

REPORT OF ADMINISTRATION & DEMOCRATIC SERVICES MANAGER

SUBJECT: THE WALES CHARTER FOR MEMBER SUPPORT AND DEVELOPMENT

Background

The Wales Charter for Member Support and Development was launched by the Welsh Local Government Association (WLGA) in 2005 to guide and, consequently recognise, those local authorities wishing to provide high standards of support for their Members. The Charter has, over the years, been developed collaboratively by Members and Officers from the unitary authorities in Wales and, more recently, criteria was developed specifically for both the National Park and the Fire and Rescue Authorities.

There are two levels to the Charter – Charter Level and Advanced Charter Level – and those authorities who achieve either of the levels are required to be reviewed every three years. The Authority was officially awarded Charter Level in November 2010, and this was renewed in 2014. The Authority is therefore, overdue for a review.

The introduction of the Local Government (Wales) Measure 2011 places increased legislative requirements on all local authorities in Wales in relation to corporate governance and Member support and development. As a result, the WLGA, in collaboration with the Member Services Officers' Network¹ has revised the criteria for the two levels of the Charter to take account of the additional requirements. Although this particular aspect of the Measure does not directly affect the role of National Park Authority Members it is only proper that the same standards of governance are maintained throughout the local government family.

Member Development Strategy Working Group (MDSWG)

The MDSWG was the body that oversaw Member support and development within the Authority. However, at its meeting held on the 5th September 2018, it was felt by the Group that there was a need for the Authority to reconfirm its commitment to Member support and development and to aspire to attaining the Advanced Charter. The Group concluded that the best way to achieve this would be to include more Members in the process and to raise the status of the Working Group to a Committee in order to drive the programme forward. The Authority subsequently agreed to the establishment of the Member Support and Development Committee at its meeting held on the 30th January 2019.

¹ Comprises Democratic/Member Services Officers from the 22 Local Authorities, 3 National Park Authorities and 3 Fire and Rescue Authorities in Wales

Criteria for Advanced Charter status

The criteria has been reviewed and the document attached at Appendix A sets out the work already undertaken by the Authority, and also identifies what needs to be accomplished if we were to make a submission for the Advanced Charter this time.

Member role descriptions and personal specifications

The first – and one of the most fundamental – criterion requires all Members to be supported with role descriptions, and these were last reviewed in November 2014. A revised suite of documents is attached to this report at Appendix B, and I am grateful to Mrs Julie James for her help in the review process.

Member Development Strategy

The current Member Development Strategy was adopted in 2013 and is in need of review to ensure that it is fit for purpose. Again, I am grateful to Mrs Julie James for her help in reviewing the document, which is attached at Appendix C.

Mentoring

The Charter criteria requires that Members are offered the opportunity to be mentored by Member peers. No work has been undertaken on this to date, although some Members did mentor potential Welsh Government Member candidates some years ago. Mrs Julie James has suggested a less formal ‘buddying’ scheme might be more appropriate than a formal mentoring programme.

Financial considerations

The financial resources for training events will be met from the Member Development budget heading.

Risk consideration

The Local Government (Wales) Measure 2011 places increased requirements on all local authorities in Wales in relation to corporate governance and Member support and development. By putting in place processes to ensure that the Authority can attain – and retain – Charter status, we ensure that the Authority continues to have informed Members who can make decisions based on understanding, skills and experience.

Compliance

The Authority has developed a strong ethos of Member development, which has been endorsed by the award of the Charter Level in 2010 and again in 2014. A re-assessment of this level or, indeed, a submission for the Advanced Charter, will build on the good work carried out to date and re-emphasise the fact that the Authority works to a high standard of governance.

RECOMMENDATIONS:

That Members:

- (a) adopt the revised Member role descriptions and person specifications;**
- (b) adopt the Member Support and Development Strategy;**
- (c) adopt a ‘buddying’ scheme, and**

- (d) note the attached criteria document and determine what additional steps need to be taken to make a submission to the Welsh Local Government Association for Advanced Charter status.**

Background papers:

The Wales Charter for Member Support and Development: the new criteria and assessment process 2012 – National Park Authorities

(For further information, please contact Janet Evans, Administration and Democratic Services Manager, on extension 4834, or by emailing janete@pembrokeshirecoast.org.uk)

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APPENDIX A

Criterion	Charter Requirement	Charter Expansion and Clarification	Advanced Charter Requirements	Description of authority approach and actions	Additional work required to achieve this criterion
A. Member Roles and Responsibilities					
1. Members are supported with role descriptions.	<p>Role descriptions are adopted for the:</p> <ul style="list-style-type: none"> • Leader • Deputy Leader • Cabinet Members • Scrutiny members • Scrutiny Chairs • Scrutiny Co-optees • Chairs of statutory committees • Chairs of area committees • Chair of the Audit Committee • Members of Audit Committee • Chair of Democratic 	<p>What does adopted mean?</p> <p>Role descriptions exist and have been formally adopted for all the roles listed.</p> <p>There is no need at this level for members to evidence that they perform the roles outlined in the descriptions but they should understand what their role is and what is expected of them.</p> <p>What can be defined as a role description?</p> <p>See</p> <ul style="list-style-type: none"> ▪ the WLGA model role descriptions for 	<p>Role descriptions are available for all members covering all aspects of their role.</p> <p>Members are undertaking the responsibilities described in the role descriptions.</p> <p>Role descriptions inform the PDR process.</p> <p>Every member has a role description which matches what they do. Including guidance for members of a working or task and finish group – not a role description as such but some information</p>	<p>Role descriptions (RD) for Member of the National Park Authority, Chair of the National Park Authority, Committee Member, Committee Chair, Member of the Standards Committee and Scrutiny Committee Member were developed by the Member Development Strategy Working Group (MDSWG) following consultation with all Members and agreed by the Authority in February 2014.</p> <p>Each RD outlines all aspects of that Member's role.</p>	<p>Draft suite of role descriptions being considered by Member Support and Development Committee (MSDC) on 08 May 2019.</p> <p>Need to expand on Task & Finish Group principles.</p>

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	<p>Services</p> <ul style="list-style-type: none"> • Member of Democratic Services • Ward Member, including community leadership and case work • Chair of Standards committee • Member of Standards Committee • Leader of the Opposition • Member Champion <p>Guidance is provided to members on their role on outside bodies.</p>	<p>Welsh Authorities and the WLGA document <i>The Role of Members in Collaboration</i> and</p> <ul style="list-style-type: none"> ▪ The Model Role description for a Scrutiny Co optee Appendix A local Government (Wales) Measure 2011 <p>Outside Bodies Where members are responsible for formally representing the authority or making decisions that could impact on the authority or have legal obligations as - for example trustees of an organisation, they should be provided</p>	<p>to help members understand what is expected of them.</p> <p>All members need to be undertaking their roles in accordance with their role descriptions evidenced by having individually developed and/or agreed their RD.</p>	<p>RD for Members appointed to outside bodies was considered by the MDSWG on 22 October 2014 and endorsed by NPA on 05 November 2014.</p> <p>Principles of Task & Finish Groups agreed by NPA in March 2015.</p>	

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		with a role description. In all instances members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies.			
2. Members are supported in undertaking their duties according to high standards of conduct.	All members are provided with training and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge.	What can be interpreted as training and development? Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&A sessions.	Training is updated and delivered regularly. Potential breaches are addressed internally, as set out in the Ombudsman's report concerning local resolution. There are few justifiable referrals to the Ombudsman because members do not understand the code.	No Code of Conduct training session was undertaken in 2018 due to change in Monitoring Officer and subsequent sickness	Need to arrange Code of Conduct training session as soon as possible, following appointment of new Monitoring Officer
3. Members are supported in understanding their roles and responsibilities as	All members have received training on and understand the contents of the constitution, including:	Training has been made available to all members and take up of this has been high.	The Constitution and related documents listed at level one change in line with requirements.	This is covered in the main during induction.	Need to develop a session for all Members on an annual basis. Could this be included in

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set out in the Constitution.	<ul style="list-style-type: none"> the roles, responsibilities and limits to the roles of committees the role of individual members and officers Member/officer protocols meeting practice standing orders rules of debate 	The constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs, support officers and regular/key participants. Role descriptions may be in the constitution or as a separate document but should be formally adopted and valued.	Changes include governance arrangements due to the introduction of structures to support collaborative services.		the Code of Conduct session with the Monitoring Officer?
B. Member Development					
B1. A member learning and development strategy has been adopted.	A local member development strategy is in place. The strategy sets out the approach that the authority and the Democratic Services Committee takes to member development.		All aspects of the strategy are in place and functioning effectively, with an effective methodology for monitoring and reviewing the strategy over time.	Member Development Strategy last reviewed in 2013. Training Plan developed and agreed by MDSWG in September 2018 following receipt of	Revised Member Development Strategy being considered by MSDC on 08 May 2019.

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	<p>It includes:</p> <ul style="list-style-type: none"> • a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members. • a commitment to and methodology for developing members according to the needs of the organisation. • a commitment to and methodology for creating personal 			Self-assessment forms	

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	<p>development <u>plans</u> for all members.</p> <ul style="list-style-type: none"> a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs. 				
B2. Arrangements are in place for <u>all</u> members to be offered a PDR.	<p>Personal support and development reviews which are:</p> <ul style="list-style-type: none"> based on role descriptions contribute to personal development plans conducted by senior members or other deemed suitably qualified as set out in the Measure guidance <u>made available</u> for all members and <u>must be</u> undertaken by members in 	<p>What is a PDR? An opportunity for a member to discuss with any senior member or other suitably qualified person their own requirements for training and development.</p> <p>This should include some examination of current duties as set out in the role descriptions listed above and may include some self or supported reflection</p>	<p>The majority of members undertake PDRs regularly and at least annually according to the requirements set out in the first level. The PDR provides opportunities for members to identify the level at which development is required.</p> <p>The outcomes effectively and regularly inform the member development strategy and</p>	<p>In recent years, Members have been asked to self-assess their skills and to identify any development needs.</p> <p>A training needs analysis and training plan was agreed by the MDSWG on 05 September 2019.</p> <p>Chair of Authority undertook an appraisal with Deputy Director of Land, Nature and Forestry prior to re-appointment in 2017.</p>	<p>Need to encourage all Members to undertake a PDR.</p> <p>Guidance to be developed to support Members in the process.</p>

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	<p>receipt of a senior/civic salary.</p> <p>Note, although the measure does not require the leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members.</p>	<p>on current performance as a starting point. The outcomes of the discussion should feed into a personal development plan held by the member with the required development activities and also be recorded by the authority so that development activities can be arranged to support every member's needs.</p> <p>The WLGA document 'Guidance for Authorities Planning to Implement Personal Development Reviews for Member' provides guidance in this area.</p> <p><u>Anyone</u> conducting reviews should have received training in</p>	<p>programme.</p> <p>Members report that the process is useful and that their needs are, where possible, being met in terms of content and level.</p>		

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		their purpose and methodology.			
<p>B3. A development programme for councillors is in place with a mechanism for its annual review.</p> <p>All councillors are made aware of, guided to and are able to access the development activities equally.</p>	<p>An annual development programme informed by the member development strategy is in place</p> <ul style="list-style-type: none"> The annual development programme is planned and publicised in advance. Members are made aware of development opportunities provided in response to their needs. <p>The timings and settings of activities are varied to enable equal access by all, including those members who are</p>	<p>There is an annual programme of events and learning opportunities for members both collectively and individually. This programme is informed by the organisational priorities set out in the strategy and in any requirements identified in the personal development plans which emerge from PDRs and TNAs. The programme should be developed by relevant officers and members for example the DSC/MDWG/ MD Champion, DS/HR officers and directors/service heads.</p>	<p>The development programme is updated every year following monitoring and evaluation of the previous year and is demonstrably in line with member needs and the MD strategy. The content of the programme is made available to suit the needs of members with different skills and experience. i.e there is some <u>levelling</u> to development activities.</p>	<p>A variety of training opportunities is provided for all Members and they are advised of these in advance. However, these are not set out in an annual development programme.</p> <p>A training needs analysis and training plan was agreed by the MDSWG on 05 September 2019.</p>	<p>Annual development programme to be agreed.</p>

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	working, are carers or have child care responsibilities.	<p>The programme includes 'specialist' areas of development reflecting the needs of members in developing skills and understanding in both corporate governance and thematic or service areas.</p> <p>The programme is provided to members giving sufficient notice for attendance.</p> <p>Members are notified of specific events in which they have expressed an interest.</p> <p>The programme is designed to offer choice or variety of opportunities to attend.</p>			
B4. Prospective candidates, candidates and new	<ul style="list-style-type: none"> The Council uses the national guidance and 	<p>What is the national Guidance?</p> <p>This refers to the</p>	Use is/planned or made of the national questionnaire to	A document "Information for prospective Members	Information document can be revised and updated

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members are informed of their role and responsibilities.	<p>support materials available for candidates and prospective candidates.</p> <ul style="list-style-type: none"> All new or returning members are provided with a programme of induction. 	<p>materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their intention to stand. These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available.</p> <p>What constitutes an induction programme? This will vary between authorities but should at the base level be any activity that introduces new members to their roles both within and</p>	<p>inform the development of candidates information for the next elections</p> <ul style="list-style-type: none"> The candidates profile is measured in the national questionnaire and steps are taken or planned to inform groups or individuals who are not standing in the next elections. Local information is provided to candidates in addition to that available nationally. <p>Every member moving to a new role has received an induction for that role.</p>	<p>2017" was distributed to all County Councillors following the local government elections in 2017.</p> <p>Induction training provided for all new Members and also offered to returning Members.</p> <p>Chairs' training last held 15 January 2018 with Brecon Beacons NPA.</p> <p>All new Members are encouraged to attend a National Parks UK induction programme. Three Members attended the New Forest session in September 2018 and three attended the Brecon Beacons</p>	<p>in preparation for next local government elections in 2022.</p>

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		<p>outside the council and the work of the authority generally.</p> <p>Use is made of the national induction materials provided by the WLGA.</p>	<p>Notable practice might include road shows, media/social media campaigns. Website/printed promotional material.</p>	<p>session in March 2019.</p>	
B5. Development activities are relevant and of high quality.	<p>Learning activities are provided in appropriate styles and settings based on the learning needs and styles of individuals and committees. The authority has a systematic and effective approach to commissioning, developing, providing and evaluating its training and development activities. This could include internal, external and collaborative arrangements.</p>	<p>What are appropriate styles and settings? A mix of for example formal/informal group/individual, interactive/passive working environment/away day The authority would need to demonstrate an effective selection process for commissioning training. This might include working with the WLGA and should include working collaboratively where appropriate with other authorities to share</p>	<p>Training and development is provided to a consistently high standard, commissioning and evaluation is effective and systematic.</p> <p>The authority works regularly with other authorities to pool experiences and consider the sharing or coordination of joint programmes.</p>	<p>Joint training held regularly, e.g. Chairs' training with Brecon, also relevant planning matters jointly with Pembrokeshire County Council.</p> <p>Joint Member/officer training sessions held regularly.</p>	<p>Better evaluation of training needed.</p> <p>Any external trainers would be taken from WLGA list if possible.</p>

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		<p>intelligence or undertake joint procurement.</p> <p>Internal training, (rather than briefing) should be designed and provided with the support of training/OD professionals in addition to member support or policy/service officers.</p>			
B6. There is a clear responsibility for leading the programme, driving the strategy and monitoring the outcomes.	<p>The Authority has clearly defined the arrangements for developing, implementing and monitoring its strategy for member support and development. Individual members and officers have clear roles in leading and championing this area. The needs of all political groups and independent members are taken into account</p>	<p>This role should be undertaken by the Democratic Services Committee and its chair or other appropriate fora such as a member support and development working group. Individual member(s) and officer(s) have clear overall responsibility for developing, implementing and monitoring the</p>	<p>These arrangements are mature and effective in representing the views of all members and the needs of the organisation in sponsoring and developing the strategy and monitoring the training programme and outcomes. Attendance, satisfaction and outcomes for</p>	<p>MDSWG established in 2008. Member Support and Development Committee established in January 2019.</p> <p>Member attendance presented quarterly to Audit and Corporate Services Review Committee and Operational Review Committee.</p>	<p>We do not have a Member Development Champion per se – the Chair of the MDSWG tends to act in the Champion capacity.</p> <p>Forward calendar of meetings agreed by NPA.</p> <p>Attendance levels to be monitored annually by the</p>

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	regardless of political affiliation.	strategy and progress of the programme.	members are monitored and low levels of attendance addressed.		MSDC.
B7. Resources are identified and provided for member development.	<p>Dedicated resources are identified and provided for member development activities.</p> <p>The authority provides the “reasonable level” of development required by the Measure.</p>	<p>How dedicated is dedicated?</p> <p>Resources are specifically put aside and used for member development. The development activity can be very widely interpreted but should not be the usual business of the council. It could include traditional briefing, workshops or seminars handbooks, e. learning, induction activities. Resources should also include staff time, shared where possible between authorities.</p>	<p>Resources, whether people or money, are allocated according to the priorities in the strategy arising from organisational needs or those expressed by members in their PDRs and TNAs.</p> <p>Consideration has been given to sharing resources between authorities and (where a clear benefit exists) collaborative arrangements have been made.</p>	Any expenditure on Member development is taken from various budget streams – there is no ‘dedicated’ budget heading.	Do we need a ‘dedicated’ budget heading?
B8. Members are offered the opportunity to be	The authority is exploring the needs of members to be	The authority is speaking to members about the concept and	The authority has a mentoring strategy to support the needs of	No work has been undertaken on this to date, although some	To be discussed at MSDC on 08 May 2019.

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mentored by member peers.	mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills.	benefits of mentoring to gauge interest. Mentoring might include member to member or working with member or officer "buddies" The authority should be exploring the need to provide Leadership mentoring for the Leader and Cabinet if requested.	members who have requested mentors.	Members did mentor potential Welsh Government Member candidates in 2016.	
C. Member Support					
C1. Officer support is provided for member development, support and scrutiny.	Every member committee, panel, forum etc. has officer support provided. Members are also supported in their case work. Overview and scrutiny committees have dedicated support from officers who can provide impartial research, support and	Officer support should be provided for every council meeting and committee. Systems should be in place to support members in non Party Political case and community work whether from member support or other service areas. Support for collaborative	Members are satisfied with the level of support provided.	Officer support already provided. Members regularly ask for assistance with minor matters. Member workshop held in June 2018 to gauge whether or not Members needed any further support.	None.

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	<p>advice.</p> <p>The nature of the support has been clearly articulated to members</p>	<p>governance arrangements such as joint committees and commissioning boards should also be evidenced.</p> <p>There needs to be a resource (dedicated or otherwise) in the authority who can provide members with advice in relation to the discharge of the authority's scrutiny function, and support for scrutiny members or committees by impartially researching information. This should be in direct response to the needs of members when they are undertaking their legitimate scrutiny role.</p>			
C2. Arrangements made for the business of the	A review of the arrangements for council business has	Authorities should have undertaken a review in line with	The authority can demonstrate that it knows the	Member survey undertaken in 2013.	Need to undertake a further review of arrangements for

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Council are flexible and enable members to participate fully regardless of personal circumstances	<p>taken place and as a result, meeting times, arrangements and venues reflect the needs of members as closely as possible.</p> <p>Members have been involved in developing the approaches to remote attendance as set out in the standing orders as/when required by the Measure.</p>	<p>Measure guidance i.e at least once every term, preferably shortly after the new council is elected which at least measures whether daytime or evenings are preferred and if particular times cause problems for individual members. Individual committees should be able to define what is convenient for members of that committee. What should be demonstrated is an awareness of the restrictions placed on members by holding council meetings at certain times and some evidence of flexibility in meeting arrangements as a result.</p>	<p>requirements of its current members and has met them.</p> <p>i.e meetings are arranged to suit the convenience of the majority of members expected to attend the meeting. Special arrangements are made for those members who have special access requirements.</p> <p>Arrangements for remote attendance should be in place.</p> <p><u>Note</u> The criteria for remote attendance should only be applied when the Measure has been enacted.</p>	<p>Member workshop held in June 2018 to gauge whether or not Members needed any further support.</p> <p>Wheelchair accessible minibus hired for site inspections and study tour day.</p> <p>Review of Committees undertaken.</p>	<p>Authority meeting times, etc.</p>

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C3. Contact management and communication	Systems are in place to enable members to liaise with council officers regarding services provided both within and outside the authority. Community groups and individuals are also assisted in contacting local members. Members are able to contact stakeholders.	These systems should include agreed standards for response times, complaints procedures and processes to support community and casework. Members should be provided with information regarding which officers to contact regarding complaints and casework relating to any service delivered by or on behalf of the council.	The systems required for level one are working effectively. Members can effectively access officers regarding service delivery and individuals and communities can access members.	<p>Members are provided with contact information for key officers when they join the Authority.</p> <p>All Members are provided with an Authority email address, which is available on the Authority's website.</p> <p>The Authority's Service Standards leaflet is available on the Authority's website, and includes Members' contact details. The leaflet sets out the Authority's complaints process.</p>	None.
C4. Annual reports	The authority makes arrangements for all members to be able to publish annual reports, according to the guidance in the measure.	Members are provided with support and guidance on using the authority's systems.	Members in receipt of a Senior/Civic Salary publish annual reports.	This does not apply to National Park Authorities.	Do Members think this should apply?

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C5. Personal support for members	Members are provided with access to guidance on their rights and benefits as members.	Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of information.	Members report that this information and advice is adequate.	Members are informed of their benefits at induction.	Details to be reviewed/updated for forthcoming intake of new Members.
D. Member Facilities					
D1. All members are provided with adequate access to ICT.	<ul style="list-style-type: none"> Members are provided with the equipment, or connectivity required to undertake their role. Basic training is provided in its use 	<p>Members are provided with equipment for their individual use to undertake council business.</p> <p>They are shown how to use the equipment and packages.</p>	Members are routinely using the provisions required for level one and report that this is sufficient.	<p>IT support is available on request.</p> <p>All Members are offered electronic papers, although some still prefer hard copy.</p> <p>There is a good internet connection in</p>	Social media training to be arranged.

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	<p>and help desk facilities are available.</p> <ul style="list-style-type: none"> Members are supported in remote working through the use of remote access codes and Skype etc. Members are provided with support to enable them to remotely attend meetings according to the standards set out in the standing orders (when implemented through the Measure). Members are able to communicate with the council and the public 	<p>They are able to have assistance if they are experiencing problems with using the equipment or it is faulty.</p> <p>Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role.</p> <p>All council agendas and meeting papers are provided electronically.</p>		<p>the Meeting Room for those who receive electronic agendas.</p> <p>Most Members use their own equipment.</p> <p>Telephone conferencing and Skype facilities available to Members on request.</p> <p>All Members have an official email address, which forwards emails to their home address on request. Some access their email via OWA.</p>	

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	electronically.				
D2. Information resources are provided	A central collection of information dedicated to member needs is provided as part of the information and research support available to members.	<p>An up to date and regularly revised collection of information resources is available specifically for members.</p> <p>This contains agendas, minutes, training opportunities, links to web resources and access to performance data.</p> <p>Members are informed about the information that is available.</p>	<p>Members routinely use the provisions required for level one and report that this is sufficient.</p> <p>Good practice might include an interactive portal dedicated to members.</p>	<p>Members' Handbook supplied on CD when they join the Authority.</p> <p>Performance data reported quarterly to Members.</p>	Need to progress Parcnet (intranet) portal for Members and provide training on use.
D3. Facilities for members to work in the Council are available.	<p>Member needs have been reviewed and where required the following are provided:</p> <ul style="list-style-type: none"> Shared areas for example for each political group. Private rooms for 	<p>The needs of members must have been assessed.</p> <p>Rooms must be available but not necessarily permanently dedicated.</p>	Members report that facilities are sufficient and that their needs are regularly reviewed.	<p>Member workshop held in June 2018 to gauge whether or not Members needed any further support.</p> <p>Yellow Room designated as Members' Room on meeting days.</p>	None

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	meetings. <ul style="list-style-type: none"> Offices for senior office holders. 			Private rooms can be set aside on request.	

APPENDIX B

PEMBROKESHIRE COAST NATIONAL PARK AUTHORITY



MEMBER ROLE DESCRIPTIONS AND PERSON SPECIFICATIONS

April 2019

Introduction

The Pembrokeshire Coast National Park Authority was established in accordance with the Environment Act 1995, and became fully operational on the 1st April 1996. The Authority itself is composed of eighteen Members, twelve of whom are appointed by Pembrokeshire County Council and six by the Welsh Government.

National Park Purposes

The Authority exists to conserve and enhance the natural beauty, wildlife, and cultural heritage of the National Park, and to promote opportunities for the public to enjoy and understand the special qualities of the area. A duty is also placed on the Authority to seek to foster the economic and social well-being of communities within the Park.

The role of Members

The following suite of role descriptions and person specifications has been developed in consultation with the Authority's Member Support and Development Committee to aid Members in the various roles that they will/might have to carry out during their term of office with the National Park Authority. The role descriptions set out the responsibilities and functions of a particular post, while the person specification describes the qualities and skills required of the Member in the role and can help when considering personal development.

This document includes role descriptions and person specifications for the under-mentioned roles:

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This document was considered by the Member Support and Development Committee on the 8th May 2019 and was endorsed by the National Park Authority on the [date].

SECTION 1

ROLE DESCRIPTIONS

MEMBER OF THE NATIONAL PARK AUTHORITY

ROLE DESCRIPTION

1. Accountabilities

- To the National Park Authority
- To National Park purposes
- To the public interest

2. Role Purpose and Activity

(a) Representing the national interest

- To bring the national context to bear in decision making
- To promote the profile and effectiveness of the National Park Family both through the work of your own Authority and through co-operative action with key stakeholders and/or partners including National Parks Wales, National Parks UK; National Parks England
- To act as an ambassador for the NPA and wider National Park Family

(b) Representing the National Park Authority

- To represent and be an advocate for the National Park Authority on national and outside bodies and at national events
- To represent the National Park Authority on local partnership bodies, promoting common interest and co-operation for mutual benefit
- To be an advocate for the special qualities of the National Park
- To liaise with other Members, principal authorities, officers and partner organisations to ensure that the purposes and aims of the National Park Authority are understood and supported

(c) Representing and supporting communities

- To represent the interests of the population of the **whole area** of the National Park Authority
- To be a channel of communication between the community and the National Park Authority particularly in regard to strategies, policies, services and procedures
- To promote wide public understanding and enjoyment of the Park and with others to foster the economic and social well-

being of communities in the Park in the pursuit of its statutory purposes

(d) Making decisions and overseeing National Park Authority performance

- To apply the principles and purposes of National Parks in all decision making – balancing and integrating the environmental, social and economic considerations. When there are conflicts between the two statutory purposes the first purpose (conservation) is given priority
- To work with the Chair, Chief Executive, other Members, Officers, Stakeholders and Partners to discharge the functions of the National Park Authority and maximise the use of human and financial resources
- To act with independent judgement using your skills, experience, local, regional and national knowledge, in the best interests of the National Park Authority
- To participate in the development of policy direction, strategic thinking and innovation within the Authority through the development of management policy and business plans
- To approve, scrutinise and monitor the implementation of the Authority's policies, procedures and statutory functions
- To promote and ensure efficiency and effectiveness in the provision of National Park Authority services
- To support the principles of democracy and accept collective responsibility for the decisions of the National Park Authority and their impact on Authority Resources

(e) Internal governance, ethical standards and relationships

- To achieve efficient, effective, transparent and accountable governance of the National Park Authority and its affairs
- To promote and support open and transparent National Park Authority services
- To support, and adhere to, respectful, appropriate and effective relationships with Members and Officers of the National Park Authority
- To adhere to the Members' Code of Conduct, the Authority's Standing Orders and the highest standards of behaviour in public office
- To engage in and demonstrate the Authority's commitment to the equalities agenda and the standards published by the Welsh Language Commissioner

(f) Personal and role development

- To take responsibility for your own personal learning and development (local and national) as part of your personal and role development
- To commit to actively participating in opportunities for development provided for Members by the National Park Authority, National Parks Wales, National Parks UK, National Parks England and other partner bodies
- To actively participate in the Authority's Continuous Development Processes
- To comply with any Authority approved target for attendance at meetings and training events

3. Values

To be committed to the under-mentioned values of the National Park Authority and the ten principles of public life¹:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference
- Sustainability

¹ As set out in the Conduct of Members (Principles) (Wales) Order 2001 (see Section 4)

CHAIR AND DEPUTY CHAIR OF THE NATIONAL PARK AUTHORITY

ROLE DESCRIPTION

1. Accountabilities

- To the National Park Authority
- To National Park purposes
- To the relevant Minister through half-yearly meetings with the Welsh Government, or as necessary
- To the public interest

2. Role Purpose and Activity

(a) Acting as a symbol of the Authority's democratic role

- To champion the purposes of the National Park and provide dynamic and effective strategic leadership in partnership with Members and the Chief Executive in the achievement of the Authority's statutory purposes, aims and vision, and relevant targets
- To monitor performance and offer guidance and support to Members to ensure that the good public standing of the Authority is upheld
- To represent the Authority in its relations with key stakeholders and communities
- To represent the Authority's views as necessary to the press and media, and play an ambassadorial role in promoting positive relationships with external parties and organisations
- To foster the working relationship with all other UK National Parks and promote the interests of National Park Authorities through National Parks Wales, National Parks UK and Europarc

(b) Chairing Authority meetings

- To chair meetings of the Authority, ensure that Standing Orders and good practice is complied with at all meetings, and promote and support open and transparent government
- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
- To demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements

(c) Upholding and promoting the Authority's Standing Orders, Terms of Reference and Scheme of Delegation

- To work with Members and the Chief Executive to ensure that the Authority's actions, decisions and use of resources are consistent with the purposes of designation and the legal responsibilities of the Authority

(d) Internal governance, ethical standards and relationships

- To promote the professional and personal development of Members to enable them to carry out their role effectively, working within the Authority's Performance Management Framework to assess Members' performance as appropriate and report to the appointing authorities as required
- To develop and maintain an effective working relationship with the Chief Executive, providing support and guidance as necessary and facilitating communication and joint working between Members and officers
- To monitor the welfare and performance of the Chief Executive and ensure that there is an effective appraisal and development process in place
- To act as a link between the Authority, the relevant Minister of the Welsh Government and National Park Authorities; to report, liaise and represent the Authority to government and work with other National Park Authorities to influence national and regional policy
- To adhere to the Members' Code of Conduct and the highest standards of behaviour in public office
- To ensure that all Senior Salary holders undertake Personal Development Reviews

(e) Work Programming

- To ensure that processes are in place to comply with internal and external governance and audit requirements

3. Values

To be committed to the under-mentioned values of the National Park Authority and the ten principles of public life²:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural differences

² As set out in the Conduct of Members (Principles) (Wales) Order 2001 (see Section 4)

- Sustainability

Role of Deputy Chair

- To fulfil the duties of the Chair in his or her absence
- To assist the Chair in specific duties as required

Appropriate training will be offered to enable a Member to fulfil their role as Chair/Deputy Chair effectively

COMMITTEE MEMBER

ROLE DESCRIPTION

This Role Description applies to a Member of the following:

**Development Management Committee;
Audit and Corporate Services Review Committee;
Operational Review Committee;
Personnel Committee;
Member Support and Development Committee;
SDF Committee, and
Employee Forum**

1. Accountabilities

- To the National Park Authority
- To National Park purposes
- To the Chair of the Committee
- To the public interest

2. Role Purpose and Activity

(a) Understanding the nature of the Committee and the decision-making process

- To understand the Terms of Reference of the Committee and its relationship with the Authority and other Committees/Sub-Committees, etc
- To develop relevant knowledge to contribute fairly and correctly to the function of the Committee
- To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the Committee

(b) Participating in meetings and making decisions

- To participate effectively in meetings of the Committee, ensuring that both local considerations and policy recommendations are balanced to contribute to effective decision-making
- To make informed and balanced decisions, within the Terms of Reference of the Committee, which accord with legal, constitutional and policy requirements

(c) Internal governance, ethical standards and relationships

- To ensure the integrity of the Committee's decision making and of his/her own role by adhering to the Code of Conduct(s) and other constitutional and legal requirements
- To promote and support good governance by the Authority
- To understand the respective roles of Members, officers and external parties operating within the Committee's area of responsibility

3. Values

To be committed to the under-mentioned values of the National Park Authority and the ten principles of public life³:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural differences
- Sustainability

³ As set out in the Conduct of Members (Principles) (Wales) Order 2001 (see Section 4)

COMMITTEE CHAIR AND DEPUTY CHAIR

ROLE DESCRIPTION

This Role Description applies to a Chair of the following:

**Development Management Committee;
Audit and Corporate Services Review Committee;
Operational Review Committee;
Personnel Committee;
Member Support and Development Committee;
SDF Committee, and
Employee Forum**

1. Accountabilities

- To the National Park Authority
- To National Park purposes
- To the relevant Welsh Government Minister, as appropriate
- To the public interest

2. Role Purpose and Activity

(a) Providing leadership and direction in the work of the Committee

- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
- To demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements

(b) Promoting the role of the Committee

- To act as an ambassador for the Committee, facilitating understanding of the role
- To act within the technical legal and procedural requirements to oversee the functions of the Committee fairly and correctly
- To ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice in the conduct of meetings and in individual reports before the Committee

(c) Internal governance, ethical standards and relationships

- To develop the standing and integrity of the Committee and its decision making

- To understand the respective roles of Members, officers and external parties operating within the Committee's area of responsibility
- To promote and support good governance by the Authority

(d) Effective meeting management

- To ensure the conduct of the meeting is in accordance with Standing Orders, and applies the agreed values of the Authority
- To ensure agendas contain clear objectives and outcomes for the meeting
- To ensure that the necessary preparation is done beforehand
- To ensure that all participants have an opportunity to make an appropriate contribution
- To report on progress against the work programme to the Authority

3. Values

To be committed to the under-mentioned values of the National Park Authority and the ten principles of public life⁴:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural differences
- Sustainability

Role of Deputy Chair

- To fulfil the duties of the Chair in his or her absence

Appropriate training will be offered to enable a Member to fulfil their role as Chair/Deputy Chair effectively

⁴ As set out in the Conduct of Members (Principles) (Wales) Order 2001 (see Section 4)

STANDARDS COMMITTEE MEMBER

ROLE DESCRIPTION

1. Accountabilities

- To the National Park Authority
- To the Chair of the Standards Committee
- To the public interest

2. Role Purpose and Activity

(a) Understanding the nature of the Standards Committee and effectively fulfilling its functions by:

- Promoting and maintaining high standards of conduct by Members
- Assisting Members to observe the Members' Code of Conduct
- Advising the Authority on the adoption or revision of the Members' Code of Conduct
- Monitoring the operation of the Members' Code of Conduct
- Advising, training or arranging to train Members of the Authority on matters relating to the Members' Code of Conduct
- Granting appropriate dispensations by Members of the Authority
- Dealing with any reports from a case tribunal or interim case tribunal, and any report from the Monitoring Officer on any matter referred to that officer by the Public Services Ombudsman for Wales
- Monitoring the Authority's complaints procedure
- Developing relevant knowledge to contribute fairly and correctly to the function of the Committee
- Being thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the Committee

(b) Participating in meetings and making decisions

- To participate effectively in meetings of the Standards Committee
- To make informed and balanced decisions, within the Terms of Reference of the Committee, which accord with legal, constitutional and policy requirements

(c) Internal governance, ethical standards and relationships

- To ensure the integrity of the Committee's decision making and of his/her own role by adhering to the Code of Conduct(s) and other constitutional and legal requirements
- To promote and support good governance by the Authority
- To understand the respective roles of Members, officers and external parties operating within the Standards Committee's area of responsibility

3. Values

To be committed to the under-mentioned values of the National Park Authority and the ten principles of public life⁵:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural differences
- Sustainability

⁵ As set out in the Conduct of Members (Principles) (Wales) Order 2001 (see Section 4)

STANDARDS COMMITTEE CHAIR AND DEPUTY CHAIR

ROLE DESCRIPTION

1. Accountabilities

- To the National Park Authority
- To the public interest

2. Role Purpose and Activity

Providing leadership and direction in the work of the Committee

- To act within technical, legal and procedural requirements to oversee the functions of the Committee fairly and correctly
- To ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice on the Code of Conduct
- To demonstrate independence, integrity and impartiality in decision making which accord with legal, constitutional and policy requirements
- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
- To lead the Committee in its role in:
 - Promoting and maintaining high standards of conduct by Members;
 - Assisting Members to observe the Members' Code of Conduct;
 - Advising the Authority on the adoption or revision of the Members' Code of Conduct;
 - Monitoring the operation of the Members' Code of Conduct;
 - Advising, training or arranging to train Members on matters relating to the Members' Code of Conduct;
 - Granting appropriate dispensations to Members;
 - Dealing with any reports from a case tribunal or interim case tribunal, and any report from the Monitoring Officer on any matter referred to that officer by the Public Services Ombudsman for Wales;
 - Monitoring the Authority's complaints procedure

3. Values

To be committed to the under-mentioned values of the National Park Authority and the ten principles of public life⁶:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural differences
- Sustainability

Role of Deputy Chair

- To fulfil the duties of the Chair in his or her absence

Appropriate training will be offered to enable a Member to fulfil their role as Chair/Deputy Chair effectively

⁶ As set out in the Conduct of Members (Principles) (Wales) Order 2001 (see Section 4)

MEMBER APPOINTED TO REPRESENT THE NATIONAL PARK AUTHORITY ON OUTSIDE BODIES

ROLE DESCRIPTION

1. Accountabilities

- To the National Park Authority (who makes the appointment)
- To the outside body
- To the public interest

2. Role Purpose and Activity

- To give the Authority's perspective and promote National Park purposes
- To facilitate communication and promote positive relationships between the organisations

3. Governance, Ethical Standards and Relationships

- To observe the outside body's Code of Conduct (if any) and local protocols. Members must also have regard to the National Park Authority's Member's Code of Conduct
- To refer to the Authority's document *A protocol for Members appointed to Outside Bodies* for further guidance in relation to their role on outside bodies
- Where appropriate, Members should arrange for their nominated substitute to attend a meeting of the outside body if they are unable to attend the meeting themselves

4. Reporting back

- Members may be required to provide feedback to the Democratic Services Manager following every outside body meeting, and particularly when there is a requirement to follow up on any actions agreed at the meeting

5. Attendance and Allowances

- Members are able to claim allowances in line with the Authority's Scheme of Member Allowances

6. Values

To be committed to the under-mentioned values of the National Park Authority and the ten principles of public life⁷:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural differences
- Sustainability

⁷ As set out in the Conduct of Members (Principles) (Wales) Order 2001 (see Section 4)

SECTION 2

PERSON SPECIFICATIONS

MEMBER OF THE NATIONAL PARK AUTHORITY

PERSON SPECIFICATION

To fulfil his or her role as set out in the role description, an effective Member requires the following:

Fulfilling the role

- Good advocacy skills
- Interpersonal skills
- Integrity and the ability to present relevant and well reasoned arguments
- Good communication skills
- Knowledge and understanding of National Park purposes
- Knowledge and understanding of meetings law, rules and conventions
- An understanding of strategic, policy and service contexts for decisions
- The ability to challenge ideas and contribute positively to policy development

Internal governance, ethical standards and relationships

- An understanding of the roles of officers, Members and different agencies
- Respect for, and desire to work with, different groups and individuals
- Have knowledge and understanding of the Members' Code of Conduct
- A knowledge and commitment to the values of the Authority

Personal and role development

- An ability to assess personal and role development needs
- A desire and skills to participate in development, including:
 - attending appropriate training courses, briefing sessions and events arranged or sponsored by the Authority and partner organisations
 - attending the National Member Induction Course as early on in their role as Member as possible
 - Participating in the Authority's processes for reviewing personal development

Representing the Authority on outside bodies (subject to appointment)

- Good public speaking skills
- Good presentation skills
- The ability to persuade others and act with integrity

CHAIR AND DEPUTY CHAIR OF THE NATIONAL PARK AUTHORITY

PERSON SPECIFICATION

To fulfil his or her role as set out in the role description, an effective Authority Chair/Deputy Chair requires:

Providing leadership and direction to the Authority

- An understanding of the Authority's role
- A knowledge of the National Park's strengths, areas of improvement and key issues
- An understanding of the relationship between national and local politics
- A good strategic awareness of issues facing the Authority
- An understanding of the Authority's strategies, policies and operations
- An ability to provide strong leadership to the Authority
- To appraise, guide and mentor Authority Members

Representing and acting as ambassador for the Authority

- High level communication skills to communicate to the media, local community and wider audience
- Good public speaking skills

Managing and leading the work of the Authority and chairing meetings of the Authority

- An understanding of the Authority's Standing Orders
- Skills to Chair meetings, including encouraging participation from all Members
- A knowledge and understanding of national policy objectives
- The ability to facilitate balanced debate and to promote consensus

Participating in the collective decision making of the Authority

- The ability to constructively challenge decisions and suggest alternatives

Working with officers to lead the Authority

- An understanding of the roles and responsibilities of the Chief Executive and other officers

Leading partnerships and stakeholder leadership

- Adaptive leadership skills
- Negotiation and brokerage skills
- Creative and lateral thinking skills; the ability to see ahead and be predictive

Internal governance, ethical standards and relationships

- An understanding of the roles of officers, Members and different agencies
- Respect for, and desire to work with, different groups and individuals
- Have knowledge and understanding of the Members' Code of Conduct
- A knowledge of, and a commitment to, the values of the Authority

Work programming

- The ability and discipline to plan and manage work programmes

Appropriate training will be offered to enable a Member to fulfil their role as Chair/Deputy Chair of the National Park Authority effectively.

COMMITTEE MEMBER

PERSON SPECIFICATION

This Person Specification applies to a Member of the following:

**Development Management Committee;
Audit and Corporate Services Review Committee;
Operational Review Committee;
Personnel Committee;
Member Support and Development Committee;
SDF Committee, and
Employee Forum**

To fulfil his or her role as set out in the role description, an effective Committee Member requires:

Understanding the nature of the Committee and the decision-making process

- Integrity and the ability to set aside one's own views and act impartially
- An understanding and appreciation of the regulatory framework
- A knowledge of planning policies when serving on the Development Management Committee
- Maintenance of knowledge
- Objectivity and judgement

Participating in meetings and making decisions

- An ability to listen and to consider and respect the views of other contributors
- Good communication skills
- Good advocacy skills

Internal governance, ethical standards and relationships

- A knowledge and understanding of the Members' Code of Conduct and the Authority's Standing Orders
- Have a knowledge of, and a commitment to, the purposes and values of the National Park Authority

COMMITTEE CHAIR

PERSON SPECIFICATION

This Person Specification applies to a Chair of the following:

**Development Management Committee;
Audit and Corporate Services Review Committee;
Operational Review Committee;
Personnel Committee;
Member Support and Development Committee;
SDF Committee, and
Employee Forum**

To fulfil his or her role as set out in the role description, an effective Committee Chair/Deputy Chair requires:

Providing leadership and direction

- An understanding of the Committee's role and ensuring that stakeholders are aware of that role
- The ability to conduct meetings in an efficient and effective manner
- Good communication skills
- The ability to facilitate balanced debate and to promote consensus
- An ability to manage the work of the Committee
- An ability to support and develop necessary skills in fellow Members of the Committee
- With regard to the Development Management Committee, the ability to conduct meetings to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused

Promoting the role of the Committee

- An understanding and appreciation of the regulatory framework
- An ability to inspire and enthuse Members for the work of the Committee
- Integrity and the ability to set aside his/her own views and act impartially

Internal governance, ethical standards and relationships

- A good understanding of the Authority's Standing Orders
- A knowledge and understanding of the Members' Code of Conduct and other protocols
- A knowledge of, and commitment to, the purposes and values of the National Park Authority

Appropriate training will be offered to enable a Member to fulfil their role as Chair of a Committee effectively.

STANDARDS COMMITTEE MEMBER

PERSON SPECIFICATION

To fulfil his or her role as set out in the role description, an effective Standards Committee Member requires:

Understanding the nature of the Committee and the decision-making process

- Integrity and the ability to set aside one's own views and act impartially
- An understanding and appreciation of the regulatory framework
- Maintenance of knowledge
- Objectivity and judgement

Participating in meetings and making decisions

- An ability to listen and to consider and respect the views of other contributors
- Good communication skills
- Good advocacy skills

Internal governance, ethical standards and relationships

- A knowledge and understanding of the Members' Code of Conduct and the Authority's Standing Orders
- A knowledge of, and commitment to, the purposes and values of the National Park Authority

STANDARDS COMMITTEE CHAIR/DEPUTY CHAIR

PERSON SPECIFICATION

To fulfil his or her role as set out in the role description, an effective Standards Committee Chair/Deputy Chair requires:

Providing leadership and direction

- An understanding of the Committee's role
- The ability to conduct meetings in an efficient and effective manner
- Good communication skills
- The ability to facilitate balanced debate and to promote consensus
- An ability to manage the work of the Committee
- An ability to support and develop necessary skills in fellow Members of the Committee
- An ability to act within technical, legal and procedural requirements to oversee the functions of the Committee fairly and correctly
- An ability to ensure thoroughness and objectivity in the Committee

Promoting the role of the Committee

- An understanding and appreciation of the regulatory framework
- An ability to inspire and enthuse Members for the work of the Committee
- Integrity and the ability to set aside his/her own views and act impartially

Internal governance, ethical standards and relationships

- A good understanding of the Authority's Standing Orders
- A good knowledge and understanding of the Members' Code of Conduct
- A knowledge of, and commitment to, the purposes and values of the National Park Authority

Appropriate training will be offered to enable a Member to fulfil their role as Chair of a Committee effectively.

SECTION 3

PROTOCOL

PROTOCOL FOR MEMBERS APPOINTED TO REPRESENT THE NATIONAL PARK AUTHORITY ON OUTSIDE BODIES

1. Introduction

As a Member of the National Park Authority, you may be appointed to one or more outside bodies, including tourism partnerships, local authority working groups and Welsh Government advisory groups.

A number of benefits – for Members as well as the Authority – can be gained from such appointments:

- Increased knowledge, skills and expertise which might not otherwise be available to Members or the Authority
- Local accountability or democratic legitimacy through the appointment of an Authority representative
- Consolidation and maintenance of good relationships with the Authority and the outside body
- The opportunity to work on partnership projects that requires the input of other organisations or community groups and the possibility of leveraging in external funding which might not be available to the Authority on its own
- To protect the Authority's investment or assets, i.e. if the Authority has provided grant funding or provides funding for service delivery

The law lays down many requirements with which Members must comply. These include duties to the Authority, as well as duties to the outside body and its members.

An appointment to an outside body does not, therefore, necessarily mean that you will be representing the Authority's interests on that body. Indeed, there are a number of cases, for example if you are a trustee or a company director, where you must always act in the interests of the outside body and not in the Authority's interests. This can lead to conflicts of interests between your role as an Authority Member and your representative role on the outside body.

Please note that you will only be considered a representative of the Authority on an outside body if you have been formally appointed or nominated by the Authority to this role. You should not purport to act as an Authority representative on an

outside body unless such a formal appointment has been made.

This protocol sets out a number of matters that you should take into account if you have been appointed by the National Park Authority to represent it on outside bodies.

2. Appointment and reporting back to the Authority

You may be appointed to an outside body for a particular reasons, e.g. in order to provide skills or democratic legitimacy, or to protect the Authority's assets, or for other reasons. You must ensure that your appointment has been made by resolution of the Authority.

It is important that you provide information and reports periodically to the Authority on what the outside body to which you have been appointed is doing. This can be done either by submitting a short written report to Democratic Services, or advising relevant officers of any actions necessary from the meetings attended.

You will need to ensure that the outside body provides you with sufficient information to enable you to make this report, BUT you are not required to disclose anything which is commercially sensitive as this may be in breach of:

- The Members' Code of Conduct
- Your duties of confidentiality to the outside body (whether as a director, trustee or more generally), or
- May be a breach of confidence in the general sense

Regular reports will enable the Authority to determine whether there is a need for future Authority involvement with the outside body concerned.

3. General advice and guidance

- Ensure that you know the legal status of the outside body and read the governing document to understand your responsibilities
- Ensure that, if you are appointed a director of a Company, the relevant form (form 288) is filed at Companies' House upon your appointment and resignation
- Make any general declarations of interest at the first meeting (see Section 7 below)
- Ask if there is any personal liability insurance or indemnity in place – sometimes referred to as directors' liability insurance (see Section 8 below)

- Clarify whether the outside body will pay allowances or expenses (see Section 8 below)
- Ensure the board or management committee (if you have been appointed to serve on one) has regular financial and other reports which detail the current financial situation of the outside body and any liabilities. Take an interest in the business plan
- Discuss with relevant officers any new activities that the outside body undertakes (you may need to provide them with copy papers) and ensure that risks are properly identified in reports (consistent with local authority decision making – ensure that all relevant information is presented)
- Observe duties of confidentiality – in both directions (see Section 7 below)
- Carefully consider any conflicts of interest, declare interests and, if appropriate, leave the room for consideration of the business (see Section 6 below)
- Take advice from the Authority's Monitoring Officer, Finance Manager and/or your lead officer contact as appropriate – not just when the outside body is likely to become insolvent, but generally. Occasionally, that advice may be to seek external advice on your position, especially if there is a conflict between the outside body and the Authority
- Manage conflict – usually issues can be balanced but ensure that, when in meetings of the outside body, you act in the body's best interests, which may not necessarily be those of the Authority. If all else fails, resign from the body. Do not just remain a director and fail to attend meetings or you may find that you are in breach of your duty to act in the best interests of the outside body (see Section 6 below)
- Finally, question the need for future Authority involvement! Has the organisation come of age, or has it changed direction from when the Authority first became involved – what useful purpose would ongoing representation serve?

4. Particular duties and responsibilities of Directors and Trustees

If you are appointed a director of an outside body then you must act in the best interests of that body. The main duties of a director are:

- To act honestly and in good faith and in the best interests of the outside body as a whole
- A duty not to make a personal profit and to take proper care of the outside body's assets

- To attend board meetings and follow the rules on the declaration of interests
- To exercise reasonable skill and care (this is a subjective test based upon the individual's own knowledge and experience and involves due diligence in the performance of his/her duties as a director), and
- To comply with statutory obligations imposed by the Companies Acts, other legislation and any procedural rules set out in the governing document

If you are appointed as a trustee of a charity then the duties of trustees are generally the same as for a director but in addition you must make sure the trust acts in accordance with the aims and objectives of the trust and you should make sure that you have a clear understanding of what these are (there is normally a trust deed which sets these out).

5. General Duties of a Representative on an Outside Body

In carrying out your duties as a Trustee or Director of an outside body, you must take decisions without being influenced by the fact that you are an Authority Member. Your primary duty in acting as a representative making management decisions for the outside body is to make these decisions in the interests of the body. You should always ensure that your fellow directors/trustees are aware of the fact that you are a Member of the Pembrokeshire Coast National Park Authority.

In such cases, you must act in the interests of the outside body and exercise independent judgement in making decisions, in accordance with your duty of care to that body. You are not there just to vote in accordance with the Authority's wishes. You may have regard to the interests of the Authority, but this should not be the overriding consideration. In some cases, voting in the Authority's interests could be a breach of a director's duty to that body.

In other cases, the Authority may have expressed a view or formulated a policy and would expect you to convey that view or policy to the outside body. It is acceptable for you to do this as your Authority's representative provided that it does not conflict with your particular duties as director or trustee, or where it is clearly not contrary to the interests of the outside body.

The overriding responsibility is to seek to avoid a situation where duty and interest conflict and, therefore, if you are unsure about

declaring an interest, it would be wise to declare and leave the meeting during consideration of the business.

6. Managing Conflicts of Interest

In general terms, the purposes of an outside body and what it wants to do often coincide with the Authority's interest and so conflicts may be rare. However, there may be difficulty in some circumstances, e.g. if the outside body:

- is not complying with the terms and conditions of a funding agreement between the Authority and the body
- wishes to appeal against a planning decision made by the Authority, or
- has wider objects than the reason behind the Authority's appointment and wishes to pursue activities which would conflict with Authority policy

You will need to manage the conflicts that will arise appropriately and in certain circumstances may feel that your only option is to resign from the outside body. Similarly, if the Authority does not feel that a representative on an outside body is properly fulfilling their role and responsibilities e.g. if the Member is not attending meetings or is voting in ways which may be inappropriate, then the Authority could choose to change its representation on the outside body. Clearly, there is greater scope for conflicts to arise where you hold an office on the outside body, e.g. Chair, Vice-Chair, Secretary or Treasurer, than if you are a general member.

7. Declarations of Interest and Duties of Confidentiality – the Members' Code of Conduct

When outside bodies consider issues related to the National Park Authority, or where you may have a personal interest in relation to the body's activities, these need to be declared in line with the rules of the outside body and the Authority's Members' Code of Conduct. The specific rules adopted by each body will vary and therefore you should ask for advice and guidance from the relevant officers of the outside body and/or the Monitoring Officer as appropriate.

When the Authority considers issues relating to, or affecting, the outside body to which you have been appointed as the Authority's representative, you must declare your personal interest in the matter in accordance with the Members' Code of Conduct. If this is your only interest then it will not be considered a prejudicial interest unless the matter relates to an approval, consent, licence,

permission or registration. You will also need to ensure details of your appointment are included on the Register of Interests kept by the Democratic Services Manager.

Confidential information must be treated with care and if you have any doubt over the status of any information then you should keep that confidential and check with the relevant officer, whether or not it is something which is already in the public domain or which may be disclosed.

The legal position is that someone who has received information in confidence is not allowed to take improper advantage of it. Deliberate leaking of confidential information will also be a breach of the Members' Code of Conduct.

Where you act as a representative of the Authority on an outside body, you must comply with the Code of Conduct of that body, if it has one. If it does not, you must comply with the Members' Code of Conduct unless observance of the Code would conflict with any other obligations (i.e. the duty to act in the best interests of the outside body).

Under the Code you must not:

- disclose information given to you in confidence by anyone, or information acquired which you believe is of a confidential nature, without the consent of a person authorised to give it, or unless you are required by law to do so
- prevent another person from gaining access to information to which that person is entitled by law

Disclosing confidential information may also contravene other parts of the Code, for example:

- It may be regarded as bringing the office of Member or the Authority into disrepute
- It may compromise the impartiality of people who work for the Authority, or
- It may improperly confer or secure an advantage or disadvantage for you or any other person

8. Allowances, insurances and indemnities

The Authority may have authorised attendance at meetings of outside bodies as an approved duty for Members and, as such, you will be entitled to claim for travelling and/or subsistence

allowances. However, the outside body itself may pay its members certain allowances, in accordance with its own rules. **If the body does pay expenses, you may not claim from the Authority.** For further information on allowances contact the Authority's Democratic Services Manager.

In some instances, Members who represent the Authority on outside bodies may carry personal liability for decisions they make and actions which they take in their representative capacity. This is most likely to arise if you have been appointed as a director of a body, or a trustee of a charity, or onto the management board of a body. The outside body may have insurance to cover your liability in these cases and you should check with the body. Alternatively, the Authority has an indemnity policy to cover any liabilities incurred by Members acting in a representative capacity. The Monitoring Officer will be able to provide further information on this.

Acknowledgement:

This protocol is based on the Welsh Local Government Association's Members' Toolkit Appointments to Outside Bodies: The Councillors' Roles – General Guidance and Potential Pitfalls and Conflicts which, in turn, is based on Nottinghamshire County Council's document of the same name. Dilys Phillips of Gwynedd County Council has adapted that document to reflect the requirements of Members in Wales.

SECTION 4

THE TEN GENERAL PRINCIPLES OF PUBLIC LIFE

**(as set out in the Conduct of Members (Principles) (Wales)
Order 2001**

Selflessness

Members must act solely in the public interest. They must never use their position as Members to improperly confer advantage on themselves or to improperly confer advantage or disadvantage on others

Honesty

Members must declare any private interests relevant to their public duties and take steps to resolve any conflict in a way that protects the public interest

Integrity and Propriety

Members must not put themselves in a position where their integrity is called into question by any financial or other obligation to individuals or organisations that might seek to influence them in the performance of their duties. Members must on all occasions avoid the appearance of such behaviour

Duty to Uphold the Law

Members must act to uphold the law and act on all occasions in accordance with the trust that the public has placed in them

Stewardship

In discharging their duties and responsibilities Members must ensure that their Authority's resources are used both lawfully and prudently

Objectivity in Decision-making

In carrying out their responsibilities including making appointments, awarding contracts, or recommending individuals for rewards and benefits, Members must make decisions on merit. While Members must have regard to the professional advice of officers and may properly take account of the views of others, including their political groups, it is their responsibility to decide what view to take and, if appropriate, how to vote on any issue

Equality and Respect

Members must carry out their duties and responsibilities with due regard to the need to promote equality of opportunity for all people, regardless of their gender, race, disability, sexual orientation, age or religion, and show respect and consideration for others

Openness

Members must be as open as possible about all their actions and those of their Authority. They must seek to ensure that disclosure of information is restricted only in accordance with the law

Accountability

Members are accountable to the electorate and the public generally for their actions and for the way they carry out their responsibilities as a Member. They must be prepared to submit themselves to such scrutiny as is appropriate to their responsibilities

Leadership

Members must promote and support these principles by leadership and example so as to promote public confidence in their role and in the Authority. They must respect the impartiality and integrity of the Authority's statutory officers and its other employees

**PEMBROKESHIRE COAST NATIONAL PARK
AUTHORITY**



MEMBER DEVELOPMENT STRATEGY

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.

Since Welsh political devolution in 1997, the changes in the Welsh political landscape have influenced and affected National Park Authorities in Wales. The major piece of legislation currently influencing National Parks is the Wellbeing of Future Generations (Wales) Act 2015, which places a requirement on public bodies to "...do things in pursuit of the economic, social, environmental and cultural well-being of Wales in a way that accords with the sustainable development principle; to require public bodies to report on such action; to establish a Commissioner for Future Generations to advise and assist public bodies in doing things in accordance with this Act; to establish public services boards in local authority areas; to make provision requiring those boards to plan and take action in pursuit of economic, social, environmental and cultural well-being in their area; and for connected purposes."

In addition, the recent review of designated landscapes in Wales resulted in the publication of the Welsh Government's document "*Valued and Resilient: The Welsh Government's priorities for Areas of Outstanding Natural Beauty and National Parks*", which sets out the following four goals for designated landscapes:

- That they are **Valued Places** which reach out beyond traditional audiences and engage a more diverse cross section of Welsh society to feel that they have a stake in these national landscapes
- That they contain **Resilient Environments** where the value of nature is enhanced and the decline in biodiversity is reversed. This is important for both its intrinsic value, and to ensure lasting benefits to society. The areas must become exemplars for the sustainable management of natural resources, with the (National Park) Authorities and partnerships championing action to halt the decline in biodiversity
- That they support **Resilient Communities**. The relationship between people and the environment has shaped the landscapes and their communities (and) the economic and social resilience of these communities is integral to the purpose of designation
- That the Areas of Outstanding Natural Beauty partnerships and National Park Authorities must adopt **Resilient Ways of Working**, where they champion collaborative approaches to maximise the benefits and tackle the challenges faced in these landscapes

Therefore, National Park Authorities have a significant part to play in furthering the objectives of the Welsh Government as well as our own corporate objectives, whilst not losing sight of our statutory purposes and duty, and these challenges must now be undertaken in a sustained climate of reduced budget settlements. In order to do this, new ways of working – collaboratively and in partnership with statutory and non-governmental organisations – are being tested and discovered in order to meet the needs of service users.

Members have a key role to play in all of this, and not only need to bring their experience and expertise to the Authority, but be prepared to acquire new skills and new ways of working. The Pembrokeshire Coast National Park Authority is committed to providing Members with a comprehensive and realistic programme of Member Induction and Continuing Development in order to carry out their roles effectively, and this Member Development Strategy sets out how this will be achieved.

PURPOSE

The Strategy outlines the skills and knowledge that a Member needs to carry out their role effectively and provides 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 2014, the Welsh Local Government Association's *Charter for Member Support and Development*.

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.

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 Member Support and Development 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
- 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”.

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.

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 Member Support and Development 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, and meets the needs of the Welsh Local Government Association’s Charter for Member Support and Development.