## Cyfarfod

**Awdurdod Parc Cenedlaethol Eryri**

**Dyddiad:** Dydd Mercher 25 Ebrill 2018

**Amser:** 10.00 a.m.

**Man Cyfarfod:** Plas Tan y Bwlch, Maentwrog

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## Meeting

**Snowdonia National Park Authority**

**Date:** Wednesday 25 April 2018

**Time:** 10.00 a.m.

**Location:** Plas Tan y Bwlch, Maentwrog.

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### Aelodau wedi’u penodi gan Gyngor Gwynedd

_Y Cynghorydd / Councillor:_


### Aelodau wedi’u penodi gan Gyngor Bwrdeistref Sirol Conwy

_Y Cynghorwyr / Councillors:_

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

### Aelodau wedi’u penodi gan Llywodraeth Cymru

_Y Members appointed by The Welsh Government:_

Mr. Brian Angell, Ms. Tracey Evans, Mrs. Marian W. Jones, Mr. Ceri Stradling, Mr Owain Wyn.
1. **Apologies for absence and Chairman’s Announcements**

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

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

3. **Declaration of Interest**
To receive any disclosure of interest by members or officers in respect of any item of business.

4. **Minutes**
The Chairman shall propose that the minutes of the meetings of this Authority held on the 7th February 2018 be signed as a true record. (Copy herewith)

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

6. **Annual Improvement Report 2017/18**
To receive a report by the Wales Audit Office. (Copy herewith)

7. **2018 Audit Plan**
To receive a report by the Wales Audit Office. (Copy herewith)

8. **Corporate Plan 2018/19**
To submit a report by the Director of Corporate Services. (Copy herewith)

9. **Corporate Work Programme 2018/19**
To submit a report by the Director of Corporate Services. (Copy enclosed)

10. **Members’ Working Group Reports**
To submit the reports of the Members’ Working Group meetings held on 17th January and 7th March 2018. (Copies herewith)

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

12. **Calendar of Meetings 2018/19**
To submit a Timetable of Meetings for the period 2018/19. (Copy herewith)

13. **Meetings of other Organisations**
To receive reports from Members on any recent meetings of organisations which they have attended as representatives of the Authority.
14. Financial Strategy: One-off Capital Consideration
   Schedule 12A Local Government Act 1972: Exemption from disclosure of documents
   To submit a report by the Director of Corporate Services. (Copy herewith)

PART II

15. Financial Strategy: One-off Capital Consideration
    To submit a report by the Chief Executive. (Copy herewith)
Mr. Owain Wyn (Chairman) (Welsh Government)

**PRESENT:**

**Members appointed by Gwynedd Council**

**Members appointed by the Welsh Government**
Ms. Tracey Evans, Mrs. M. June Jones, Mrs. Marian W. Jones, Mr. Ceri Stradling, Mr. Brian Angell;

**Officers**
Mr. Emyr Williams, Mr. G. Iwan Jones, Mr. Jonathan Cawley, Mr. Dafydd Edwards, Mr. Emyr Roberts, Mrs. Jo Worrall, Mrs. Anwen Gaffey.

**Apologies**
Councillors Freya Bentham, Annwen Hughes, Gethin Glyn Williams, Philip Capper, Chris Hughes, Ifor Glyn Lloyd.

1. **Chairman’s Announcements**
   (1) **Eryri Local Development Plan** – Mr. Richard Duggan has been appointed as the Eryri Local Development Plan Inspector and the examination process will last for approximately three months.
   (2) Mr. Ceri Stradling was congratulated on his re-appointment to the Authority for a further term of 4 years, up to 31st May 2022.
   (3) **Future Landscapes: Delivering for Wales**
   Following the recent appointment of Hannah Blythyn AM as the Minister for Environment with responsibilities for the National Parks, and the appointment of Lord Dafydd Elis Thomas AM as Heritage Minister, there has been a period of reflection on the direction of the Future Landscapes review with a statement now awaited on 13th March 2018.
   (4) the Chairman and Members conveyed best wishes to Mr. John Cook, Chief Executive of Brecon Beacons National Park Authority, who retired at the beginning of the month. Mr. Julian Atkins, former Director of Countryside and Land Management at Brecon, has been appointed to the Chief Executive post and the Chairman and Members wished him every success in his new role.
   (5) **Farmers Union of Wales** – the Chairman recently attended the Meirionnydd Branch Annual General Meeting on 26th January 2018 and was one of a panel of three debating “how to achieve a balance between farming and conservation in the future” in the context of the effect of Brexit on farming and conservation. The Chairman welcomed the good relationship between the agricultural community and the Authority which continued to grow.
   (6) **Financial Challenge** – this matter had received considerable coverage in the press and media, which was likely to continue following the decisions taken today. The Chairman thanked the Chief Executive and his staff for their work and support.
The Authority welcomed a bequest of £90k gifted to the Snowdonia National Park Authority by the late Mrs. Jane Butler of Ceredigion. The Management Team will discuss how best to invest the money in due course.

2. **Public Question Time**
   Members were informed that no public questions had been received.

3. **Declaration of Interest**
   No declarations of Personal Interests were made in respect of any item.

4. **Minutes**
   The minutes of the Authority meeting held on 13th December 2017 were accepted and the Chairman signed them as a true record.

5. **Matters for Information arising from the minutes**
   **Item 1 – Chairman’s Announcements**
   (iv) - the Chief Executive reported that Hywel Williams MP and Sian Gwenllian AM had been unable to visit Yr Ysgwrn as planned in December and the visit was being rearranged for March 2018.
   (vii) – officers were asked to consider the translation of “United Kingdom” in the Welsh to “Y Deyrnas Gyfunol (DG)” rather than “Y Deymas Unedig (DU)”
   (viii) – the Chief Executive confirmed that Hannah Blythyn, Minister for Environment, had accepted the Chairman’s invitation to Snowdonia on the 19th March 2018 for the official launch of the Snowdon Partnership Plan. All Members were welcome to attend the launch, and were asked to confirm with the Authority’s staff beforehand, if they were going to be present.
   (ix) – the Chairman advised that the Minister had replied to his letter and had welcomed the opportunity to start a new working relationship with the Authority.
   (xii) – the Chairman, on behalf of Members and officers, thanked the Snowdonia Society for their generous gift, a picture of Snowdonia, which was displayed at the meeting. Anya Barker commissioned the picture and the artist was Iolo Edwards.

6. **Wales Audit Office - Annual Audit Letter 2016/17**

   Reported – The Chairman presented the Annual Audit Letter on behalf of the Wales Audit Office.

   RESOLVED to note the contents of the Annual Audit Letter 2016/17.

7. **Authority Budget and Levy on Constituent Authorities 2018/2019**
   Submitted – A report by the Chief Finance Officer requesting approval of the 2018/19 revenue and capital budgets and authority to raise levies on constituent authorities based on the Welsh Government’s indicative grant.

   Reported – The Chief Finance Officer presented his report and the Welsh Government letter notifying the Authority of its indicative revenue grant for 2018/19 (Appendix 1). The Chief Finance Officer explained that the Authority had no discretion over its budget, which was based on the Welsh Government’s indicative figures together with a levy apportioned between the two constituent authorities, as a specified percentage of the revenue grant.
The budget, as presented, was the unavoidable expenditure required by the Authority to maintain the level of service in 2018/19, which includes the savings target for the year.

RESOLVED
1. to note the contents of the report and letter.
2. to approve the 2018/19 revenue and capital budgets, subject to the amendments required in addressing the savings target.
3. to authorise levies to be raised on the two constituent councils to a total amount of £1,183,156 in accordance with paragraph 6.3 of the Chief Finance Officer’s report.

8. Treasury Management Strategy 2018/19
Submitted – The Chief Finance Officer’s report to approve the Treasury Management Strategy for 2018/19 and the recommendations relating to the Prudential Code.

Reported – The Chief Finance Officer presented the report and provided further details on the Borrowing and Investment Strategies.

RESOLVED
1. to note that there is no intention to borrow monies for capital purposes, but the limitations below were recommended on a prudent level as a precautionary measure in case of an emergency or need for expenditure at short notice.
2. to approve an Authorised Borrowing Limit of £500,000 for 2018/19, and an Operational Boundary of £100,000.
3. that no limit be placed on the proportion of interest payable at a variable rate.
4. to adopt the Capital Borrowing Strategy for 2018/19 as outlined in part 3 of the report, and note the content relating to the Prudential Code as outlined in part 6 of the report.
5. to adopt the Investment Strategy for 2018/19 as outlined in part 4 of the report, and note the institutions listed in para 4.2.

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

Reported – The Director of Corporate Services presented the report and register and Members were asked to note the following:-
Para 1.8 - High Risks
- Lack of Adequate Funding – the savings target will be amended to £788k.
- Implications of “Landscapes for the Future” – the outcome is expected on 13th March 2018.

Members considered the register in detail and discussed the following:-
- Members agreed that the Income Generation Target (Plas Tan y Bwlch) should remain as a separate risk on the register.
- the Director of Corporate Services advised that he was in discussions with the Head of Information Technology to provide staff training for “General Data Protection Regulation 2018”.
- **Risk Ref 3 – Planning Bill 2015**
  The Local Government Reform White Paper was currently seeking views on proposals for regional collaboration for the delivery of a range of services. The creation of a regional planning service was a possibility, although its impact on the Authority was not yet known. The Director of Planning and Land Management advised that the Planning Officers’ Society Wales were involved in discussions and officers were monitoring developments.

- Members recommended that the Medium Term Financial Plan should include further income raising avenues. The Performance and Resources Committee could monitor progress against income targets each quarter, and the information would then be included on the Authority’s Risk Profile.

**RESOLVED**

1. to note the report and approve the removal of the three risks in the “Completed Risks (Low)” category, as outlined.
2. in future, the Medium Term Financial Plan should include further income raising opportunities.

10. **Code of Corporate Governance**

Submitted – A report by the Director of Corporate Services to approve the draft Code of Corporate Governance as appended.

Reported – The Director of Corporate Services presented the report and draft Code of Corporate Governance, and provided Members with the background to the document.

Members considered the report and draft Code of Corporate Governance and recommended that:-

“Principle 6 – Monitoring and Review
The Authority will ensure that these arrangements are kept under continual review by:-"

- to include an extra bullet point to ensure effective procedures are in place for monitoring partnership arrangements including working with Stakeholders, Fforwm Eryri, the Local Development Plan, Yr Ysgwrn, Plas Tan y Bwlch etc.

**RESOLVED** subject to including the additional bullet point, the exact wording to be agreed in consultation with the Authority Chairman, to approve the draft Code of Corporate Governance, as submitted.

11. **Working Group Reports**

Submitted – Reports from the Working Group meetings.

(1) **Members’ Working Group**

Submitted – Reports of the Members’ Working Group meetings held on the 6th and 13th December 2017.

**Minutes of the 6th December 2017**

Arising thereon, the Director of Planning and Land Management confirmed that a link to the State of the Park Report will be forwarded to Members, once the data had been transformed into infographics.

**RESOLVED** to note the reports.
Local Joint Working Group

RESOLVED to note the report.

12. Meetings of other Organisations
Submitted - Oral reports on recent meetings of organisations that Members had attended as representatives of the Authority.

Mr. Owain Wyn – Dyfi Biosphere Partnership
Discussions had focussed on:-
- resource uncertainties, and
- the Partnership’s support for plastic free community initiatives.

Councillor Alwyn Gruffydd – Cywaith
The Trust had now been discontinued.

RESOLVED to thank Members and note the reports.

13. Minutes
Submitted - The minutes of the Performance and Resources Committee held on 15th November 2017, for information.

RESOLVED to note the minutes.

Submitted – The Chief Executive’s report for Members to consider and approve potential measures to address the financial challenge 2018/19 – 2019/20.

Reported – The Chief Executive presented the report and provided Members with background and context to the report. He advised upon the progress to date and that further information was set out in Item No. 16 (Part II report) – Staffing Implications.

Members considered the report and welcomed the very interesting and helpful observations from staff, heads of service and stakeholders. The Chief Executive advised upon three further observations received from:-
- Councillor Wyn Jones, Conwy County Borough Council
- Deputy Chief Constable, North Wales Police
- Arfon & Dwyfor Local Access Forum

Members noted that as the Welsh Government could continue with austerity measures until 2020-2025 there was potential for further cuts in the future. The Chief Executive advised that one-off capital and revenue sums may be forthcoming from the Welsh Government, but as yet, this was unconfirmed.

Members considered the report in detail and further discussed the following matters:-
5. **Income Generation**

5.3 Members were concerned that Plas Tan y Bwlch was not generating sufficient income for the Authority but felt that the income target of £92,419 for 2019/20 was very challenging. The report proposes that Plas Tan y Bwlch, which was a high-risk area for the Authority, should raise the greatest income in 2019/20. Members noted that both the BMC and the Snowdonia Society had voiced similar concerns, as well as the Authority’s staff, who were also unconvinced that Plas Tan y Bwlch could ever be profitable.

The Director of Corporate Services outlined the steps taken to date, and advised that the cost of running Plas Tan y Bwlch in 2014/15 was £422k. This had now been reduced to circa. £100k in 2017/18 and that the anticipated net cost for Plas Tan y Bwlch in 2019/20 stood at £15k. A 10% increase in prices in 2018/19 and 5% in 2019/20 would, together with other initiatives, give Plas every chance to achieve this target.

The Director of Corporate Services stated that if the centre was to close immediately, the Authority would only make a saving of £100k and, as an asset, it would still be an ongoing cost. Members were advised of other options being considered, such as selling one of the chalets to release capital.

Members discussed the possibilities of creating new income streams, and whilst this would require capital investment by the Authority, discussions with officers from Visit Wales had been positive. Officers were currently looking to create a bunkhouse facility, upgrading bedrooms and other minor improvement works, all of which would attract grant funding. Members felt this was a relatively high risk and could be supported over the next two years, subject to officers considering other options in parallel, such as leasing the Centre to other commercial partners. Whilst some Members were reluctant to offer Plas to other organisations, all were agreed upon the need to raise income.

The Chief Executive advised that he had also made a request to the Welsh Government to fund this work.

Members were further advised that 7 companies had been invited to submit a proposal to prepare a Marketing Strategy for Plas Tan y Bwlch and officers and Members were agreed that a long-term marketing plan was essential.

6. **Reducing Costs / Efficiencies**

6.1 - Members agreed to forego paper copies of agendas and papers and work with electronic copies only, subject to training and support being provided.

- Members agreed that the toilets at Morfa Dyffryn car park should be closed and that the car park should then become non-paying. Officers advised that there were other nearby facilities, which were also publicly funded.

- Members noted that use of Authority vehicles for home to work travel by some staff had amounted to 51,000 miles in 2017. Recovering part of the cost would cover the fuel bill as well as being fairer to those staff who have to fund their own travel costs.
7. **Restructuring and Repurposing**
The Chief Executive advised members that further work was required and it was agreed to defer implementation of the restructuring and repurposing proposals until autumn 2018.

8. **Reducing Level of Service**
   - the Chief Executive advised that responsibility for Public Rights of Way lies ultimately with the Unitary Authorities and that landowners also have a degree of responsibility for footpath maintenance. Funding could be sought for an economic development role in the future, and the Authority would be re-examining the way it currently undertakes this work. As a service, the Warden and Access Service has never faced cuts, and the Chief Executive was certain that stakeholder and landowner concerns could be overcome through use of the voluntary sector.
   - Members discussed stakeholder comments, which were generally in support of maintaining the Warden Service. It was felt that the service had a crucial role in local engagement, improving access, providing economic benefits and helping to meet the challenges of the Future Generations and Well-being Act.
   - Members agreed that the decision on the review of Cronfa Eryri should be deferred to 2019/20.

Members also discussed further general points as follows:-
- it was noted that procurement efficiencies and centralisation was part of the restructuring proposals, as was the need to centralise monitoring of the Authority's grants in order to keep to the necessary conditions.
- the Chief Executive will present a report to a future meeting of the Members' Working Group to consider the financial challenge beyond the current two years. Arising thereon, a Member felt that if the Authority faces further cuts over the next 7 years, decisions should be more radical as there remained a sense of ‘salami slicing’.
- Members were keen to establish further income streams, such as providing a donation option for people making contactless parking payments, which would require the individual to specify if they did not wish to donate an additional £1-00 towards maintenance costs etc.
- Members were in favour of increasing parking charges and charging for using the toilets at Pen y Pass. Members felt officers should be more ambitious and aim to raise extra income from small-scale retail opportunities at Pen y Pass, providing this does not have a detrimental effect on the tenant’s business.

**RESOLVED**
1. to approve proposed increased income generation as identified in Para. 5 of the report.
2. to approve the strategy for increasing car parking income as identified in Appendix B.
3. to approve the proposed actions to reduce costs/efficiencies as identified in Para. 6.1 of the report and Para. 3 of Appendix A, subject to consideration of staffing matters in Item 16 (Part II report).
4. to defer implementation of the proposed restructuring of the Authority until autumn 2018.
5. to approve the proposed actions to reduce the level of service by the Authority as identified in Para. 8 of the report, subject to consideration of staffing matters in Item 16 (Part II report).

6. that the Performance and Resources Committee should monitor the two-year financial plan.

7. to authorise the use of reserves to fund both the severance packages and capital investment costs as outlined.

8. to await a further report to the Performance and Resources Committee meeting on the 21st March 2018.


Schedule 12A Local Government Act 1972 : Exemption from disclosure of documents
Submitted – A report by the Director of Corporate Services requesting Authority approval for the exemption of the subsequent report.


Submitted - A report by the Chief Executive for Members to consider the possible cost savings resulting from an assessment of vacant posts, voluntary redundancies, flexible retirement and compulsory redundancies.

Reported – The Chief Executive presented the report, which provided Members with details of vacant posts, voluntary redundancy requests, the proposed reduction in costs through efficiencies and the proposed reduction in the level of service. Members were also provided with associated costs for severance packages and the resource implications of their decisions.

Members considered the report in detail and further discussed the following:-

5. Reducing Costs / Efficiencies

5.1.5 Information Systems: Vacant post, Corporate Technical Assistant.
Members noted that the vacancy was on a contract basis and was not a permanent position.

7. Reducing Level of Service

The Chief Executive confirmed that reduction to the service areas, as approved by Members, would be completed before the restructuring and repurposing of the Authority in Autumn 2018.

Arising thereon, Members asked whether reducing service levels now, before restructuring and repurposing in the Autumn, was premature as the new structure could provide opportunities for those staff who may currently be under threat of redundancy.

The Chief Executive advised that discussions with the Trade Unions were on-going and that the Welsh Government was considering making a one off payment to the Authority. To date, there was no formal confirmation from the Welsh Government.

Arising thereon, Members agreed to amend the recommendation, to record that approval of voluntary requests will become compulsory after today’s decisions.
RESOLVED
1. to note the report and recommended actions.
2. to note the position in relation to vacant posts within the Authority.
3. to note the position in relation to the voluntary requests.
4. not to support at this time, the requests for voluntary redundancy as identified in paras. 3.1.4 and 3.1.8 of the report (Voluntary Requests).
5. to approve the requests for voluntary redundancies and flexible retirement as identified in Para. 5 of the report (Reducing Costs / Efficiencies)
6. to note the position in relation to restructuring and repurposing of the Authority and to await a further report.
7. to approve the requests for voluntary redundancies, flexible retirement and compulsory redundancies as identified in Para. 7 of the report (Reducing Level of Service).
8. the approved voluntary requests would now become compulsory.
9. to approve use of Reserves to finance the severance packages identified in Sections 5 and 7 of the report.
10. to await further reports on staffing matters in relation to the Financial Challenge.

The meeting ended at 13.40
Annual Improvement Report: 2017-18 – Snowdonia National Park Authority

Issued: March 2018
The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the National Assembly.

Together with appointed auditors, the Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

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

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

2017-18 performance audit work

1 In determining the breadth of work undertaken during the year, we considered the extent of accumulated audit and inspection knowledge as well as other available sources of information including Snowdonia National Park Authority’s (the Authority) own mechanisms for review and evaluation. For 2017-18, we undertook improvement assessment work at all authorities. We also undertook pilot work at each National Park Authority under the theme of governance in relation to the Well-being of Future Generation (Wales) Act.

2 The work carried out since the last Annual Improvement Report (AIR), including that of the relevant regulators, is set out in Exhibit 1.

The Authority is meeting its statutory requirements in relation to continuous improvement

3 Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Authority is likely to comply with the requirements of the Local Government Measure (2009) during 2018-19.

Recommendations and proposals for improvement

4 Given the wide range of services provided by the Authority and the challenges it is facing, it would be unusual if we did not find things that can be improved. The Auditor General is able to:

- make proposals for improvement – if proposals are made to the Authority, we would expect it to do something about them and we will follow up what happens;

- make formal recommendations for improvement – if a formal recommendation is made, the Authority must prepare a response to that recommendation within 30 working days;

- conduct a special inspection, and publish a report and make recommendations; and

- recommend to ministers of the Welsh Government that they intervene in some way.
During the course of the year, the Auditor General did not make any formal recommendations. However, we have made a number of proposals for improvement and these are repeated in this report. We will monitor progress against them and relevant recommendations made in our national reports (Appendix 3) as part of our improvement assessment work.
### Audit, regulatory and inspection work reported during 2017-18

**Exhibit 1: audit, regulatory and inspection work reported during 2017-18**

Description of the work carried out since the last AIR, including that of the relevant regulators, where relevant.

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<th>Brief description</th>
<th>Conclusions</th>
<th>Proposals for improvement</th>
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<td>January 2018</td>
<td><strong>WFG pilot audit</strong>&lt;br&gt;Our pilot review considered how well the authority has integrated the sustainable development principle into its well-being objectives and whether the authority is making sufficient progress to manage their delivery. We focused on the Authority's information centres and the learning and heritage centre it has developed at Yr Ysgwrn – home of famous Welsh poet Hedd Wyn.</td>
<td>We produced a summary report which concluded that:&lt;br&gt;• the Authority is improving its understanding of the sustainable development principle (the five ways of working) and has updated decision making arrangements including its responsibilities for setting wellbeing objectives.&lt;br&gt;• the Authority is integrating the sustainable development principle into decision making and is starting to develop a better understanding of impact. Work to mainstream WFG principles into strategic planning is emerging too slowly.&lt;br&gt;• the Authority is working towards the sustainable development principle but inconsistencies in evaluation mean the Authority cannot demonstrate it does this systematically.&lt;br&gt;• the Authority is realigning existing approaches, duties and frameworks to its responsibilities under the WFG Act but has not yet fundamentally reviewed strategic objectives in line with the WFG principles.</td>
<td>Whilst our pilot work did not make any recommendations, our report did set out areas for improvement. These include:&lt;br&gt;• updating the Code of Corporate Governance and Park Management Plan to reflect and mainstream WFG principles;&lt;br&gt;• strengthen how the Authority demonstrates its prevention principles and activity, in particular as to why action is taken to protect biodiversity, peat bog restoration work and ecology;&lt;br&gt;• improve the online experience for visitors and the public; and&lt;br&gt;• reduce inconsistencies and weaknesses in measures, metrics and evaluation – it is currently difficult for the Authority to consistently demonstrate how effectively it is meeting the sustainable development principle.</td>
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### Use of resources

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<th>Issue date</th>
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<th>Conclusions</th>
<th>Proposals for improvement</th>
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<td>January 2018</td>
<td><strong>Annual audit letter 2016-17</strong>&lt;br&gt;Letter summarising the key messages arising from the Auditor General’s statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice. The Annual Audit Letter is in Appendix 2 of this report.</td>
<td>• Snowdonia National Park Authority complied with its responsibilities relating to financial reporting and use of resources;&lt;br&gt;• the Authority has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources; and&lt;br&gt;• a certificate confirming that the audit of the accounts has been completed was issued on 29 September 2017.</td>
<td>None</td>
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### Improvement planning and reporting

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<th>Issue date</th>
<th>Brief description</th>
<th>Conclusions</th>
<th>Proposals for improvement</th>
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<td>May 2017</td>
<td><strong>Wales Audit Office annual improvement plan audit</strong>&lt;br&gt;Review of the Authority’s published plans for delivering on improvement objectives.</td>
<td>The Authority has complied with its statutory improvement planning duties.</td>
<td>None</td>
</tr>
<tr>
<td>November 2017</td>
<td><strong>Wales Audit Office annual assessment of performance audit</strong>&lt;br&gt;Review of the Authority’s published performance assessment.</td>
<td>The Authority has complied with its statutory improvement reporting duties.</td>
<td>None</td>
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### Reviews by inspection and regulation bodies

No reviews by inspection and regulation bodies have taken place during the time period covered in this report.
Appendix 1

Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake a forward-looking annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. Improvement authorities (defined as local councils, national parks, and fire and rescue authorities) have a general duty to ‘make arrangements to secure continuous improvement in the exercise of [their] functions’.

The annual improvement assessment considers the likelihood that an authority will comply with its duty to make arrangements to secure continuous improvement. The assessment is also the main piece of work that enables the Auditor General to fulfil his duties. Staff of the Wales Audit Office, on behalf of the Auditor General, produce the annual improvement report. The report discharges the Auditor General’s duties under section 24 of the Measure, by summarising his audit and assessment work in a published annual improvement report for each authority. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether (as a result of his improvement plan audit under section 17) he believes that the authority has discharged its improvement planning duties under section 15.

The Auditor General may also, in some circumstances, carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.
Appendix 2

Annual Audit Letter

Mr Emyr Williams
Snowdonia National Park Authority
National Park Office
Penrhyndeudraeth
Gwynedd
LL48 6LF

Reference: 362A2018-19
Date issued: 24 January 2018

Dear Mr Williams

Annual Audit Letter Snowdonia National Park Authority 2016-17

This letter summarises the key messages arising from my statutory responsibilities under the Public Audit (Wales) Act 2004 and my reporting responsibilities under the Code of Audit Practice.

Snowdonia National Park Authority complied with its responsibilities relating to financial reporting and use of resources

It is Snowdonia National Park Authority (the Authority)’s responsibility to:

• put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
• maintain proper accounting records;
• prepare a Statement of Accounts in accordance with relevant requirements; and
• establish and keep under review appropriate arrangements to secure economy,
• efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:
• provide an audit opinion on the accounting statements;
• review the Authority’s arrangements to secure economy, efficiency and effectiveness in its use of resources; and
• issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This code is based on International Financial Reporting Standards. On 29 September 2017 I issued an unqualified audit opinion on the accounting statements confirming that they present a true and fair view of the Authority’s financial position and transactions. My report is contained within the Statement of Accounts. The key matters arising from the accounts audit were reported to members of the Audit Committee in my Audit of Financial Statements report on the 27 September 2017.

I am satisfied that the Authority has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources

My consideration of the Authority’s arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed under the Local Government (Wales) Measure 2009. The Auditor General will highlight areas where the effectiveness of these arrangements has yet to be demonstrated or where improvements could be made when he publishes his Annual Improvement Report.
I issued a certificate confirming that the audit of the accounts has been completed on 29 September 2017.

The financial audit fee for 2016-17 is currently expected to be in line with the agreed fee set out in the Annual Audit Plan.

Yours sincerely

Richard Harries
For and on behalf of the Auditor General for Wales
### National report recommendations 2017-18

#### Exhibit 2: national report recommendations 2017-18

Summary of proposals for improvement relevant to local government, included in national reports published by the Wales Audit Office, since publication of the last AIR.

<table>
<thead>
<tr>
<th>Date of report</th>
<th>Title of review</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 2017</td>
<td><a href="#">Public Procurement in Wales</a></td>
<td>The report contained seven recommendations. Six of the recommendations were for the Welsh Government, one of the recommendations was for public bodies: R3 It was clear from our sampling that some procurement strategies are out of date and there has also been a mixed response to new policy and legislation, such as the Well-being of Future Generations (Wales) Act 2015. We recommend that public bodies review their procurement strategies and policies during 2017-18 and on an annual basis thereafter to ensure that they reflect wider policy and legislative changes and support continuous improvement.</td>
</tr>
</tbody>
</table>
This document has been prepared for the internal use of Snowdonia National Park Authority as part of work performed/to be performed in accordance with statutory functions.

No responsibility is taken by the Auditor General, the staff of the Wales Audit Office or, where applicable, the appointed auditor in relation to any member, director, officer or other employee in their individual capacity, or to any third party.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000. The section 45 Code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties. In relation to this document, the Auditor General for Wales, the Wales Audit Office and, where applicable, the appointed auditor are relevant third parties.

Any enquiries regarding disclosure or re-use of this document should be sent to the Wales Audit Office at infoofficer@audit.wales.

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

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

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Audit of accounts 4
Performance audit 7
Fee, audit team and timetable 10
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Appendix 2 – performance work in last year’s audit outline still in progress 16
Appendix 3 – other future developments 17
Appendix 4 – national value-for-money studies 20
Summary

1 As your external auditor, my objective is to carry out an audit which discharges my statutory duties as Auditor General and fulfils my obligations under the Public Audit (Wales) Act 2004, the Local Government (Wales) Measure 2009 (the Measure), Wellbeing of Future Generations (Wales) Act 2015, the Local Government Act 1999, and the Code of Audit Practice, namely to:
   • examine and certify whether your financial statements are ‘true and fair’;
   • assess whether you have made proper arrangements for securing economy, efficiency and effectiveness in the use of resources;
   • audit and assess whether you have discharged the duties and met requirements of the Measure; and
   • undertake studies to enable me to make recommendations for improving economy, efficiency and effectiveness or for improving financial or other management arrangements.

2 The purpose of this plan is to set out my proposed work, when it will be undertaken, how much it will cost and who will undertake it.

3 There have been no limitations imposed on me in planning the scope of this audit.

4 My responsibilities, along with those of management and those charged with governance, are set out in Appendix 1.

Audit of accounts

5 It is my responsibility to issue a certificate and report on the financial statements which includes an opinion on their ‘truth and fairness’. This provides assurance that the accounts:
   • are free from material misstatement, whether caused by fraud or error;
   • comply with statutory and other applicable requirements; and
   • comply with all relevant requirements for accounting presentation and disclosure.

6 I also consider whether Snowdonia National Park Authority (Park Authority) has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources and report by exception if the Annual Governance Statement does not comply with requirements.

7 Appendix 1 sets out my responsibilities in full.

8 The audit work I undertake to fulfil my responsibilities responds to my assessment of risks. This understanding allows me to develop an audit approach which focuses on addressing specific risks whilst providing assurance for the financial statements as a whole. My audit approach consists of three phases as set out in Exhibit 1.
Exhibit 1: my audit approach

My audit approach involves three key stages: planning, execution and finally concluding and reporting.

Planning:
Enquiry, observation and inspection to understand the entity and its internal controls in order to identify and assess risks

Execution:
Testing of controls, transactions, balances and disclosures in response to those risks

Concluding and reporting:
Evaluation of evidence obtained to conclude and report appropriately

9 The risks of material misstatement which I consider to be significant and which therefore require special audit consideration, are set out in Exhibit 2 along with the work I intend to undertake to address them.

Exhibit 2: financial audit risks

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

<table>
<thead>
<tr>
<th>Financial audit risk</th>
<th>Proposed audit response</th>
</tr>
</thead>
</table>
| The risk of management override of controls is present in all entities. Due to the unpredictable way in which such override could occur, it is viewed as a significant risk [ISA 240.31-33]. | My audit team will:  
  • test the appropriateness of journal entries and other adjustments made in preparing the financial statements;  
  • review accounting estimates for biases; and  
  • evaluate the rationale for any significant transactions outside the normal course of business. |
| There is a risk of material misstatement due to fraud in revenue recognition and as such is treated as a significant risk [ISA 240.26-27]. | My audit team will review the sources of income, particularly cash. Where appropriate, they will review and document the systems of control and undertake substantive testing of a sample of such income transactions. |
| The Park Authority records its Property Plant and Equipment within a database and supporting excel spreadsheets. We experienced difficulties during the 2016-17 audit following the working papers reconciling the supporting records to the PPE note within the financial statements. We made recommendations for the Park Authority to review these systems during | My audit team will review the working papers supporting the PPE note within the financial statements and agree to the fixed asset register and general ledger. |
10 I do not seek to obtain absolute assurance on the truth and fairness of the financial statements and related notes, but adopt a concept of materiality. My aim is to identify material misstatements, that is, those that might result in a reader of the accounts being misled. The levels at which I judge such misstatements to be material will be reported to the Park Authority prior to completion of the audit.

11 For reporting purposes, I will treat any misstatements below a ‘trivial’ level (the lower of 5% of materiality or £100,000) as not requiring consideration by those charged with governance and therefore I will not report them.

12 My fees are based on the following assumptions:

- information provided to support the financial statements is timely, to the quality expected and has been subject to quality assurance review;
- appropriate accommodation and facilities are provided to enable my audit team to deliver the audit in an efficient manner;
- all appropriate officials will be available during the audit;
- you have all the necessary controls and checks in place to enable the Responsible Financial Officer to provide all the assurances that I require in the Letter of Representation addressed to me; and
- Internal Audit’s planned programme of work is complete and management has responded to issues that may have affected the financial statements.

13 In addition to my responsibilities in respect of the audit of the Park Authority’s statutory financial statements set out above, I am also required to certify a return to the Welsh Government, which
provides information about Snowdonia National Park Authority to support preparation of Whole of Government Accounts.

Statutory audit functions

14 In addition to the audit of the accounts, I have statutory responsibilities to receive questions and objections to the accounts from local electors. These responsibilities are set out in the Public Audit (Wales) Act 2004:
   • Section 30 Inspection of documents and questions at audit; and
   • Section 31 Right to make objections at audit.

15 Audit fees will be chargeable for work undertaken in dealing with electors’ questions and objections. Because audit work will depend upon the number and nature of any questions and objections, it is not possible to estimate an audit fee for this work.

16 If I do receive questions or objections, I will discuss potential audit fees at the time.

Performance audit

17 I need to balance my existing, new and proposed statutory duties with the need to continue to undertake meaningful, risk-based and proportionate audits and assessments. In discharging my responsibilities I will continue to seek to strike the most appropriate balance and add value by:
   • providing assurance on the governance and stewardship of public money and assets;
   • offering insight on the extent to which resources are used wisely in meeting people’s needs; and
   • identifying and promoting ways by which the provision of public services may be improved.

18 As it is likely that the anticipated Local Government Wales Bill will propose that the Local Government (Wales) Measure 2009 no longer applies to councils, I will minimise work that focuses on the process of improvement planning.

19 In recent years I have placed reliance on my work under the Measure to help discharge my duty under the Public Audit (Wales) Act 2004 to satisfy myself that councils have made proper arrangements to secure economy, efficiency and effectiveness (value for money) in the use of resources. Given that in the future I will be unable to rely on my work under the Measure, in 2018-19, and subsequent years, the focus of my local performance audit programmes will be more clearly aligned to discharging my Public Audit (Wales) Act 2004 duty.

20 In 2017-18 I undertook my first work under the Wellbeing of Future Generations (Wales) Act 2015, the Year One Commentary. This work sought to identify how public bodies are beginning to respond to the Act and share emerging practice. My 2018-19 programme will include the first examinations to be carried out under the Act. These examinations will assess the extent to which you are applying the sustainable development principle when taking steps towards meeting your well-being objectives.

21 The Wales Audit Office also undertakes a programme of local government studies. This work is included within the Wales Audit Office estimates for funding from the Welsh Consolidated Fund and not local fees. Exhibit 3 summarises the present position on the current programme of studies. These studies primarily lead to a national report augmented by good practice and
shared learning outputs rather than by local reports. Local findings, where relevant, will be captured in improvement assessment work and reported in annual improvement reports depending on the timing and the focus of conclusions.

22 In the spring of 2018 I will also be consulting on my forward programme of studies across all sectors and I would welcome views on the areas I should focus my national reviews on when the consultation is launched.

Exhibit 3: local government studies

In 2016-17 I published three national reports related to local government and will undertake fieldwork for a further three reports during the summer and winter of 2018.

<table>
<thead>
<tr>
<th>Study</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2016-17 studies</strong></td>
<td></td>
</tr>
<tr>
<td>How local government manages demand</td>
<td>Published January 9 2018</td>
</tr>
<tr>
<td>Strategic commissioning</td>
<td>Published February 22 2018</td>
</tr>
<tr>
<td>Improving wellbeing through housing adaptations</td>
<td>Publish in April 2018</td>
</tr>
<tr>
<td><strong>2017-18 studies</strong></td>
<td></td>
</tr>
<tr>
<td>Services to rural communities</td>
<td>Fieldwork – Publish Summer 2018</td>
</tr>
<tr>
<td>Use of data</td>
<td>Fieldwork – Publish Summer 2018</td>
</tr>
<tr>
<td>Integrated care fund</td>
<td>Fieldwork February – Winter 2019</td>
</tr>
<tr>
<td><strong>2017-18 studies</strong></td>
<td></td>
</tr>
</tbody>
</table>

23 Taking all these factors into consideration, my 2018-19 programme of work will comprise:

Exhibit 4: performance audit programme

My 2018 performance audit programme will include local projects and national studies.

<table>
<thead>
<tr>
<th>Performance audit programme</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement audit and assessment work including improvement planning and reporting audit</td>
<td>Audit of discharge of duty to publish an improvement plan, and to publish an assessment of performance.</td>
</tr>
<tr>
<td>Well-being of Future Generations Act (Wales) 2015 (WFG Act) examinations</td>
<td>Examination of the extent to which the National Park Authority is delivering its well-being objectives.</td>
</tr>
<tr>
<td>Risk based work identified through past assessments (to be agreed)</td>
<td>Review of Governance of collaborations and partnerships following the Scrutiny review – could include the stakeholder survey indicated in our governance work project brief Use of data maturity assessment</td>
</tr>
<tr>
<td><strong>2018-19 Local Government Studies</strong></td>
<td>Funded by the Welsh Government</td>
</tr>
<tr>
<td>Performance audit programme</td>
<td>Brief description</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Implementation of the Social Services and Well-being Act</td>
<td>The Social Services and Well-being (Wales) Act 2014 focuses on reforming and simplifying the law relating to social services. The Act introduced new duties for local authorities, local health boards and other public bodies and covers adults, children and their carers, and came into force on 6 April 2016. The study will review progress by authorities in delivering their new duties under the Act and help to identify opportunities for improving current management and delivery arrangements. Further information can be found in our call for evidence report published in August 2017.</td>
</tr>
<tr>
<td>Implementation of Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015</td>
<td>The Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 aims to improve the Public Sector response to violence against women, domestic abuse and sexual violence; provide a strategic focus on these issues; and ensure consistent consideration of preventive, protective and supportive mechanisms in the delivery of services. Our review will focus on the effectiveness of arrangements to improve support for people affected by such abuse and violence. Further information can be found in our call for evidence report published in August 2017.</td>
</tr>
<tr>
<td>Value for Money of Planning Services</td>
<td>The Planning (Wales) Act 2015 (the Act) gained Royal Assent on 6 July 2015. The Act sets out a series of legislative changes to deliver reform of the planning system in Wales, to ensure that it is fair, resilient and enables development. An effective planning service will be at the front of shaping the character, development and prosperity of a local authority or national park. Given the requirements of the Act, it is important that planning authorities ensure that their services are fit for the future to ensure they meet both their statutory responsibilities but also support the delivery of corporate, regional and national priorities. Our review will consider the effectiveness and impact of planning services on local communities in Wales. Further</td>
</tr>
</tbody>
</table>
The performance audit projects included in last year’s Audit Plan, which are either still underway or which have been substituted for alternative projects in agreement with you, are set out in Appendix 2.

### Fee, audit team and timetable

#### Fee

25 Your estimated fee for 2018 is set out in Exhibit 5.

As per our approved Fee Scheme for 2018-19, a small increase has been applied to my fee rates (less than 1%) which we have looked to offset by a change in the skill mix within the audit team.

#### Exhibit 5: audit fee

The total audit fee will be £44,594, made up of £27,500 for the audit of accounts and £17,094 for performance audit work.

<table>
<thead>
<tr>
<th>Audit area</th>
<th>Proposed fee (£)</th>
<th>Actual fee last year (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit of accounts²</td>
<td>£27,500</td>
<td>£27,500</td>
</tr>
<tr>
<td>Performance audit work³</td>
<td>£17,094</td>
<td>£17,077</td>
</tr>
<tr>
<td>Total fee</td>
<td>£44,594</td>
<td>£44,577</td>
</tr>
</tbody>
</table>

Notes:

1. The fees shown in this document are exclusive of VAT, which is no longer charged to you.

Planning will be ongoing, and changes to my programme of audit work and therefore my fee, may be required if any key new risks emerge. I shall make no changes without first discussing them with Snowdonia National Park Authority.

Further information on my fee scales and fee setting can be found on the Wales Audit Office website.
Audit team

28 The main members of my team, together with their contact details, are summarised in Exhibit 6.

Exhibit 6: my team

This table provides contact details for the audit team

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Contact number</th>
<th>E-mail address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Derwyn Owen</td>
<td>Engagement Director</td>
<td>02920 320500 07909 882609</td>
<td><a href="mailto:Derwyn.owen@audit.wales">Derwyn.owen@audit.wales</a></td>
</tr>
<tr>
<td>Michelle Phoenix</td>
<td>Financial Audit Manager</td>
<td>07966 073281</td>
<td><a href="mailto:michelle.phoenix@audit.wales">michelle.phoenix@audit.wales</a></td>
</tr>
<tr>
<td>Nick Selwyn</td>
<td>Performance Audit Lead</td>
<td>029 20320500</td>
<td><a href="mailto:Nick.selwyn@audit.wales">Nick.selwyn@audit.wales</a></td>
</tr>
<tr>
<td>Sioned Williams</td>
<td>Financial Audit Team Leader</td>
<td>01492 576218</td>
<td><a href="mailto:Sioned.williams@audit.wales">Sioned.williams@audit.wales</a></td>
</tr>
</tbody>
</table>

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

Timetable

30 I will provide reports, or other outputs as agreed, to Snowdonia National Park Authority covering the areas of work identified in this document. My key milestones are set out in Exhibit 7.

Exhibit 7: timetable

This table sets out my proposed timetable for completion and reporting of my audit work at the authority

<table>
<thead>
<tr>
<th>Planned output</th>
<th>Work undertaken</th>
<th>Report finalised</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2018 Audit Plan</strong></td>
<td>December 2017 to January 2018</td>
<td>March 2018</td>
</tr>
<tr>
<td><strong>Financial accounts work:</strong></td>
<td>February to September 2018</td>
<td>September 2018</td>
</tr>
<tr>
<td>• Audit of Financial Statements Report</td>
<td></td>
<td>September 2018</td>
</tr>
<tr>
<td>• Opinion on Financial Statements</td>
<td></td>
<td>October 2018</td>
</tr>
<tr>
<td>• Financial Accounts Memorandum</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Performance work:</strong></td>
<td>May 2018 October 2018 Summer 2018</td>
<td>June 2018</td>
</tr>
<tr>
<td>• Improvement Plan Audit</td>
<td></td>
<td>November 2018</td>
</tr>
<tr>
<td>• Assessment of Performance Audit</td>
<td></td>
<td>Autumn 2018</td>
</tr>
<tr>
<td>• WFG Act Examinations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Planned output | Work undertaken | Report finalised
--- | --- | ---
• Bespoke project(s) | Summer 2018 | Autumn 2018
Annual Improvement Report | April 2018 – March 2019 | March 2019
2019 Audit Plan | October to December 2018 | January 2019

* Subject to timely clearance of draft findings with Snowdonia National Park Authority.

Future developments to my audit work

31 Details of future developments including changes to key International Financial Reporting Standards (IFRS) and of the Wales Audit Office’s Good Practice Exchange (GPX) seminars are set out in Appendix 3.

32 The Wales Audit Office’s GPX programme seeks to support the improvement of public services across Wales by identifying and sharing good practice. The GPX seminars bring a range of public sector bodies together to share their practical experiences and learning in areas we consider would benefit from sharing good practice. The seminars are provided free of charge to delegates. Forthcoming events include:

- **Sustainable Procurement.** Focused upon how to create a mind-set that supports sustainable procurement in relation to the WFG Act
- **Measuring Outcomes.** Supporting the WFG Act, 44 bodies shift their focus from outputs to outcomes and impact
- **Adverse Childhood Experiences.** In partnership with ACE’s Hub at Public Health Wales and the Future Generations Office
- **Digital Seminar,** taking account of the Wales Audit Office ‘Using Data Effectively’ study. Working in partnership with The Information Commissioners Office and Y Lab
- **Building Resilient Communities.** Focussing on renewable energy, community skills, Welsh Language, housing and economy and Public Health Wales
- **Partnership working between Voluntary bodies and Public Sector Bodies.** Will also include the launch of the Good Practice Guide to Grants Management.
- **Financial Audit – Early Closure of Local Government Accounts.** Focusing on cultural and behaviour changes
- **Alternative Service Delivery Models.** In partnership with WLGA, WCVA, Community Housing Cymru, Welsh NHS Confederation, and Good Practice Wales
- **Cybersecurity.** Focusing on governance arrangements
- **Preventing Hospital Admissions.** Jointly with NHS, Social Care, Housing and partners from the Third Sector
- **Youth.** Following thematic reports from Estyn, CSSIW, HIW and the Wales Audit Office on the topic of youth. The GPX team will follow on with a seminar to share the learning
Appendix 1

Respective responsibilities

Audit of accounts

As amended by the Public Audit (Wales) Act 2013, the Public Audit (Wales) Act 2004 sets out my powers and duties to undertake your financial audit. It is my responsibility to issue a certificate and report on the financial statements which includes an opinion on:

- their ‘truth and fairness’, providing assurance that they:
  - are free from material misstatement, whether caused by fraud or error;
  - comply with the statutory and other applicable requirements; and
  - comply with all relevant requirements for accounting presentation and disclosure.

- the consistency of information in the Annual Report with the financial statements.

I must also state by exception if the Annual Governance Statement does not comply with requirements, if proper accounting records have not been kept, if disclosures required for remuneration and other transactions have not been made or if I have not received all the information and explanations I require.

The Public Audit (Wales) Act 2004 requires me to assess whether Snowdonia National Park Authority has made proper arrangements for securing economy, efficiency and effectiveness in the use of resources. To achieve this, I consider:

- the results of the audit work undertaken on the financial statements;
- Snowdonia National Park Authority’s system of internal control, as reported in the Annual Governance Statement and my report thereon;
- the results of other work carried out including work carried out under the Local Government (Wales) Measure 2009 (the Measure), certification of claims and returns, and data-matching exercises;
- the results of the work of other external review bodies where relevant to my responsibilities; and
- any other work that addresses matters not covered by the above, and which I consider necessary to discharge my responsibilities.

The Public Audit (Wales) Act 2004 sets out the rights of the public and electors to inspect Snowdonia National Park Authority’s financial statements and related documents, to ask me, as the Appointed Auditor questions about the accounts and, where appropriate, to challenge items in the accounts. I must also consider whether in the public interest, I should make a report on any matter which comes to my notice in the course of the audit.

My audit work does not relieve management and those charged with governance of their responsibilities which include:

- the preparation of the financial statements and Annual Report in accordance with applicable accounting standards and guidance;
• the keeping of proper accounting records;
• ensuring the regularity of financial transactions; and
• securing value for money in the use of resources.

Management agrees to provide me with:
• access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
• additional information that I may request from management for the purpose of the audit; and
• unrestricted access to persons within Snowdonia National Park Authority from whom I determine it necessary to obtain audit evidence.

Management will need to provide me with written representations to confirm:
• that it has fulfilled its responsibilities for the preparation of the financial statements;
• that all transactions have been recorded and are reflected in the financial statements;
• the completeness of the information provided to me for the purposes of the audit; and
• to support other audit evidence relevant to the financial statements or specific assertions in the financial statements if I deem it necessary or if required by ISAs.

Performance audit

The Public Audit (Wales) Act 2004 requires me, by examination of the accounts or otherwise, to satisfy myself that the body has made proper arrangements for:
• securing economy, efficiency and effectiveness in its use of resources; and
• that the body, if required to publish information in pursuance of a direction under section 47 (performance information) has made such arrangements for collecting and recording the information and for publishing it as are required for the performance of its duties under that section.

The Measure places a general duty on improvement authorities to ‘make arrangements to secure continuous improvement in the exercise of [their] functions’. It also places specific requirements on authorities to set improvement objectives, and to publish annual improvement plans and assessments of performance. Improvement authorities are defined as county and county borough councils, national park authorities, and fire and rescue authorities.

The Measure also requires me to carry out an improvement assessment for each improvement authority every year, to determine whether the authority is likely to comply with its general duty and requirements of the Measure. I must also carry out an audit of whether the authority has discharged its improvement planning and reporting duties.

The Auditor General may also in some circumstances carry out special inspections (under section 21), in respect of which he will provide a report to the relevant authorities.
and Ministers, and which he may publish (under section 22). The Auditor General will summarise audit and assessment reports in his published Annual Improvement Report (under section 24). This will also summarise any reports of special inspections.

Section 15 of the Well-being of Future Generations Act (Wales) 2015 requires me to carry out examinations of public bodies for the purposes of assessing the extent to which it has acted in accordance with the sustainable development principle when:

(a) setting well-being objectives; and

(b) taking steps to meet those objectives.

I must carry out such an examination of each public body at least once during a five-year period. Before the end of the period I must report on the results of those examinations to the National Assembly.
Appendix 2

Performance work in last year’s audit outline still in progress

Exhibit 9: performance work in last year’s audit outline still in progress

No pieces of performance audit work included in last year’s audit plan remain outstanding.
Other future developments

Forthcoming key IFRS changes

Exhibit 11: forthcoming key IFRS changes

There are three key changes to accounting rules that will impact on the authority over the next three years.

<table>
<thead>
<tr>
<th>Standard</th>
<th>Effective date</th>
<th>Further details</th>
</tr>
</thead>
<tbody>
<tr>
<td>IFRS 9 Financial instruments</td>
<td>2018-19</td>
<td>IFRS 9 financial instruments will replace IAS 39 and includes a new principles-based approach for the classification and measurement of financial assets. It also introduces a new impairment methodology for financial assets based on expected losses rather than incurred losses. This will result in earlier and more timely recognition of expected credit losses. The accounting requirements for financial liabilities are almost all carried forward unchanged from IAS 39.</td>
</tr>
<tr>
<td>IFRS 15 Revenue from contracts with customers</td>
<td>2018-19</td>
<td>IFRS 15 revenue from contracts with customers introduces a principles-based five-step model for recognising revenue arising from contracts with customers. It is based on a core principle requiring revenue recognition to depict the transfer of promised goods or services to the customer in an amount that reflects the consideration the body expects to be entitled to, in exchange for those goods or services. It will also require more extensive disclosures than are currently required.</td>
</tr>
<tr>
<td>IFRS 16 Leases</td>
<td>2019-20</td>
<td>IFRS 16 will replace the current leases standard IAS 17. The key change is that it largely removes the distinction between operating and finance leases for lessees by introducing a single lessee accounting model that requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. It will lead to all leases being recognised on the balance sheet as an asset based on a 'right of use' principle with a corresponding liability for future rentals. This is a significant change in lessee accounting.</td>
</tr>
</tbody>
</table>
General Data Protection Regulation (GDPR)

The GDPR is a new data protection law for the whole of the EU applicable from 25 May 2018, which has the intention of harmonising and updating data protection laws. The UK Government has introduced the Data Protection Bill which will incorporate the GDPR into UK law and replace the 1998 Data Protection Act, and which it intends will also come into force on 25 May 2018.

The GDPR introduces new requirements for personal data processing, including an accountability principle which will require more detailed records of the processing of personal data, evidence of compliance with the data protection principles and the technical and organisational security measures taken to protect the data. We are updating our own policies, processes and documentation with a view to meeting these requirements and expect that the bodies we audit will be taking similar steps. Key areas of additional work include the use of more detailed fair processing notices, more privacy impact assessments and more extensive record keeping in relation to processing activities.

Wales Pension Partnership

The administering authorities for the eight Local Government Pension Scheme (LGPS) funds in Wales have established a pension investment pool in line with government requirements. The Wales Pension Partnership Joint Governance Committee will, from April 2018 onwards, oversee the pooling of some £15 billion of investments from the eight LGPS funds in Wales.

The relevant authorities need to be fully engaged in this process to ensure that appropriate arrangements are put in place that meet their requirements and to achieve the benefits of pooling which include economies of scale and reduced costs.

Good Practice Exchange

The Wales Audit Office’s Good Practice Exchange (GPX) helps public services improve by sharing knowledge and practices that work. Events are held where knowledge can be exchanged face-to-face and resources shared online.

Exhibit 12: Planned forthcoming GPX webinars and Seminars.

My planned GPX programme includes 11 subject areas

<table>
<thead>
<tr>
<th>Date</th>
<th>Format</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 2018</td>
<td>Webinar</td>
<td>Sustainable Procurement. Focused upon how to create a mind-set that supports sustainable procurement in relation to the WFG Act.</td>
</tr>
<tr>
<td>May 2018</td>
<td>Webinar</td>
<td>Measuring Outcomes. Supporting the WFG Act 44 bodies shift their focus from outputs to outcomes and impact</td>
</tr>
<tr>
<td>Date</td>
<td>Format</td>
<td>Topic</td>
</tr>
<tr>
<td>--------------</td>
<td>----------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>June 2018</td>
<td>Seminar</td>
<td><strong>Adverse Childhood Experiences.</strong> In partnership with ACE’s Hub at Public Health Wales and the Future Generations Office.</td>
</tr>
<tr>
<td>June 2018</td>
<td>Seminar</td>
<td>Digital. Seminar, taking account of the Wales Audit Office ‘Using Data Effectively’ study. Working in partnership with The Information Commissioners Office and Y Lab.</td>
</tr>
<tr>
<td>July 2018</td>
<td>Seminar</td>
<td><strong>Building Resilient Communities.</strong> Focussing on renewable energy, community skills, Welsh Language, housing and economy and Public Health Wales.</td>
</tr>
<tr>
<td>September 2018</td>
<td>Seminar</td>
<td>Partnership working between Voluntary bodies and Public Sector Bodies. Will also include the launch of the Good Practice Guide to Grants Management.</td>
</tr>
<tr>
<td>December 2018</td>
<td>Seminar</td>
<td><strong>Alternative Service Delivery Models.</strong> In partnership with WLGA, WCVA, Community Housing Cymru, Welsh NHS Confederation and Good Practice Wales.</td>
</tr>
<tr>
<td>February 2019</td>
<td>Seminar</td>
<td>Preventing Hospital Admissions. Jointly with NHS, Social Care, Housing and partners from the Third Sector.</td>
</tr>
<tr>
<td>March 2019</td>
<td>Seminar</td>
<td>Youth. Following thematic reports from Estyn, CSSIW, HIW and the Wales Audit Office on the topic of youth. The GPX team will follow on with a seminar to share the learning.</td>
</tr>
</tbody>
</table>
National value-for-money studies

The Council may also be interested in the national value-for-money examinations that I undertake, some of which will be of particular relevance to, and may involve evidence gathering across, local government. These studies are supported by funds approved by the National Assembly. Reports are presented to the National Assembly’s Public Accounts Committee to support its scrutiny of public expenditure and potentially support scrutiny by other National Assembly committees.

Exhibit 13 covers all of the value-for-money studies work currently programmed. The programme includes all-Wales summaries of audit work undertaken locally in the NHS and reactive examinations into specific issues of public concern that have been raised with me. In addition to the work outlined below, I may decide during the year to prepare other national reports summarising local audit work, follow-up work, or based on the findings of other reactive examinations.

Further updates on my programme of value-for-money studies will be provided to you within the regular progress reports prepared by my team.

Exhibit 13: national value-for-money studies

<table>
<thead>
<tr>
<th>Topic</th>
<th>Anticipated publication (as at 11 January 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary care services[^2]</td>
<td>February/March 2018</td>
</tr>
<tr>
<td>Access to public services with the support of specialist interpretation and translation</td>
<td>March/April 2018</td>
</tr>
<tr>
<td>Waste management (waste prevention)</td>
<td>March/May 2018</td>
</tr>
<tr>
<td>Waste management (municipal recycling)</td>
<td>March/May 2018</td>
</tr>
<tr>
<td>Waste management (procurement of infrastructure)</td>
<td>March/May 2018</td>
</tr>
<tr>
<td>Early intervention and public behaviour change[^3]</td>
<td>March/April 2018</td>
</tr>
<tr>
<td>GP out-of-hours services – national summary report</td>
<td>April/May 2018</td>
</tr>
<tr>
<td>Rural Development Programme 2014-2020</td>
<td>April/May 2018</td>
</tr>
<tr>
<td>Business finance</td>
<td>May 2018</td>
</tr>
</tbody>
</table>

[^2]: An initial data rich report presenting a ‘picture of primary care’ in advance of further local audit work.

[^3]: Following on from some good practice work, we are planning to produce a short summary paper to highlight some of the issues raised and evidence gathered through that work, supported by a series of podcasts.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Anticipated publication (as at 11 January 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NHS agency staffing costs[^4]</td>
<td>Summer 2018</td>
</tr>
<tr>
<td>EU Structural Funds programmes 2014-2020</td>
<td>Summer 2018</td>
</tr>
<tr>
<td>Improving the wellbeing of young people</td>
<td>Autumn 2018</td>
</tr>
<tr>
<td>Radiology services – national summary</td>
<td>To be confirmed</td>
</tr>
<tr>
<td>Integrated Care Fund</td>
<td>To be confirmed</td>
</tr>
<tr>
<td>Care experienced by children and young people[^5]</td>
<td>To be confirmed</td>
</tr>
</tbody>
</table>

[^4]: Work has recently commenced on gathering data from across the health services of the UK to support a paper on the various approaches being taken to address the increasing costs of employing agency medical and nursing staff within the NHS. The precise format for this output is still to be determined.

[^5]: The PAC has now set out its initial plans for some ongoing inquiry work on this topic. I will be supporting this work, although the precise nature of, and timescale for, any additional audit-related outputs is still to be determined.
BACKGROUND

1.1 As members will be aware, the Well-being of Future Generations (Wales) Act 2015 came into force on the 1st of April 2016.

1.2 The Act sets out 7 Well-being Goals:
   - A prosperous Wales
   - A resilient Wales
   - A healthier Wales
   - A more equal Wales
   - A Wales of cohesive communities
   - A Wales of vibrant culture and thriving Welsh language
   - A globally responsible Wales

1.3 The Act places a core duty on the Authority to set out and publish well-being objectives that are designed to maximise our contribution to achieving the well-being goals. In doing so, the Authority must take all reasonable steps to meet those well-being objectives, in accordance with the sustainable development principle.

1.4 As can be seen in the Corporate Plan we believe that sustainable development is ingrained into the ethos of the Authority through its vision and that the Authority’s objectives all contribute to achieving that vision.

1.5 Although there are potential changes ahead, at present the Authority continues to be subject to the requirements of the Local Government (Wales) measure and therefore is required to set out our arrangements to secure continuous improvement in the exercise of our functions and to secure achievement of our improvement objectives.
1.6 The Authority’s Corporate Plan for 2018/19 therefore meets the requirements of both the Well-being of Future Generations (Wales) Act and the Local Government (Wales) Measure.

1.7 The Corporate Plan includes new proposed Objectives for the Authority which adopt a longer term outlook. This, of course reflects the ethos to be found in the Well-being of Future Generations (Wales) Act. Members will no doubt recall that these proposed Objectives have been subject to extensive consultation commencing with an initial consultation with staff back in October 2017. This process culminated at the Performance and Resources committee on 21st March 2018 when the committee resolved subject to some minor amendments (which have now been incorporated) to formally recommend the draft improvement and well-being objectives for formal adoption by the Authority.

RESOURCE IMPLICATIONS

The Plan sets out the Authority’s priorities for the next year and so has an impact on how the Authority is to spend its budget.

RECOMMENDATION

That the Authority adopts the draft Improvement and Well-being Objectives and draft Corporate Plan for 2018/19.

BACKGROUND PAPERS

Draft Corporate Plan 2018/19
The National Park Authority is responsible for the preparation of the Corporate 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.
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<th>Section</th>
<th>Page(s)</th>
</tr>
</thead>
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<td>3. Service Priorities</td>
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<td>4. Well-being objectives and the Sustainable Development Principles</td>
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<td>5. The Authority’s Objectives</td>
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<td>8. Corporate Planning Framework</td>
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<td>9. The Golden Thread</td>
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<td>10. Contact Details</td>
<td>28</td>
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</tbody>
</table>
1. Snowdonia National Park Authority

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

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; and
- To promote opportunities for the understanding and enjoyment of the special qualities of the (National) Park by the public.

In addition to pursuing National Park Purposes the National Park Authority has a duty to foster the economic and social wellbeing of local communities within the National Park.

2. 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.
3. Service Priorities

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

- The Welsh Government’s Programme for Government 2016-2021, Taking Wales Forward
- Prosperity for All: the National Strategy
- The Well-being of Future Generations (Wales) Act 2015
- Natural Resources Policy
- Remit letter issued on an annual basis by the Welsh Government to the Authority
- Park Management Plan
- Reports by Wales Audit Office on the Authority
- Gwynedd and Mon and Conwy and Denbighshire Public Service Boards Well-Being Plans
- Consultation responses and 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 in the most sustainable way, with the aim of achieving the vision for the Park.

Our service priorities for the coming financial years 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;
- sourcing new income streams to support Park purposes and the Authority.
- ensure that we are fully engaged with and delivering against the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016;
- demonstrating both locally and nationally the benefits of a National Park Authority to manage such a special place as Snowdonia for both now and for future generations;

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

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

The Authority is currently required to publish an Improvement Plan which sets out its arrangements to secure continuous improvement in the exercise of its functions and to secure achievement of its improvement objectives.

In addition, the Well-being of Future Generations (Wales) Act 2015 places a duty on the Authority to publish a Well-being Statement setting out how its well-being objectives contribute to the Welsh Government's seven well-being goals.

The Authority’s agreed well-being objectives will therefore also be the Improvement Objectives for the next year.

4. Well-being Objectives and the Sustainable Development Principles

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

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

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

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

The Authority’s well-being objectives should be objectives for change over the long term. We will meet our well-being objectives by a series of steps and these can themselves be short, medium or long term actions for change or a combination of the same.

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

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

1. Long Term – the importance of balancing short term needs with the need to safeguard the ability to meet long term needs, especially where things done to meet short term needs may have detrimental long term effects.
2. Integration – how our well-being objectives may impact upon each of the well-being goals, how the well-being objectives may impact upon each other or upon other public bodies’ well-being objectives, in particular where steps taken by us may contribute to meeting one objective but may be detrimental to meeting another.
3. Involvement – the importance of involving other persons with an interest in achieving the well-being goals and of ensuring those persons reflect the diversity of the population of Wales or the geographical area of the Authority.
4. Collaboration – acting in collaboration with any person (or how different parts of the Authority acting together) could assist the Authority to meet its well-being objectives, or assist another body to meet its objectives.
5. Prevention – to take account of how deploying resources to prevent problems occurring, or getting worse may contribute to meeting the Authority’s well-being objectives, or another body’s objectives.

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

**Long Term**

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

**Integration**

Some of our well-being objectives have a greater impact on individual well-being goals than others. As part of the process of adopting our well-being objectives the Authority considered how they meet the well-being goals and these are set out not only in respect for each of the well-being objectives but also for the specific short and medium term actions presently associated with our well-being objectives. These can be found in Section 5 of this Corporate Plan.

**Involvement**

Most of our well-being objectives involve other people. By communicating effectively and broadening the understanding of the public as to the special qualities of Snowdonia it is expected that such communications will reflect the population of Wales. Likewise the review of the National Park Management Plan will undoubtedly attract national interest but from experience the implementation of the Plan will involve a more local input. The Health and Wellbeing objective should appeal to both the local population as well as the national population who, armed with sufficient information, will be able to enjoy more of what the Park has to offer whilst Our Communities and the People, Places and Partners objectives predominantly involve the local communities as it is centred on empowering said communities,
partners and volunteers. Our Resources objective, whilst not directly involving other people is the objective that ensures that the long term ambitions of the Authority continue to be attainable.

**Collaboration**

As a relatively small Authority Snowdonia National Park Authority have always recognised the significant advantages that can be gained through collaborating with others and through sustained partnership working. This form of thinking is by now ingrained into the fabric of the Authority and its staff and it comes as no surprise that all our well-being objectives involve collaboration. Four of the well-being objectives will involve a mixture of internal and external collaboration whilst the final well-being objective which revolves around the Authority’s resources has a greater internal focus to ensure that by carefully managing our resources the Authority is in a position to continue pushing for what really matters.

**Prevention**

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

The Authority’s well-being objectives set out below are set annually through this Corporate Plan, by no later than the end of April each year. Progress on the implementation of its well-being objectives will be reviewed on a regular basis by the Authority’s Performance and Resources Committee. A final report is considered by the Authority after the financial year has ended, through consideration of the Authority’s Annual Report.

Although the well-being objectives are set annually in order to comply with the Local Government (Wales) Measure, they are intended as long term objectives, and accordingly it is envisaged these current well-being objectives will continue subject to periodic review of the same. The next periodic review will take place on or before the 31st of March 2019.
In October 2017 the Authority began the process of reviewing its priorities and identifying improvement objectives.

The process involved:

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early October, 2017</td>
<td>Initial consultation with Authority staff</td>
</tr>
<tr>
<td>18 October, 2017</td>
<td>A facilitated Working Group of Members to scope potential Improvement Areas and Well-being Objectives</td>
</tr>
<tr>
<td>Late October, 2017</td>
<td>Seven well-being goals based upon the sustainable development principle. Stakeholder engagement including staff, members, partners, Welsh Government, Community Councils, Voluntary sector, private sector and others. This was enabled by a facilitator.</td>
</tr>
<tr>
<td>13 December, 2017</td>
<td>Authority considered consultation responses and agreed draft service priorities, improvement areas and well-being objectives.</td>
</tr>
<tr>
<td>December, 2017 – January 2018</td>
<td>Formal consultation with stakeholders</td>
</tr>
<tr>
<td>February, 2018</td>
<td>Directors and Heads of Service considered consultation responses, and prepared a final draft of the Improvement areas and well-being objectives and to formulate a work programme based thereon.</td>
</tr>
<tr>
<td>7 March, 2018</td>
<td>Working Group considered final drafts.</td>
</tr>
<tr>
<td>21 March, 2018</td>
<td>Performance and Resources Committee considered and recommended the improvement areas and well-being objectives for formal adoption by the Authority at its meeting on 25th April 2018.</td>
</tr>
<tr>
<td>25 April 2018</td>
<td>Formal adoption by the Authority of its Objectives and Corporate Plan. The plan included a statement explaining how the objectives help the Authority achieve the well-being goals and how it has applied the sustainable development principle.</td>
</tr>
</tbody>
</table>

Responses from stakeholders, workshops with officers and members as outlined above led to the adoption of Improvement Objectives.
The Well-Being Objectives and Corresponding Activities, and a Summary of how they meet the Well-Being Goals

<table>
<thead>
<tr>
<th>OUR COMMUNITIES</th>
<th>Prosperous</th>
<th>Resilient</th>
<th>Healthier</th>
<th>More equal</th>
<th>Cohesive Communities</th>
<th>Vibrant Culture</th>
<th>Global responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working with our communities to develop the economic, cultural and social well-being of Snowdonia.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

We will achieve this by:

- Ensure that the Local Development Plan continues to provide affordable housing | ✓     | ✓     | ✓     | ✓     | ✓     | ✓     | ✓      |
- Support sustainable economic development within our communities which utilise the qualities and opportunities that Snowdonia provide | ✓     | ✓     | ✓     | ✓     | ✓     | ✓     | ✓      |
- Work with agencies and providers to enhance the connectivity of our communities | ✓     | ✓     |       |        |        |        | ✓      |
- Effectively communicating the benefits of the designation of Snowdonia as a National Park to the well-being of our communities | ✓     | ✓     | ✓     |        |        |        | ✓      |
- Further develop our work in understanding, promoting and managing our cultural heritage | ✓     | ✓     | ✓     | ✓     | ✓     | ✓     | ✓      |

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

- We have granted planning permission for the number of affordable housing identified annually in the Local Development Plan
- Ensure that all interested parties have had an opportunity to provide input through Forum Eryri to the Authority’s Park Management Plan
- Benefit to the local economy resulting from the work of the Authority
- There is general user satisfaction of the Sherpa service
- % of the area of the Park covered by at least one mobile service provider
- Review the Communication Strategy to ensure that the same contains strong reference to the benefit of the National Park designation to our communities and subsequently monitor its effectiveness
Prepare and implement a strategy for the Authority to protect, enhance and further the understanding of the cultural heritage of Snowdonia and subsequently monitor its effectiveness.

### PLANS AND POLICIES

<table>
<thead>
<tr>
<th>Review and implement both the Local Development Plan and the National Park Management Plan (Cynllun Eryri) and ensure that the principles of the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016 are fully integrated into the work of the Authority.</th>
<th>✓</th>
<th>✓</th>
<th>✓</th>
<th>✓</th>
<th>✓</th>
<th>✓</th>
<th>✓</th>
</tr>
</thead>
</table>

**We will achieve this by:**

- Working with Welsh Government in delivering appropriate actions identified in the “Prosperity for All” strategy: ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
- Working with Welsh Government and other agencies in delivering appropriate outcomes identified in the “Natural Resource Policy”: ✓ ✓ ✓ ✓
- Working with relevant PSBs in delivering appropriate actions identified in their respective Well-Being Plans: ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
- Implement and continuously monitor both the Local Development Plan and National Park Management Plan (Cynllun Eryri): ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
- Develop and adopt relevant SPGs: ✓ ✓ ✓ ✓ ✓

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

Establish a baseline of activities already undertaken by the Authority that contribute to the Prosperity for All strategy and to the Natural Resource Policy

Look to further our contribution to both the Prosperity for All Strategy and Natural Resource Policy

Develop a joint programme with Welsh Government to further these matters
Develop a joint programme with Natural Resources Wales to develop and monitor the Natural Resource Policy

Assess the adopted well-being plans that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others

LDP and Park Management Plan – once adopted to present an annual report to the Authority providing an update on progress to date

LDP – once adopted to assess the areas that require an SPG and thereafter to prioritise the same so that all required SPG’s are adopted within an agreed timescale

<table>
<thead>
<tr>
<th>HEALTH AND WELLBEING</th>
<th>Prosperous</th>
<th>Resilient</th>
<th>Healthier</th>
<th>More equal</th>
<th>Cohesive Communities</th>
<th>Vibrant Culture</th>
<th>Global responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Snowdonia National Park is recognised as an area, which contributes to the nation’s physical and mental wellbeing.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>We will achieve this by:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote the health benefits of Snowdonia</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Work with our PSBs in promoting good mental well-being for all</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work with our PSBs in raising resilient and aspirational young people</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Work with our PSBs in promoting resilience in older people</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Work with key partners to provide opportunities (including volunteering) that contribute to health and wellbeing</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

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

Establish what draws people to an area and the activities that they will undertake

Analyse the health benefits of these combined activities

Promote the variety of opportunities for enjoyment and understanding of the Park that contributes to both health and well-being and subsequently monitor its effectiveness
Assess the adopted well-being plans of the PSBs that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others in relation to promoting good mental well-being for all, raising resilient and aspirational young people and promoting resilience in older people.

Volunteering Strategy has been adopted. Monitoring to be undertaken to assess how volunteering opportunities contributes to the individual’s health and well-being.

### PEOPLE, PLACES AND PARTNERS

<table>
<thead>
<tr>
<th>PEOPLE, PLACES AND PARTNERS</th>
<th>Prosperous</th>
<th>Resilient</th>
<th>Healthier</th>
<th>More equal</th>
<th>Cohesive Communities</th>
<th>Vibrant Culture</th>
<th>Global responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over the next five years we aim to further the opportunities to work with people, volunteers and partners in a collaborative manner. This will enable us to continue to contribute to the appreciation and management of what makes Snowdonia valued and special.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>We will achieve this by:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invest in volunteers to add value to the delivery of the Authority’s vision</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Assess the effectiveness of the Authority’s framework for volunteering</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Support the development of “Place Plans” within Snowdonia</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Work with our PSBs and communities to enhance the awareness and use of the Welsh language</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

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

Volunteering Strategy has been adopted. Monitoring to be undertaken to assess how volunteering opportunities contribute to the Authority’s statutory purposes.

Annual report monitoring the implementation of the framework for volunteering to Members.

The Snowdon Partnership Plan is the first adopted Place Plan in Snowdonia. Assess its effectiveness and where a similar approach could benefit other areas of the Park.

Assess the adopted well-being plans that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others.
 BALANCING OUR RESOURCES AND EFFORTS

| The Authority targets its resources to deliver its priorities within the reduced resources available. | ☑️ | ☑️ | ☑️ | ☑️ | ☑️ | ☑️ | ☑️ |

We will achieve this by:

| Review its service priorities for the period 2018 to 2021 | ☑️ | ☑️ | ☑️ | ☑️ | ☑️ | ☑️ | ☑️ |
| Adopt and implement a financial strategy for the period 2018 to 2021 | ☑️ | ☑️ | ☑️ | ☑️ | ☑️ | ☑️ | ☑️ |
| Engage with our staff at all levels including formal annual appraisals to assist performance management | ☑️ | ☑️ | ☑️ | ☑️ |
| To develop and support our Members to effectively manage the Authority during this period of change | ☑️ | ☑️ | ☑️ | ☑️ |
| Attract external funding to further the work of the Authority in delivery of its statutory purposes | ☑️ | ☑️ | ☑️ | ☑️ | ☑️ |

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

Both service priorities and financial strategy adopted but this may need flexibility in these uncertain financial times. Ongoing monitoring and potential review will required during this period.

% of staff of the Authority appraised in the past 12 months

% of staff moderately or very satisfied with their jobs

% of staff who report that they are satisfied with the level of guidance and support they receive from their immediate line managers
100% of new members to the Authority in any 12 month period have attended Induction for new members

% of members who have undertaken a Personal Development Review Meeting on their development and support needs

Adopt a toolkit for delivery of projects and monitor its effectiveness

Assess the likely funding streams available to deliver on our statutory purposes and the capacity for delivery over the next five years
6. Gross Expenditure on 7 Well-being goals

SUMMARY: DRAFT ORIGINAL ESTIMATE 2018/19 - GROSS EXPENDITURE ON 7 WELL-BEING GOALS

The net cost of Support services is allocated across other budgets. Figures include both revenue & capital spend, and capital charges. Ysgwrn budgets included under "Conservation of Cultural Heritage"
The Welsh Government consulted on a draft Performance Framework, which set out a series of proposed indicators used to set out the performance of authorities against key service measures. Following analysis of consultation responses and work with the Welsh Local Government Association and the Planning Officers Society for Wales, this document sets out the Performance Framework indicators.

Performance will be reported to the Performance and Resources Committee throughout the year and an annual report will be prepared and discussed at the Planning and Access Committee.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Performance considered “Good”</th>
<th>Performance considered “Fair”</th>
<th>Performance considered “Poor”</th>
<th>2017/18 Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description of the performance indicator</td>
<td>The local planning authority performs well in this particular aspect of service delivery, meeting and exceeding expectations. The authority has a robust service delivery mechanism in place.</td>
<td>The authority performs to a reasonable standard in this aspect of its service, although there remains opportunity for this aspect of its service to be improved in line with best practice examples available from some other authorities.</td>
<td>The authority’s performance in this particular aspect of its service delivery falls below the expectations of service users and the Welsh Ministers, and the standard being delivered by other planning authorities. Effort should be invested in addressing this shortfall in service delivery.</td>
<td></td>
</tr>
</tbody>
</table>

Performance Indicator List for 2018-19
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Performance considered “Good”</th>
<th>Performance considered “Fair”</th>
<th>Performance considered “Poor”</th>
<th>2017/18 Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there a current Development Plan in place that is within the plan period?</td>
<td>A development plan (LDP or UDP) is in place and within the plan period</td>
<td>No development plan is in place (including where the plan has expired)</td>
<td>A development plan (LDP or UDP) is in place and within the plan period</td>
<td>A development plan (LDP or UDP) is in place and within the plan period</td>
</tr>
<tr>
<td>LDP preparation deviation from the dates specified in the original Delivery Agreement, in months</td>
<td>The LDP is being progressed within 12 months of the dates specified in the original Delivery Agreement</td>
<td>The LDP is being progressed between 12 and 18 months of the dates specified in the original Delivery Agreement</td>
<td>The LDP is being progressed more than 18 months behind the dates specified in the original Delivery Agreement</td>
<td>The LDP is being progressed within 12 months of the dates specified in the original Delivery Agreement</td>
</tr>
<tr>
<td>Annual Monitoring Reports produced following LDP adoption</td>
<td>An AMR is due, and has been prepared</td>
<td>An AMR is due, and has not been prepared</td>
<td>An AMR is due, and has been prepared</td>
<td>An AMR is due, and has been prepared</td>
</tr>
<tr>
<td>The local planning authority’s current housing land supply in years</td>
<td>The authority has a housing land supply of more than 5 years</td>
<td>The authority has a housing land supply of between 4 and 5 years</td>
<td>The authority has a housing land supply of less than 4 years</td>
<td>The authority has a housing land supply of less than 4 years</td>
</tr>
</tbody>
</table>
## EFFICIENCY

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Performance considered “Good”</th>
<th>Performance considered “Fair”</th>
<th>Performance considered “Poor”</th>
<th>2017/18 Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of “major” applications determined within time periods required</td>
<td>60% or more of applications are determined within the statutory time period</td>
<td>Between 50% and 60% of applications are determined within the statutory time period</td>
<td>Less than 50% of applications are determined within the statutory time period</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>60% or more of applications are determined within the statutory time period</td>
<td>Between 50% and 60% of applications are determined within the statutory time period</td>
<td>Less than 50% of applications are determined within the statutory time period</td>
<td>1 Application</td>
</tr>
<tr>
<td>Average time taken to determine “major” applications in days</td>
<td><strong>Target to be benchmarked</strong></td>
<td><strong>Target to be benchmarked</strong></td>
<td><strong>Target to be benchmarked</strong></td>
<td>178 Days</td>
</tr>
<tr>
<td>Percentage of all applications determined within time periods required</td>
<td>80% or more of applications are determined within the statutory time period</td>
<td>Between 70% and 80% of applications are determined within the statutory time period</td>
<td>Less than 70% of applications are determined within the statutory time period</td>
<td>75%</td>
</tr>
<tr>
<td>Average time taken to determine all applications in days</td>
<td>Less than 67 days</td>
<td>Between 67 and 112 days</td>
<td>112 days or more</td>
<td>82 days</td>
</tr>
<tr>
<td>Indicator</td>
<td>Performance considered “Good”</td>
<td>Performance considered “Fair”</td>
<td>Performance considered “Poor”</td>
<td>2017/18 Result</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>Percentage of Member made decisions against officer advice</td>
<td>Less than 5% of decisions</td>
<td>Between 5% and 9% of decisions</td>
<td>9% or more of decisions</td>
<td>17.6% of all Committee Applications.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.6% of all decisions</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3 Applications</td>
</tr>
<tr>
<td>Percentage of appeals dismissed</td>
<td>More than 66% (two thirds) of planning decisions are successfully defended at appeal</td>
<td>Between 55% and 66% of planning decisions are successfully defended at appeal</td>
<td>Less than 55% of planning decisions are successfully defended at appeal</td>
<td>57%</td>
</tr>
<tr>
<td>Applications for costs at Section 78 appeal upheld in the reporting period</td>
<td>The authority has not had cost awarded against it at appeal</td>
<td>The authority has had costs awarded against it in one appeal case</td>
<td>The authority has had costs awarded against it in two or more appeal cases</td>
<td>The authority has not had cost awarded against it at appeal</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage of Listed Building Consent applications determined within time periods required</th>
<th>To be benchmarked</th>
<th>To be benchmarked</th>
<th>To be benchmarked</th>
<th>62%</th>
</tr>
</thead>
</table>

**QUALITY**
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Performance considered “Good”</th>
<th>Performance considered “Fair”</th>
<th>Performance considered “Poor”</th>
<th>2017/18 Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the local planning authority allow members of the public to address the Planning Committee?</td>
<td>Members of the public are able to address the Planning Committee</td>
<td>Members of the public are not able to address the Planning Committee</td>
<td>Members of the public are able to address the Planning Committee</td>
<td>Members of the public are able to address the Planning Committee</td>
</tr>
<tr>
<td>Does the local planning authority have an officer on duty to provide advice to members of the public?</td>
<td>A duty planning officer during normal office hours</td>
<td>A duty planning officer is available, but not always during normal office hours</td>
<td>There is no duty planning officer available</td>
<td>A duty planning officer during normal office hours</td>
</tr>
<tr>
<td>Does the local planning authority’s web site have an online register of planning applications, which members of the public can access, track their progress (and view their content)?</td>
<td>All documents are available online</td>
<td>Only the planning application details are available online</td>
<td>No planning application information is published online</td>
<td>All documents are available online</td>
</tr>
</tbody>
</table>
## ENFORCEMENT

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Performance considered “Good”</th>
<th>Performance considered “Fair”</th>
<th>Performance considered “Poor”</th>
<th>2017/18 Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of enforcement cases investigated (determined whether a breach of planning control has occurred and, if so, resolved whether or not enforcement action is expedient) within 84 days</td>
<td>80% or more of applications are investigated within 84 days</td>
<td>Between 70% and 80% of applications are investigated within 84 days</td>
<td>Less than 70% of applications are investigated within 84 days</td>
<td>88%</td>
</tr>
<tr>
<td>Average time taken to take positive enforcement action in the case of a confirmed breach of planning control</td>
<td>Target to be benchmarked</td>
<td>Target to be benchmarked</td>
<td>Target to be benchmarked</td>
<td>173 days</td>
</tr>
<tr>
<td>No.</td>
<td>Corporate Performance Indicator</td>
<td>2016/17 Result</td>
<td>2017/18 Target</td>
<td>2017/18 Result</td>
</tr>
<tr>
<td>--------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<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>8.3%</td>
<td>8%</td>
<td>4.4%</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>8.17 days</td>
<td>7 days</td>
<td>7.2 days</td>
</tr>
<tr>
<td>CFH/006</td>
<td>The percentage of undisputed invoices which were paid within 30 days of such invoices being received by the authority.</td>
<td>98.7%</td>
<td>98%</td>
<td>97.9%</td>
</tr>
</tbody>
</table>
## Local Performance Indicators 2017-18

Local Performance Indicators measure the Authority’s performance in relation to its agreed Well-being Objectives as set out in Section 5 of this Plan.

<table>
<thead>
<tr>
<th>Well-being Obj.</th>
<th>Performance Indicator</th>
<th>2018/19 Target</th>
<th>2018/19 Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We have granted planning permission for the number of affordable housing identified annually in the Local Development Plan</td>
<td>Yes – as per target in LDP</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Ensure that all interested parties have had an opportunity to provide input through Forum Eryri to the Authority’s Park Management Plan</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Benefit to the local economy resulting from the work of the Authority</td>
<td>Baseline to be set</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>There is general user satisfaction of the Sherpa service</td>
<td>Baseline to be set</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>% of the area of the Park covered by at least one mobile service provider</td>
<td>Baseline to be set</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Review the Communication Strategy to ensure that the same contains strong reference to the benefit of the National Park designation to our communities and subsequently monitor its effectiveness</td>
<td>To progress the review</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>% of staff who have received a training needs assessment on being an Ambassador</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Prepare and implement a strategy for the Authority to protect, enhance and further the understanding cultural heritage of Snowdonia and subsequently monitor its effectiveness</td>
<td>Prepare Strategy</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Establish a baseline of activities already undertaken by the Authority that contribute to the Prosperity for All strategy and to the Natural Resource Policy</td>
<td>Baseline established</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Look to further our contribution to both the Prosperity for All Strategy and Natural Resource Policy</td>
<td>Assessment undertaken</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Develop a joint programme with Welsh Government to further these matters</td>
<td>Consultation undertaken with Welsh Government</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Develop a joint programme with Natural Resources Wales to develop and monitor the Natural Resource Policy</td>
<td>Joint programme developed</td>
<td></td>
</tr>
<tr>
<td>Well-being Obj.</td>
<td>Performance Indicator</td>
<td>2018/19 Target</td>
<td>2018/19 Result</td>
</tr>
<tr>
<td>----------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2</td>
<td>Assess the adopted well-being plans that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others</td>
<td>Assessment undertaken</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>LDP and Park Management Plan – once adopted to present an annual report to the Authority providing an update on progress to date</td>
<td>Once adopted – annual report</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>LDP – once adopted to assess the areas that require an SPG and thereafter to prioritise the same so that all required SPG’s are adopted within an agreed timescale</td>
<td>Once adopted – assessment undertaken</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Establish what draws people to an area and the activities that they will undertake</td>
<td>Survey undertaken</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Analyse the health benefits of these combined activities</td>
<td>Analysis undertaken</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Promote the variety of opportunities for enjoyment and understanding of the Park that contributes to both health and well-being and subsequently monitor its effectiveness</td>
<td>Utilising the results of the survey and subsequent analysis preparing a strategy for promoting opportunities</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Assess the adopted well-being plans of the PSBs that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others in relation to promoting good mental well-being for all, raising resilient and aspirational young people and promoting resilience in older people</td>
<td>Assessment undertaken and actions identified</td>
<td></td>
</tr>
<tr>
<td>3 &amp; 4</td>
<td>Volunteering Strategy has been adopted. Monitoring to be undertaken to assess how volunteering opportunities contributes to the individual’s health and well-being</td>
<td>Monitoring and assessment undertaken</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Annual report monitoring the implementation of the framework for volunteering to Members</td>
<td>Annual report</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>The Snowdon Partnership Plan is the first adopted Place Plan in Snowdonia. Assess its effectiveness and where a similar approach could benefit other areas of the Park</td>
<td>Assessment undertaken</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Assess the adopted well-being plans that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others</td>
<td>Assessment undertaken</td>
<td></td>
</tr>
<tr>
<td>Well-being Obj.</td>
<td>Performance Indicator</td>
<td>2018/19 Target</td>
<td>2018/19 Result</td>
</tr>
<tr>
<td>----------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>4</td>
<td>Continue to prioritise the use of Welsh as the working language of the Authority and that all staff who are likely to have dealings with the public can respond to queries in both Welsh and English</td>
<td>Annual report</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Both service priorities and financial strategy adopted but this may need flexibility in these uncertain financial times. Ongoing monitoring and potential review will required during this period.</td>
<td>Service priorities and financial strategy adopted</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>% of staff of the Authority appraised in the past 12 months</td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>% of staff moderately or very satisfied with their jobs</td>
<td>Baseline to be set</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>% of staff who report that they are satisfied with the level of guidance and support they receive from their immediate line managers</td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>100% of new members to the Authority in any 12 month period have attended Induction for new members</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>% of members who have undertaken a Personal Development Review Meeting on their development and support needs</td>
<td>Baseline to be set</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Adopt a toolkit for delivery of projects and monitor its effectiveness</td>
<td>Toolkit adopted</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Assess the likely funding streams available to deliver on our statutory purposes and the capacity for delivery over the next five years</td>
<td>Assessment undertaken</td>
<td></td>
</tr>
</tbody>
</table>
The Members of the Authority have an integral part to play in ensuring that the corporate planning framework provides a robust process for ensuring that we succeed in delivering successful outcomes.

As part of this process, data on our Performance Indicators are collated and reports are generated for the scrutiny of the Performance and Resources Committee three times a year.

The Corporate Work Programme, an annual plan with specific tasks to underpin each well-being objective is also reported to the Performance and Resources Committee three times a year.

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 Well-being Objectives as well as any problems encountered.

The corporate planning framework is set out in section 9.
9. The Golden Thread

SNPA’s CORPORATE PLANNING FRAMEWORK

Well-being of Future Generations (Wales) Act 2015

Programme for Government 2016-21
Taking Wales Forward

Well-being Goals
As set out in the Well-being of Future Generations (Wales) Act

National Policy Statement
For the National Parks

Public Service Boards
Set out key delivery priorities for Gwynedd & Môn and Conwy & Denbighshire

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 Corporate Plan
Including our Well-being Objectives and ways of working in realising the Vision and achieving excellence and achieving successful outcomes.
Our Well-being Objectives 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 the:
- Park Management Plan
- Local Development Plan
- Corporate Plan
- Corporate Work Programme
- Individual Plans

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

Individual Plans
What each individual will be doing over 12 months to deliver the detailed actions in the Corporate Work Programme
We welcome your input and suggestions on setting new and challenging well-being objectives for the next financial year. Please contact Iwan Jones with your comments.

Further information on the details set out in this Corporate 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
1. BACKGROUND

1.1 In September 2017 Members agreed on the need to adopt new Improvement areas/objectives for the Authority and approved a timetabled programme.

1.2 Following a period of consultation with members, staff and key stakeholders, Members approved five areas where Improvement and Wellbeing Objectives should be developed:
   - Our communities
   - Plans and policies
   - Health and wellbeing
   - People, places and partners
   - Balancing our resources and efforts.

1.3 Under each of these members scoped what the Authority should achieve and how these would be achieved, these were then consulted on with our stakeholders in January. The Management Team and Heads of Service considered the draft objectives alongside the comments received by our stakeholders. Management Team then drafted proposed activity, which can be measured to demonstrate how the Authority can contribute and how effective we are in delivering, these are identified under the heading “we will know we are succeeding in delivering the well-being objective when:”

1.4 In March 2018 the Performance and Resources Committee made a recommendation to the Authority to adopt new Improvement and Wellbeing Objectives for Inclusion in the Corporate Plan.

1.5 The attached (draft) Corporate Work Programme has been produced for the Authority which outlines all the projects, initiatives and specific actions that will be undertaken this year to fulfil the Improvement and Wellbeing Objectives and the Service Priorities.
1.6 On completion of the projects and initiatives, the Authority will be able to measure whether improvements have been achieved in each of the 5 areas at the end of the financial year 2018-19.

2. RESOURCE IMPLICATIONS

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

3. RECOMMENDATION

3.1 That Members formally adopt the (Draft) Corporate Work Programme as a working document for 2018-19.

4. BACKGROUND PAPER

1. INTRODUCTION

Snowdonia National Park Authority is committed to the principals of sustainable Development and Continuous Improvement. This document forms a key element in the system by which the Authority establishes its work programme and monitors performance and improvement.

The Corporate Work Programme is part of a suite of documents which details the Authority’s corporate vision and priority outcomes, which include the Corporate Plan and the Budget Book.

Whilst the Corporate Plan is a high level strategic document which identifies our guiding principles, key priorities and risks; the Corporate Work Programme in comparison is the working document which clearly explains how we intend to achieve this.

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.

2. PROGRAMME CONTENT

In light of the challenges facing the Authority a comprehensive review of the Wellbeing and Improvement objectives was commenced in late 2017. Objectives were considered and approved taking into consideration the financial challenge, the delivery of the National Park Management Plan, new policy statement for protected landscapes in Wales, the delivery of our statutory functions and implementing and any new legislation that may affect the work and obligations of the Authority.

Although the objectives are set annually, they are intended as medium to long term objectives and work towards achieving the Authority’s vision and the 7 Well-Being goals as set out by the Well-being of Future Generations (Wales) Act 2015. Following a consultation process with the Authority’s stakeholders and partners, Wellbeing and Improvement Objectives were drafted and the Authority subsequently approved the current raft of objectives.
3. SERVICE PRIORITIES

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

- The Welsh Government’s Programme for Government 2016-2021, Taking Wales Forward
- Prosperity for All: the National Strategy
- The Well-being of Future Generations (Wales) Act 2015
- Natural Resources Policy
- Remit letter issued on an annual basis by the Welsh Government to the Authority
- Park Management Plan
- Reports by Wales Audit Office on the Authority
- Gwynedd and Mon and Conwy and Denbighshire Public Service Boards Well-Being Plans
- Consultation responses and 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 in the most sustainable way, with the aim of achieving the vision for the Park.

Our service priorities for the coming financial years 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;
- sourcing new income streams to support Park purposes and the Authority;
- ensure that we are fully engaged with and delivering against the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016;
- demonstrating both locally and nationally the benefits of a National Park Authority to manage such a special place as Snowdonia for both now and for future generations;
How the Authority goes about its business is equally important in these economic times and in this context the Authority will adopt the following approach:

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

The Authority is currently required to publish an Improvement Plan which sets out its arrangements to secure continuous improvement in the exercise of its functions and to secure achievement of its improvement objectives.

In addition, the Well-being of Future Generations (Wales) Act 2015 places a duty on the Authority to publish a Well-being Statement setting out how its well-being objectives contribute to the Welsh Government’s seven well-being goals.

The Authority’s agreed well-being objectives will therefore also be the Improvement Objectives for the next year.
### 4. IMPROVEMENT AND WELL-BEING OBJECTIVES

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

<table>
<thead>
<tr>
<th>OUR COMMUNITIES</th>
<th>Prosperous</th>
<th>Resilient</th>
<th>Healthier</th>
<th>More equal</th>
<th>Cohesive Communities</th>
<th>Vibrant Culture</th>
<th>Global responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working with our communities to develop the economic, cultural and social well-being of Snowdonia.</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
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<td>☑️</td>
</tr>
</tbody>
</table>

We will achieve this by:

- Ensure that the Local Development Plan continues to provide affordable housing
- Support sustainable economic development within our communities which utilise the qualities and opportunities that Snowdonia provide
- Work with agencies and providers to enhance the connectivity of our communities
- Effectively communicating the benefits of the designation of Snowdonia as a National Park to the well-being of our communities
- Further develop our work in understanding, promoting and managing our cultural heritage

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

- We have granted planning permission for the number of affordable housing identified annually in the Local Development Plan
- Ensure that all interested parties have had an opportunity to provide input through Forum Eryri to the Authority’s Park Management Plan
- Benefit to the local economy resulting from the work of the Authority
- There is general user satisfaction of the Sherpa service
- % of the area of the Park covered by at least one mobile service provider
- Review the Communication Strategy to ensure that the same contains strong reference to the benefit of the National Park designation to our communities and subsequently monitor its effectiveness
- Prepare and implement a strategy for the Authority to protect, enhance and further the understanding of the cultural heritage of Snowdonia and subsequently monitor its effectiveness
## PLANS AND POLICIES

<table>
<thead>
<tr>
<th>Plan</th>
<th>Prosperous</th>
<th>Resilient</th>
<th>Healthier</th>
<th>More equal</th>
<th>Cohesive Communities</th>
<th>Vibrant Culture</th>
<th>Global responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and implement both the Local Development Plan and the National Park Management Plan (Cynllun Eryri) and ensure that the principles of the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016 are fully integrated into the work of the Authority.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>We will achieve this by:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working with Welsh Government in delivering appropriate actions identified in the “Prosperity for All” strategy</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Working with Welsh Government and other agencies in delivering appropriate outcomes identified in the “Natural Resource Policy”</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
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<td>✓</td>
</tr>
<tr>
<td>Working with relevant PSBs in delivering appropriate actions identified in their respective Well-Being Plans</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Implement and continuously monitor both the Local Development Plan and National Park Management Plan (Cynllun Eryri)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Develop and adopt relevant SPGs</td>
<td>✓</td>
<td></td>
<td></td>
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<td>✓</td>
</tr>
</tbody>
</table>

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

Establish a baseline of activities already undertaken by the Authority that contribute to the Prosperity for All strategy and to the Natural Resource Policy

Look to further our contribution to both the Prosperity for All Strategy and Natural Resource Policy

Develop a joint programme with Welsh Government to further these matters

Develop a joint programme with Natural Resources Wales to develop and monitor the Natural Resource Policy

Assess the -adopted well-being plans that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others

LDP and Park Management Plan – once adopted to present an annual report to the Authority providing an update on progress to date

LDP – once adopted to assess the areas that require an SPG and thereafter to prioritise the same so that all required SPG’s are adopted within an agreed timescale
### HEALTH AND WELLBEING

<table>
<thead>
<tr>
<th>Prosperous</th>
<th>Resilient</th>
<th>Healthier</th>
<th>More equal</th>
<th>Cohesive Communities</th>
<th>Vibrant Culture</th>
<th>Global responsible</th>
</tr>
</thead>
</table>

**Snowdonia National Park is recognised as an area, which contributes to the nation’s physical and mental wellbeing.**

<table>
<thead>
<tr>
<th>We will achieve this by:</th>
<th>![Checkmark]</th>
<th>![Checkmark]</th>
<th>![Checkmark]</th>
<th>![Checkmark]</th>
<th>![Checkmark]</th>
<th>![Checkmark]</th>
<th>![Checkmark]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote the health benefits of Snowdonia</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
</tr>
<tr>
<td>Work with our PSBs in promoting good mental well-being for all</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td></td>
</tr>
<tr>
<td>Work with our PSBs in raising resilient and aspirational young people</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
</tr>
<tr>
<td>Work with our PSBs in promoting resilience in older people</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
</tr>
<tr>
<td>Work with key partners to provide opportunities (including volunteering) that contribute to health and wellbeing</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
</tr>
</tbody>
</table>

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

1. Establish what draws people to an area and the activities that they will undertake
2. Analyse the health benefits of these combined activities
3. Promote the variety of opportunities for enjoyment and understanding of the Park that contributes to both health and well-being and subsequently monitor its effectiveness
4. Assess the adopted well-being plans of the PSBs that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others in relation to promoting good mental well-being for all, raising resilient and aspirational young people and promoting resilience in older people
5. Volunteering Strategy has been adopted. Monitoring to be undertaken to assess how volunteering opportunities contributes to the individual’s health and well-being
PEOPLE, PLACES AND PARTNERS

<table>
<thead>
<tr>
<th>PEOPLE, PLACES AND PARTNERS</th>
<th>Prosperous</th>
<th>Resilient</th>
<th>Healthier</th>
<th>More equal</th>
<th>Cohesive Communities</th>
<th>Vibrant Culture</th>
<th>Global responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over the next five years we aim to further the opportunities to work with people, volunteers and partners in a collaborative manner. This will enable us to continue to contribute to the appreciation and management of what makes Snowdonia valued and special.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

We will achieve this by:

- Invest in volunteers to add value to the delivery of the Authority’s vision | ✓          | ✓         | ✓         | ✓          | ✓                    | ✓              | ✓                 |
- Assess the effectiveness of the Authority’s framework for volunteering | ✓          | ✓         | ✓         | ✓          | ✓                    | ✓              | ✓                 |
- Support the development of “Place Plans” within Snowdonia | ✓          | ✓         | ✓         | ✓          | ✓                    | ✓              | ✓                 |
- Work with our PSBs and communities to enhance the awareness and use of the Welsh language | ✓          | ✓         | ✓         | ✓          | ✓                    | ✓              | ✓                 |

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

Volunteering Strategy has been adopted. Monitoring to be undertaken to assess how volunteering opportunities contribute to the Authority’s statutory purposes

Annual report monitoring the implementation of the framework for volunteering to Members

The Snowdon Partnership Plan is the first adopted Place Plan in Snowdonia. Assess its effectiveness and where a similar approach could benefit other areas of the Park

Assess the adopted well-being plans that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others

Continue to prioritise the use of Welsh as the working language of the Authority and that all staff who are likely to have dealings with the public can respond to queries in both Welsh and English
## BALANCING OUR RESOURCES AND EFFORTS

<table>
<thead>
<tr>
<th></th>
<th>Prosperous</th>
<th>Resilient</th>
<th>Heathier</th>
<th>More equal</th>
<th>Cohesive Communities</th>
<th>Vibrant Culture</th>
<th>Global responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Authority targets its resources to deliver its priorities within the reduced resources available.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

### We will achieve this by:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Prosperous</th>
<th>Resilient</th>
<th>Heathier</th>
<th>More equal</th>
<th>Cohesive Communities</th>
<th>Vibrant Culture</th>
<th>Global responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review its service priorities for the period 2018 to 2021</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Adopt and implement a financial strategy for the period 2018 to 2021</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Engage with our staff at all levels including formal annual appraisals to assist performance management</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>To develop and support our Members to effectively manage the Authority during this period of change</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Attract external funding to further the work of the Authority in delivery of its statutory purposes</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

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

Both service priorities and financial strategy adopted but this may need flexibility in these uncertain financial times. Ongoing monitoring and potential review will required during this period.

- % of staff of the Authority appraised in the past 12 months
- % of staff moderately or very satisfied with their jobs
- % of staff who report that they are satisfied with the level of guidance and support they receive from their immediate line managers
- 100% of new members to the Authority in any 12 month period have attended Induction for new members
- % of members who have undertaken a Personal Development Review Meeting on their development and support needs
- Adopt a toolkit for delivery of projects and monitor its effectiveness
- Assess the likely funding streams available to deliver on our statutory purposes and the capacity for delivery over the next five years.
1. OUR COMMUNITIES

<table>
<thead>
<tr>
<th>We will achieve this by:</th>
<th>Description of Project / Initiative including specific actions</th>
<th>Timetable</th>
<th>Officer (s) Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring that the Local Development Plan continues to provide affordable housing</td>
<td>To ensure the LDP Annual Monitoring Report provides an assessment of the Authority’s performance with regard to affordable housing – including where appropriate any actions to address missed targets</td>
<td>Throughout 2018/19</td>
<td>Head of Policy</td>
</tr>
</tbody>
</table>

<p>| Supporting sustainable economic development within our communities which utilise the qualities and opportunities that Snowdonia provide | Benefit to the local economy resulting from the work of the Authority – establish baseline data and methodology | Dec. 2018               | Partnerships Manager    |
| Ensure that Fforwm Eryri Forum meets to provide an input into the Authority’s Park Management Plan |                                                                                                                  | On-going                | Partnerships Manager    |
| Ensure that a newsletter on Cynllun Eryri is produced regularly                          |                                                                                                                  | On-going                | Partnerships Manager    |
| Begin implementing the adopted Snowdon Partnership Action Plan with partners             |                                                                                                                  | March 2019              | Partnerships Manager    |</p>
<table>
<thead>
<tr>
<th>We will achieve this by:</th>
<th>Description of Project / Initiative including specific actions</th>
<th>Timetable</th>
<th>Officer(s) Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working with agencies and providers to enhance the connectivity of our communities</td>
<td>Through the Snowdon partnership, support and monitor the SHERPA bus service to meet user needs</td>
<td>Spring 2018</td>
<td>Partnership Manager</td>
</tr>
<tr>
<td></td>
<td>Develop and promote other public transport opportunities within Snowdonia which meet user needs</td>
<td>Dec. 2018</td>
<td>Partnerships Manager</td>
</tr>
<tr>
<td></td>
<td>Working with telecommunication service providers to enhance the coverage of mobile reception within the National Park within acceptable parameters</td>
<td>Ongoing</td>
<td>Director Planning &amp; Land Man (PLM)</td>
</tr>
<tr>
<td></td>
<td>Working with partners to enhance the success of Eryri Enterprize Zone whilst respecting the designation of the National Park</td>
<td>Ongoing</td>
<td>Director PLM</td>
</tr>
<tr>
<td>Effectively communicating the benefits of the designation of Snowdonia as a National Park to the well-being of our communities</td>
<td>Undertake a review of the Communication Strategy, realigning the focus to communicate with local communities on the well-being benefits of the National Park designation</td>
<td>March 2019</td>
<td>Ho Communication</td>
</tr>
<tr>
<td></td>
<td>Disseminating positive news messages to local residents and visitors through the SNPA website and social media</td>
<td>March 2019</td>
<td>Ho Communication</td>
</tr>
<tr>
<td></td>
<td>Continuing to work towards establishing the Information Centres as community hubs with the scope to improve the well-being of our communities</td>
<td>Continuous 2018/19</td>
<td>Ho Communication</td>
</tr>
<tr>
<td></td>
<td>Agree baseline data that demonstrates the benefits of designation of Snowdonia as a National Park</td>
<td>Dec. 2018</td>
<td>Partnerships Manager</td>
</tr>
<tr>
<td>We will achieve this by:</td>
<td>Description of Project / Initiative including specific actions</td>
<td>Timetable</td>
<td>Officer(s) Responsible</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Further develop our work in understanding, promoting and managing our cultural heritage</td>
<td>To promote awareness and understanding through the Bwrlwm Eryri and Artefact initiatives</td>
<td>March 2019</td>
<td>Ho Communication</td>
</tr>
<tr>
<td></td>
<td>To manage Yr Ysgwrn as a cultural centre and one of the most significant cultural heritage sites within the National Park area</td>
<td>March 2019</td>
<td>Ho Communication</td>
</tr>
<tr>
<td></td>
<td>To provide opportunities for the public to participate in and contribute to the cultural heritage of the area through Bwrlwm Eryri, the Information Centres and Yr Ysgwrn, e.g. through activities, events and volunteering opportunities</td>
<td>March 2019</td>
<td>Ho Communication</td>
</tr>
<tr>
<td></td>
<td>Raising awareness of the cultural heritage and engaging public interest in it through the dissemination of key messages through the SNPA website and social media channels</td>
<td>March 2019</td>
<td>Ho Communication</td>
</tr>
<tr>
<td></td>
<td>Continuing to work with partners such as Literature Wales to hold events in and around the Information Centres, celebrating the cultural heritage of the area</td>
<td>March 2019</td>
<td>Ho Communication</td>
</tr>
<tr>
<td></td>
<td>With partners and stakeholders begin develop objectives within the National Park Plan to develop our work in understanding, promoting and managing our cultural heritage</td>
<td>Spring 2019</td>
<td>Partnerships Manager</td>
</tr>
<tr>
<td></td>
<td>Prepare a strategy for the Authority to protect, enhance and further the understanding of Snowdonia’s cultural heritage</td>
<td>Spring 2019</td>
<td>*Ho Cultural Heritage &amp; Ho Communication</td>
</tr>
<tr>
<td></td>
<td>To prepare and submit the Carneddau HLF bid for Implementation Plan</td>
<td>March 2019</td>
<td>Carneddau Project Manager</td>
</tr>
</tbody>
</table>

* Lead Officer
2. PLANS AND POLICIES


<table>
<thead>
<tr>
<th>We will achieve this by:</th>
<th>Description of Project / Initiative including specific actions</th>
<th>Timetable</th>
<th>Officer (s) Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working with Welsh Government in delivering appropriate actions identified in the “Prosperity for All” strategy</td>
<td>Establish a baseline of activities already undertaken by the Authority that contribute to the Prosperity for All Strategy</td>
<td>August 2018</td>
<td>Director PLM</td>
</tr>
<tr>
<td></td>
<td>Look to further our contribution to the Prosperity for All Strategy</td>
<td>Autumn 2018</td>
<td>Director PLM</td>
</tr>
<tr>
<td></td>
<td>Develop a joint programme with Welsh Government to further these matters</td>
<td>Autumn 2018</td>
<td>Director PLM</td>
</tr>
<tr>
<td>We will achieve this by:</td>
<td>Description of Project / Initiative including specific actions</td>
<td>Timetable</td>
<td>Officer (s) Responsible</td>
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</tr>
<tr>
<td><strong>Working with Welsh Government and other agencies in delivering appropriate outcomes identified in the “Natural Resource Policy”</strong></td>
<td>Establish a baseline of activities already undertaken by the Authority that contribute to the Natural Resource Policy</td>
<td>December 2018</td>
<td>Ho Conservation, Woods. &amp; Agric.</td>
</tr>
<tr>
<td></td>
<td>Investigate furthering our contribution to Natural Resource Policy</td>
<td>March 2019</td>
<td>Director PLM</td>
</tr>
<tr>
<td></td>
<td>Investigate the potential of developing a joint programme with Welsh Government to further these matters</td>
<td>March 2019</td>
<td>CEO</td>
</tr>
<tr>
<td></td>
<td>Develop a joint programme with Natural Resources Wales to develop and monitor the Natural Resource Policy</td>
<td>March 2019</td>
<td>Director PLM</td>
</tr>
<tr>
<td><strong>Working with relevant PSBs in delivering appropriate act identified in their respective Well-Being Plans ions</strong></td>
<td>Assess the adopted well-being plans that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others</td>
<td>Sept. 2018</td>
<td>CEO</td>
</tr>
<tr>
<td>We will achieve this by:</td>
<td>Description of Project / Initiative including specific actions</td>
<td>Timetable</td>
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</tr>
<tr>
<td>Implementing and continuously monitoring both the Local Development Plan and National Park Management Plan - Cynllun Eryri</td>
<td>Present an annual monitoring report to the Authority which outlines how the LDP is performing against the monitoring framework</td>
<td>Ongoing</td>
<td>Ho Policy + Partnerships Manager</td>
</tr>
<tr>
<td></td>
<td>Ensure that the policies of the Local Development Plan are implemented effectively and ensuring a consistent approach by officers</td>
<td>Throughout 2018-19</td>
<td>*Ho Policy &amp; Ho Planning Man. &amp; Compliance</td>
</tr>
<tr>
<td></td>
<td>Ensure that a programme for the adoption of Cynllun Eryri is implemented</td>
<td>March 2019</td>
<td>Partnerships Manager</td>
</tr>
<tr>
<td>Developing and adopting relevant SPGs</td>
<td>Once the LDP is adopted to assess the areas that require an SPG and thereafter to prioritise and produce a programme for their production, consultation and adoption</td>
<td>Ongoing</td>
<td>Ho Policy</td>
</tr>
<tr>
<td></td>
<td>Working with the Policy section to ensure that relevant SPGs are formed and adopted and successfully implemented</td>
<td>March 2019</td>
<td>*Head of Policy Head of Planning Management &amp; Compliance</td>
</tr>
</tbody>
</table>

* Lead Officer
3. HEALTH AND WELL-BEING

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

<table>
<thead>
<tr>
<th>We will achieve this by:</th>
<th>Description of Project / Initiative including specific actions</th>
<th>Timetable</th>
<th>Officer(s) Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoting the health benefits of Snowdonia</td>
<td>Establish what draws people to an area and the activities that they will undertake (user survey to establish baseline)</td>
<td>Dec. 2018</td>
<td>*Partnerships Manager &amp; Head Wardens</td>
</tr>
<tr>
<td></td>
<td>Analyse the health benefits of these combined activities</td>
<td>Jan. 2019</td>
<td>Access Officer</td>
</tr>
<tr>
<td></td>
<td>Develop a programme which identifies the health benefits and opportunities to potential users</td>
<td>March 2019</td>
<td>Director PLM</td>
</tr>
<tr>
<td></td>
<td>The dissemination of key messages to the public via digital media, the “Eryri” magazine and the National Park newsletter</td>
<td>March 2019</td>
<td>Ho Communication</td>
</tr>
<tr>
<td></td>
<td>Developing online content promoting paths and trails and opportunities to improve health and wellbeing in the National Park. Disseminating messages further through social media and encouraging users to share their experiences on social media</td>
<td>March 2019</td>
<td>Ho Communication</td>
</tr>
</tbody>
</table>

| Working with our PSBs in promoting good mental well-being for all | Assess the adopted well-being plans of the PSBs that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others in relation to promoting good mental well-being for all | Sept. 2018 | CEO |
| | Promote the variety of opportunities for enjoyment and understanding of the Park that contributes to both health and well-being and subsequently monitor its effectiveness | March 2019 | Community Officer |

* Lead Officer
<table>
<thead>
<tr>
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<th>Timetable</th>
<th>Officer(s) Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working with our PSBs in raising resilient and aspirational young people</td>
<td>Assess the adopted well-being plans of the PSBs that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others in relation to raising resilient and aspirational young people To provide equal opportunities for young people to access outdoor education and leisure opportunities in the National Park e.g. through the Young Rangers scheme, partnerships with TRAC Cymru, Llên Pawb, Artefact, work experiences opportunities, volunteering opportunities, engagement with local schools and youth groups</td>
<td>Sept. 2018</td>
<td>CEO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>March 2019</td>
<td>Ho Communication</td>
</tr>
<tr>
<td></td>
<td>Assess the effectiveness of the provision of the transport grant to youth groups accessing educational services offered by the SNPA</td>
<td>March 2019</td>
<td>Ho Communication</td>
</tr>
<tr>
<td>Working with our PSBs in promoting resilience in older people</td>
<td>Assess the adopted well-being plans of the PSBs that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others in relation to promoting resilience in older people To provide opportunities for older people to access outdoor education and leisure opportunities in the National Park e.g. Llên Pawb, Artefact and volunteering opportunities</td>
<td>Sept. 2018</td>
<td>CEO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>March 2019</td>
<td>*Community Officer &amp; Ho Communication</td>
</tr>
</tbody>
</table>

* Lead Officer
<table>
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<tr>
<th>We will achieve this by:</th>
<th>Description of Project / Initiative including specific actions</th>
<th>Timetable</th>
<th>Officer (s) Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working with key partners to provide opportunities (including volunteering) that contribute to health and well-being</td>
<td>Volunteering Strategy has been adopted. Monitoring to be undertaken to assess how volunteering opportunities contributes to the individual’s health and well-being</td>
<td>March 2019</td>
<td>Community Officer</td>
</tr>
<tr>
<td>Adopt criteria to measure the health and well-being benefits of volunteering the Authority provides</td>
<td></td>
<td>January 2019</td>
<td>Community Officer</td>
</tr>
<tr>
<td>The provision and promotion of opportunities to volunteer at Yr Ysgwrn</td>
<td></td>
<td>March 2019</td>
<td>Ho Communication</td>
</tr>
<tr>
<td>Continue to play an active part in “Getting North Wales Moving”.</td>
<td></td>
<td>Ongoing from Spring 2018</td>
<td>Partnerships Manager</td>
</tr>
</tbody>
</table>
## 4. PEOPLE, PLACES AND PARTNERS

Over the next five years we aim to further the opportunities to work with people, volunteers and partners in a collaborative manner. This will enable us to continue to contribute to the appreciation and management of what makes Snowdonia valued and special.

We will achieve this by:

<table>
<thead>
<tr>
<th>Description of Project / Initiative including specific actions</th>
<th>Timetable</th>
<th>Officer(s) Responsible</th>
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</thead>
<tbody>
<tr>
<td><strong>Investing in volunteers to add value to the delivery of the Authority’s vision</strong></td>
<td></td>
<td></td>
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<tr>
<td>Volunteering Strategy has been adopted</td>
<td>March 2019</td>
<td>Community Officer</td>
</tr>
<tr>
<td>Monitoring to be undertaken to assess how volunteering opportunities contributes to our vision and statutory purposes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To provide high quality training to volunteers at Yr Ysgwrn</td>
<td>June 2018</td>
<td>Ho Communication</td>
</tr>
<tr>
<td>To meaningfully engage volunteers in the management of Yr Ysgwrn through regular consultation and team meetings</td>
<td>March 2019</td>
<td>Ho Communication</td>
</tr>
<tr>
<td>Work with volunteer organisations to improve and develop access opportunities within Snowdonia and provide appropriate support for them</td>
<td>March 2019</td>
<td>2 x Snr. Wardens</td>
</tr>
<tr>
<td><strong>Assessing the effectiveness of the Authority’s framework for volunteering</strong></td>
<td></td>
<td></td>
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<tr>
<td>Annual report monitoring the implementation of the framework for volunteering to Members</td>
<td>Ongoing</td>
<td>Community Officer</td>
</tr>
<tr>
<td><strong>Supporting the development of “Place Plans” within Snowdonia</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Snowdon Partnership Plan is the first adopted Place Plan in Snowdonia. Assess whether a similar approach could benefit other areas of the Park</td>
<td>Jan. 2019</td>
<td>Partnerships Manager</td>
</tr>
<tr>
<td>Ensure indicators within the Snowdon Partnership Plan are monitored and reported on to the Authority on an annual basis</td>
<td>Spring 2019</td>
<td>Partnerships Manager</td>
</tr>
<tr>
<td>We will achieve this by:</td>
<td>Description of Project / Initiative including specific actions</td>
<td>Timetable</td>
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</tr>
<tr>
<td>Working with our PSBs and communities to enhance the awareness and use of the Welsh language</td>
<td>Assess the adopted well-being plans that are applicable to the Authority’s area to identify appropriate actions to be undertaken by the Authority in partnership with others in enhancing both the awareness and the use of the Welsh language</td>
<td>Sept. 2018</td>
</tr>
<tr>
<td></td>
<td>Continue to prioritise the use of Welsh as the working language of the Authority and that all staff who are likely to have dealings with the public can respond to queries in both Welsh and English</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Continue to attend jobs and careers fairs and freshers fairs within and around the National Park, to promote to young people the importance of Welsh language skills in gaining employment with the Authority</td>
<td>2018/19 academic year</td>
</tr>
<tr>
<td></td>
<td>To ensure that all communication material is available bilingually</td>
<td>March 2019</td>
</tr>
<tr>
<td></td>
<td>To provide opportunities for Welsh learners to participate in activities, including volunteering at Yr Ysgwrn</td>
<td>March 2019</td>
</tr>
<tr>
<td></td>
<td>Through events such as activities and volunteer opportunities to provide opportunities for residents and visitors to the area to learn, to spend leisure time and to socialise through the medium of Welsh, enhancing the perception of Welsh as a living language and the language of the majority of the National Park’s population</td>
<td>March 2019</td>
</tr>
<tr>
<td></td>
<td>To promote Yr Ysgwrn as a cultural centre and as a centre to enhance awareness of Welsh language and cultural</td>
<td>March 2019</td>
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</tbody>
</table>
5. BALANCING OUR RESOURCES AND EFFORTS

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

<table>
<thead>
<tr>
<th>Description of Project / Initiative including specific actions</th>
<th>Timetable</th>
<th>Officer (s) Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reviewing its service priorities for the period 2018 to 2021</strong></td>
<td>Service Prioritise adopted. Review once Welsh Government has published its Policy Document for the Protected Landscapes of Wales</td>
<td>Once WG has published Policy Document</td>
</tr>
<tr>
<td><strong>Adopting and implementing a financial strategy for the period 2018 to 2021</strong></td>
<td>Financial strategy adopted for the period up to 2019/20, but this may need flexibility in these uncertain financial times. Ongoing monitoring and potential review will be required during this period</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Engaging with our staff at all levels including formal annual appraisals to assist performance management</strong></td>
<td>All staff meetings held at least annually and as required</td>
<td>2018/19</td>
</tr>
<tr>
<td></td>
<td>Quarterly service updates issued to all staff and members</td>
<td>2018/19</td>
</tr>
<tr>
<td></td>
<td>All the staff of the Authority have been appraised in the past 12 months</td>
<td>Autumn 2018</td>
</tr>
<tr>
<td></td>
<td>Assessment of training needs undertaken</td>
<td>Autumn 2018</td>
</tr>
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<td></td>
<td>Ensure that Heads of Service undertake regular team meetings with their staff to keep staff informed of development and to assist performance management</td>
<td>2018/19</td>
</tr>
<tr>
<td></td>
<td>Facilitate meetings of the Staff Management Forum</td>
<td>3 x meetings in 2018</td>
</tr>
<tr>
<td>We will achieve this by:</td>
<td>Description of Project / Initiative including specific actions</td>
<td>Timetable</td>
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<tr>
<td>----------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Developing and supporting Members to effectively manage the Authority during this period of change</td>
<td>Members to review the governance arrangements of the Authority</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>100% of new members to the Authority in any 12 month period have attended induction for new members</td>
<td>Ongoing 2018</td>
</tr>
<tr>
<td></td>
<td>Members have undertaken a Personal Development Review Meeting on their development and support needs.</td>
<td>June 2018 onwards</td>
</tr>
<tr>
<td>Attracting external funding to further the work of the Authority in delivery of its statutory purposes</td>
<td>Adopt a toolkit for delivery of projects and monitor its effectiveness</td>
<td>Nov. 2018</td>
</tr>
<tr>
<td></td>
<td>Work within Partnership to deliver National Park purposes and develop further opportunities for external funding</td>
<td>2018/19</td>
</tr>
<tr>
<td></td>
<td>Assess the likely funding streams available to deliver on our statutory purposes and the capacity for delivery over the next five years</td>
<td>2018/19</td>
</tr>
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</table>
REPORT OF THE MEMBERS’ WORKING GROUP HELD ON 17th JANUARY 2018

PRESENT:

Members appointed by Gwynedd Council

Members appointed by Conwy County Borough Council
Councillors Philip Capper, Chris Hughes, Ifor Glyn Lloyd;

Members appointed by the Welsh Government
Mr. Brian Angell, Ms. Tracey Evans, Mrs. Marian Wyn Jones (Chair), Mr. Ceri Stradling, Mr. Owain Wyn;

Officers
Mr. Emyr Williams, Mr. G. Iwan Jones, Mr. Jonathan Cawley, Mrs. Rebeca Jones, Mrs. Anwen Gaffey, Mrs Sarah Roberts.

1. Apology
Mrs. M. June Jones.

2. Declaration of Interest
Mr. Owain Wyn declared a personal interest in item 5 on the Agenda, under paragraph 10 (2) (a) (i) of the Code of Conduct for Members, but took part in the meeting as the interest was not prejudicial.

3. Minutes
The minutes of the Members’ Working Group meetings held on the 6th and the 13th December 2017 were accepted, and the Chairman signed them as true records.

RESOLVED to note the minutes.

4. Eryri Local Development Plan Revision – Draft Planning Policies
Submitted – A report by the Head of Planning Policy to discuss the revised wording of the following Local Development Plan Policies:-
• Development Policy 3 – Energy
• Development Policy 19 – New Employment and Training Development

Reported – The Head of Planning Policy presented the report and background.

Members considered the revised wording of Development Policies 3 and 19 and made the following observations:-
Development Policy 3 – Energy
– a Member questioned whether the word “consideration should be given …….” was too ambiguous and that the policy should be more definite. Whilst officers understood this point, it was considered to be sufficient, whilst retaining enough flexibility.
whilst noting that schemes of up to 5MW were small scale, a Member questioned the Authority’s policy on offshore proposals, which may be visible from the National Park. Officers advised that whilst the Authority is consulted on such proposals, they would fall outside the Authority’s jurisdiction.

**Development Policy 19 – New Employment and Training Development**

- Members were advised that the effectiveness of the policy would be determined in the annual monitoring report. It was noted that there was a possibility that a supplementary planning guidance may be required in the future.

Arising thereon, a Member asked whether Development Policy 29, Alternative Holiday Accommodation, could be revised to ensure quality sites within the National Park. Officers explained that it was not possible to address this issue so late in the process and that the policy had been discussed in previous Working Groups and Planning and Access Committees. However, the Member’s views were noted and officers confirmed the visitor accommodation SPG would be reviewed following adoption of the revised Plan to provide further guidance around the new policy and, they would monitor the policy carefully.

**RESOLVED to note the report and agree the draft wording of the policies, as submitted.**

**5. Technical Advice Note (TAN) 20: Planning and the Welsh Language (2017)**

Received – A presentation from the Director of Planning and Land Management on Technical Advice Note (TAN) 20: Planning and the Welsh Language (2017), following a request from Members.

Reported – The Director of Planning and Land Management delivered a PowerPoint presentation and Members made the following observations:-
- the Authority’s Development Policy 18 is more far reaching than TAN 20.
- was there anything the Welsh Language Commissioner could offer Eryri?
- whilst the Authority protects the ecology of the National Park, was this being done without safeguarding the Welsh language?
- the status of the Welsh Language was unclear in both the Planning Wales Act 2015 and The Well-being of Future Generations (Wales) Act.
- there was a conflict between the Planning Wales Act 2015 and TAN 20.
- to request that the Authority writes to the Minister to raise concerns about the content of the guidance.

The Chairman, on behalf of Members, thanked the Director of Planning and Land Management for the presentation.

**RESOLVED to note the report and welcome the presentation.**

The meeting ended at 12.40
REPORT OF THE MEMBERS’ WORKING GROUP HELD ON 7th MARCH 2018

PRESENT:

Members appointed by Gwynedd Council

Members appointed by Conwy County Borough Council
Councillors Philip Capper, Ifor Glyn Lloyd;

Members appointed by the Welsh Government
Mr. Brian Angell, Mr. Ceri Stradling, Mr. Owain Wyn (Chair);

Officers
Mr. G. Iwan Jones, Mr. Aled Lloyd, Mrs. Helen Pye, Mr. Gareth Lloyd, Mrs. Anwen Gaffey.

1. Apologies
Councillor Chris Hughes; Ms. Tracey Evans, Mrs. Marian Wyn Jones.

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

3. Minutes
The minutes of the Members' Working Group meeting held on the 17th January 2018 were accepted, and the Chairman signed them as a true record.

RESOLVED to note the minutes.

4. Fforwm Eryri Report
Submitted – A report by the National Park Partnerships Manager to advise Members on discussions and issues raised at the December 2017 Fforwm Eryri meeting.

Reported – The National Park Partnerships Manager presented the report and advised that members of Fforwm Eryri had considered the draft Cynllun Eryri consultation document. The forum had raised several points, as outlined in para. 2.1.4 of the report, which will be integrated into the draft document. The National Park Partnerships Manager confirmed that Members will also consider the draft Cynllun Eryri consultation document at their Working Group meeting on the 11th April 2018. Members were further advised that work on the review of Cronfa Eryri and how it is administered was also underway.

Members welcomed the report and agreed that working in partnership to achieve a management plan for the National Park allowed the Authority to iron out competing priorities and avoid future conflicts.

RESOLVED to note the report, for information.
5 & 6. **Nuclear Decommissioning Authority: A review of Magnox Decommissioning Strategy**

Received – A presentation from Simon Boniface, Decommissioning Strategy Manager for the Nuclear Decommissioning Authority.

Members were advised that the NDA were reviewing the Magnox fleet decommissioning strategy. Currently, a case was being developed before being presented to the UK Government, to change the decommissioning strategy at Trawsfynydd from one of ‘deferral’ to ‘continuous’, as was also the case at Dungeness Nuclear Power Station. He explained that the current strategy included a high hazard reduction phase (removal of fuel) and then the sites were prepared for a period of care and maintenance where the reactor could be left for the radioactivity to decay to a level where it was safe to decommission. It was expected that a Geological Disposal Facility (GDF) would be available from 2040 onwards for final site clearance, with no interim storage of waste required on the sites. Recently, however, at some sites, including Trawsfynydd, the reactor buildings were degrading more quickly than was anticipated. Adopting a continuous decommissioning strategy, which was the NDA’s preferred approach, would provide the benefits of clearing the site, maintain stakeholder confidence and minimise the spending associated with ‘standing still’.

He confirmed that as the UK had never fully dismantled a Magnox reactor before, there remained a lot to learn and proposed timescales were estimates only.

**Development of the End State for the Trawsfynydd Decommissioning Site**

Received – A presentation from Ian Warner, End State Optimisation Manager for Magnox Limited.

Mr. Ian Warner provided a site perspective and overview of the work already undertaken and also outlined possible future options for the Trawsfynydd site.

He advised that good progress had been made on site in regard to hazard reduction and safety and as Trawsfynydd was one of three ‘lead and learn’ sites offered by the NDA, work was currently progressing in a way, which assumed that the UK Policy would evolve. Based on trials to date, it was considered that a safety case could be made to leave low level radioactive waste on the Trawsfynydd site in the form of either a 3 box model, or preferably at Trawsfynydd, a 5 box model, the designs for which were shown to Members on the slide presentation.

The presentations were followed by a short question and answer session and Members made the following observations:-
- were Members right to assume that both the NDA and Magnox were learning as they went along?
- Members asked about future use of the site and the time period for moving to a continuous strategy.
- would the new proposals be presented to the Authority’s Planning and Access Committee?
- Members noted concerns that radioactive material had seeped between the construction joints and had moved laterally under the floor slab in the ponds building, contaminating the land underneath.
- Members asked whether the change in strategy was due to austerity measures?
- as concrete structures degrade naturally over time, Members questioned how this had come as a surprise?
- Members were concerned that the ‘goal posts’ were being moved. It was never the intention to bury waste on the Trawsfynydd site and local communities need to be assured of their safety.

In response, Members were advised that:-
- the deterioration at Trawsfynydd was not safety related and was structural only. Over the next 50 years a large amount of money would be spent in order to maintain the site and it was felt that as a blanket strategy, it would be better to spend a little more now and take the structures down.
- the Trawsfynydd Site Stakeholder Group was regularly updated on the planning perspective.
- current opinion was that it was acceptable to leave very low-level waste in-situ and whilst Trawsfynydd was built on the premise of being completely cleared, the consequence of moving contaminated waste from one place to another had very few benefits and was an additional hazard for worker exposure.
- there was a cost element, but the main consideration was providing the best solution for the waste.
- discussions on the future use of the site would be long term as there would be no access to the site until a permit was handed over which could take 100 years.
- progress at Trawsfynydd would be consistent with resources, and estimated to take 10 years per site.
- there was no decision to bury radioactive waste at Trawsfynydd.

The Chairman, on behalf of Members, thanked Simon Boniface and Ian Warner for their presentations.

Also, the Chairman took the opportunity to thank Gareth Lloyd, Planning Policy Officer, for his work over many years. Gareth was retiring at the end of the month and the Chairman, on behalf of Members, wished him a long and happy retirement.

**RESOLVED** to welcome both presentations and await copies of the power point presentations in due course.

The meeting ended at 12.55
ITEM NO. 11

<table>
<thead>
<tr>
<th>MEETING</th>
<th>Snowdonia National Park Authority</th>
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<tbody>
<tr>
<td>DATE</td>
<td>25th April 2018</td>
</tr>
<tr>
<td>TITLE</td>
<td>ANNUAL REPORT OF INDEPENDENT REMUNERATION PANEL FOR WALES</td>
</tr>
<tr>
<td>REPORT BY</td>
<td>Director of Corporate Services</td>
</tr>
<tr>
<td>PURPOSE</td>
<td>To discuss the Annual Report of the Independent Remuneration Panel for Wales.</td>
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</tbody>
</table>

1 BACKGROUND

1.1 Members will no doubt recall that a report was submitted to the Performance and Resources Committee meeting on 15th November 2017 when the draft report of the Independent Remuneration Panel for Wales was discussed in detail. The committee decided that the Authority should accept the draft report in principle as the proposed changes would have only minor resource implications which could be met from existing budgets.

1.2 The Authority has now received the final report of the Independent Remuneration Panel for Wales together with a covering letter and both the report and letter can be found at the Independent Remuneration Panel for Wales' website, a link for which is set out below for both the Welsh and English versions:


1.3 The Independent Remuneration Panel for Wales has not changed any aspect of the draft report insofar as it relates to National Park Authorities. There are therefore minor changes to the allowances payable to members (an increase of 1.49% which equates to a rise of £50 per annum).
1.5 The Authority must however decide the rate payable for the role of Vice Chair and Committee Chairs. For the preceding financial year the Authority decided to set the lower rate payable for the role of Vice Chair and Committee Chairs. There are once again two possible alternatives namely a salary of either £7,375 or £6,075 (both inclusive of the basic salary of £3,675). The largest salary would equate to an increase of £1,300 whilst the lowest proposed salary would equate to no increase. It is also open to the Authority to vary the salary from person to person i.e. the Vice Chair and Committee Chairs do not all have to receive the same salary.

RESOURCE IMPLICATIONS

The increase of 1.49% to members’ allowances can be met from existing budgets. Dependent upon the decision of the Authority in relation to the rate payable for the Vice Chair and Committee Chairs this could have an impact of up to £3,900 for the Authority.

RECOMMENDATION

To note the contents of the report and to decide what salary to set for the Vice Chair and the Committee Chairs.

BACKGROUND PAPERS

Report to Performance and Resources committee dated 15th November 2017
Annual Report
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MEETING | Snowdonia National Park Authority
---|---
DATE | 25th April, 2018
TITLE | Exempting the Report on THE FINANCIAL STRATEGY : ONE OFF CAPITAL/ REVENUE CONSIDERATION
REPORT BY | Director of Corporate Services
PURPOSE | To request the Authority to approve the exemption of the above report

1. **BACKGROUND**

1.1 I have considered the grounds for exemption of information contained in the report referred to above and make the following recommendations to the Authority:

1.2 Exemptions applying to the report:

1.2.1 12. Information relating to a particular individual.
13. Information which is likely to reveal the identity of an individual.
14. Information relating to the financial or business affairs of any particular person (including the authority holding that information).

1.3 Factors in favour of disclosure: None

1.4 Prejudice which would result if the information were disclosed:
   i. Regardless of how the report is worded the identity of the individual or individuals concerned would be ascertained.
   ii. Regardless of how the report is worded the financial affairs of the person, persons or Authority the subject of the report would be revealed.

1.5 My view on the public interest test is as follows:
   i. Public interest is best served if the Authority retains the information in order to ensure the identity of the individual(s) concerned and the financial information is protected.

2. **RECOMMENDATION**

That the Authority agrees to make the report “The Financial Strategy: One Off Capital/Revenue Consideration” exempt from disclosure.