Target</th>
<th>2013/14 Results</th>
<th>Rating</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>17</td>
<td>10</td>
<td>6</td>
<td>1</td>
<td></td>
<td>○</td>
</tr>
</tbody>
</table>

Evaluation on Progress to date:

Whilst there has been a significant increase in the number of unique visitors to the Authority’s website the decrease in the level of satisfaction with the Authority’s website does perhaps reflect the ever changing demands and expectations of our customers. With this in mind the Authority has now started the process of redesigning the website and reviewing its content. This is a significant undertaking and it is envisaged that the new website will be rolled out in stages over the next two years.

6. Planning Policy

People will have a better understanding of the planning policies in the Local Development Plan

We will achieve this by:

- Preparing and adopting Supplementary Planning Guidance
- Arrange and encourage Agents and Community Councils to attend workshops
- Publishing web bulletins and more guidance
- Ensure all relevant staff are provided with appropriate training so as to enable them to provide advice to the public

We will know we are succeeding in delivering the Improvement Objective when:

Users of the service have a better understanding of planning policies (baseline set in 2011/12)

<table>
<thead>
<tr>
<th>2010/11 Results</th>
<th>2011/12 Results</th>
<th>2012/13 Results</th>
<th>2013/14 Target</th>
<th>2013/14 Results</th>
<th>Rating</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>80%</td>
<td>83%</td>
<td>85%</td>
<td>80%</td>
<td></td>
<td>○</td>
</tr>
</tbody>
</table>

There has been a slight deterioration and the result is just short of the target and so amber.
### Percentage of valid applications as a total of all applications received (baseline set in 2011/12)

<table>
<thead>
<tr>
<th></th>
<th>2010/11 Results</th>
<th>2011/12 Results</th>
<th>2012/13 Results</th>
<th>2013/14 Target</th>
<th>2013/14 Results</th>
<th>Rating</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td>57.5%</td>
<td>62%</td>
<td>68%</td>
<td>63.5%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Although there has been a slight improvement when compared to 2012/13 the result is below target.

### Following workshops percentage of agents and community council members reporting an improved / better understanding of policies (baseline set in 2011/12)

<table>
<thead>
<tr>
<th></th>
<th>2010/11 Results</th>
<th>2011/12 Results</th>
<th>2012/13 Results</th>
<th>2013/14 Target</th>
<th>2013/14 Results</th>
<th>Rating</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td>93%</td>
<td>93%</td>
<td>90%</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Following training / workshop sessions for members, percentage of members reporting an improved / better understanding of policies (baseline set in 2011/12)

<table>
<thead>
<tr>
<th></th>
<th>2010/11 Results</th>
<th>2011/12 Results</th>
<th>2012/13 Results</th>
<th>2013/14 Target</th>
<th>2013/14 Results</th>
<th>Rating</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td>100%</td>
<td>96%</td>
<td>90%</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Evaluation on Progress to date:

Overall 2013/14 results are encouraging, in that most targets have been met or exceeded. As more users become familiar with the Authority’s published Supplementary Planning Guidance documents it is hoped that they will gain a better understanding of planning policies.
### 1. PLANNING ENFORCEMENT

<table>
<thead>
<tr>
<th>Description of Project / Initiative including specific actions</th>
<th>Timetable</th>
<th>How will success be measured? (detail specific outcomes)</th>
<th>Was the project successful?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working with our people by looking at how cases are currently dealt with and streamline the system if possible ensuring value for money is achieved and that the enforcement team is strengthened as appropriate</td>
<td>March 2014</td>
<td>The number of cases resolved within 12 weeks as a % of total cases.</td>
<td>Yes – a systematic approach has been developed for pro-actively monitoring sites such as caravan and camping sites. Liaising with Policy to update list of all such sites for a revised database.</td>
</tr>
<tr>
<td>Talking to people who come into contact with the enforcement team to find out how best we can improve</td>
<td>March 2014</td>
<td>% of those who have dealings with planning enforcement who have a good understanding of why and when enforcement action is taken.</td>
<td>Yes – developing a pro-active positive relationship with the construction industry / developers to ensure effective compliance with approvals. Start letter being sent on the grant of all planning permissions to reinforce the message. Meeting held with agents to include a presentation on the importance of complying with approved plans.</td>
</tr>
<tr>
<td>Ensure that we are open and accountable by publishing our performance</td>
<td>December 2013</td>
<td>The number of cases resolved within 12 weeks as a % of total cases. AND % of those who have dealings with planning enforcement who have a good understanding of why and when enforcement action is taken.</td>
<td>Yes – Local Indicators reviewed and adopted. Questionnaire being sent to all users of the compliance service to ascertain their views.</td>
</tr>
</tbody>
</table>
Keeping people informed

March 2014

% of those who have dealings with planning enforcement who have a good understanding of why and when enforcement action is taken.

Yes – contacted Community Councils within the National Park to offer a presentation on compliance at one of their meetings. Presentations given to individual meetings but in addition presentations were also given at the annual meetings with Town and Community Councils in May.

2. COMMUNITIES

<table>
<thead>
<tr>
<th>Description of Project / Initiative including specific actions</th>
<th>Timetable</th>
<th>How will success be measured? (detail specific outcomes)</th>
<th>Was the project successful?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working in partnership with Gwynedd Domestic Abuse Service to provide an art / performance workshop.</td>
<td>By December 2013</td>
<td>% of Community Councils and our key stakeholders who say they have a good understanding of what the Authority does and the special qualities of the Park</td>
<td>Yes – Joint project to work with those who have suffered domestic abuse. Workshop sessions held in May, June and October.</td>
</tr>
<tr>
<td>Using the Plas Tan y Bwlch Hydro Electricity Scheme as an exemplar and inviting community groups to organised visits. Producing interpretation boards and leaflets to detail and encourage the use of hydro generation.</td>
<td>By June 2013</td>
<td>% of Community Councils and our key stakeholders who say they have a good understanding of what the Authority does and the special qualities of the Park</td>
<td>Partly – The hydro scheme was out of commission for part of the year due to the fire that disrupted the electricity supply to Plas. The scheme has however been used as an exemplar by the British Hydro Power Association on their recent training course and visits continue.</td>
</tr>
<tr>
<td>Enhancing the opportunities for people with disabilities to attend courses at Plas Tan y Bwlch by the installation of televisions in ground floor bedrooms</td>
<td>By September 2013</td>
<td>% of disabled people, people from minority ethnic groups and people from community first areas neighbouring the Park attending Authority organised events such as guided walks, say they have a good understanding of</td>
<td>Partly – televisions have been installed in the ground floor bedrooms but installation of televisions in the remainder of the bedrooms have been put on hold at present pending work by Scottish Power to upgrade the electricity supply to Plas.</td>
</tr>
<tr>
<td>Project Description</td>
<td>Start/End Year</td>
<td>% of Community Councils and our key stakeholders who say they have a good understanding of what the Authority does and the special qualities of the Park</td>
<td>Outcome</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------</td>
<td>----------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Adopt an Education Strategy And Update the Communication Strategy</td>
<td>2013/14, Spring 2014</td>
<td>% of Community Councils and our key stakeholders who say they have a good understanding of what the Authority does and the special qualities of the Park AND % of disabled people, people from minority ethnic groups and people from community first areas neighbouring the Park attending Authority organised events such as guided walks, say they have a good understanding of what the Authority does and the special qualities of the Park</td>
<td>No – the departure of the Head of Education and Communication necessitated the delay of this work. Development of both strategies has been incorporated in the work programme of the newly appointed replacement with a view to completing both strategies by Summer 2015.</td>
</tr>
<tr>
<td>Partnership with Gwynedd and Conwy Councils to develop and advise enterprises within the Park of the Cadw Heritage Tourism Project</td>
<td>2012-2014</td>
<td>% of Community Councils and our key stakeholders who say they have a good understanding of what the Authority does and the special qualities of the Park</td>
<td>Yes – project launch at Craflwyn, Beddgelert on 14 October 2013. Guidebook produced. Website live with interpretative content available for over 100 sites. Continued development of interpretation for three hub sites within the National Park. Heritage awareness workshops for local businesses completed and well attended. Self-guided trails and other interpretative materials underway.</td>
</tr>
<tr>
<td>Partnership with Dolgellau Town Council, Cadw and Cyngor Gwynedd to deliver the Dolgellau Townscape Heritage Initiative</td>
<td>2009-2014</td>
<td>% of Community Councils and our key stakeholders who say they have a good understanding of what the Authority does and the special qualities of the Park</td>
<td>Yes – Eight projects have been completed with work continuing. As is to be expected with a project of this nature there are some unforeseen works and where appropriate further</td>
</tr>
</tbody>
</table>
funding has been sourced. Grant funding fully committed. Traditional building skills project completed in April 2014.

| Agreements with Conwy County Borough Council and Gwynedd Council to manage rights of way within the Park | By April 2014 | % of Community Councils and our key stakeholders who say they have a good understanding of what the Authority does and the special qualities of the Park | Partly – formal SLA with Conwy working well with a revised budget for 2014/15 agreed within the year. Progress delayed at Gwynedd Council due to personnel changes within the Council. |
| Community and Partner engagement in relation to development of Yr Ysgwrn and submission of Part 2 of Heritage Lottery application | 2013-14 | % of Community Councils and our key stakeholders who say they have a good understanding of what the Authority does and the special qualities of the Park AND % of disabled people, people from minority ethnic groups and people from community first areas neighbouring the Park attending Authority organised events such as guided walks, say they have a good understanding of what the Authority does and the special qualities of the Park | Yes – Frequent meetings of Yr Ysgwrn Technical Group and events undertaken throughout the year to further raise awareness. Engagement of Purcell as consultants. The Friends of Yr Ysgwrn committee established in May 2014 with the support of Mantell Gwynedd. Application for HLF funding was successful. |
| Establishment of Biodiversity / Climate Change Forum / events at locations throughout the Park | 2014 | % of Community Councils and our key stakeholders who say they have a good understanding of what the Authority does and the special qualities of the Park | Yes – Regular meetings and discussions held with key partners, evening talks given to an assortment of groups, delivery of key project underway and Outreach programme started with the building trade. |
| Provide guided walks within the Park for disabled people and people from disadvantaged backgrounds | 2013-14 | % of disabled people, people from minority ethnic groups and people from community first areas neighbouring the Park | Yes – guided walks for people with a visual impairment were organised monthly. Monthly walks were also held for people who |
| Implement the action plan for fulfilling the equality objectives within the Authority’s Strategic Equality Plan | By March 2014 | % of disabled people, people from minority ethnic groups and people from community first areas neighbouring the Park attending Authority organised events such as guided walks, say they have a good understanding of what the Authority does and the special qualities of the Park | Yes - All officers have been informed of the actions they are responsible for, with a reminder sent out half way through the year. Work is underway on implementing these. The outcome report from a stakeholder engagement event was published and circulated in January. The North Wales Public Sector Equality Network is currently working on identifying any general new issues and incorporating them into the joint action plan. Any identified issues raised from the event, which are of relevance to SNPA will be incorporated into the review of the Authority’s plan. |
| Implement the action plan within the Authority’s Child Poverty Strategy | By March 2014 | % of disabled people, people from minority ethnic groups and people from community first areas neighbouring the Park attending Authority organised events such as guided walks, say they have a good understanding of what the Authority does and the special qualities of the Park | Yes – the Child Poverty Strategy has been completed. It has now been reviewed and included in the Social Inclusion Strategy. |
Continue to attend and/or liaise with partnerships important in the delivery of National Park Management actions and objectives

Effectively communicating the purpose of the National Park management Plan by providing training to external partners

Continue to seek new mechanisms for delivery of National Park Management Plan actions and objectives

Provide appropriate feedback to partners on progress of National Park Management Plan delivery

Ongoing

% of Community Councils and our key stakeholders who say they have a good understanding of what the Authority does and the special qualities of the Park

Ongoing – additional attendance at economic development, tourism and recreation fora

Ongoing – regular presentations given to stakeholders as necessary

As opportunities arise during the year

Ongoing – regular updates provided verbally. An Annual Monitoring report will be produced by summer 2013

3. PERFORMANCE

a) The performance management arrangements will be more effective to ensure we maintain service standards during a period of diminishing resources

b) Staff and members will have a better understanding of how their work contributes to the delivery of the Authority’s service priorities and improvement objectives

<table>
<thead>
<tr>
<th>Description of Project / Initiative including specific actions</th>
<th>Timetable</th>
<th>How will success be measured? (detail specific outcomes)</th>
<th>Was the project successful?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor details included in staff appraisal forms to ensure the 'Golden Thread' is followed.</td>
<td>June 2013 following staff appraisals</td>
<td>% staff and members who have an understanding of how what they do contributes to the delivery of the Authority's service priorities and improvement objectives AND % of staff who report that they are very satisfied with the level of guidance and support they receive from their line</td>
<td>Yes – the rationale behind this initiative was to ensure that team plans and individual work plans link up to the Corporate Work Programme. The results show a high level of understanding and that staff are satisfied or very satisfied on the level of guidance and support from line managers.</td>
</tr>
<tr>
<td>Description of Project / Initiative including specific actions</td>
<td>Timetable</td>
<td>How will success be measured? (detail specific outcomes)</td>
<td>Was the project successful?</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
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</tr>
<tr>
<td>Monitor delivery of Training Plan from training needs identified in staff appraisal process / Member Development Plan meetings.</td>
<td>June 2013 following staff appraisals</td>
<td>% of staff who agree that they have opportunities to develop their skills</td>
<td>Partly – there was a slight delay encountered with ensuring that all staff had been appraised and also with Member Development Plan meetings. The training plan was subsequently approved and implemented. A revised system has been developed for members for 2014-15.</td>
</tr>
</tbody>
</table>

### 4. INFORMATION CENTRES

Most visitors to the Information Centres will be very satisfied with what the centres offer in terms of choice and quality of goods, information and customer service

<table>
<thead>
<tr>
<th>Description of Project / Initiative including specific actions</th>
<th>Timetable</th>
<th>How will success be measured? (detail specific outcomes)</th>
<th>Was the project successful?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieving Customer Excellence Service in this area.</td>
<td>September 2013</td>
<td>Survey results show a majority of visitors are very satisfied AND Each visitor spends more money in the centre AND The number of users of the Authority’s Information Centres increases AND Reduction in the number of complaints received</td>
<td>Yes - on-site assessment took place at the end of July. The whole Authority was successful in achieving the Customer Service Excellence standard. Action plan produced to address any areas identified as requiring improvement in the assessment report. Actions achieved.</td>
</tr>
<tr>
<td>Review the development needs for Beddgelert and Aberdyfi Information Centres.</td>
<td>August 2013</td>
<td>Each visitor spends more money in the centre AND The number of users of the Authority’s Information Centres increases</td>
<td>No – Capital projects were initially placed on hold pending outcome of financial settlement. Subsequently as part of Budget Strategy funding will be reduced and a review of the Information Centres will commence during the Summer of 2014.</td>
</tr>
<tr>
<td>Review the performance of our Information Centres in terms of income and visitor numbers.</td>
<td>Annually</td>
<td>Survey results show a majority of visitors are very satisfied AND Each visitor spends</td>
<td>Yes – key performance indicators collected but these show an overall reduction in key performance indicators</td>
</tr>
<tr>
<td>Action</td>
<td>Start Date</td>
<td>Description</td>
<td>Notes</td>
</tr>
<tr>
<td>--------</td>
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</tr>
<tr>
<td>Produce an Information Centres Strategy for the development of our Centres.</td>
<td>September 2013</td>
<td>Survey results show a majority of visitors are very satisfied AND Each visitor spends more money in the centre AND The number of users of the Authority’s Information Centres increases AND Reduction in the number of complaints received</td>
<td>No – not completed and by now superseded by the review of the Information Centres that will commence during the Summer of 2014.</td>
</tr>
<tr>
<td>Upgrade quality of our Information Centres as resources allow, developing site specific improvement schemes.</td>
<td>Continuous</td>
<td>Survey results show a majority of visitors are very satisfied AND Each visitor spends more money in the centre AND The number of users of the Authority’s Information Centres increases AND Reduction in the number of complaints received</td>
<td>No – Capital projects were initially placed on hold pending outcome of financial settlement. Subsequently as part of Budget Strategy funding will be reduced and a review of the Information Centres will commence during the Summer of 2014.</td>
</tr>
<tr>
<td>Ensure that we buy most goods from local sources. That we stock what our customers want and assess sales figures.</td>
<td>Continuous</td>
<td>Survey results show a majority of visitors are very satisfied AND Each visitor spends more money in the centre AND The number of users of the Authority’s Information Centres increases</td>
<td>Partly – visitor spending decreased slightly during the period as well as numbers in general. Will now form part of the Information Centres review which will commence during the Summer of 2014 as it appears to be part of a continuing trend.</td>
</tr>
</tbody>
</table>
### ELECTRONIC SERVICES

<table>
<thead>
<tr>
<th>Description of Project / Initiative including specific actions</th>
<th>Timetable</th>
<th>How will success be measured? (detail specific outcomes)</th>
<th>Was the project successful?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replacing the Plas Tan y Bwlch course booking system. The new booking system will be fully integrated into the Authority finance system and will allow for courses to be booked online.</td>
<td>March 2014</td>
<td>Survey asks what are the needs of the public and the results show a very high satisfaction rate with the quality and range of electronically provided services</td>
<td>Partly – Both systems are operational and whilst the integration between the two systems is operational there is still some work outstanding to refine the relevant processes.</td>
</tr>
</tbody>
</table>
| Develop a Plas Tan y Bwlch Blog. To allow customers to provide feedback on courses and to direct more traffic to the website. | April 2013 | Survey asks what are the needs of the public and the results show a very high satisfaction rate with the quality and range of electronically provided services  
AND  
The number of unique visitors on the website increases  
AND  
The number of people reporting technical problems decreases | Yes – Blog set up. Limited use of the same made to date. Administrative staff have undertaken training in the use of Facebook and a Facebook page has now been set up with regular updates. This allows customers to comment on the Plas including feedback on courses. |
| Improving the link between Plas Tan y Bwlch and Headquarters thus allowing for improved services both in house and to the public. | April 2013 | Survey asks what are the needs of the public and the results show a very high satisfaction rate with the quality and range of electronically provided services  
AND | Yes – the broadband link had been disrupted due to a previous supplier indicating that they could no longer support the then wi-fi link. A BT fibre optic link was installed but this link was destroyed in the fire that disrupted the electrical supply to Plas. |

Visitor satisfaction however showed a very high satisfaction rate.
<table>
<thead>
<tr>
<th>Task</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the services on the Planning Portal. Monitor the online payment facility Enable additional services such as the location map.</td>
<td>April 2014</td>
<td>Survey asks what are the needs of the public and the results show a very high satisfaction rate with the quality and range of electronically provided services Partly – due to the pressure on the Finance Department with the new Finance System and the Plas Course Booker system development of online payments have been put on hold. At present a new web site is being developed with the Planning Section module now nearing completion. This will significantly improve the user experience as navigation will be simpler.</td>
</tr>
<tr>
<td>Install and develop cameras and web development.</td>
<td>April 2014</td>
<td>Survey asks what are the needs of the public and the results show a very high satisfaction rate with the quality and range of electronically provided services Partly – web site development ongoing (please see entry directly above). The need for cameras will be assessed as the new improved web site is rolled out.</td>
</tr>
<tr>
<td>Research into a EDRMS ready for procurement. Investigate and prepare for Documentation purchase and implementation Data cleanse the network</td>
<td>April 2014</td>
<td>Survey asks what are the needs of the public and the results show a very high satisfaction rate with the quality and range of electronically No – as the financial challenge faced by the Authority became clearer during the year this project was placed on hold for the time being.</td>
</tr>
</tbody>
</table>
provided services
AND
The number of people reporting technical problems decreases

Develop the Information Centres at Ogwen and Beddgelert. Improve the experience for the public in providing up to date interpretation

April 2014
Survey asks what are the needs of the public and the results show a very high satisfaction rate with the quality and range of electronically provided services
Partly – the centre at Ogwen is now complete and the ability to collect parking fees through a machine connected via a satellite to a broadband connection is an innovative approach that has proved useful to both members of the public and to the Authority in the shape of greater revenue and less complaints.

All other plans are currently on hold pending completion of the review to our Information Centres.

6. PLANNING POLICY

<p>| People will have a better understanding of the planning policies in the Local Development Plan |</p>
<table>
<thead>
<tr>
<th>Description of Project / Initiative including specific actions</th>
<th>Timetable</th>
<th>How will success be measured? (detail specific outcomes)</th>
<th>Was the project successful?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparing the following Supplementary Planning Guidance: Eryri Landscapes Renewable Energy Historic Environment</td>
<td>Adopt August 2013 Adopt September 2013 Adopt March 2014</td>
<td>Users of the service have a better understanding of planning policies AND We receive more valid and improved quality of first time applications - % of valid applications as a total of all applications received</td>
<td>Partial – All three SPGs have progressed and two will be formally adopted in the first quarter of the next financial year. The Landscape Sensitivity SPG completed by Gillespies will go out to public consultation early in the next financial year.</td>
</tr>
<tr>
<td>Inform agents and Community Councils of planning matters and seek their feedback in order to enhance the understanding of</td>
<td>December 2013</td>
<td>Users of the service have a better understanding of planning policies AND We receive more</td>
<td>Yes – Meetings with Town and Community Councils were arranged for May and a presentation on Planning issues given.</td>
</tr>
</tbody>
</table>
| Planning issues and to improve customer relations | Valid and improved quality of first time applications - % of valid applications as a total of all applications received  
AND  
Following workshops % of agents and community council members reporting an improved/better understanding of policies  
AND  
Following training / workshop sessions for members, % of members reporting an improved/better understanding of policies | The meetings received a positive response |
|---|---|---|
| Consult and publish Supplementary Planning Guidance on the website.  
Produce bulletins on the work of the Policy section on the website.  
Collaborate with Development Control to review and improve the planning service area on the website. | Continuous  
Every 6 months  
Continuous | Users of the service have a better understanding of planning policies  
AND  
We receive more valid and improved quality of first time applications - % of valid applications as a total of all applications received.  
AND  
Following training / workshop sessions for members, % of members reporting an improved/better understanding of policies |
| Yes – all draft or new SPG’s are published on the website together with a 6 monthly bulletin.  
Adopted SPGs have been published on the website.  
A review of the planning website has been completed and is due to be rolled out shortly. |
| Ensure that the policies within the LDP are implemented effectively by planning officers, through:  
Policy input into planning applications  
Regular meetings with Development Control.  
Development control Planning Surgeries | Continuous  
Continuous  
Continuous | Users of the service have a better understanding of planning policies  
AND  
We receive more valid and improved quality of first time applications - % of valid applications as a total of all applications received  
AND  
Following training / workshop sessions for members, % of members reporting an improved/better understanding of policies |
| Yes - There are internal monthly meetings to discuss amongst other matters planning policy issues as they relate to planning applications and appeals. This has influenced a successful outcome on most appeals.  
Planning policy comments are given on all relevant planning applications  
This work is on-going – |
members reporting an improved/better understanding of policies
recent appeal decisions have supported local affordable housing policies.
The work is continuous and will progress into next financial year.
Landscape training issues has been identified and NRW will provide training on LANDMAP and further internal training on landscape sensitivity issues.

| Prepare a monitoring report (informal) | July 2012 | Users of the service have a better understanding of planning policies | Yes – work completed. |
| Prepare for the formal monitoring report. Ensure that all the relevant indicators and evidence are available. | March 2013 | |

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### 8. PERFORMANCE MANAGEMENT

Each year, the Auditor General reports on how well Welsh councils, fire and rescue authorities, and national parks are planning for improvement and delivering their services.

The report is known as The Annual Improvement Report and for this Authority was published in April 2014. The report draws on the work of the Wales Audit Office and relevant Welsh inspectorates and presents a picture of improvement over the last year. The report covers the planning, delivery and evaluation of improvement by Snowdonia National Park Authority (the Authority).

Overall the Auditor General concluded that the Authority made good progress in delivering improvements in those areas it had identified as being of high priority.

The Authority published a comprehensive assessment of the extent to which it delivered its improvement objectives for 2012-13. The Authority’s plans for improvement are well established and are supported by effective asset management arrangements and a constructive approach to evaluating its governance arrangements.

The report also stated that the Authority faces a number of significant challenges over the next two years but it is too early to say to what extent these will affect the Authority’s ability to deliver improvements.

The report made no statutory recommendations.
The Members of the Authority have an integral part to play in ensuring that the improvement framework provides a robust process for ensuring that we succeed in delivering successful outcomes.

As part of this process, data on our Performance Indicators, both Core and Local, are inputted into Ffynnon and reports are generated for the scrutiny of the Performance and Resources Committee on a quarterly basis.

The Corporate Work Plan, an annual plan with specific tasks to underpin each improvement objective is also reported to the Performance and Resources Committee on a quarterly basis.

The inclusion of the key data in Ffynnon enables a degree of benchmarking with the other two National Park Authorities particularly where Core Indicators are concerned and in this context evidence is also submitted to the Performance and Resources committee.

The appraisal process undertaken with all Authority staff ensures that performance is monitored and also allows staff the opportunity of reporting on completion of their individual tasks in relation to the Improvement Objectives as well as any problems encountered.

The improvement framework is set out below.
THE GOLDEN THREAD

SNPA’s CORPORATE PLANNING and IMPROVEMENT FRAMEWORK

Programme for Government 2011-16
The priorities for the Government

National Policy Statement
For the National Parks 2007

Local Service Delivery Boards
Set out key delivery priorities for Gwynedd & Conwy

Vision for Snowdonia National Park
Park Management Plan
Local Development Plan

Gwynedd & Conwy Community Strategies
Set out the Vision for the Counties of Gwynedd & Conwy

Our Business & Improvement Plan
Including our Improvement Objectives and ways of working in realising the Vision and achieving successful outcomes.
Our Service Priorities for the next 3 years where we will focus our resources

Performance Management
Range of indicators to measure Performance in achieving what we say we will do in:
Park Management Plan
Local Development Plan
Business & Improvement Plan
Service Plans
Individual Plans

Corporate Work Programme
With detailed actions of what each service will be doing to deliver the BIP

Individual Plans
What each individual will be doing over 12 months to deliver the detailed actions in the service plans
10. PERFORMANCE INDICATORS

The Authority has a number of statutory performance indicators on which it must report every year.

Together with the Welsh Assembly Government’s core indicators, the Authority has developed a key set of local indicators, and also collates data on agreed Welsh Language Board indicators. In addition the Authority collects service data, which does not indicate performance, but rather attempts to show each directorate’s work in context by showing workload, numbers etc.

Comparative figures from the other two National Parks in Wales have been included in the tables (where they are available). However, it is important to note that in many cases they do not use the same local performance indicators as us.

Full details of the Authority’s local indicators used to support the Authority’s Improvement Objectives have previously been set out in Section 6 of this document and so will not be repeated here. A full list of the Authority’s Core Performance Indicators together with details on performance arising thereon is set out in the Appendix.

11. CONTACT DETAILS

We welcome your input and suggestions on setting new and challenging improvement objectives for the next financial year. Please contact Iwan Jones with your comments.

Further information on the details set out in this Improvement Plan can be obtained by writing or e-mailing:

Iwan Jones
Cyfarwyddwr Gwasanaethau Corfforaethol / Director of Corporate Services
Awdurdod Parc Cenedlaethol Eryri / Snowdonia National Park Authority
Ffon / Phone: 01766 772204
e-bost / e-mail: iwan.jones@eryri-npa.gov.uk
www.eryri-npa.gov.uk
## Appendix – Performance Indicators

### CORE INDICATOR SETS 2012/13

<table>
<thead>
<tr>
<th>No.</th>
<th>Data</th>
<th>2012/13: Results</th>
<th>2013/14: Target</th>
<th>2013/14: Results</th>
<th>Other Parks</th>
<th>Trend / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHR/001</td>
<td>The percentage of employees who leave the employment of the authority, whether on a voluntary or involuntary basis.</td>
<td>5.6% (9)</td>
<td>5%</td>
<td>9%</td>
<td>5.2% PCNPA 14.7% BBNPA</td>
<td><strong>AMBER</strong> There is no pattern for the increase in turnover which includes retirement, moving to other employment and one disciplinary dismissal. It should be noted that this figure is expected to increase in 2014/15 due to the implications of meeting the financial challenge that is faced by the Authority.</td>
</tr>
<tr>
<td>CHR/002</td>
<td>The number of working days/ shifts per full time equivalent (FTE) authority employees lost due to sickness absence.</td>
<td>9.5 days</td>
<td>7.5 days</td>
<td><strong>6.6 days</strong></td>
<td>8 days PCNPA 6 days BBNPA</td>
<td><strong>GREEN</strong></td>
</tr>
<tr>
<td>CHR/006</td>
<td>The percentage of undisputed invoices which were paid within 30 days of such invoices being received by the authority.</td>
<td>99.6%</td>
<td>99%</td>
<td>97%</td>
<td>98% PCNPA 89% BBNPA</td>
<td>AMBER</td>
</tr>
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</tr>
<tr>
<td>CAM/001</td>
<td>a) The % of gross internal area of the authority's buildings in condition categories: i) A ii) B iii) C iv) D</td>
<td>A: 44.7% B: 43.1% C: 12.2% D: 0.0%</td>
<td>A: 46% B: 44% C: 10% D: 0%</td>
<td>A: 40.12% B: 48.43% C: 11.45% D: 0%</td>
<td>Not available / Not recorded</td>
<td>AMBER</td>
</tr>
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</tr>
<tr>
<td>CHR/004</td>
<td>The percentage of authority employees from minority ethnic communities</td>
<td>0%</td>
<td>Not set</td>
<td>0%</td>
<td>0% PCNPA 1.56% BBNPA</td>
<td>GREEN</td>
</tr>
<tr>
<td>CHR/005</td>
<td>The percentage of authority employees declaring that they are disabled under the terms of the Disability Discrimination Act.</td>
<td>0.5%</td>
<td>Not set</td>
<td>0.5%</td>
<td>No data - PCNPA 5.3% BBNPA</td>
<td>GREEN</td>
</tr>
<tr>
<td>No.</td>
<td>Data</td>
<td>2012/13: Results</td>
<td>2013/14: Target</td>
<td>2013/14: Results</td>
<td>Other Parks</td>
<td>Trend/Comments</td>
</tr>
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</tr>
<tr>
<td>PLA/002</td>
<td>The percentage of applications for development during the year that were approved.</td>
<td>89% (332/371)</td>
<td>89%</td>
<td>84% (427/506)</td>
<td>87% PCNPA 92% BBNPA</td>
<td>AMBER A historic backlog of applications has been reduced resulting in a number of applications being refused</td>
</tr>
</tbody>
</table>
| PLA/003 | a) The number of appeals that were determined during the year, in relation to:  
  i) Planning application decisions  
  ii) Enforcement notices  
  b) The percentage of these determined appeals that upheld the authority's decision, in relation to:  
  i) Planning application decisions  
  ii) Enforcement notices | 10 0 | - 72% | 76% (13/17) |  | GREEN Planning applications: 47% PCNPA 38% BBNPA |
| PLA/004 | a) The percentage of major planning applications determined during the year within 13 weeks,  
  b) The percentage of minor planning applications determined during the year within 8 weeks,  
  c) The percentage of householder planning applications determined during the year within 8 weeks,  
  d) The percentage of all other planning applications determined during the year within 8 weeks,  
  e) The percentage of all applications subject to Environmental Impact Assessment determined within 16 weeks. | a) 0% (0/2)  
   b) 53% (114/216)  
   c) 75% (113/150)  
   d) 100% (3/3)  
   e) N/A | a) 50%  
   b) 60%  
   c) 85%  
   d) 90%  
   e) N/A | a) 0% (0/3)  
   b) 61% (153/250)  
   c) 84% (124/148)  
   d) 40% (42/105)  
   e) N/A | a) 11% PCNPA 40% BBNPA  
   b) 64% PCNPA 68% BBNPA  
   c) 89% PCNPA 83% BBNPA  
   d) 77% PCNPA 67% BBNPA  
   e) N/A | GREEN Overall the results are constant or have shown improvement. The results for category d) are significantly lower specifically due to other category applications being included for the first time in 2013/14 e.g. Listed Building consents. |
| PLA/005 | The percentage of enforcement cases resolved during the year within 12 weeks of receipt. | 58% (83/143) | 60% | 61% | 70% PCNPA 24% BBNPA | RED |
| PLA/006 | The number of new affordable housing units provided during the year as a percentage of all new housing units provided during the year. | 61% (17/28) | 50% | 33% | 19% PCNPA 10.4% BBNPA | GREEN |
The number of new housing units provided during the year on previously developed land as a percentage of all new housing units provided during the year.

<table>
<thead>
<tr>
<th>PLA/007</th>
<th>28.5%</th>
<th>65%</th>
<th>63%</th>
<th>Not available / Not recorded</th>
</tr>
</thead>
</table>

Not available / Not recorded

Not under the direct control of the Authority.

**WELSH LANGUAGE COMMISSIONER INDICATORS**

<table>
<thead>
<tr>
<th>No.</th>
<th>Performance Indicator</th>
<th>2012/13 Results</th>
<th>2013/14 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>WLB1</td>
<td>The number and % of posts in the main reception, contact centres or one stop shops that have been designated ‘Welsh essential’ and that were filled by bilingual staff.</td>
<td>29, 100%</td>
<td>29, 100%</td>
</tr>
<tr>
<td>WLB2</td>
<td>(a) The number and % of staff who have received Welsh Language training to a specific level. (b) The number and % of staff who have received language awareness training</td>
<td>0, 0% 0, 0%</td>
<td>3, 1.9% 0, 0%</td>
</tr>
<tr>
<td>WLB3</td>
<td>The number of complaints received in relation to the operation of the language scheme and the % dealt with in accordance to the Authority's corporate standards.</td>
<td>1, 100%</td>
<td>0, N/A</td>
</tr>
</tbody>
</table>
| WLB4 | The number and % of staff within the Authority’s services who are able to speak Welsh - according to directorate  
- Corporate Services  
- Planning and Cultural Heritage  
- Land Management | 54, 93% 21, 87% 76, 95% | 50, 91% 21, 88% 73, 96% |
| WLB5 | The number and % of staff within the Authority’s services who are able to speak Welsh - according to post grades  
- Chief Executive  
- Directors  
- Heads of Service  
- Grade 7+  
- Up to Grade 6 | 1, 100% 3, 100% 10, 83% 50, 88% 87, 98% | 1, 100% 3, 100% 8, 80% 49, 88% 83, 98% |
| WLB6 | The number and % of staff within the Authority’s services who are able to speak Welsh - according to workplace  
- Head Office  
- Plas Tan y Bwlch  
- Tourist Information Centres  
- External Staff | 69, 90% 25, 89% 17, 100% 40, 100% | 66, 89% 23, 88% 17, 100% 38, 100% |