

Brecon Beacons National Park Authority – Change Programme Action Plan

Progress Report 2 – To Audit and Scrutiny Committee: 23 July 2021

In response to Audit Wales - Brecon Beacons National Park Authority – [Delivery of Change Programme](#) (2259A2020-21)
Feb 18th 2021

[Link to Glossary at end](#)

	Audit Wales Recommendation	Actions (workstreams to be expanded)	Account ability	Govn'ce required	By When	Progress to date	What does success look like? Actions will be marked closed when completed in full
Rec 1	Drive Forward the Change programme						
R1.1	Develop and agree an Action Plan with clear milestones for delivering the Change Programme	Develop Draft Change Programme Action Plan (CPAP) Consult all staff and members Present for approval to NPA	Transition Director (TD)	NPA March 30th	March 2021 17/3/21 30/3/21	CPAP approved by NPA on 30 March Staff and members advised of revised timescale for appointment of Heads of Service. Engaged with key stakeholders as part of	Action Closed (all actions agreed)

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						the appointment of CEO.	
		Interim staff structure in place, including senior leadership team.	TD / CEO	TD / CEO	May 21	Transition Director in post. CEO starts 19/07/21 Interim senior team confirmed to Oct 21	Action Closed In place and communicated to staff and members.
		Drive progress on Change Programme and long-term staff structure to include: Proposal for BBNPA Monitoring Officer and	TD / Finance Officer	NPA	Ongoing 30/06/21	Proposals for permanent senior leadership team to NPA on 09/08/21 New appointee commenced 1/7/21 (12 month contract)	New senior leadership team recruited. Action closed Post filled. The Authority has

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		Authority solicitor - combined post				and outgoing MO retained for key meetings during July 21.	permanent legal/Data Protection advice through statutory post of Monitoring Officer
		Permanent staff structure re- confirmed.	TD / CEO	NPA	09/08/21	Going to NPA on 09/08/21.	Once approved at NPA
		Programme for recruitment in place: including milestones and end date for Change Programme.	TD / CEO	NPA	NPA Autumn 2021	Recruitment paused as recorded above. 14/07/21 – recruitment will follow NPA approval of new structure.	Approved at NPA
		Values and Behaviours reviewed & agreed for staff and members of Authority	TD / CEO / HR	NPA	NPA 28/5/21	TD and DSM met with Chairs 24/5/21 to discuss how this would be carried out. Work delayed by other priorities but a working group about to be convened.	Approved at NPA

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						14/07/21 – ongoing	
		Staff Performance Appraisal system approved which aligns performance to BBNPA vision, KPIs and values and behaviours	HR / TD / CEO	NPA	NPA 30/7/21	Lack of capacity affecting progress at present 14/07/21 – this will be delayed until the autumn 21	Approved at NPA
		Staff Appraisals completed for 100% of staff by the end of the first full year of operation. Development is identified and a programme of work confirmed	HR / Line Managers	NPA	31/12/22	14/07/21 - ongoing	100% compliance
R1.2	Vest Scrutiny of delivery of CPAP in the Audit & Scrutiny Committee	Programme with milestones set for Audit and Scrutiny to monitor delivery of Change Programme. Additional meetings to be called as / if required. Risk-based approach to reporting.	TD / CEO	Audit & Scrutiny committee 7/5/21	A&S 7/5/21	First report to Audit went Scrutiny on 7/5/21 and the second on 23/7/21. Interim update sent to Audit Wales at end of May 2021. Regular officer meetings with Audit Wales to discuss progress.	A&S regular confirmation to NPA that progress is being maintained

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R1.3	Monitor implementation of the CPAP monthly to ensure actions are progressed and Change Programme concluded.	<p>Set up CPAP monthly monitoring group and report quarterly to Audit & Scrutiny.</p> <p>Use project management approach and risk-based reporting to monitor progress.</p>	TD / CEO / HR	TD /CEO & Leadership Team	From 01/04/21	DSM project manager for the action plan and will report to CGT and ASC. Detailed operational plan drawn up and being monitored and updated by DSM.	Confirmation – programme on track and completed.
R1.4	Regularly update & communicate progress on delivering Change Programme to all members and staff.	Circulate proposed CPAP to all staff and members	TD / CEO / Chair BBNPA	17-22 nd March 21		<p>Staff will be able to see progress reports in Audit and Scrutiny agendas</p> <p>14/07/21 – regular updates have been given to all staff through emails, newsletter and all staff meetings. All staff being consulted on proposals for senior team 15/07/21</p>	Record of regular updates
		Two weekly newsletter on progress on Change Programme to all staff and members	TD / CEO	From 01/04/21		The Transition Director is sending two weekly newsletters to staff	Circulated from 01/04/21

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						and members with positive messages and information	
		Monthly All staff meetings or meetings with Teams	TD / CEO	From 01/04/21		All staff meeting held on 14/4/21 to advise staff of delay in appointments and on 17/7/21 to introduce the consultant working with the Transition Director All staff meeting with new CEO on 20/07/21	All staff are kept up to date with organisational news
R1.5	Address poor morale amongst staff by ensuring officers have sufficient line manager and wider organisational support	Interim and permanent staff structure has appropriate line management responsibilities.	TD / CEO	NPA 28/5/21	NPA 16/4/21	Transition Director has ensured everyone has an interim line-managers pending the final structure. Temporary Corporate Governance (senior leadership) Team in place. TD also putting in place extra staff resources to relieve pressure but concerns	All teams are clear about line management and feel supported. Number of direct reports appropriate to size of team

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						remain for specific work areas (14/07/21)	
		Clear reporting lines for raising concerns and monitoring.	Monitoring officer / HR / DSM		July 2021	The DSM will work with the new MO on this	Process in place and communicated to staff and members; monitoring reports to Audit and Scrutiny
		Monthly pulse staff surveys to check level of confidence	HR / TD / CEO	From April 21	Report to Audit & Scrutiny	Survey completed in relation to staff confidence in returning to the office and future working arrangements. First Pulse survey requested for August 21 to check staff morale / levels of confidence since the Audit Wales Survey (14/07/21)	Results reported to A&S
2	Strengthen Governance						
R2.1	Review and clarify roles and responsibilities of members and officers to ensure standards for	Explore undertaking review in conjunctions with Welsh Government, WLGA and other NPAs to deliver best	MO, DSM and G&MDWG	NPA	30/7/21	Deputy Chair has discussed options for a review of the NPA member role and	Review complete and staff and members know what protocols are in

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	conduct and required behaviour are clear and unambiguous, including what to do if things are not working.	<p>practice model which can be applied beyond BBNPA</p> <p>Include appropriate protocols for comms between members / officers</p> <p>Include review / simplification of Scheme of Delegation</p> <p>Include clear process for monitoring compliance and</p>				<p>reported to G&MDWG on 23/4/21 with actions to follow up.</p> <p>Chair, Deputy Chair and DSM have fed into WG consultation on the protocol for local authorities appointing members to NPAs in Wales. This aims to highlight the importance of skills and experience of members and the requirement to have performance development reviews</p> <p>Outgoing MO has redrafted SoD which will go to NPA during August / September 21.</p> <p>Review other documents scheduled for G&MDWG.</p>	<p>place and how to invoke them if things go wrong</p> <p>Clear monitoring in place</p> <p>Revised Scheme of Delegation approved by NPA</p> <p>Process reviewed, in place and communicated</p>

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		<p>addressing breaches as part of documents</p> <p>Clarify role of Monitoring Officer to staff</p> <p>Integrate work of Board Effectiveness.</p> <p>Ensure part of Induction for staff and members</p>				<p>Role of MO clarified in the FAQ on Regulatory Documents, published online in May 2021 and communicated to staff and members.</p> <p>Board Effectiveness work has been integrated into a detailed operational work plan. Work is ongoing.</p>	All clear on role of MO
		Circulate revised documents / protocols to all staff / members and upload	DSM & Chair of G&MDW G	NPA for any changes	After 30/7/21	DSM is working with the new Monitoring Officer on review of protocols	Circulated / uploaded and training given to staff
		Quarterly reporting on compliance / roles	DSM & Chair of G&MDW G	Audit & Scrutiny Committee	From 22/10/21		Appropriate action taken to address non-compliance

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		Monitoring through staff and member annual performance appraisal	All Line managers / Chairs / HR / DSM		From start of first cycle after approval of appraisal system	2/3 members have had a PDR – aim is 100% next year.	Member and staff appraisals are 100% completed and issues addressed in timely and appropriate way
R2.2	Develop a programme of training and support to ensure all members and officers understand their responsibilities and expected behaviours	Mandatory training for all existing and new members and officers (include in Induction) with reference to protocols and sanctions, and refreshed sessions delivered as needed	DSM / Monitoring Officer / HR	G&MDWG	From 30/7/21	The departure of the MO (30/06) will have an impact on the deadline. Videos on conduct issues are in place for members and will be used for three new members just appointed. Meeting with Chairs 24/5/21 explored options for self-reflection after meetings, recording all meetings, watching recordings	All staff and members know where to find guidance and what to do if things go wrong. Complaints are handled well, investigated appropriately and concluded promptly. The Authority will be led by a strong and effective team of members and senior officers who have the confidence of
		Ensure clear documents and protocols, FAQs and advice is available to both staff and members				DSM has produced an FAQ on all regulatory documents – now	

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						published and disseminated	staff and external partners. Appropriate behaviours are demonstrated in public meetings and interactions between officers and members.
		Explore delivery of training for members and senior officers through external facilitator in order to build a strong team.				Discussed with Chairs on 24/5/21 and options explored for workshops and facilitated sessions, both now and once the new leadership team is in place	Governance will be more effective, efficient and appropriate to the size, risk and scope of the NPA. Positive feedback from members and staff in pulse surveys
R2.3	Ensure all key policies for standards of conduct and required behaviours are strictly adhered to	Review and re-publish protocols and standards to include: Member/Officer Protocol Scheme of Delegation (where relevant) Code of Corporate Governance.	CEO / Chairs & MO	National Park Authority	Autumn 2021	These are being reviewed with new MO but it is hoped to seek approval for any changes and reissue in the Autumn.	Policies and standards re-published, advised and all staff and members clear on process for invoking these

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		Local Resolution Protocol.					
		Above protocols to be communicated to all staff and members and reinforced in the training (re R2.2)	Monitoring Officer / DSM		From 30/7/21	To be discussed	Communications / training delivered
		Deliver training for chairs in managing meetings, reinforcing good behaviour, and applying protocols	Monitoring Officer / DSM		From 30/7/21	Discussed with Chairs on 24/5/21. DSM to do further work on this. Three members have completed training with Pembrokeshire Coast NPA members on 30/6/21	Training delivered and Chairs confident in applying protocols
		Monitoring of compliance in place	Monitoring Officer / DSM	Audit & Scrutiny monitoring / reporting	Immediate	To be discussed with the new MO	Quarterly monitoring / reporting in place and breaches addressed
		Debriefing sessions post committee meetings between lead staff and Chairs	TD / CEO & Chairs		Immediate	These are now being scheduled after Authority meetings.	Record, address and monitor any issues raised. Appropriate behaviours are demonstrated in public meetings and interaction between

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R2.4	Review how changes to officers and members responsibilities and roles are working in practice within next 12 months.	Quarterly reporting to NPA from A&S monitoring. Pulse surveys carried out to check understanding and confidence	CEO / Monitoring Officer / Chair / Deputy Chair	NPA	From 30/7/21		Reporting in place and those responsible held accountable by A&S. Positive trend to outcomes from surveys
		Debrief with Chair, Deputy, CEO and relevant officers after each public meeting to review decisions, actions and effectiveness of the meeting	Chair / CEO	None	Immediate	These are now being scheduled for the Authority and Audit and Scrutiny Committee	Any issues arising out of meetings are addressed in a timely and appropriate way. Appropriate behaviours are demonstrated in public meetings and interaction between officers and members. Use feedback from pulse surveys to judge impact over time.

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3	Strengthen Decision making						
R3.1	Review the role of the Park Policy Forum (PPF), how it works in practice and in relation to the constitution and proper decision making of the executive (Authority)	Review Terms of Reference and Scheme of Delegation as they apply to for PPF, to include clarity on: <ul style="list-style-type: none"> • Purpose and remit • Frequency of meetings and how serviced • Membership of PPF • Protocol for Agenda setting • Protocol for recommendations from PPF to NPA • Opportunities for public engagement 	TD / CEO / Monitoring Officer, DSM, Chair and Deputy Chair of PPF	NPA	28/5/21	Recommendations on member/officer roles in policy development agreed by NPA on 21/7/21. Terms of reference for new Policy Programme Group approved by NPA on 5/7/21 All Policy Forum meetings are now recorded (for internal use only). Positive feedback given to officers on papers presented.	Action Closed Review complete and published. Meetings follow reviewed remit and staff and members have confidence in the process and outcomes
		Once ToR and Scheme of Delegation approved, review description of the role of PPF on the BBNPA website / internal website. Use Authority newsletter to update staff and members.	CEO, DSM, Comms Officer		Post 28/5/21	These are in the process of being updated (15/7/21)	Presence of ToR, SO and supporting information available on internal and external BBNPA web

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R3.2	Ensure all relevant papers to Authority meetings are written in plain simple & clear language that explains technical terms, avoids jargon & clearly sets out the rationale for recommendations	<p>Advice/training to be reissued to all staff clarifying their accountability for the clarity of reports, content, style and format.</p> <p>Further training for staff on Modern.gov to ensure decision making process flows effectively and that they submit agenda items in advance and build in time to check reports with colleagues before sign off</p> <p>Encourage feedback on clarity of reports from members of committees to DSM</p> <p>All minutes of meetings to be a record of decisions and a summary of discussion but not verbatim</p>	DSM / Public Affairs Manager & Comms Officer	Consult with G&MDWG	Immediate	<p>Papers have received positive feedback from members for their clarity and professional, evidence based approach</p> <p>Meeting with Civica (Modern.gov) on 28/4/21 to address final issues with system following cyber-attack, then training sessions to be arranged.</p> <p>Will be requested from members to be considered by Governance and Member Development Working Group</p> <p>NPA minutes have been scaled down and</p>	<p>Members are able to make decisions based on information supplied</p> <p>Staff are clear how to submit agenda items, write reports and get them signed off and this is supported and overseen by managers</p>

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						<p>do not report verbatim comments.</p> <p>G&MDWG discussed whether to recommend the inclusion of Matters Arising and opted against (15/2/21)</p>	

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Glossary

A&S	Audit and Scrutiny Committee
CEO	Chief Executive Officer
CP	Change Programme
CPAP	Change Programme Action Plan
DSM	Democratic Services Manager
G&MDWG	Governance and Member Development Working Group
HR	Human Resources
KPIs	Key Performance Indicators
NPA	National Park Authority
PPF	Park Policy Forum
Pulse Survey	Regular short survey to monitor how people are feeling about change, to show trends
SO	Standing Orders
SoD	Scheme of Delegation
TD	Transition Director
ToR	Terms of reference
WLGA	Welsh Local Government Association