

Report of: Democratic Services Manager

Subject: Arrangements for Evaluating Individual Member Performance

Decision Required: Yes

Recommendation:

The Authority is recommended to:

- a. Agree the Framework of Expectations attached at Appendix A;
- b. Agree the Performance Evaluation Framework and process for feeding back to the appointing body set out in Appendices B – D;
- c. Agree the introduction of Annual Governance Self-assessments for the Authority as a whole.

1. Key Messages

Welsh Government have made it clear that they expect all Members to agree to the Framework of Expectations going forward and to participate in an annual review of their performance against those expectations. Implementation of this process from May 2027 onwards allows all those appointed to the Authority from that time to be clear on what is expected of them and of the support that they can expect to receive as Members of the Authority.

2. Background

In June 2024 the Authority considered a [report](#) by Audit Wales entitled “Governance of National Park Authorities” which included the following recommendation:

“To provide assurance on members’ contribution to the governance of NPAs, and to help inform future training and development provision, we recommend that the Welsh Government, NPAs and constituent local authorities work together to develop an accountability framework for all members of NPAs that:

- *evaluates their contribution to the NPA; and*
- *can be used to help to target support and development to enable NPA members to be effective in their role.”*

In response to the report the Welsh National Park Authorities have been working with Welsh Government to develop arrangements for evaluating individual Member performance. This work has been facilitated by HDR Consulting and has resulted in the production of 2 reports which have been considered by the Authority’s Member Support Task and Finish Group.

The Stage 1 report by HDR Consulting contained 5 recommendations which were further developed at Stage 2. These can be summarised as:

- 1) Formalise expectations placed on Members through development of a single, standard 'Framework of Expectations' for both Welsh Government and Local Authority appointed Members.
- 2) Align appointment practices across Local Authorities and Welsh Government to ensure that these Expectations are clearly communicated to, and agreed by, each Member at the start of their term of office and reinforced throughout a Member's term.
- 3) Introduce a single, consistent performance evaluation framework for all Members which records attendance, formal contribution and self-assessment. These are to be facilitated through annual one-to-one reviews with the Chair/Deputy Chair of the Authority or other Committee Chairs as appropriate.
- 4) Develop more formalised supportive intervention mechanisms where reviews identify that this would be helpful, including providing the appointing body with a short Member Contribution Report summarising attendance, engagement, and participation in training and development activities. This promotes transparency and ensures that Members' contributions are appropriately recognised and supported.
- 5) Introduce annual governance self-assessments for the Authority as a whole which inform Annual Governance Statements and feed into future training priorities, with a focus on board effectiveness, oversight, conduct and decision-making.

The intention is to put this process in place to take effect from 1 May 2027, ie for Members appointed to the Authority following the Local Government elections and appointed by Welsh Government from that time onwards. However it is suggested that the Performance Evaluation paperwork be trialled by existing Members in January 2027 when Personal Development Reviews (PDR) would ordinarily be undertaken.

Members are therefore asked to agree the following documents: at Appendix A, a Framework of Expectations to which new Members will be expected to agree; at Appendix B, a timetable for the new Member PDR process; at Appendix C a Personal Evaluation pro-forma and at Appendix D an Annual Member Contribution Summary pro-forma to be shared with the appointing body. Training and guidance will be provided to Members and reviewers before reviews take place.

3. Consultation

A Workshop with Members to discuss implementation of the arrangements was held in June of this year, with the expectation that a report to agree the process would be presented to this meeting.

4. Strategic Policy Context

The information and recommendation(s) contained in this report are consistent with the Authority's statutory purposes and its approved strategic policy context.

Performance evaluation, both individual and at an Authority level is central to Principle 5 of the Authority's Code of Corporate Governance "Developing the entity's capacity, including the capability of its leadership and the individuals within it", which seeks to ensure that those responsible for the governance of the Authority have the skills, knowledge, experience and training they need to perform well.

Promotion of accountability and a culture of continuous improvement is also a key component of Principle 7 "Implementing good practices in transparency, reporting and audit to deliver effective accountability by ensuring clarity of roles and responsibilities and driving improvement.

5. Financial Considerations

There are no particular costs associated with these arrangements, however they will require both staff and Member time to implement.

6. Risk and Compliance Considerations

This work has been undertaken in response to an Audit Wales recommendation and therefore a failure to progress would be a governance risk. The reports were funded by Welsh Government, which has made it clear that they expect the National Park Authorities to embed Member performance evaluation within their Member Development Strategies.

7. Impact on our Public Sector Duties

7.1 Integrated Assessment Completed: No

7.2 Equality, Socio-Economic, Health and Human Rights Impacts

The proposals will have no impacts.

7.3 Welsh Language Impacts

The proposal has no impacts on the use or promotion of the Welsh Language. All paperwork will be provided in the Member's language of choice, in accordance with the Authority's Welsh Language Standards.

7.4 Section 6 Biodiversity Duty and Carbon Emission Impacts

The proposal has no impacts on biodiversity, carbon emissions or climate adaptation.

7.5 Well-being Goals for Wales and 5 Ways of Working (Sustainable Development Principles) Impacts

The proposal contributes to the goal of a more equal Wales which promotes a society where people are able to fulfil their potential no matter what their background or circumstances, by supporting Member development. It also supports collaboration by working with Welsh Government and Pembrokeshire County Council to set out clear expectations for Members and aims to prevent poor governance by putting in place support arrangements.

8. Conclusion

Welsh Government have made it clear that they expect all Members to agree to the Framework of Expectations going forward and to participate in an annual review of

their performance against those expectations. Implementation of this process from May 2027 onwards allows all those appointed to the Authority from that time to be clear on what is expected of them and of the support that they can expect to receive as Members of the Authority.

9. List Background Documentation:

[Audit Wales report on Governance of National Park Authorities 25 April 2024.](#)

[Stage 1](#) and [Stage 2](#) Reports by HDR Consulting

(For further information please contact Caroline Llewellyn,
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Appendix A

Example Framework of Expectations

Purpose: To clarify the responsibilities, behaviours, and contributions expected from all Members of the National Park Authority (NPA), whether appointed by Welsh Government or by Local Authorities.

Key Criteria and Expectations:

Criteria	Expectations
Strategic Leadership	• Actively contribute to the process of developing the Authority's strategic plans and corporate objectives. • Participate in strategic working groups and committees as required. • Make your commitment to the Authority publicly visible by taking an active role at internal and external events. • Demonstrate a focus on improvement and innovation by contributing ideas to improve the Authority's work and its governance.
Governance and Decision-making	• Uphold all statutory duties and responsibilities applicable to NPA Members, including compliance with relevant legislation and regulations. • Keep updated and demonstrate an understanding of governance principles and decision-making processes. • Ensure transparency, integrity, and ethical conduct in all official actions. • Comply with the Authority's Code of Conduct and relevant ethical standards.
Oversight and Assurance	• Provide constructive challenge and support to senior management in delivering the Authority's priorities. • Actively seek assurance that governance arrangements are operating effectively. • Regularly review and monitor performance and risks.
Effectiveness and Behaviour	• Attend a minimum of 75% of Authority and Committee meetings. • Make a minimum annual time commitment of 44 days to the work of the Authority. • Prepare well for meetings by thoroughly reviewing papers well in advance and seeking clarification when needed. • Contribute constructively to committee discussions and collaborative decision-making. • Support the development of a positive organisational culture within the Authority. • Mentor or support new Members where appropriate. • Actively support the collectively agreed Authority decisions and outcomes regardless of personal feelings.

Engagement and Partnership	• Engage proactively with stakeholders, partner organisations, and local communities. • Participate in sub-committees, task and finish groups, and other engagement activities outside formal meetings. • Act as a two-way conduit between your appointing body and the Authority bringing in relevant knowledge and communicating back on behalf of the Authority.
Personal Development	• Undertake mandatory training and development opportunities as required. • Participate in the annual Performance and Development Review (PDR) process. • Reflect on individual performance and identify areas for improvement. • Seek and participate in additional development opportunities to enhance effectiveness.

Additional Notes

- **Statutory Duties & Responsibilities:** Members must act in accordance with relevant legislation, statutory duties, and the Authority's governance framework.
- **Expected Contributions Outside Formal Meetings:** Members should allocate time for preparation, reading reports, stakeholder engagement, site visits, and participation in working groups or community events.
- **Time Commitment:** Minimum 44 days per annum, including formal meetings, preparation, and engagement activities.
- **Attendance Levels:** Minimum expectation of 75% attendance at Authority and Committee meetings.
- **Training & Development Requirements:** Mandatory participation in induction, governance and ethics training, committee-specific training, and annual PDR.
- **Conduct & Ethical Standards:** Members must comply with the Code of Conduct, act with integrity, maintain confidentiality, and avoid conflicts of interest.

Appendix B

Member Performance & Development Review (PDR) System

Stage 1 – Recording attendance and contribution (ongoing)
Action: Democratic Services Manager ensures recording of all Member contributions throughout the year. Pre-population of PDR pro-forma and distribution to all Members (January). Output: Annual PDR pro-forma launched; Members briefed on process and expectations.
Stage 2 – Member Self-Assessment (January)
Action: Each Member completes a self-assessment reflecting on contribution, attendance, engagement and learning over the previous year. Responsibility: Individual Members. Output: Completed self-assessment returned to reviewer (Chair, Deputy Chair or Committee Chair).
Stage 3 – PDR meeting preparation (February-March)
Action: Chair, Deputy Chair or relevant Committee Chair reviews Member's self-assessment, attendance/training data, noting key points in preparation for the PDR meeting. Good practice would be to record thoughts on the PDR form and share with the Member before the meeting. Responsibility: Deputy Chair/Welsh Government for Chair; Chair for Committee Chairs; Delegated Chairs for other Members.
Stage 4 – PDR Discussion Meeting (March-April)
Action: Reviewer and Member hold a one-to-one discussion on performance, contributions, strengths and future priorities. Responsibility: Deputy Chair/Welsh Government for Chair; Chair for Committee Chairs; Delegated Chairs for other Members. Output: Updated PDR form agreed and signed by both parties.
Stage 5 – Development Planning (April-May)
Action: Agreed training, mentoring or development activities are logged and scheduled. Responsibility: Member supported by Democratic Services Manager to access development opportunities. Output: Individual Member Development Plan created or updated.
Stage 6 – Reporting (June)
Action: Democratic Services Manager compiles anonymised data on completion rates, attendance and development themes for review by Audit & Risk or Governance Committee. Chair/HoDS completes Member contribution summary for appointing body. Outputs: Committee report. Member contribution summary letter.

Appendix C

PDR Pro-Forma

Member Name:

Review Period:

Chair/Reviewer:

Date of Review Meeting:

Part A: Attendance

Formal Committees: (pre-populated)

Committee	Total number of meetings available to attend	Number of meetings attended	%
National Park Authority			
Development Management Committee			
Operational Review Committee			
Audit and Corporate Services Review Committee			
Standards Committee			
Grants Committee			

Mandatory workshops/briefings/training: (pre-populated)

Events	Total number of events available to attend	Number of events attended	%

Events	Total number of events available to attend	Number of events attended	%

Discretionary workshops/briefings/training (completed by Member)

Events attended

Part B: Member Self-Assessment

Please describe your contribution in the context of the Member Framework of Expectations and with reference to any specific objectives. Please consider your experience/achievements, your strengths, as well as areas that you would like to develop.

Achievements and Development Needs:

Criteria	Reflections on contribution	Development Needs
Strategic Leadership		
Governance and Decision-making		
Oversight and Assurance		
Effectiveness and Behaviour		
Engagement and partnership		
Personal development		

Member Feedback:

Please set out your views on the effectiveness of Committees and the NPA, and any improvements or changes that you think the NPA can make in either delivery or governance. Please also outline how you think these might be achieved.

Improvements or changes that you would like to see and how they can be achieved.

Part C: Chair/Reviewer Pre-Discussion Feedback

Chair/reviewer to insert any initial comments here and/or highlight any topics they wish to discuss in the PDR meeting.

Part D: Summary of PDR Discussion

Key Themes Discussed:

-

Development and Support Identified:

-

Agreed Follow-Up:

-

Part E: Agreed Specific Individual Objectives for 2027-28–26

Criteria	Objective
Strategic Leadership	
Governance and Decision-making	
Oversight and Assurance	
Effectiveness and Behaviour	
Engagement and partnership	
Personal development	

Part F: Chair's/Reviewer's Summary (Post-Discussion)

PDR Reflective Summary:

Next Review Due: XXXX 2028

Signatures

Member: _____ Date: __/__/__

Chair/Reviewer: _____ Date: __/__/__

Head of Democratic Services: _____ Date: __/__/__

Appendix D

Example Annual Member Contribution Summary

Report to Appointing Body – Local Authority/Welsh Government Appointee to [XXXX National Park Authority]

To: Head of Democratic Services, [Appointing Authority] / Welsh Government Sponsorship Division

From: Chair, [National Park Authority]

Date: [Insert Date]

Subject: Annual Member Contribution Summary – Local Authority / Welsh Government Appointee

1. Member Details

Name	Appointing Body	Period Reviewed	Reviewer
[Member Name]	[Appointing Authority / WG]	[Review Period]	[Reviewer Name and Role]

2. PDR Completion Status

- **Performance and Development Review (PDR):** Completed on [Date].
- **Reviewer:** [Chair/Delegated Reviewer].
- **Framework of Expectations:** Confirmed as read, understood, and met.

3. Attendance and Participation

Area	Attendance / Contribution
Authority Meetings	[% attendance]
Committee Meetings	[% attendance]
Engagement Activities	[Summary of events attended or external representation]
Working Groups	[Details of participation]
Development Events	[Training, mentoring, etc.]

4. Chair's/Reviewer's Summary

"Example: [Member Name] continues to demonstrate high standards of engagement, reliability, and professionalism. Their contribution to governance discussions and community representation has been strong. They show alignment with the National Park's statutory purposes and values, and consistently meet or exceed expectations under the Framework of Expectations.

Development priorities are focused on deepening knowledge in strategic or financial areas, building on a strong foundation of contribution and collaboration.”

5. Follow-Up / Support Required

- [Example: Continue support for Member’s development in financial governance.]
- [Example: Acknowledge and share good practice in community engagement.]

Signed: _____

Name: [Chair Name]

Role: Chair, [National Park Authority]

Date: [Insert Date]