

Introduction

1. The Brecon Beacons National Park Management Plan sets out a 25 year vision for the National Park. It is accompanied a Priority Actions document with actions to meet objectives to be taken forward between 2010 and 2015. Management Planning is a cyclical process which requires on-going monitoring of actions to gauge whether plan objectives are being met and what effect they are having on the environment (as predicted in the Strategic Environmental Assessment).
2. Consistent with current Management Planning advice¹ we have a monitoring process for indicators within set objectives. Indicators are being reviewed and will be reported on through an updated State of the Park Report (SOPR). This review paper provides an introduction to the monitoring process and also identifies the progress of current actions. The monitoring report spreadsheets can be found at Appendix 1 (page 9) – follow up monitoring reports will be presented in this style.
3. Managers currently update the actions they are responsible for through the Ffynnon reporting system. This has been used (along with meetings with relevant managers) to obtain the information required to prepare this update report. Ffynnon will be replaced with a new IT solution for performance management called Pan in 2014.

Management Plan Themes

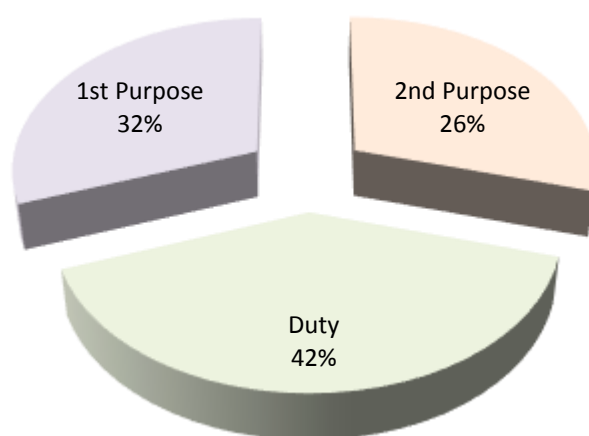
4. Plan objectives are categorised into 6 themes within which specific actions fall, shown in Table 1 below. These themes are used to agree and report on outcomes and improvement objectives in the Business Improvement Plan. This approach has escalated the status of the Management Plan in practical terms by 'linking' its actions more directly with the Authority's stated goals and objectives. Consequently the annual review of goals and objectives can now be seen as an aspect of the Management Plan review process. Appendix 2 (page 27) provides further information on the monitoring and reporting mechanism for Management Plan actions.
5. Table 1 shows the number of actions allocated within each theme and whether they fall within the Authority's First Purpose, Second Purpose or Duty. The Authority's First Purpose encompasses actions within themes 1 and 2, its Second Purpose encompasses actions within themes 3 and 4 and its Duty encompasses actions within themes 5 and 6.

¹ CCW 2007 – National Park Management Plans Guidance

Management Plan - Priority Actions	Total Actions	Purpose/Duty
Theme 1: Managing Park Landscapes to Maximise Conservation and Public Benefits	38	51 1st Purpose
Theme 2: Conserving and Enhancing Biodiversity	13	
Theme 3: Provide Opportunities for Outdoor Access and Recreation	14	49 2nd Purpose
Theme 4: Raising Awareness and Understanding of the Park	35	
Theme 5: Building and Maintaining Sustainable Communities, Towns and Villages	31	67 Duty
Theme 6: Sustainable Economic Development	36	
Total Actions	167	167

Table 1: Total Actions

6. Pie Chart 1 shows the percentage of total actions within the First Purpose, Second Purpose and Duty.



Pie Chart 1: Total Actions

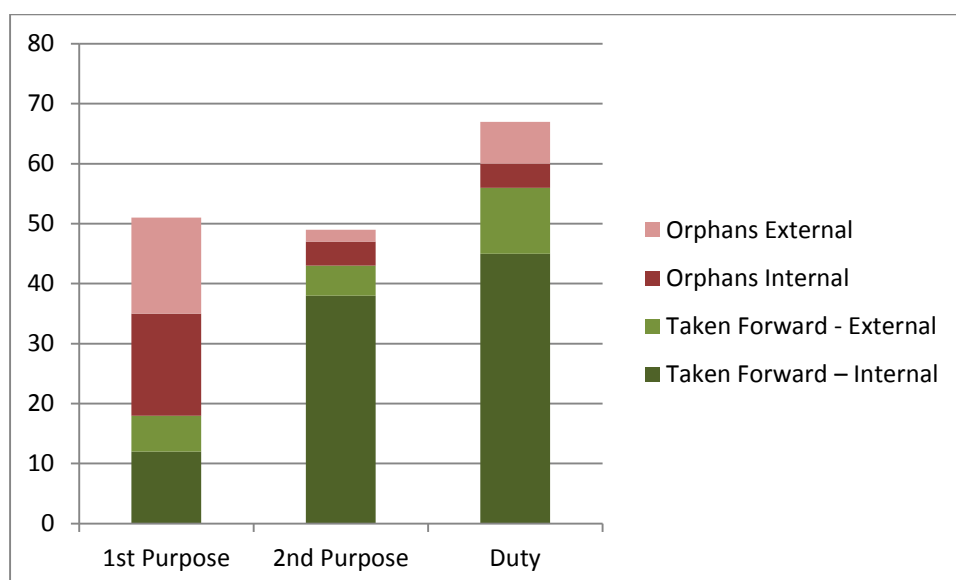
Management Plan Actions

7. The Management Plan is a plan for the Park itself, and whilst the Authority takes a lead in its delivery many external partners have a part to play and some of them lead on specific actions. Table 1 shows the split between purposes and duty of the 167 Management Plan actions. Table 2 below shows the number of these that were taken forward and whether this was internally by the Authority or externally by partner organisations. It also shows the number of actions which are not being taken forward, called orphans. All of this is presented split by Purpose/Duty.

	Total	Taken Forward	Taken Forward – Internal	Taken Forward - External	Orphans
1st Purpose	51	18	12	6	33 (17 internal; 16 external)
2nd Purpose	49	43	38	5	6 (4 internal; 2 external)
Duty	67	56	45	11	11 (4 internal; 7 external)
	167	117	95	22	50

Table 2: Actions Taken Forward / Orphans

8. Bar chart 1, below, shows a graphical view of this data.



9. There seem to be relatively few actions being taken forward within the First Purpose (17%) and a relatively high number taken forward within the Duty (51%). There are a few possible explanations for this:

- Many actions within First Purpose themes are generic and broad, encompassing a large number of sub-actions, for example the 'Upland Management Programme'; the 'Research Prospectus' and the 'Gunpowder Works'. On the contrary many actions within the park's Duty are specific and SMART (see paragraph below), such as 'Apply for Geopark Status' and 'attend 3 Geopark meetings', which results in a greater number of actions with a smaller impact or net effect per action.
- Some actions currently attributed to the Second Purpose or Duty could also come under themes within the First Purpose. Examples are 'Increasing opportunities for

volunteering', currently under theme 4 (Second Purpose), or 'Deliver a Sound Local Development Plan', under theme 5 (Duty), both of which could be considered under theme 1 within the First Purpose.

- Actions taken forward by the Authority's Development Management function should be located within theme 1; though there are currently no actions identified they are reported on as outcomes in the Business Improvement Plans and this is an example of where linkages still need improving
- Many of the 33 First Purpose internal orphans are arguably Second Purpose or Duty internal orphans.

10. SMART action setting (Specific, Measurable, Achievable, Realistic, Timely) allows you to focus purposes and energy towards meeting desired outcomes². They provide a structure and 'trackability' for implementation, they can set a very clear vision of what success looks like, they allow for more complex projects and increased responsibility for individuals. They are the building blocks of projects which define an organisation and help create growth. SMART objectives assist in taking forward actions with partner organisations who can understand and therefore relate to specific, clear actions.

Action Monitoring

11. Actions are divided into three categories:

- a. Completed:** this category includes projects which are completed and finished, like the Splash Project under Theme 3 (2nd Purpose), and those which are completed for a particular period and are also on-going, for example Teacher Training Days have been achieved for an identified period but are also part of a broader, on-going action - 'Educate the Educators' under Theme 4 (2nd Purpose).
- b. Uncompleted and on track:**
 - i. This category generally applies to larger projects which are difficult to be monitored against stages, for example 'Implement the Waterfall Management Plan' under Theme 1 (1st Purpose) where a series of actions are being implemented over a 5 year period.
 - ii. It can also apply to projects where sufficient data was not available at the time the report was written. For example the data for the action 'Raising the % of the Rights of Way network which is easy to use to 65% by 2013' is not available until February 2014, but as of September 2013 this action was on target for completion and has therefore been categorised as uncompleted but on track.

² www.bestprogress.com/strategy

- c. **Uncompleted and off track** - these are actions that have not been completed and are behind schedule for completion or not being currently progressed.

12. **As of September 2012 (see table 3 below)**, 8 out of the 95 internal actions being taken forward had been completed (8%) and 5% of external actions being taken forward had been completed. A number of other actions may well have been on track but were not being monitored in this way at the time.

As of September 2012:

Management Plan - Priority Actions	Internal			External		
	Actions	Completed	Uncompleted but on track	Actions	Completed	Uncompleted but on track
Theme 1: Managing Park Landscapes to maximise conservation and public benefits	8	0	n/a	3	0	n/a
Theme 2: Conserving and Enhancing Biodiversity	4	0	n/a	3	0	n/a
Theme 3: Provide Opportunities for Outdoor Access and Recreation	10	1	n/a	1	0	n/a
Theme 4: Raising awareness and understanding of the Park	28	1	n/a	4	1	n/a
Theme 5: Building and Maintaining Sustainable Communities, towns and villages	18	0	n/a	6	0	n/a
Theme 6: Sustainable Economic Development	27	6	n/a	5	0	n/a
Total Actions	95	8	n/a	22	1	n/a
		8%	n/a		5%	n/a

Table 3: Action Review as of September 2012

13. **As of September 2013 (see table 4 below)**, 77 of the 95 internal actions being taken forward have been classified as completed (81%). There are a further 16 actions (17%) that are uncompleted but are on track to be completed. Therefore 93 out of 95 internal actions (98%) are either complete or on target to be completed. 2 (2%) internal actions being taken forward are uncompleted and off track.

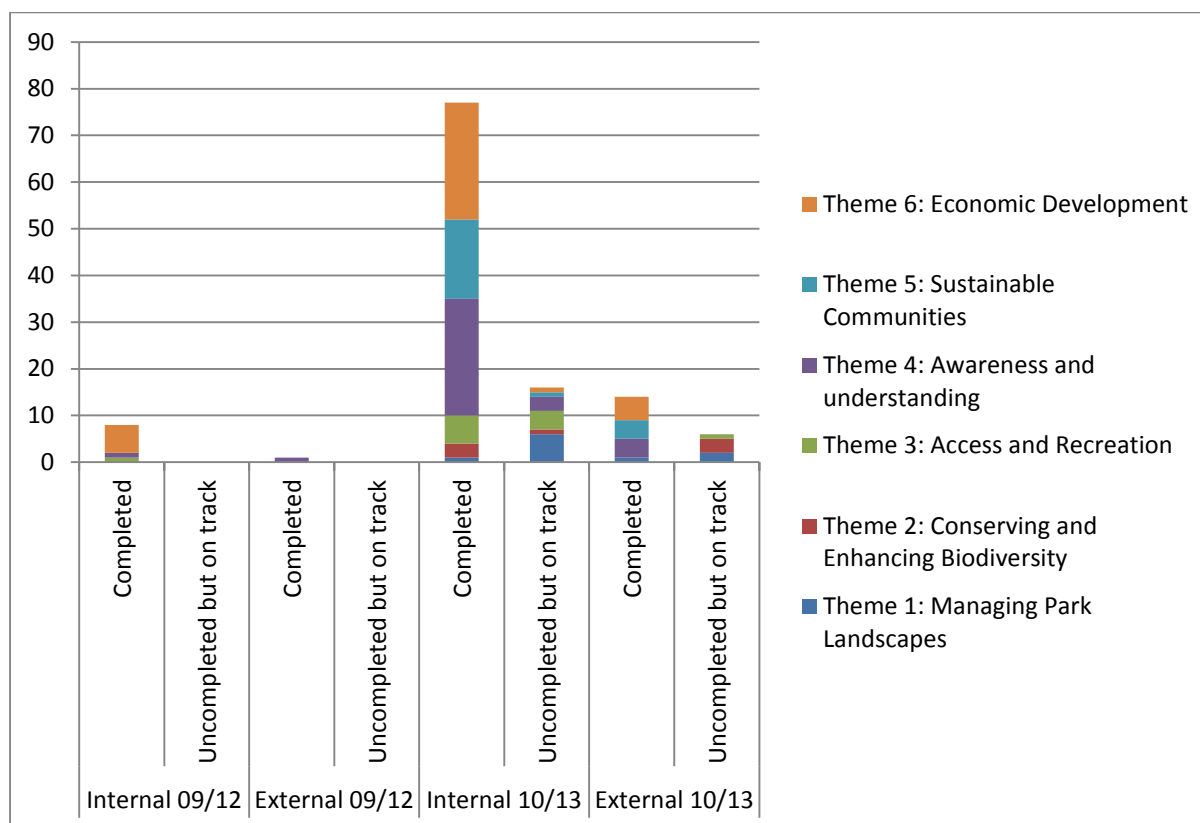
As of October 2013:

Management Plan - Priority Actions	Internal			External		
	Actions	Completed	Uncompleted but on track	Actions	Completed	Uncompleted but on track
Theme 1: Managing Park Landscapes to maximise conservation and public benefits	8	1	6	3	1	2
Theme 2: Conserving and Enhancing Biodiversity	4	3	1	3	0	3
Theme 3: Provide Opportunities for Outdoor Access and Recreation	10	6	4	1	0	1

Theme 4: Raising awareness and understanding of the Park	28	25	3	4	4	0
Theme 5: Building and Maintaining Sustainable Communities, towns and villages	18	17	1	6	4	0
Theme 6: Sustainable Economic Development	27	25	1	5	5	0
Total Actions	95	77	16	22	14	6
		81%	17%		64%	27%
		98%			91%	

Table 4: Action Review as of August 2013

14. Regarding internal actions within the First Purpose, 11 out of 12 (92%) are either complete or on target to be completed. Within the Second Purpose, all 38 (100%) are classified as either complete or on target to be completed and regarding the Duty, 44 out of 45 (98%) are either completed or on target to be completed.
15. Out of 22 external actions being taken forward, 14 (64%) are either completed or are on target to be completed, with a further 6 actions (27%) uncompleted but on track for completion. 2 external actions (9%) are not completed or on track for completion, though we are waiting an update on 1 of these actions.
16. Regarding external actions within the First Purpose, 6 out of 6 (100%) are either complete or on target to be completed. Within the Second Purpose, 5 out of 5 (100%) are either complete or on target to be completed and regarding the Duty, 9 out of 11 (82%) are either complete or on target to be completed.
17. Table 4 shows that good progress has been made against Management Plan actions, both internally and externally. There remains a number of Management Plan orphan actions which will be considered against the toolkit identified in Appendix 2.



Taking the Management Plan Forward

18. The monitoring reports can be found at Appendix 1. Further monitoring reports will be presented in this style.
19. The priority is to update the State of the Park Report (SOPR) through a review of indicators and data. The existing indicators used in the SOPR (2006) will be discussed with relevant managers to assess if they are still relevant. New indicators will be considered such as Carbon Footprint / Peat / volunteer hours / Annual Monitoring Reports and linking objectives to the Local Development Plan. We will consider what data we have currently got (and if we can use it), what data we can get and what we would want in an ideal world.
20. The format of the Management Plan will reflect changes in the way in which the Authority conducts its business. For example a hypothetical move towards a spatial approach (rather than purely thematic approach on a park wide basis) is likely to require a more visual document with distinct chapters based on priority areas. The output from the Officer/Member workshop on 20 November will be used to inform proposals for how the Authority could take this forward.
21. A number of consultations have already been undertaken which will inform the Management Plan review. The residents' survey; the Visitor Management Plan (and tourism strategies); the Village Plan process; the branding exercise and the research prospectus all provide valuable stakeholder evidence for the review and will be documented in the

consultation and engagement chapter of the revised Management Plan. Meetings with community councils will be undertaken and a draft Management Plan for wider consultation will be prepared by late 2014 and consulted on in late 2014 / early 2015. All stakeholders will be offered the opportunity for comment.

22. Evidence which will inform the forthcoming Management Plan review:

- SOPR
- Action monitoring
- BIP – outcomes / audits / expenditure
- Authority priorities and budgets (which will inform priorities)
- Area / theme / partnership approach
- SEA review screening
- Emerging legislation and guidance
- Enhanced use of GIS - spatial approach will require enhanced GIS input/data, as will the open space project and the Village Plan concept
- Potential for Information Technology to reach wider/different audiences and enable innovative ways of engaging and communicating

Appendices

Appendix 1 – The Monitoring Reports (page 10)

Appendix 2 – JMT Task and Finish Group Final Report November 10th 2011 (page 27)

Appendix 1 – The Monitoring Report

Spreadsheet 1 – Internal Actions being taken forward

Focal Area	Action	Sub-Actions	Complete (Y/N)	On Track/on-going(Y/N)
Theme 1: Managing Park Landscapes to maximise conservation and public benefits - 8 Actions				
Protect + Manage the Parks Historic Environment	Develop and deliver an implementation plan of positive project works to research conserve and enhance the historic environment	Gunpowder Works	n	y
Recognise and enhance farming's role in managing the Park's landscape.	Develop and implement mechanisms for actively involving young farmers in the decision-making and management of the National Park's landscape.	Staff Farming Forum	n	n
	Develop a demonstration project to address at least one of the key issues facing the future of farming that directly involves local farmers-- both critics and supporters of the National Park.	Upland mgmt programme. Staff Farming Forum and Agricultural Stakeholders. Glastir advanced element on common land	n	y
	Explore better ways to utilise the National Park's Agriculture Stakeholders Group in developing solutions to address issues facing the Park's farming community.	Staff Farming Forum	n	y
Develop a research and management agenda for the	Secure funds and implement one large, area-based land management project.	Upland mgmt programme.	n	y

natural environment of the National Park.	Implement the Waterfalls Mgmt Plan	Waterfall County Mgmt Plan	n	y
	Produce a research prospectus for the National Park which is supported by the Wales Environmental Research Hub.	Research Prospectus	n	y
	Manage NPA owned Land	Site mgmnt - various ie llangasty-Caeau Ty Mawr, Mynydd Illtyd etc	y	y
Theme 2: Conserving and Enhancing Biodiversity - 4 Actions				
Protect and manage the Park's biodiversity.	Implement a programme of site-based action linked to the LBAP.	See Manage NPA owned land under landscape; also:- attend IUCN Peatlands Programme Conference	y	y
Develop and implement community-based biodiversity projects for the benefit of the public and wildlife.	Deliver an annual programme of volunteer activities targeted at biodiversity action.	TGVs SLA	n	y
		Ffawydog	y	
		Interns Project	y	
Theme 3: Provide Opportunities for Outdoor Access and Recreation - 10 Actions				

Manage the Public Rights of Way (PRoW) network by implementing the Rights of Way Improvement Plan (RoWIP).	Raise the % of the PRoW network which is easy to use to 65% by 2013.	Annual sample surveys by volunteers	n	y
		Annual RoW maintenance	n	y
		Annual RoW capital programme	n	y
		Develop the new RoW database	n	y
	Identify and implement circular and connecting routes with the network.	Interp/Info: review of new routes. Work with communities (WaW)	y	y
Improve the provision of and information on countryside access.	Provide targeted countryside access information in a wider variety of accessible formats.	Information - Website work / Conservation Advice	y	y
	Improve access on to inland water.	Access to river usk and Splash	y	

Use funding and resource opportunities to improve countryside access	Explore provision for legal off roading in the National Park.		y	
	Increase the use of the NP by excluded groups. 2 projects - Community Champions and Art in the park	Community Champions	y	y
		Art in the Park and similar education projects	y	y
Theme 4: Raising awareness and understanding of the Park - 28 Actions				
Use funding and resource opportunities to raise awareness and understanding.	Educate the educators.	Initial Teacher Training (ITT) and INSET (Teacher placement) days	y	y
	Increase opportunities for volunteering.	New vol recruitment	y	
		Waterfalls Vol Scheme	y	
		Walking with Offa Vols	y	
		Volunteer Development	y	
	Coordinate resourcing and delivery of interpretation, information and education delivered within the NP and Geopark.	Education Strategy	y	y
		Interpretation Strategy	y	y
		Information Provision/Plan	y	y
		Develop Geopark Itinerary/Great days Out	y	
		Ystradfellte Geopark signage	y	
Develop interpretative content of Geopark	Geopark Festival	y		

	themed publications and events.	Pilot Geopark Ambassador schemes	y	
	Continue to develop and deliver the Social Inclusion Action Plan and related programmes.	Social inclusion Action Plan	n	y
	Work with minority group representatives to raise awareness of and contributions to NP decision making and delivery of actions.	Mosaic	y	y
Deliver a visitor experience which exceeds expectations.	Provide training and development for businesses and information providers to ensure delivery of a first class welcome, high quality information, interpretation and interaction.		y	y
	Develop web based services which provide clear, coordinated and important pre-visit information and promotion of opportunities.	Destination Website	y	
Promote and develop a sense of shared responsibility for both the National Park and Geopark	Invest in green services and products to deliver interpretation, education and information and demonstrate use to the public.		y	y

	Support communities in telling their stories and engage them as stakeholders in the National Park and the Geopark.	Llangasty Birdhide Interpretation	y	
	Work with those not yet fully engaged - identifying and breaking down barriers and nurturing advocates.	Social inclusion Action Plan (see above)	n	y
	Encourage and promote sustainable use of the NP and Geopark.	Walking Code	n	y
	Use the Geopark's geological record to interpret climate change and encourage behavioural change.	Geo Park Events + Walks	y	
	Utilise the Green Valleys Initiative to engage with local communities and demonstrate how they can adapt to and help mitigate the effects of climate change.		y	y
		The Woollen Line	y	
Develop a prioritised plan for information provision.	Audit and evaluate existing information, interpretation and education.	Education Strategy / Interpretation Strategy	y	y
	Provide information, orientation and interpretation at identified gateways and honeypot sites.		y	y

	Increase the bilingual delivery of interpretation, information and education.	Provision of Welsh Speaking Educators. Interpretation and info - parallel text	y	
	Provide local people with access to information, interpretation and education on their environment and promote the benefits on offer.		y	
Support the WAG and ESDGC agenda through the delivery of education services.	Maintain and develop existing NP and Geopark Education efforts.		y	
Raise awareness and understanding of the Park's wildlife, landscape and natural environment.	Implement the BBNPA's Interpretation Strategy.	At least one on site interpretation project: Llangasty-Caeau Ty Mawr	Already has an action assigned to it under Interpretation Strategy - see Theme 4	
Theme 5: Building and Maintaining Sustainable Communities, towns and villages - 18 Actions				
Encourage and support community-led initiatives that build awareness of and resilience to climate change, fossil fuel depletion and	Provide outreach programmes to local groups to increase awareness and use of local opportunities for recreation, reducing travel and associated carbon emissions.	Visits by group and group leader	y	y

carbon emissions.	Develop a conservation and community benefits revenue stream through implementation of the Planning Obligations Strategy and subsequent amendments.	CIL revenue stream ?	y	y
	Provide information and advice to help raise awareness regarding climate change, carbon emissions and fossil fuel depletion.		y	y
Deliver a Sustainable Development Fund which meets the strategic priorities of the National	Develop and support by way of the Sustainable Development Fund community based sustainable transport initiatives designed to reduce the carbon footprint.	SDF	y	y

Park Management Plan.	Develop and support by way of the Sustainable Development Fund sustainable food marketing and the promotion and consumption of local produce.	SDF	y	y
	Develop and support by way of the Sustainable Development Fund projects designed to provide environmentally benign access to water.	SDF	y	
	Generate greater awareness and understanding of sustainability issues related to renewable energy, energy efficiency and other innovative measures designed to reduced communities' ecological impact across the National Park.	SDF	y	y
Support initiatives which enhance community pride in and benefit from the National Park designation.	Deliver community based outreach programmes such as Crossing Park Boundaries that increase the value of and benefit from the NP designation.	Community Champions	y	y
		Rural skills Agored accredited training	y	y
	Provide work placement, volunteer, workshadow and other skills programmes in the NP.	Rural skills Agored accredited training	y	y
		Volunteer development	y	
	Design and implement community renewal initiatives that promote local distinctiveness, a sense of community and a sense of place.	SDF	y	y
		Cons & Community Grant	y	y

	Promote an increase in vocational training opportunities to improve local knowledge and skills, such as traditional low impact farming, land management skills, local culture and history.	Rural skills Agored accredited training	y	y
	Encourage projects that promote a sense of community and a sense of place, emphasising local distinctiveness, culture and history.	Conservation & community fund	y	y
		marquee	y	y
		SDF	y	
Deliver a sound Local Development Plan.	Preferred Strategy, Deposit Adoption		n	y
Theme 6: Sustainable Economic Development - 27 Actions				
Enable an improved visitor experience.	Implement activity tourism strategies within environmental sensitivity.	Walkers are Welcome		
		SWOAPG	y	y
		Walking Code	n	y
	Promote the use of local food to businesses and visitors.	Develop food website as part of Destination site	n	n
		Support Chef's Club & True Taste award winners group	y	y
Develop partnership working with businesses.	Develop locality and themed business clusters under COLLABOR8 programme.	Complete C8 programme	y	
		initiate Rural Alliances	y	
	Maintain and develop business training programmes.	Maintain business training programme	y	
		Implement environmental certification Ambassador & Charter Part 2 programmes.	Good Business Sense programme	y
	GTBS recruitment programme		y	y
	Ambassador Programme		y	y

		ST Champion programme	y	y	
Improve sustainable economic impact of tourism.	Encourage day visitors to stay longer and spend more.				
		Geopark programme	y	y	
Monitor tourism impacts.	Monitor agreed sustainable tourism indicators.	Report 2012-13 indicators	y		
Encourage enhanced use of sustainable transport by visitors.	Organise Visitor Transport Partnership.	Develop Visitor Transport Plan	y		
	Maintain commitment to Beacons Bus.	Implement Beacons Bus 2012	y		
	Encourage visitor use of weekday public transport.	Travel Guide		y	
		Training		y	y
		Travel Champions		y	y
Maintain and develop partnership working.	Organise Sustainable Tourism Partnership & Tourism Conference.	2 STP meetings	y		
		1 Conference	y	y	
	Organise Geopark Partnership Board & Management Group	3 meetings	y		
	Apply for revalidation of European Geopark status	Apply for status	y		
	Apply to Europarc for renewed Charter status.	Apply for status	y		
Support local economies to become more resilient to change.	Promote business opportunities and regeneration strategies to increase the number of good quality jobs for local people.	SDF	y	y	
	Develop new funding streams and signposting to external funding for use by businesses	Deliver SDF including projects involving businesses	y		

	pursuing sustainability projects.	signpost businesses to external funding	y	
		SLA with The Green Valleys	y	
Total 95 Actions				

Spreadsheet 2 – External Actions being taken forward

Focal Area	Action	Sub-Actions	Complete (y/n)	On track? (y/n)
Theme 1: Managing Park Landscapes to maximise conservation and public benefits - 3 Actions				
Raise awareness and understanding of the Park's historic environment.	Develop education, interpretation and information strategies to raise awareness, enjoyment and understanding of the Park's historic environment.	See theme 4 – EII strategies	-	-
Protect and manage the Park's woodlands.	Implement Better Woodlands for Wales Strategy within the Park.	BWW grant schemes on NPA land (Llangattock Beechwood, Gunpowder Works, Carreg Cennen, CYNCP); manage other woods	Waiting Confirmation from Neil Stoddart's team	
	Expand native woodlands including farm woodland habitats towards the higher slopes where existing forests lie.	Community Woodland Groups; advice for Glastir Woodland grants	Waiting Confirmation from Neil Stoddart's team	

Protect and manage the Park's geodiversity.	Conduct Southeast Wales Regionally Important Geological/ Geomorphological Sites (RIGS) audit.		y	
Theme 2: Conserving and Enhancing Biodiversity - 3 Actions				
Protect and manage the Park's biodiversity.	Provide management advice and training to landowners.	TGVs SLA	y	y
	Manage nature reserves for the benefit of wildlife and people.	See manage NPA owned land under landscape. Designate Talybont Reservoir LNR. Llangasty Nature Reserve	y	y
	Restore and enhance habitat connectivity along river valleys.		y	y
Theme 3: Provide Opportunities for Outdoor Access and Recreation - 1 Action				
Manage the Public Rights of Way (PRoW) network by implementing the Rights of Way Improvement Plan (RoWIP).	Make progress towards bringing the Definitive Map and Statement up to date.	Definitive Map Modification Orders; Definitive Map anomalies	n	y

Theme 4: Raising awareness and understanding of the Park - 4 Actions				
Use funding and resource opportunities to raise awareness and understanding.	Develop the Geopark's local interpretative partnerships and those in South Wales and with other UK Geoparks.	Calch	y	
		Romans in Carmarthenshire	y	y
Establish an environmental science research subgroup / network for the National Park and Geopark.	Undertake a review of earth science research and identify further priorities for engagement with research institutions.	Organise academic seminar and research prospectus	y	y
		Promote links to tertiary educational bodies with earth sciences interest.	y	y
Theme 5: Building and Maintaining Sustainable Communities, towns and villages - 6 Actions				

<p>Encourage and support community-led initiatives that build awareness of and resilience to climate change, fossil fuel depletion and carbon emissions.</p>	<p>Assist the development of appropriate renewable energy schemes that produce mutually beneficial outcomes for local communities and the local environment.</p>	<p>SLA The Green Valleys</p>	<p>y</p>	<p>y</p>
	<p>Identify farmers in the National Park utilising sustainable farming practices and promote them as exemplars throughout the Park and beyond.</p>			<p>n</p>

Deliver a Sustainable Development Fund which meets the strategic priorities of the National Park Management Plan.	Develop and support by way of the Sustainable Development Fund community based visitor transport initiatives including access to visitor "hot spots."	SDF	y	
Support local food production.	Support allotments development.	SDF, TGV SLA	y	
Support initiatives which enhance community pride in and benefit from the National Park designation.	Improve and facilitate the prevention and removal of litter through community action, particularly from rivers.	Llangatock GVs	y	y
	Investigate options to remove all unnecessary street furniture to limit visual clutter.	Western Power cable burying project		
Theme 6: Sustainable Economic Development - 5 Actions				

Enable an improved visitor experience.	Realise fully the tourism potential of the Monmouthshire and Brecon Canal whilst its attractive setting is conserved and enhanced.	Organise Canal 200th Festival	y	
Improve sustainable economic impact of tourism.	Seek funding to develop marketing strategy and implement.	Web development project	y	
		PR campaign programme	y	y
Support farmers in changes affecting the future of farm practices and businesses.	Support farmers in changes to farm practices, especially where it involves development of specialist local products (e.g., traditional organic breeds farm processing).		y	y
Support farmers in changes affecting the future of farm practices and businesses.	Support farmers who wish to diversify in non-agricultural areas.	Contribute to Powys & Monmouthshire RDP Axis 3 & 4 Local action Groups	y	y
Total – 22 Actions				

Appendix 2 – JMT Task and Finish Group Final Report November 10th 2011

Monitoring and Reporting Mechanism for National Park Management Plan Actions

Directors' package and toolkit

Paul Sinnadurai, on behalf of the JMT T&FG.

Introduction to the Task

In December 2010 the BBNPA recommended that the National Park Management Plan Priorities for Action should be tracked through a monitoring, evaluation and reporting process. The remit of the Task and Finish Group was first to devise this process in a format that would improve and simplify the use of the Ffynnon database, and secondly to recommend it to Directors and CEO. The Group's outputs are encapsulated in this report, which provides a toolkit for undertaking the process each year within each Directorate, as well as a series of recommendations that Directors and CEO are asked to comply with. These recommendations will need to be seen by the NPMP Steering Group, CMT, ASC, and the NPA; this report is also provided for that purpose. The NPMP Steering Group meets on 5th December 2011, so additional comments here can then be incorporated into the reports that go to CMT, etc.

Immediately, Directors and CEO can present this to the Wales Audit Office, demonstrating that a 'one stop shop' annual work prioritisation, monitoring, evaluation and reporting process is being put in place.

The Outputs

The T&FG was established in January 2011 and was made up by Paul Funnell, IT Manager; Bradley Welch, NPMP Officer; Helen Fry Strategy and Policy Officer; Clare Parsons, Community Development Manager; Elaine Standen, Finance Manager; Ruth Coulthard, Visitor Services Manager; and Paul Sinnadurai (Chair), Senior Ecologist and Policy Advisor. Sunita Welch (Education Manager) was invited to provide advice and facilitation support during the T&FG workshops held in October 2011.

The Group met regularly during the year in order to decide how best to distil the NPMP Strategic Objectives and Priorities for Action into a workable format in fulfilment of the Group's remit. Through a process of trial and error, this culminated in a series of three Joint Management Team workshops that achieved the following tasks:

Workshop one: Introduction to the tasks; mapping current work programmes to Priorities for Action; mapping Priorities for Action to current outcome agreements. This enabled the Group to generate a list of ‘orphans’, i.e., those Priorities for Action for which there either is no current work programme, no relevant outcome agreement or both. *This workshop required managers to think about work programmes and their relevance to Priorities for Action and to explain whether further work was planned in the coming year. It also provided managers with an opportunity to scrutinise the outcome agreements in terms of whether or not these reflect the Priorities for Action and, where work programmes are in line with the latter, whether or not outcomes are recorded in the current outcome agreements.*

Workshop two: Brief review of the work completed so far and introduction to the session’s activities; discussion of how corporate services fit into delivering NPMP actions; completion of the tasks from workshop one, including subsequent years’ work and estimated time requirements from staff; review of these in small groups; assigning ‘goodness of fit’ rating (high, medium, low) to the current work programmes. *This workshop required managers to further evaluate the relevance of current work programmes and to become familiar with the orphans and why these Priorities for Action are orphans.*

Workshop three: Summary of workshop outputs so far; review rationale and drivers behind the NPMP action tracking, performance management requirements and outcome agreement tracking; review and amend outcome agreements; identify reporters and escalators for outcome agreements; present draft recommendations to Directors and managers; review next steps, including reports to NPMP Steering Group, CMT, ASC, NPA. *This workshop required managers to critique outcome agreements and assign responsible parties for reporting purposes. It also reviewed progress to date and proposed a list of recommendations and methodology for finalising the work of the Task and Finish Group.*

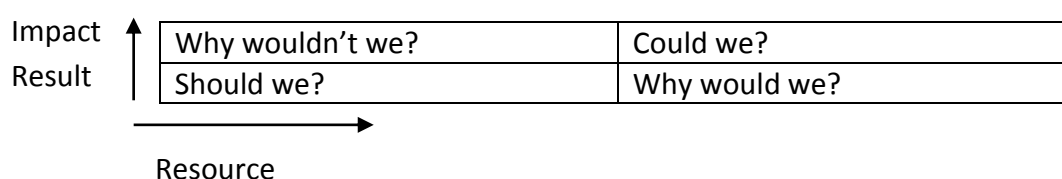
In support of these workshops, the Group generated two reporting diagrams. The first illustrated the relationship between the externally driven ‘action generators’ such as the Strategic Grant Letter, the externally driven reporting process such as the Wales Audit Office and improvement plans, and the most important element the NPMP, strategic objectives, corporate goals, annual priorities for action and outcome agreements. Through this diagram the Group illustrated that a disproportionately large amount of effort has been allocated towards the SGL and WAO reports and plans and too little effort allocated towards the NPMP. Using the toolkit below, the remaining tasks for Directorates and CEO are to streamline this process in line with the recommendations below so that the NPMP becomes the focus for reporting and SGL and WAO reports are provided for by the NPMP progress reports.

The second reporting diagram mapped the Priorities for Action under the six NPMP themes alongside the current outcome agreements. This was in order to assist workshop participants in seeing the linkages or lack of them between the two.

The outputs from these workshops form the main outputs from the T&FG. They are provided in the Toolkit, to be used in conjunction with the recommendations below.

The Recommendations

- Directors receive this package of information to help them set priorities, apportion staff time and allocate budgets. The toolkit will include the list of current work streams vs. NPMP actions, outcome agreements vs. NPMP actions and any identified orphans. Also included will be information from the Future Directions Forum which sets out Members’ priorities, and a modified PMR form, which embeds the SGL, Corporate Goals and Priorities for Action. The latter has yet to be agreed by CMT.
- Directors and managers will be asked to use this package to set annual priorities, identify lead officers, develop a timeline to hold directorate meetings (dept. reviews) and review work priorities and gaps, and aligned to annual budget forecasts. The latter will enable Directors and CEO to assign budgets to Priorities for Action rather than to management responsibilities as is currently the case. For 2011 this must happen during the next few weeks and thence annually during a recommended six week period commencing at the end of September each year, to be in line with the autumn budget review and setting round.
- Each Directorate will identify those annual Priorities for Action that are relevant to its work streams each year. This will require discipline in order to select a few per Directorate. The key will be for managers to accept that a Directorate cannot include every area as a priority each year or three year period. These priorities will form the basis of the annual performance exceptions report and will be added to an annual risk register. This will achieve linkage between the Authority’s performance and NPMP Priorities for Action, the achievement of which will be recorded in the outcome agreements.
- Directors and managers will be asked to fill the remaining gaps in the spreadsheets under the column for time allocated to work programmes in the current year and for work proposed for the future. This will be in order to assess the human resource commitments, which are the Authority’s biggest expense, as well as understand which work streams are most time demanding.
- Directorates will be asked to carry out an annual peer review of work streams as illustrated below, involving the relevant officer specialists.



- The toolkit and recommendations will be placed in Signpost, in order to establish this process as a matter of Authority policy. This can be done as parts of the corporate calendar and annual budget dates that are sent out to managers and Directors.
- In the original paper to Members it is currently suggested to meet quarterly if not monthly. Annual reporting is probably more appropriate for most items that aren't identified as performance exceptions or risks.
- Reminders to be set in Outlook with dates for completion of the tasks to link work programmes to NPMP actions and the budget setting timetable. Send this out with the annual corporate calendar and budget dates. This should include the six week window starting at the end of September each year.

Toolkit

for setting annual work programmes based upon Directorate Priorities for Action

NPMP Priorities for Action tracked against current work plans, including orphaned Priorities

Outcome agreement progress tracked against Priorities for Action

Orphan actions identified in the workshops

Information from Future Directions Forum

Performance Management and Reporting Schematic

Example revised PMR form.

Work still to do

The original paper to the NPA explained that Ffynnon content at that time would need to be significantly simplified and that it would be desirable to have fewer Ffynnon reporters. This has still to be achieved and the opportunity presents itself during the Ffynnon training workshops, and outcome agreement workshops, to commence, though not necessarily to complete this 'slimming down and sharpening' process. Every year, Directors and CEO will now be asked to determine for each year or each three year period, which Priorities for Action will form the departmental work stream(s) and therefore which officer(s) will need to report progress through Ffynnon; ideally this should be as few as possible. The discipline introduced during the T&FG workshops, to assign current work streams to Priorities for

Action, and Priorities for Action to the current crop of outcome agreements, was intended to break the ice in enabling managers to admit that they cannot do everything and that tough choices must be made. It also highlighted the need to improve the utility of the outcome agreements. Assimilating and implementing the Priorities for Action exerts its own discipline, whilst generating accurate and relevant outcome agreements that reflect the desired outcomes requires full engagement.

The orphan Priorities for Action that have been listed as such because other organisations are the lead, will require specific effort each year by Directorates to obtain the relevant information. The original paper alluded to the potential for obtaining this information via inter-organisational links in Ffynnon. However, the timetabling of events has meant that BBNPA has raced ahead with Ffynnon before clarifying what should be held there; T&FG outputs can make a significant contribution to rectifying this; and before other organisations are as au fait with the system as is the BBNPA. Therefore other more traditional mechanisms are required, namely Director or officer-led liaison with relevant departments and officers in other organisations to obtain relevant datasets and reports each year.

The December 2010 paper stated that discussion of State of the Park monitoring should be considered separately due to additional and distinct data needs for different subject areas. The toolkit provided by the T&FG will in the meantime ensure that the monitoring and evaluation of annual and three yearly work programmes, in pursuance of Priorities for Action, is reflected accurately in the outcome agreements and will help to develop the monitoring, evaluation and reporting discipline that is required for the SOPR. Ideally, the outcome agreements should provide data that is of direct relevance to SOPR. A relevant additional recommendation might be to establish a new T&FG to examine the new outcome agreements in order to ensure that they are fit for this purpose and to make changes where these are needed.

Directors and CEO are asked to ensure each year that a quality control mechanism is embedded into the annual prioritisation, monitoring, evaluation and reporting process; otherwise, rubbish in equals rubbish out.