Report of Democratic Services Manager

Subject: General Update on Member Support and Development

1. Purpose of report

To provide an update on matters relating to Member support and development.

2. Personal Development Reviews and Welsh Government Performance Appraisals

Five of the six Welsh Government appointed Members have undertaken their Performance Appraisal. These will be sent to Welsh Government once all have been completed. As discussed at the previous meeting, the Personal Development Review paperwork has been reviewed and is appended to this report for your comments (Appendix A), although the changes are minor. Once agreed, this will be circulated to Members with a request to arrange meetings. I have noted the need to review the Member Development Strategy, last undertaken in 2019, and this will be completed later this year.

3. Wales Member Support Self Evaluation Framework for National Park Authorities.

As reported previously, this framework aims to provide a mechanism for National Park Authorities to assure themselves that they have all the support possible in place for their members. It is based on the [Wales Councillor Support Self Evaluation Framework - WLGA](#) and replaces the Wales Charter for Member Support and Development in National Park Authorities. It reflects the sector-led approach taken with the wider programme for improvement and self-assessment in Wales.

Use of the Framework is entirely voluntary. The extent to which National Park Authorities are able to implement the practice described will depend on the local resources and priorities and the needs and priorities of Members. The suggested questions should be adapted to fit different authority approaches and positions.

This draft of the Framework has been developed by the WLGA and National Park Authority Democratic Services Officers for wider consultation with senior officers and Members of each NPA.

The purpose of the consultation is to make sure that the framework is useful, relevant, accurate and comprehensive, also that each NPA is happy to endorse it as an agreed framework and a foundation for all parks to use as required. Your views and suggestions are therefore sought on the document (Appendix B) and will be fed back to the WLGA. The final document will be presented to a future meeting of the National Park Authority for endorsement.

4. Training

Training activities since the last meeting have consisted of:

- St Brides Study Day and Workshop
- Coal Authority presentation
- LDP Review presentation
- National Parks UK Members' Seminar
- Welsh Members' Seminar – National Parks for All?
- Sexual Harassment in the workplace

Any feedback from Members regarding these sessions is welcomed. A workshop plan outlining sessions planned in the coming months is appended to the report (Appendix C).

5. Welsh Government Training Sessions

Welsh Government training on Governance of Risk took place on 26th November 2024.

Welsh Government Officers are also preparing a guide for Members on NPA Governance upon which officers have had the opportunity to comment. This should be published in the near future.

6. Member attendance

Member attendance in the current financial year at meetings has been 86% (target 75%), while Member attendance at training events remains at 58% (target 65%). The below target attendance for training is due to low attendance at Study Tours, particularly the tour of Grants Committee approved projects and at the Welsh Government training sessions (attended by only 6 and 7 Members respectively).

Risk considerations and compliance

The Local Government (Wales) Measure 2011 places increased requirements on all local authorities in Wales in relation to corporate governance and Member support and development. The Authority has developed a strong ethos of Member development over the years,

ensuring that it continues to have informed Members who can make decisions based on understanding, skills and experience. 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.

The Authority is also committed to encouraging individuals from all walks of life to become involved in public life and will continue to introduce measures to enable everyone to take part.

7. Recommendations:

Members are asked to:
a) Provide any feedback on the Personal Development Review paperwork and Wales Member Support Self Evaluation Framework for National Park Authorities;
b) Comment on and note the remainder of the report.

(For further information, please contact Caroline Llewellyn, Democratic Services Manager by e-mailing carolinel@pembrokeshirecoast.org.uk)

PEMBROKESHIRE COAST NATIONAL PARK AUTHORITY

PERSONAL DEVELOPMENT REVIEWS: GUIDANCE DOCUMENT

~~February 2020~~January 2025

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Introduction

Personal Development Reviews (PDRs) are an integral part of supporting you, as a Member, during your period of office with the Authority. You already bring a range of expertise and experiences to your role, which you will need to apply in order to carry it out effectively. However, in the current political climate you will, no doubt, face many challenges along the way and the Authority will do its utmost to ensure that you have all the necessary tools at your disposal to enable you to undertake your role.

What is the purpose of a Personal Development Review?

A Personal Development Review is a way for you and the Authority to mutually assess your personal development needs. It will be set within the context of your role as a Member, your aspirations for what you hope to achieve, the purpose and aspirations of the Authority and the needs of the community at large.

A PDR **IS NOT** a performance review or an assessment of how well or badly you have conducted your duties; it is a framework to help you refresh and/or develop your skills, knowledge and experience and build confidence in your contribution to the work of the Authority.

Your Review will enable you to:

- understand the expectations and accountabilities placed upon you;
- reflect on whether the Authority's induction and continuing development framework is effective in helping you carry out your role;
- identify what skills/knowledge areas you need to strengthen/develop in order to fully equip you for the future, and
- prepare for new roles (succession planning).

It will also enable the Authority to:

- identify priorities for future development, and
- review the induction and development programme carried out to date and set the programme for the ensuing year.

How does it work?

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A PDR should be a free flowing, constructive conversation in which a range of views are exchanged which are treated sensitively and in confidence. It must be appropriate and constructive, but also challenging if you are to make the most of the process. The outcome will be used as a basis for making development and improvement plans and reaching agreement about what should be done in the future, for you personally and, possibly, for the membership as a whole.

To support you in this, you will be asked to complete a pro-forma (see Appendix 1) prior to your Review, which will help you reflect on your role/responsibilities with the Authority and to examine your strengths, what skills you have and what support you might need to support you in the future. The role descriptions previously adopted by the Authority will help you reflect on this. If you so wish, your completed pro-forma can be sent to your facilitator in advance of your Review to give them time to prepare for the session.

Please note that the pro-forma will not be shared with anyone other than the facilitator of your Review, unless you determine otherwise.

At the end of the Review you will have identified any knowledge or skills gaps that you have, and agreed and recorded in your Personal Support Plan (at the back of your pro-forma) any activities/events to help you develop this knowledge/skill.

The information contained in the Personal Support Plans should be returned to the ~~Administration and~~ Democratic Services Manager who will treat it in confidence and use it to prepare an overall Member development programme for the following and future years.

Who will facilitate my Review?

Member being reviewed	Facilitator
Chair of the Authority	Either: Chair of one of the other two Welsh National Park Authorities, **or** Deputy Chair of the Authority plus the Chair of one of the following: Development Management Committee, Audit & Corporate Services Review

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	Committee, Operational Review Committee or the ~~Member Support & Development~~<u>People Services</u> Committee, **or** Deputy Director of the Welsh Government's relevant Sponsoring Department
Deputy Chair of the Authority	Chair of the Authority
Chair of the Development Management Committee	Chair or Deputy Chair of the Authority
Remaining Members	Either: Chair of the Authority, **or** Deputy Chair of the Authority, **or** the Chair of one of the following: Development Management Committee, Audit & Corporate Services Review Committee, Operational Review Committee or the ~~Member Support & Development~~<u>People Services</u> Committee

The table above is indicative only and a Member may choose to ask some other person to facilitate, whether another Member or the <u>Head of People Services</u>~~Human Resources Manager~~. Support will also be provided by the ~~Administration and~~ Democratic Services Manager if required.

Guidance for Members conducting Reviews (Facilitators)

Before conducting your Review(s) you may find it useful to consider the following guidance:

Purpose of the Review

The purpose of your meeting will be to provide your interviewee with an opportunity to review their role generally, identify any specific tasks for the year ahead, consider the areas where they feel confident and identify areas where they will be more challenged and may need support and development. Their learning and development needs, together with the usefulness or otherwise of previous development opportunities, will then be fed back to the ~~Administration and~~ Democratic Services Manager to create development programmes.

Preparation

You may want to familiarise yourself with the role description of the Member whose Review you are conducting and consider some of the questions that you will ask to help the interviewee explore their role and needs. Although the Democratic Services team will provide full information to all Members, you may wish to re-familiarise yourself with the training, development and support that might be available to Members in the Authority. Your interviewee will contact you to plan a time and place convenient to you both where you can have a confidential undisturbed conversation.

Undertaking the Review

Please remember that the conversation you have with your interviewee needs to be kept confidential to yourselves.

Your role is to help the interviewee consider his/her role and contribution, strengths and/or weaknesses and training needs. You should act as an objective sounding board in this exploration.
Your role is not to give your own feedback on the performance of your colleague.

Use the pro-forma (see Appendix 1) as a basis for your discussions.

6

It is the responsibility of the interviewee to undertake any actions resulting from the Review. Keep any documentation and discuss any emerging development needs with the ~~Administration and~~ Democratic Services Manager.

Any additional support required from the Authority may also be identified and fed into the organisation as appropriate.

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Guidance for Members being interviewed

Before undertaking your Review, you may find it useful to consider the following guidance:

Purpose of the Review

The purpose of your meeting will be to provide you with an opportunity to review your role generally, consider any specific tasks for the year ahead, consider the areas where you feel confident and identify areas that you might find challenging and may need support and development. You will have an opportunity to identify learning and development needs which you will then be able to feed back to the ~~Administration and~~ Democratic Services Manager to organise development programmes. You can also review the usefulness of training that you have already received.

Preparation

Before your meeting you will need to complete the pro-forma (see Appendix 1). This will help you to think about your role, specific tasks for the coming year and any support that you might need. You'll also find it useful to review your role description, person specification and the Member Development Strategy.

Make contact with your facilitator and plan a time and place convenient to you both where you can have a confidential undisturbed conversation.

Undertaking the Review

Please remember that the conversation you have with your facilitator needs to be kept confidential to yourselves.

Use the pro-forma as a basis for your discussions.

Your facilitator will help you consider your role and contribution, strengths and/or weaknesses and training needs. They will act as an objective sounding board in this conversation.

Their role is not to give their own feedback on your performance.

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Please note that it is your responsibility to undertake any actions resulting from the Review.

Any additional support required from the Authority may also be identified by the facilitator and fed into the organisation as appropriate.

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Pembrokeshire Coast National Park Authority

Personal Development Pro-forma

Please complete this pro-forma and bring it to your review meeting. The document is confidential to you and the person conducting your review.

However, please note that the Personal Support Plan at the back of this form will be used in confidence by the Democratic Services team to inform future development plans and training programmes.

Name: _____

1.	**What are my current role(s) and responsibilities?** *(e.g. Member of the Authority, Chair/Deputy Chair of the Authority, Chair/Deputy Chair of a Committee)*
2.	**What do I need to know about and/or be able to do to undertake my role(s)?** *(Refer to relevant role description and person specification. The current Member Development Strategy Framework may also help you here)*

3.	**What aspect(s) of my role(s) am I confident in?**

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4.	**Where am I less confident?**
5.	**Is there anything preventing me from undertaking my role effectively?** *(consider any personal or organisational issues which might be a barrier to success)*
6.	**What learning and development have I undertaken this year? Is there anything I've missed that I need to catch up with?**
7.	**What have I learned and been able to achieve as a result of this learning and development?**
8.	**What additional learning and development would be useful?** *(use the table below)*

Area(s) of development	Preferred method of delivery

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	Skills *(e.g. decision-making, meeting management, questioning techniques, etc.)*	*(e.g. workshop, study tour, peer networking, e-learning, etc.)*
	Knowledge *(e.g. Code of Conduct, planning process, budget process, equalities, local policy, etc.)*	

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Pembrokeshire Coast National Park Authority

Personal Development Support Plan

Name: **_____**

Review date: **_____**

Facilitator: **_____**

My learning and development needs for this year (please note that this information will be used in confidence by the Democratic Services team to inform future development plans and training programmes). (Please delete the examples provided in the form below.)

Area for development	How	Priority
Example: How to Chair meetings effectively	*Example: I'd like to observe meetings in other authorities* *A workshop on chairing skills* *I'd like some written guidance*	
Example: How do I contribute to the budget setting process?	*Example: I'd like a meeting with the Finance Manager* *A workshop on budget setting*	
Example: Learning more about what we do in the community	*Example: A presentation from the Community Archaeologist* *I'd like to shadow a Ranger for the day*	

My evaluation of the training I have already received:

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Training undertaken	What difference has this made to the way I work as a Member?
Example: Authority induction programme on the work of the Authority and who's who	*Example: It has given me a good insight into how the Authority operates and to know who the appropriate officers are to speak to. It has also highlighted areas where I need further training*
Example: Chairing skills workshop	*Example: It has helped me better understand the Authority's Standing Orders and enabled me to manage meetings more effectively*
Example: Planning training	*Example: I have gained a better understanding of how the planning system works and how officers reach their decisions. It has also enlightened me on a Member's role in the process*

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The Wales Member Support Self-Evaluation Framework for National Park Authorities

Draft 3 for Consultation

The role of a member of a national park authority is uniquely rewarding and challenging. Park authority members are provided with the information, guidance, and development they need to undertake this role by their authority, and in the case of elected members, this builds on the support provided to councillors in their unitary authority.

This Self Evaluation Framework provides a mechanism for national park authorities to assure themselves that they have all the support possible in place for their members. The Framework has been developed by the WLGA and national park authority democratic services officers and members. It provides an ambitious but pragmatic national framework of good practice in member support. It is based on the Wales Councillor Support Self Evaluation Framework - WLGA and also recognises legislative requirements, statutory and other guidance, the expressed needs of members and widely accepted examples of what works.

The Framework also reflects the sector-led approach taken with the wider programme for improvement and self-assessment in Wales and enables sharing of good practice between national park authorities.

The Framework covers support and development for members in the widest sense. It includes but is not limited to support from democratic services, legal, digital, communications, learning and development teams, and directorates in their support for both elected members and those appointed by the Welsh Government.

The Framework is divided into three broad areas which represent the different aspects of a member's work and responsibilities. Democracy, Community Engagement, and Learning and Development. Each area has a set of outcomes that national park authorities and members may be seeking to achieve and some suggested questions that can be asked to help draw out approaches and actions in each area.

Use of the Framework is entirely voluntary. The extent to which national park authorities are able to implement the practice described will depend on the local resources and priorities and the needs and priorities of members. The suggested questions should be adapted to fit different authority approaches and positions.

Park authorities may wish to use the Framework flexibly in whole or in part over time or as a foundation for peer review and are invited to share notable practice emerging from the use of the Framework with each other.

The Framework will be reviewed periodically to ensure that it is still fit for purpose and accurately reflects current legislation.

Democracy	Outcomes sought:
	• Members understand their role and undertake it effectively and ethically.
	• All members can participate equally in the business of the authority.
	• Members are presented with the support, information and resources they need.
	• Members represent the diversity of the people who use the national park.
	• Members are safe and protected from harm.
Theme	**Suggested questions**
Members and prospective members	Does the authority provide comprehensive information to prospective and new members about the role of the member, the authority, and any associated responsibilities and benefits? Are the approaches to the outreach to and information for prospective members made according to the need to encourage diversity in members? Does the authority signpost prospective members to information about the role? Does the authority encourage councils to use the guidance from WG and WLGA about appointing their councillors to the NPA? National Parks - WLGA Are prospective members informed of the expectations placed on them to take part in induction and continuing professional development, some of which will be mandatory?
Members understand their role, responsibilities, and accountabilities	Do all members fully engage with and participate in the business of the authority? Are all members, when being selected for a specialist position, provided with information and guidance about all aspects of their role?

	Are all members provided with a competency framework to understand the skills and knowledge required of them? Have role descriptions (see WLGA models for examples) been formally adopted by the authority and agreed by individual members? Have members serving on the outside bodies been provided with: • Guidance on their role and responsibilities? • Legal information such as their accountabilities and interests? • An explanation of the expectations placed on them by their nominating park authority? • Requirements for communication with and reporting back from the outside body?
Standards of conduct	Do all members understand their responsibilities in adhering to the local code of conduct? Have they received local guidance and any information provided by the Public Services Ombudsman for Wales? Do standards committees and chairs understand their particular roles and responsibilities? Have all members formally committed to undertake all aspects of their role with civility and respect towards each other, the public and officers in all settings and media? Are instances of bullying, harassment and intimidation dealt with quickly and effectively?
Governance arrangements	Do all members understand: • The roles, responsibilities, and limits to the roles of committees? • The role of individual members and officers? • Member/officer protocols? • Meeting practice? • Standing orders? • Schemes of delegation? • Rules of debate, public engagements? • Roles on the authority where member training is deemed mandatory?
Officer support	Does every committee, panel, forum etc. have an appropriate level of officer support?

3

	Are members supported adequately in their collaborative and joint work with councils and external organisations, for example on corporate joint committees? Are all members proactively and also in response to specific requests, provided with information, data, briefing and training relating to their decision making? Has the nature of any support or information including research services been clearly explained to all members?
Equality of access	Are arrangements made for the business of the authority flexible and do they enable members to participate fully regardless of personal circumstances? Do meeting times, modes and venues reflect the expressed needs of members wherever practical? Do members have equal access to meetings regardless of any protected characteristics? Do the arrangements for multi-location meetings meet the needs of the members? Are members and other meeting participants able to use both Welsh and English in meetings? Do authority recess times reflect the needs of members with, for example, caring responsibilities? Are occasional physical spaces available for informal meetings on request?
Support for members' rights, safety, and wellbeing	Are members provided with guidance on their rights and benefits. For example, salaries, family absence, allowances, tax and benefits, indemnities, data protection and freedom of information? Are members actively encouraged to take up the salaries and allowances they are entitled to and is foregoing allowances and salaries actively discouraged? Does the authority have an informal duty of care in place which demonstrates a proactive commitment to protecting members' health and wellbeing? Is this recorded and available for members to view? Does it set out the nature of any support available to members for example counselling and health checks and signpost members to those responsible for helping members accessing this support?

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	Are members provided with guidance on maintaining their wellbeing and personal safety? For example, lone working, bullying and harassment? Does the authority act proactively to support members who experience bullying and harassment including liaison with the police if appropriate?
Diversity	Does the authority encourage people from underrepresented groups to participate in its work? Are members with special access requirements supported in their work in the authority?
Digital	Have WG members or members from councils who need additional equipment for their work on the park, been provided with the equipment, or funding to buy equipment, to undertake their role in the authority? Has full training been provided in the use of equipment and packages? Is technical support available? Are members sufficiently supported in their attendance at multilocation meetings? Are members supported in the use of social media through guidance on its use and online safety?

Community Engagement	Outcomes sought: National park authority members provide a voice for all park users, residents and visitors and encourage participation.
Theme	**Suggested questions**
Public awareness	Does the authority ensure that the public understand the role and responsibilities of the NPA?
Communities contacting members	Are systems in place for local residents and community groups to contact members and those with specific roles, if appropriate? Are these systems for contacting members made public?
Community engagement	Are members supported in their work with the public? Such work could include: • Publicising the work and objectives of the NPA? • Signposting people to opportunities provided by the NPA? • Attending engagement activities? • Taking account of formal and informal community consultation? Is the extent of this support available to members clearly articulated?
Oversight and safety	Does the authority have clear protocols in place for protecting the personal safety and wellbeing of members which are clearly articulated to members and the public? Are the expectations of the community and access to members managed so that members are not contacted inappropriately? Are members provided with information and guidance on managing their relationships with the public and maintaining appropriate boundaries?

Learning and Development	Outcomes sought: Members have the skills and knowledge to deliver National Park Purposes.
Theme	**Suggested questions**
The Member Development Strategy	Does the authority have an effective and defined approach to member learning and development, set out in a published strategy, which includes responding to the expressed needs of every member and the objectives of the authority?
Personal development reviews	Does the authority provide all members with useful personal support and development reviews undertaken by people competent to do so?
A learning and development programme	Does the authority have an annual learning and development programme fully promoted to all members? Can all members access the programme equally? Is the programme regularly monitored, evaluated and updated? Are members able to identify positive outcomes from the training such as improved understanding and performance and specific outcomes for the NPA?
Induction	Are all new or returning members provided with a comprehensive, prioritised, multi session programme of induction which enables members to participate effectively during their first year of office?
Quality of development	Do members believe that the learning activities are sufficiently stimulating, relevant and provided in progressive and appropriate styles? Does the authority have a systematic and effective approach to commissioning, developing, delivering and evaluating its training and development activities?
Participation	Do members attend all the development opportunities that are relevant to them? Is any non-participation addressed?

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| Learning from others | Do members participate in shared regional and national development opportunities?

Are members encouraged and supported to collaborate with other authorities and national bodies to act as peers, mentors and in networks to share approaches to the role of members, identifying good practice and to contribute to sector led improvement? |
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PEMBROKESHIRE COAST NATIONAL PARK AUTHORITY

TRAINING/WORKSHOPS 2024/25

Date	Meeting
Wed 10 July 2024 10:00	Workshop
Wed 10 July 2024 14:00	Workshop
Wed 24 July 2024 13:30	Workshop
Wed 31 July 2024 14:00	Workshop
Wed 11 Sept 2024 13:30	Workshop
Wed 02 Oct 2024	IT day – small groups
Wed 09 Oct 2024 10:00	Study Day - St Brides
Wed 20 Nov 2024 10:00 – 2.30pm Oriel y Parc	Workshop – LDP / Coal Authority
Wed 27 Nov 2024 10:00 Online	Workshop – St Brides
Wed 11 Dec 2024 13:30 Online	Workshop - Budget
Mon 20 Jan 2025 14:00	WLGA Corporate Strategy Workshop (jointly with PCC)
Wed 05 Feb 2025 13:30	Workshop - Socio-economic duty (Public Health Wales) (TBC)
Wed 26 March 2025 13:30	Workshop – Coast Path Management Strategy
Wed 30 April 2025 13:30	Workshop – Dŵr Cymru
Wed 07 May 2025 13:30	Workshop – Member feedback session
Wed 04 June 2025 10:00	Study Day – Recreational pressures

Potential subjects for future workshops:

- NFU Cymru – Agriculture
- Use of drone footage and technology by the Authority, with a particular focus on archaeology
- A look at the rise in aquaculture in Pembrokeshire and the potential implications for PCNPA.