

Natural Resources Wales
Board Meeting
9th July 2013

Paper Title	Draft Corporate Dashboard
Paper Reference:	Paper NRW B (O) 19.13 – July 2013
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Purpose of Paper:	To update on progress of preparing the Corporate Dashboard and to outline reporting timescales for 2013/14.
Recommendation:	The Board is invited to discuss and agree the Corporate Dashboard, the sequence of reporting performance and the proposal for three reporting periods for 2013/14.

Impact:	Impact on the Environment: The Corporate Dashboard informs on delivery of specific environmental improvements. Impact on the Economy: The Corporate Dashboard informs on specific activities that benefit the economy. Impact on Community: The Corporate Dashboard informs on specific activities that benefit communities. Impact on Knowledge: We will maintain a clear overview of our performance, have the ability to inform about our delivery and understand what has been achieved so that it can inform future plans.
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Issue

1. To demonstrate how we are performing on delivering the Business Plan, and in accordance with our governance arrangements, we are expected to provide, during 2013/14, key performance information on delivery of specific priorities and numeric targets to Natural Resources Wales' Executive and Board, and, the Welsh Government and Minister for Natural Resources and Food. This paper provides the detail on the selected Corporate Dashboard measures and proposes the targets which will provide the performance focus for the 2013/14.
2. A one year Corporate Dashboard was proposed at the NRW Board meeting in May 2013, in response to NRW's first Business Plan and the Remit Letter from the Minister for Natural Resources and Food. It was also proposed it should be obvious and simple to report, to ensure maximum effort is directed to the preparation, during 2013/14, of a first Corporate Plan and full Performance Framework for the period to the end of this Assembly term. The 2013/14 Corporate Dashboard contains 46 prioritised measures that will be reported to NRW's Executive, Board, Sponsoring Department and Minister at regular intervals to provide oversight on performance. Accompanying the Corporate Dashboard will be Summary Reports identifying relevant events, successes and deviations that progress delivery of targets and milestones.

Proposals and Next Steps

3. Directorates have worked together to further define each of the measures and to set out specific milestones and targets for 2013/14. The Corporate Dashboard is given in Annex 1, and now displays the headline target for each measure. The detail behind each target is shown in Annex 2. For many of the measures there are a number of elements which are key to the overall achievement. These are set out together with the headline target and provide the Executive with the relevant information to enable rigorous quality assurance of the performance, before reporting to the Board and Welsh Government using the Summary Reports. An example of a Summary Report showing actual current performance is provided in Annex 3.
4. We have consulted Welsh Government Sponsorship team and they are supportive of the draft targets.
5. The proposed reporting periods are:
 - Verbal update report on 17th July to Welsh Government Sponsorship Liaison.
 - Corporate Dashboard reports :
 - 4th September to NRW Board looking at performance during the first four months (April/May/June/July).
 - 12th February to NRW Board looking at five months of performance (August/September/October / November/December).

- May 2014 (date to be confirmed) to NRW Board looking at performance over remaining three months (January/February/March).

Reporting performance using the Corporate Dashboard will follow the sequence:

- a) NRW Executive Directors Team.
- b) Welsh Government Departmental Policy Forum/Sponsorship.
- c) NRW Board.
- d) Welsh Government Ministerial meeting.

Each Executive Director will individually monitor and review their performance on a monthly basis. Collective review of performance will then follow the above sequence, starting with close scrutiny by the Executive Directors Team, in-accordance with the set reporting periods.

6. The advantages of three reporting periods and seeking Welsh Government's sponsorship views ahead of the Board meeting are:

- It enables greater focus on our operational delivery by reducing the reporting demands on front line staff.
- It will deliver efficiencies by requiring less effort to co-ordinate the reporting process and would contribute towards the transition change programme.
- Adopting three periods per year, ideally of four months each, better manages the impact on performance reports of "year start up" and the main holiday periods.
- It allows Welsh Government Sponsorship views to feed into NRW Board meetings.

7. If supported by the Board we would seek approval from Welsh Government Sponsorship team to amend the frequency of performance reporting in the Framework Document.

8. The Board is invited to discuss and agree the Corporate Dashboard, the sequence of reporting performance and the proposal for three reporting periods for 2013/14.

Risks

9. A dash board approach enables the Board to have regular oversight of the performance of the business. If the targets are not set at an appropriate level it may appear that we are not challenging ourselves enough, or that we are over ambitious and will appear to be a failing organisation.

10. If the dashboard is not reviewed in a timely manner its value in terms of informing about performance will be discredited and our reputation will be adversely affected.

Financial Implications

11. Potential savings in the facilitation process undertaken by Corporate Planning and Performance if we move to three performance reports per year.

Legal and Compliance Issues

12. The Board have a legal duty to oversee and direct Natural Resources Wales and are accountable to Welsh Government Minister.

Communications

13. Directors and their teams will need to understand the mechanisms for populating and reviewing the dashboard. A copy of the Corporate Dashboard should be placed on the NRW Website to inform the public, and it should be updated with performance as this becomes available.

Equality impact assessment (EqIA)

14. Not Applicable

Index of Annexes

Annex 1: Natural Resources Wales Corporate Dashboard

Annex 2: Corporate Dashboard Measure Definitions and Targets

Annex 3: Corporate Dashboard Summary Report Example