

**REPORT OF ADMINISTRATION & DEMOCRATIC SERVICES MANAGER**

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**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. It has, over the years, been developed collaboratively by Members and Officers from the unitary authorities and, more recently, criteria have been developed specifically for the National Park and Fire and Rescue Authorities.

There are two levels to the Charter – ‘basic’ and advanced – and those authorities who achieve either of the levels are required to be reviewed every three years. The Authority was officially awarded the first level of the Charter in November 2010, therefore is due for review in 2013.

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’ Network<sup>1</sup> 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 and the Member Development Strategy Working Group, at its meeting held on the 24<sup>th</sup> October 2012, considered the revised criteria prior to officers of the three Welsh National Park Authorities meeting with WLGA officers to finalise the criteria. A copy of the document will be made available to Members at the meeting.

Charter status

The Authority’s Charter status is due for renewal this year (2013); it can either make a submission for the Advanced Level, or can request a review of the current (renamed ‘Charter’ level). It is recommended that the Authority reviews its current Charter level.

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

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## Personal Development Reviews

Personal Development Reviews are an opportunity for Members to discuss any development/support requirements they would like to receive in order to help them in their role. The Reviews are set within the context of that role, the Member's aspirations for what they hope to achieve during their term of office and the purpose and aspirations of the Authority.

A Member role description was adopted in 2008 following discussions with officers of the other two Welsh National Park Authorities and the WLGA. However, at the 2012 UK ANPA Member Services Officers' Network Workshop<sup>2</sup> officers were tasked with drafting a national Member role description, and this draft will shortly be discussed by the Chairs and Chief Executives of the UK's National Park Authorities. The draft document will then be circulated to all National Park Authorities for consideration and it is hoped that it can be presented to the next meeting of the Member Development Strategy Working Group on the 27<sup>th</sup> February 2013 for discussion.

Once the role description has been finalised, the Personal Development Reviews can take place during March and the relevant forms, role description and guidance will be circulated to Members beforehand. At the end of each Review, Members will be asked to agree a Personal Support Plan for the forthcoming year and these Plans will subsequently inform the next Member Development Programme, which will be finalised by the Member Development Strategy Working Group at its meeting in May.

## Financial considerations

The financial resources for training events will be met from the Member Development 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. A re-assessment of this level 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.

## 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.

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<sup>2</sup> Comprises Democratic/Member Services Officers of the 15 National Park Authorities in the UK

### Human Rights/Equality issues

A variety of formats/methods of delivery will be applied in order to ensure all Members have the opportunity to participate in the resulting Member Development 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 officers be authorised to submit an application to the Welsh Local Government Association for reassessment of the first level of the Wales Charter for Member Support and Development, and**
- 2. That the Welsh Local Government Association's document entitled Criteria and Assessment Process 2012 for National Park Authorities be agreed.**

### 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 & Democratic Services Manager on extension 4834, or by e-mailing [janete@pembrokeshirecoast.org.uk](mailto:janete@pembrokeshirecoast.org.uk))*



**The Wales Charter for Member  
Support and Development**

**The New Criteria and  
Assessment Process  
2012**

**National Park Authorities**

## **What is the Charter?**

Elected members today face increasing challenges. Under the modernisation agenda, there are heightened expectations on them to undertake a diversity of roles ranging from that of community leader to their special responsibilities within the Council and their roles on National Park and Fire and Rescue Authorities. Throughout Wales, authorities are striving to provide the best possible support for their members to enable them to meet these challenges. This takes the form of skill and knowledge development, support facilities, and support services.

The Welsh Local Government Association has a long history of working with authorities to help them develop these activities. To provide structure to the national programme of support, the Wales Charter for Member Support and Development was developed collaboratively by the Association, members representing each of the political groups and member support officers from each authority.

The Charter aims to provide a broad framework for local planning, self-assessment, action and review together with networking and comparison amongst authorities and the sharing of good and innovative practice. Its wide adoption has raised the overall amount and standard of support given to members in Wales.

## **What is the Current position?**

The Charter and Advanced Charter have been awarded to the following authorities.

### **2007**

Caerphilly County Borough Council  
Rhondda Cynon Taf County Borough Council  
The Vale of Glamorgan Council

### **2008**

Flintshire County Council  
Mid and West Wales Fire Authority  
Wrexham County Borough Council

### **2009**

Brecon Beacons National Park Authority  
Conwy County Borough Council  
Denbighshire County Council  
North Wales Fire and Rescue Authority  
Gwynedd County Council  
Snowdonia National Park Authority

### **2010**

Bridgend County Borough Council  
Merthyr Tydfil County Borough Council  
Pembrokeshire Coast National Park Authority  
Rhondda Cynon Taf County Borough Council - Advanced Level  
South Wales Fire and Rescue Service

## 2011

Blaenau Gwent County Borough Council  
Brecon Beacons National Park Authority - Advanced Level  
Caerphilly County Borough Council (Renewed)  
Flintshire County Council (Renewed)  
Powys County Council  
Torfaen County Borough Council

The Local Government (Wales) Measure 2011 has introduced legislative requirements for corporate governance and member support and development affecting all unitary authorities in Wales. Therefore in 2012 the Charter criteria have been developed to enhance and enable these legal requirements. For example, the Measure requires Personal Development Reviews to be provided to members on request. The Charter requires members to be provided with role descriptions which support the Personal Development Reviews.

Although the Measure does not directly affect the role of members serving on National Park Authorities there is a need to ensure that the requirements reflect the same standards and are complimentary to the criteria for Unitary Authorities. Therefore members and support officers have worked with the WLGA to make changes to reflect this need. These new criteria are the result of this work.

### **The New Assessment Process**

Authorities will continue to apply for the Charter followed by the Advanced Charter. These awards will need to be renewed every three years.

Assessment for the **Charter** will be a self assessment undertaken by the Authority and submitted to the WLGA who will review the submission and make the award. The Charter is designed to establish that an essential range of support and development arrangements are **in place**. To make a submission, authorities should complete the self assessment pro-forma at appendix 1 in this document and send this to the WLGA either electronically or hard copy, together with the supporting evidence.

Assessment for the **Advanced Charter** will be a peer assessment including a site visit undertaken by officers, and member peers from Wales and England. The Advanced Charter is designed to recognise that the arrangements required for the Charter are **working effectively**. To make a submission, authorities should contact the WLGA to agree timescales and complete the submission pro-forma at appendix 2 in this document and send this to the WLGA either electronically or hard copy, together with the supporting evidence. The WLGA will arrange a peer assessment visit following the submission where officers and members of the authority will have an opportunity to discuss approaches and experiences with the review team.

**Reassessments** at both Charter and Advanced Charter level will be assessed through written submission.

### **The Good Practice and Innovation Award for Member Support and Development**

This new award seeks to recognise and share excellent or innovative practice in member support and development to improve practice in Wales.

### **Criteria for the Award**

The award will recognise excellent or innovative practice in an **aspect of** member support or development which has **demonstrably improved** the outcomes for members or the authority.

This practice should be **over and above** that required for the advanced level of the Charter or outside the scope of that award. In some cases, practice will be identified through applications for Charter status, in others, through separate application.

### **Applications for the Good Practice and Innovation Award**

Should include:

- 1. A short written description** of the activity, including:
  - What is being done
  - How it is being done – including how members have been engaged in the process
  - Why it was introduced – links to personal or organisational development or the needs expressed by members for support.
  
- 2. A description of the impact on or outcomes for members** as a result of the activity. This should include quantifiable results and qualitative evidence from the authority and members.
  
- 3. Evidence for (2) above**

### **Assessment**

Assessment of the Good Practice and Innovation Award will be based on a review of the written submission to a WLGA peer panel.

### **Practice exchange**

On receipt of the award, the LA will be invited to make a presentation to the MSD/champions network. The submission will also be included on the WLGA website and publicised on the *Good Practice Wales* website

Authorities are invited to make submissions from January 2013 at the appropriate level. Self assessment frameworks are appended to this document.

Please inform the WLGA of your intention to apply as soon as possible by contacting:

**Sarah Titcombe**  
**Organisational and Personal Development Advisor, WLGA**  
**[sarah.titcombe@wlga.gov.uk](mailto:sarah.titcombe@wlga.gov.uk)**  
**029 20 468638**

**The Member Support &  
Development Charter for  
National Park Authorities  
Standard and Advanced  
Level Criteria 2012**



A. Member Roles and Responsibilities	Charter Requirement	Charter Expansion and Clarification	Advanced Charter Requirements	Advanced Charter Expansion and Clarification
<p><b>1. Members are supported with role descriptions.</b></p>	<p>Role descriptions are adopted for the:</p> <ul style="list-style-type: none"> <li>• Chair of the Authority</li> <li>• Vice Chair of the Authority</li> <li>• Committee chairs</li> <li>• Member of the Authority</li> <li>• Chair of the Standards Committee</li> <li>• Chair of the Planning Committee</li> <li>• Member of the Standards Committee</li> <li>• Member of the Planning Committee</li> <li>• Chairs of the Performance and Scrutiny committees as applicable</li> <li>• Members of the Performance and Scrutiny committees as applicable</li> <li>• Member Champion</li> </ul> <p>Guidance is provided to members on their role on outside bodies.</p>	<p><b>What does adopted mean?</b> 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. What can be defined as a role description?</p> <p>See</p> <ul style="list-style-type: none"> <li>▪ the WLGA model role descriptions for Welsh Authorities and</li> <li>▪ the WLGA document <i>The Role of Councillors in Collaboration</i> and</li> </ul> <p><b>Outside Bodies</b> 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 with a role description. In all instances</p>	<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><b>Every</b> 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 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>

		members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies.		
<b>2. Members are supported in undertaking their duties according to high standards of conduct.</b>	All members are provided with training and development in the detail of the Authority's Code of Conduct taking into account any changes in the model or local code as they emerge.	<b>What can be interpreted as training and development?</b> 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.	
<b>3. The Authority's Scheme of Delegation supports strong corporate governance by clearly defining the role of the different member functions and their interrelationship.</b>	All members have received training on and understand the Scheme of Delegation  It clearly sets out the roles and responsibilities of committees and individual members and officers.	Training has been made available to all members and take up of this has been high.	The Scheme of Delegation changes change in line with requirements.	
<b>B. Member Development</b>				
<b>B1. A member learning and development strategy has been adopted.</b>	A member development strategy is in place. The strategy sets out the approach that the authority takes to member development. It		All aspects of the strategy are in place and functioning effectively, with an effective methodology	

	<p>includes:</p> <ul style="list-style-type: none"> <li>• a commitment to and methodology for undertaking development needs analyses through a PDR and or TNA scheme, which identifies the local and national, collective and individual development needs of all members.</li> <li>• a commitment to and methodology for developing members according to the needs of the organisation.</li> <li>• a commitment to and methodology for creating personal development <u>plans</u> for all members.</li> <li>• a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs.</li> </ul>		<p>for monitoring and reviewing the strategy over time.</p>	
<p><b>B2. Arrangements are in place for <u>all</u> members to be offered a PDR which covers the requirements of their role on a National</b></p>	<p>Personal support and development reviews which are:</p> <ul style="list-style-type: none"> <li>• based on role descriptions</li> <li>• contribute to personal development plans</li> </ul>	<p><b>What is a PDR?</b> 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>The majority of members undertake PDRs annually according to the requirements set out in the first level. The PDR provides opportunities for members to identify</p>	<p>The outcomes effectively and regularly inform the member development strategy and programme. Members report that the process is useful and that their needs are, where</p>

<p><b>Park Authority.</b></p>	<ul style="list-style-type: none"> <li>• are conducted by senior members or other deemed suitably qualified</li> <li>• are <u>made available</u> for all members and <u>must</u> be undertaken by members in a receipt of a senior salary.</li> </ul>	<p>This <b>should</b> include some examination of current duties as set out in the role descriptions listed above and <b>may</b> include some self or supported reflection on current performance as a starting point. The outcomes of the discussion <b>should</b> 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 members 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 their purpose and methodology.</p>	<p>the level at which development is required.</p>	<p>possible, being met in terms of content and level.</p>
<p><b>B3. A development programme for members is in place with a mechanism for its annual review.</b></p> <p><b>All members are made aware of, guided to and are able to access the</b></p>	<p>An annual development programme informed by the member development strategy is in place</p> <ul style="list-style-type: none"> <li>• The annual development programme is planned and publicised in advance.</li> </ul>	<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</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</p>	

<p><b>development activities equally.</b></p>	<ul style="list-style-type: none"> <li>Members are made aware of development opportunities provided in response to their needs.</li> </ul> <p>The timings and settings of activities are varied to enable equal access by all, including those members who are working, are carers or have child care responsibilities.</p>	<p>TNAs. The programme should be developed by relevant officers and members for example the MDWG/ MD Champion, DS/HR officers and directors/service heads.</p> <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>	<p>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><b>B4. Prospective and new members are informed of their role and responsibilities.</b></p>	<ul style="list-style-type: none"> <li>Prospective members are informed of the role they will be expected to perform.</li> <li>All new or returning members are provided with a programme of induction.</li> </ul>	<p>Information about the role and the expectations and commitment placed on members whilst on the Authority is provided to constituent authorities.</p> <p><b>What constitutes an induction programme?</b> This will vary between authorities but should at the</p>	<p><b>Every</b> member moving to a new role has received an induction for that role for example Chair, Vice Chair and Champions.</p>	

		<p>base level be any activity that introduces new members to their roles and the work of the National Park Authority.</p> <p>Use is made of the national induction materials provided by the WLGA.</p>		
<p><b>B5. Development activities are relevant and of high quality.</b></p>	<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><b>What are appropriate styles and settings?</b>  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 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>	<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><b>B6. There is a clear responsibility for leading the programme, driving the strategy and</b></p>	<p>The Authority has clearly defined the arrangements for developing, implementing and monitoring its strategy for member support and</p>	<p>a member support and development "champion" and member development working group made up of members and officers is in place to sponsor</p>	<p>These arrangements are mature and effective in representing the views of all members and the needs of the organisation</p>	

<p><b>monitoring the outcomes.</b></p>	<p>development. Individual members and officers have clear roles in leading and championing this area.</p>	<p>the strategy and monitor the programme.</p>	<p>in sponsoring and developing the strategy and monitoring the training programme and outcomes. Attendance, satisfaction and outcomes for members are monitored and low levels of attendance addressed.</p>	
<p><b>B7. Resources are identified and provided for member development.</b></p>	<p>Dedicated resources are identified and provided for member development activities.</p>	<p><b>How dedicated is dedicated?</b> 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 Authority. 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.  Consideration has been given to sharing resources between authorities and (where a clear benefit exists) collaborative arrangements have been made.</p>	
<p><b>B8. Members are offered the opportunity to be mentored by member peers.</b></p>	<p>The authority is exploring the needs of members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills.</p>	<p>The authority is speaking to members about the concept and benefits of mentoring to gauge interest. Mentoring might include member to member or working with member or officer "buddies" The authority should be</p>	<p>The authority has a mentoring strategy to support the needs of members who have requested mentors.</p>	

		exploring the need to provide Leadership mentoring for the Chair if requested.		
<b>C. Member Support</b>				
<b>C1. Officer support is provided for all the member functions.</b>	<p>Every member committee, panel, forum etc. has officer support provided.</p> <p>The nature of the support has been clearly articulated to members</p>	Officer support should be provided for every authority meeting and committee.	Members are satisfied with the level of support provided.	
<b>C2. Arrangements made for the business of the Authority are flexible and enable members to participate fully regardless of personal circumstances</b>	A review of the arrangements for authority business has taken place and as a result, meeting times, arrangements and venues reflect the needs of members as closely as possible.	<p>Authorities should undertake a review at least once every term, preferably shortly after the new Authority is established which at least measures whether daytime or evenings are preferred and if particular times cause problems for individual members.</p> <p>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 meetings at certain times and some evidence of flexibility in meeting arrangements as a result.</p>	<p>The authority can demonstrate that it knows the 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>	
<b>C3. Personal support for members</b>	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	Members report that this information and advice is adequate.	



		as members. This includes member salaries, family absence, allowances and tax and benefits.		
<b>D. Member Facilities</b>				
<b>D1. All members are provided with adequate access to ICT.</b>	<ul style="list-style-type: none"> <li>▪ Members have access to the equipment, or connectivity required to undertake their role on the authority.</li> <li>▪ Basic training is provided in its use and IT support is available.</li> <li>▪ Members are supported in remote working through the use of remote access codes and Skype etc. as required.</li> <li>▪ Members are able to communicate with the Authority and the public electronically.</li> </ul>	<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 software.</p> <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 on the Authority.</p> <p>All Authority agendas and meeting papers are provided electronically.</p>	Members are routinely using the provisions required for level one and report that this is sufficient.	
<b>D2. Information resources are provided.</b>	A central collection of information dedicated to member needs is provided as part of the information and research support available to	An up to date and regularly revised collection of information resources is available specifically for members.	Members routinely use the provisions required for level one and report that this is sufficient.	Good practice might include an interactive portal dedicated to members.

	members.	This contains agendas, minutes, training opportunities, links to web resources and access to performance data.  Members are informed about the information that is available.		
<b>D3. Facilities for members to work in the Authority are available.</b>	Member needs have been reviewed and where required the following are provided: <ul style="list-style-type: none"> <li>▪ Private rooms for meetings.</li> <li>▪ Offices for senior office holders.</li> </ul>	The needs of members must have been assessed.  Rooms must be available but not necessarily permanently dedicated.	Members report that facilities are sufficient and that their needs are regularly reviewed.	

**A Self Assessment Pro-forma for the  
Standard Level Charter  
For National Park Authorities**



A. Member Roles and Responsibilities	Charter Requirement	Charter Expansion and Clarification	Description of Authority Approach and Actions	References to supporting evidence enclosed
<p><b>1. Members are supported with role descriptions.</b></p>	<p>Role descriptions are adopted for the:</p> <ul style="list-style-type: none"> <li>• Chair of the Authority</li> <li>• Vice Chair of the Authority</li> <li>• Committee chairs</li> <li>• Member of the Authority</li> <li>• Chair of the Standards Committee</li> <li>• Chair of the Planning Committee</li> <li>• Member of the Standards Committee</li> <li>• Member of the Planning Committee</li> <li>• Chairs of the Performance and Scrutiny committees as applicable</li> <li>• Members of the Performance and Scrutiny committees as applicable</li> <li>• Member Champion</li> </ul> <p>Guidance is provided to</p>	<p><b>What does adopted mean?</b> 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. What can be defined as a role description?</p> <p>See</p> <ul style="list-style-type: none"> <li>▪ the WLGA model role descriptions for Welsh Authorities and</li> <li>▪ the WLGA document <i>The Role of Councillors in Collaboration</i> and</li> </ul> <p><b>Outside Bodies</b> 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</p>	<p><i>Example Entry:</i></p> <p><i>Role descriptions have been adopted for all the listed roles.</i></p> <p><i>These were adopted by the Authority on 27.07.12 having been developed by the MDWG from the WLGA framework.</i></p> <p><i>Every member agreed and signed their role descriptions in September 2012.</i></p>	<p><i>Example Evidence References:</i></p> <p><i>Full set of signed role descriptions evidence ref a.1.1</i></p> <p><i>Authority minutes 27.07.12 evidence ref a.1.2</i></p> <p><i>MDWG minutes 15.06.12 and 01.07.12 evidence ref a.1.3</i></p> <p><i>Terms of reference for outside bodies with emails to members evidence ref a.1.4</i></p> <p><i>E mail to members 27.09.12 evidence ref a.1.5</i></p>

	members on their role on outside bodies.	trustees of an organisation, they should be provided 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.		
<b>2. Members are supported in undertaking their duties according to high standards of conduct.</b>	All members are provided with training and development in the detail of the Authority's Code of Conduct taking into account any changes in the model or local code as they emerge.	<b>What can be interpreted as training and development?</b> 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.		
<b>3. The Authority's Scheme of Delegation supports strong corporate governance by clearly defining the role of the different member functions and their interrelationship.</b>	All members have received training on and understand the Scheme of Delegation  It clearly sets out the roles and responsibilities of committees and individual members and officers.	Training has been made available to all members and take up of this has been high.		
<b>B. Member Development</b>				
<b>B1. A member learning and development strategy has been</b>	A member development strategy is in place. The strategy sets out the approach that the authority takes to			

<p><b>adopted.</b></p>	<p>member development. It includes:</p> <ul style="list-style-type: none"> <li>• a commitment to and methodology for undertaking development needs analyses through a PDR and or TNA scheme, which identifies the local and national, collective and individual development needs of all members.</li> <li>• a commitment to and methodology for developing members according to the needs of the organisation.</li> <li>• a commitment to and methodology for creating personal development <u>plans</u> for all members.</li> <li>• a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs.</li> </ul>			
<p><b>B2. Arrangements are in place for <u>all</u> members to be offered a PDR which covers the requirements of their</b></p>	<p>Personal support and development reviews which are:</p> <ul style="list-style-type: none"> <li>• based on role descriptions</li> <li>• contribute to personal</li> </ul>	<p><b>What is a PDR?</b> 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><b>role on a National Park Authority.</b></p>	<ul style="list-style-type: none"> <li>• development plans are conducted by senior members or other deemed suitably qualified</li> <li>• are <u>made available</u> for all members and <u>must</u> be undertaken by members in a receipt of a senior salary.</li> </ul>	<p>This <b>should</b> include some examination of current duties as set out in the role descriptions listed above and <b>may</b> include some self or supported reflection on current performance as a starting point. The outcomes of the discussion <b>should</b> 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 members 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 their purpose and methodology.</p>		
<p><b>B3. A development programme for members is in place with a mechanism for its annual review.</b></p> <p><b>All members are made aware of, guided to and are</b></p>	<p>An annual development programme informed by the member development strategy is in place</p> <ul style="list-style-type: none"> <li>• The annual development programme is planned and publicised in</li> </ul>	<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</p>		



<p><b>able to access the development activities equally.</b></p>	<p>advance.</p> <ul style="list-style-type: none"> <li>• Members are made aware of development opportunities provided in response to their needs.</li> </ul> <p>The timings and settings of activities are varied to enable equal access by all, including those members who are working, are carers or have child care responsibilities.</p>	<p>which emerge from PDRs and TNAs. The programme should be developed by relevant officers and members for example the MDWG/ MD Champion, DS/HR officers and directors/service heads.</p> <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>		
<p><b>B4. Prospective and new members are informed of their role and responsibilities.</b></p>	<ul style="list-style-type: none"> <li>▪ Prospective members are informed of the role they will be expected to perform.</li> <li>▪ All new or returning members are provided with a programme of induction.</li> </ul>	<p>Information about the role and the expectations and commitment placed on members whilst on the Authority is provided to constituent authorities.</p> <p><b>What constitutes an induction programme?</b> This will vary between</p>		

		<p>authorities but should at the base level be any activity that introduces new members to their roles and the work of the National Park Authority.</p> <p>Use is made of the national induction materials provided by the WLGA.</p>		
<p><b>B5. Development activities are relevant and of high quality.</b></p>	<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><b>What are appropriate styles and settings?</b>  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 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>		
<p><b>B6. There is a clear responsibility for leading the programme, driving</b></p>	<p>The Authority has clearly defined the arrangements for developing, implementing and monitoring its strategy for</p>	<p>a member support and development “champion” and member development working group made up of members and</p>		

<p><b>the strategy and monitoring the outcomes.</b></p>	<p>member support and development. Individual members and officers have clear roles in leading and championing this area.</p>	<p>officers is in place to sponsor the strategy and monitor the programme.</p>		
<p><b>B7. Resources are identified and provided for member development.</b></p>	<p>Dedicated resources are identified and provided for member development activities.</p>	<p><b>How dedicated is dedicated?</b> 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 Authority. 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><b>B8. Members are offered the opportunity to be mentored by member peers.</b></p>	<p>The authority is exploring the needs of members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills.</p>	<p>The authority is speaking to members about the concept and 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 Chair if requested.</p>		
<p><b>C. Member Support</b></p>				
<p><b>C1. Officer support is provided for all the</b></p>	<p>Every member committee, panel, forum etc. has officer</p>	<p>Officer support should be provided for every authority</p>		

<b>member functions.</b>	support provided.  The nature of the support has been clearly articulated to members	meeting and committee.		
<b>C2. Arrangements made for the business of the Authority are flexible and enable members to participate fully regardless of personal circumstances</b>	A review of the arrangements for authority business has taken place and as a result, meeting times, arrangements and venues reflect the needs of members as closely as possible.	Authorities should undertake a review at least once every term, preferably shortly after the new Authority is established 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 meetings at certain times and some evidence of flexibility in meeting arrangements as a result.		
<b>C3. Personal support for members</b>	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 members. This includes member salaries, family absence, allowances and tax and benefits.		
<b>D. Member Facilities</b>				
<b>D1. All members are</b>	<ul style="list-style-type: none"> <li>▪ Members have access</li> </ul>	Members are provided with		

<p><b>provided with adequate access to ICT.</b></p>	<p>to the equipment, or connectivity required to undertake their role on the authority.</p> <ul style="list-style-type: none"> <li>▪ Basic training is provided in its use and IT support is available.</li> <li>▪ Members are supported in remote working through the use of remote access codes and Skype etc. as required.</li> <li>▪ Members are able to communicate with the Authority and the public electronically.</li> </ul>	<p>equipment for their individual use to undertake council business.</p> <p>They are shown how to use the equipment and software.</p> <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 on the Authority.</p> <p>All Authority agendas and meeting papers are provided electronically.</p>		
<p><b>D2. Information resources are provided.</b></p>	<p>A central collection of information dedicated to member needs is provided as part of the information and research support available to members.</p>	<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>		

<b>D3. Facilities for members to work in the Authority are available.</b>	Member needs have been reviewed and where required the following are provided: <ul style="list-style-type: none"><li>▪ Private rooms for meetings.</li><li>▪ Offices for senior office holders.</li></ul>	The needs of members must have been assessed.  Rooms must be available but not necessarily permanently dedicated.		
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**A Submission Pro-forma for the  
Advanced Level Charter  
For  
National Park Authorities**

# **Submission Pro-forma Advanced Level**



## Appendix 2 – Submission Pro- forma Advanced Level

A. Member Roles and Responsibilities	Charter Requirement	Charter Expansion and Clarification	Advanced Charter Requirements	Description of Authority Approach and Actions	References to supporting evidence enclosed
<p><b>1. Members are supported with role descriptions.</b></p>	<p>Role descriptions are adopted for the:</p> <ul style="list-style-type: none"> <li>• Chair of the Authority</li> <li>• Vice Chair of the Authority</li> <li>• Committee chairs</li> <li>• Member of the Authority</li> <li>• Chair of the Standards Committee</li> <li>• Chair of the Planning Committee</li> <li>• Member of the Standards Committee</li> <li>• Member of the Planning Committee</li> <li>• Chairs of the Performance and Scrutiny committees as applicable</li> </ul>	<p><b>What does adopted mean?</b> 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. What can be defined as a role description?</p> <p>See</p> <ul style="list-style-type: none"> <li>▪ the WLGA model role descriptions for Welsh Authorities and</li> <li>▪ the WLGA document <i>The Role of Councillors in Collaboration</i> and</li> </ul> <p><b>Outside Bodies</b> Where members are responsible for formally representing the authority or</p>	<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 <b>Every</b> 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 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</p>	<p><i>Example entry:</i></p> <p><i>Role descriptions for all members were developed by the MDWG following consultation with all members and agreed by the Authority in September 2012.</i></p> <p><i>Each RD outlines all aspects of that member's role.</i></p> <p><i>Each member has also been supplied with guidance covering their role on task and finish groups.</i></p> <p><i>Members agreed that the contents of their own RDs were a reflection of the work they undertake and signed them accordingly.</i></p>	<p><i>Example evidence references:</i></p> <p><i>Full set of signed role descriptions evidence ref a1.1</i></p> <p><i>MDWG minutes 19.07.12 and 28.08 12 evidence ref a1.2</i></p> <p><i>email to Members regarding task and finish terms of reference and member responsibilities evidence ref a1.3</i></p> <p><i>council minutes 29.11.12 evidence ref a1.4</i></p> <p><i>emails to individual members regarding rd content evidence ref a1.5</i></p> <p><i>PDR Guidance evidence</i></p>

	<ul style="list-style-type: none"> <li>Members of the Performance and Scrutiny committees as applicable</li> <li>Member Champion</li> </ul> <p>Guidance is provided to members on their role on outside bodies.</p>	<p>making decisions that could impact on the authority or have legal obligations as - for example trustees of an organisation, they should be provided 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.</p>	<p>their RD.</p>	<p><i>The role descriptions are provided to members conducting PDRs and used with the authority's member development framework as the basis for PDR discussions.</i></p>	<p><i>ref B2.2</i></p> <p><i>Members confirmation that roles are undertaken to be discussed at site visit.</i></p>
<p><b>2. Members are supported in undertaking their duties according to high standards of conduct.</b></p>	<p>All members are provided with training and development in the detail of the Authority's Code of Conduct taking into account any changes in the model or local code as they emerge.</p>	<p><b>What can be interpreted as training and development?</b> 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&amp;A sessions.</p>	<p>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.</p>		
<p><b>3. The Authority's Scheme of Delegation supports strong corporate governance by clearly defining the role of the different member functions and their</b></p>	<p>All members have received training on and understand the Scheme of Delegation</p> <p>It clearly sets out the roles and responsibilities of</p>	<p>Training has been made available to all members and take up of this has been high.</p>	<p>The Scheme of Delegation changes change in line with requirements.</p>		

<b>interrelationship.</b>	committees and individual members and officers.				
<b>B. Member Development</b>					
<b>B1. A member learning and development strategy has been adopted.</b>	<p>A member development strategy is in place. The strategy sets out the approach that the authority takes to member development. It includes:</p> <ul style="list-style-type: none"> <li>• a commitment to and methodology for undertaking development needs analyses through a PDR and or TNA scheme, which identifies the local and national, collective and individual development needs of all members.</li> </ul>		All aspects of the strategy are in place and functioning effectively, with an effective methodology for monitoring and reviewing the strategy over time.		

	<ul style="list-style-type: none"> <li>• a commitment to and methodology for developing members according to the needs of the organisation.</li> <li>• a commitment to and methodology for creating personal development <u>plans</u> for all members.</li> <li>• a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs.</li> </ul>				
<b>B2. Arrangements are in place for <u>all</u></b>	Personal support and development reviews	<b>What is a PDR?</b> An opportunity for a member	The majority of members undertake PDRs annually		

<p><b>members to be offered a PDR which covers the requirements of their role on a National Park Authority.</b></p>	<p>which are:</p> <ul style="list-style-type: none"> <li>• based on role descriptions</li> <li>• contribute to personal development plans</li> <li>• are conducted by senior members or other deemed suitably qualified</li> <li>• are <u>made available</u> for all members and <u>must</u> be undertaken by members in a receipt of a senior salary.</li> </ul>	<p>to discuss with any senior member or other suitably qualified person their own requirements for training and development.</p> <p>This <b>should</b> include some examination of current duties as set out in the role descriptions listed above and <b>may</b> include some self or supported reflection on current performance as a starting point. The outcomes of the discussion <b>should</b> 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 members 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 their purpose and</p>	<p>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. The outcomes effectively and regularly inform the member development strategy and programme. 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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<p><b>B3. A development programme for members is in place with a mechanism for its annual review.</b></p> <p><b>All members are made aware of, guided to and are able to access the development activities equally.</b></p>	<p>An annual development programme informed by the member development strategy is in place</p> <ul style="list-style-type: none"> <li>• The annual development programme is planned and publicised in advance.</li> <li>• Members are made aware of development opportunities provided in response to their needs.</li> </ul> <p>The timings and settings of activities are varied to enable equal access by all, including those members who are working, are carers or have child care responsibilities.</p>	<p>methodology.</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 MDWG/ MD Champion, DS/HR officers and directors/service heads. 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 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.</p> <p>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>		
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		The programme is designed to offer choice or variety of opportunities to attend.			
<b>B4. Prospective and new members are informed of their role and responsibilities.</b>	<ul style="list-style-type: none"> <li>▪ Prospective members are informed of the role they will be expected to perform.</li> <li>▪ All new or returning members are provided with a programme of induction.</li> </ul>	<p>Information about the role and the expectations and commitment placed on members whilst on the Authority is provided to constituent authorities.</p> <p><b>What constitutes an induction programme?</b> This will vary between authorities but should at the base level be any activity that introduces new members to their roles and the work of the National Park Authority.</p> <p>Use is made of the national induction materials provided by the WLGA.</p>	<b>Every</b> member moving to a new role has received an induction for that role for example Chair, Vice Chair and Champions.		
<b>B5. Development activities are relevant and of high quality.</b>	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	<p><b>What are appropriate styles and settings?</b> 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</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>		

	and evaluating its training and development activities. This could include internal, external and collaborative arrangements.	include working collaboratively where appropriate with other authorities to share intelligence or undertake joint procurement.  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.			
<b>B6. There is a clear responsibility for leading the programme, driving the strategy and monitoring the outcomes.</b>	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.	a member support and development "champion" and member development working group made up of members and officers is in place to sponsor the strategy and monitor the programme.	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 members are monitored and low levels of attendance addressed.		
<b>B7. Resources are identified and provided for member development.</b>	Dedicated resources are identified and provided for member development activities.	<b>How dedicated is dedicated?</b> Resources are specifically put aside and used for member development. The development activity can be very widely interpreted but	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		



		should not be the usual business of the Authority. It could include traditional briefing, workshops or seminars handbooks, e. learning, induction activities. Resources should also include staff time, shared where possible between authorities.	TNAs. Consideration has been given to sharing resources between authorities and (where a clear benefit exists) collaborative arrangements have been made.		
<b>B8. Members are offered the opportunity to be mentored by member peers.</b>	The authority is exploring the needs of members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills.	The authority is speaking to members about the concept and 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 Chair if requested.	The authority has a mentoring strategy to support the needs of members who have requested mentors.		
<b>C. Member Support</b>					
<b>C1. Officer support is provided for all the member functions.</b>	Every member committee, panel, forum etc. has officer support provided.  The nature of the support has been clearly articulated to members	Officer support should be provided for every authority meeting and committee.	Members are satisfied with the level of support provided.		
<b>C2. Arrangements</b>	A review of the	Authorities should undertake	The authority can		

<p><b>made for the business of the Authority are flexible and enable members to participate fully regardless of personal circumstances</b></p>	<p>arrangements for authority business has taken place and as a result, meeting times, arrangements and venues reflect the needs of members as closely as possible.</p>	<p>a review at least once every term, preferably shortly after the new Authority is established 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 meetings at certain times and some evidence of flexibility in meeting arrangements as a result.</p>	<p>demonstrate that it knows the 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><b>C3. Personal support for members</b></p>	<p>Members are provided with access to guidance on their rights and benefits as members.</p>	<p>Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as members. This includes member salaries, family absence, allowances and tax and benefits.</p>	<p>Members report that this information and advice is adequate.</p>		
<p><b>D. Member Facilities</b></p>					
<p><b>D1. All members are provided with adequate access to</b></p>	<ul style="list-style-type: none"> <li>▪ Members have access to the</li> </ul>	<p>Members are provided with equipment for their individual use to undertake</p>	<p>Members are routinely using the provisions required for level one and</p>		

<p><b>ICT.</b></p>	<p>equipment, or connectivity required to undertake their role on the authority.</p> <ul style="list-style-type: none"> <li>▪ Basic training is provided in its use and IT support is available.</li> <li>▪ Members are supported in remote working through the use of remote access codes and Skype etc. as required.</li> <li>▪ Members are able to communicate with the Authority and the public electronically.</li> </ul>	<p>council business.</p> <p>They are shown how to use the equipment and software.</p> <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 on the Authority.</p> <p>All Authority agendas and meeting papers are provided electronically.</p>	<p>report that this is sufficient.</p>		
<p><b>D2. Information resources are provided.</b></p>	<p>A central collection of information dedicated to member needs is provided as part of</p>	<p>An up to date and regularly revised collection of information resources is available specifically for</p>	<p>Members routinely use the provisions required for level one and report that this is sufficient. Good</p>		

	<p>the information and research support available to members.</p>	<p>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>practice might include an interactive portal dedicated to members.</p>		
<p><b>D3. Facilities for members to work in the Authority are available.</b></p>	<p>Member needs have been reviewed and where required the following are provided:</p> <ul style="list-style-type: none"> <li>▪ Private rooms for meetings.</li> <li>▪ Offices for senior office holders.</li> </ul>	<p>The needs of members must have been assessed.</p> <p>Rooms must be available but not necessarily permanently dedicated.</p>	<p>Members report that facilities are sufficient and that their needs are regularly reviewed.</p>		