

Report of: Democratic Services Manager

Subject: Member Development Strategy

Decision Required: Yes /-No

Recommendation:

The Authority is recommended to adopt the revised Member Development Strategy.

1. Key Messages

The Member Development Strategy outlines the key duties and strategic priorities that Members will need to be aware of in their roles and supports good corporate governance.

2. Background

The Member Development Strategy was last revised in 2019. It outlines the skills and knowledge that a Member needs to carry out their role effectively. The accompanying Support and Development Programme for new and existing Members to identify and/or assess their own needs against was agreed by the Authority in July of this year and is attached for your information.

3. Consultation

I am grateful to the Authority's Performance and Compliance Officer for her assistance in updating the key duties and strategic priorities which captures the complexity and variety of areas Members will need to engage with in their role.

4. Strategic Policy Context

The information and recommendation(s) contained in this report are consistent with the Authority's statutory purposes and its approved strategic policy context.

The Strategy outlines the key duties and strategic priorities that Members will need to be aware of in their roles.

Implementation of a Member Development Strategy is a key component of Principle 5 of the Authority's Code of Corporate Governance "Developing the entity's capacity, including the capability of its leadership and the individuals within it", which seeks to ensure that those responsible for the governance of the Authority have the skills, knowledge, experience and training they need to perform well.

5. Financial Considerations

The Strategy contains a commitment to ensure that the processes and resources are in place to deliver the Member Development Strategy. While much of the training will be delivered in-house or with the assistance of Partner organisations, there is some provision in existing budgets to pay for specialist training.

6. Risk and Compliance Considerations

Informed decision-making is a fundamental part of good corporate governance. The Authority has developed a strong ethos of Member development, which has been endorsed by the award of the Advanced Charter for Member Development in 2021. Building upon, and developing, the good work carried out to date will re-emphasise the fact that the Authority works to a high standard of governance.

7. Impact on our Public Sector Duties

7.1 Integrated Assessment Completed: Yes/ No

7.2 Equality, Socio-Economic, Health and Human Rights Impacts

Improving Members' understanding of these impacts is an important element of the Strategy.

7.3 Welsh Language Impacts

The Strategy itself has no impacts on the use or promotion of the Welsh Language, however it supports Members to learn Welsh and increases their understanding of what is needed for the Welsh language to thrive.

7.4 Section 6 Biodiversity Duty and Carbon Emission Impacts

The Strategy itself has no impacts on biodiversity, carbon emissions or climate adaptation, however it aims to increase Members' understanding of the Section 6 Biodiversity Duty and route to net zero.

7.5 Well-being Goals for Wales and 5 Ways of Working (Sustainable Development Principles) Impacts

The Strategy contributes to the goal of a more equal Wales which promotes a society where people are able to fulfil their potential no matter what their background or circumstances by providing training to support Member development. It also aims to increase Members' understanding of the Well-being Goals and Sustainable Development Principles.

8. Conclusion

The Strategy outlines the skills and knowledge that a Member needs to carry out their role effectively and the revised document is recommended for adoption.

9. List Background Documentation:

[Report 31/19 The Wales Charter for Member Support and Development including adoption of the Member Development Strategy](#)

(For further information please contact Caroline Llewellyn,
carolinel@pembrokeshirecoast.org.uk)

PEMBROKESHIRE COAST NATIONAL PARK AUTHORITY



MEMBER DEVELOPMENT STRATEGY

December 2025

Introduction

The National Parks and Access to the Countryside Act 1949 instigated the designation of ten National Parks in England and Wales during the 1950s, with the Pembrokeshire Coast National Park being established in 1952. There are now fifteen National Parks designated, including two in Scotland. The criteria imposed in 1949 are still used today, although these were strengthened under the Environment Act of 1995.

The Environment Act also gave the three Welsh National Parks independent status, and they were designated in 1996 as special purpose local authorities. This created the need for a National Park Authority Member who could carry out a unique role in managing Wales' protected landscapes. However, unlike local authorities in Wales, the Members of the Pembrokeshire Coast National Park Authority are appointed by two separate levels of government: by the constituent local authority (Pembrokeshire County Council) and the Welsh Government, which can provide an additional range of skills and experience available to the Authority.

Purpose

The Strategy outlines the skills and knowledge that a Member needs to carry out their role effectively and is accompanied by a Support and Development Programme for new and existing Members to identify and/or assess their own needs against. It may be that Members will not need to work through it all, depending on their previous experience and knowledge, but the opportunity to refresh existing skills and knowledge, as well as acquire new ones, is an important element of the programme. It is by no means an exhaustive list, and Members are invited to identify areas of the Authority's work where they might wish to receive further information/knowledge.

The Strategy has been a key element of the work carried out to achieve, in 2021, the Welsh Local Government Association's Advanced *Charter for Member Support and Development*. Since that time the Charter has been replaced with a Framework and in July 2025, the Authority endorsed the [Wales Member Support Self Evaluation Framework for National Park Authorities](#). It has established a Task and Finish Group to consider implementation of the Framework within the Authority.

Statement of Commitment

The Pembrokeshire Coast National Park Authority is committed to supporting the development of its Members and staff to achieve continuous improvement of its services. We will ensure that the processes and resources are in place to deliver the Member Development Strategy.

Member Support and Development Programme

The Member Support and Development Programme takes as read that any person appointed to the National Park Authority is committed to the purposes and duty of National Parks.

It is intended to take Members through their core induction when first appointed to the Authority and through their first term of office, although the more established Members will also be able to refresh their skills at any point. The emphasis is on continuing development rather than acquiring all skills in the first year and the programme should therefore be seen as a long term commitment.

The Authority recognises that not all Members will be able to commit a significant amount of time to training because of professional or personal commitments, and Members will be supported in identifying those areas which will help them make a personal contribution to the work of the Authority.

The Programme will be delivered in a variety of formats, both office /Centre based, electronically, or by fieldwork and site visits where appropriate. In addition, there will be facilitated workshops or attendance at an external training event, or Members may wish to receive one-to-one support on a particular issue. The Authority's professional staff will play a major part in the delivery of the Programme, allowing Members and officers the opportunity to work together in a less formal setting or, where appropriate, external trainers will be engaged to deliver some aspects.

At the end of each session, Members will be asked to complete an evaluation form in order that the Programme can be monitored, evaluated and developed in response to Members', and the Authority's, needs.

Whenever possible, workshops will be held as hybrid (online and in-person) sessions and where appropriate these will be recorded and made available to those Members who were unable to attend the session at the original time.

Personal Development Reviews (PDRs)

In order to support all Members in their induction and continuing development, Members will be offered a Personal Development Review each year. These will be carried out by a senior Member, and the purpose would be to:

- Review the induction and continuing development carried out to date
- Identify the gaps as a result of either an omission in the Support and Development Programme, or the inability of the Member to take up the offered session
- Review any difficulties in attendance (due to other commitments or scheduling problems) and how these might be overcome
- Identify priorities for future development – where the Member would like to be in a year or two years' time – to be summarised in a Personal Support Plan at the end of the review
- Summarise recommendations to the Audit and Corporate Services Review Committee for inclusion in the training needs analysis, which in turn would be used to set the Support and Development Programme for the coming year, and
- Identify the most appropriate methods of training for that particular Member

In order to get the most out of the reviews, Members will receive a pro-forma and guidance notes a few weeks prior to their PDRs so that they can reflect on the induction and training they have received and prepare for the review.

Training Needs Analysis

The Authority is committed to providing relevant and up-to-date induction and training for its Members, and will review the Member Support and Development Programme on an annual basis. A Training Needs Analysis will be carried out to ascertain collective and individual needs through the following methods:

- Feedback from Members' Personal Development Reviews and Personal Support Plans
- Requests from Members at any point during the year
- International or national changes in legislation or guidance
- In response to any local issues
- Issues raised by the Authority's specialist staff, and/or
- Review of the Authority's Corporate Objectives

Any proposed changes to the Support and Development Programme would be brought to the Authority for approval.

Key Principles

Members will have:

- Access to a Member Support and Development Programme which enables them to fulfil their responsibilities in line with the role description for all Members and the other role descriptions applicable to specific responsibilities
- A support mechanism to help Members identify their individual training needs and identify ways in which they can contribute to the Authority's work
- An opportunity to be "buddied" by a more experienced Member of the National Park Authority
- Resources to meet the objectives of the Member Development Strategy.
- The opportunity to provide feedback on the effectiveness of each induction and development session and share good practice
- The opportunity to contribute to an annual review of the Support and Development Programme to ensure that both the contents and the administrative arrangements meet the needs of both Members and the Authority
- Access to information about all induction and development opportunities via the Authority's Parcnet (intranet) and direct mailing

Ethical Framework

All Members are asked to sign an acceptance of the Authority's current [Code of Conduct](#). The Authority has also adopted model role descriptions and specifications for:

- Member of the Authority
- Chair and Deputy Chair of the Authority
- Committee Member
- Committee Chair and Deputy Chair
- Member of the Standards Committee
- Standards Committee Chair and Deputy Chair, and
- Member appointed to outside bodies

which give further advice to Members in the way they carry out their roles.

In addition, the Authority has adopted the following policies/protocols:

- [Anti-Fraud and Bribery Policy](#)
- [Members' Planning Code of Good Practice](#)

The Authority aims to uphold the highest possible standard of behaviour, supported by the Standards Committee, which has a remit for “promoting and maintaining high standards of conduct by Members”.

Mandatory Training

Members will be unable to participate in decision making involving planning matters if they have not attended the mandatory planning training prescribed by the Authority.

The Worker Protection (Amendment of Equality Act 2010) Act 2023 created a new duty on employers to take reasonable steps to prevent sexual harassment of their employees. As a result, staff, Members and volunteers are required to undertake training in this area.

While attendance at other training events, notably Code of Conduct training, is encouraged it is not mandatory.

Equality

The Authority's Member Development Strategy covers all Members regardless of their appointing body. Training events will take account of any individual or group needs in accordance with the Authority's policies on equalities as well as any reasonable adjustments that might be needed for Members with disabilities, or physical or mental health conditions. Members are encouraged to make the Democratic Services Team aware of any such needs.

Responsibility for Delivery

The Democratic Services Team will be responsible for the implementation of the Member Development Strategy and be the first point of contact for Members in relation to training. The Audit and Corporate Services Review Committee will be responsible for monitoring and evaluating the effectiveness of the Support and Development Programme to ensure it enables Members to deliver the Authority's and Welsh Government's objectives.

Public Duties and Strategic Priorities

Members in their role are required to support, scrutinise and make decisions that impact on the Authority's compliance with Public Duties and delivery of strategic priorities. Below are key duties and strategic priorities that Members will need to be aware of in their roles:

1. Partnership Plan

The Environment Act 1995 requires the National Park Authority to prepare a management plan for the National Park. The current plan, called a [Partnership Plan](#), is for 2025-2029. This Partnership Plan sets out the purposes of the National Park, the action to be taken over the next five years, the partners involved and the measures of success. The Partnership Plan is based on action across four complementary themes:

Theme	Mission
Conservation	Conserve and enhance landscapes, seascapes, natural beauty and wildlife.
Cultural Heritage and Connection	Conserve and enhance cultural heritage, including promotion of the Welsh language. Enhance equitable access to the National Park and promote the enjoyment, understanding and health benefits of its special qualities for all.
Climate and Natural Resources	Reduce and adapt to the impacts of climate change Manage natural resources sustainably
Communities	Foster the socio-economic well-being of National Park communities in the pursuit of National Park purposes

2. Well-being of Future Generations (Wales) Act 2015 and Authority's Well-being Objectives

The [Well-being of Future Generations \(Wales\) Act](#) is about improving the social, economic, environmental and cultural well-being of Wales. The Act gives a legally-binding common purpose – the 7 well-being goals – for specified public bodies.

Well-being Goals:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

Under the Act the Authority is required to set and publish well-being objectives that are designed to maximise its contribution to achieving each of the well-being goals.

It also must take all reasonable steps (in exercising its functions) to meet these objectives.

The Authority's well-being objectives are:

- Conservation To deliver nature recovery and connectivity at scale, so nature is flourishing in the Park, contributing to the protection of 30% of our land and seas for nature by 2030.
- Climate: To achieve a carbon neutral Authority by 2030 and support the Park to achieve carbon neutrality and adapt to the impact of climate change.
- Connection: To create a Park that is a natural health service that supports people to be healthier, happier and more connected to the landscape, nature and heritage.
- Communities: To create vibrant, sustainable and prosperous communities in the Park that are places people can live, work and enjoy.

The Authority's [Corporate and Resources Plan](#) sets out its road map to achieving its Well-being Objectives.

Under the Act the Authority is required to carry out sustainable development. This means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals. The Sustainable Development Principle is made up of 5 ways of working- long term, prevention, collaboration, integration and involvement

The Act also establishes Public Services Boards who must produce Well-being Assessments and Well-being Plans for the areas they cover. The Authority is an invited member on the Pembrokeshire Public Services Board.

3. Environment (Wales) Act 2016

Under the [Act](#) the Authority and other Public bodies must

- Align their activities with the principles of sustainable natural resource management,
- under the Section 6 biodiversity and resilience of ecosystems duty when carrying out their functions seek to maintain and enhance biodiversity and promote the resilience of ecosystems. This duty must be integrated into decision-making and service delivery.

The Authority also needs to take account of the State of Natural Resources and Area Statements that NRW are required to produce under the Act.

4. Planning Legislative and Policy Framework

Members in their role will also need to take account of planning legislation and wider Welsh planning policy framework, including:

- [Future Wales – The National Plan 2040](#)
- [Planning Policy Wales Guidance](#)
- [Technical Advice Notes](#)

The Authority is the statutory planning authority for the National Park and is responsible for the preparation of the [Local Development Plan. Supplementary Planning Guidance \(SPG\)](#) sets out more detailed guidance on the way in which policies of the LDP will be applied in particular circumstances or areas.

At a regional level there is a Corporate Joint Committee for South West Wales who are responsible for developing a strategic development plan to guide land use and infrastructure across the region.

5. Welsh Language

Under the Welsh Language (Wales) Measure 2011 the Authority is legally obliged to comply with a range of [Standards](#) agreed with the Welsh Language Commissioner. The Authority produces a Welsh Language Promotion Strategy.

6. Public Sector Equality Duty

The Authority is subject to the [Public Sector Equality Duty](#) and must have due regard to the need to

- eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not

The Authority also has additional requirements placed on it through the Welsh specific duties including setting equality objectives, assessing the impact of policies, engaging with diverse communities, and publishing relevant data to demonstrate progress. The Authority produces a [Strategic Equality Plan](#) and set of Equality Objectives.

7. Social Partnership Duty and Socially Responsible Procurement Duty

[The Social Partnerships and Public Procurement \(Wales\) Act 2023](#) introduced:

- The Socially Responsible Procurement duty, to improve the economic, social, environmental and cultural well-being of its area by carrying out public procurement in a socially responsible way, in accordance with the sustainable development principle. The Authority is required to prepare strategy and publish objectives and meet reporting requirements under the Act. The Authority also needs to comply with the Procurement Act 2023 (UK Government).
- The Social Partnership Duty

8. Wider compliance

Members play an important part in ensuring that the Authority complies and manages risks associated with the following areas:

- Health and Safety
- Finance, Procurement and Value for Money
- Cyber Security, Information Governance and Data Protection
- Safeguarding
- Risk Management

9. Welsh Government – Term of Government Remit Letter

- Following the Senedd elections in May 2021, Welsh Government provided the Authority with a [Term of Government letter](#), setting out its priorities and how they are to be delivered. It sets out key priority objectives and actions grouped according to four themes of Environment; People and Place; Governance and Planning Excellence and Collaboration.
- Of key relevance to Members is the objective around Governance and in recent years Welsh Government have provided training for Members of all National Park Authorities in Wales to support this. The training was recorded and is made available to both existing and future Members via the Tirweddau Cymru/Landscapes Wales website. To further support Members a [Governance Handbook](#) has been developed setting out Members' roles and responsibilities and all Members are encouraged to read and refer to.

Under new agreed reporting arrangements, the Authority is required to provide a 6 month and annual progress report against the areas within the Term of Government Remit Letter and annual strategic grant letter. Including progress against:

- GC1: Strive for excellence in governance including the sharing of best practice and training between NPAs and other bodies
- GC4: Embed the resources created during the NPA Governance Assistance programme, including the Members' Governance Handbook, training Provision and toolkits, in Member induction and development arrangements
- Indicator - % of members who have attended all four Governance online training sessions or watched the recordings

This overview of public duties and strategic priorities captures the complexity and variety of areas Members will need to engage with in their role. The Authority benefits from the existing experience and expertise Members have. Through effective support and training Members can acquire new skills, knowledge, ways of working and insight, benefitting both the Member and the Authority.

The Authority is committed to working collaboratively with other partners to support effective training provision and sharing of expertise. This includes working with:

- Tirweddau Cymru and the Designated Landscapes in Wales
- Welsh Government
- Other Public Bodies

APPENDIX A

PEMBROKESHIRE COAST NATIONAL PARK AUTHORITY



MEMBER SUPPORT AND DEVELOPMENT TRAINING PLAN

July 2025

MEMBER SUPPORT AND DEVELOPMENT – TRAINING PLAN

Topic	Objective	Method of delivery
The work of the Authority		
Conservation: Boosting biodiversity and halting its decline	Activities to enhance role of Section 6 biodiversity duty in how the Authority operates and makes decisions	<ul style="list-style-type: none"> • Workshop • Visits to the Authority's sites and projects being undertaken
Climate: Authority Emissions Reduction Pathway – Behaviour Change	Deliver Carbon literacy training and implement small scale behaviour change communications in support of reducing our emissions	<ul style="list-style-type: none"> • Workshop • Presentations
Connection: Socio-economic Duty	Support the Authority to make better decisions that will improve outcomes for people and communities who experience socio-economic disadvantage	<ul style="list-style-type: none"> • Workshop including presentation by Public Health Wales
Vibrant Communities: Visits to the Authority's sites	To gain an increased understanding of the work of the Authority	<ul style="list-style-type: none"> • Study Tour • Presentations
Planning Training	To provide Members with an update on emerging / topical planning matters eg Best and most Versatile Agricultural Land and Windfarms	<ul style="list-style-type: none"> • Workshop
The work of Partner Organisations	To gain a better understanding of the context within which the Authority operates	<ul style="list-style-type: none"> • Workshop • Presentation

MEMBER SUPPORT AND DEVELOPMENT – TRAINING PLAN

Topic	Objective	Method of delivery
Health and Safety	To ensure Members are aware of their Health and Safety responsibilities	<ul style="list-style-type: none"> • Workshop/online training
Cyber security	To gain a better understanding of cyber issues and what steps to take to protect Members and the Authority	<ul style="list-style-type: none"> • Cyber Security training using ELMS platform
Sexual Harassment in the Workplace	The Worker Protection (Amendment of Equality Act 2010) Act 2023 creates a new duty on employers to take reasonable steps to prevent sexual harassment of their employees.	<ul style="list-style-type: none"> • Workshop
Safeguarding	To gain a better understanding of the legislation and what steps to take to protect Members and the Authority	<ul style="list-style-type: none"> • Online training package
Getting to know Members/officers - staff structure and roles	To gain a better understanding of the work of the Authority and improve relationships	<ul style="list-style-type: none"> • Informal opportunities for networking • Study Tours • Organisational Structure diagram

MEMBER SUPPORT AND DEVELOPMENT – TRAINING PLAN

Topic	Objective	Method of delivery
Personal development		
IT – Sharepoint and accessing email using Microsoft 365	Improve effectiveness in accessing information	<ul style="list-style-type: none"> • One to one Sessions
Effective Scrutiny/Questioning techniques (planning)	Improve effectiveness in obtaining relevant information with which to scrutinise the work of the Authority/ determine applications	<ul style="list-style-type: none"> • Workshop
Chairs Training/Management of meetings	Make more effective use of formal Committee procedures	<ul style="list-style-type: none"> • Workshop
Understanding budgeting and management account processes	Improve Members' understanding of financial matters	<ul style="list-style-type: none"> • Workshop
Data protection	To gain a better understanding of the legislation and what steps to take to protect Members and the Authority	<ul style="list-style-type: none"> • Online training package
Welsh Language	Language awareness training To support Members to develop their skills and increase use of Welsh at Authority meetings.	<ul style="list-style-type: none"> • Workshop • Small Group sessions