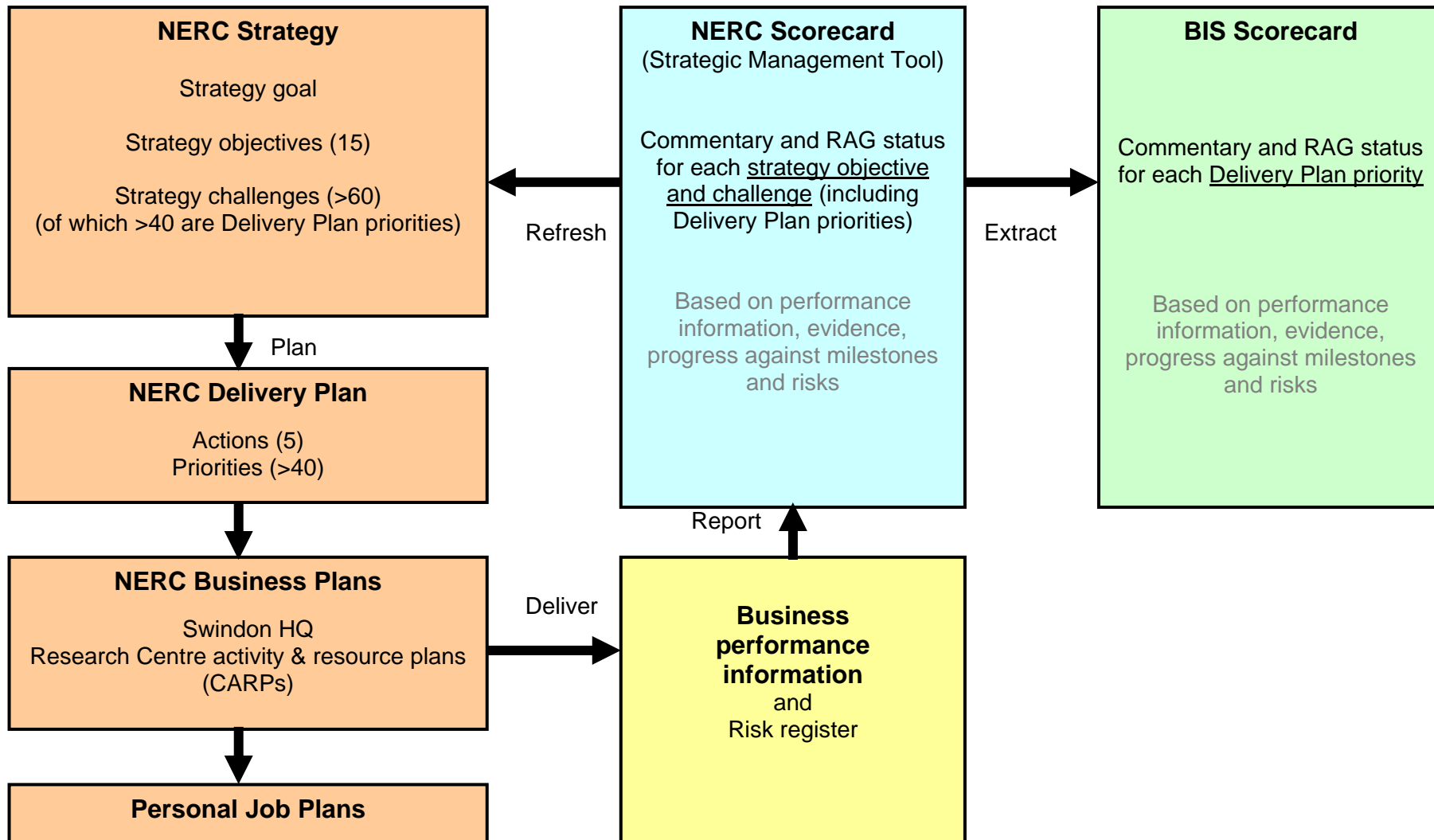


# NERC/BIS Scorecard 2011-15

## NERC Strategic Management Framework

NERC uses its Strategic Management Tool (SMT), underpinned by performance information systems, to plan and report the delivery of its strategy:



## Performance measurement

NERC business performance measurement is increasingly based on actual outputs and outcomes rather than operational throughput or process, and at strategic or corporate level rather than operational level. Performance information and evidence is derived from a range of sources and perspectives, including:

- Business delivery metrics and achievement of objectives / milestones (through STAR<sup>1</sup>)
- Output and performance measures collected from Research Organisations (through ROD<sup>2</sup> and SID<sup>3</sup>)
- Performance evaluation, benchmarking and bibliometric studies (external scrutiny)
- Economic and societal impact evaluation (case studies, user surveys and economic impact assessments)
- Internal (RCIAS<sup>4</sup>) and external audits and reviews (including BIS triennial review).

Strategic, outcome-based information is often difficult and expensive to collect on a frequent basis – it may be refreshed annually or less frequently. Hence NERC scorecard reports will often show little or no change within-year for some strategy or delivery plan objectives.

Bearing this in mind, and to reduce the costs of reporting during a period of declining administration budgets, NERC will reduce the frequency with which it collects routine performance information through STAR and SMT. Performance information was collected quarterly during the CSR period 2008-11. During FY2011-12, performance information was collected at Q1, Q2 and Q4. In subsequent years, performance information will be collected in Q2 and Q4. Exception reporting and risk management will be maintained during quarters in which full performance information is not collected.

## Performance reporting

Reporting of strategy delivery performance to NERC Council and boards will reduce in frequency, as above. However exception and risk reporting will remain quarterly.

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<sup>1</sup> NERC data collection 'System for Targets and Risks'

<sup>2</sup> Research Outputs Database

<sup>3</sup> Science Impacts Database

<sup>4</sup> Research Councils Internal Audit Service

## NERC/BIS Scorecard 2011-15

### Overview

Delivery Plan Actions		Q4 RAG Status
Action 1	Increase focus on strategic research	
Action 2	Increase economic impact and societal benefit	
Action 3	Attract and retain top talent for the UK	
Action 4	Transform delivery of national capability	
Action 5	Shift resources into front-line science	
Other	Financial delivery	

### Milestones 2012/13 (rolling programme)

Delivery Plan Priorities	Milestones	Progress Update	RAG Status	
			Q2	Q4
<b>Action 1: Increase focus on strategic research – critical environmental issues for the UK economy and society</b>				
1.1 Increase the share of NERC budget invested in RCUK programme: Spend £305m on LWEC during 2011-15 to stimulate the growth of the green economy and build resilience to environmental change. (DP 2.1.1.1) (Objective 4)	i. Annual cumulative total spend (Q4 2012/13)			
	ii. New LWEC programmes supported (Q4 2012/13)			
	iii. Evidence of LWEC outcomes (on-going)			
1.2 Increase the share of NERC budget invested in RCUK programme: Spend £20m on Energy during 2011-15 to optimise energy generation potential from the environment through a whole-system approach that considers multiple benefits, costs and trade offs. (DP 2.1.1.2) (Objective 4)	i. Annual cumulative total spend (Q4 2012/13)			
	ii. New Energy programmes supported (Q4 2012/13)			
	iii. Evidence of Energy outcomes (on-going)			

<p>1.3 Increase the share of NERC budget invested in RCUK programme: Spend £15m on Global Food Security (GFS) during 2011-15. Co-lead, with Defra, the Resource Efficiency theme, to increase food production and sustain ecosystem health and services. (DP 2.1.1.3) (Objective 4)</p>	i. Annual cumulative total spend (Q4 2012/13)			
	ii. New GFS programmes supported (Q4 2012/13)			
	iii. Evidence of GFS outcomes (on-going)			
<p>1.4 Increase the share of NERC budget invested in strategic research programmes for the economy and society. (DP 2.1.1.4) (Objective 4)</p>	i. 2012/13 RP spend target: £55m (Q4 2012/13)			
	ii. 2013/14 RP spend target: £62m (Q4 2013/14)			
	iii. 2014/15 RP spend target: £65m (Q4 2014/15)			
<p>1.5 Develop and fund new research programmes that deliver NERC's priority strategic themes. (DP 2.1.1.5) (Objective 5-11)</p>	i. New programmes commissioned (every Q)			
	ii. Theme evaluations / outcomes (Q4 2012/13)			
	iii. Phase 4 Theme Action Plans approved (Q1 2013/14)			
<p>1.6 Enable responsive mode research to better inform NERC strategy development. Regularly refreshed strategy reflects emerging priorities as informed by the responsive mode (RM) peer-review college and broader consultations. (DP 2.1.2.6) (Objective 12)</p>	i. Publish new strategy 2012-13 (Q4 2012/13)			
<p>1.7 Implement the RCUK and NERC international strategy. Focus on partnerships through the Belmont Forum alliance of global research funders. Mobilise researchers, funders and users to generate the Earth system science knowledge and capability that society needs to address global sustainability for the 21<sup>st</sup> Century. (DP 2.3.2) (Objective 1)</p>	i. Publish Alliance statement of intent (Q1 2012/13)			
	ii. Launch 10-year Alliance initiative and first joint programmes (Q4 2012/13)			

## Action 2: Increase economic impact and societal benefit – for green economic growth

2.1 Maintain the share of NERC budget spent on central support for knowledge exchange between researchers and users. (DP 3.1) (Objective 4)	i. 2012/13 central KE spend target of £9m reached (Q4 2012/13)			
	ii. 2013/14 central KE spend target: £9m (Q4 2013/14)			
	iii. 2014/15 central KE spend target: £10m (Q4 2014/15)			
2.2 Focus KE support so that NERC research informs environmental business sectors with near-term growth potential and on emerging new markets. (DP 3.2) (Objective 2)	i. Further 3 KE programmes launched (environmental management for food and agriculture; financial services: risk management and valuation; resource management) (Q4 2012/13)			
2.3 Link research with users: Leverage at least £130m of research programme partnership funding during the CSR period 2011-15: £40m from business; £90m from public and third sectors. (DP 2.1.1.6) (Objective 2)	i. Annual cumulative total leverage, broken down by source and by programme (Q4 2012/13)			
2.4 Link research with business users: Leverage at least £100m from business sources during the CSR period 2011-15: £40m through RP (see DP 2.1.1.6) and £60m through NC. (DP 2.1.1.7) (Objective 2)	i. Annual cumulative total leverage, broken down by priority business sector (Q4 2012/13)			
2.5 Link research with business users: Invest at least £12m in co-funding with TSB during the CSR period 2011-15. (DP 2.1.1.8) (Objective 2)	i. Annual cumulative total spend (Q4 2012/13)			
2.6 Work with TSB to build business partnerships that deliver innovation impact from NERC strategic research for green economic growth. (DP 2.4.4) (Objective 2)	i. With TSB, launch a call for 2 new collaborative R&D programmes (water and marine renewables) (Q2 2012/13)			
	ii. Water R&D programmes and Marine R&D programmes start (Q4 2012/13)			

	iii. NERC-TSB outcomes (on-going)			
2.7 Increase engagement between environmental research and business by co-designing and co-delivering research for green economic growth. (DP 3.3) (Objective 2)	i. 15% increase in the number of businesses engaged in collaborative research and KE (Q4 2012/13)			
	ii. Outcomes of collaborative research with business (Q4 2012/13)			
2.8 Implement the RCUK and NERC public engagement with research (PER) strategy, so that PER informs the development of research priorities and impacts of societal importance. (DP 2.3.1) (Objective 2)	i. RCUK and NERC PER spend targets: £67k in 2012/13 (Q4 2012/13)			
	ii. PER outcomes (Q4 2012/13)			
2.9 Work with the Met Office to deliver strategic research programmes for business and policy impact. (DP 2.4.1) (Objective 2)	i. Progress / outcomes (Q2, Q4) Joint Weather & Climate Research Programme			
	ii. Progress / outcomes (Q2, Q4): Earth System Modelling strategy			
2.10 Work with UK Space Agency and Harwell International Space Innovation Centre (ISIC) to deliver strategic programmes in Earth observation and climate services that enhance business impact in the growing space sector. (DP 2.4.2) (Objective 2)	i. Progress / outcomes (Q2, Q4): NERC-UKSA framework agreed			
	ii. Progress / outcomes / (Q2, Q4): ISIC collaborative research			
2.11 Work with Energy Technologies Institute (ETI) and UK Energy Research Centre (UKERC) to deliver strategic programmes with business that optimise energy generation alongside other environmental benefits, costs and trade-offs. (DP 2.4.3) (Objective 2)	i. Progress / outcomes / (Q2, Q4): ETI and UKERC collaborative research			
2.12 Work with other Government departments and agencies (including Defra, DECC and Environment Agency) to deliver RCUK and NERC strategic programmes, business partnerships and impact. (DP 2.4.5) (Objective 2)	i. Progress / outcomes (Q2, Q4): Collaborative activity with Government Departments / agencies			

<p>2.13 Recognise and promote the economic and societal impacts and benefits of responsive funding. (DP 2.1.2.2) (Objective 12)</p>	<p>i. RM impacts evaluated and reported through NERC Annual Report (Q2 2012/13)</p>			
<p>2.14 Develop and sustain the capability of NERC researchers and users to evidence and demonstrate the impacts of research. (DP 3.4) (Objective 2)</p>	<p>i. Progress (Q2, Q4): Align NERC and HEFCE (REF)<sup>5</sup> impact reporting</p>			
	<p>ii. Progress (Q2, Q4): Develop impact assessment capability</p>			
	<p>iii. Progress (Q2, Q4): Demonstrate impact based on evidence</p>			
<p>2.15 Demonstrate the impact of NERC research (DP 2.5) (Objective 2)</p>	<p>i. Report impact from RP, RM, NC, TSB, PER, KE investments, partnerships in Annual Impact Report &amp; six-monthly BIS bilaterals (Q3 2012/13)</p>			
<p><b>Action 3: Attract and retain top talent for the UK – build critical skills and international leadership</b></p>				
<p>3.1 Sustain the flow of excellent, innovative research and leaders by maintaining the share of NERC budget invested in RM projects and fellowships. (DP 2.1.2.1) (Objective 4)</p>	<p>i. RM quality / impacts (periodic evidence)</p>			
	<p>ii. 2012/13 RM spend target: £98m (Q4 2012/13)</p>			
	<p>iii. 2013/14 RM spend target: £97m (Q4 2013/14)</p>			
	<p>iv. 2014/15 RM spend target: £96m (Q4 2014/15)</p>			
<p>3.2 Sustain the flow of top talent by maintaining the share of NERC budget invested in doctoral training (DT). (DP 2.1.3.1) (Objective 14)</p>	<p>i. DT Outcomes / impacts (on-going)</p>			
	<p>ii. 2012/13 DT spend target: £23m (Q4 2012/13)</p>			
	<p>iii. 2013/14 DT spend target: £23m (Q4 2013/14)</p>			
	<p>iv. 2014/15 DT spend target: £23m (Q4 2014/15)</p>			

<sup>5</sup> Higher Education Funding Council for England (Research Excellence Framework)

<p>3.3 Focus NERC training funds where they can provide the biggest strategic benefit: Withdraw from taught masters training. (DP 2.1.3.2) (Objective 14)</p>	<p>i. Taught-masters funding withdrawn (Q3 2011/12)</p>	<p>COMPLETE</p>		
<p>3.4 Deliver high quality training that meets national skills needs: Concentrate training in clusters of excellence that provide the highest quality training environment. (DP 2.1.3.3) (Objective 14)</p>	<p>i. Announce the 1<sup>st</sup> new doctoral training partners (Q4 2013/14)</p>			
<p>3.5 Deliver high quality training that meets national skills needs: Focus training to deliver strategic skills needs for business, policy and research. (DP 2.1.3.5) Identify vulnerable areas and strategic skills gaps for targeted action. (DP 2.5.3) (Objective 14)</p>	<p>i. Skills needs updated and used to inform focussed training decisions (Q1 2012/13)</p>			
<p>3.6 Deliver high quality training that meets national skills needs: Target post-doctoral (early career) fellowships to sustain the next generation of strategic leaders. (DP 2.1.3.6) (Objective 12)</p>	<p>i. Fellows become strategic leaders (periodic evaluation evidence)</p>			
	<p>ii. RM Fellowships scheme changes identified (Q2 2012/13) (DP 2.1.2.5)</p>			
<p>3.7 Implement the RCUK and NERC research careers and people strategies (DP 2.3.3):</p> <ul style="list-style-type: none"> <li>- Enhance career development within NERC.</li> <li>- Encourage greater flexibility in our people resource across NERC and the environmental sciences community.</li> <li>- Reshape the workforce to meet the future needs of NERC</li> <li>- Enable collaboration across NERC staff and the environmental sciences community by providing collaboration skills and tools.</li> </ul> <p>(Objective 14)</p>	<p>i. Pan-NERC skills inventory (Q2 2012/13)</p>			
	<p>ii. 100% of staff Personal Deal discussions completed and routinely embedded and used to inform workforce and succession planning (Q4 2012/13)</p>			
	<p>iii. Complete reshaping of workforce to reflect NC changes (Q2 2013/14)</p>			
	<p>iv. Complete reshaping of workforce to reflect Admin changes (Q4 2013/14)</p>			
	<p>v. i-Share tool of choice for research collaborations (Q2 2013/14)</p>			

<p>3.8 Sustain a healthy research base through a range of research, training and national capability support (working with HEFCE, other Funding Councils, National Academies). (DP 2.5.1) (Objective 4)</p>	<p>BIS citation study published 2011/12 i. NERC bibliometric study published (Q3 2012/13)</p>			
<p>3.9 Monitor the impacts of changes on the research base (working with RCUK, HEFCE, other Funding Councils, National Academies and users of skilled people). (DP 2.5.2) (Objective 4)</p>	<p>i. Impacts of changes monitored and findings fed into DP2.5.1 and DP2.5.3 (Q4 2012/13)</p>			

**Action 4: Transform delivery of national capability – for scientific leadership, partnership and impact**

<p>4.1 Develop a single, scientifically integrated and prioritised NERC national capability (NC) strategy. (DP 2.2.1) (Objective 13)</p>	<p>i. NC strategy benefits evaluated (2013/14)</p>			
<p>4.2 NERC's six research centres operate together to deliver the integrated national capability strategy. (DP 2.2.2) (Objective 13)</p>	<p>i Integrated NC strategy embedded in new NERC strategy, published (Q4 2012/13)</p>			
	<p>ii. Staged plans for more integrated delivery agreed (Q1 &amp; Q4 2012/13)</p>			
	<p>iii. NC delivery evaluated (2013/14)</p>			
<p>4.3 Maintain a critical mass of NC to support strategic and responsive research, training and knowledge exchange, to provide community access to essential facilities, and to respond to national emergencies. (DP 2.2.3) (Objective 13)</p>	<p>i. NC needs built into NERC strategy (DP2.2.1) (Q1 2012/13)</p>			
	<p>ii. Delivery of NC needs evaluated (2013/14)</p>			

**Action 5: Shift resources into front-line science – transform admin to support integrated science and reinvest efficiency savings**

<p>5.1 Reduce demand for research grants. (DP 2.1.2.3) (Objective 12)</p>	<p>i. Additional demand management measures implemented (Q2 2012/13):  Identify ROs with a high proportion of uncompetitive submissions</p>			
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5.2 Implement the Wakeham recommendations for efficiency of research and facilities in HEIs and institutes. (DP 2.1.2.4) (Objective 12)	i. New RCUK funding arrangements implemented (Q2 2011/12)	COMPLETE		
5.3 Consolidate RM schemes and processes, and balances between them, to deliver NERC strategic needs. (DP 2.1.2.5) (Objective 12)	i. RM scheme changes implemented (Q4 2012/13)			
5.4 Freeze doctoral stipends for 2 years in line with the public sector pay freeze and RCUK policy. (DP 2.1.3.4)	i. Doctoral stipends frozen 2012/13 (Q1 2012/13)			
5.5 Reduce the proportion of NERC budget spent on national capability by scientifically prioritising NC activities and by reducing infrastructure to ensure long-term sustainability. (DP 2.2.4) (Objective 4)	i. 2012/13 NC spend target: £123m (Q4 2012/13)			
	ii. 2014/15 NC spend target: £119m (Q4 2013/14)			
	iii. 2014/15 NC spend target: £112m (Q4 2014/15)			
<b>Other (6): Financial delivery – meet financial targets</b>				
6.1 Reduce the NERC resource (programme) budget by 3% (cash) over the CSR period 2011-15. (DP 4.1) (Objective 15)	i. £297m in 2012/13 (Q4 2012/13)			
	ii. £300m in 2013/14 (Q4 2013/14)			
	iii. £289m in 2014/15 (Q4 2014/15)			
6.2 Reduce the NERC capital budget by 50% (cash) over the CSR period 2011-15. (DP 4.2) (Objective 15)	i. £18m in 2012/13 (Q4 2012/13)			
	ii. £18m in 2013/14 (Q4 2013/14)			
	iii. £18m in 2014/15 (Q4 2014/15)			
6.3 Reduce resource (administration) budget by 14% (cash) over the CSR period 2011-15. (DP 4.3) (Objective 15)	i. £23.4m in 2012/13 (Q4 2012/13)			
	ii. £21.9m in 2013/14 (Q4 2013/14)			
	iii. £21.7m in 2014/15 (Q4 2014/15)			