

REPORT OF THE FINANCE MANAGER

SUBJECT: ANNUAL GOVERNANCE STATEMENT 2018/19

The Authority is required to produce an Annual Governance Statement and Members are invited to contribute to and shape the contents of the attached draft 2018/19 statement.

Recommendation: Members are asked to COMMENT on this report

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2018/19 ANNUAL GOVERNANCE STATEMENT

I. Introduction

The Pembrokeshire Coast National Park Authority (“the Authority”) is responsible for ensuring that its business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for and used economically, efficiently, and effectively. It is a Welsh improvement authority under section 1 of the Local Government (Wales) Measure 2009 and as such has a general duty under section 2 to make arrangements to secure continuous improvement in the way in which its functions are exercised. The Authority is also a public body as defined under the Wellbeing of Future Generations Act legislative requirement since 1st April 2016.

The Authority has an approved Code of Corporate Governance, which is consistent with the principles of the Chartered Institute of Public Finance and Accounting (CIPFA)/Society of Local Authority Chief Executives and Senior Managers (UK) (SOLACE) Framework ‘Delivering Good Governance in Local Government: Guidance for Welsh Authorities 2016. This guidance recommends that the review of effectiveness of the system of internal control that local authorities are required to undertake in accordance with the Accounting and Audit Regulations should be reported in an Annual Governance Statement. In Wales the inclusion of the Annual Governance Statement in the Statement of Accounts is voluntary. In CIPFA also published an “Application Note to Delivering Good Governance in Local Government: A Framework”. This note has been developed to advise on the application of the “Statement of the Role of the Chief Financial Officer on Local Government” under the CIPFA/SOLACE Framework “Delivering Good Governance in Local Government”. The Authority reviews and adopts any additional guidance as issued and has decided to adopt the CIPFA framework and Annual Governance Statement approach for 2016/17.

II. The purpose of the Governance framework

The governance framework comprises the committees, systems and processes, cultures and values, by which the Authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks associated with the achievement of the Authority’s policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

III. The Governance framework

There is clear definition of the roles of Members and officers and a clear committee and decision making structure. This is based on:

The Authority

The Authority comprises 18 Members and will meet at least 6 times a year and its main functions are:

- To approve the development of the Authority's strategic corporate planning framework through the National Park Management Plan (every five years), the Local Development Plan (every five years), and the Corporate Resources Plan (annually).
- To determine all policy matters in support of its strategic planning objectives. The Authority may receive advice from its committees and may also set up task and finish advisory groups to investigate and advise on specific matters.
- To determine all Service Standards and the Authority's Statutory Duties.
- To agree policies relating to the management of the Authority's resources i.e. finance, staffing and assets; and to approve the budget, levy, charges, and the Annual Accounts.
- To ensure that the Authority complies with all legislation affecting its services.
- To determine membership of other committees, task & finish groups, working groups and advisory groups, within the Authority, and their terms of reference, and the Authority's representation on external bodies and organisations.
- To determine the delegation of the Authority's responsibilities to other committees of the Authority and when appropriate to the Chief Executive.

Audit and Corporate Services Review Committee

The Committee will comprise 9 Members of the Authority to be selected and/or confirmed at the Annual General Meeting each year. The Committee meets quarterly, and its role is to exercise the powers and duties of the Authority in relation to the following functions:

1. Regulatory Framework
 - To monitor the Authority's performance against the National Park Management Plan
 - To oversee the production of the Annual Governance Statement and to monitor the Authority's performance against the associated Action Plan
 - To monitor the Authority's performance against the annual Strategic Grant Letter
 - To monitor performance against the Welsh Government's Standards relating to the Welsh language
 - To monitor performance against the Authority's adopted Service Standards
2. Audit Activity
 - To consider reports from the Wales Audit Office (e.g. the Annual Improvement Report, Annual Audit Letter) and to monitor the Authority's performance thereon
 - To consider reports from Internal Audit on the Authority's financial systems and controls
3. Finance
 - To consider quarterly reports on the Authority's financial performance and budgetary matters
 - To monitor the Authority's performance in relation to its Annual Statement of Accounts

4. Human Resources
 - To monitor the Authority's performance:
 - against its adopted HR policies
 - in relation to Health and Safety
5. Information Technology
 - To monitor the Authority's performance in relation to its Information Technology Strategy
6. Performance Management
 - To consider quarterly reports on the *Ffynnon* performance management system and to monitor the Authority's performance thereon
 - To review the Authority's Risk Register in terms of Audit and Corporate functions and make any recommendations to the National Park Authority to change levels of risk
 - To consider reports of the meetings of the Continuous Improvement Group
7. Communications
 - To monitor the Authority's performance in relation to Communications and Marketing
8. Other issues
 - To review any issue referred to it by the National Park Authority, any of its Committees or the Chief Executive Officer
 - To determine an Authority response on any proposals that affect the National Park or the Authority, its powers, duties, functions and responsibilities, particularly but not exclusively, from central, regional or local government, neighbouring authorities, partnerships and other external bodies where the proposals are relevant to the functions of the Committee and where the Chief Executive considers that such response should be determined by the Committee

Development Management Committee

The Development Management Committee is responsible for carrying out the Authority's statutory planning functions in relation to the determination of applications, appeals and enforcement matters, and allied issues relating to development and the regulation of uses and activities.

The terms of reference of the Development Management Committee are:

- (a) Except where those powers and duties have been delegated by the Authority to one of its officers and subject to its decisions being in conformity with the Authority's approved statements and plans the Committee shall exercise, with power to act, all the powers and duties of the Authority relating to the consideration of planning, listed building and conservation area applications, notification schemes, tree preservation orders, the control of development and the enforcement of such control, and other consultation schemes where appropriate.
- (b) Where Members resolve to take a decision, contrary to an officer's recommendation, which the Chief Executive, the Director of Planning or the Development Management Team Leader identifies as constituting a significant departure from an approved plan

or policy of the Authority, or as otherwise having significant implications for the Authority, the decision shall be deferred until the next meeting of the Committee.

If, ultimately, the Committee's decision is contrary to the officer recommendation, there shall be taken a full minuted record of Members' reasons for rejecting the officer recommendation, together with a recorded vote.

- (c) To receive reports from time to time from the Chief Executive (National Park Officer) and other officers on the exercise of any functions relating to the control of development which may have been delegated to them.
- (d) To deal with all matters relating to the designation and administration of Conservation Areas.

Operational Review Committee

The Committee comprises 9 Members of the Authority, to be selected and/or confirmed at the Annual General Meeting each year. The Committee meets on a quarterly basis and considers reports to the Authority on its performance. The role of the Committee is:

1. To monitor performance and make recommendations to the National Park Authority in relation to the functions of:
 - Development Management
 - Park Direction
 - Countryside, Community and Visitor Services
2. To review the Authority's Risk Register in relation to the above-mentioned functions and make any recommendations to the National Park Authority to change levels of risk.
3. To review the Authority's financial performance in relation to the functions of the services referred to in 1 above.
4. To review any issue referred to it by the National Park Authority, any of its Committees or the Chief Executive.
5. To determine an Authority response on any proposals that affect the National Park or the Authority, its powers, duties, functions and responsibilities, particularly but not exclusively, from central, regional or local government, neighbouring authorities, partnerships and other external bodies where the proposals are relevant to the functions of the Committee and where the Chief Executive considers that such response should be determined by the Committee.

Continuous Improvement Group

The Continuous Improvement Group consists of four Members of the Authority plus the Chief Executive. The membership includes the Chairman and Deputy Chairman of the Authority along with the Chairs of the two Review Committees. The Group has authority to invite attendance of other Members or officers if the work programme indicates that their attendance or experience would add value to its work.

Internal Audit

The review of the effectiveness of the system of internal control and governance arrangements is informed by the work of the Internal Auditors and their reporting to the Authority. This work is undertaken by Gateway Assure. The terms of reference for internal audit require that work is conducted in accordance with standards as set out in the CIPFA Code of Practice for Internal Audit in Local Government. Gateway Assure provide an audit opinion which is reported to the Authority and act as the Chief Audit Executive.

External Audit

Wales Audit Office act as the Authority's external audit and make comments following their financial accounts and performance work and in the annual audit letter. They also express an opinion on the adequacy of internal audit work.

Section 151 Officer

Within the Authority the Finance Manager also acts as the Section 151 Officer. The Authority complies with the CIPFA "Statement on the Role of the Chief Financial Officer in Local Government". The Finance Manager is also a member of the Authority's Leadership Team.

Sustainable Development Fund Committee

The Authority has a Sustainable Development Fund Committee that consists of Authority Members and independent advisors who provide advice on the awarding of SDF grants.

The Executive

An Executive structure for decision making for officers is based on a Senior Management Team and a Leadership Team.

Principles of Governance

The review of the effectiveness of the Authority systems of governance is undertaken in accordance with the following 6 CIPFA principles:

- Focusing on the Authority's purpose, on outcomes for the community including citizens and service users and creating and implementing a vision for the local area
- Members and officers working together to achieve a common purpose, with clearly defined functions and roles
- Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk
- Developing the capacity and capability of Members and officers to be effective
- Engaging with local people and other stakeholders to ensure robust public accountability

IV. Actions Taken During The Year

Previously identified Significant Governance Issues, the actions taken to tackle these issues and their evaluations are shown in the table below:

Governance Issues Identified	Action proposed	Evaluation
Document Management System	Review alternative systems	The Authority introduced the APAS Document Management System during the year.
Action Wales Audit Office Pilot recommendations on scrutiny, internal and external communication, engagement, appraisals process, equality and the Welsh Language	Workshops with Members. Staff Reps, Leadership Team Action recommendations from these Workshops Pilot internal newsletter and other mechanisms and forums to promote internal communication and collaboration	The Authority now has in place an engagement action plan, focused on three priority areas and three long term areas. Internal newsletter has been carried out. Staff have been assisted with carrying out equality impact assessment. SMART measures developed for Welsh Language Strategy.
National Park Grant Funding	Continue to work with Welsh Government to respond to funding position and developing a medium term financial plan	
Support staff to deliver on General Data Protection Regulations Compliance	Data Protection Officer in Place. Data register and update of policy and guidance for staff in place. Data Protection Awareness raising week held. Review of Privacy Notices. Data Protection Impact Assessment Framework in place.	Data Protection Officer in place and supporting policies, protocols and guidance are being developed. Overarching privacy notice on Authority website. Data Protection Impact Assessment Framework in place. Ongoing support being provided to staff.
Benchmarked – Planning Performance: Enforcement	Clear back log of historical cases	Enforcement officers have focused on

		clearing the backlog of historical cases during 2018/19, with the backlog cleared by the end of March 2019.
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V. Review of Effectiveness

The Authority is responsible for conducting an annual review of the effectiveness of its governance framework including the system of internal control. This review is informed by the work of the Authority’s Members and its Committees, internal and external auditors, other review agencies (as appropriate) and senior managers who have responsibility for the development and maintenance of the internal control environment. The normal process of review has been impacted by the delay in the production of the Annual Improvement Report from the Wales Audit Office.

The review is based on the six principles of the CIPFA Code of Corporate Governance.

Principle 1

Focusing on the Authority’s purpose, on outcomes for the community including citizens and service users and creating and implementing a vision for the local area.

The Authority has been focusing on developing work to ensure that it is ‘fit for purpose’ to meet the challenges of the future.

Future Landscapes Wales Programme

During the year the Welsh Government published a new priorities statement for National Parks and Areas of Outstanding Natural Beauty, called “Valued and Resilient”. This statement outlined twelve priority areas under four main themes:

- Valued Places
- Resilient Environments
- Resilient Communities
- Resilient Ways of Working

The Authority, in partnership with other designated areas has undertaken work to identify how we can deliver on these priorities.

The Wellbeing of Future Generations Act

The Authority has worked with the Welsh Local Government Association (WLGA) as an Early Adopter and undertaken Member and officer training with Brecon Beacons and Snowdonia National Park Authorities (NPAs). The Corporate and Resources Plan for 2018/19 has been prepared to deliver against the seven Well-being Goals set by Welsh Government. The plan shows budget distribution across the Well-being Goals and the Authority’s Well-being Objectives.

During 2018/19 the Wales Audit Office carried out a view of partnerships and collaborations as part of its work on developing new approaches to audit. They carried out a Stakeholder Survey and interviews focused on two partnerships, the Local Access Forum and the Pembrokeshire Nature Partnership.

The Authority completed the Future Generations Commissioners' Self Reflection Toolkit which enabled the Authority to assess its performance against the five ways of working. The Commissioner's office arranged workshops to help public bodies learn together and evaluate each other's responses.

Demonstrating Strategic Leadership

The Authority's current National Park Management Plan (NPMP) 2015/19 was approved in 2014 and a process has commenced to develop a new Management Plan to be approved during 2019-20.

Corporate and Resources Plan

The three National Park Authorities in Wales have agreed to work to a common format of an annual Corporate and Resources Plan to meet the requirements of both The Well-being of Future Generations (Wales) Act 2015 and Local Government (Wales) Measure 2011. The Corporate and Resources Plan document sets out the Authority's Well-being objectives (which are also the Authority's Improvement objectives) and aligned work programme for the forthcoming year and acts as our Annual Improvement Plan Part 1. The Well-being of Future Generations Act also requires public bodies to act in accordance with the sustainable development principles and this document highlights how these principles are embedded in the work carried out to achieve our objectives.

Quality of Service

The Authority carries out surveys of the effectiveness of its service delivery through customer satisfactions surveys, performance against quality standards and by monitoring formal complaints which remain at a low level.

Ffynnon System

The Authority has continued to adopt the Ffynnon system to ensure that we develop and manage a robust system of performance information to highlight the impact of the work undertaken by the Authority. Performance review committee reports are prepared from information captured on Ffynnon.

Community Engagement

The Authority has endorsed Participation Cymru's 10 National Principles for Public Engagement in Wales. An engagement plan has been developed to help focus and drive action in this area with three priority areas and three longer term areas. An engagement action plan group has been set up to monitor implementation of the action plan.

An opportunities and challenges document was produced to inform the revision of the National Park Management Plan and was circulated for comment in the latter part of 2018. As part of this process the Authority has carried out engagement activities to explore mechanisms for engaging with a wider audience. This included a session with Gypsy and Traveller young people and people engaged with the Solva Care Project.

During 2018/19 the Authority has focused on how it can improve engagement with young people in relation to governance and influencing the work of the Authority. The Authority's Youth Rangers attended the November 2018 NPA meeting and presented the Euro Park Youth Manifesto to Members. A subsequent meeting was arranged between Members and the Youth Rangers to further develop work in this area.

The Authority is part of the Pembrokeshire Engagement Network which promotes engagement practice and provision in Pembrokeshire..

Membership of Public Service Board

The Authority is an invited member of the Pembrokeshire Public Services Board (PSB). The PSB agreed the Pembrokeshire Well-being Plan, and the Authority's Corporate Plan reflects the Well-being Objectives in the Plan.

Welsh Language Strategy

The Authority has in place a 5 year Welsh Language Strategy and has developed SMART measures that sit under it. Under the Welsh Language (Wales) Measure 2011, all local authorities in Wales must comply with a framework of Welsh Language Standards. Standard 145 requires the Authority to produce a 5-year strategy that sets out how we propose to promote the Welsh language more widely in the National Park. The strategy must also include a target (in terms of the percentage of speakers in the National Park) for increasing or maintaining the number of Welsh speakers in the National Park by the end of the 5 year period concerned, together with a statement setting out how we intend to reach that target.

Principle 2

Members and officers working together to achieve a common purpose, with clearly defined functions and roles.

National Park Grant and Levy

In July 2018 the Welsh Government notified the Authority that the budgeted 5% reduction in the National Park Grant for 2018/19 would not be imposed and resulted in the grant being £145K higher than anticipated. However due to the timing of this notification the Levy from Pembrokeshire County Council had to remain at the initial budgeted funding level as approved by the Authority in Levy letter of February 2018.

Scrutiny Committee

Members and officers have in place an agreed scrutiny process, through which they can assess how successful National Park Authority policies are working.

Member and officer Joint Training & Development

During the year Members & officers undertook joint training sessions which covered the following areas:

- “Shedding light” seminar on the Authority's dark skies project
- CHERISH Interreg project looking at coastal heritage at risk due to increased storminess and climate change
- Brexit Workshop looking at the impact the various Brexit scenarios on the agricultural sector in Wales.

Consultations

Members have contributed their comments to responses to Welsh Government and other bodies' consultation papers including:

- Draft Planning Policy Wales Edition 10 consultation
- Public Rights of Way Improvement Plan for Pembrokeshire
- Independent Remuneration Panel for Wales' draft Annual Report 2019/20:
- Pembrokeshire County Council's LDP:

Employee Forum

The Authority has in place an Employee Forum. The purpose of the Forum is to provide a platform for Members and staff to maintain open and collaborative employee relations by discussing a range of employee matters and gaining an understanding from each other on issues facing the Authority.

Principle 3

Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.

A Code of Conduct for Members and a Code of Conduct for Officers is in place. Issues relating to breaking the Code of Conduct are dealt with by the following:

The Standards Committee

It is the responsibility of the Authority's Standards Committee to promote high standards of conduct by Members and officers. It does this by advising on and promoting awareness and understanding of the code of conduct for Members and the code of conduct for officers, both of which have been adopted by the Authority.

Monitoring Officer

The statutory Monitoring Officer functions are set out in Section 5 of the Local Government and Housing Act 1989 (as amended) i.e., in short, to report to the Authority if the Monitoring Officer considers that any proposal, decision, or omission by the Authority may give rise to unlawfulness or maladministration.. During the year the Authority appointed a new Monitoring Officer and agreed the appointment of the Administration and Democratic Services Manager as Deputy Monitoring Officer.

Public Services Ombudsman for Wales

The Public Services Ombudsman for Wales has jurisdiction over the Authority's functions by virtue of the Public Services Ombudsman (Wales) Act 2005. He has not made any investigation into the Authority either in relation to any alleged breaches of the Members' Code of Conduct adopted by the Authority on 25 June 2008, or in relation to a complaint made against the Authority.

Staff Members

Issues relating to the conduct of staff are normally considered in accordance with the Authority's Disciplinary procedures. All Authority staff have annual performance appraisals. This process allows an opportunity for managers and staff to review past performance, highlight potential areas of concern and agree future objectives to ensure they are linked to service plan/corporate targets.

Whistle Blowing Policy

In the Public Interest Disclosure Act 1998 the Government has given statutory protection to employees who 'blow the whistle' by speaking out against corruption and malpractice at work. It protects them against victimisation and dismissal. The Authority approved and

adopted such a policy in 2002 which was updated in 2009. In its commitment to the highest standards of openness, probity and accountability, the policy states “The Authority encourages employees and others with serious concerns about the Authority’s work to come forward and raise their concerns with the Authority”.

Standing Orders

The Authority reviewed its Standing Orders during the year to reflect changes in legislation, to formalise practices that had evolved over the years and to incorporate best practice from other local authorities. The revised set of Standing Orders was adopted on the 14th June 2017.

Safeguarding Policy

The Authority approved a safeguarding policy. The policy aims to ensure that sound working practices are in place that put safeguarding as a priority and which are effective in managing risk for these vulnerable groups, but which will also protect staff and volunteers against wrongful or malicious allegations.

Anti-Fraud and Bribery Policy

The Authority has in place approved an Anti-Fraud and Bribery Policy. The policy covers all employees, volunteers and members of the Authority. It incorporates the changes to the bribery legislation that have been included in the Bribery Act 2010. The Bribery Act 2010 establishes criminal offences and individuals found guilty can face an unlimited fine and imprisonment up to ten years. Where an organisation itself is found guilty of the offence then the penalty is an unlimited fine.

Financial Standards

The Authority recently revised its Financial Standards, the purpose of which is to provide a financial framework within which the Authority can operate. The Standards will assist the Authority in ensuring that:

- Legislation is complied with.
- The assets of the Authority are safeguarded.
- The funds available are spent wisely and efficiently.
- Appropriate income generation is undertaken.
- Best value is achieved

Data Protection and GDPR compliance

Following on from preparation work carried out in advance of the the General Data Protection Regulations coming into force on the 25th May 2018 and the passing of the Data Protection Act 2018 the Authority has continued to review its practices and identifying and implementing actions to ensure compliance. . Actions identified have been informed by guidance from the Information Commissioner’s Office Activities undertaken include appointing a Data Protection Officer, the creation of a data register, awareness raising with staff and Members through presentation on GDPR at a Staff meeting and at Committees and reviewing policies and practices.

Principle 4

Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.

The Authority has taken the following action to improve its processes and structures and also to tackle identified issues of risk.

Risk Management

The Risk Register is presented to each meeting of both the Audit & Corporate Services and Operational Review Committees and annually to the Authority. It is regularly reviewed by the Leadership Team when current risks are reviewed and new risks evaluated. Following feedback from its internal auditor in 2018, the Authority has reviewed the risk methodology it uses for its Risk Register and made changes to how it approaches risk management.

Performance Management

The Authority uses the Ffynnon performance management system. Staff update the Ffynnon system directly with information to update performance reporting on a regular basis.

Upgrading systems infrastructure

During 2018/19 the Authority undertook work on the following IT systems; document management system and an online recruitment system. A process to improve the working practices of the Authority via the use of digital technology is continued to be explored.

Internal Audit 2018/19

As part of the Authority's corporate governance programme a risk assessment was made on all its services and formed the basis of the work carried out during 2018/19 by the Authority's internal auditors Gateway Assure. The focus of the Audit was on the following areas:

- Departmental Review – Carew Castle
- Exchequer (Accounting) Software
- Performance Management
- Departmental Review – Castell Henllys
- Corporate Governance
- Risk Management

The Chief Audit Executive's Opinion

Robin Pritchard of Gateway Assure, the Authority's Internal Auditors, gave the following audit opinion for the year 2018/19:

“Overall in our opinion, based upon the reviews performed during the year, the Pembrokeshire Coast National Park Authority:

- has adequate and effective risk management;
- has adequate and effective governance; and
- has adequate and effective control processes.”

Committees

Individual service team leaders update Members of their respective Review Committee with details of the work in progress within their respective teams. There is a clear documenting of decisions, meeting agenda and minute process. Members therefore make decisions based on timely and accurate information, although some decisions are deferred to allow Members more time for considered decisions.

Wales Audit Office Reports

Wales Audit Office passes an opinion on its review of the Authority's performance and Statements of Accounts which is recorded in the WAO Improvement Assessment Letter and the ISA 260 report.

Wales Audit Office National Park Authorities – Governance Review

Following the Auditor General's consultation on the Well-being of Future Generations Act and audit, all three National Park Authorities in Wales agreed to work with the Wales Audit Office in piloting approaches to audit under the Act. It has been agreed that over the next four years, the Wales Audit Office will undertake a series of governance reviews aimed at facilitating improved governance in the context of the Well-being of Future Generations Act.

During 2018/19 the Wales Audit Office carried out a review of partnerships and collaborations as part of its work on developing new approaches to audit. They carried out a Stakeholder Survey and interviews focused on two partnerships, the Local Access Forum and the Pembrokeshire Nature Partnership.

The Authority completed the Future Generations Commissioners' Self Reflection Toolkit which enabled the Authority to assess its performance against the five ways of working. The Commissioner's office arranged workshops to help public bodies learn together and evaluate each other's responses.

Annual Report on meeting the Well-being objectives

In 2018/19 the Authority published its Annual Report on meeting the Well-being Objectives (which also acted as our Annual Improvement Plan Part 2 under the Local Government (Wales) Measure 2011). This report sets out our performance on delivery in 2017/18 against the Authority's Well-being Objectives.

Benchmarking

The Authority undertakes benchmarking activities across a number of areas. Key performance indicators within the annual Corporate and Resources Plan are benchmarked against other National Park Authorities where comparative data is available. The Authority submits an Annual Performance Report every November as part of the Welsh Government Planning Performance Framework. The annual report discusses how the Authority has performed against the indicators, identifying what it had done well so that this can be shared with others, and what steps might be taken to address areas of performance in need of improvement. Through the Framework the Authority is able to benchmark its performance against other Planning Authorities in Wales.

Principle 5

Developing the capacity and capability of Members and officers to be effective.

The Authority has undertaken the following to develop the capacity and capability of Members:

Member induction

During the year there were no induction sessions

Wales Charter for Member Support and Development

The Authority currently holds Charter status for the Welsh Local Government Association's Wales Charter for Member Support & Development.

Staff Development

Learning and development needs are identified at annual performance reviews and priority 1 needs form the basis of the plans for the year. All new staff are 'inducted' on an individual basis when they start, with an annual corporate induction with the Chief Executive and Directors, and the opportunity to attend an all-UK National Park event. Appropriate certificated training is identified and scheduled with periodic refreshers.

Both team leaders and administrative staff participated in professional development programmes run by Pembrokeshire County Council. A cross authority programme to support administration staff is ongoing

Staff are able to access a wide range of appropriate training opportunities from ensuring that they are able to continue to meet the requirements of their role. In addition, staff access training provided by Academy Wales, and during this year Authority staff have attended the All Wales Public Services Summer School and a programme on "Leading in Complex and Challenging Organisations".

Health and Safety

Health and Safety is a high priority for the Authority and the Health and Safety Committee, which includes representatives from across the organisation meets four times a year. The minutes of these meetings are presented to Members.

During the year the Authority undertook a process to revise its Health and Safety Policy. The main driver for this was to reflect additional work undertaken in relation to Visitor Safety in the Countryside. The new policy was approved by Members.

The Health and Safety Action Plan identified the following risk priorities:

- Sedentary behaviour
- Work related Stress
- Work related Musculo-skeletal issues
- Fitness for lifetime working (especially in practical roles and nearing retirement)

Principle 6

Engaging with local people and other stakeholders to ensure robust public accountability.

During the past year the Authority has sought to engage with local people and stakeholders through a range of consultations. Following last year's survey of community councils training sessions on planning have been provided to all who requested it.

The Authority proposes to continue to undertake consultation with residents, visitors, organisations and other stakeholders on a long term strategy on service delivery on the reducing funding anticipated over the next few years.

Strategic Plans

The Local Development Plan Deposit Public Consultation took place over April and May 2018 with a further focussed changes consultation commencing in December 2018.

An opportunities and challenges document was produced to inform the revision of the National Park Management Plan and was circulated for comment in the latter part of 2018. As part of this process the Authority has carried out engagement activities to explore mechanisms for engaging with a wider audience. This included a session with Gypsy and Traveller young people and people engaged with the Solva Care Project.

The public consultation on the draft Rights of Way Improvement Plan for Pembrokeshire took place between the 9th May and 3rd August 2018. This is a joint plan between Pembrokeshire County Council and Pembrokeshire Coast National Park Authority. There were 18 formal written responses to the Plan, 15 from groups and organisations and three from individuals. Pembrokeshire Local Access Forum have been closely involved in the Plan preparation process.

In preparation for the revision of the Authority's Strategic Equality Plan for 2020 – 2024, the Authority in 2018/19 has been involved in preparations for a consultation exercise involving a major equalities perception survey to be carried out by a consortium of public bodies in south west Wales, managed by Carmarthenshire County Council in 2019/20.

Partnership working arrangements

The Authority works with a number of external bodies helping to improve value for money and in communicating with various other interest groups to deliver a number of common projects, e.g.:

- Carmarthenshire County Council; SLA's Payroll / Pension, Minerals
- South Wales Local Authority Purchasing Group
- Brecon Beacons & Snowdonia National Parks Authorities, brokerage Insurance / joint IT manager; there has been significant engagement with Town and Community Councils on the changes in planning guidance and on Budget priorities for the Authority.
- Public Services Board
- National Park Partnership on corporate social responsibility options and other sponsorship funding
- The UK National Parks and National Parks Wales.

Engagement with Young People

During 2018/19 the Authority has focused on how it can improve engagement with young people in relation to governance and influencing the work of the Authority. The Authority's Youth Rangers attended the November 2018 NPA meeting and presented the Euro Park Youth Manifesto to Members. A subsequent meeting was arranged between Members and the Youth Rangers to further develop work in this area.

Embedding Engagement across the Authority

The Authority has endorsed Participation Cymru's 10 National Principles for Public Engagement in Wales. An engagement plan has been developed to help focus and drive action in this area with three priority areas and three longer term areas. An engagement action plan group has been set up to monitor implementation of the action plan.

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VI. Significant Governance Issues

Governance Issues Identified	Action to be taken
National Park Grant Funding	Continue to work with Welsh Government to respond to funding position and developing a medium term financial plan
Plan in place to fulfil S6 duty of the Environment Act setting out what actions the Authority proposes to maintain and enhance biodiversity, and promote resilience. by end of 2019	Plan drafted and approved by Members by end of 2019.
Adopt new methodology for risk Management as advised by internal auditors	New methodology for risk management applied to risk register.
Responding to Impact of Brexit	Participate in engagement opportunities on withdrawal from EU provided by the Welsh Government and contribute to opportunities to influence UK and Welsh policy on land management.
Review of how we work focused on current digital systems and identification of gaps to improve efficiency and collaboration across the Authority.	Review carried out. Recommendations provided.
Improve communication of corporate policies and standards to staff.	Review of current standards and policies in place. Communication activities with staff.

VII. OPINION

We propose over the coming year to take steps to address the matters referred to in part VI to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

SIGNED _____
Chairman

DATED _____

SIGNED _____
Chief Executive

DATE _____

SIGNED _____
Section 151 Officer

DATE _____

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