

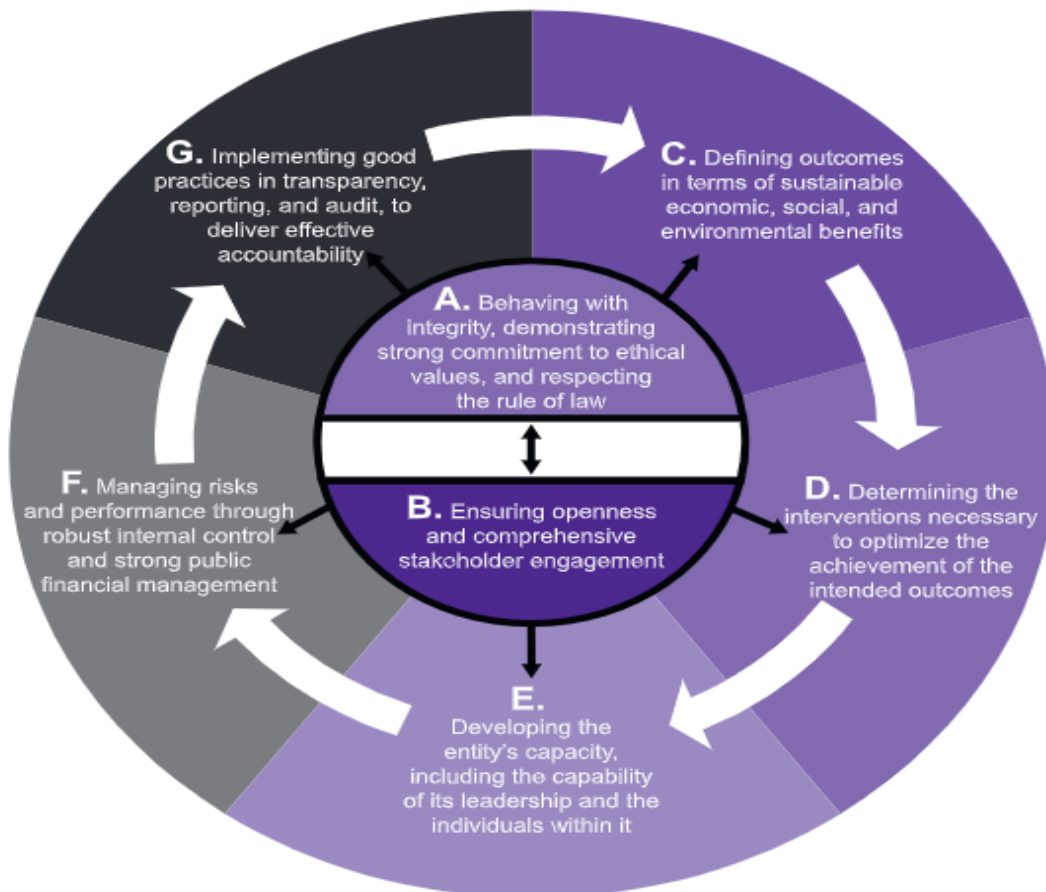
# BRECON BEACONS NATIONAL PARK AUTHORITY ANNUAL GOVERNANCE STATEMENT 2021-22

## Executive Summary

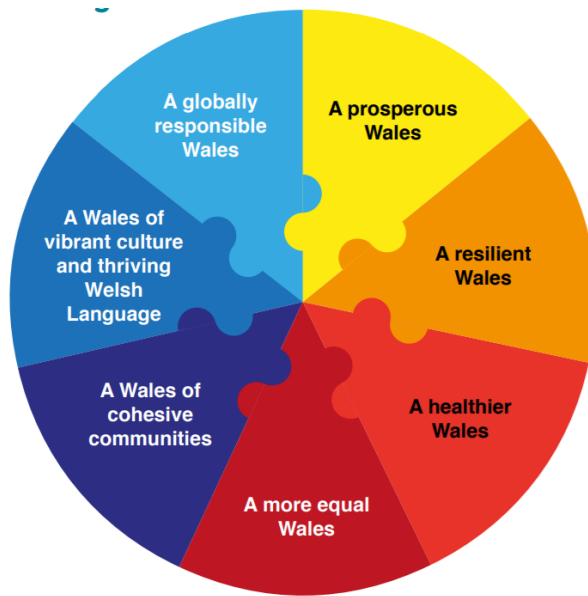
### A) Responsibility for Governance

The Brecon Beacons National Park Authority (BBNPA) aspires to high standards of governance, behaviour and compliance through a partnership of members, officers, stakeholder organisations and individuals.

Responsibility for a sound system of governance sits with BBNPA which comprises [18 members: 12](#) appointed from the seven constituent Local Authorities and 6 appointed by the Welsh Government. In doing this, it commits to the seven principles of good governance defined by the Chartered Institute of Public Finance and Accountancy (CIPFA) in its *Delivering Good Governance in Local Government Framework 2016*:



It also commits to the wellbeing goals set out in the Wellbeing of Future Generations (Wales) Act 2015:



## **B) Commitment to address governance issues and keep arrangements under review**

Throughout 2021/22 BBNPA continued the work to deliver the statutory recommendations contained in the February 2021 Audit Wales report. Although progress was made, the lack of sufficient progress led to a further report from Audit Wales published in March 2022<sup>1</sup> which concluded that the ongoing situation at the Authority was causing significant issues with capacity and resilience within the organisation and this report contained the single recommendation that ‘the Authority urgently requests the assistance of the Welsh Ministers to address the significant governance problems.’

The report was clear that in addition to the recommendations relating to governance and decision making ‘capacity and resilience remain areas of concern.’

The Authority held an Extraordinary General Meeting on 11 March 2022 where they agreed to seek the assistance of the Welsh Ministers in line with the recommendation from Audit Wales. The Chief Executive wrote to the Minister for Climate Change on 15 March and the Minister replied on 20 April 2022 agreeing to the request for assistance.

At a meeting of the NPA in July 2022 the action plan to address the audit recommendations including the action and assistance from Welsh Government which had been agreed by Welsh Ministers was approved. This work is being led by the Chief Executive and will be monitored by the Audit and Risk Committee.

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<sup>1</sup> [https://www.wao.gov.uk/sites/default/files/publications/bbnpa\\_stat\\_recs\\_follow\\_up\\_january\\_2022\\_final.pdf](https://www.wao.gov.uk/sites/default/files/publications/bbnpa_stat_recs_follow_up_january_2022_final.pdf)

## C) Overall opinion on the level of assurance and if fit for purpose

An Annual Report for 2021-22 from internal auditors TIAA is in the final approval stages, and as such it is not possible to provide an update on this.

The follow up report notes that progress has been made but that there are still some outstanding recommendations due to the ongoing restructure.

### Audit Wales Report

BBNPA is now working with Audit Wales and Welsh Government to deliver the single agreed action plan as presented in Appendix One.

### The Authority's Opinion

BBNPA continued to face significant challenges in 2021 /22. However, the Transition Director recruited in early 2021 provided some much-needed leadership and decision making, and a new Chief Executive took up appointment in July 2021. Ongoing issues with governance and decision making consumed much of the limited leadership capacity within the organisation, but good progress was made in some areas; notably the recruitment of a new leadership team and the adoption by the Authority of a new scheme of delegation and committee structure. The leadership team took up their posts in April 2022.

Some experienced staff have continued to leave the Authority and the change of personnel in key corporate services posts have left significant gaps in understanding and continuity for the current team in terms of staffing and budget and financial arrangements where years of corporate memory have been lost. The cyber-attack of the previous year, and general lack of maturity in terms of systems and processes within the organisation mean that this knowledge could not be systematically captured.

Throughout the year the Authority continued to develop the new National Park Management Plan *Future Beacons*; this has included the completion of a wide ranging and innovative consultation process which has also improved our profile with our communities and partners.

The Authority has continued to operate with many staff working at home in line with Welsh Government guidance but also increasingly coming into the office and meeting face to face.

All Authority meetings have taken place online and that process is generally working well. Not only has this been efficient and effective, but it has contributed to our commitments to sustainability and carbon reduction.

The scale of the challenge faced by BBNPA is significant. But the agenda that the Authority is setting is ambitious and optimistic and the potential of the organisation is significant. Positive change is now starting to take place in the organisation and in many areas of service delivery. The aim is to support the National Park to be a place where nature and community thrive and to be an exemplar of how a National Park Authority can drive action to create a vibrant and sustainable future.

The review of effectiveness confirms the governance arrangements in place and where these are being strengthened. It considers that these are fit for purpose but accepts the need for some further changes to be applied.

## 1.0 Identification of key governance arrangements

BBNPA has organised a structure to ensure that good governance supports its delivery of National Park purposes and duty.



### 1.1 Covid-19 and adapted governance

Ways of working put in place at the beginning of the pandemic allowed BBNPA to continue to work remotely. Significant effort was made by Human Resources and managers to support staff and provide opportunities for counselling and information on mental health support.

All officer groups were able to meet via Teams and virtual meetings of BBNPA and its committees were broadcast via Public-i. Decision making by BBNPA has not been adversely affected by the pandemic, although there have been some technical challenges, particularly in streaming abilities of Public-i.

Continuity of critical financial processes and controls enabled document storage, payments, income, financial and treasury management remain online. Both internal and external audits have been carried out online during the year, with full access to supporting information.

## 2.0 Evaluation of the Effectiveness of Governance

### Principle I: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

How we are meeting these principles	Reviews, Improvements and Assurances
<p>A maintained suite of <a href="#">Regulatory Documents and Protocols</a> which gives members and officers guidance on the ethical framework and the behaviours expected.</p>	<p>There have been a number of complaints in relation to the Code of Conduct, one of which is still ongoing. An Audit Wales report issued in February 2021 made statutory recommendations in respect of clarifying members' roles and responsibilities and work is under way to address these through an action plan.</p> <p>The same report made statutory recommendations in relation to clarifying the Scheme of Delegation in relation to Policy Forum, which have been completed and <a href="#">agreed by BBNPA</a>.</p> <p>A new Scheme of Delegation was adopted with provision for flexibility to assist in the new executive management structure and the streamlining of decision making within the Authority</p> <p><a href="#">Frequently Asked Questions</a> produced to aid clarity and understanding of all regulatory documents.</p>
<p>Complaints Process</p>	<p>Complaints were reported quarterly to the <a href="#">Audit and Scrutiny Committee</a>. In 2021-22 22 complaints were received, of which 2 were upheld, 3 partially upheld and the rest not upheld.</p>
<p>Register of Interests</p>	<p>All members' <a href="#">registers of interest</a> published online. Officers' register held by HR. Annual reminders sent to members and officers.</p>
<p>Financial Regulations, Whistle-blowing and Anti-Fraud and Corruption policies</p>	<p>All published online. The planned reviews of these documents will be completed in 2022-23.</p>
<p>Financial Management Code</p>	<p>This new code published in 2019, with the first full year of compliance 2021/22 ensure that all local authorities operate in accordance with the principles of good financial management, including longer-term financial planning and resilience to meet both operational and financial shocks. Each authority must assess and demonstrate its compliance with the code. 2020-21 was a shadow year for the implementation of the code and a preliminary assessment has been carried out to review compliance, applying a RAG rating to each element of the Code and identify areas for improvement.</p> <p>A key component is compliance by BBNPA with the CIPFA Statement on the Role of the Chief Financial Officer in Local Government which addresses the promotion of high standards of ethical behaviour, professionalism and integrity.</p>

Statutory Roles	Head of Paid Service (CEO), Section 151 Officer (Finance Manager) and Monitoring Officer all in place. The Data Protection role was fulfilled on an interim basis by the Chief Executive following the resignation of the Systems and Performance Manager in November 2020 who had fulfilled this role, and then by the Monitoring Officer on a temporary basis. The Transition Director recommended a combined post of Monitoring Officer/Solicitor and DPO on 4 April 2021 but this was withdrawn by members. The Authority agreed a temporary 12 month combined role of Monitoring Officer/Solicitor/DPO at its meeting on 14 May 2021 and the role was filled from 1 July 2021.
Information Governance	Measures put in place following the cyber-attack in 2020 are ongoing. Additionally, Cloud first strategy continues and aids in de-risking and reducing our 'attack surface' and likely impact on services of any attack.
Business Continuity	Business continuity procedures invoked following Covid-19 and the cyber-attack remain in place to enable swift action to be taken and services to be maintained. A new Panic Room Teams chat and WhatsApp chat were introduced to strengthen these procedures. IT Disaster recovery procedures in place. DR documentation in progress.
Audit Arrangements	Processes in place to work with internal audit (TIAA) and external audit (Audit Wales) at officer and member level.
Standards Committee	The <a href="#">Standards Committee</a> complies with all Standards regulations and meets at least once a year.
Service Level Agreements	Agreements are place for payroll, the financial system and some planning legal services. Established frameworks used to ensure value for money.
Membership of appropriate professional bodies by key staff	Key staff are members of relevant professional bodies and are able to access personal and professional support and CPD to facilitate their work and help maintain professional standards.

## Principle 2: Ensuring openness and comprehensive stakeholder engagement

How we are meeting these principles	Reviews, Improvements and Assurances
All agendas and reports published online	<a href="#">Public speaking scheme</a> continued throughout lockdown and there was take-up of this in <a href="#">Planning, Access and Rights of Way Committee</a> .
<a href="#">Publication scheme</a> on website facilitates access to all publicly available information	Privacy Statement for Planning Services was updated and is being reviewed by the Solicitor/Monitoring Officer
Corporate Plan	Published for <a href="#">2020-21</a> the plan set out its priorities linked to National Park Management Plan themes. It took account of Covid-19 but made assumptions for normal work to resume in September 2020 which was compromised by further lockdowns and restrictions.

How we are meeting these principles	Reviews, Improvements and Assurances
Consultation and engagement	This year saw extensive consultation on the draft National Park Management Plan for the area <i>Future Beacons</i> . This plan sets out the strategic context for the implementation of Park Purposes and Duty. Officers of the Authority conducted an extensive 4 month consultation process, including working with our Citizen Assembly, Stakeholder Reference Panel, Deep Dive Seminars, and attending a range of meetings with community groups, stakeholders and our constituent Unitary Authorities. A report of the consultation process and its findings can be found <a href="#">here</a>
Communications	During 2021-22 the Authority's communications have begun to return to capacity. A Public Affairs Manager was appointed to lead the team. A Visitor Experience Officer was also appointed, bringing the team up to three staff. This has enabled some future planning. Work has begun on two large-scale projects: redeveloping the Authority's website and refreshing the brand.
BBNPA engages fully on aspects of its work.	<p>Planning: statutory consultee list for all planning applications. Site notice <b>and</b> neighbour notifications undertaken.</p> <p>Community Involvement Strategy developed as part of the ongoing work on Policy Development.</p>
Contributing to initial delivery of Wellbeing Plans under Well-being of Future Generations Act – for Powys, Monmouthshire and Carmarthenshire	BBNPA has officer representatives on Public Service Boards, and member representation on the Powys PSB Scrutiny Board.
Working with Landowners and occupiers to develop integrated sustainable land management solutions.	<p>Supporting Dwr Cymru Welsh Water's Mega-catchment team to develop the Central Beacons Landscape Partnership, alongside NRW, National Trust Wales, Honourable Artillery Company and the graziers associations.</p> <p>Leading the formation of the Usk Catchment Partnership, which involves NRW, DCWW, Wye and Usk Foundation. unitary authorities, CLA, farming unions, Welsh Government, Wildlife Trusts, Menter Busnes and Environment Platform Wales.</p> <p>Leading the continued development of the Waterfall Country Partnership, which involves NRW, unitary authorities, WG and community councils.</p> <p>We are an Associate Beneficiary in the NRW-led "4 Rivers for LIFE" (EU LIFE Nature programme), focusing on the R Usk. We will be hosting one of the River Restoration Officers and potentially one of the Land Management Officers. We will also lead the invasive non-native species (INNS) control work for this project.</p>

How we are meeting these principles	Reviews, Improvements and Assurances
	<p>We lead the development of the Usk Valley Important Curlew Area project, working with the landowners, NRW, Wildfowl and Wetlands Trust and RSPB Cymru.</p> <p>We continue to advise private landowners and other initiatives developing their own nature recovery and biodiversity conservation projects.</p>

### Principle 3: Defining outcomes in terms of sustainable economic, social and environmental benefits

How we are meeting these principles	Reviews, Improvements and Assurances
<p><a href="#">National Park Management Plan</a> <a href="#">Corporate Plan</a></p>	<p>BBNPA is currently developing a new Management Plan for the area, this plan <i>Future Beacons</i> takes a bold and ambitious approach seeking to implement the asks made of us by Welsh Government in the recent term of office remit letter.</p> <p>A collaborative approach is being developed and work is ongoing to ensure the work of our partners is incorporated into the finalised Plan.</p> <p><i>Future Beacons</i> is on target to be considered for adoption by the Authority in December of 2022.</p> <p>The Corporate Plan 2021/22 was adopted by Members of the Authority in February of 2021 and progress has been reported against key actions throughout the year.</p> <p>The Corporate Plan for 2022/3 was adopted by Members of the Authority in February of this year. Members were keen to see the Plan be an evolving document, that particularly responded to the emerging priorities brought about by the embedding of the new Senior Team. Consequently, work has been ongoing to evolve the plan to better reflect this emergent vision for a new organisation. The next iteration of the Corporate Plan is being developed alongside the development of Future Beacons, and its resulting organisational priorities and is hoped to have a longer time horizon.</p>
<p><a href="#">Position Statements</a></p>	<p>BBNPA has developed a number of position statements to set out its aspiration and intent on climate change and land management, sustainable rural economy as well as an Evidence Position Statement which creates the foundation for all policy development. All of which are published on our website.</p>
<p><a href="#">Strategic Equality Plan</a></p>	<p>This set out how we meet our statutory duties in relation to the Equality Act 2010 and provides a clear starting point to ensure we deliver high standards of service fairly across all sectors of our communities, user groups, businesses and visitors. We aim to promote diversity, inclusiveness, equality of access and eliminate inequalities in everything that we do.</p>



How we are meeting these principles	Reviews, Improvements and Assurances
Supplementary Planning Guidance	An extensive range of <a href="#">supplementary planning guidance</a> has been produced to aid implementation of the LDP.
Historic Environment Action Plan	The Historic Environment Action Plan defines key objectives in relation to the management of the Historic Environment and actions for the partnership to deliver. This is currently being consulted on with external stakeholders.

#### Principle 4: Determining the interventions necessary to optimise the achievement of the intended outcomes

How we are meeting these principles	Reviews, Improvements and Assurances
Budget Strategy	<p>Each detailed budget for the coming financial year is accompanied by detailed projections for the following two years. Budgeting and medium-term financial planning are key components of the new CIPFA Financial Management Code. BBNPA's financial landscape is strongly shaped by the Senedd's own financial planning, which for National Park Grant is currently limited to a single-year settlement.</p> <p>The <a href="#">draft budget for 21/22</a> was approved by BBNPA on 12 February 2021. Subsequent events, particularly the Covid pandemic and its impact on service delivery, operational income and BBNPA's ability to progress its planned management restructure, meant that the budget required a full review during the year. Managers are supported to proactively manage their budgets to ensure they are effective financial management tools.</p> <p>The final financial outturn for the year, as reported to Members in July 2021 was some 4% below the revised estimate, indicating that BBNPA had been able to maintain budget management processes despite the considerable disruption and uncertainty in both its operating environment and internal management structure.</p> <p>The <a href="#">draft Statement of Accounts for 2021-22</a> was presented to Audit and Scrutiny Committee on 23 July 2021.</p> <p>BBNPA has received a 10% increase in its core budget for 2021-22 enabling more staff resource to be provided to service delivery teams. It has also received additional funding from Welsh Government to meet the cost of Covid-19 and monies under the Sustainable Landscapes Sustainable Places scheme.</p> <p>There is currently some mismatch between the timing of specific grant funding awards and the development of the corporate plan for the coming year. This can impact on the ability of officers to develop, plan and implement larger projects. While 82% of a £1.1m capital programme was delivered during the year, some in-year capital funding opportunities offered by the Welsh Government could not be taken up due to staff capacity issues in the Nature Recovery and Land Management team. Development of a costed multi-year prioritised</p>

How we are meeting these principles	Reviews, Improvements and Assurances
	programme of potential capital projects will be a key focus of the incoming Leadership Team. This would enable BBNPA to respond more effectively to funding opportunities.
Performance management and objective setting	BBNPA has had significant capacity issues following the departure of a key officer who has not been replaced. This, coupled with the expiry of the Ffynnon system, has led to interim reporting methods by remaining officers to Audit and Scrutiny Committee on a quarterly basis, and a permanent solution will be addressed in 2022-23 with the appointment of a portfolio and programme manager. This will align corporate performance through from the National Park Management Plan and Corporate Plan to Staff appraisals.
Internal Audit	A follow up review completed for 2021-22 was completed in April 2022 and has yet to be signed off. The draft indicates that three recommendations have been implemented and that there are still nine outstanding. The report recognises that this is likely a result of the ongoing restructure and that this will now fall to Senior Leadership to address in 2022-23.
External Audit	BBNPA is now working with Audit Wales and Welsh Government to deliver the single agreed action plan at presented in Appendix One.

### Principle 5: Developing the entity's capacity, including the capability of its leadership and the individuals within it

How we are meeting these principles	Reviews, Improvements and Assurances
Member Development	Members appointed in 2021 were inducted online. Governance issues made it difficult to dedicate time to further development and this will be made a priority for Members appointed following the 2022 Local Government Elections.
Change Programme	The Chief Executive agreed with Audit Wales that the Change Programme was no longer extant. From March '22 AW report <i>'the change programme noted in the Auditor General's report of February 2021, which the Authority has rightly moved on from'</i> <sup>2</sup>
Member Attendance	Average of 59% - this was likely skewed by one Member who did not attend any meetings (including the AGM) and did not engage with the Authority at all throughout the year.  Poor attendance could also be attributed to low morale as a result of the governance issues experienced by the Authority,

<sup>2</sup> March 22 report page 7 section 11

Remote Meetings	<p>BBNPA and all committee meetings continue to be held online via Public-i and connectivity remains an issue for those members living in remote areas.</p> <p>Democratic Services are still exploring solutions to enable hybrid meetings.</p>
Staff Appraisals and training	<p>A system is in place for staff performance reviews, but this is currently inconsistent across all sections of BBNPA and needs review in 2022-23 in order to develop a system appropriate for all staff and linked to strategic plans. One of the key challenges has been staff capacity and morale and this is a major risk to the Authority ensuring it has an effective and well supported workforce. It has been identified as a significant governance risk for 2022-23.</p> <p>Staff have been supported during COVID-19 by HR and managers, with ongoing advice on counselling and mental health. Wellbeing has been made the main focus, aside from team meetings, a Friday kitchen catch up for all staff to drop in online was set up and further weekly online yoga sessions. We worked closely with Brecon Mind whom also provided invaluable one to one support for staff who required assistance which also complemented our confidential counselling service. Two surveys have been carried out to check staff wellbeing and their views on home working, now and in the future. This will inform discussion on options for future office accommodation.</p> <p>Staff Training – BBNPA utilise the ELMS Online Training system used by all UK National Parks and rolled out training covering Data protection, cyber security, GDPR training and a number of health and Safety specific courses. Staff were also able to complete courses relevant to their roles contained on the system. BBNPA supported a number of managers in project management training, presentation skills, etc. We continue to support staff in learning Welsh using the online training on workplace Welsh with a number of staff completed the first level of training.</p> <p>Our volunteers have also managed to continue development in navigations skills, etc.</p> <p>Warden Team PMRs have been carried out, and were done through the pandemic. These are important to provide guidance and support to staff, as well as to review one-to-one training requirements, check PPE, HAVs records etc.</p>
Senior Leadership	<p>The Chief Executive has been in post since July 2021 and has recruited to a new senior leadership structure which was approved by Members. The Director of Planning and Place, the Director of Nature Recovery and Climate Change and the Programme and Portfolio Manager took up their posts in April 2022.</p>

## Principle 6: Managing risks and performance through robust internal control and strong public financial management

How we are meeting these principles	Reviews, Improvements and Assurances
Statement of Accounts	The signed <a href="#">Draft Statement of Accounts for 2021-22</a> is published on BBNPA's website. Audit of these accounts is in progress and provides a high standard of external assurance on the Statement.
Budget Setting	<p><a href="#">Budget for 2021-22</a> approved by BBNPA on 12 February 2021. Quarterly financial reports are made to <a href="#">Audit and Scrutiny Committee</a>.</p> <p>All financial decisions are taken in the public domain (except those deemed to be exempt under the Local Government Act 1972).</p>
Financial Management Code	An initial review of compliance has been carried out, using a RAG rating to indicate priority areas for further improvement.
Risk Management	The expiry of the Ffynnon performance system and the impact of the cyber-security attack in September 2020 has led to interim arrangements being put in place for identifying risks, mitigation and reporting on these to Audit and Scrutiny Committee. BBNPA recognises the need to address this in 2022-23 but the Corporate Management Team has reviewed risk and legal risks regularly during the year.
External Audit	Audit Wales presented their Annual Audit Summary for 2021 to Audit and Scrutiny Committee on 28 January 2022.
Internal Audit	TIAA presented their annual audit strategy for 2021-22 to Audit and Scrutiny Committee on 7 May 2021 and officers reported on progress on a quarterly basis. Key audit areas in the year were a rolling review of financial controls, wellbeing strategy and absence management, ICT strategy and performance management.
Managing data	<p>A Data Protection Policy is in place and there is a designated Data Protection Officer.</p> <p>Modern.gov electronic committee system is used to produce agendas and minutes which give online access to officers, members and the public, including archived agendas.</p> <p>New data management framework and principals in place. Metadata term stores created for nearly all sections and general use term stores. Training guides produced and made available on new intranet together with running workshops. Media, identity and template library created. Evidence repository with public facing access created. Work areas created on the intranet to collate all related aspects of a given operational area into one space. Homepages created for all sections. Main obstacle persisting is user time to apply metadata. Sensitivity tags created that can be applied to docs and email.</p>

## Principle 7: Implementing good practices in transparency, reporting, and audit to deliver effective accountability

How we are meeting these principles	Reviews, Improvements and Assurances
Pay Policy Statement	During the year, the pay policy statement for the previous year was published. The statement for 2022/23 is in preparation.
Broadcasting meetings	BBNPA livestreams and archives all its Authority, Planning and Audit & Scrutiny meetings, with almost all decisions taken in the public domain (except those deemed exempt under the Local Government Act 1972). Its public speaking scheme has continued to operate during COVID-19.
Informed decision making	Following work done by the Governance and Member Development Working Group officers have made their reports for decision more concise, evidence based and accessible to all. Members have acknowledged and welcomed this.
Annual Governance Statement	This is prepared annually. This report for 2021-22 has been delayed by capacity issues but will be published with the final Statement of Accounts. This statement was scheduled to go to the first meeting of the newly formed Audit & Risk Committee on 22 September, however, due this was not possible due to the period of mourning for HM the Queen. It will go to BBNPA on 30 September 2022.
Audit Reports	Wherever possible these are presented in the public domain to the Audit and Scrutiny Committee, together with progress reports.

### 4 Accountability and Action Plans to address significant governance issues in 2022-23

Attached as Appendix One.

### 5 Conclusion

The Authority is committed to monitoring its governance framework through its Governance and Member Development Working Group and the Audit and Scrutiny Committee. It will actively manage and monitor the implementation of improvements following identification of the significant governance issues highlighted above and report back on these in the Annual Governance Statement for 2022-23.

## Appendix One: Accountability and Action Plans to address significant governance issues in 2022-23

In response to recommendations made in Audit Wales reports:

- Brecon Beacons National Park Authority – Delivery of the Change Programme - issued February 2021
- Progress in delivering Statutory Recommendations – Brecon Beacons National Park Authority – issued March 2022

Recommendation	Actions agreed with Audit Wales	Status	WG Assistance Required	Milestones
Vest scrutiny of delivery of the Action Plan in the Audit and Scrutiny Committee	Has been regularly monitored by Audit and Scrutiny Committee and will now be monitored by the Audit and Risk Committee under the new scheme of delegation.	Ongoing	Ministerial agreement to Welsh Government actions in the 2022 plan  Welsh Government to identify a suitable consultant to work alongside the Audit and Risk Committee and who can work with BBNPA to address the key issues	2022 Plan to be agreed by all by end July 2022. Monitoring by Audit and Risk Committee quarterly and in detail by the Audit and Risk Committee Working Group (to be set up following the AGM on 1 July).  CEO to develop a consultancy specification by 22 July 2022  Consultant in place by October 2022
Review and clarify roles and responsibilities of <b>members and officers</b> to ensure standards for conduct and required behaviour are clear and unambiguous, including what to do if things are not working;	Implement the new Scheme of Delegation and Committee Structure  Ensure regular monitoring of how these are working through pre meetings and structured lessons learned / meeting reflection	Ongoing - New scheme approved and beginning to be implemented. Committee structure commences from AGM 1 July'22.		AGM consideration 1 July  Monitoring by Audit and Risk Committee Quarterly
	Review key documents – Member/officer protocols, code of conduct, standing orders etc	Scheme of Delegation and committee structure already reviewed.		Remaining key documents to be reviewed by AGM 2023

Recommendation	Actions agreed with Audit Wales	Status	WG Assistance Required	Milestones
	CEO to review the Monitoring Officer / solicitor role with a view to making the role a permanent part of the establishment	Paper being prepared by CEO for decision by BBNPA.		To be presented for agreement by BBNPA on 29 July 2022 – role now agreed - Complete
	Amendment of terms and conditions of Welsh Government appointed members	Completed May 2022	<p>Amendment of terms and conditions of Welsh Government appointed members</p> <p>BBNPA Chair to be part of the recruitment process for the new Welsh Government Members.</p> <p>Financial support to BBNPA to run outreach events for new members.</p>	<p>Complete</p> <p>Autumn 2022</p> <p>September- December 2022</p> <p>September 2022</p>
	Support for local authority appointments		Advice to local authorities on appointment members	Complete
Develops a programme of training and support to ensure <b>all members and officers</b> understand their responsibilities and their expected behaviours;	<p>Induction programme for Members to ensure these aspects are appropriately covered.</p> <p>Regular review and lessons learned processes to be embedded.</p> <p>Senior officers to be part of induction process and ongoing training so mutually understood standards are set.</p>	<p>Initial induction programme for new Members has completed. Mop up sessions being arranged and evaluation also in progress.</p> <p>Induction programme includes attendance of key officers.</p>	Assistance to identify suitable training for members. This would need to cover key aspects such as respect, equality and diversity, micro behaviours bullying and harassment.	<p>Implement induction programme from June 2022 with senior team involvement - Complete</p> <p>Review and lessons learnt of induction programme by end July</p> <p>Staff training on scheme of delegation by December 2022</p> <p>Review Scheme of Delegation by end 2022</p>

Recommendation	Actions agreed with Audit Wales	Status	WG Assistance Required	Milestones
	<p>Authority to ensure that officers understand the scheme of delegation in respect of responsibilities and that behavioural standards are embedded in staff appraisal systems.</p>	<p>Initial conversation held with Academi Wales re longer term support.</p> <p>WLGA training modules identified as possible option 9 June 2022</p>		
<p>Ensures that all key policies for standards of conduct and required behaviours are strictly adhered to;</p>	<p>Support has been in place for appropriate action being taken when required standards are not met.</p> <p>Emphasis on standards and conduct as part of induction of new Members</p> <p>Ensure new members are provided with relevant policies and understand the NPA procedures for raising concerns about conduct and behaviour</p>	<p>Closer involvement of Chair of Standards Committee in other Authority meetings.</p> <p>Authority has tackled and sought assistance with Members whose behaviours were not meeting required standards.</p>	<p>Amendment to terms and conditions for Welsh Government members to emphasise zero tolerance approach to bullying, harassment, appropriate language/behaviour</p>	<p>Terms and conditions for new WG members - complete</p> <p>For new local authority members from induction in June 2022</p> <p>For new Welsh Government members from appointment end 2022</p>
<p>Review how changes to <b>members and officers</b> responsibilities and roles are working in practice within the next 12 months</p>	<p>Process of regular review and lessons learned.</p> <p>Build into internal audit programme for review.</p>	<p>To commence from BBNPA EGM 1 July</p> <p>Included as advisory review in BBNPA Internal Audit Plan 2022/23</p>		<p>Review of implementation and understanding of the scheme of delegation by December 2022 (as part of Audit Wales follow up).</p> <p>Internal audit by March 23</p>
<p>Ensuring all relevant papers to Authority meetings are written in plain, simple and clear</p>	<p>Authority approach to papers to be reviewed.</p>	<p>Aim is to embed this during 2022</p>		<p>Complete review by end 2022. Design new approach by end October 2022</p>



Recommendation	Actions agreed with Audit Wales	Status	WG Assistance Required	Milestones
language that explains technical terms, avoids 'jargon' and clearly sets out the rationale for recommendations	New Executive Board to operate as a clearing step for any papers going to the Authority.  Feedback to be sought on papers as a matter of routine.	Designing feedback process over summer 22 to include staff, EB and members.		Implement EB clearance process by end October 2022.  Implement feedback loop by end October 2022.

Recommendation	Actions agreed with Audit Wales	Status	Welsh Government Assistance Required	Milestones
Recommend that the Authority urgently requests the assistance of Welsh Ministers to address the significant governance problems.	Given the changes in Membership at the Authority CEO BBNPA to develop a refreshed action plan to address both the statutory recommendations from Feb 21 and the issues raised in Mar 22 AW reports.	Ongoing -  CEO wrote to Minister for Climate Change on 15 March. Minister offered assistance 20 April BBNPA is now working closely with both Welsh Government and Audit Wales.  Discussion of success criteria has been initiated. Likely to be based around Audit Wales follow up review before end March 2023.	Respond to request to provide assistance  Respond to request for termination of appointments  Support to develop an appropriate plan and ensure that it is acceptable to Ministers.  WG assistance to define some success criteria to signal completion of the plan from a BBNPA / AW / WG perspective	Ministerial agreement to assist – April 2022  WG assigned an official to work with BBNPA and AW to support delivery of the plan – April 2022  WG action on request to terminate appointments – March -July 2022  BBNPA Executive Board reviewed draft plan 19 May 22  BBNPA CEO share draft plan 1 with WG and AW 20 May 22  Draft plan 2 shared WG 7 June  Draft plan 3 to WG/AW 14 June  Complete plan and agree with Authority/ WG/ AW - July 2022

Recommendation	Actions agreed with Audit Wales	Status	Welsh Government Assistance Required	Milestones
				Define and agree success criteria - July 2022
Seek assistance that enables clarification of the roles and expectations of all Members and corresponding help in addressing the development and support needs of Welsh Government-appointed members	Amendment of terms and conditions for new WG appointed members		Welsh Government amended terms and conditions for newly appointed WG members	Complete
	Recruit new WG members		WG recruitment of 3 new members and a reserve list	September – December 2022
	New induction programme for new members  Review and evaluation of new induction programme		WG to consider relevant points arising from the review of the induction programme	New induction programme rolled out from June 2022  Review and evaluation of new induction programme by end July.
	Member appraisal and assessment of recommendations for an extension of term to be reviewed.			October 2022
	Embed the new Scheme of Delegation and NPA Committee Structure as a foundation of good governance in the Authority		Welsh Government to assist with consultancy support to the new Audit and Risk Committee for c.6 months to work with Members and the executive to support this action.	May - December 2022
	Progress with this plan to be regularly communicated to staff by CEO and senior team.			

Recommendation	Actions agreed with Audit Wales	Status	Welsh Government Assistance Required	Milestones
<b>Capacity</b>	BBNPA Executive Board to develop a plan to address capacity issues <sup>3</sup>	BBNPA team are currently working to identify capacity gaps. New areas are coming to light CEO and new management team (May 2022) in place, S151 officer now in post, options being explored for HR support	For discussion. Welsh Government to work with BBNPA to consider what support could be provided to address capacity gaps. The work is likely to extend beyond the terms of the action plan.	Recruitment and induction of new senior team members – June 2022  Identification of capacity gaps – ongoing work likely to extend beyond the terms of the Action Plan  Initial review of capacity and capability by the CEO to be an agenda item for NPA September 22
		Monitoring officer contract extended pending paper on longer term to NPA		Paper to NPA on extension of MO post scheduled for 29 July 2022  Permanency of MP post confirmed by end July.  Complete
	Agreed that diversification of income is a key element of building capacity in the organisation	BBNPA to initiate an income diversification advisory group and  Develop a commercial strategy		Income diversification advisory group to be established by end October 2022.  Commercial strategy by March 2023

<sup>3</sup> BBNPA capacity issues are wide and significant, from a need to urgently address our accommodation needs, an approach to how we to manage our sites – ie in terms of the site opportunities, commercial strategy development and gaps in the organisation around business development, ability to engage with stakeholders, in particular the agricultural community, ability to work in partnership around busy places and exploring possibilities to address our corporate services resilience and capability issues. BBNPA faces a number of capacity challenges related to its relative administrative complexity vs the other WNPs and this also needs to be surfaced and considered.

Recommendation	Actions agreed with Audit Wales	Status	Welsh Government Assistance Required	Milestones
				Set up of charitable trust to be explored by end Dec 2022.
	Staff to be regularly engaged around the status of the plan.	Regular programme of internal comms designed.		
		Wellbeing strategy placed at the heart of the business plan.		Delivery of the business plan by March 2023  MOJ casework being engaged to work with the Executive Board September 22-January 23
<p><b>Re-build tourism staff capacity R2</b> We recommend that the Authority: • review current tourism staff capacity in line with the aspirations of Future Beacons, its National Park Management Plan; • re-build tourism and staff capacity to allow delivery of the goals of Future Beacons; and • consider the need for additional staff capacity in appropriate specialisms eg communications and data analysis staff.</p>	<p>Whilst a separate Audit Action Plan to address the recommendations from the Sustainable Tourism Audit relating to capacity will also be picked up in this plan:</p>		<p>To discuss with BBNPA.<sup>4</sup></p>	<p>Presentation of the audit report by AW to NPA on 29 July 2022</p> <p>Complete</p> <p>Action plan being worked on by Director of Planning and Place and team</p>

<sup>4</sup> Eg WG to be sighted on some of the ambition eg partnership with Black Mountains College, potential developments of the GeoPark etc.

Annex A – completed actions

Recommendation	Actions agreed with Audit Wales	Status	Welsh Government Assistance Required	Milestones
Develop and agree an action plan with clear milestones for delivering the Change Programme;	Agreed change programme no longer appropriate for the authority. From the Mar '22 AW report <i>'the change programme noted in the Auditor General's report of February 2021, which the Authority has rightly moved on from'</i> <sup>5</sup>	Closed	None	
Regularly monitor the implementation of the action plan (at least monthly) to ensure actions are progressed and the Change Programme concluded;	Monthly meetings in place.	Closed	Agreed Welsh Government presence at monitoring meetings with Audit Wales and that BBNPA / AW /WG will work together to a single plan.	
Reviewing the role of the Park Policy Forum, how it works in practice and in relation to the constitution and the proper decision making of the executive (Authority);	Agreed new scheme of delegation.	Closed? Policy Forum is not a formal part of the new committee structure. Fora and working groups are now formed at the discretion of the CEO and chaired as appropriate.		CEO will stand up groupings as required. Likely to continue a regular more informal engagement with Members and officers on emerging issues and policy
Address poor morale amongst staff by ensuring officers have sufficient line manager and wider organisational support.	Wrap work on addressing poor morale into follow up to March '22 report.	Closed	None	

<sup>5</sup> March 22 report page 7 section 11