

NATIONAL PARK AUTHORITY

5 February 2020

Present: Councillor P Harries (Chair)

Councillor P Baker (not items reports 11/20-13/20), Councillor K Doolin, Dr M Havard, Dr R Heath-Davies, Mrs S Hoss, Mrs J James, Councillor M James, Mr G Jones, Councillor P Kidney, Councillor PJ Morgan, Councillor R Owens, Dr R Plummer, Councillor A Wilcox, Councillor M Williams and Councillor S Yelland

[Councillor Mrs D Clements arrived during the Chair's Announcements (Minute 6 refers)]

(NPA Offices, Llanion Park, Pembroke Dock: 10.00am – 2.15pm)

1. Apologies

An apology for absence was received from Councillor M Evans.

2. Welcome

The Chair welcomed Kelland Dickens, the Authority's Human Resources Manager, to the meeting.

3. Disclosures of Interest

There were no disclosures of interest.

4. Minutes

The minutes of the meeting held on the 11 December 2019 were presented for confirmation and signature.

It was **RESOLVED** that the minutes of the meeting held on the 11 December 2019 be confirmed and signed.

5. Matters arising

(a) Appointments to the Standards Committee (Minute 17)

The Chief Executive advised that an excellent response had been received to the advertisement with 15 applications having been received. Candidates had been shortlisted and interviews would take place over two days. A recommendation would be presented to the next meeting of the Authority.

NOTED.

6. Chair's Announcements

The Chair reported that he had attended a number of meetings since the last meeting of the Authority. These included:



- A meeting with the Deputy Chair, Chief Executive and Directors regarding future plans within the Authority.
- A meeting of the National Park Trust
- The first of two meetings of the Standards Committee Appointments Panel.

In the coming days he would also be attending a reception at Highgrove House to celebrate Plantlife's 30th Anniversary and a meeting with the Deputy Minister.

7. Reports of meetings of various of the Authority's Committees

The following reports of meetings of a number of the Authority's Committees were presented to Members for consideration/information:

- (i) Development Management Committees held on 4 December 2019.
- (ii) Chief Executive Performance Review Panel held on 29 November 2019.
- (iii) Operational Review Committee held on 11 December 2019.

8. Draft Budget Planning 2020/21

The report set out the draft Revenue and Capital budgets for 2020/21 and forecast 2021/22 to 2024/25, the draft 2020/21 levy on Pembrokeshire County Council, Prudential Indicators for the capital programme and Investment Strategy & Treasury Management Policy Statement for 2020/21.

Revenue Budget 2019/20 and draft Revenue Budget 2020/21

With regard to the budgets for 2020/21, the report set out the Authority's budget strategy and the key assumptions on which this had been based, and as previously been discussed by Members in a budget workshop. The current forecast revenue position for 2019/20 was in line with the breakeven position laid out in the budget approved in February 2019, with the General Reserve balance expected to remain at £108,000 as at the end of the 2019/20 financial year.

The Chief Financial Officer took Members through the report, noting that since 2010/11 the Authority had experienced significant reductions. Although it was expected that the National Park Grant (NPG)/Levy would remain unchanged from the 2019/20 level, when the consumer prices index was applied the overall reduction in real terms since 2010/11 equated to 31.5% or circa £1.5m. The report went on to show the impact of a flat line grant on the Authority's budget over the next 5 years, which showed an annual deficit in 2020/21 of £176,000 rising to £513,000 by 2024/25. A sensitivity analysis had also been applied to what would be the Authority's revenue budget position if a 5% and 10% reduction in funding was imposed.



He went on to say that the Authority had countered the reduction in core funding by making significant savings in its operating cost base, and by increasing income from other sources. On page 30 it was noted that the total costs for 2018/19 should have read £6,236k and the corresponding movement during the period 2010/11 to 2018/19 was £573k. Increases in generated income were presented in the report before Members that day, together with a summarised and more detailed revenue budget for 2020/21.

The report also set out the Capital Programme for 2020/21, which forecast a spend of £1,072,820, some of which would be funded by earmarked reserves, the general reserve, capital receipts and other external grants. A number of the earmarked reserves had been created following receipt of Welsh Government Grants in 2018/19 and 2019/20.

With regard to financial reserves and balances, it was anticipated that the general reserves would rise at the end of 2019/20 to £1,008,000 and to remain at this level until the end of 2020/21. In addition, the capital receipts reserve would be used to fund further capital expenditure in 2019/20 and 2020/21 and was therefore expected to fall to £126,000 by the end of 2020/21, with earmarked reserves also expected to fall to £1,747,000 by the end of the same period.

In response to a question from Members, the Chief Financial Officer confirmed that it was the Authority's policy to keep the General Reserve above £400,000. Members were cautious about holding large reserves, however they acknowledged that this was largely as a result of end of year Welsh Government capital funding and they commended the innovative projects which were being supported. A question was also asked regarding the wage differentials resulting from introduction of the living wage. The Chief Executive replied that although the Authority had implemented the pay awards, the process of pay grade restructuring was ongoing

It was **RESOLVED** that the Draft Budget 2020/21 be approved, subject to noting that the National Park grant/Levy was yet to be confirmed, and that the financial forecasts for 2021/22 to 2024/25 be noted.

Levy on Pembrokeshire County Council

The Chief Financial Officer reminded Members that Section 71 of the Environment Act 1995, sub-section 3, determined the way in which the levy which was to be raised on Pembrokeshire County Council (PCC) should be issued. The following statement complied with this requirement. The Chief Executive added that he understood that PCC received a sum of money from Welsh Government which was equivalent to the levy raised on them.



Levy on Pembrokeshire County Council



The Authority must authorise the making of a levy of £984,677 from Pembrokeshire County Council, in accordance with Section 71 of the Environment Act 1995 and the National Park Authorities (Levies)(Wales)(Regulations) 1995 SI 1995 No. 3019 as amended by the National Park Authorities (Levies)(Wales)(Amendment) Regulations 1996:

• the sum required to meet expenditure for the Authority which will fall to be charged for that year in the Revenue account is		£5,669,796
• making such provision as is appropriate for meeting contingencies, the expenditure on which would fall to be charged in the Revenue Account		£Nil
• the sum required to secure the availability to the authority of adequate working balances on its Revenue Account		£Nil
• the sum required to provide the Authority with other requirements for covering any deficit brought forward from the previous financial year		£Nil

Sub-total		£5,669,796
LESS		
• Section 72, Grant (NPG)	£2,954,030	
• Income credited to the Revenue Account	£1,731,089	
• other sums not covered above which are likely to be available in the year	-	£4,685,119

Levy requirement		<u>£984,677</u>

It was **RESOLVED** that Members authorise a levy of £984,677 (or other appropriate amount as determined on receipt of confirmation of the approved net funding from the Welsh Government) from Pembrokeshire County Council for the year 2020/21.

Prudential Code Indicators and Investment Strategy 2020/21

The Local Authorities (Capital Finance & Accounting) (Wales) Regulations 2003 required the Authority to have regard to the CIPFA Prudential Code in setting annual budgets. Members were asked to consider the advice of the Chief Financial Officer in determining an



affordable, prudent and sustainable capital investment programme, as set out in the report before Members that day.

The report went on to present the Authority's Investment Strategy and Treasury Management Policy for 2020/21, which complied with statutory guidance and supported the prudential borrowing system. The Chief Financial Officer reported that these had recently been reviewed by the Authority's Internal Audit and been updated as some bank deposits had crossed financial years. He confirmed that the only investments were bank deposits and one Member believed that should the Authority hold other investments, these should be in companies with high ethical and environmental standards, although it was acknowledged that pension funds in particular were not necessarily within its control.

It was **RESOLVED** that Members **ADOPT** the Prudential Indicators as presented and **APPROVE** the Investment Strategy & Treasury Management Policy Statement for 2020/21.

9. Financial Standards Update 2020

It was reported that the Authority's Financial Standards were reviewed on a four yearly cycle and updated Standards were appended to the report. The updates reflected changes in Authority structures, in both job responsibilities and Committees, Authority policies and government legislation. Members' approval of the Standards was therefore sought, subject to correction of a typographical error at paragraph 118 where the word Chief Executive was repeated.

Thanking the officer for a clear document, one Member sought clarity over the roles of the Chief Financial Officer and the Finance Manager, and questioned whether both titles should be referred to if they were interchangeable. She was advised that in this Authority, both roles were undertaken by the same person. It was suggested that clarification of the word 'terrier', as a register of land holdings, be provided. It was also noted that as this was a four year document, references to European legislation could become outdated and the officer agreed to insert a sentence in the Standards to refer to successor legislation.

It was **RESOLVED** that the Financial Standards 2020 be approved subject to the amendments raised at the meeting.

10. Contracting Standing Orders 2020

It was reported that Contracting Standing Orders were also reviewed on a four yearly cycle. The amendments set out in the document before Members reflected changes in job titles and reporting structures within the Authority. The revision would also allow the Authority to access the various public sector procurement frameworks which should significantly



improve the efficiency and effectiveness by which it undertook certain procurement exercises.

Members noted again that the document contained references to European legislation that could become outdated and the officer agreed to insert a sentence to refer to successor legislation. They also questioned whether reference should be made in Standing Order 12 to require contractors to provide their Environmental policies. Another Member asked whether there should be greater emphasis on project management and contingency, in order to try to mitigate against final costs being significantly higher than tender prices. Officers replied that the Authority used Quantity Surveyors to check costs, however there was always a possibility of unforeseen eventualities.

It was **RESOLVED** that Contracting Standing Orders 2020 be approved subject to the points raised at the meeting.

11. Approval of Contract Standing Order 13 in regard of the Foul Water Sewer Connection Contract at Carew Castle

Members were reminded that in April 2019 as part of the redevelopment of the Carew Castle site, the Authority went out to tender for the provision of the foul water sewer connection. The original tender sum was for £33,054. The final account had been agreed between the Authority, the quantity surveyor who had been negotiating on behalf of the Authority, and with the contractor, Alun Griffiths (Contractors) Ltd and was £58,639.82.

It was reported that the outcome of the project had been first class, however the project as a whole had been extremely difficult to undertake and significantly more costly than originally estimated. The reasons for additional costs were summarised in the report.

The Authority's standing order on major contracts stated that "the authority to approve the use of Standing Order 13 rested with the Chief Executive (National park Officer) and Chief Financial Officer only, with the justification for the decision being recorded and retained on the project file". Further "all approvals under these Standing Orders (13) shall be reported to the next NPA meeting for Members' endorsement". It was noted that under Contracting Standing Orders 2020 approved earlier in the meeting (Minute 10 refers), Standing Order 16 was the relevant Standing Order.

Some Members were concerned that, as this was public money, the contractor had either not submitted a realistic price for the work or had not researched the task adequately. However another Member advised that it was likely that the tender had requested a bill of quantities ie a price for digging a length of trench, etc, and therefore the prices for any contractor



would have been higher. It was also acknowledged that Carew was a difficult site and that problems could not always be foreseen.

It was **RESOLVED** that the use of Standing Order 13 (Standing Order 16, in the 2020 Contracting Standing Orders) be endorsed in respect of the contract for the foul water sewer connection contract at Carew Castle.

12. Corporate Plan 2020/21

Members were reminded that under the Local Government Measure, the Authority was required to publish its Improvement Plan Part 1 as soon as practical for the new financial year. The Well-being of Future Generations legislation required public bodies to publish a plan showing how it would deliver towards the well-being goals. In order to reduce the need for duplication, the draft Corporate and Resources Plan was intended to fulfil the requirements of both pieces of legislation by developing the Authority's well-being objectives which could also be considered as improvement objectives.

In December 2019 the National Park Management Plan 2020-24 had been approved. To assist in integrating delivery of its impacts with corporate planning, three key priority impact areas had been identified, that works streams delivering against the Authority's well-being objectives would also contribute to during 2020/21. These were Responding to the climate change emergency; Responding to biodiversity loss and Coast path at 50: landscapes for everyone.

The draft Plan presented to Members had been the subject of engagement meetings with officers across the Authority and actions identified had been discussed with the senior management team. Members' comments were also invited. It was anticipated that a final version of the Plan would be presented to the April meeting of the Authority.

One Member questioned whether some of the targets, for example in relation to planning applications determined within time, were ambitious enough. It was also suggested that reference should be made to proposals for development of a Human Resources Strategy and corporate Health Standard, as well as the introduction of Personal Development Reviews and a Member portal, the latter two in support of the WLGA Advanced Member Charter. Other suggestions included mentioning the implications of Brexit and increasing actions to support the Welsh Language Strategy. Another Member questioned whether the impacts identified in the Plan were in fact outputs or activities. It was also noted that the caption on one of the photographs was incorrect.

The officer clarified that additional comments were welcomed, but these needed to be received before the middle of March.



NOTED.

13. Equality Plan 2020-24

It was reported that under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, the Authority was required to prepare and publish its equality objectives at least every four years from the first date of publication; publish a statement setting out the steps it has taken (or intended to take) to meet the objectives and how long it expected to take to meet each objective; make appropriate arrangements to monitor progress towards meeting its objectives and to monitor the effectiveness of its approach; and give appropriate consideration to relevant equality information it held when considering what its equality objectives should be.

The Authority's current objectives had been reviewed and the new proposed objectives fell under four areas: The Park – a landscape for everyone; Our Services – accessible and inclusive; Our Workforce – diverse, supportive and inclusive; and Governance and Engagement – increased participation. Each of these also had a longer term aim.

The report set out how the draft Plan had been developed and reminded Members that the document had been presented to the December meeting of the Authority for comment. The draft objectives had also been issued for consultation during December and January. Feedback received had been incorporated in the document now presented for approval.

Members offered their congratulations for a comprehensive document which was increasingly important in supporting today's diverse society.

It was **RESOLVED** the Equality Plan 2020-24 and revised equality objectives be approved.

14. Pembrokeshire County Council's Deposit Local Development Plan 2 and Supporting Documents

Members were reminded that Pembrokeshire County Council's Local Development Plan covered the area of Pembrokeshire outside the National Park. It was currently being updated in order to provide for the new growth that would be needed to support communities and businesses up to 2033 and provide ongoing protection for Pembrokeshire's high quality environment and landscapes. The report sought delegated powers to submit a response to the consultation documents on behalf of the Authority, and a link to these was provided. If Members had any points they wished to raise, they were asked to email these to the Head of Park Direction by 29th February 2020.



Members asked that the Authority's response be circulated to them for information prior to submission.

It was **RESOLVED** that delegated powers be provided to the Head of Park Direction to submit, in consultation with the Chair and Chief Executive, the Authority's response on Pembrokeshire County Council's Deposit Local Development Plan 2.

15. Pembrokeshire Coast National Park Authority Volunteer Forum

It was reported that in recent years there had been increasing recognition of the health and wellbeing benefits of volunteering. The Authority currently had 145 volunteers registered, carrying out a variety of tasks from practical conservation work to invigilating in the gallery at Oriel y Parc. However in order to develop volunteering in a sustainable way, the Authority needed to build stronger foundations by putting policies and procedures in place, strengthen the relationship between staff and volunteers and increase, improve and diversify the offer to potential volunteers.

As part of this work, a Volunteer Forum had been established in October 2019 to provide the volunteers with a voice, enhance communication between volunteers, staff and Members; contribute to and drive forward effective support for, and development of, the volunteer contribution to the management and promotion of the National Park; and to provide a volunteer perspective with respect to a range of issues, policies and developments. In order for this to work effectively, Member representation on the Forum was sought.

It was **RESOLVED** that Councillor M James be appointed to represent the Authority on the Volunteer Forum.

16. Newport Links Golf Club

The Monitoring Officer reported he considered that under S5(2) of the Local Government and Housing Act 1989, he had a duty to present a report to the Authority in respect of the circumstances surrounding the sale of 10 accommodation units at Newport Links Golf Club in apparent breach of obligations contained in a S106 agreement dated 13 June 2013 under the Town and Country Planning Act 1990, made between this Authority and the owner.

Due to an error in the S106 Agreement, the landowner was able to dispose of 10 of the properties without having to re-invest the monies in the golf course/club as per Members instructions. The result of this was that the properties had been built in open countryside, contrary to policy, and the decision of the Development Management Committee had not been implemented.



The situation which had resulted in preparation of the report was very unusual in that there was no evidence of any impropriety or error on the part of the Authority itself. Consequently there were no steps that could be taken or procedures or policies that could be introduced that would reduce or eliminate the risk of a repetition. While the circumstances of the execution of the document had awarded an unexpected windfall profit to the owner, neither the Authority nor the public had suffered any pecuniary loss because of it. The advice of counsel had been taken and they had considered remedies in both public law (judicial review, revocation of planning permission) and in private law, however they considered that there was no benefit in pursuing any of those options.

It was reported at the meeting that a letter had been received from the owner of the property asking that it was pointed out that no taxable profit had been received after costs of building and other costs. Neither had he been aware of the change of wording which had enabled him to sell the units without having to re-invest the money.

Members were disappointed to learn what had happened, however they thanked the Monitoring Officer for bringing it to their attention in a spirit of openness and transparency. They were also mindful of the reputational damage to the Authority and hoped that lessons could be learned. The Chief Executive apologised to Members that their decision hadn't been implemented and hoped that this was an isolated incident.

NOTED.

17. Corporate Events

It was reported that during the course of the year, the Authority was invited to attend various corporate events. The report set out those events to which Members had been invited to date this year and authorisation for representation at them was sought.

At the meeting the Chief Executive added that Members had also been invited to participate in the Authority's Youth Committee residential weekend at the Pentre Ifan Centre 13th - 15th March 2020.

Expressions of interest were not being sought for any of the events at this time, and further details would be circulated in due course.

It was **RESOLVED** that Members be authorised to attend the following events:

- a) Members' National Induction Course hosted by the Snowdonia National Park Authority between 8th – 10th September 2020 (*usually new Members, or those who have not yet had the opportunity to attend an Induction Course*);



- b) WLGA Spring Seminar: 1st May 2020 at the Liberty Stadium, Swansea (*1 or 2 Members*);
- c) WLGA Annual Conference: Autumn 2020 – date to be confirmed (*1 or 2 Members*);
- d) Europarc Conference: 27th – 30th October in Neusiedler See, Seewinkel National Park, Austria (*up to 2 Members*)
- e) National Parks Wales Annual Members’ Seminar which will take place on 13th – 14th October 2020 hosted by Brecon Beacons National Park Authority (*all Members*)
- f) Youth Committee Residential Weekend at Pentre Ifan Centre 13th – 15th March 2020

[Councillor P Baker tendered his apologies and left the meeting at this juncture]

18. Pembrokeshire Destination Management Plan 2020-2025

It was reported that Destination Management was the process of leading, influencing and coordinating the management of all the aspects of a destination that contributed to a visitor’s experience, taking account of the needs of visitors, local residents, businesses and the environment. In Pembrokeshire, destination management was overseen by the Destination Pembrokeshire Partnership (DPP) which was comprised of Pembrokeshire County Council (PCC), Pembrokeshire Coast National Park Authority (PCNPA), Pembrokeshire Tourism (PT) and Pembrokeshire Local Action Network for Economic Development (PLANED). In 2019 the DPP, with direct funding from PCC and PCNPA, had commissioned Blue Sail to undertake a review of the existing Destination Management Plan (DMP) and, through consultation with key stakeholders, create a refreshed and more contemporary plan for the county that supported the continued growth of the visitor economy. A copy of the Plan was appended to the report and Members were invited to formally adopt it as the key document to guide the Authority’s visitor related services and activities over the next five years.

The Director of Countryside, Community and Visitor Services noted at the meeting that since his report had been prepared, Visit Wales had launched their strategy “Welcome to Wales: priorities for the visitor economy 2020 to 2025” however the ‘Pembrokeshire Plan’ aligned with the key priorities outlined in it, as well as the Well-Being Plan for Pembrokeshire.



Members agreed that, as set out in the DMP, tourism in Pembrokeshire held both challenges and opportunities, and it was hoped that the Plan would support the growth of the county's visitor economy.

It was **RESOLVED** that the Pembrokeshire Destination Management Plan 2020-2025 be adopted as the key document to guide the Authority's visitor related services and activities over the next five years.

19. Request from Pembrokeshire County Council for Funding to support elements of the Pembrokeshire Destination

It was reported that during the autumn of 2019, key Members and officers from the Authority and Pembrokeshire County Council (PCC) had held two meetings to discuss how to fund services that were considered essential to providing an effective destination for visitors. There had been no agreement on the way forward, however in order to provide an opportunity for all Members of the Authority to discuss the issue, PCC were invited to submit a request for support from the Authority, and this was appended to the report.

The letter from PCC requested support for three activities: the new Destination Management Company (this was considered in a separate report to the Authority (*Minute 21 refers*)); public toilets; and Beach Management and Lifeguards. The key issues in respect of the latter two activities were set out for Members in the Chief Executive's report, however he concluded that the Authority recognised that the decade long reduction in public funding made it challenging to retain the "brilliant basics" that were necessary for a successful destination. The letter from PCC provided a very narrow definition of what constituted "brilliant basics" such as car parks, toilets and beaches. It was argued that, in reality, the "brilliant basics" were far broader than this and that the Authority already made a significant contribution to the wider visitor economy of Pembrokeshire in a myriad of ways including management of the public rights of way network which is estimated to cost the Authority over £500K per year to manage and maintain without any financial support from PCC. As a result, to support this request by PCC would have a significant impact on the Authority's ability to continue some of this vital work in the future.

While Members agreed that the provision of public toilets in Pembrokeshire was important to both local people and tourists alike, as well as the reputation of Pembrokeshire as a destination, it was suggested that if the National Park Authority was to start managing individual toilets, it would be moving away from National Park purposes, not to mention the efficiencies that would be lost if management was split between a number of organisations. There was also concern regarding the request for money when the Authority would have no control over how it was spent, and it was noted that the Authority had just approved its



budget and that providing a contribution to PCC would equate to a 6% budget cut.

It was also noted that the problem of public toilet provision was a public health issue not exclusive to Pembrokeshire and that it also needed to be considered at a Wales-wide level. Other Members were concerned at the tone of the letter which didn't represent a partnership approach but showed a lack of appreciation for the purposes of the National Park. Greater collaboration was needed between all those organisations and businesses trying to promote Pembrokeshire. It was also hoped that where discussions were already taking place in respect of public toilets at an individual community level, that these would continue.

Members did not believe that the Authority should reply negatively to PCC, and it was suggested that the letter should cover the following points, and this was proposed and seconded, subject to the letter being agreed with the Chair of the Authority:

1. Disappointment in the tone of the letter and the absence of partnership working and appreciation of National Park purposes.
2. Noting that the destination was broader than the areas highlighted in the letter, and that the Authority already made a significant contribution to the wider visitor economy of Pembrokeshire;
3. Members did not want to transfer resources to PCC without having control over, and scrutiny of, them;
4. The Authority recognised the importance of public toilet provision, but did not agree to taking over or contributing funding towards individual sites;
5. Agreement to discussions on the feasibility of the Authority managing some beach related functions, subject to identification of costs, as this was an area of work that was more in-keeping with National Park purposes. This had the potential for PCC to be able to release funding for management of public toilets.

The view was expressed by a few Members that the National Park Authority should play its part in maintaining public toilets, particularly if Town and Community Councils were being asked to do so. An amendment was then proposed which added that talks with PCC specifically about public toilets should continue, without the Authority committing itself, however this was not seconded.

It was **RESOLVED** that the Chief Executive, in consultation with the Chair, write to Pembrokeshire County Council including points 1-5 as set out above.



20. Exclusion of the public

It was **RESOLVED** that the public be excluded from the meeting as exempt information, as defined in Paragraphs 13 and 14 of Part 4 of Schedule 12A to the Local Government Act, would be disclosed.

21. Destination Management Organisation - Tourism

It was reported that destination management in Pembrokeshire was currently overseen by the Destination Pembrokeshire Partnership (DPP) which was comprised of Pembrokeshire County Council (PCC), Pembrokeshire Coast NPA and Pembrokeshire Tourism and Pembrokeshire Local Action Network for Economic Development (PLANED).

In 2015, the Authority had considered a report which recommended the establishment of a new formal Destination Management Organisation (DMO) for Pembrokeshire. However, despite the commitment of key partners to support a new approach to the future of destination management and marketing in Pembrokeshire, the recommendations of the 2015 report were not progressed.

In 2018 DPP once again began to review its approach to the future and agreed:

- 1) to develop a comprehensive new Destination Management Plan (DMP) for Pembrokeshire that would be supported by local stakeholders in the public, private and third sectors (this had been the subject of a separate report considered by the Authority - Minute 18 refers); and
- 2) to produce a feasibility study and implementation plan for a new DMO in Pembrokeshire that considered additional and sustainable sources of income to support the new DMO in a period of declining public sector funding.

The new business plan was considered to overcome the issues that were evident in 2014/15, and a copy was appended to the report. This set out in detail the proposed plan for the provision of future visitor services in the county and the impact on key partner agencies. In respect of the National Park Authority, the report proposed both in-kind and cash contributions.

While some Members had concerns about the details set out in the report in respect of the creation of the new DMO, officers advised that the report before them sought their agreement in principle. Under the proposals, a Transition Board would first be created, and then a DMO Executive Board which would be responsible for its running, with the Authority represented on both of these. The Director of Countryside, Community and Visitor Services went on to say that if agreed in principle, the details of relevant matters would be the subject of further reports to the Authority.



It was **RESOLVED** that the following be agreed:

- a) The principle of establishing a stand-alone Destination Management Organisation as the best way forward for delivering tourism services across Pembrokeshire over the next five years.
- b) The appointment of a new Director/CEO post to lead the Destination Management Organisation as the ideal way forward rather than the alternative options highlighted within Appendix A of the report.
- c) The Authority's proposed in-kind contribution of staff time to help support the new Destination Management Organisation over the first five years of operation.
- d) The Authority's proposed cash contribution to help support the new Destination Management Organisation over the first five years of operation (with specific reference to the recent letter from PCC dated 10th January 2020).
- e) The number of nominated Members of the Authority on the newly established Destination Management Organisation Executive Board should have parity with the number from Pembrokeshire County Council.
- f) The Authority should align its future marketing activity to support the overarching brand identity and guidelines of the new Destination Management Organisation (once fully established).
- g) That membership of the Shadow Board, the approval of the specific financial terms and conditions, PCNPA staff support arrangements, any potential transfer of key marketing resources as well as all other related activity be delegated to the Authority's Chief Executive.
- h) That a clear Memorandum of Understanding be created setting out the Authority's formal support for and strategic relationship with the new Destination Management Organisation.

