

Natural Resources Wales
Board Meeting
20th May 2013

Paper Title	Draft Corporate Dashboard
Paper Reference:	Paper NRW B (O) 7/13 – May 2013
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Purpose of Paper:	To consider a draft Corporate Dashboard for 2013/14 and to seek the Board's direction in finalising it.
Recommendation:	The Board is asked to agree the steps required to finalise a Corporate Dashboard for use in 2013/14

Impact:	Impact on the Environment: The dashboard measures will allow us to demonstrate our achievement of environmental outcomes. Impact on the Economy: The dashboard measures will allow us to demonstrate where our activities are helping the economy. Impact on Community: The dashboard measures will allow us to demonstrate the work we are doing with 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. As part of 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 proposes a one year Corporate dashboard to focus monitoring and reporting performance against the 2013/14 Business Plan.

Background

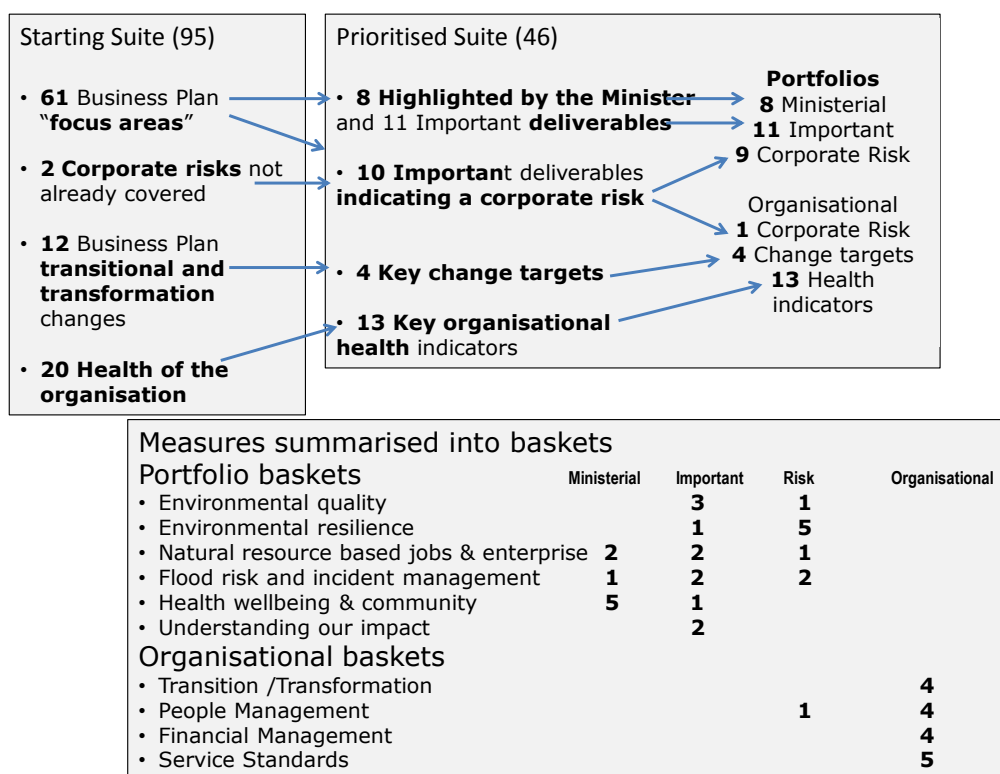
2. Natural Resources Wales' first Remit Letter from the Minister for Natural Resources and Food required a Business Plan for 2013/14 to be prepared as an interim performance framework. This plan, previously approved by the Board, has now been finalised with Welsh Government. It contains a summary of all our work, as well as the focus areas for 2013/14 which include those highlighted by Welsh Government in the Remit Letter.

3. When approving the Business Plan the Board indicated a dashboard approach should be used to monitor performance against the 2013/14 Plan. It should also 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. Part of this would also include the continued discussions with the Welsh Government over the role of a 'State of the Environment and Natural Resources' report to monitor wider performance in natural resource management. The dashboard will sit beside a separate financial report to the Board which will cover the current risks and mitigations and overall financial performance.

4. The draft Corporate dashboard has been developed with reference to established scorecard and dashboard techniques. This proposal has a simple alignment to the six portfolios in the Business Plan, and organisational design including the general health of the organisation. The starting suite of measures (shown in Appendix 1) were selected on the following basis:

- Identified in the Business Plan as a "focus area" for 2013/14
- Identified in the Business Plan as business case or transitional and transformation change targets
- Measures that are typically used by organisations to monitor health their "health"
- Measures that relate to corporate risks that haven't already been covered

5. The 95 numeric and textual measures have been prioritised down to 46 in number, and summarised into 10 baskets by portfolio and organisational context. The prioritisation has been done on the basis of importance to the organisation in year one, matters that pose risk to the organisation, and Ministerial priorities. The following diagram describes the approach taken.



6. Examples of the Corporate dashboard in the prioritised format and a further summarised format are provided in Appendices 2 and 3 respectively. Performance trends (looking back over the quarter and looking ahead to the end of year) will be displayed, and the dashboard would be supplemented with progress reports at both levels. The reports provide further information on performance deviations together with key successes, and examples of how these could look are provided in the appendices.

7. The summarised dashboard displays the performance of each basket of measures as dictated by the worse performing component measure. An alternative is to summarise by the best performing component or by the average, however the latter may cause the meaning to be lost at the head line level.

Proposals and Next Steps

8. Progress on performance should be provided for all 46 prioritised Corporate dashboard measures and reported to the Executive using the prioritised dashboard and progress report format given in Appendix 2. This will provide detail on the essential factors and the opportunity to review and influence performance.

9. There is the opportunity to review the suggested Corporate dashboard that is made up of the 46 measures on a regular basis, being briefed on significant deviations and key successes. This approach provides the Board with a broad oversight on performance. An alternative approach of selecting a

sub set of measures to report to Board level has been discounted as this would only partially brief the Board on performance.

10. There is the opportunity to discuss and agree which format and approach best suits the needs of the Board. Broadly, there are three options:

1. Prioritised dashboard (46 measures) with detailed progress reports
2. Summarised dashboard (10 baskets) with summarised progress reports
3. Prioritised dashboard (46 measures) with summarised progress reports

11. The Corporate Dashboard should be used to report performance to Welsh Government.

12. The organisation should continue to gather a wide range of performance information which can be provided to Board and Executive upon request on an ad-hoc basis.

13. Outcome performance will be developed as part of the work to deliver a Corporate Plan and Performance Framework during 2013/14. The creation of the Corporate Plan will provide the mandate on our priorities, and enable a clearer line of sight from the outcomes to annual business and associated performance.

14. Because many of the individual performance measures are delivered by a number of Directorates the Executive Team this will have collective accountability when reviewing performance. This will help avoid insular thinking, providing support to identify good solutions to resolve deviations, share success and supporting cultural change during year one.

Risks

15. A dash board approach enables the Board to have regular oversight of the annual business.

- If the dashboard is too summarised it may become meaningless to the Board (and public) and inadequately describe our delivery.
- If the dashboard is too detailed it will take up too much time and divert resource away from delivery.

Financial Implications

16. None – delivery will utilise existing staff and will be facilitated by Corporate Planning across all Directorates.

Legal and Compliance Issues

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

Communications

18. The Corporate Dashboard will require discussion with Welsh Government to ensure their performance requirements are adequately addressed. Directors and their teams will need to understand the mechanisms for populating the dashboard.

Equality impact assessment (EqIA)

14. Not Applicable

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Appendix 1: Proposed draft starting suite of measures

Appendix 2: Proposed draft prioritised Corporate dashboard

Appendix 3: Proposed draft summarised Corporate dashboard