

REPORT OF ADMINISTRATION & DEMOCRATIC SERVICES MANAGER

**SUBJECT:
MEMBER DEVELOPMENT STRATEGY**

Purpose of report

To adopt the revised Member Development Strategy and Member Support and Development Programme and to agree a method for future review.

Introduction

The current Member Development Strategy and supporting Member Support and Development Programme was adopted in 2008 and is now due for review. The revised documents were agreed by the Member Development Strategy Working Group at its meeting held on the 15th May 2013, and are attached for Members' consideration.

The Support and Development Programme in particular has been slimmed down substantially to incorporate only the key elements of Member induction and training; it is intended to develop a more detailed training plan to link to these key elements, and which will incorporate those training needs that have been identified by Members following this year's PDR process.

The training plan, which will be the final piece of the "golden thread", has yet to be finalised as not all Personal Support Plans have been received from Members to date. It is hoped that the training plan will be completed in time for the next Member Development Strategy Working Group meeting in September.

Financial considerations

The financial resources for training events will be met from the Democratic Representation budget heading.

Risk considerations

The Authority has developed a strong ethos of Member development, which has been endorsed by the award of the 'basic' Charter in 2010. Building upon, and developing, the good work carried out to date will re-emphasise the fact that the Authority works to a high standard of governance.

Compliance

The proposal complies with Outcome 8 of the Corporate Strategy: The Authority is recognised as meeting good practice standards in terms of governance, providing value for money and listening to the views of residents, visitors and partners.

Human Rights/Equality issues

The report can demonstrate that it takes into account the requirements and wishes of Members in delivering its Member Development Strategy and supporting training programme. A variety of formats/methods of delivery will be applied in order to ensure all Members have the opportunity to participate in the resulting programme.

Biodiversity implications/Sustainability appraisal

No implications, although specific modules in the induction and continuing development programme are targeted at improving Members' knowledge of biodiversity, sustainability, climate change, etc.

Welsh Language statement

The proposal will be delivered in accordance with the Authority's Welsh Language Policy.

RECOMMENDATIONS:

- 1. That the revised Member Development Strategy and Member Support and Development Programme be adopted;**
- 2. That the Member Development Strategy Working Group be delegated the authority to review and amend the Member Support and Development Programme on an annual basis in light of that year's Personal Development Review process, and**
- 3. That a comprehensive review of the over-arching Member Development Strategy be undertaken in 2017.**

Background papers:

Attached as appendices

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

**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. 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.

Many changes have been made to the Welsh political landscape since 1996, with much focus on local authorities to improve services, and work together to make the most effective use of resources. Stringent budget settlements have meant that we face an ever-increasing challenge to meet our own Corporate Objectives, and we are having to find new ways of working with statutory and non-governmental organisations in a way that also meets the needs of our customers.

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 learn new skills and new ways of working. To this end, the Pembrokeshire Coast National Park Authority has previously committed itself to working with the Welsh Local Government Association on providing our Members with support and development opportunities, and has been awarded Charter Status as a result.

This Member Development Strategy attempts to set out a clear and realistic programme of Member support and development to help Members strengthen and/or develop their skills and knowledge to carry out their roles effectively.

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.

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, 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 (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 Development Strategy Working Group 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.
- 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 mentored by a more experienced Member of the National Park Authority.
- Resources to meet the objectives of the Member Development Strategy.
- Opportunity to provide feedback on the effectiveness of each induction and development session and share good practice.
- 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.

ETHICAL FRAMEWORK

All Members are asked to sign an acceptance of the Authority's current Code of Conduct. In addition, the Authority has adopted model role descriptions and specifications for:

- Members of the Authority;
- Chairman and Deputy Chairman of the Authority, and
- Chairmen of Committees

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

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.

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.

RESPONSIBILITY FOR DELIVERY

The Administration and Democratic Services Manager 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 Development Strategy Working Group 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 Corporate Objectives, and meets the needs of the Welsh Government and the Welsh Local Government Association's Charter for Member Support and Development.

PEMBROKESHIRE COAST NATIONAL PARK AUTHORITY



**MEMBER SUPPORT
AND DEVELOPMENT PROGRAMME**

June 2013

MEMBER SUPPORT AND DEVELOPMENT PROGRAMME

Topic	Objective	Method of delivery	Timescale
General induction			
A. An introduction to:			
A.1 National Parks – past and present	To understand: <ul style="list-style-type: none"> • The context and importance of designated landscapes • The purposes and duty of National Park Authorities • The governance framework within Wales 	<ul style="list-style-type: none"> • Presentation by the Chief Executive • Attendance at National Induction Course and national Member Workshops and Conferences 	<ul style="list-style-type: none"> • Within first month • Within first year
A.2 The Pembrokeshire Coast National Park Authority	To receive an overview of the “golden thread”: <ul style="list-style-type: none"> • Management Plan • Corporate Strategy and Objectives • Performance management framework 	Presentations by: <ul style="list-style-type: none"> • Head of Park Direction • Business and Performance Manager 	Within first month

MEMBER SUPPORT AND DEVELOPMENT PROGRAMME

Topic	Objective	Method of delivery	Timescale
	<ul style="list-style-type: none"> Committee structure and Standing Orders 	<ul style="list-style-type: none"> Administration and Democratic Services Manager 	
A.3 Senior Management Team and key officers	To receive an overview of the services provided by the Authority and the officers responsible for delivering those services	Briefings and workshops by key officers	Within first month
B. Locating people and places			
B.1 Tour of Llanion offices	To enable Members to acquaint themselves with the layout of the building and the location of key officers	Tour of the building	Within first month
B.2 Tours of the Park area	To acquaint Members with the Park area and the location of the various satellite sites	Study tours of the Park area (north, south and west)	Within first six months

MEMBER SUPPORT AND DEVELOPMENT PROGRAMME

Topic	Objective	Method of delivery	Timescale
Corporate governance			
C. Regulatory framework			
C.1 The role of Members	To understand: <ul style="list-style-type: none"> • The Members' Code of Conduct • The Register of Members' Interests • The Member's role within the Authority • Financial regulations 	<ul style="list-style-type: none"> • Workshop by the Monitoring Officer • Presentation by the Section 151 Officer 	Within first month and annually thereafter
C.2 The National Park Management Plan and the Local Development Plan	To understand the process involved with producing the Management Plan and Local Development Plan	Workshop by the Head of Park Direction and the Conservation Policy Officer	Within first month
C.3 The planning system	To understand the principles of the planning system and to understand the Member's role as part of	Workshop by the Head of Development Management	Within first month, and prior to Members taking part in their first Development Management Committee

MEMBER SUPPORT AND DEVELOPMENT PROGRAMME

Topic	Objective	Method of delivery	Timescale
	the planning process		
C.4 The budget cycle	To understand the budget process	Workshop by the Financial Manager	Within first three months
C.5 The role of the Chairman	To enable meetings to function effectively and transparently	Workshop	As soon as possible following the Annual General Meeting
D. Performance management			
D.1 The Corporate Strategy	To gain an understanding of the process involved in preparing the Authority's vision and future work programme	Workshop	Within first three months
D.2 The Improvement Plan	To understand how the Authority monitors its performance against the Objectives contained in the Corporate Strategy	Workshop	Within first three months

MEMBER SUPPORT AND DEVELOPMENT PROGRAMME

Topic	Objective	Method of delivery	Timescale
Special areas of interest			
E. Special study			
E.1 The use of IT in the Member role	To equip Members with the necessary skills to undertake their role effectively in an electronic age	Workshop or one-to-one with member of staff	As requested
E.2 Shadowing a member of staff	To gain a better understanding of specific services/work areas	One-to-one with relevant member of staff	As requested
E.3 Mentoring	To support Members in their new role with the Authority	One-to-one with Member	As requested