



Llywodraeth Cymru
Welsh Government

World Heritage Site Management Plan 2018–28: Action Plan



Castles and Town Walls of King Edward in Gwynedd World Heritage Site



List of Abbreviations

CIL	Community Infrastructure Levy
HER	Historic environment record
LA	Local authority
LDP	Local development plan
LPA	Local planning authority (Conwy County Borough County, Gwynedd Council, Isle of Anglesey County Council, Snowdonia National Park Authority)
NMRW	National Monuments Record of Wales
OUV	Outstanding Universal Value
VAQAS	Visitor Attraction Quality Assurance Service
SNPA	Snowdonia National Park Authority
SPG	Supplementary planning guidance
WHS	World Heritage Site/s

Cadw is the Welsh Government's historic environment service, working for an accessible and well-protected historic environment for Wales.

Welsh Government
Historic Environment Service (Cadw)
Plas Carew
Unit 5/7 Cefn Coed
Parc Nantgarw
Cardiff CF15 7QQ

Telephone: 03000 256000
Email: cadw@gov.wales
www.gov.wales/cadw

Digital ISBN 978-1-78859-486-8

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World Heritage Site Management Plan 2018–28: Action Plan

Castles and Town Walls of King Edward in Gwynedd World Heritage Site

This action plan should be read in conjunction with the Castles and Town Walls of King Edward in Gwynedd World Heritage Site Management Plan 2018–28.

-  **Objective 1:** Maintain the castles and town walls to the highest national and international conservation standards.
-  **Objective 2:** Conserve, promote and interpret the archaeological heritage for the benefit of current and future generations.
-  **Objective 3:** Safeguard the setting of the World Heritage Site for the benefit of future generations.
-  **Objective 4:** Support and promote local distinctiveness within the World Heritage Site, recognising the characteristics and diversity of each of the four towns.
-  **Objective 5:** Use World Heritage Site status to support sustainable economic diversity and growth in the local and regional economy.
-  **Objective 6:** Provide a visitor experience that is unique and of the highest quality.
-  **Objective 7:** Market and promote the four locations of Beaumaris, Caernarfon, Conwy and Harlech as a single World Heritage Site to ensure a coherent and integrated approach.
-  **Objective 8:** Encourage greater use of sustainable modes of travel as a means of visiting each of the destinations within the World Heritage Site without detriment to the qualities that demonstrate the uniqueness of the World Heritage Site on an international level.
-  **Objective 9:** Raise awareness and promote understanding of World Heritage amongst a range of audiences, including local communities, engendering pride in their unique culture and heritage.
-  **Objective 10:** To develop improved understanding of the World Heritage Site and help better inform its future management.
-  **Objective 11:** Identify, remove and/or mitigate risks to the Outstanding Universal Value of the World Heritage Site.
-  **Objective 12:** Recognise the importance of nurturing existing partnerships and the development of new partnerships, as appropriate, to support the continued management of the World Heritage Site.

Actions	Timescale <i>Short term: 1 to 2 years Medium term: 3 to 5 years Long term: more than 5 years</i>	Responsibility <i>(Resources are within existing budgets of individual organisations unless otherwise stated.)</i>	Measurable Outputs	Outcome
Objective 1		Maintain the castles and town walls to the highest national and international conservation standards. ↴		
Policy 1A		All works to the castles and town walls will be carried out according to best-practice guidance, including adherence to Cadw's <i>Conservation Principles for the Sustainable Management of the Historic Environment in Wales (Conservation Principles)</i> . ¹		
All staff managing work will receive appropriate training in the application of Cadw's <i>Conservation Principles</i> .	Ongoing	Cadw	Well-managed and effective projects.	The WHS is managed to the highest standards. The historic fabric of the WHS is actively conserved.
Policy 1B		Repairs identified in the quinquennial inspection will be prioritised, funded and implemented within the necessary time period.		
Prepare a programme of works based on the outcomes of quinquennial inspection surveys and implement to best-practice standards.	Short	Cadw	A costed and prioritised work programme.	Priority actions to conserve the historic fabric of the WHS are identified and implemented.
The steering group will review the work programme regularly, in line with funding priorities, and scrutinise its implementation.	Ongoing	WHS steering group	As above.	As above.

¹ *Conservation Principles for the Sustainable Management of the Historic Environment in Wales*, Cadw, Welsh Assembly Government, 2011.
www.cadw.gov.wales/docs/cadw/publications/Conservation_Principles_EN.pdf

Actions	Timescale <i>Short term: 1 to 2 years Medium term: 3 to 5 years Long term: more than 5 years</i>	Responsibility <i>(Resources are within existing budgets of individual organisations unless otherwise stated.)</i>	Measurable Outputs	Outcome
Policy 1C		Visitor facilities will be designed to enhance the World Heritage Site and its setting to avoid adverse impact on the Outstanding Universal Value or on the setting of any other adjacent historic asset.		
All new visitor facilities will be designed in line with best practice and applying appropriate evaluation including production of heritage impact assessments and consultation with stakeholders.	Ongoing	Cadw	Number and outcome of heritage impact assessments.	World-class visitor facilities that respect the OUV of the WHS are produced.

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Objective 2		Conserve, promote and interpret the archaeological heritage for the benefit of current and future generations. ↴		
Policy 2A		All projects with potential for impact on buried archaeological heritage within the World Heritage Site, or its essential setting, will be subject to archaeological evaluation to inform decision making.		
Policy 2B		There will be a presumption against developments that would result in the loss of significant archaeological remains. Mitigation options will be proportionate to significance and where appropriate will include retention of significant deposits and remains <i>in situ</i> .		
Identify and map archaeologically sensitive areas within each of the four towns.	Short	LPAs and their archaeological advisors	Sensitivity map created for each of the four towns.	There is greater awareness and understanding of archaeological heritage within each of the four towns.
Ensure pre-application discussions with developers include consideration of archaeological potential.	Ongoing	LPAs and their archaeological advisors	Number of pre-application discussions and outcomes.	Archaeological considerations are factored in at an early stage in developers' plans.
Policy 2C		Marine historic assets will be assessed, recorded and protected according to their significance; there will be a presumption against proposals that would disturb significant historic assets.		
Marine licences within the essential setting should take account of the WHS and its values.	Ongoing	Natural Resources Wales/Cadw	Number of applications, consultations and outcomes.	The essential setting of the WHS is protected.

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Policy 2D		There will be active dissemination of the outcomes of all archaeological work undertaken within the World Heritage Site and its setting.		
Reports on archaeological work carried out in the WHS will be deposited with the regional HER and NMRW.	Ongoing	Cadw/partners	Number of new records, articles, web resources, books.	There is greater awareness of the emerging understanding of the WHS.
Bodies undertaking archaeological work will be encouraged to arrange public open days, access and prepare popular publications.	Ongoing	Cadw/LPAs	Number of open days, events, publications etc.	As above.

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Objective 3		Safeguard the setting of the World Heritage Site for the benefit of future generations. ▸		
Policy 3A		World Heritage Site partners will work together to make full use of available planning tools to protect and enhance the setting of the World Heritage Site.		
Members of the WHS steering group to formally adopt final management plan through their own procedures.	Short	WHS partners	Management plan is adopted.	The WHS is safeguarded through a current management plan that is adopted by LPAs and supported by SPG.
LPAs to develop and adopt shared SPG.	Medium	LPAs	LPAs produce shared SPG.	As above.
LPAs review application of Article 4 Directions to support protection of the WHS and its setting within each of the four towns of Beaumaris, Caernarfon, Conwy and Harlech.	Medium	LPAs	Article 4 Directions cover the WHS and essential setting in each of the four towns.	There is a consistent approach to use of Article 4 Directions within all four of the WHS towns.
Encourage statutory undertakers to use their permitted development rights sensitively.	Medium	LPAs/Cadw	Statutory undertakers take account of WHS.	The WHS and its setting are protected.
Where appropriate, make use of Section 106 agreements/CIL to support enhancement of the WHS.	Ongoing	LPAs	Number of Section 106 agreements/CIL contributions made.	Opportunities to enhance the WHS are actively sought and obtained.

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Policy 3B		The performance of the existing mechanism of essential setting and significant views as a means of protecting the Outstanding Universal Value, integrity and authenticity of the World Heritage Site will be monitored during the lifetime of the management plan.		
Identify developments taking place within the essential setting and assess their impact on the OUV.	Ongoing	LPAs/Cadw	Numbers of planning applications (including appeal decisions) and outcomes.	The impact of new development on the setting of the WHS is considered, assessed and monitored appropriately.
Policy 3C		New development is to be of appropriate design, scale and massing so that it preserves and enhances the setting of the World Heritage Site, respects significant views and reinforces a sense of arrival.		
Development briefs will be prepared for sensitive sites.	Ongoing	Developers/LPAs (with support from Cadw)	List of potential sites for each WHS town produced. Development briefs prepared.	The WHS and its setting are protected and new development is sensitive and appropriate.
Encourage pre-application meetings where a proposal falls within the essential setting or lines of significant views, or might have an impact on the sense of arrival.	Ongoing	LPAs	Numbers of pre-application meetings held between LPAs and applicants, and their outcomes.	As above.
Follow ICOMOS guidance for heritage impact assessment for significant development proposals.	Ongoing	LPAs	Number of heritage impact statements received by LPAs.	As above.
Ensure design and access statements include full context appraisal.	Ongoing	LPAs	Number of design and access statements with full context appraisal.	As above.

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<p>Consult ICOMOS-UK over large developments with the potential to affect the OUV of the WHS.</p> <p>Provide regular programmes of training for elected members on Planning Committees to assist in their consideration of planning applications.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>LPAs/Cadw</p> <p>LPAs</p>	<p>Documented consultations with ICOMOS-UK.</p> <p>Number of training sessions held for elected members.</p>	<p>As above.</p> <p>As above.</p>
Policy 3D		Action will be taken to improve the condition of listed buildings and monuments at risk within the World Heritage Site boundary and its essential setting.		
Identify buildings and monuments at risk in each town, current condition and ownership, and take action as appropriate.	Ongoing	LPAs/Cadw	Reduction in number of buildings and monuments at risk within WHS essential setting.	The setting of the WHS is enhanced as a result of the reduction in heritage at risk.
Policy 3E		Cadw, local authorities, Snowdonia National Park Authority and other stakeholders will work together to safeguard the setting of the World Heritage Site.		
Partners will ensure that their own development proposals comply with good practice requirements and will bring them to the WHS steering group for consultation.	Ongoing	Cadw/LAs/SNPA	Proposals taken to the steering group.	Setting of WHS is protected and enhanced.

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LAs, SNPA and Cadw will work with civic societies and other local interest groups to strengthen their role in protecting the setting of the WHS.	Ongoing	Cadw/LAs/SNPA	Activities relating to protection and promotion of the WHS and its setting; for example, responding to planning applications, involvement in characterisation work, involvement in identification and preservation of buildings at risk.	Enhanced engagement in protection and promotion of the WHS.
Civic societies and other local interest groups will play an active part in protecting and promoting the WHS and its setting.	Ongoing	Civic societies, other local interest groups	As above.	As above.

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Objective 4		Support and promote local distinctiveness within the World Heritage Site, recognising the characteristics and diversity of each of the four towns. ▽		
Policy 4A		The legibility of the plot pattern in the four towns will be protected.		
Raise awareness amongst stakeholders and potential developers about the importance of plot pattern and design.	Short	LPAs	Number of organisations/ developers engaged at pre-application stage.	There is no loss of legibility of the plot pattern in any of the four towns.
Ensure pre-application meetings with developers identify the importance of plot patterns within each settlement.	Short	LPAs	As above.	As above.
Policy 4B		Historic character will be used to better understand the four towns and inform future development helping enhance their distinctiveness and safeguard the World Heritage Site.		
Complete historic character studies for each town and integrate into the management plan.	Medium	LPAs/civic societies	A character study is completed for each of the four towns.	A source of information is developed for each town, which can be drawn on by a variety of stakeholders for a variety of purposes.
Policy 4C		The individual character and appearance of the four town centres will be protected and enhanced. Proposals for changes to the appearance of buildings within each of the town centres, for example, to shopfronts, will be assessed against available guidance, such as conservation area standards or local design guides.		
Public bodies and local businesses work together to identify potential townscape improvements.	Medium	LPAs/Cadw/local businesses	Number of improvement schemes implemented during the lifetime of the management plan.	There is more collaborative working between public and private sector organisations.

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Policy 4D		Enterprises that derive social or economic benefit from the World Heritage Site and which enhance local distinctiveness will be fostered.		
Create a forum for local enterprise within each of the castle towns (this may be a subgroup of an existing forum where such already exist. See Policy 6E).	Short to medium	Cadw, town and community councils, established business forums — HWB Caernarfon	Actions and opportunities are implemented as a result of forums.	There is greater awareness amongst local stakeholders about the role of the WHS in promoting local distinctiveness.

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Objective 5		Use World Heritage Site status to support sustainable economic diversity and growth in the local and regional economy. ▸		
Policy 5A		Regeneration opportunities that complement or enhance the World Heritage Site will be supported.		
Continue to deliver heritage-led regeneration programme at Caernarfon, including key strategic heritage projects Porth Mawr, Porth yr Aur and castle improvements.	Short	Cadw lead Partners: LPAs	Number of jobs created and accommodated (direct/indirect).	New regeneration opportunities are identified and key heritage projects are delivered in each of the four WHS towns in collaboration with stakeholders.
Continue staff support for evolving regeneration proposals in Harlech.	Ongoing	Cadw lead Partners: LPAs	Number of regeneration projects underway/completed.	As above.
Facilitate or support annual stakeholder workshops to identify regeneration and economic development opportunities.	Ongoing	Cadw, town and community councils, established business forums — HWB Caernarfon	Number of regeneration opportunities identified.	As above.
Take forward individual regeneration opportunities through a partnership approach working with relevant stakeholders to ensure the inclusion of the vision and objectives of the management plan.	Ongoing	Cadw lead Partners: LPAs	Total investment value.	As above.

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Policy 5B		The conservation work programme will be used as a catalyst to encourage the development and continuation of traditional skills and specialist conservation work.		
Identify and promote opportunities for work placements and apprenticeships to develop traditional buildings skills.	Short	Cadw Partners: LAs/SNPA/ local businesses/civic societies	Apprentices, training positions or work placements are created.	The WHS is used as a catalyst to promote and develop traditional building skills.
Raise awareness of conservation work arising out of the action plan amongst local business and groups.	Medium	Cadw/project leads	Local employees are used in conservation work.	As above.
Policy 5C		Improved understanding of the World Heritage Site will aid partnership working and investment opportunities.		
Undertake a 'Solving our own problems' type pilot in one of the four settlements.	Short	Cadw/town and community councils	A community-based needs assessment.	There is greater awareness amongst local stakeholders about the role of the WHS in emphasising local distinctiveness.
Consider and explore opportunities to utilise local forums to progress key destination management and regeneration issues.	Short to medium	Cadw, town and community councils, established business forums — HWB Caernarfon	Local business forum to promote the WHS exists. Number and outcomes of investment projects linked with WHS.	As above.

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Policy 5D		There will be collaborative working with other relevant initiatives to build and enhance economic conditions (the nomination of the Slate Industry of North Wales for World Heritage Site status, the development of the Snowdonia National Park Authority management plan and the Geomon geopark).		
Collaborate with the steering group of the Slate Industry of North Wales WHS nomination, SNPA and Geomon geopark to consider relevant economic and regeneration opportunities.	Ongoing	Cadw/Gwynedd Council/SNPA	Number of joint projects.	Tangible socio-economic benefits.

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Objective 6		Provide a visitor experience that is unique and of the highest quality. ▸		
Policy 6A		Signage on the approaches to the World Heritage Site, within the castles and in the public realm around them will be of high quality and consistent design, and will contribute to a sense of arrival and a high-quality visitor experience.		
Audit existing regional and local directional signage (signposting both to and within the WHS).	Short to medium	LAs/SNPA/Visit Wales	An audit of signage is undertaken in each WHS town.	There is a reduction of signage in sensitive locations and achievement of consistent and integrated signage throughout the WHS.
Encourage use of consistent style for all new signs and seek opportunities to integrate signage.	Short to medium	LAs/SNPA/Visit Wales	Style guide provided.	As above.
Review Cadw signage to ensure it is necessary and located sensitively.	Short to medium	Cadw	An audit of Cadw signage is completed for each site.	As above.
Improve streetscapes by removing all unnecessary/redundant/poor quality signage and street furniture, replacing where appropriate.	Short to medium	LAs/SNPA/local businesses	Number and outcome of projects to improve streetscapes.	As above.

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Policy 6B		Physical and virtual public access to the town walls in Conwy and Caernarfon will be maximised.		
Seek opportunities to improve physical access by opening up new sections of wall walk.	Medium to long	Cadw/stakeholders	Number of opportunities identified for the improvement of access. Overall distance of town walls accessible to public.	A variety of visitor opportunities are established, increasing visitor numbers across the four locations and contributing to the unique selling point of the WHS as a destination.
Develop interpretation resources to enable virtual access to the castles and town walls.	Short to medium	Cadw	Overall distance of town walls with virtual access.	As above.
Policy 6C		Visitor facilities within each of the four towns will be of a high standard of design and quality, reflecting the world-class nature of the World Heritage Site.		
Encourage the development of townscape audit exercises with relevant partners within each of the four towns.	Medium to long	LAs/SNPA/local businesses	Close working relationships are established between partners and stakeholders.	The WHS is a high-quality destination, with good tourist facilities.

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Policy 6D		Consistent, high-quality, world-class interpretation will be provided throughout the World Heritage Site and the four towns, guided by the overarching interpretation plan.		
Audit the condition and quality of interpretation across the WHS and its setting on a regular basis.	Ongoing	Cadw/LAs/WHS steering group	Annual quality check of interpretation at each location.	Quality-assured interpretation exists at each location with appropriate cross references between and beyond sites. Audiences have better understanding of the history and context of the WHS. New and repeat visits are encouraged through a firm understanding of audience satisfaction and requirements.
Establish an overarching interpretation plan.	Short to medium	Cadw	An overarching interpretation plan is created.	
Review audience satisfaction with interpretation regularly.	Ongoing	Cadw	VAQAS visitor satisfaction is recorded as high/excellent.	
Review audience understanding of interpretation regularly.	Ongoing	Cadw	Visitor satisfaction is recorded as high/excellent through visitor survey exercises	
Establish networks to share information between sites about the WHS, events and activities.	Ongoing	Cadw	Staff understand the WHS, its OUV and have access to event and activity information throughout the whole WHS.	
Policy 6E		A partnership approach with other providers of visitor facilities in each town will be employed to create a unique cultural experience at each location.		
Convene annual business forum (see Policy 4D) at which opportunities to provide joined-up cultural experiences can be developed.	Short	Cadw, town and community councils, established business forums — HWB Caernarfon	Number of collaborative events.	The visitor experience at each of the four castles is varied and offers joined-up cultural experiences.

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Objective 7		Market and promote the four locations of Beaumaris, Caernarfon, Conwy and Harlech as a single World Heritage Site to ensure a coherent and integrated approach. ▸		
Policy 7A		There will be collective approaches to publicise the four locations and the promotion of the World Heritage Site.		
Prepare a marketing approach for the whole WHS that will include exploring ticketing and retail opportunities.	Short to medium	Cadw/Visit Wales/ partners	Approach adopted by all partners. Digital marketing campaign.	There are increased visitor numbers at all four locations.
Policy 7B		Partners will look actively to improve the identity and brand recognition of the World Heritage Site.		
Explore opportunities to develop branding, logo and guidelines for their use.	Short	Cadw/Visit Wales	A brand, logo and guidelines created and adopted.	There is widespread awareness of the WHS identity amongst local businesses and the wider community.
Policy 7C		Cadw, local authorities, Snowdonia National Park Authority and key public and private sector partners will work together to deliver a coherent annual programme of events.		
Undertake joint planning to develop annual programmes of events including specific activities on promoting and supporting the Welsh language.	Ongoing	Cadw/partners	Annual event meeting.	Improved awareness amongst residents and visitors that the four locations make up a single WHS.
Encourage all partners to be aware and promote programme of events across all marketing platforms.	Ongoing	WHS steering group/ Visit Wales/local businesses	Number of visitors to events.	There are increased visitor numbers at all four locations.

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Policy 7D		Cadw and partners will work with Visit Wales to explore relevant marketing opportunities.		
Undertake relevant discussions and planning with Visit Wales to identify and promote the WHS as a key part of the evolving 'routes' approach.	Short to medium	Cadw/Visit Wales	WHS promoted by Visit Wales in its 'routes' approach.	Increased awareness of WHS.

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Objective 8		Encourage greater use of sustainable modes of travel as a means of visiting each of the destinations within the World Heritage Site without detriment to the qualities that demonstrate the uniqueness of the World Heritage Site on an international level. ▽		
Policy 8A		The use of sustainable methods of travel to visit the castles and towns of the World Heritage Site will be encouraged.		
Develop a transport baseline for the whole WHS which identifies how people arrive and travel between locations, and then undertake regular surveys.	Short to medium	LAs/SNPA	Baseline document to inform future strategy development.	There is an increase in the number of WHS visitors using sustainable modes of travel, resulting in a reduction in traffic congestion.
Bring together coach, bus and rail operators to discuss joined-up approach to sustainable travel in north Wales and opportunities for individual attractions.	Short to medium	Cadw/Welsh Government transport/ LAs/SNPA/transport operators	Opportunities to promote sustainable travel identified.	As above.
Review opportunities for joint ticketing with partners/transport providers.	Short	Cadw/public transport operators	Joint ticketing initiative.	As above.
Explore opportunities for waterborne transport, and for enhancing links with existing walking and cycling routes.	Short to medium	All partners	Number of new or improved sustainable transport routes.	As above.

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Policy 8B		Innovative ways to manage car parking during the peak visitor season to alleviate congestion will be explored, including park-and-ride, coach drop-off facilities and shared parking arrangements.		
Prepare draft parking strategy for one of the four towns and pilot implementation.	Medium	LAs/SNPA	Strategy adopted and put into practice.	Current parking issues are alleviated.
Develop improved public transport infrastructure/parking/drop-off arrangements.	Medium	LAs/SNPA	Number of improved public transport, parking and drop-off facilities.	As above.
Identify opportunities within each town where visitor parking can be shared with parking for other uses and explore feasibility with landowners.	Medium	Cadw/LAs/SNPA	Number of shared parking opportunities identified and number of spaces provided.	As above.

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Objective 9		Raise awareness and promote understanding of World Heritage amongst a range of audiences, including local communities, engendering pride in their unique culture and heritage. ▽		
Policy 9A		Active programmes of engagement will be delivered to raise awareness and provide learning opportunities.		
Create an annual programme of community engagement.	Short	Cadw/LAs/SNPA/ community and town councils.	Programme is created. Number of engagement opportunities per annum. New organisations engaged.	There is increased engagement over the lifetime of the management plan with new and existing organisations.
Policy 9B		Learning and skill development opportunities through volunteering will be encouraged.		
Identify range of volunteering opportunities.	Medium	Cadw	Increased number of volunteers.	More volunteering opportunities are created and a culture of volunteering within the WHS is created.
Promote volunteering opportunities through the medium of Welsh.	Medium	Cadw	As above.	As above.

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Policy 9C		A clear lifelong learning approach to improve understanding and enjoyment of the World Heritage Site will be adopted.		
Develop Youth Ambassador Scheme with key local partners.	Short to medium	Cadw/LAs and SNPA	Audience development plan prepared for the WHS.	There is increased engagement over the lifetime of the management plan with children and young people.
Improve and develop direct links with local schools to help deliver key curriculum or school development activities (such as participation within Pioneer areas).	Medium	Cadw lead Partners: local schools	Tailored education programme established.	As above.
Continue to deliver World Heritage facilitated programme.	Ongoing	Cadw	Increased number of educational events undertaken for individual stakeholder groups.	As above.
Policy 9D		Collaborative opportunities for learning will be established through links with other World Heritage Sites (especially in Wales) and World Heritage UK.		
Maintain links with other WHS and World Heritage UK, including attendance at conferences, training events.	Ongoing	Cadw	Participation in other WHS and World Heritage UK events and input into best-practice guidance.	Best-practice guidance shared and implemented.

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Objective 10		To develop improved understanding of the World Heritage Site and help better inform its future management. ▽		
Policy 10A		A programme of broad research will be prepared for the World Heritage Site.		
Preparation of research programme for the WHS.	Short to medium	Cadw	Research programme developed.	Improved understanding of the WHS and its significance.
Policy 10B		Cadw will work closely with relevant institutions and organisations (for example, the Gwynedd Archaeological Trust, universities and civic societies) to share knowledge and research findings.		
Work with appropriate organisations and develop research links.	Short	Cadw and research partners	Number of new joint research projects.	Links are developed with academic institutions and there is greater awareness of research findings.
Disseminate research to wider audiences.	Ongoing	Cadw and research partners.	Number of events held to disseminate research findings. Number of papers, articles, books and other publications.	As above.

Actions	Timescale <i>Short term: 1 to 2 years Medium term: 3 to 5 years Long term: more than 5 years</i>	Responsibility <i>(Resources are within existing budgets of individual organisations unless otherwise stated.)</i>	Measurable Outputs	Outcome
Objective 11		Identify, remove and/or mitigate risks to the Outstanding Universal Value of the World Heritage Site. ↴		
Policy 11A		Comprehensive risk management will be fully integrated into management arrangements.		
Prepare a risk management strategy in accordance with best-practice guidance.	Short	Cadw	Risk management strategy in place.	The future of the WHS is safeguarded through appropriate risk management.
Prepare a risk register setting out risks, mitigation, potential actions and management.	Short	Cadw	Risk register in place.	As above.
Review and update risk register regularly.	Ongoing	Cadw/WHS steering group	Annual review of risk register and implementation of actions.	As above.
Policy 11B		The likely future impact of climate change on the World Heritage Site will be reviewed and assessed regularly.		
Consider the findings of the latest report on climate change by the Welsh Historic Environment Group (based on the strategic approach for assessing and addressing the potential impact of climate change on the historic environment ²) and build into agreed risk management approach.	Ongoing	Cadw/national agencies	Inclusion of actions and mitigation measures in risk register.	The future of the WHS is safeguarded through appropriate risk management.

² A Strategic Approach for Assessing and Addressing the Potential Impact of Climate Change on the Historic Environment, The Countryside and Community Research Institute, Dyfed Archeological Trust and the Centre for Environmental Change and Quaternary Research, University of Gloucestershire for the Historic Environment Group — Climate Change Subgroup, 2012. www.cadw.gov.wales/docs/cadw/publications/Climate_Change_on_the_Historic_Environment_of_Wales_EN_CY.pdf

Actions	Timescale <i>Short term: 1 to 2 years</i> <i>Medium term: 3 to 5 years</i> <i>Long term: more than 5 years</i>	Responsibility <i>(Resources are within existing budgets of individual organisations unless otherwise stated.)</i>	Measurable Outputs	Outcome
Work with partners such as Natural Resources Wales to develop options and sensitive mitigation measures as and when required.	Ongoing	Cadw/LPAs/Natural Resources Wales	Regular interaction and improved working relationships with national agencies.	As above.

Actions	Timescale <i>Short term: 1 to 2 years Medium term: 3 to 5 years Long term: more than 5 years</i>	Responsibility <i>(Resources are within existing budgets of individual organisations unless otherwise stated.)</i>	Measurable Outputs	Outcome
Objective 12		Recognise the importance of nurturing existing partnerships and the development of new partnerships, as appropriate, to support the continued management of the World Heritage Site. ▸		
Policy 12A		The effectiveness of the World Heritage Site management structure and membership representation will be reviewed regularly.		
Consider key management structure requirements on an annual basis, including a review of membership.	Ongoing/annual	Cadw	Feedback from members and subsequent report.	WHS management structure remains effective and is representative of different sectors, organisations, communities and interests.
Policy 12B		Appropriate and effective monitoring and review of the management plan will take place to supplement the UNESCO periodic review programme.		
Undertake comprehensive review of the management plan within 3–5 years of publication.	Medium to long	Cadw	Completion of revised management plan. Relevant information to participate in UNESCO periodic review.	The future of the WHS is safeguarded through effective and proper management