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. 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' 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 and the Member Development Strategy Working Group, at its meeting held on the 24th 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.

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

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 Workshop² 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 27th 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 reassessment of this level will build on the good work carried out to date and reemphasise 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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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.

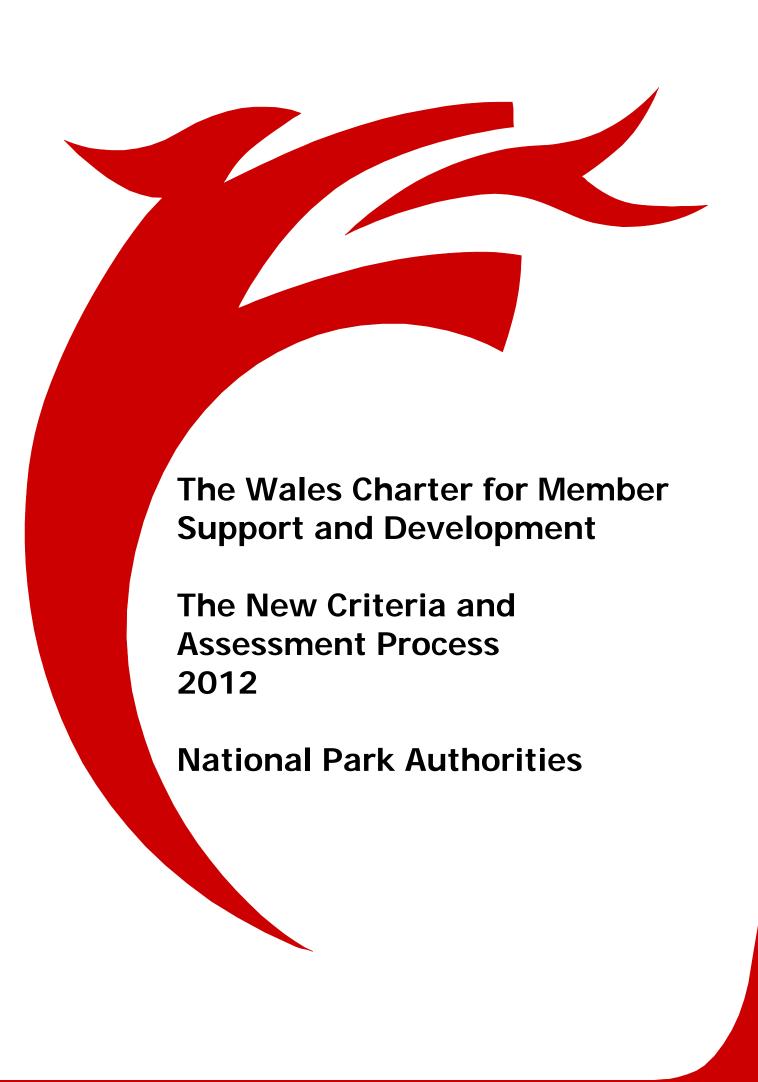
RECOMMENDATIONS:

- 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)



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 proforma 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
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
1. Members are supported with role descriptions.	Role descriptions are adopted for the: Chair of the Authority Vice Chair of the Authority Committee chairs Member of the Authority Chair of the Standards Committee Chair of the Planning Committee Member of the Standards Committee Member of the Planning Committee Member of the Planning Committee Member of the Planning Committee Member of the Performance and Scrutiny committees as applicable Members of the Performance and Scrutiny committees as applicable Member Champion Guidance is provided to members on their role on outside bodies.	Role descriptions exist and have been formally adopted for all the roles listed. 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? See the WLGA model role descriptions for Welsh Authorities and the WLGA document The Role of Councillors in Collaboration and 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 with a role description. In all instances	Role descriptions are available for all members covering all aspects of their role. Members are undertaking the responsibilities described in the role descriptions. Role descriptions inform the PDR process	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 to help members understand what is expected of them. All members need to be undertaking their roles in accordance with their role descriptions evidenced by having individually developed and/or agreed their RD.

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 Authority's Code of Conduct taking into account any changes in the model or local code as they emerge.	members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies. 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.	
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. Member	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.	
Development B1. A member learning and development strategy has been adopted.	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	

	includes:		for monitoring and	
	a commitment to and		reviewing the strategy	
	methodology for		over time.	
	undertaking		over time.	
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	development needs			
	analyses through a			
	PDR and or TNA			
	scheme, 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			
	development <u>plans</u> for			
	all members.			
	 a methodology for 			
	responding to the			
	development needs of			
	members identified in			
	their personal support			
	and development			
	reviews or TNAs.			
B2. Arrangements	Personal support and	What is a PDR?	The majority of members	The outcomes effectively
are in place for <u>all</u>	development reviews which	An opportunity for a member to	undertake PDRs annually	and regularly inform the
members to be	are:	discuss with any senior member	according to the	member development
offered a PDR which	based on role	or other suitably qualified person	requirements set out in	strategy and programme.
covers the	descriptions	their own requirements for	the first level. The PDR	Members report that the
requirements of their	 contribute to personal 	training and development.	provides opportunities	process is useful and that
role on a National	development plans		for members to identify	their needs are, where

Park Authority.	are conducted by	This should include some	the level at which	possible, being met in terms
	senior members or	examination of current duties as	development is required.	of content and level.
	other deemed suitably	set out in the role descriptions	·	
	qualified	listed above and may include		
	4	some self or supported reflection		
	are made available for	on current performance as a		
	all members and must	starting point. The outcomes of		
	be undertaken by	the discussion should feed into		
	members in a receipt	a personal development plan		
	of a senior salary.	held by the member with the		
	or a seriior saidry.	required development activities		
		and also be recorded by the		
		authority so that development		
		activities can be arranged to		
		support every members needs.		
		support every members needs.		
		The WLGA document 'Guidance		
		for Authorities Planning to		
		Implement Personal		
		Development Reviews for		
		Member' provides guidance in		
		this area.		
		Anyone conducting reviews		
		should have received training in		
		their purpose and methodology.		
B3. A development	An annual development	There is an annual programme	The development	
programme for	programme informed by the	of events and learning	programme is updated	
members is in place	member development strategy	opportunities for members both	every year following	
with a mechanism for	is in place	collectively and individually. This	monitoring and	
its annual review.		programme is informed by the	evaluation of the	
	The annual	organisational priorities set out	previous year and is	
All members are	development	in the strategy and in any	demonstrably in line with	
made aware of,	programme is planned	requirements identified in the	member needs and the	
guided to and are	and publicised in	personal development plans	MD strategy.	
able to access the	advance.	which emerge from PDRs and	The content of the	

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development	Members are made	TNAs. The programme should	programme is made	
activities equally.	aware of development	be developed by relevant	available to suit the	
	opportunities provided	officers and members for	needs of members with	
	in response to their	example the MDWG/ MD	different skills and	
	needs.	Champion, DS/HR officers and	experience. i.e there is	
		directors/service heads.	some <u>levelling</u> to	
	The timings and settings of	The programme includes	development activities.	
	activities are varied to enable	'specialist' areas of development		
	equal access by all, including	reflecting the needs of members		
	those members who are	in developing skills and		
	working, are carers or have	understanding in both corporate		
	child care responsibilities.	governance and thematic or		
	·	service areas.		
		The programme is provided to		
		members giving sufficient notice		
		for attendance.		
		Members are notified of specific		
		events in which they have		
		expressed an interest.		
		The programme is designed to		
		offer choice or variety of		
		opportunities to attend.		
B4. Prospective and	 Prospective members 	Information about the role and	Every member moving	
new members are	are informed of the	the expectations and	to a new role has	
informed of their role	role they will be	commitment placed on members	received an induction for	
and responsibilities.	expected to perform.	whilst on the Authority is	that role for example	
		provided to constituent	Chair, Vice Chair and	
		authorities.	Champions.	
	All new or returning		-	
	members are provided	What constitutes an		
	with a programme of	induction programme?		
	induction.	This will vary between		
		authorities but should at the		

B5. Development	Learning activities are	base level be any activity that introduces new members to their roles and the work of the National Park Authority. Use is made of the national induction materials provided by the WLGA. What are appropriate styles	Training and	
activities are relevant and of high quality.	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.	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 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.	development is provided to a consistently high standard, commissioning and evaluation is effective and systematic. The authority works regularly with other authorities to pool experiences and consider the sharing or coordination of joint programmes.	
B6. There is a clear responsibility for leading the programme, driving the strategy and	The Authority has clearly defined the arrangements for developing, implementing and monitoring its strategy for member support and	a member support and development "champion" and member development working group made up of members and officers is in place to sponsor	These arrangements are mature and effective in representing the views of all members and the needs of the organisation	

monitoring the out comes.	development. Individual members and officers have clear roles in leading and championing this area.	the strategy and monitor the programme.	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.	
B7. Resources are identified and provided for member development.	Dedicated resources are identified and provided for member development activities.	How dedicated is dedicated? 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.	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.	
B8. Members are offered the	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	
opportunity to be mentored by member peers.	mentored. Any member who has requested a mentor is provided with one. Mentors are trained in	benefits of mentoring to gauge interest. Mentoring might include member to member or working with member or officer	support the needs of members who have requested mentors.	
	mentoring skills.	"buddies" The authority should be		

C. Member Support		exploring the need to provide Leadership mentoring for the Chair if requested.		
C1. Officer support is provided for all the member functions.	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.	
C2. Arrangements made for the business of the Authority are flexible and enable members to participate fully regardless of personal circumstances	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.	The authority can demonstrate that it knows the requirements of its current members and has met them. 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.	
C3. 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	Members report that this information and advice is adequate.	

D. Member Facilities		as members. This includes member salaries, family absence, allowances and tax and benefits.		
D1. All members are provided with adequate access to ICT.	 Members have access to the equipment, or connectivity required to undertake their role on the authority. Basic training is provided in its use and IT support is available. Members are supported in remote working through the use of remote access codes and Skype etc. as required. Members are able to communicate with the Authority and the public electronically. 	Members are provided with equipment for their individual use to undertake council business. They are shown how to use the equipment and software. They are able to have assistance if they are experiencing problems with using the equipment or it is faulty. 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. All Authority agendas and meeting papers are provided electronically.	Members are routinely using the provisions required for level one and report that this is sufficient.	
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	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.		
D3. Facilities for members to work in the Authority are available.	Member needs have been reviewed and where required the following are provided: Private rooms for meetings. Offices for senior office holders.	The needs of members must have been assessed.	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
1. Members are supported with role descriptions.	Role descriptions are adopted for the: Chair of the Authority Vice Chair of the Authority Committee chairs Member of the Authority Chair of the Standards Committee Chair of the Planning Committee Member of the Standards Committee Member of the Planning Committee Member of the Planning Committee Member of the Planning Committee Member of the Performance and Scrutiny committees as applicable Members of the Performance and Scrutiny committees as applicable Member Champion Guidance is provided to	What does adopted mean? Role descriptions exist and have been formally adopted for all the roles listed. 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? See the WLGA model role descriptions for Welsh Authorities and the WLGA document The Role of Councillors in Collaboration and 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	Role descriptions have been adopted for all the listed roles. These were adopted by the Authority on 27.07.12 having been developed by the MDWG from the WLGA framework. Every member agreed and signed their role descriptions in September 2012.	Example Evidence References: Full set of signed role descriptions evidence ref a.1.1 Authority minutes 27.07.12 evidence ref a.1.2 MDWG minutes 15.06.12 and 01.07.12 evidence ref a.1.3 Terms of reference for outside bodies with emails to members evidence ref a.1.4 E mail to members 27.09.12 evidence ref a.1.5

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 Authority's Code of Conduct taking into account any changes in the model or local code as they emerge.	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. 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.	
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. Member Development	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.	
B1. A member learning and	A member development strategy is in place. The		
development strategy has been	strategy sets out the approach that the authority takes to		

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adopted.	member development. It		
	includes:		
	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.		
	 a commitment to and 		
	methodology for		
	developing members		
	according to the needs		
	of the organisation.		
	a commitment to and		
	methodology for		
	creating personal		
	development plans for		
	all members.		
	a methodology for		
	responding to the		
	development needs of		
	members identified in		
	their personal support		
	and development		
	reviews or TNAs.		
B2. Arrangements	Personal support and	What is a PDR?	
are in place for <u>all</u>	···	An opportunity for a member to	
members to be	development reviews which are:	discuss with any senior member	
offered a PDR which		1	
		or other suitably qualified person	
covers the	descriptions	their own requirements for	
requirements of their	 contribute to personal 	training and development.	

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role on a National Park Authority.	development plans are conducted by senior members or other deemed suitably qualified are made available for all members and must be undertaken by members in a receipt of a senior salary.	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 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 members needs. The WLGA document 'Guidance for Authorities Planning to Implement Personal Development Reviews for Member' provides guidance in this area. Anyone conducting reviews should have received training in	
		their purpose and methodology.	
B3. A development programme for members is in place with a mechanism for its annual review.	An annual development programme informed by the member development strategy is in place	There is an annual programme of events and learning opportunities for members both collectively and individually. This programme is informed by the	
All members are made aware of, guided to and are	 The annual development programme is planned and publicised in 	organisational priorities set out in the strategy and in any requirements identified in the personal development plans	

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able to access the	advance.	which emerge from PDRs and	
development	 Members are made 	TNAs. The programme should	
activities equally.	aware of development	be developed by relevant	
	opportunities provided	officers and members for	
	in response to their	example the MDWG/ MD	
	needs.	Champion, DS/HR officers and	
		directors/service heads.	
	The timings and settings of	The programme includes	
	activities are varied to enable	'specialist' areas of development	
	equal access by all, including	reflecting the needs of members	
	those members who are	in developing skills and	
	working, are carers or have	understanding in both corporate	
	child care responsibilities.	governance and thematic or	
	oma dare respensionares.	service areas.	
		33. 1100 41 043.	
		The programme is provided to	
		members giving sufficient notice	
		for attendance.	
		Tor atteridance.	
		Members are notified of specific	
		events in which they have	
		expressed an interest.	
		expressed all interest.	
		The programme is designed to	
		offer choice or variety of	
		opportunities to attend.	
B4. Prospective and	 Prospective members 	Information about the role and	
new members are	are informed of the	the expectations and	
informed of their role	role they will be	commitment placed on members	
and responsibilities.	expected to perform.	whilst on the Authority is	
and responsibilities.	expected to perform.	provided to constituent	
		authorities.	
	 All new or returning 	authornes.	
		What constitutes an	
	members are provided		
	with a programme of	induction programme?	
	induction.	This will vary between	

B5. Development activities are relevant and of high quality.	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.	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. Use is made of the national induction materials provided by the WLGA. 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 intelligence or undertake joint procurement. Internal training, (rather than briefing) should be designed and provided with the support of training/OD professionals in	
		training/OD professionals in addition to member support or	
		policy/service officers.	
B6. There is a clear	The Authority has clearly	a member support and	
responsibility for	defined the arrangements for	development "champion" and	
leading the	developing, implementing and	member development working	
_			
programme, driving	monitoring its strategy for	group made up of members and	

the strategy and monitoring the out comes.	member support and development. Individual members and officers have clear roles in leading and championing this area.	officers is in place to sponsor the strategy and monitor the programme.	
B7. Resources are identified and provided for member development.	Dedicated resources are identified and provided for member development activities.	How dedicated is dedicated? 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.	
B8. Members are offered the opportunity to be mentored by member peers. C. Member Support	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.	
C1. Officer support is provided for all the	Every member committee, panel, forum etc. has officer	Officer support should be provided for every authority	

member functions.	support provided.	meeting and committee.	
	The nature of the support has been clearly articulated to members		
C2. Arrangements made for the business of the Authority are flexible and enable members to participate fully regardless of personal circumstances	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.	
C3. Personal support for members D. Member Facilities	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.	
D1. All members are	 Members have access 	Members are provided with	

			Γ	T
provided with	to the equipment, or	equipment for their individual		
adequate access to	connectivity required to	use to undertake council		
ICT.	undertake their role on	business.		
	the authority.			
	-	They are shown how to use the		
	 Basic training is 	equipment and software.		
	provided in its use and			
	IT support is available.	They are able to have assistance		
	т соррания	if they are experiencing		
	Members are	problems with using the		
	supported in remote	equipment or it is faulty.		
	working through the	equipment of it is faulty.		
	use of remote access	Members are advised on the use		
	codes and Skype etc.	of mobile communications and		
	• .			
	as required.	digital and social media and		
		have access to relevant social		
		media sites, discussion fora and		
	 Members are able to 	communities of practice such as		
	communicate with the	is required to undertake their		
	Authority and the	role on the Authority.		
	public electronically.			
		All Authority agendas and		
		meeting papers are provided		
		electronically.		
D2. Information	A central collection of	An up to date and regularly		
resources are	information dedicated to	revised collection of information		
provided.	member needs is provided as	resources is available specifically		
-	part of the information and	for members.		
	research support available to			
	members.	This contains agendas, minutes,		
		training opportunities, links to		
		web resources and access to		
		performance data.		
		portormanoo data.		
		Members are informed about the		
		information that is available.		
		initormation that is available.		

D3. Facilities for	Member needs have been	The needs of members must	
members to work in	reviewed and where required	have been assessed.	
the Authority are	the following are provided:		
available.		Rooms must be available but not	
	Private rooms for meetings.	necessarily permanently dedicated.	
	 Offices for senior office holders. 		

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
1. Members are supported with role descriptions.	Role descriptions are adopted for the: Chair of the Authority Vice Chair of the Authority Committee chairs Member of the Authority Chair of the Standards Committee Chair of the Planning Committee Member of the Standards Committee Member of the Chair of the Planning Committee Chairs of the Committee Chairs of the Planning Committee Member of the Planning Committee Chairs of the Performance	What does adopted mean? Role descriptions exist and have been formally adopted for all the roles listed. 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? See the WLGA model role descriptions for Welsh Authorities and the WLGA document The Role of Councillors in Collaboration and Outside Bodies	Role descriptions are available for all members covering all aspects of their role. Members are undertaking the responsibilities described in the role descriptions. Role descriptions inform the PDR process 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 to help members understand what is expected of them. All members need to be undertaking their roles in accordance with their role	Example entry: Role descriptions for all members were developed by the MDWG following consultation with all members and agreed by the Authority in September 2012. Each RD outlines all aspects of that member's role. Each member has also been supplied with guidance covering their role on task and finish groups. Members agreed that the contents of their own RDs were a reflection of the work they undertake and	Example evidence references: Full set of signed role descriptions evidence ref a1.1 MDWG minutes 19.07.12 and 28.08 12 evidence ref a1.2 email to Members regarding task and finish terms of reference and member responsibilities evidence ref a1.3 council minutes 29.11.12 evidence ref a1.4 emails to individual members regarding rd content evidence ref
	and Scrutiny committees as applicable	Where members are responsible for formally representing the authority or	descriptions evidenced by having individually developed and/or agreed	signed them accordingly.	a1.5 PDR Guidance evidence

	 Members of the Performance and Scrutiny committees as applicable Member Champion Guidance is provided to members on their role on outside 	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.	their RD.	The role descriptions are provided to members conducting PDRs and used with the authority's member development framework as the basis for PDR discussions.	ref B2.2 Members confirmation that roles are undertaken to be discussed at site visit.
2. Members are supported in undertaking their duties according to high standards of conduct.	bodies. 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.	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.		
3. The Authority's Scheme of Delegation supports strong corporate governance by clearly defining the role of the different member functions and their	All members have received training on and understand the Scheme of Delegation It clearly sets out the roles and responsibilities of	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.		

			I
interrelationship.	committees and		
	individual members		
	and officers.		
B. Member			
Development			
B1. A member	A member	All aspects of the	
learning and	development strategy	strategy are in place and	
development	is in place. The	functioning effectively,	
strategy has been	strategy sets out the	with an effective	
adopted.	approach that the	methodology for	
_	authority takes to	monitoring and reviewing	
	member	the strategy over time.	
	development. It		
	includes:		
	• 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.		

	• a			
	commitment			
	to and			
	methodology			
	for			
	developing			
	members			
	according to			
	the needs of			
	the			
	organisation.			
	• a			
	commitment			
	to and			
	methodology			
	for creating			
	personal			
	development			
	<u>plans</u> for all			
	members.			
	• a			
	methodology			
	for			
	responding to			
	the			
	development			
	needs of			
	members			
	identified in			
	their personal			
	support and			
	development			
	reviews or			
	TNAs.	144		
B2. Arrangements	Personal support and	What is a PDR?	The majority of members	
are in place for <u>all</u>	development reviews	An opportunity for a member	undertake PDRs annually	

members to be	which are:	to discuss with any senior	according to the	
offered a PDR	 based on role 	member or other suitably	requirements set out in the	
which covers the	descriptions	qualified person their own	first level. The PDR	
requirements of	 contribute to 	requirements for training	provides opportunities for	
their role on a	personal	and development.	members to identify the	
National Park	development		level at which development	
Authority.	plans	This should include some	is required. The outcomes	
	• are	examination of current	effectively and regularly	
	conducted by	duties as set out in the role	inform the member	
	senior	descriptions listed above and	development strategy and	
	members or	may include some self or	programme. Members	
	other deemed	supported reflection on	report that the process is	
	suitably	current performance as a	useful and that their needs	
	qualified	starting point. The outcomes	are, where possible, being	
		of the discussion should	met in terms of content	
	are <u>made</u>	feed into a personal	and level.	
	<u>available</u> for	development plan held by		
	all members	the member with the		
	and must be	required development		
	undertaken	activities and also be		
	by members	recorded by the authority so		
	in a receipt of	that development activities		
	a senior	can be arranged to support		
	salary.	every members needs.		
		The MUCA decrees		
		The WLGA document 'Guidance for Authorities		
		Planning to Implement		
		Personal Development Reviews for Member'		
		provides guidance in this area.		
		area.		
		Anyone conducting reviews		
		should have received		
		training in their purpose and		
		Thanning in their purpose and		

B3. A development programme for members is in place with a mechanism for its annual review. All members are made aware of, guided to and are able to access the development activities equally. In the image aware of development activities and astitings of activities are varied to enable equal access by all, including those members who are working, are carers or have child care responsibilities. Man annual development programme informed by the member of events and learning opportunities or members both collectively and individually. This programme is informed by the organisational priorities set out in the strategy and in advance. Members are made aware of, development activities equally. In the development programme is informed by the organisational priorities set out in the strategy and in advance. Members are made aware of development of poportunities provided in response to their needs. 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. Members are notified of specific events in which they have expressed an interest. Members are notified of specific events in which they have expressed an interest.		T	T	T	1	T
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specific events in which they		,	Members are notified of			

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		The programme is designed			l
		to offer choice or variety of	1		l
		opportunities to attend.			
B4. Prospective and	Prospective	Information about the role	Every member moving to		1
new members are	members are	and the expectations and	a new role has received an		1
informed of their	informed of	commitment placed on	induction for that role for		1
role and	the role they	members whilst on the	example Chair, Vice Chair		1
responsibilities.	will be	Authority is provided to	and Champions.		
	expected to	constituent authorities.	,		1
	perform.				l
	1	What constitutes an			1
		induction programme?	1		l
	All new or	This will vary between	1		l
	returning	authorities but should at the	1		l
	members are	base level be any activity	1		l
	provided with	that introduces new	1		l
	a programme	members to their roles and		!	
	of induction.	the work of the National		!	
	or induction.	Park Authority.	1		1
		Tark Additionty.			
		Use is made of the national	1		
		induction materials provided			
		by the WLGA.			1
B5. Development	Learning activities are		Training and development		
activities are	provided in	styles and settings?	is provided to a		
relevant and of high	•	A mix of for example	consistently high standard,		l
	1	formal/informal	commissioning and		l
quality.	and settings based		evaluation is effective and		
	on the learning needs			!	
	and styles of individuals and	interactive/passive working	systematic.	ļ	
		environment/away day The	The second control works	!	
	committees. The	authority would need to	The authority works	ļ	
	authority has a	demonstrate an effective	regularly with other	!	l
	systematic and	selection process for	authorities to pool		
	effective approach to	commissioning training. This	experiences and consider		
	commissioning,	might include working with	the sharing or coordination		
	developing, providing	the WLGA and should	of joint programmes.		

B6. There is a clear responsibility for leading the programme, driving the strategy and monitoring the out comes.	and evaluating its training and development activities. This could include internal, external and collaborative arrangements. 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	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. 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	
	clear roles in leading and championing this area.			
B7. Resources are identified and provided for member development.	Dedicated resources are identified and provided for member development activities.	How dedicated is dedicated? 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.	
B8. Members are offered the opportunity to be mentored by member peers.	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.	
C. Member Support				
C1. Officer support is provided for all the member functions.	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.	
C2. Arrangements	A review of the	Authorities should undertake	The authority can	

made for the business of the Authority are flexible and enable members to participate fully regardless of personal circumstances	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.	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.	demonstrate that it knows the requirements of its current members and has met them. 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.	
C3. Personal support for members D. Member	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.	Members report that this information and advice is adequate.	
Facilities				
D1. All members are provided with adequate access to	Members have access to the	Members are provided with equipment for their individual use to undertake	Members are routinely using the provisions required for level one and	

		T			
ICT.	equipment, or	council business.	report that this is		
	connectivity		sufficient.		
	required to	They are shown how to use			
	undertake	the equipment and software.			
	their role on				
	the authority.	They are able to have			
		assistance if they are			
	 Basic training 	experiencing problems with			
	is provided in	using the equipment or it is			
	its use and IT	faulty.			
	support is				
	available.	Members are advised on the			
		use of mobile			
	Members are	communications and digital			
	supported in	and social media and have			
	remote	access to relevant social			
	working	media sites, discussion fora			
	through the	and communities of practice			
	use of remote	such as is required to			
	access codes	undertake their role on the			
	and Skype	Authority.			
	etc. as				
	required.	All Authority agendas and			
	'	meeting papers are provided			
		electronically.			
	Members are				
	able to				
	communicate				
	with the				
	Authority and				
	the public				
	electronically.				
D2. Information	A central collection of	An up to date and regularly	Members routinely use the		
resources are	information dedicated		provisions required for		!
provided.	to member needs is	information resources is	level one and report that		
	provided as part of	available specifically for	this is sufficient. Good		
			*	4	

	the information and research support available to members.	members. This contains agendas, minutes, training opportunities, links to web resources and access to performance data.	practice might include an interactive portal dedicated to members.	
		Members are informed about the information that is available.		
D3. Facilities for members to work in the Authority are available.	Member needs have been reviewed and where required the following are provided: Private rooms for meetings. Offices for senior office	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.	
	holders.			