

Candidate Brief

Chief Executive

March 2021



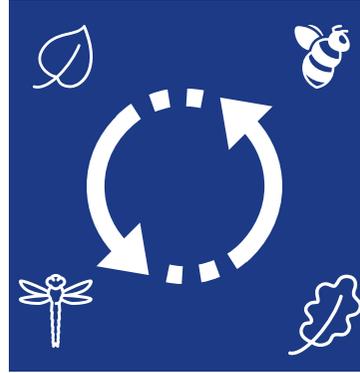
#BeTheChangeBreconBeacons

#ByddNewidBannauBrycheiniog

The Challenges



Climate Change



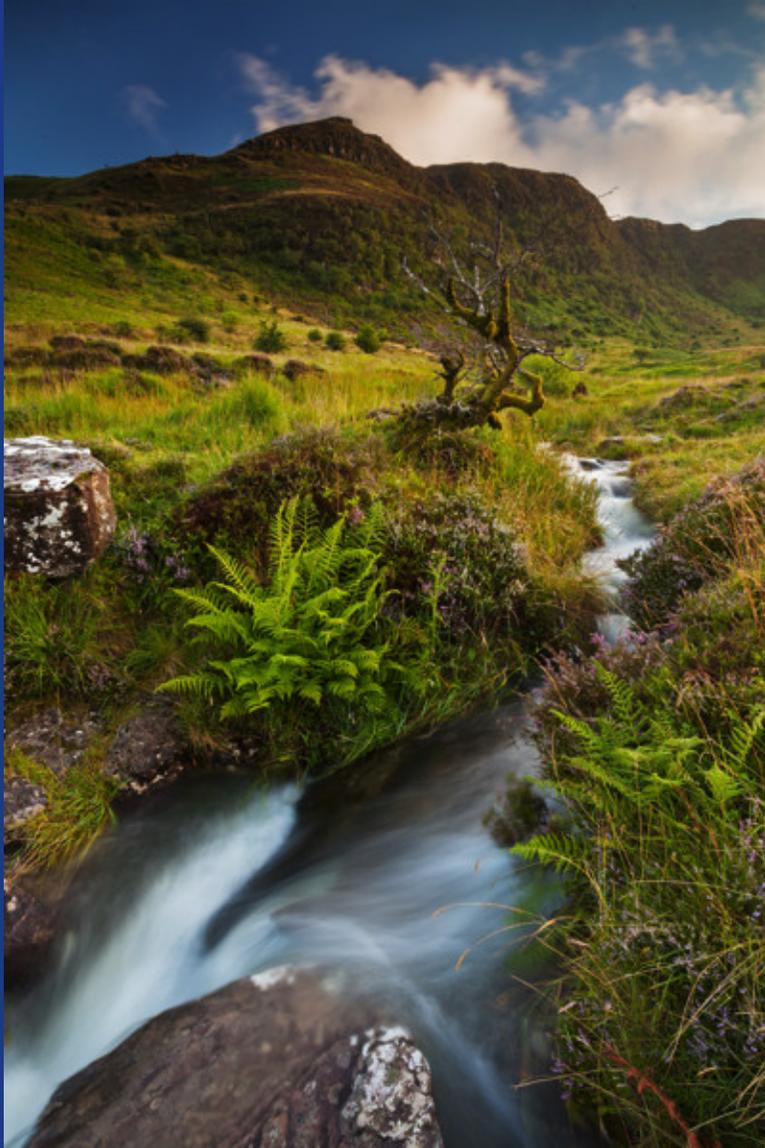
Biodiversity loss



Health, wellbeing and
social inequality



A Park facing
unprecedented socio-
economic upheaval



The Opportunity:

To build and lead a passionate team charged with ensuring Brecon Beacons National Park becomes a rich and resilient landscape which helps communities to live prosperously and sustainably now and in the future



CONTENTS

5 Message from Councillor Gareth Ratcliffe, Chair of the Authority

6 About the Brecon Beacons National Park Authority

13 Our ambition: #BeTheChangeBreconBeacons

16 Job description

23 Person specification

26 Terms of appointment

27 How to apply

29 Appendix 1: Structure of the Authority

30 Appendix 2: Proposed organisation structure

Message from Councillor Gareth Ratcliffe

”

I am delighted that you are considering applying to become our next Chief Executive. The Authority has embarked on an ambitious and challenging journey and we need a dynamic, ambitious, and innovative senior leader to drive the Authority forward, so that it becomes the best that it can be. 2020 has shown our organisation to be resilient and flexible in our ways of working and, in 2021, we are determined to build on this. We have also seen how precious and important our outdoor places are to all of Wales and beyond.

A key early task for the successful candidate will be to contribute to the recruitment of their new Leadership Team. You, and your new senior team, will be key to shaping the Authority's future. The Chief Executive role is the most important role in the National Park, but it represents an unrivaled opportunity to lead an organisation which is at the heart of its community and provides a home, a source of income and a place to enjoy for thousands of people.

The Brecon Beacons National Park is a very special place and, as a National Park Authority, we are custodians for future generations.

The successful applicant will provide leadership and focus for the future success of the National Park and will influence national and local policy by effective advocacy and develop targeted, strategic partnerships to build the capacity of the organisation so it can achieve its goals.

With a 'can do' attitude and an appreciation of the unique culture and heritage of Wales, you will need to demonstrate substantial senior management experience, experience in providing services with a strong customer orientation, and a commendable track record of organisational delivery in a rapidly changing environment. This will include the prioritisation and targeting of both physical, financial and human resources and continuous improvement of our ways of working. Central to your success will be an ability to develop relationships founded on trust and understanding, instilling confidence in your integrity. Brilliant communication skills are essential.

I hope that this job pack answers any queries you may have. You will be able to find our key policies on our website – www.beacons-npa.gov.uk.

The job is demanding but the rewards are many. The selection panel and I look forward to receiving your application and exploring this further if you are selected for interview. If you have any questions, please contact our recruitment advisors GatenbySanderson, whose details you will find later in this pack.

Yours sincerely,

Councillor Gareth Ratcliffe,
Chair, Brecon Beacons National Park Authority

“

About the Brecon Beacons National Park Authority

The Brecon Beacons National Park protects 520 square miles of beautiful countryside. Our border extends from the rural heartland of Mid Wales in the north to the post-industrial ex-mining communities of the South Wales Valleys while also spanning from the Marches in the east to the fringes of West Wales. We are currently home to about 33,000 people. Collectively, the environment of the three National Parks of Wales supports nearly 12,000 jobs.



The Brecon Beacons National Park Authority consists of 18 members, 12 nominated by the seven Local Authorities in the area and the other 6 nominated by the Minister for Environment, Energy & Rural Affairs of the Welsh Government.

A range of key committees are responsible for managing the business of the Authority.

In addition, working and advisory groups, both internal and external, have been established to help in the decision-making process.

Their role is to collectively make the key strategic decisions and to both be accountable and to hold others to account for our success.





We employ over 100 staff across all our functions – we protect 520 square miles of land and support livelihoods. We have the amazing contribution of around 100 volunteers to support our work.



Central to our success will be our ability to reach out to all our communities and stakeholders and promote equality, fair treatment and social inclusion at all times and we have developed a [Strategic Equality Plan](#).

Studies have consistently shown that the protected landscapes of the National Parks play a key role in attracting visitors to Wales.

The Parks in Wales receive 12 million visitors each year, spending an estimated £1 billion on goods and services. We have achieved Dark Skies status and to the west of the Park, our Fforest Fawr UNESCO Global Geopark.

Working with stakeholders

At the heart of what we will achieve will be strong and dynamic partnerships and collaboration both existing and new – the challenges in a post pandemic, post BREXIT world will not be for the Authority alone.

Brecon Beacons National Park is so much more than the Authority, and acting as a convenor, advocate and genuine partner will be at heart of our collective success.

But it will not be without challenges – views are polarised, livelihoods are precarious and demands are sometimes unrealistic. The new leadership of the Authority will need to navigate a path built on trusted relationships and a willingness to make tough calls.

Our culture and heritage is built on an independence of spirit and a hard work – these will be needed in abundance as we go forward.



Our approach

The Authority's key strategic document is the National Park Management Plan, which sets out our aims, strategic objectives and Priorities for Action for the Authority. In addition to this, we have an adopted Local Development Plan which provides the framework for future development within the National Park.

The Authority has also produced its latest State of the Park Report for 2020, which summarises the changing status of the Park's environmental, social and cultural assets. The news is not good – many indicators are heading in the wrong direction – we have a real climate emergency on our doorstep. Not changing what we do and how we do it is not an option.

The following links will give you a sense of the beauty of our landscape, the emotions it inspires and the communities we serve:

International Dark Sky Reserve



https://youtu.be/mXQdHs_-4Dk

Wales Way Poetry Stones



- English www.youtube.com/watch?v=ABeoNNIDQAU
- Welsh www.youtube.com/watch?v=zHgjWCF4clQ

Tourism Times



www.beacons-npa.gov.uk/communities/tourism/newsletters

Community newsletter



www.beacons-npa.gov.uk/communities/community-newsletter

Further information on the Park and our work is available from the Brecon Beacons National Park Authority website, at www.beacons-npa.gov.uk

Our Ambition: #BeTheChangeBreconBeacons

We have embarked upon an ambitious programme of change in recognition of the fact that we need to do more and be more effective in responding to the triple challenges of climate change, biodiversity loss and the inequalities in society. Wales is determined to build back better after the COVID 19 pandemic – creating new opportunities for green, sustainable economic development and being serious about the commitment to future generations. This takes us back to our roots:

In 1945, John Dower, the founding figure of the National Parks movement in the UK wrote:

“Few national purposes are more vital or more rich in promise of health and happiness than the provision of large, open and beautiful tracts of country in which holidays can be freely and inexpensively enjoyed. National Parks are not for any privileged or otherwise restricted section of the population, but for all who care to refresh their minds and spirits and to exercise their bodies in a peaceful setting of natural beauty.”

That role for National Parks is as relevant today as it was 75 years ago and our Vision is
“The Brecon Beacons – A rich and resilient landscape which helps communities to live prosperously and sustainably now and in the future.”





Our Vision

We have identified three work programme priorities to achieve our Vision:

Landscape & Nature Recovery

To re-establish a connected network of species rich and resilient landscapes across the Brecon Beacons

Inspiring People & Places

To help diverse groups of people access, enjoy, and understand the heritage, places and special qualities of the Brecon Beacons

Community & Rural Enterprise

To help people living and working in the Brecon Beacons to benefit from sustainable livelihoods and green infrastructure

We need to sharpen our focus on fewer priorities, transform the culture of the organisation and strengthen leadership and accountability



Our ambition, ethos and emerging priorities

[Our Draft Corporate Plan for 2021-22](#)

[Our Draft Vision and Objectives](#)

Both of these documents inform our stakeholder engagement work as part of the development of our next National Park Management Plan.



Job description



Post: Chief Executive Officer (Head of Paid Service)



Grade : Chief Executive's salary grade



Accountable to : Chairman & Members of the National Park Authority



Responsible for : National Park Authority



Direct line management of :
5 x Heads of Service (currently under review)



Annual Budget : £6 million plus project funding

Job Purpose



Bring vision and ambition to the Authority, galvanise commitment and action internally and externally, and ensure significant impact for the Park's communities and the nation.



Provide leadership and management of the National Park Authority, ensure achievement of the National Park purposes and Welsh Government objectives, and scale up the Park's contribution to the health, nature and climate crises which society faces.



Lead the Authority in the development of partnerships and stakeholder relationships which achieve greater outcomes for the Park.



KEY RESPONSIBILITIES

Provide strategic leadership of the National Park,
Brecon Beacons National Park Authority, its staff and volunteers



Set a clear vision for the Brecon Beacons National Park Authority, delivering organisational change, aligning resources to priorities and developing a culture that is energised, creative and flexible in its thinking.



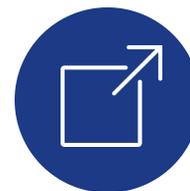
Lead an enabling organisation, embedding effective approaches to building partnerships and joint working to deliver the purposes of the Authority.



Deliver an advocacy programme which influences local and national policy and resourcing and influences partners at all levels across all relevant sectors, lobbying for and championing the National Park.



Create a culture of 'can do' and collaboration in the organisation, motivating staff, members and volunteers to step up for the Park.



Lead and deploy the staff resources of the National Park Authority effectively, ensuring an adaptable and fit for purpose resource and a professional, dynamic culture with a focus on continuous improvement which operationally supports the organisation's aims and objectives.

Provide leadership and focus on the development and delivery of key strategies and plans



Lead the development, delivery and monitoring of the National Park Management Plan, Local Development Plan, Corporate Plan and other key strategic plans which, together, set the bold vision, strong policies and clear direction.



Lead the delivery of the Nature Recovery Action Plan and Historic Environment Action Plan.



Set the organisation on a new trajectory of programme design and delivery, delivering step change in impact through ambitious project development and ambitious income generation and fundraising.

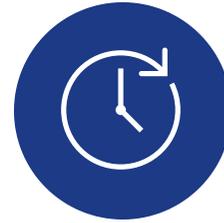
Lead Brecon Beacons National Park Authority in developing and sustaining effective relationships with stakeholders



Build a more proactive and strategic engagement plan to develop more, deeper and more effective partnerships.



Lead a communications programme which engages stakeholders throughout the Park building their appreciation of and commitment to the Park.



Foster and enhance positive relationships with all local authorities, communities, agencies and partners, including the voluntary sector and local business, as well as with other statutory bodies at regional and national levels.

Monitor and report on the performance of Brecon Beacons against our agreed Corporate Plan and statutory and Welsh government requirements



Engage with the family of designated landscapes via National Parks Wales, National Parks UK and National Parks Partnerships, to ensure the whole achieves more than the individual parks.



Ensure that a performance management culture is firmly embedded within the Authority delivering the Corporate Plan objectives and maintaining a customer-focused ethos throughout the organisation. Lead a personal development approach which sees each individual maximising their potential.



Enable all staff to be clear about performance requirements and goals with a clear focus on delivery.



Diversity and Inclusion



Promote diversity and inclusion throughout the work of the Authority, ensuring that the Park is accessible and inclusive as regards the wide range of communities it serves.

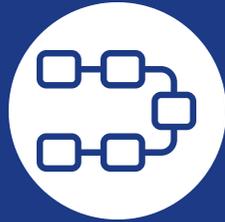


Promote Welsh language and culture throughout the work of the Authority.

Embed effective and proportionate governance and compliance (including supporting the Board)



Ensure best practice governance and financial management in the Authority, streamlining the processes to make them clear and transparent.



Deliver improved workflow, accessibility and oversight of key papers to enable good decision-making.



Fulfill the duties of Head of Paid Service in all matters including legal, technical and environmental responsibilities.



Maintain and regularly review emergency plans and risk management approaches for all aspects of the Authority's activities and where necessary participating in inter-organisational approaches.

Essential



The successful candidate must be able to demonstrate evidence of the following criteria:

- A leader with drive, resilience and self awareness who can command the trust and confidence of the Authority and its stakeholders and who can energise a committed workforce of paid staff and volunteers
- A passion for what they do and for achieving of goals that make a difference to diverse communities
- Senior management experience with a creative, 'can do' attitude and a track record of delivery
- A leader who will use the vision, mission and values of the Authority as a guiding light, will champion these and ensure that everything that is done holds true to the vision
- Excellent interpersonal skills with experience of acting as a visible ambassador for an organisation with a broad and complex stakeholder network
- Natural inclination to work in partnership with others to deliver innovative solutions to complex problems and with limited resources
- Experience of managing complex budgets and diverse funding streams successfully, with an entrepreneurial approach to identifying new sources of revenue
- Robust commitment to good governance and high standards of probity; comfortable working in a highly scrutinised environment
- Politically savvy with an understanding of the local and national public policy context and the ability to handle significant complexity
- An understanding of the interactions between farming, forestry and cultural and natural assets and an appreciation of the unique culture of Wales
- A commitment to making the National Park accessible to everyone and an inclusive environment for all who live, work and visit
- Calm, confident and resilient especially when under pressure
- Experience of acting as a media spokesperson, including on contentious matters
- Evidence of a standard of education and continued professional development that is commensurate with the role.
- Welsh Language Skill – Level 0



Desirable



A passion for the role played by National Parks



Experience of working within a context in which natural environment considerations have been paramount



Some familiarity with the statutory regime for National Parks including exposure to planning, environmental or other relevant law



An understanding of the major issues facing protected landscapes



Welsh Language Skill
– Level I

Welsh Language Requirement



Please note: If you do not meet the Welsh Language Requirements specified, then the Authority offers a variety of learning options and staff support to help you meet these requirements during your employment with us.

LEVEL

0

Recognise some short, simple words as being Welsh and even guess the meaning of some words when read or heard, provided the person is talking very slowly or the words are read in an explanatory context.

Upon hearing simple words numerous times, you can repeat them and can also even write some short words.

LEVEL

1

Understand everyday expressions, and very basic phrases if the speaker is talking slowly. Understand conversations about basic personal information.

Use some familiar everyday expressions, e.g. greetings, thanks. Pronounce place names and names of people and talk about basic personal things and basic topics in an informal situation.

Understand short texts where people are giving basic information about themselves or others.

Usually find details, such as time and cost, in advertisements or notices.

At both levels, the language is far from being alien to you and you have a firm grounding from which you can develop your skills. More importantly, you have a strong awareness and understanding of the bilingual environment in which the Brecon Beacons National Park Authority operates, the need to treat both languages equally, and you demonstrate sensitivity towards the needs of Welsh speakers. You are aware of what you can do to ensure both languages are treated equally and to meet the linguistic needs of all stakeholders, e.g. use of appropriate translation services, making use of colleagues' language skills.

Terms of appointment

Salary

The current salary range is from £75,858 - £83,440 per annum. Starting pay will be dependent on your qualifications and experience.

Salary is paid monthly.

Period of employment

Permanent

Working hours

A minimum of 37 hours per week but the expectation is that the CEO role works as necessary in leading the Authority's work including evening and weekend working as required.

The Authority supports a range of flexible work options.

Appraisal

Conducted on a quarterly basis with 3 members of the Appointments Committee (typically the Chair and Deputy Chair of the National Park Authority plus one other Member).

Pension

The pension scheme in place is a standard Local Government Pension Scheme and is administered by Powys County Council on behalf of the Authority; the CEO role contributes 9.9 % of their gross salary and the employer currently contributes 20.9%.

Annual leave entitlement

30 days per annum, plus 8 public holidays and 2 extra statutory days.

Induction

Induction will take place at the National Park Headquarters in Brecon with an ongoing programme across the Park.

Location

The position will be based in the National Park Headquarters in Brecon.

You will be expected to be able to travel to meetings both around the Park area, Wales and elsewhere in the UK. Although use of public transport, where sensible, is preferred you should have a full driving licence. Appraisal

HOW TO APPLY

To apply for this post, you will need to submit the following documentation by no later than **17:00 on Friday 12 February 2021**:

- A CV (no longer than two pages) setting out your career history, with key responsibilities and achievements
- A statement of suitability (no longer than two pages) explaining how your personal skills, qualities and experience provide evidence of your suitability for the role, with reference to the essential criteria set out in the person specification
- A completed Equal Opportunities Monitoring form, this form will appear online once you have submitted your application. All monitoring data will be treated in the strictest confidence and will not affect your application in any way.

Please note the above highlighted documents are mandatory.

- Candidates with a disability who meet the essential selection criteria in the person specification are guaranteed an interview. Selection will be on merit. If you wish to claim a guaranteed interview under the Disability Confident scheme, you should complete the relevant form during the application process. It is not necessary to state the nature of your disability.

In addition, please ensure that you provide the following information:

- Your latest remuneration including any benefits and notice period
- Daytime, evening and/or mobile telephone numbers as well as your personal email address
- Confirmation of your availability for meetings on key dates as outlined above
- Contact details for two referees. Referees should be people who can comment authoritatively on you as a person and as an employee and must include your current or most recent employer or his/her authorised representative. Confidential references are taken up on candidates shortlisted for formal interviews. However, we will refer to you for confirmation that referees may be approached before any contact is made with them.

All applications must be submitted using the link www.gatenbysanderson.com/job/GSe69443

If you do not receive a notification of your application, please contact ivy.rowe@gatenbysanderson.com

The closing date for applications is 17:00 on Friday 12 February 2021.

For a confidential discussion to inform your application, please contact our recruitment advisers at GatenbySanderson:

- Eleanor Lawrence (eleanor.lawrence@gatenbysanderson.com or 07590 355825)
- Julie Myers, (julie.myers@gatenbysanderson.com or 07595 779915) or
- Heather Greatrex, (heather.greatrex@gatenbysanderson.com or 07538 979416).

Timetable

(key dates for candidates in bold)



Closing date:
Friday 12 February 2021 at 17:00



Longlist meeting:
Monday 22 February 2021



Preliminary interviews
with GatenbySanderson
24 February – 3 March



Shortlist meeting:
8 March 2021



Assessments
Within period 10 – 22 March 2021

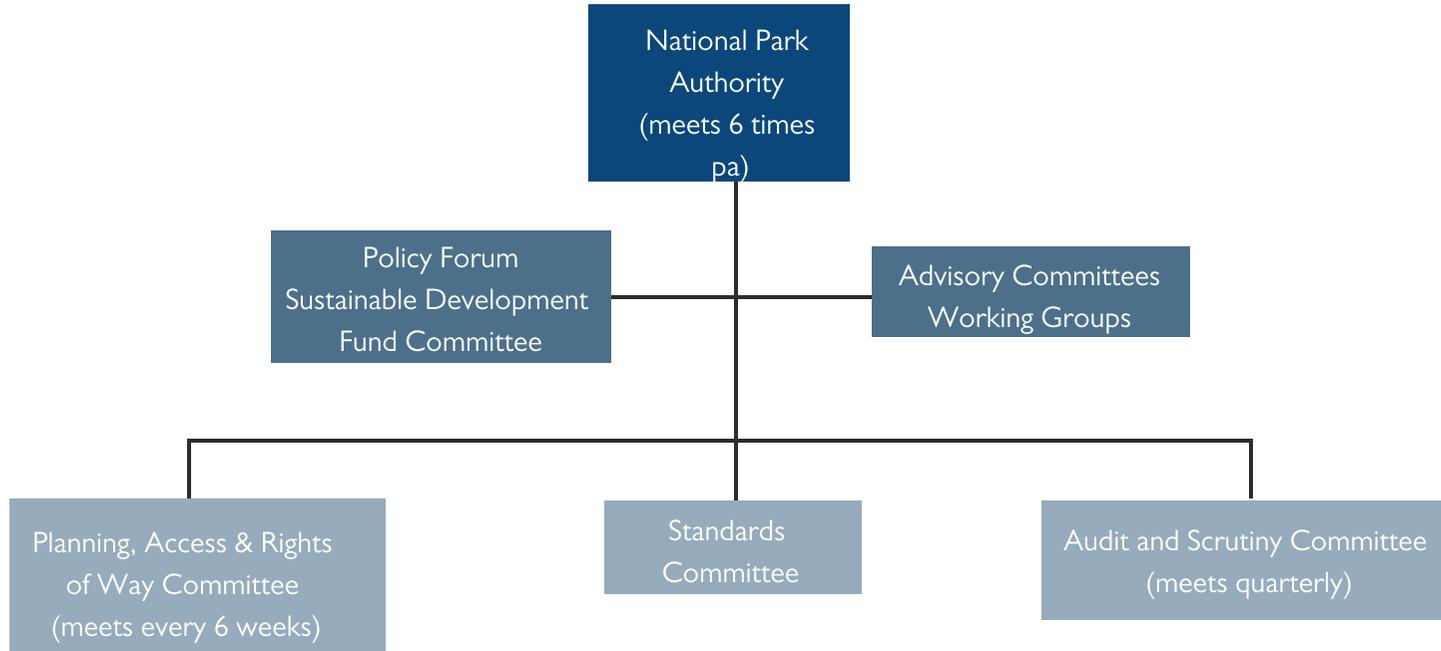


Final stage assessment
and interview
25 and 26 March 2021

Once the closing date for applications has passed, applications will be evaluated according to the person specification and the Appointment Committee will select which candidates will be invited to take part in the initial stage of the process.

Details of the assessment process will be provided to shortlisted candidates once selected.

BRECON BEACONS NATIONAL PARK AUTHORITY COMMITTEE STRUCTURE



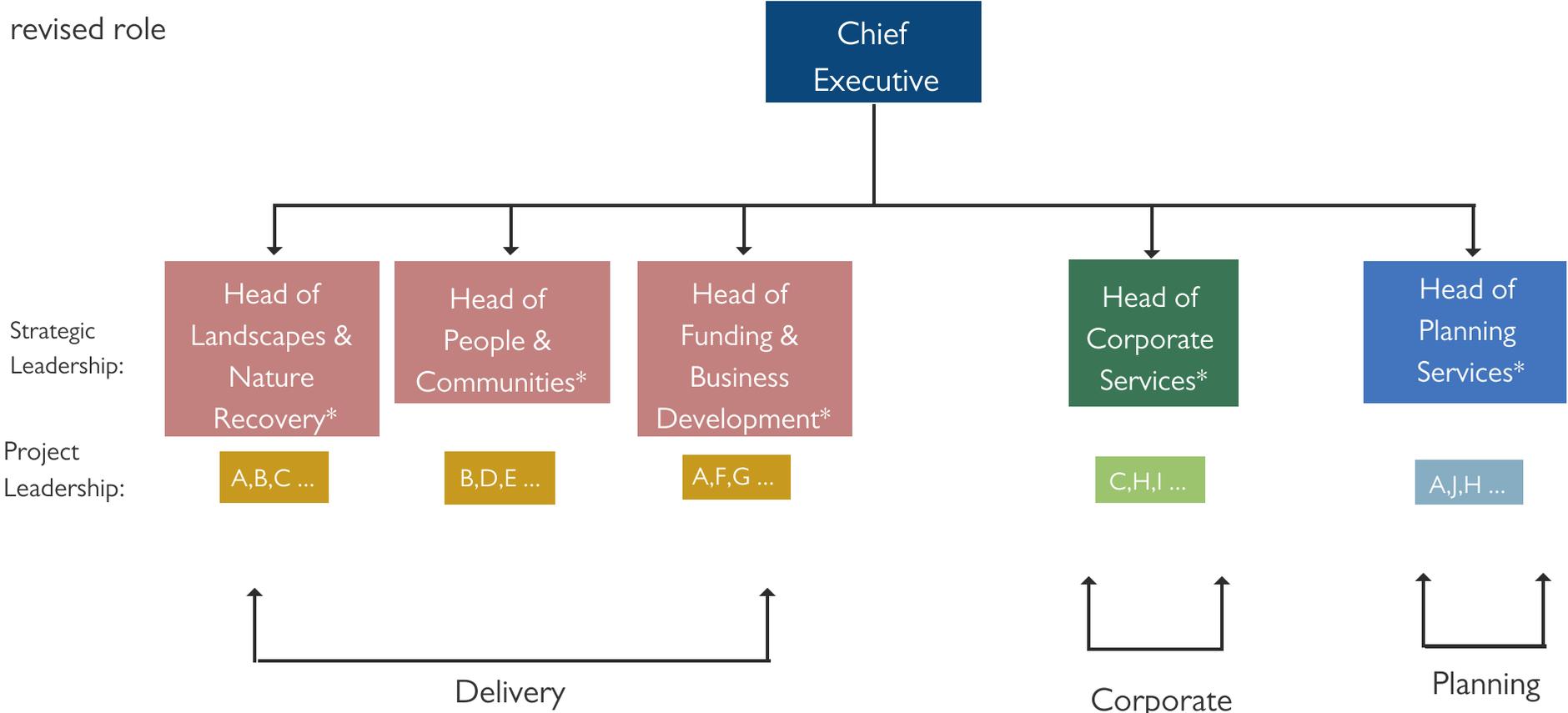
Member Champions:

- Equality and Diversity
- Heritage
- Landscape and Biodiversity
- Resilient Communities
- Sustainable Economic Development
- Welsh Language

Appendix 2 - Proposed organisational structure

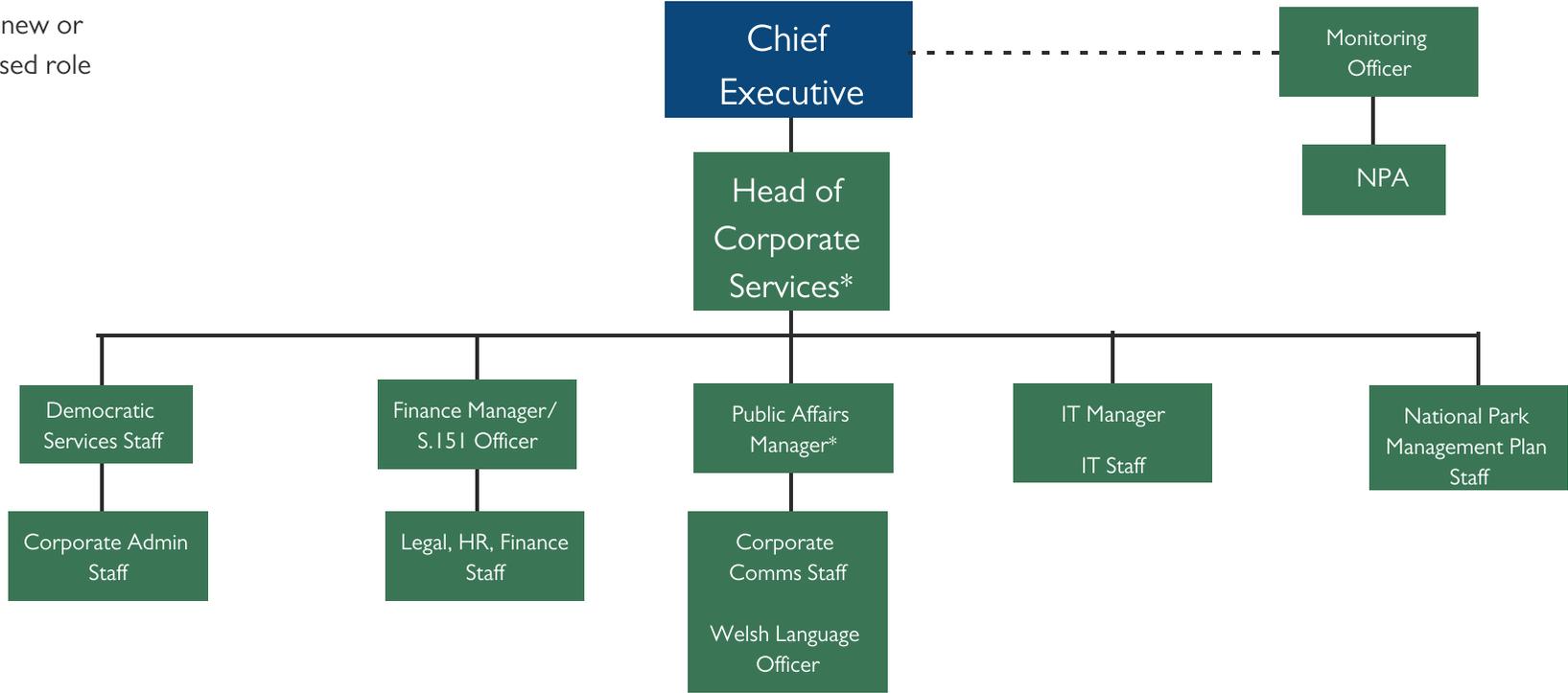
* = new or revised role

Revised Corporate Leadership Team



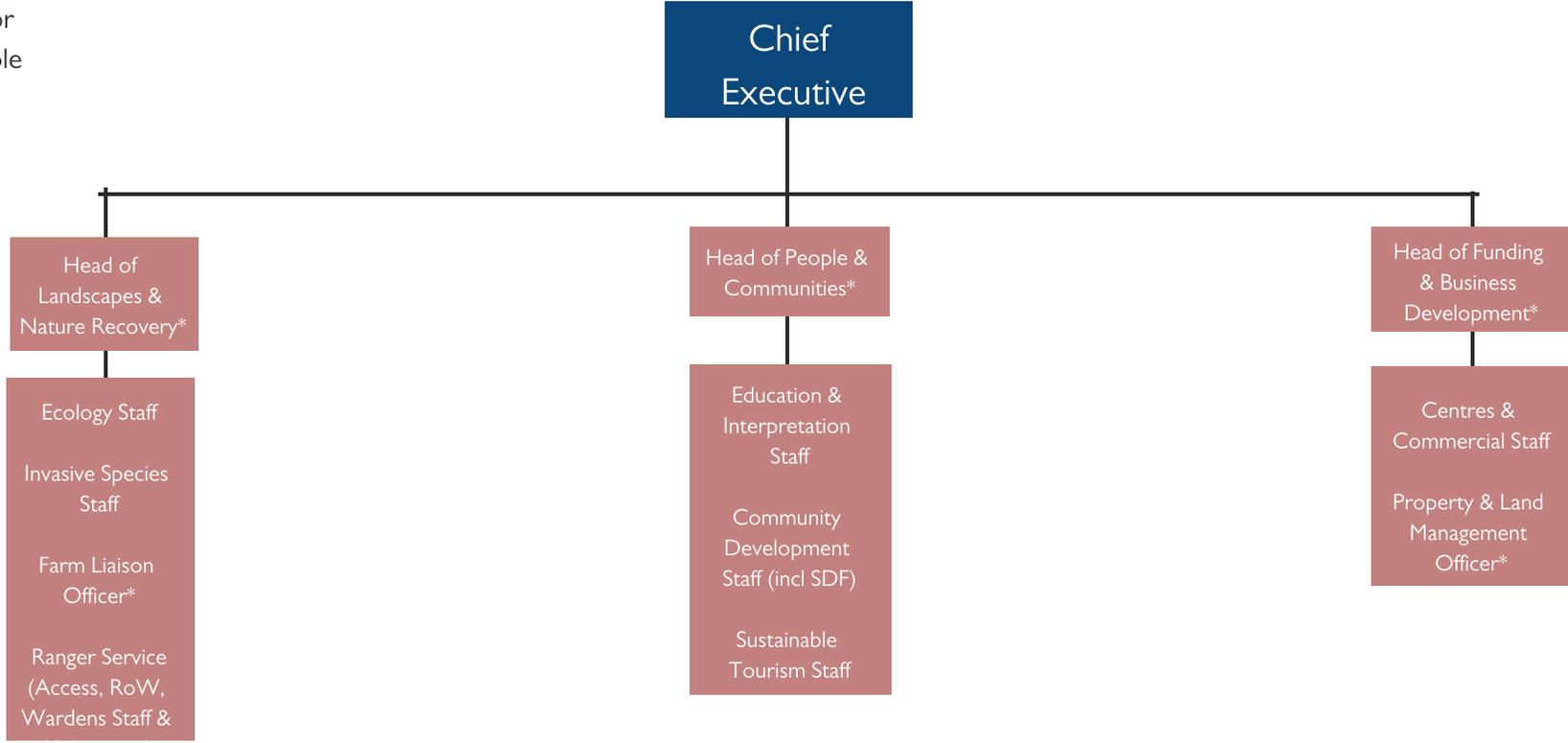
Revised Corporate Services Structure

* = new or revised role



Revised Delivery Structure

* = new or revised role



Revised Delivery Structure

* = new or revised role

