

## **REPORT OF ADMINISTRATION & DEMOCRATIC SERVICES MANAGER**

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### **SUBJECT: PERSONAL DEVELOPMENT REVIEWS AND CHARTER UPDATE**

#### Purpose of report

- A. To seek Members' approval of a Personal Development Review framework for Members, and
- B. To update Members of progress made on the Advanced Charter criteria.

#### **A. Personal Development Review framework**

##### Background

Being a Member of an Authority is a multifaceted role and, while they bring a whole range of expertise and experiences to the position, there are high expectations on them to undertake a diversity of responsibilities to ensure that the Authority performs to the best of its ability and is seen to be fit for purpose.

To this end, the Authority has endeavoured to support Members by providing opportunities for them to refresh and/or develop their skills and knowledge base. A range of mechanisms have been tried over the years in an effort to increase Member participation and the current process includes a self-assessment form whereby Members identify for themselves what support (if any) they need.

##### Local Government (Wales) Measure 2011

Section 7 of the Local Government (Wales) Measure 2011 (The Measure) places a **requirement** on local authorities to provide all Members with an opportunity to have a personal development review to assess their development needs:

**"7 Training and development of Members of a local authority**

- (1) *A local authority must secure the provision of reasonable training and development opportunities for its Members.*
- (2) *A local authority must make available to each Member of the authority an annual review of the Member's training and development needs.*
- (3) *The review must include an opportunity for an interview with a person who is, in the opinion of the authority, suitably qualified to provide advice about the training and development needs of a Member of a local authority.*

- (4) *In exercising its functions under this section a local authority must have regard to guidance given by the Welsh Ministers.*
- (5) *In the case of an authority which operates a leader and cabinet executive (Wales), a reference in this section to a Member of a local authority does not include the executive leader.”*

In addition, the Welsh Local Government Association's Charter for Member Support and Development requires all Members in receipt of a Senior Salary to undertake a Personal Development Review.

#### Personal Development Reviews

The recently reviewed Member Development Strategy set out a Personal Development Review (PDR) process and this was adopted at a meeting of the National Park Authority on 25 July 2019. PDRs are an opportunity for Members to discuss any development/support requirements they would like to receive in order to help them in their role as Member of the Authority. The PDR is set within the context of that role, the Member's aspirations for what s/he hopes to achieve during his/her term of office and the purpose and aspirations of the Authority. It also enables Members to build confidence, develop skills and knowledge and improve their own performance and contribution to the Authority and the community at large.

A guidance document is attached at Appendix A for consideration.

#### The process

Paragraph 7(3) of The Measure (above), requires a “suitably qualified” person to undertake the Reviews and the Welsh Local Government Association is able to provide training to all Members, as both facilitators and Members who will be receiving Reviews, in how to get the most out of the process.

### **B. Criteria for Advanced Charter status**

The criteria has been reviewed and the document attached at Appendix B sets out the work already undertaken by the Authority, and also identifies what needs to be accomplished if we were to make a submission for the Advanced Charter.

#### Risk considerations

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. By putting in place processes to ensure that the Authority can attain – and retain – Charter status, we ensure that the Authority continues to have informed Members who can make decisions based on understanding, skills and experience.

## Compliance

The Authority has developed a strong ethos of Member development, which has been endorsed by the award of the Charter Level in 2010 and again in 2014. A submission for the Advanced Charter will build on the good work carried out to date and re-emphasise the fact that the Authority works to a high standard of governance.

## **RECOMMENDATIONS:**

**That Members:**

- 1. adopt the Personal Development Review guidance document and instruct the Administration and Democratic Services Manager to arrange the appropriate training session for all Members, and**
- 2. note the attached criteria document and determine what additional steps need to be taken to make a submission to the Welsh Local Government Association for Advanced Charter status.**

## Background papers:

The Wales Charter for Member Support and Development: the new criteria and assessment process 2012 – National Park Authorities  
Guidance for Authorities planning to implement Personal Development Reviews for Members – September 2012

*(For further information, please contact Janet Evans, Administration and Democratic Services Manager, on extension 4834, or by emailing [janete@pembrokeshirecoast.org.uk](mailto:janete@pembrokeshirecoast.org.uk))*

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# **PEMBROKESHIRE COAST NATIONAL PARK AUTHORITY**



## **PERSONAL DEVELOPMENT REVIEWS: GUIDANCE DOCUMENT**

**November 2019**

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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?**

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?**

<b>Member being reviewed</b>	<b>Facilitator</b>
Chair of the Authority	Either: Chair of one of the other two Welsh National Park Authorities, <b>or</b> Deputy Chair of the Authority plus the Chair of

	one of the following: Development Management Committee, Audit & Corporate Services Review Committee, Operational Review Committee or the Member Support & Development Committee
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, <b>or</b> Deputy Chair of the Authority, <b>or</b> the Chair of one of the following: Development Management Committee, Audit & Corporate Services Review Committee, Operational Review Committee or the Member Support & Development Committee

A Member may make a request to the Administration and Democratic Services Manager to arrange for a different person to conduct their Review if there is good reason for so doing. 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.

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.

# **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.

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.

# APPENDIX 1



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

3.	<b>What aspect(s) of my role(s) am I confident in?</b>
4.	<b>Where am I less confident?</b>
5.	<b>Is there anything preventing me from undertaking my role effectively?</b> <i>(consider any personal or organisational issues which might be a barrier to success)</i>
6.	<b>What learning and development have I undertaken this year?</b>
7.	<b>What have I learned and been able to achieve as a result of this learning and development?</b>

<b>8.</b>	<b>What additional learning and development would be useful? (use the table below)</b>	
<b>Area(s) of development</b>	<b>Preferred method of delivery</b>	
<b>Skills</b> (e.g. decision-making, meeting management, questioning techniques, etc.)	(e.g. workshop, study tour, peer networking, e-learning, etc.)	
<b>Knowledge</b> (e.g. Code of Conduct, planning process, budget process, equalities, local policy, etc.)		



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

## **My evaluation of the training I have already received:**

<b>Training undertaken</b>	<b>What difference has this made to the way I work as a Member?</b>
<i>Example: Authority induction programme on the work of the Authority and who's who</i>	<i>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</i>
<i>Example: Chairing skills workshop</i>	<i>Example: It has helped me better understand the Authority's Standing Orders and enabled me to manage meetings more effectively</i>
<i>Example: Planning training</i>	<i>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</i>

## APPENDIX B

Criterion	Charter Requirement	Charter Expansion and Clarification	Advanced Charter Requirements	Description of authority approach and actions	Additional work required to achieve this criterion
<b>A. Member Roles and Responsibilities</b>					
<b>1. Members are supported with role descriptions.</b>	Role descriptions are adopted for the: <ul style="list-style-type: none"> <li>• Leader</li> <li>• Deputy Leader</li> <li>• Cabinet Members</li> <li>• Scrutiny members</li> <li>• Scrutiny Chairs</li> <li>• Scrutiny Co-optees</li> <li>• Chairs of statutory committees</li> <li>• Chairs of area committees</li> <li>• Chair of the Audit Committee</li> <li>• Members of Audit Committee</li> <li>• Chair of</li> </ul>	<p><b>What does adopted mean?</b></p> <p>Role descriptions exist and have been formally adopted for all the roles listed.</p> <p>There is no need at this level for members to evidence that they perform the roles outlined in the descriptions but they should understand what their role is and what is expected of them.</p> <p>What can be defined as a role description?</p> <p>See</p> <ul style="list-style-type: none"> <li>▪ the WLGA model role</li> </ul>	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.  <b>Every</b> member has a role description which matches what they do. Including guidance for members of a working or task and finish group – not a role description as such	Draft suite of role descriptions (RD) agreed by Member Support and Development Committee (MSDC) on 08 May 2019.  Each RD outlines all aspects of that Member's role.  Role description and protocol for Members serving on outside bodies included in this suite.	Suite of role descriptions adopted by National Park Authority (NPA) on 25 July 2019 following Members' suggested additions

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	<p>Democratic Services</p> <ul style="list-style-type: none"> <li>• Member of Democratic Services</li> <li>• Ward Member, including community leadership and case work</li> <li>• Chair of Standards committee</li> <li>• Member of Standards Committee</li> <li>• Leader of the Opposition</li> <li>• Member Champion</li> </ul> <p>Guidance is provided to members on their role on outside bodies.</p>	<p>descriptions for Welsh Authorities and the WLGA document <i>The Role of Members in Collaboration</i> and</p> <ul style="list-style-type: none"> <li>▪ The Model Role description for a Scrutiny Co optee Appendix A local Government (Wales) Measure 2011</li> </ul> <p><b>Outside Bodies</b> Where members are responsible for formally representing the authority or making decisions that could impact on the authority or have legal obligations as - for example trustees of an organisation, they</p>	<p>but some information to help members understand what is expected of them.</p> <p>All members need to be undertaking their roles in accordance with their role descriptions evidenced by having individually developed and/or agreed their RD.</p>		

Criterion	Charter Requirement	Charter Expansion and Clarification	Advanced Charter Requirements	Description of authority approach and actions	Additional work required to achieve this criterion
		should be provided with a role description. In all instances members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies.			
<b>2. Members are supported in undertaking their duties according to high standards of conduct.</b>	All members are provided with training and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge.	<b>What can be interpreted as training and development?</b> Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&A sessions.	Training is updated and delivered regularly. Potential breaches are addressed internally, as set out in the Ombudsman's report concerning local resolution. There are few justifiable referrals to the Ombudsman because members do not understand the code.	No Code of Conduct refresher training session was undertaken in 2018 due to change in Monitoring Officer and subsequent sickness	Code of Conduct training session to be held in January 2020. Brief session for newly appointed Welsh Government Members to be held in December 2019
<b>3. Members are supported in understanding their roles and</b>	All members have received training on and understand the contents of the	Training has been made available to all members and take up of this has been high.	The Constitution and related documents listed at level one change in line with	This is covered in the main during induction.	Need to develop a session for <b>all</b> Members on an annual basis. To be

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<b>responsibilities as set out in the Constitution.</b>	<p>constitution, including:</p> <ul style="list-style-type: none"> <li>• the roles, responsibilities and limits to the roles of committees</li> <li>• the role of individual members and officers</li> <li>• Member/officer protocols</li> <li>• meeting practice</li> <li>• standing orders</li> <li>• rules of debate</li> </ul>	<p>The constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs, support officers and regular/key participants.</p> <p>Role descriptions may be in the constitution or as a separate document but should be formally adopted and valued.</p>	<p>requirements.</p> <p>Changes include governance arrangements due to the introduction of structures to support collaborative services.</p>		included in the Code of Conduct session by the Monitoring Officer
<b>B. Member Development</b>					
<b>B1. A member learning and development strategy has been adopted.</b>	<p>A local member development strategy is in place. The strategy sets out the approach that the authority and the Democratic Services Committee takes to</p>		<p>All aspects of the strategy are in place and functioning effectively, with an effective methodology for monitoring and reviewing the</p>	<p>Revised Member Development Strategy agreed by MSDC on 08 May 2019.</p> <p>Training Plan developed and agreed by MDSWG in</p>	Strategy adopted by NPA on 25 July 2019

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	<p>member development. It includes:</p> <ul style="list-style-type: none"> <li>• a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members.</li> <li>• a commitment to and methodology for developing members according to the needs of the organisation.</li> <li>• a commitment to and methodology for creating</li> </ul>		<p>strategy over time.</p>	<p>September 2018 following receipt of Self-assessment forms</p>	

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	<p>personal development <u>plans</u> for all members.</p> <ul style="list-style-type: none"> <li>• a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs.</li> </ul>				
<b>B2. Arrangements are in place for <u>all</u> members to be offered a PDR.</b>	<p>Personal support and development reviews which are:</p> <ul style="list-style-type: none"> <li>• based on role descriptions</li> <li>• contribute to personal development plans</li> <li>• conducted by senior members or other deemed suitably qualified as set out in the Measure guidance</li> <li>• <u>made available</u> for all members and <u>must</u> be undertaken by</li> </ul>	<p><b>What is a PDR?</b> An opportunity for a member to discuss with any senior member or other suitably qualified person their own requirements for training and development.</p> <p>This <b>should</b> include some examination of current duties as set out in the role descriptions listed above and <b>may</b> include some self or</p>	<p>The majority of members undertake PDRs regularly and at least annually according to the requirements set out in the first level. The PDR provides opportunities for members to identify the level at which development is required.</p> <p>The outcomes effectively and regularly inform the member development</p>	<p>In recent years, Members have been asked to self-assess their skills and to identify any development needs</p> <p>A training needs analysis and training plan was agreed by the MDSWG on 05 September 2018</p> <p>Chair of Authority undertook an appraisal with Deputy Director of Land, Nature and Forestry prior to re-</p>	<p>Need to encourage <b>all</b> Members to undertake a PDR</p> <p>Guidance being developed to support Members in the process. To be considered by MSDC on 6<sup>th</sup> November 2019</p>

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	<p>members in receipt of a senior/civic salary.</p> <p><b>Note:</b> although the measure does not require the leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members.</p>	<p>supported reflection on current performance as a starting point. The outcomes of the discussion <b>should</b> feed into a personal development plan held by the member with the required development activities and also be recorded by the authority so that development activities can be arranged to support every member's needs.</p> <p>The WLGA document 'Guidance for Authorities Planning to Implement Personal Development Reviews for Member' provides guidance in this area.</p> <p><u>Anyone</u> conducting reviews should have</p>	<p>strategy and programme.</p> <p>Members report that the process is useful and that their needs are, where possible, being met in terms of content and level.</p>	<p>appointment in 2017</p>	

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		received training in their purpose and methodology.			
<b>B3. A development programme for councillors is in place with a mechanism for its annual review.</b>  <b>All councillors are made aware of, guided to and are able to access the development activities equally.</b>	An annual development programme informed by the member development strategy is in place  <ul style="list-style-type: none"> <li>• The annual development programme is planned and publicised in advance.</li> <li>• Members are made aware of development opportunities provided in response to their needs.</li> </ul> The timings and settings of activities are varied to enable equal access by all, including those	There is an annual programme of events and learning opportunities for members both collectively and individually. This programme is informed by the organisational priorities set out in the strategy and in any requirements identified in the personal development plans which emerge from PDRs and TNAs. The programme should be developed by relevant officers and members for example the DSC/MDWG/ MD Champion, DS/HR officers and directors/service	The development programme is updated every year following monitoring and evaluation of the previous year and is demonstrably in line with member needs and the MD strategy. The content of the programme is made available to suit the needs of members with different skills and experience. i.e there is some <u>levelling</u> to development activities.	A variety of training opportunities is provided for all Members and they are advised of these in advance. However, not all opportunities are set out in an <b>annual</b> development programme  A training needs analysis and training plan was agreed by the MDSWG on 05 September 2018	Pre-identified training opportunities to be included in the calendar of meetings

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	members who are working, are carers or have child care responsibilities.	<p>heads.</p> <p>The programme includes 'specialist' areas of development reflecting the needs of members in developing skills and understanding in both corporate governance and thematic or service areas.</p> <p>The programme is provided to members giving sufficient notice for attendance.</p> <p>Members are notified of specific events in which they have expressed an interest.</p> <p>The programme is designed to offer choice or variety of opportunities to attend.</p>			
<b>B4. Prospective candidates,</b>	▪ The Council uses the national	<b>What is the national Guidance?</b>	Use is/planned or made of the national	A document "Information for	Information document can be

Criterion	Charter Requirement	Charter Expansion and Clarification	Advanced Charter Requirements	Description of authority approach and actions	Additional work required to achieve this criterion
<b>candidates and new members are informed of their role and responsibilities.</b>	<p>guidance and support materials available for candidates and prospective candidates.</p> <ul style="list-style-type: none"> <li>▪ All new or returning members are provided with a programme of induction.</li> </ul>	<p>This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their intention to stand. These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available.</p> <p><b>What constitutes an induction programme?</b> This will vary between authorities but should at the base level be any activity that introduces new members to their roles</p>	<p>questionnaire to inform the development of candidates information for the next elections</p> <ul style="list-style-type: none"> <li>• The candidates profile is measured in the national questionnaire and steps are taken or planned to inform groups or individuals who are not standing in the next elections.</li> <li>• Local information is provided to candidates in addition to that available nationally.</li> </ul> <p><b>Every</b> member moving to a new role has received an induction for that role.</p>	<p>prospective Members 2017" was distributed to all County Councillors following the local government elections in 2017.</p> <p>Induction training provided for all new Members and also offered to returning Members.</p> <p>Chairs' training held on 15 January 2018 with Brecon Beacons NPA.</p> <p>All new Members are encouraged to attend a National Parks UK induction programme. Three Members attended the New Forest session in September 2018 and three attended the Brecon Beacons</p>	<p>revised and updated in preparation for next local government elections in 2022</p>

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		<p>both within and outside the council and the work of the authority generally.</p> <p>Use is made of the national induction materials provided by the WLGA.</p>	<p>Notable practice might include road shows, media/social media campaigns.</p> <p>Website/printed promotional material.</p>	<p>session in March 2019.</p>	
<b>B5. Development activities are relevant and of high quality.</b>	<p>Learning activities are provided in appropriate styles and settings based on the learning needs and styles of individuals and committees. The authority has a systematic and effective approach to commissioning, developing, providing and evaluating its training and development activities. This could include internal, external and collaborative arrangements.</p>	<p><b>What are appropriate styles and settings?</b></p> <p>A mix of for example formal/informal group/individual, interactive/passive working environment/away day</p> <p>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</p>	<p>Training and development is provided to a consistently high standard, commissioning and evaluation is effective and systematic.</p> <p>The authority works regularly with other authorities to pool experiences and consider the sharing or coordination of joint programmes.</p>	<p>Joint training held regularly, e.g. Chairs' training with Brecon, also relevant planning matters jointly with Pembrokeshire County Council</p> <p>Joint Member/officer training sessions held regularly, e.g.</p> <p>Lighting seminar; Value of planning; Budget; LDP workshops; Brexit; Data protection; ICT; National Park</p>	<p>Better evaluation of training needed</p> <p>Any external trainers would be taken from WLGA list if possible</p>

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		<p>authorities to share intelligence or undertake joint procurement.</p> <p>Internal training, (rather than briefing) should be designed and provided with the support of training/OD professionals in addition to member support or policy/service officers.</p>		Management Plan	
<b>B6. There is a clear responsibility for leading the programme, driving the strategy and monitoring the outcomes.</b>	<p>The Authority has clearly defined the arrangements for developing, implementing and monitoring its strategy for member support and development.</p> <p>Individual members and officers have clear roles in leading and championing this area.</p> <p>The needs of all political groups and independent members</p>	<p>This role should be undertaken by the Democratic Services Committee and its chair or other appropriate for such as a member support and development working group.</p> <p>Individual member(s) and officer(s) have clear overall responsibility for developing, implementing and</p>	<p>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.</p> <p>Attendance, satisfaction and</p>	<p>MDSWG established in 2008. Member Support and Development Committee established in January 2019 to demonstrate a higher profile and emphasis on Member development and to support the Advanced Charter application</p> <p>Member attendance presented quarterly to Audit and Corporate</p>	<p>The Chair and Deputy Chair of the MSDC act in the Champion capacity</p> <p>Forward calendar of meetings agreed by NPA</p> <p>Attendance levels to be monitored annually by the MSDC</p>

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	are taken into account regardless of political affiliation.	monitoring the strategy and progress of the programme.	outcomes for members are monitored and low levels of attendance addressed.	Services Review Committee and Operational Review Committee. Attendance figures in 2018/19 showed:  Meetings: Training:	
<b>B7. Resources are identified and provided for member development.</b>	Dedicated resources are identified and provided for member development activities.  The authority provides the “reasonable level” of development required by the Measure.	<b>How dedicated is dedicated?</b> Resources are specifically put aside and used for member development. The development activity can be very widely interpreted but should not be the usual business of the council. It could include traditional briefing, workshops or seminars handbooks, e. learning, induction activities. Resources should also include staff time, shared	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.	Any expenditure on Member development is taken from various budget streams – there is no ‘dedicated’ budget heading.	

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		where possible between authorities.			
<b>B8. Members are offered the opportunity to be mentored by member peers.</b>	The authority is exploring the needs of members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills.	The authority is speaking to members about the concept and benefits of mentoring to gauge interest. Mentoring might include member to member or working with member or officer "buddies" The authority should be exploring the need to provide Leadership mentoring for the Leader and Cabinet if requested.	The authority has a mentoring strategy to support the needs of members who have requested mentors.	Draft Buddying Scheme agreed by MSDC on 31 July 2019. Scheme being trialled by newly appointed Welsh Government Members (3) and current WG Members.	Simple evaluation form to be drafted in order to learn from trial, with a view to rolling out to all new Members in future
<b>C. Member Support</b>					
<b>C1. Officer support is provided for member development, support and scrutiny.</b>	Every member committee, panel, forum etc. has officer support provided. Members are also supported in their case work.	Officer support should be provided for every council meeting and committee. Systems should be in place to support members in non Party	Members are satisfied with the level of support provided.	Officer support already provided. Members regularly ask for assistance with minor matters.  Member workshop held in June 2018 to gauge	None

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	<p>Overview and scrutiny committees have dedicated support from officers who can provide impartial research, support and advice.</p> <p>The nature of the support has been clearly articulated to members</p>	<p>Political case and community work whether from member support or other service areas. Support for collaborative governance arrangements such as joint committees and commissioning boards should also be evidenced.</p> <p>There needs to be a resource (dedicated or otherwise) in the authority who can provide members with advice in relation to the discharge of the authority's scrutiny function, and support for scrutiny members or committees by impartially researching information. This should be in direct response to the needs of members when</p>		<p>whether or not Members needed any further support.</p> <p>Not applicable</p>	

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		they are undertaking their legitimate scrutiny role.			
<b>C2. Arrangements made for the business of the Council are flexible and enable members to participate fully regardless of personal circumstances</b>	<p>A review of the arrangements for council business has taken place and as a result, meeting times, arrangements and venues reflect the needs of members as closely as possible.</p> <p>Members have been involved in developing the approaches to remote attendance as set out in the standing orders as/when required by the Measure.</p>	<p>Authorities should have undertaken a review in line with Measure guidance i.e at least once every term, preferably shortly after the new council is elected 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 council meetings at</p>	<p>The authority can demonstrate that it knows the requirements of its current members and has met them.</p> <p>i.e meetings are arranged to suit the convenience of the majority of members expected to attend the meeting. Special arrangements are made for those members who have special access requirements.</p> <p>Arrangements for remote attendance should be in place. <u>Note</u> The criteria for remote attendance should only be applied when</p>	<p>Member survey undertaken in 2013.</p> <p>Member workshop held in June 2018 to gauge whether or not Members needed any further support.</p> <p>Wheelchair accessible minibus hired for site inspections and study tour day.</p> <p>Review of Committees undertaken.</p>	<p>Need to undertake a further review of arrangements for Authority meeting times, etc</p>

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		certain times and some evidence of flexibility in meeting arrangements as a result.	the Measure has been enacted.		
<b>C3. Contact management and communication</b>	Systems are in place to enable members to liaise with council officers regarding services provided both within and outside the authority. Community groups and individuals are also assisted in contacting local members. Members are able to contact stakeholders.	These systems should include agreed standards for response times, complaints procedures and processes to support community and casework. Members should be provided with information regarding which officers to contact regarding complaints and casework relating to any service delivered by or on behalf of the council.	The systems required for level one are working effectively. Members can effectively access officers regarding service delivery and individuals and communities can access members.	Members are provided with contact information for key officers when they join the Authority.  All Members are provided with an Authority email address, which is available on the Authority's website.  The Authority's Service Standards leaflet is available on the Authority's website, and includes Members' contact details. The leaflet sets out the Authority's complaints process.	None
<b>C4. Annual reports</b>	The authority makes	Members are provided	Members in receipt of	This does not apply to	

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	arrangements for all members to be able to publish annual reports, according to the guidance in the measure.	with support and guidance on using the authority's systems.	a Senior/Civic Salary publish annual reports.	National Park Authorities.	
<b>C5. Personal support for members</b>	Members are provided with access to guidance on their rights and benefits as members.	Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of information.	Members report that this information and advice is adequate.	Members are informed of their benefits at induction.	Details to be reviewed/updated for forthcoming intake of new Members
<b>D. Member Facilities</b>					
<b>D1. All members are provided with adequate access to ICT.</b>	<ul style="list-style-type: none"> <li>▪ Members are provided with the equipment, or connectivity</li> </ul>	Members are provided with equipment for their individual use to undertake council	Members are routinely using the provisions required for level one and	<p>IT support is available on request.</p> <p>All Members are</p>	<p>One Member provided with a tablet to enable them to undertake their role</p>

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	<p>required to undertake their role.</p> <ul style="list-style-type: none"> <li>▪ Basic training is provided in its use and help desk facilities are available.</li> <li>▪ Members are supported in remote working through the use of remote access codes and Skype etc.</li> <li>▪ Members are provided with support to enable them to remotely attend meetings according to the standards set out in the standing orders (when implemented through the</li> </ul>	<p>business.</p> <p>They are shown how to use the equipment and packages.</p> <p>They are able to have assistance if they are experiencing problems with using the equipment or it is faulty.</p> <p>Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role.</p> <p>All council agendas and meeting papers are provided</p>	<p>report that this is sufficient.</p>	<p>offered electronic papers, although some still prefer hard copy.</p> <p>There is a good internet connection in the Meeting Room for those who receive electronic agendas.</p> <p>Most Members use their own equipment although support is available should Members need to purchase new equipment.</p> <p>Telephone conferencing and Skype facilities available to Members on request.</p> <p>All Members have an official email address, which forwards emails to their home address on request. Some</p>	<p>Social media training to be arranged</p>

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	<p>Measure).</p> <ul style="list-style-type: none"> <li>▪ Members are able to communicate with the council and the public electronically.</li> </ul>	electronically.		access their email via OWA.	
<b>D2. Information resources are provided</b>	A central collection of information dedicated to member needs is provided as part of the information and research support available to members.	<p>An up to date and regularly revised collection of information resources is available specifically for members.</p> <p>This contains agendas, minutes, training opportunities, links to web resources and access to performance data.</p> <p>Members are informed about the information that is available.</p>	<p>Members routinely use the provisions required for level one and report that this is sufficient.</p> <p>Good practice might include an interactive portal dedicated to members.</p>	<p>Members' Handbook supplied on CD when they join the Authority.</p> <p>Performance data reported quarterly to Members via Audit and Corporate Services Review Committee and Operational Review Committee</p>	Need to progress Parcnet (intranet) portal for Members and provide training on use
<b>D3. Facilities for members to work in the Council are available.</b>	Member needs have been reviewed and where required the following are provided:	<p>The needs of members must have been assessed.</p> <p>Rooms must be</p>	Members report that facilities are sufficient and that their needs are regularly reviewed.	Member workshop held in June 2018 to gauge whether or not Members needed any further support.	None

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	<ul style="list-style-type: none"> <li>▪ Shared areas for example for each political group.</li> <li>▪ Private rooms for meetings.</li> <li>▪ Offices for senior office holders.</li> </ul>	available but not necessarily permanently dedicated.		<p>Yellow Room designated as Members' Room on meeting days.</p> <p>Private rooms can be set aside on request and have been used for teleconferences, Skype meetings and buddying sessions</p>	