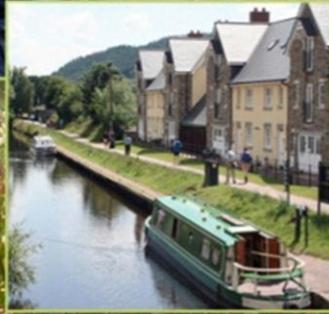


# Improvement Plan

2014 - 2015

PART I



# **Brecon Beacons National Park Authority**

## **Improvement Plan 2014 / 2015**

**Delivering the National Park Management Plan**  
**2010 – 2015**

## **Our Vision for the Brecon Beacons National Park**

The following vision statements describe the overarching ambitions for the Park for the next 20 years. These statements are the result of an extensive consultation process which investigated the Park's current state and its desired future condition. The vision and aims are based on the collective views of the participants as well as policy directives and ambitions from governing bodies. They answer the question, "What should the Brecon Beacons National Park be like in 20 year's time?"

### **Managing Change Together - In 2030 the Brecon Beacons National Park will be:**

- Recognised internationally and nationally for its value as a protected area, whose character continues to be shaped by the long-standing interactions between people and the processes of nature
- Widely acclaimed for its natural beauty, geodiversity, biodiversity and cultural heritage which are being conserved and enhanced by its stakeholders through traditional and innovative means
- A sought-after destination providing an outstanding variety of sustainable opportunities for all to understand and enjoy its tranquillity, rural character, Welsh way of life, sense of remoteness and other special qualities
- Resilient, open and responsive to change – particularly climate change - and its stakeholders proactive in mitigating and adapting to the effects of undesirable change through local action
- Less dependent upon external supply chains leading to increased food and energy security locally, improved quality of life, community cohesion and conservation of natural capital
- A living landscape where people can earn a living from the land in an innovative and sustainable manner, for example through farming, but also in new ways such as through renewable energy production, for the benefit of the environment, economy and local communities
- Managed sustainably through active partnerships among the Park's stakeholders so that it continues to be a source of inspiration and enjoyment for future generations
- Monitored over the long term to improve future policy and management practice

## **The Improvement Plan 2014/2015**

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## 1. Introduction

At the start of each financial year, we (Brecon Beacons National Park Authority) are required to publish a forward facing Improvement Plan setting out our improvement priorities and objectives for the financial year ahead. The requirement comes from the Local Government (Wales) Measure 2009. We are also required to publish our own assessment of how well we have performed against identified objectives by the 31 October.

The Brecon Beacons National Park Authority is committed to securing continuous improvement in the delivery of its efficient and resourceful services. Our work has a direct impact on the people who access the services of the National Park Authority and we want to tell them how we are performing and what our priorities are for the coming year.

## 2. Linking the Improvement Plan to the Management Plan

<b>National Park Management Plan 2010-30</b>	<b>Our strategic drivers for 20 years</b>
<b>Corporate Goals</b>	Derived from the Plan, achieved over a 3-5 year period
<b>Annual Objectives – including our improvement priorities</b>	Derived from the corporate goals achieved over a 1-3 year period
<b>Team and individual actions</b>	How we will achieve the annual priorities
<b>Performance indicators</b>	How we will measure what we have done and assess whether we have achieved the objectives and what impact they have had.

The Brecon Beacons National Park Authority [Management Plan](#) is the single most important policy document for the National Park. It sets the vision and provides the framework for decision making and priority development. It was adopted in 2010 and covers a 5 year period until 2015.

The Management Plan was prepared with the active participation of stakeholders and the wider community. Management Plan objectives are categorised into 6 themes within which specific actions fall. The themes are used to agree and report on outcomes and improvement priorities in the Improvement Plan. This approach has escalated the status of the Management Plan in practical terms by 'linking' its actions more directly with the Authority's stated goals and priorities. Consequently the annual review of goals and priorities can now be seen as an important element of the Management Plan review process.

National Parks are Category V protected landscapes as defined by the World Conservation Union (IUCN) where the interaction of people and nature over time has produced an area of distinct character with significant ecological, biological, cultural and economic value. They were initially designated under the 1949 Countryside and Rights of Way Act and their current framework is the Environment Act, 1995. Section 61 of this Act sets out the Park's two main purposes:

1. *'to conserve and enhance the natural beauty, wildlife and cultural heritage of the National Parks'*
2. *'to promote opportunities for the understanding and enjoyment of the special qualities by the public'*

Category V protected areas are living and working landscapes with characteristic qualities, features and services that have been moulded by the interplay of natural forces and human interaction over time. The Park and its communities are integrally linked and ensuring the vitality of local communities is tantamount with the conservation and enhancement of the park and its resources.

As such the Brecon Beacons National Park Authority, in pursuit of the two statutory purposes, has a duty to:

*‘seek to foster the economic and social wellbeing of local communities (within the National Park by working closely with the agencies and local authorities responsible for these matters)’*

<b>Management Plan Themes</b>	
<b>Theme 1:</b> Managing Park Landscapes to Maximise Conservation and Public Benefits	1st Purpose
<b>Theme 2:</b> Conserving and Enhancing Biodiversity	
<b>Theme 3:</b> Provide Opportunities for Outdoor Access and Recreation	2nd Purpose
<b>Theme 4:</b> Raising Awareness and Understanding of the Park	
<b>Theme 5:</b> Building and Maintaining Sustainable Communities, Towns and Villages	Duty
<b>Theme 6:</b> Sustainable Economic Development	

### 3. What are our Improvement Priorities for 2014/2015

In response to comments from the Wales Audit Office regarding our Improvement Plan for the financial year 2013/2014 we have made some minor amendments to the relationship between objectives and measures. We have renamed the improvement objectives ‘Improvement Priorities’ and created improvement objectives which are SMART. This means that we can create measures of success which are closely linked to the improvement priority. The revised format for performance reporting is as follows:



Since the financial year 2012/2013, our improvement priorities have derived directly from the themes within the Management Plan. Each year we choose which of the improvement themes we will use to report on our performance. We retain a corporate responsibility to deliver on the actions identified in the Management Plan, however we cannot guarantee increased investment in all areas. Each year our improvement plan sets out which improvement priorities will form the focus of improvement activities over the year ahead. It is our ambition that over the duration of the Management Plan all of the improvement priorities will be addressed in some way. However, many of the actions proposed are not deliverable in a single financial year.

For the forthcoming financial year the authority agreed to roll forward the improvement priorities from the previous financial year. They can be seen below, with an accompanying rationale ‘Why are

we focusing on this Improvement Priority?’ in chapter 7 – ‘Delivering our 2014/2015 Improvement Priorities’:

- **Improvement Priority 1** (Management Plan Theme 1 - Managing Park Landscapes to maximise conservation and public benefits):

*Through effective partnership, facilitation, practical action and the planning function the Park’s **historic environment and cultural heritage** will be conserved, enhanced and promoted*

- **Improvement Priority 2** (Management Plan Theme 2 - Conserving and enhancing biodiversity):

*Through effective partnership, facilitation, practical action and the planning function **Biodiversity** will be conserved and enhanced*

- **Improvement Priority 3** (Management Plan Theme 5: Building and maintaining sustainable communities, towns and villages):

*Through effective partnership, facilitation, practical action and the planning function **sustainable living, social resilience, and community pride** will be enabled*

- **Improvement Priority 4** (Management Plan Theme 6: Sustainable Economic Development):

*Through effective partnership, facilitation, practical action and the planning function the use of **sustainable transport by visitors** will be encouraged and enhanced*

#### **4. Aligning Improvement Priorities with Available Resources**

2014/2015 will be a very challenging budget year for us. The financial environment and outlook facing us has never been more difficult and there is no hiding from the scale of the challenges we are currently experiencing. Increasing demand, reducing resources and alternative delivery mechanisms mean we cannot provide financial protection or additional resources to all Management Plan Themes in any given year. The decision to roll forward the improvement priorities from the previous financial year reflects this, while also allowing us time to concentrate on making real progress within identified areas.

#### **5. Working with Partners**

The Management Plan is prepared with the active participation of key stakeholders and the wider community to foster shared ownership of and support for the vision, aims, objectives, policies and actions. This is increasingly important because shared resources and knowledge can overcome some of the barriers presented by the current financial climate. Partnership working also helps present a united front and generates support from the public.

#### **6. Scrutiny**

As well as external audits, the National Park Authority conducts its own auditing process through a series of scrutiny reviews which are linked to improvement priorities. Two reviews are carried out each year, the first focuses on an improvement priority from the previous financial year (2013-14) and the second looks at progress on one of the improvement priority we have chosen for the current financial year 2014-15.

We are keen to involve the people who benefit from our services in these reviews and the public are able to vote on which improvement priority ought to be the focus of the first scrutiny review. The Authority takes the final decision, but the public vote is a key part of their deliberations. When a subject has been selected members of the public are invited to take an active role in the scrutiny process and feed their views into the panel.

## 7. Delivering our 2014/2015 Improvement Priorities

The Authority delivers services via its three Directorates:

<b>Chief Executive</b>	Corporate support and services including Management Plan preparation, democratic services, human resources, communications, IT, finance, legal and administration services.
<b>Countryside and Land Management</b>	Conservation, land management, rights of way, sustainable tourism, sustainable communities, community development, warden and estate services, biodiversity and ecology, Fforest Fawr Geopark, property management, Visitor and Tourist Information Centres.
<b>Planning</b>	Planning services, development control, enforcement, strategy and policy, built heritage.

Continuous improvements and attention to the needs of those who use our services are important to us and we realise that in the light of financial cutbacks and savings in the public sector, these will be challenging.

### Management Plan Theme 1: *Managing Park Landscapes to maximise conservation and public benefits*

**Improvement Priority 1:** *Through effective partnership, facilitation, practical action and the planning function the Park's historic environment and cultural heritage will be conserved, enhanced and promoted.*

#### Why are we focusing on this Improvement Priority?

The historic environment and cultural heritage forms a link between the 2 Purposes and Duty of the National Park Authority and contributes to all aspects of sustainable development.

*The Welsh historic environment is a valuable asset that plays a key role in enhancing the economic, social and environmental wellbeing of communities in Wales. The active care and promotion of this asset is essential; once elements have been lost or forgotten they can rarely be recovered<sup>1</sup>.*

Archaeology in the Brecon Beacons National Park is a key part of its **historic environment**. A Scheduled Ancient Monument (SAM) is an archaeological site that is of national importance. They

<sup>1</sup> 'Valuing the Welsh Historic Environment' – The National Trust 2010

<sup>2</sup> Subsequent BIP reports can demonstrate progress against actions within this plan

<sup>3</sup> The Sustainable Tourism team will contact businesses who have attended transport training courses at the end of the year

have been granted special legal protection by Cadw and the Welsh Government. Archaeology does not have to be a particular age to be Scheduled, and sites have been scheduled that come from the prehistoric period right through to examples from the Second World War. SAMs come in all different shapes and sizes from individual Bronze Age burial cairns to very large industrial complexes. Only the best examples of each type of monument is Scheduled, and sites are chosen based on criteria such as condition, rarity, extent of survival, vulnerability and group value. Within the Brecon Beacons National Park there are 357 SAMs. The National Park Authority is committed to conserving and enhancing these SAMs.

Built heritage is central to the National Park's **cultural heritage**. It is something that both resident and visitor relate to and enhancing it creates a unique sense of place. The Authority is committed to protecting and improving the National Park's built heritage by decreasing the number of listed buildings at risk. Currently, the Brecon Beacons National Park is home to 1,955 listed buildings, some of which are particularly vulnerable and need repair and maintenance. These vulnerable listed buildings make up the 'Buildings at Risk' register. As these buildings are privately owned the Authority needs to work hard with owners to raise awareness of their status by offering assistance and advice to help them maintain and look after their buildings. There are also grants available that the Authority can use to assist owners protect their buildings for generations to come.

### What we will do

We have identified 2 improvement objectives, within which we have set relevant measures and identified achievable targets which relate clearly to the Improvement Priority. The improvement objectives are:

Improvement Objective 1: **Historic Environment** – We will protect and enhance the Park's archaeology

Improvement Objective 2: **Cultural Heritage** – We will conserve and enhance the Park's most vulnerable listed buildings

### How will we do it?

Improvement Objective 1: **Historic Environment** - We will undertake positive conservation measures on Scheduled Ancient Monuments

Improvement Objective 2: **Cultural Heritage** - We will reduce the amount of buildings on the 'Buildings at Risk' register

### How will we know if we have achieved conserving and enhancing the Park's environment?

Improvement Objective 1: **Historic Environment** - We will have undertaken positive conservation measures on at least 2 Scheduled Ancient Monuments

Improvement Objective 2: **Cultural Heritage** - We will have removed 6 buildings from the 'Buildings at Risk' register

Management Plan Theme	Improvement Priority	Improvement Objective	Measure	Target 2013/2014	Actual 2013/2014	Target 2014/2015	Team
<b>Managing the National Park's landscapes to maximise conservation and public benefits</b>	Through effective partnership, facilitation, practical action and the planning function the Park's <b>historic environment</b> and <b>cultural heritage</b> will be conserved, enhanced and promoted	<b>Historic Environment</b> - Protect and enhance the Park's archaeology	Undertake positive conservation measures on Scheduled Ancient Monuments	n/a	n/a	2 Scheduled Ancient Monuments	Heritage
		<b>Cultural Heritage</b> - Conserve and enhance the Park's most vulnerable listed buildings	Reduce the amount of buildings on the Buildings at Risk register	8 buildings removed from the Buildings at Risk register	awaiting data – expected end of March 2014	6 buildings removed from the Buildings at Risk register	

## Management Plan Theme 2: *Conserving and enhancing Biodiversity*

**Improvement Priority 2:** *Through effective partnership, facilitation, practical action and the planning function **Biodiversity** will be improved and enhanced.*

### Why are we focusing on this Improvement Priority?

Conserving and enhancing **biodiversity** is enshrined in the 1<sup>st</sup> Purpose of National Park Authorities and it is central to achieving the vision of the Brecon Beacons National Park Authority.

**Biodiversity** is all around us in the air, earth and water. Living things are always changing and finding new ways to live and new species evolve to make use of available resources and so build up complex relationships with the other species around them. These relationships build ecosystems where each animal or plant relies on the others to provide the necessary requirements for life: food, space to live and the means to reproduce the next generation. The diversity of conditions in the natural environment provides numerous opportunities for different species to find the place they are most suited to live - their **habitats**. The diversity of species helps to ensure that ecosystems are healthy and that species can continue to evolve as conditions change. The genetic diversity between individuals of each species helps to make each generation strong enough to be able to evolve and adapt.

### What we will do

We have identified 2 improvement objectives, within which we have set relevant measures and identified achievable targets which relate clearly to the Improvement Priority. The improvement objectives are:

Improvement Objective 3: **Biodiversity** - Through partnership working, we will bring an area of habitat into active conservation management

Improvement Objective 4: **Biodiversity** - Through facilitation, we will bring another area of habitat into active conservation management

**How will we do it?**

Improvement Objective 3: **Biodiversity** – We will establish a site management steering group for Llangasty – Caeau Ty Mawr Special Area of Conservation

Improvement Objective 4: **Biodiversity** – We will assist the graziers at Mynydd Du to make applications to the Glastir Advanced scheme

**How will we know if we have achieved conserving and enhancing the Park’s environment?**

Improvement Objective 3: **Biodiversity** – A steering group will have been established and at least 1 meeting of the steering group will have been held. This is necessary to achieve our ultimate aim of achieving 'Favourable Conservation Status' for Llangasty Caeau Ty Mawr (European Union's Habitats Directive) by delivering specific actions within the draft Management Plan, which will develop into measures under this priority in years to come.

Improvement Objective 4: **Biodiversity** – At least 1 application will be made. Ultimately we will develop targets based upon the area of habitat affected in the Park and measures based upon how the target has been achieved (including the SSSI). Success will be based upon implementation of the Glastir Common Land Element.

Management Plan Theme	Improvement Priority	Improvement Objective	Measure	Target 2013/2014	Actual 2013/2014	Target 2014/2015	Team
Conserving and enhancing biodiversity	Through effective partnership, facilitation, practical action and the planning function <b>Biodiversity</b> will be conserved and enhanced	<b>Biodiversity</b> - Through partnership working, bring an area of habitat into active conservation management	Establishment of a site management steering group for Llangasty – Caeau Ty Mawr Special Area of Conservation	Steering Group Established and review of MP and leasehold agreement completed, milestones and objectives agreed and monitoring begun	Information to be provided at the end of the financial year	A working draft of the Llangasty-Caeau Ty Mawr Management Plan is approved by the Steering Group by the end of the fiscal year <sup>2</sup>	Conservation
		<b>Biodiversity</b> - Through facilitation, bring an area of habitat into active conservation management	Assist the graziers at Mynydd Du to make applications to the Glastir Advanced scheme	Applications submitted in line with Glastir Advanced Scheme guidelines ahead of Dec 2013 deadline	Full information to be provided at the end of the financial year	Facilitate the implementation of one Glastir Capital Works Agreement in partnership with one Mynydd Du grazing association	

<sup>2</sup> Subsequent BIP reports can demonstrate progress against actions within this plan

## Management Plan Theme 5: *Building and maintaining sustainable communities, towns and villages*

**Improvement Priority 3:** *Through effective partnership, facilitation, practical action and the planning function **sustainable living, social resilience, and community pride** will be enabled.*

### Why are we focusing on this Improvement Priority?

We have a statutory duty to foster the economic and social well-being of communities living within the National Park. By focusing on this improvement priority we can support communities in the park to develop conventional and innovative approaches to maintaining the National Park as a place to **live and work in a sustainable manner**. In turn, this will develop social resilience and community pride.

The Authority offers real support to community projects, for example we administer a local **Sustainable Development Fund** on behalf of the Welsh Government. This fund contributes a percentage of the cost for local projects which improve the quality of life for local communities in the National Park, generating **social resilience** amongst local communities.

One of the positive advantages from living within the Park is the opportunity to apply for skills training from the Authority. This training is for local people from excluded groups in skills related to countryside management – if completed successfully these programmes result in participants receiving a credit from Agored Cymru (Wales' national organisation for developing accreditation). The National Park Authority has committed substantial resources to communicating better and working more closely with town and community councils and One Voice Wales (the leading representative body) to deliver a **Community Council Charter and Action Plan** to identify ways to work better together for local communities. Councils have taken an encouragingly active role in working with the Authority on this project and this work is continuing across the National Park. This continues to establish **community pride** amongst communities within the Park.

Brecon Beacons National Park Authority recently adopted its **Local Development Plan**, which was widely consulted on and agreed with Welsh Government. It contains a strategy which seeks to manage the development of land and buildings in a way which fits with the purposes of the National Park and with the wider principles of sustainability. It will be used by planning officers and the Planning Committee to decide whether planning applications should be approved. The Plan helps to create **social resilience** as it is one of the vital tools the Authority has for helping establish where and how communities could grow and for agreeing where new affordable housing should be built.

To complement the Local Development, we are seeking to develop a model for **sustainable living**, working with Community and Town Councils to explore the development of **village plans** for their communities.

### What we will do

As more than one team have responsibility for delivering outcomes within this priority, we have identified 5 improvement objectives within which we have set relevant measures and identified achievable targets which relate clearly to the Improvement Priority. The improvement objectives are:

Improvement Objective 5: **Sustainable Living** - Increase the number of participants benefiting from Brecon Beacons National Park Authority skills programmes

Improvement Objective 6: **Social Resilience** - Use Sustainable Development Fund grants to generate match funding

Improvement Objective 7: **Community Pride** - Support development of National Park related Community Projects

Improvement Objective 8: **Social Resilience** - Understand how the adopted LDP impacts on the Park's communities

Improvement Objective 9: **Sustainable Living** - Develop and implement place based plans in partnership with communities

### How will we do it?

Improvement Objective 5: **Sustainable Living** – We will increase the amount of individuals registering, undertaking training and receiving accreditation on the skills programmes

Improvement Objective 6: **Social Resilience** – We will improve upon the actual funding ratio per annum

Improvement Objective 7: **Community Pride** – We will increase the number of National Park related Community Projects supported by way of development advice and/or funding

Improvement Objective 8: **Social Resilience** – We will develop policy targets and indicators to inform detailed understanding of the application of the Local Development Plan

Improvement Objective 9: **Sustainable Living** – We will develop an approved process for the methods of place based plan production

### How will we know if we have achieved conserving and enhancing the Park's environment?

Improvement Objective 5: **Sustainable Living** – We will have reached a target of 26 beneficiaries

Improvement Objective 6: **Social Resilience** – We will have achieved a minimum ratio of 2:1 match funding against

Improvement Objective 7: **Community Pride** – We will have supported 50 National Park related Community Projects by way of development advice and/or funding

Improvement Objective 8: **Social Resilience** – We will have developed 52 policy targets and indicators to inform detailed understanding of the application of the Local Development Plan

Improvement Objective 9: **Sustainable Living** – We will have adopted 1 village plan

Management Plan Theme	Improvement Priority	Improvement Objective	Measure	Target 2013/2014	Actual 2013/2014	Target 2014/2015	Team
<b>Building and maintaining sustainable communities, towns and villages</b>	Through effective partnership, facilitation, practical action and the planning function <b>sustainable living, social resilience, and community pride</b> will be enabled	<b>Sustainable Living</b> - Increase the number of participants benefiting from Brecon Beacons National Park Authority skills programmes	Individuals registering, undertaking training and receiving accreditation	26 (previously 'No. of beneficiaries from skills programmes')	Information to be provided at the end of the financial year	26 beneficiaries	Sustainable Communities
		<b>Social Resilience</b> - Use Sustainable Development Fund grants to generate match funding	Actual funding ratio per annum	2:1	Information to be provided at the end of the financial year	A minimum ratio of 2:1	
		<b>Community Pride</b> - Support development of National Park related Community Projects	Number of National Park related Community Projects supported by way of development advice and/or funding	n/a	n/a	50 Projects supported	
		<b>Social Resilience</b> - Understand how the adopted LDP impacts on the Park's communities	Develop policy targets and indicators to inform detailed understanding of the application of the Local Development Plan	n/a	n/a	52 policy targets and indicators	Planning Policy
		<b>Sustainable Living</b> - Develop and implement place based plans in partnership with communities	Development of an approved process for the methods of place based plan production	Framework developed and workshop held	Information to be provided at the end of the financial year	Adopt 1 Village Plan	

## Management Plan Theme 6: Sustainable Economic Development

**Improvement Priority 4:** Through effective partnership, facilitation, practical action and the planning function the use of **sustainable transport by visitors** will be encouraged and enhanced.

**Why are we focusing on this Improvement Priority?**

The National Park is home to a variety of **businesses**. Many of these are interested in how they can reduce their impact on the environment, not only to protect the National Park and to attract a discerning public, but also in response to climate change impacts like soaring fuel prices. The Park's tourism businesses and activity providers work to maximise benefits locally. Local tourism businesses already work with the National Park Authority and the Fforest Fawr Geopark and have been making great strides in developing **sustainable transport networks**, creating local supply chains while promoting local producers, investing in local communities and promoting sustainable economic development. Businesses are also key providers of information to visitors on accessing public transport.

There is a tension between the economic advantages derived from encouraging tourists to visit the area and the negative impact in terms of increased carbon footprint and pollution from individuals travelling long distances by car or even plane to reach a remote rural destination with limited public transport infrastructure. The National Park Authority has been wrestling with this and a number of creative and innovative solutions have been introduced. We are engaged in **promoting bus routes** and itineraries for activity which can be reached on the bus.

### What we will do

We have identified 2 improvement objectives within which we have set relevant measures and identified achievable targets which relate clearly to the Improvement Priority. The improvement objectives are:

Improvement Objective 10: **Sustainable Transport** - Businesses will receive training on sustainable transport

Improvement Objective 11: **Sustainable Transport** - Produce a bus timetable leaflet for visitors

### How will we do it?

Improvement Objective 10: **Sustainable Transport** – We will provide transport training courses for the private sector

Improvement Objective 11: **Sustainable Transport** – We will produce and distribute a bus timetable leaflet for visitors

### How will we know if we have achieved conserving and enhancing the Park's environment?

Improvement Objective 10: **Sustainable Transport** – We will have trained 24 people within the private sector on sustainable transport

Improvement Objective 11: **Sustainable Transport** – We will have produced and distributed 30,000 bus timetable leaflets for visitors

Projects are subject to significant changes due to external funding issues. It is currently difficult to commit to delivering on either of these until we know what funding is available for next year.

Management Plan Theme	Improvement Priority	Improvement Objective	Measure	Target 2013/2014	Actual 2013/2014	Target 2014/2015	Team
Sustainable economic development	Through effective partnership, facilitation, practical action and the planning function the use of sustainable transport by visitors will be encouraged and enhanced	<b>Sustainable Transport</b> - Businesses will receive training on sustainable transport	Number of transport training courses organised for the private sector <sup>3</sup>	20	Information to be provided at the end of the financial year	24 people trained	Sustainable Tourism
		<b>Sustainable Transport</b> - Produce a bus timetable leaflet for visitors	Number of bus timetable leaflets produced for visitors	30,000	Information to be provided at the end of the financial year	30,000	

## 8. Monitoring Performance

These details will be measured, recorded and assessed in our Performance Management System called 'Ffynnon' and will provide the basis for reporting our performance. The information uploaded into Ffynnon comprises of core data on statutory performance indicators and local performance indicators which shows each Directorate's work in context by showing workload, cases, figures, numbers and targets. Ffynnon reports are generated quarterly and presented to the National Park Authority Committee highlighting the areas that have improved or areas that require attention.

In order to monitor effectiveness and efficiency, progress reports will also be delivered to the Audit and Scrutiny Committee every quarter on one selected improvement priority. In addition to this, the Authority will continue to benchmark its performance with the other National Parks of Wales and these details will also be presented to the National Park Authority Committee when available.

The improvements will be evidenced in a variety of ways including:

- Performance indicators (which include those that are national and statutory ones and those that are local)
- Consultation with stakeholders and service users through surveys and other means.
- Internal assessment
- Inspection by the Welsh Audit Office
- Benchmarking and meeting targets

We have strong corporate governance and internal measures to manage the conduct of the Authority. We have adopted a model code supported by guidance from the Public Service Ombudsman for Wales<sup>4</sup>. The code is based on seven principles of public life, first set out in the Committee on Standards in Public Life (the Nolan Committee) and most recently defined in Wales in a Statutory Instrument as:

1. Selflessness
2. Honesty
3. Integrity and Propriety
4. Duty to Uphold the Law
5. Stewardship
6. Objectivity in Decision-making

<sup>3</sup> The Sustainable Tourism team will contact businesses who have attended transport training courses at the end of the season (September), in order to seek feedback for advice given to their guests as a result of the training

<sup>4</sup> <http://www.ombudsman-wales.org.uk/en/publications/?pid=254>

7. Equality and Respect
8. Openness
9. Accountability
10. Leadership

A range of policies have been adopted within the Authority to achieve these principles. They are supported by the Members, Officers, the Audit and Scrutiny Committee, the Standards Committee, the Monitoring Officer, the Solicitors of the Authority, the Complaints Procedure and the Freedom of Information Act. We will ensure that we apply these principals to our decision making and our commitment to improve our services.

This Improvement Plan sits within an ambitious planning framework, the National Park Management Plan, which maps developments in the Park over the next twenty years. Our experiences will continue to inform and influence work programmes, budgets and funding proposals as we strive to exceed our targets. If you would like any additional information on the Improvement Plan or would like to suggest areas of work where we require improvement please write to Mr John Cook, Chief Executive, Brecon Beacons National Park Authority, Plas y Ffynnon, Cambrian Way, Brecon LD3 7HP, Powys or email [improvements@breconbeacons.org](mailto:improvements@breconbeacons.org)

Published: April 2014

#### **Statement of Responsibility**

Brecon Beacons National Park Authority is responsible for preparing this Improvement Plan, the information and the assessments laid out within it and the estimates on which they are based.

The Authority is also responsible for managing its performance improvements and the internal control measures from which the information and assessment in this Plan have been produced.

The Authority is satisfied that the contents of the Plan are in all material respects accurate and complete, realistic and achievable within the resources available.