

14 May 2014

Paper Title	Performance Framework 2014/15
Paper Reference:	NRW B B 41.14
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Purpose of Paper:	To discuss and agree the Performance Framework for 2014/15
Recommendation:	The Board is requested to: <ol style="list-style-type: none"> 1. Agree the Performance Framework. 2. Endorse the Business Plan measures to be included in the Performance Framework, so that the Executive, supported by the Board Sub Group can finalise the dashboard measures for 2014/15. 3. Note the timelines for reporting in 2014/15. 4. Note that once agreed we will submit our Performance framework to Welsh Government.
Decision Required:	Agree the Performance Framework and approach to finalising the dashboard measures for 2014/15.

Impact: To note – all headings might not be applicable to the topic	<p>Impact on the Environment: The Performance Framework will show progress of indicators against the first year of our Corporate Plan the delivery of targets in our 2014/15 Business Plan related to the Good Environment programme.</p> <p>Impact on the Economy: The Performance Framework will show progress of indicators against the first year of our Corporate Plan the delivery of targets in our 2014/15 Business Plan related to the Good for Business programme.</p> <p>Impact on Community: The Performance Framework will show progress of indicators against the first year of our Corporate Plan the delivery of targets in our 2014/15 Business Plan related to the Good for People programme.</p> <p>Impact on Knowledge: The Performance Framework will show progress of indicators against the first year of our Corporate Plan the</p>
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	delivery of targets in our 2014/15 Business Plan related to the Good Knowledge programme.
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Issue

- 1 A Performance Framework has been developed in response to the specific requirement in our Remit Letter. The Framework will be one of the Board's principal ways of scrutinising our delivery and supporting strategic planning during 2014/15 and beyond. Our initial proposals were discussed with a Board sub group on 28 March 2014 and the finalised proposal is now presented to the Board for agreement before becoming operational.
- 2 As a component of the Performance Framework and in line with the new Business Plan, we need to agree the subset of Business Plan measures for dashboard reporting during 2014/15. We have also formalised that reporting during 2014/15 will be every four months.

Summary

- 3 The development of a Performance Framework is being driven by the 2014/15 Remit Letter and the Welsh Government Framework Document, the need to agree the subset of Business Plan measures for 2014/15 dashboard, and the action to prepare a performance summary from the February 2014 Board meeting.
- 4 The Performance Framework is a response to our approved and published Corporate Plan 2014-17 and Business Plan 2014/15, and will show, progress towards the outcomes we aspire to in the Corporate Plan, and, our delivery against the Business Plan. The Board have roles in respect of the Performance Framework: supporting and advising the Executive, and exercising scrutiny and governance.
- 5 The Performance Framework, illustrated in **Annex 1**, shows the "golden thread" between the strategic outcomes and team/individual targets. The respective levels link together to generate actions and drive decisions.
- 6 Our performance will continue to be reported to the Board on a regular basis so that it can fulfil its scrutiny role.
- 7 The form of this report, shown in **Annex 2**, will be:
 - A high level performance summary which brings together delivery against the Corporate Plan, the Business Plan and the Business Case. This need was identified at the Board meeting in February 2014, and,
 - A more detailed performance report for each of the five Programmes. These will contain progress against the Corporate Plan indicators and a selected suite of the Business Plan targets. A number of our Corporate Plan indicators cannot be delivered by NRW alone. However they help us align our delivery and ensure we ask strategic questions with our partners and stakeholders as to whether our delivery model is likely to ever be effective.The Board is asked to agree the Performance framework.
- 8 For 2013/14 we have operated a 'standalone' dashboard with a selected suite of Business Plan targets, in the absence of an agreed Corporate Plan. From 2014/15 onwards we are proposing that the dashboard of Business plan targets for 2014/15 are reported together with Corporate Plan indicators so that there is a single performance report for each Programme.

- 9 Alongside the Programme reports we are proposing a dashboard which brings together a suite of performance indicators and measures contained in the Business Plan for 2014/15. A draft is shown in **Annex 3** and although the final selection of these indicators and measures has yet to be made this summary dashboard will link to the dashboards for each Directorate Delivery Plans, which are regularly reviewed as part of the scrutiny of the performance undertaken by the Executive Team.
- 10 The suite (dashboard) of Business Plan targets have been selected on the basis of;
- Continuity of measures from our previous dashboard,
 - Significant risks from our Risk Register,
 - Specific targets and the four Ministerial priorities of green growth, tackling poverty, resource efficiency and resilience in our Remit Letter; and,
 - Specific subjects previously requested by the Board (such as Innovation and Partnerships).
- 11 The Board is asked to endorse the approach and draft dashboard measures to be included in the Performance Framework, so that the Executive supported by the Board Sub Group can finalise the performance measures for 2014/15
- 12 Performance will be reported to the Board every four months in line our Welsh Government reporting requirements. The Board consideration would be in open session (October 2014, February 2015 and May 2015) and the Performance Framework will be available to the public. It will be submitted to Welsh Government and the Minister for Natural Resources and Food following each Board consideration. The Board is asked to note this timetable.
- 13 In line with our Framework Document we need to regularly report our performance to Welsh Government. The Board is asked to note that once agreed we will submit our Performance Framework to Welsh Government.

Next Steps

- 14 Following agreement we will work with the Executive Team and Board Sub Group to finalise any outstanding matters concerning the Performance Framework. Our Performance Framework will then be discussed with Welsh Government and guidance will be issued to the organisation so that reporting can commence for 2014/15.

Risks

- 15 Without proper scrutiny of our performance there is a risk that we would fail to deliver on our Corporate and Business Plans which could lead to damage to our reputation.

Financial Implications

- 16 There are no significant financial implications in providing this performance report.

Communications

- 17 The Performance Framework will require communication to the Minister for Natural Resources and Food.
- 18 A copy of the Performance Framework will be placed on the Natural Resources Wales Website to inform the public and others.

Equality impact assessment (EqIA)

- 19 Not Applicable

Index of Annex

- Annex 1: NRW Performance Framework
- Annex 2: High level performance summary and detailed performance reports
- Annex 3: Business Plan Dashboard