

REPORT OF ADMINISTRATION & DEMOCRATIC SERVICES MANAGER

SUBJECT: MEMBER DEVELOPMENT TRAINING PLAN

Purpose of report

To agree a Member Development Training Plan.

Background

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

Members have a key role to play in all of this, not only needing to bring their experience and expertise to the Authority, but by being prepared to learn new skills and new ways of working. To this end, the Authority has previously committed itself to working with the Welsh Local Government Association on providing our Members with support and development opportunities, and has been awarded the Wales Charter for Member Support and Development as a result.

As a part of the Charter process, Members are offered various opportunities to develop and/or strengthen their skills, knowledge and experience. In order to make these development opportunities relevant and beneficial – to both Members and the Authority – all Members are asked to complete a self-assessment form, which gives everyone an opportunity to identify any development/support requirements they need in order to help them fulfil their role. The forms are set within the context of their role, the Member's aspirations for what they hope to achieve during their term of office and the purpose and aspirations of the Authority.

During August 2018, all Members were asked to complete a self-assessment form, and eight were returned. Despite the disappointing fact that less than half of the Authority's membership has submitted their completed forms, it is considered prudent to develop a Training Plan.

Training needs analysis

Attached at Appendix A is a summary of the training needs identified by those eight Members; there are also some more 'singular' training needs that have been identified on the forms, and these will be taken up directly with the Members concerned under a Personal Support Plan.

Training plan

The training needs analysis has been used to populate the training plan, which is attached at Appendix B. The Plan also suggests various methods of delivery; for the most part, they are predominantly workshop or e-learning based and I have, where possible, identified e-learning modules that are sourced via the All Wales Academy – a website aimed at elected Members in the main, although a lot of the materials contained therein are relevant to Welsh Government appointed Members also.

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

Member Development Strategy Working Group

The Training Plan was considered by the Member Development Strategy Working Group at its meeting held on the 6th September 2018, where it was agreed that the Plan should be recommended to the Authority for adoption. The Group suggested some re-prioritisation of the 'modules' in order to take into consideration more strategic issues that are of concern to the wider Authority, and these have been incorporated.

Financial considerations

Training and development opportunities will be scheduled into the calendar of meetings to coincide, wherever possible, with other scheduled meetings. The financial resources for training events will be met from the Democratic Representation budget heading. The e-learning modules are available free to Members.

Risk considerations and compliance

The self-assessment process and consequent training plan are key in ensuring that the Authority continues to have skilled Members who can make informed and sustainable decisions based on understanding, skills and experience. The Authority has developed a strong ethos of Member development over the years, which has been endorsed by the renewed award of the Wales Charter for Member Support and Development in 2014. Building upon, and developing, the good work carried out to date will re-emphasise the fact that the Authority works to a high standard of governance.

Human Rights/Equality issues

The report can demonstrate that it takes into account the requirements and wishes of Members in delivering a suitable and relevant support and development programme. A variety of formats/methods of delivery have been identified in order to ensure all Members have the opportunity to participate.

RECOMMENDATION:

Subject to any comments raised by Members at the meeting, that the Member Support and Development Training Plan be adopted.

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

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APPENDIX A

Development needs	Preferred method of learning			
	Workshop	E-learning	Self-study	Practical
Personal effectiveness				
Behaving assertively: Getting your points and opinions across positively whilst being able to listen to and respect other people's points of view and being able to reach a compromise where appropriate				
Negotiation skills: Stating your position whilst understanding the viewpoints of others on the way to achieving agreement	✓			
Influencing skills: To inspire people and gain support for projects/processes				
Dealing with conflict – Abusive behaviour (non-physical)				
Dealing with conflict – Physical				
Managing time and conflicting demands				
Managing yourself to effectively juggle numerous, potentially conflicting responsibilities, including delegation, the ability to source support and prioritisation		✓ ✓		
Managing stress	✓			
Handling information				
Including speed reading, data handling, note taking and mind-mapping	✓	✓ ✓ ✓ ✓		
Analysing and monitoring financial information	✓ ✓	✓ ✓		✓
Investigation and forensic analysis skills: To employ research methods, methods of data collection and identify formal procedures to test the feasibility of solutions	✓ ✓	✓ ✓ ✓	✓	
Effective participation				
Effectively contributing in meetings		✓	✓	
Understanding protocol, standing orders, codes of conduct/standards and meeting conventions and being able to work within them	✓ ✓ ✓	✓	✓	✓ ✓

Development needs	Preferred method of learning			
	Workshop	E-learning	Self-study	Practical
Chairing skills	✓✓	✓	✓	✓✓
Giving presentations and speaking clearly and confidently in public	✓	✓✓	✓	✓
Information technology				
Introduction to IT skills		✓		
Word processing		✓		
Use of e-mail		✓		
Use of the Internet	✓	✓		✓
Skills, knowledge and awareness				
Awareness of Scrutiny process and opportunities	✓✓	✓✓✓	✓	✓✓
Understanding of performance management and monitoring	✓	✓✓✓		
Making impartial and independent judgements based upon a fair and objective evaluation of evidence and options		✓		
Understanding equality and diversity issues including responsibilities under legislation	✓	✓		
Corporate guidance for interacting with the media		✓✓		
Understanding accessibility issues	✓✓	✓✓✓	✓	✓
Understanding the Authority's complaints procedure	✓✓✓	✓✓	✓	✓

Additional comments made by Members

Improve knowledge of what a Carbon Neutral Wales involves
Improve knowledge of new WG legislation, policy and guidance, e.g. control of development in areas liable to flooding due to rising sea levels
Keep up-to-date on data protection and data security requirements
More visits and time with Wardens around the Park
Better understanding of matters to do with the Authority's land holdings, nature of its agreements with land owners (e.g. for conservation management), and ways in which the Authority ensures value for money in terms of procurement
Improve understanding of audit and finance in PCNPA (by observing a meeting of that Committee)
Broaden understanding of other Welsh NPAs (by observing meetings of their Committees)

Hearing, at first hand, from the Welsh Government officer responsible for the National Parks, what their general perspectives are on the progress, monitoring, reporting of PCNPA, what their expectations are, and how they consider these intersect with other WG officials and areas of remit with whom they are in routine contact
Keeping in touch with changes and updates that affect Members' responsibilities
More exposure to and understanding of the wider context in which the NP operates especially with government and stakeholder bodies
Seeing more of what happens on the ground. Briefings and presentations from staff at the Operational Review Committee are of assistance in this as well
More direct and active contact with stakeholders and especially other National Parks to put what we do in a benchmarking and learning context

Summary of priorities identified by Members

Each priority given scored as follows: 1st priority = 4; 2nd priority = 3; 3rd priority = 2; only a tick in "need support"

Topic	Priority total	Method of learning			
		Workshop	E-learning	Self-study	Practical
Analysing and monitoring financial information	11	2	2		
Accessibility issues	8	2	3	1	1
Scrutiny	7	2	3	1	2
Understanding protocols, etc	7	3	1	1	2
Investigation and forensic analysis skills	7	2	3	1	
Chairing skills	6	2	1	1	2
Understanding the Authority's complaints procedure	6	3	2	1	1
Giving presentations	5	1	2	1	1
Speed reading, data handling, etc	5	1	4		
Managing time and conflicting demands	4		2		
Effectively contributing in meetings	4		1	1	
Understanding performance management	3	1	3		
National Parks induction	3	1			
Equality and diversity issues	2	1			
Facebook	2		1		1
Understanding more of relationship with government and stakeholders	2				1

APPENDIX B

PEMBROKESHIRE COAST NATIONAL PARK AUTHORITY



MEMBER SUPPORT AND DEVELOPMENT TRAINING PLAN 2018/20

August 2018

MEMBER SUPPORT AND DEVELOPMENT TRAINING PLAN

Topic	Objective	Method of delivery	Priority
Budgets and financial information	To gain an increased understanding of the Authority's budgeting process, and to develop the skills to analyse and monitor the financial information presented	<ul style="list-style-type: none"> • Workshop session • WLGA Workbook on scrutiny of finance 	1
Chairing meetings	To enable meetings to function effectively	<ul style="list-style-type: none"> • WLGA Chairing skills workshop • WLGA Workbook on chairing skills • Chairing skills e-learning module 	1
Accessibility issues	To gain a better understanding of accessibility issues	More information is needed on what "accessibility issues" Members wish to cover before the method(s) of delivery can be identified	2
Scrutiny	To gain an increased understanding of the scrutiny process and how it could be undertaken within the Authority	<ul style="list-style-type: none"> • Introduction to scrutiny e-learning module <p>(One Member has also asked for a practical scrutiny session. It is suggested that an introductory session is held in the first instance to provide Members with a better insight into how that might work before embarking on a "live" session)</p>	3

MEMBER SUPPORT AND DEVELOPMENT TRAINING PLAN

Topic	Objective	Method of delivery	Priority
Protocol; Standing Orders, Code of Conduct	To gain an increased understanding of the Authority's protocols and meeting conventions and how to work within them	<ul style="list-style-type: none"> • Annual workshop session by the Monitoring Officer • Ethics and Standards e-learning module 	3
Handling information	To employ research methods, methods of data collection and identify formal procedures to test the feasibility of solutions	<ul style="list-style-type: none"> • Workshop session • E-learning module to be identified 	3
Complaints	To gain a better understanding of the Authority's complaints procedure	<ul style="list-style-type: none"> • Workshop session by the Monitoring Officer 	4
Giving presentations and speaking in public	To give Members the confidence to speak more clearly and confidently at meetings	<ul style="list-style-type: none"> • WLGA Workbook on public speaking skills 	5
Speed reading, data handling and mind-mapping	To make more effective use of time	<ul style="list-style-type: none"> • E-learning module to be identified 	5
Managing time and conflicting demands	To make more effective use of time	<ul style="list-style-type: none"> • Managing yourself and your time e-learning module • WLGA Workbook on stress management and personal resilience 	6

MEMBER SUPPORT AND DEVELOPMENT TRAINING PLAN

Topic	Objective	Method of delivery	Priority
Effectively contributing in meetings	To give Members the confidence to contribute effectively in meetings	<ul style="list-style-type: none"> • Workshop sessions by various teams to give Members a better understanding of the work of the Authority • WLGA Workbook on public speaking skills • WLGA Workbook on influencing skills 	6
Performance management	To gain a better understanding of the Authority's Corporate and Resources Plan and how to monitor the Authority's performance against the objectives therein	<ul style="list-style-type: none"> • Workshop session by the Chief Executive and the Performance and Compliance Officer • Introduction to scrutiny e-learning module 	7
National Parks induction	To gain a better understanding of the UK National Park family and the external pressures facing designated landscapes	<ul style="list-style-type: none"> • UK National Parks induction programme 	7
External influences	To gain a better understanding of the Authority's relationship with Welsh Government and other stakeholders	<ul style="list-style-type: none"> • Member induction programme 	8
Equality and diversity	To gain a better understanding of equality and diversity issues including	<ul style="list-style-type: none"> • Strategic equality plan 2016-2020 • Equality and diversity e-learning module 	8

MEMBER SUPPORT AND DEVELOPMENT TRAINING PLAN

Topic	Objective	Method of delivery	Priority
	responsibilities under legislation		
Facebook	To gain a better understanding of how Facebook works and how to gain more out of it	<ul style="list-style-type: none"> • Practical session with Communications team 	8