



# Board Paper

<b>Paper Title:</b>	<b>Performance Report 2019/20 - Quarter Three</b>
<b>Paper Reference:</b>	<b>20-03-B10</b>
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<b>Paper Presented By:</b>	<b>Executive Team</b>
<b>Purpose of Paper:</b>	<b>Scrutiny / Decision</b>
<b>Recommendation:</b>	The Board is requested to scrutinise NRW performance for the third quarter of 2019/20 and specifically consider: <ul style="list-style-type: none"> <li>• Progress against each measure on the Performance Dashboard and the actions NRW is taking</li> </ul>
<b>Impact:</b>	How does this paper help NRW achieve the Well-Being of Future Generations Act ways of working in terms of:  <b>Preventing issues from occurring:</b> Effective performance management is a key tool in understanding the work of NRW. It allows us to take preventative steps if performance and delivery is not where it should be.

## Issue

1. This year's third round of corporate performance reporting, for 1 October 2019 to 31 December 2019, has now been completed, and gives our position three-quarters through the year. The annexed performance report has been prepared for Board scrutiny.

## Background

2. The corporate performance report is one of the Board's principal ways of scrutinising our delivery.
3. The performance report (Annex 1) was developed as part of the process to prepare the 2019/20 Business Plan with the Board, the Executive Team and the Finance, Planning & Performance Committee of the Board. It consists of:
  - A **dashboard** providing an overview of performance against the 2019/20 measures set out by Well-being Objective
  - A **table** reflecting the link between our measures, our ten Business Plan priorities and our Well-being Objectives
  - Details for each dashboard measure on:
    - why the activity related to each measure is important;
    - whether we are meeting targets or not;
    - what we are doing to meet targets if we are off track.

4. This is the third report against our current Business Plan: it is the second year of reporting related to our Corporate Plan to 2022.

## Assessment

5. Our performance to the end of the second quarter of 19/20 is summarised below:

	Quarter 1 (1 April – 30 June 2019)	To Quarter 2 (1 April 2019 to 30 Sept 2019)	To Quarter 3 (1 October 2019 – 31 December 2019)
'Green'	16	12	<b>12</b>
'Amber/Green'	0	0	<b>0</b>
'Amber'	6	9	<b>11</b>
'Red/Amber'	1	1	<b>0</b>
'Red'	3	4	<b>3</b>
On hold	0	0	<b>0</b>
<b>Total</b>	<b>26</b>	<b>26</b>	<b>26</b>

6. The Board is requested to scrutinise the performance report for the third quarter of 2019/20. During Quarter 3, the following improvements have occurred:

- Allocation of grant funding has shifted from red to amber
- Safe and responsible reservoir management has shifted from red/amber to amber
- Managing our sustainable fisheries programme has shifted from amber to green
- Develop joint working with Public Health Wales and Sports Wales has shifted from amber to green
- Progress of organisation development has shifted from amber to green

However, several areas have declined over the quarter:

- Reducing our carbon footprint has shifted from green to amber
- Improve Wales' future land management has shifted from green to amber
- Prepare a green infrastructure steer and programme has shifted from green to amber

And some Measures, although currently green may have shifted to amber by the year end:

- Bring sustainably managed timber to market
- Deliver our renewable energy programme
- Customer satisfaction

Explanation for these changes and 'pathways to green' are given later in this paper. We have applied the RAG rating criteria rigorously for the sake of transparency: several of these shifts are due to in-year delays which will be rectified in future but in some cases not by year end, or where our approach has changed due to changes in circumstance mid year. Adaptive management is one of the principles of the sustainable management of natural resources (SMNR) and we have needed to adapt

to changing circumstances during the year. The report also flags where there may be an upcoming issue later in the year. Several of the measures will take several years to become green - this is explained for the specific measure affected.

7. The information on embedding of SMNR (Sustainable Management of Natural Resources) and the application of its principles, together with the application of the Well-being of Future Generations (Wales) Act 2015 has been included in this report, for reference. This will inform our annual report which needs to include reporting on progress against the Environment (Wales) Act 2016 (including the Section 6 Biodiversity duty) and the Well- Being of Future Generations (Wales) Act 2015.
8. Following the implementation of our Organisational Design, we are continuing to experience staff 'churn', with new teams and new staff in place, building expertise in those new teams and with ongoing internal and external recruitment - we are also running with approximately 200 vacancies at the moment, which we are working hard to fill. This has had an impact on many of our measures and across the whole organisation as new teams and their work become established: however, there will be clear benefits once these new structures are fully populated and staff upskilled.
9. For next year, we are reviewing our approach to measures at this dashboard level as we develop our new Business Plan – this is likely to result in fewer higher level measures with much of the detail to be found in our current reports recorded at the level of our Business Boards covering the services we provide – flood risk management, natural resource management, evidence and regulation for example. The headlines for the revised dashboard are shown in the Business Plan for 2020/21 and presented in a separate Board paper.
10. Below we have outlined all of the measures, to give a balanced overview of NRW's current performance: this is set out by Well-being Objective. This year we have set very ambitious targets. As a result of the impact of our organisational restructuring, uncertainties around leaving the EU and changes of circumstance mid year we do not anticipate all our targets being met and all measures having a green status by year end.

### **Champion the Welsh Environment and the sustainable use of Wales' natural resources**

11. **Green - Working with others to develop a shared 2050 vision for Wales' natural environment**

Currently this measure is on target. We now have a detailed programme plan, outlining the key phases and approach, work packages and the resource requirements. Approximately 50 colleagues took part in our #Team NRW staff workshop event in November, generating some very useful ideas. We will be further progressing this work with some key stakeholders in Q4. The shared vision is due to be delivered in autumn 2021.

## 12. **Green - Working with others to develop our Area Statements**

This work is on track and the first set of seven Area Statements are due to be published at the end of March 2020. While we continue to work with stakeholders, we are using the conclusions from engagement so far to produce evidence based information which will be shared through our web pages. We have agreed the design and content of the Area Statements ensuring that they fulfil the requirements of both the Environment (Wales) Act 2015 and our digital accessibility responsibilities. As they are web based, we are viewing the Areas Statements published at the end of March as being 'at a point in time': they can be regularly updated following initial publication.

During Q4, we will be finalising the Area Statements, looking at emerging actions to consider opportunities for working across areas and at the right spatial scale, and developing our approach to evaluating the work delivered through them in 2020/21. We will also be reviewing the lessons learned during this year.

## 13. **Amber– Reducing our carbon footprint and enabling Welsh public sector decarbonisation in support of the declaration of climate emergency**

We have made good progress in many areas of this measure: our first Carbon Positive Action Plan is now completed in draft, and we are in productive ongoing discussions with Welsh Government as we help develop an initial climate emergency work programme for Wales. The New LIFE for Welsh Raised Bogs project is now fully operational and there has been extensive work with Welsh Government to establish a national peatland action programme, which will be progressed in 2020/21.

Our own carbon footprint for buildings and travel continue to reduce and is below the targets we set ourselves.

This measure has been set at amber due to delays with our Electric Vehicle (EV) infrastructure and our proposed sites for renewable self supply. Our demonstration EV infrastructure project has brought to light a number of serious issues which have needed to be resolved ahead of any further rollout. We are using the lessons learned from this to develop policy and guidance for the future installation of chargers. This will help ensure that the next phase of the project runs more smoothly; this is likely to be carried forward into 2020/21.

We have also needed to revise our number of sites for renewable self supply from six sites down to five this year and it is likely that work for at least some of these five will be carried over into next year. We were unable to secure a suitable consultant to support us in this work and this has been a significant contributory factor. We are moving forward as fast as possible by scheduling works on expected permission dates, commissioning structural surveys in advance and considering a smaller alternative scheme at Buckley.

During Q4 we will be progressing our work with Welsh Government, including the climate emergency work programme for Wales and moving our EV and renewable energy work forward as quickly as we are able.

#### **14. Green - Progressing the second State of Natural Resources Report.**

During this quarter we have reached a key milestone – we published the interim SoNaRR2 in December as a web based report. So far it has been very well received. We have also continued with both broad and focused engagement with our stakeholders and this will continue until the completion of the full report in December 2020.

In agreement with Welsh Government we decided that we would not publish a set of proposed indicators alongside the interim report. We will instead use indicators that are published elsewhere. We need to be flexible and reactive to the evidence we use to assess the sustainable management of natural resources (SMNR).

During Q4, we will use the interim report to help agree the opportunities for SMNR that will go into the final full SoNaRR2, due to be published in December 2020.

We will also use the information in the interim report to help identify and fill evidence gaps.

#### **15. Amber - Allocation of grant funding to support the sustainable management of natural resources.**

This measure has now moved back from red to amber. Since last quarter there has been significant progress across all our work in this area.

The strategic allocated funding process has been developed with outcomes, formulae and partners identified. We have extended 16 of our competitive grants to the end of March 2020. We are finalising our website pages for our grants strategy and mechanisms, together with intranet pages for our staff.

During Q4, we will be finalising budgets, issuing allocation letters to partners and will finalise and deliver training to our staff.

### **Ensure land and water use in Wales is managed sustainably and in an integrated way**

#### **16. Amber - Improve Wales' future land management.**

We continue to advise and support Welsh Government in this area. We returned our own submission to Welsh Government's 'Sustainable Farming and our Land' consultation in October and we are working to make the necessary links with our work on Area Statements. This has been progressed against a rapidly changing landscape due to EU Exit issues. NRW will be on the WG Programme Board for the next phase of this work.

Proactive work to support the implementation of new Water Regulations continues. The Wales Land Management Forum sub group on agricultural pollution is making progress. The proposed introduction of the Agricultural Pollution Regulations is allowing us to align our work programme and to make preparations to ensure we are ready to support the new regulations.

The Climate Change elements of this measure are covered in the earlier measure on our response to the Climate Change Emergency and hence will be removed from this and subsequent reports.

#### 17. **Amber – Creating new woodland and replanting felled sites.**

Significant progress has been made on the many elements that make up this measure.

Our restocking programme is composed of two elements: our core restocking replacing trees harvested for timber, and our restocking replacing trees felled due to larch disease *Phytophthora ramorum*. We have plans and resources in place to achieve the 1,800 ha target made up of both these elements by the end of the year. Although introduction of clearer welfare standards for our contractors in November and December slowed work in Q3 this should be mitigated by year end.

Our land bank measure is currently amber at 5.3% and will remain so to the end of the year, leading to the measure being rated amber overall. Our overall target is to restrict the land bank to less than 4% by 2022/23: our restocking programme is the pathway to green to achieve this.

We have recruited a woodland creation programme manager, who will now develop the umbrella woodland programme with up to 10 strands covering all woodland creation activity across NRW. These strands include support for the National Forest, Plant!, support for Glastir Woodland Creation, compensatory planting for energy projects on the Welsh Government Woodland Estate (WGWE), expanding the WGWE through land acquisition and planting, and the centenary trees project. The programme manager will act as a customer hub both internally and externally.

During Q3 we have also recruited a new centenary trees project manager and will recruit a new Plant! project officer working with WG on actions to maintain this project.

#### 18. **Red – Implement River Basin Management Plans.**

We presented a ‘deep dive’ on this measure to the Board in January, explaining the issues and the best ways forward. This measure will remain red until the end of the year: however, there is a clear ‘pathway to green’ to get back on track by the end of 20/21 subject to securing the required staff to achieve this.

This measure is split across four components:

- **Local measures:** this target will not be met by the end of March 2020: staff working in this area have so far been concentrating on ensuring water bodies do not deteriorate further. We are anticipating 90% completion by year end.
- **National measures:** we expect all National and marine measures to be completed by March 2020 using the current resources available
- **Investigation:** the number of investigations required has increased as new failures reported in the Interim 2018 classification came to light. This element is likely to remain red to the end of the year.
- **Challenges and choices consultation:** this work is green – it was published in June: responses have been collected and the consultation is now closed.

Our pathway to green here includes successful recruitment of additional staff with the right skills – seven for local measures and six for investigations. We are securing additional funding to support the delivery of local measures and local investigations. This will substantially increase our ability to deliver this work. We estimated that with extra resource and renewed focus we would be able to complete 70% of the investigation programme by the end of March 2021 and 100% by December 2021. We are also confident this extra resource can help ensure 100% delivery against national and local measures.

#### 19. **Amber – Ensure continued safe and responsible reservoir management.**

We have made steady progress on this measure, and have a ‘pathway to green’, although we will not meet 100% compliance by year end (due to some work taking longer than one year to complete). Our predicted position is 95% compliance.

For Q3, compliance with the Reservoirs Act has increased by 3% to 90%. Although the number of safety measures completed within timescale is very slightly reduced compared to last quarter, there are five additional measures which will not be rectified as we are in the process of decommissioning the reservoir concerned. We expect records management to stay at 95%: work may carry over into next year due to consenting time periods.

The two outstanding safety measures (those not related to the reservoir to be decommissioned) will be completed by summer 2020 as it is not advisable to undertake this work during the winter months.

As reported previously we will not achieve full compliance with the Reservoir Act until 2022, when the substantial work at Llyn Tegid is complete. We have explored whether any work can be brought forward, but this is not possible due to the long lead in times for the required work. Our Flood Risk Management Advisory Group are closely monitoring this work.

### **Improve the resilience and quality of our ecosystems**

#### 20. **Amber – Implement ‘Vital nature’ - restoring, creating and improving habitat and enhancing biodiversity.**

This measure continues to be amber and, for several reasons, is likely to remain so for the remainder of the year.

By the end of Q3, 43% of actions to address the conservation status of features on protected sites have been completed. This is slightly lower than the 50% target we hoped for at this stage. Despite our best efforts, we may not meet our 80% end of year target.

Staff have responded quickly and maximised opportunities arising from additional money to improve the 53 National Nature reserves we own or manage. 131 (86%) of the 153 conservation projects are making good progress. Of the remaining 22, contractor shortage and landowner permissions issues mean that some (likely to be seven) may not be completed by year end and will be reprogrammed for delivery in 20/21.

Following successful recruitment, our biosecurity work is now moving forward, and we will be undertaking an NRW Biodiversity Audit which we expect to be progressing in Q4. We have also provided detailed connectivity mapping and guidance to inform Area Profiles and Area Statements, as well as advice on building ecosystem resilience through workshops and events.

During Q4 we will be developing a stakeholder plan to secure agreement on the list of habitats and species of principal importance which will form the Section 7 list within the Environment (Wales) Act 2016. We will be collaborating with partners and supporting priority actions through our grant programme to raise the profile and urgency of working to restore and enhance nature, using both existing and our additional capital resources from Welsh Government next year.

## 21. Red – Monitoring and addressing tree and plant health.

Our performance here currently remains red.

Issuing Statutory Plant Health Notices (SPNH) within 60 days of disease confirmation has slipped to 47% in Q3. This is because we made an active decision to divert resources from *P. ramorum* to eradicate an Oak Processionary Moth outbreak in Q2. Some *Phytophthora ramorum* cases also required protracted discussions with land managers in Q3, which delayed SPHNs. There are also business process, capacity and capability challenges in this service that are being addressed under the Head of Land Stewardship's leadership.

Following inspection of 102 sites with a compliance date of 31<sup>st</sup> March 2019, the number of major non-compliant sites found on the WGWE is slightly below the corporate target of 90% at 88%. This is mainly due to a need for further action at 6 sites within the Disease Limitation Zone (DLZ), located in Wentwood or Radnor Forests. This is being addressed by the relevant operations teams.

For Q4, our 'back to green' pathway for the measure focusses on further enhancing the efficiency with which we issue SPHNs and on our operations teams getting the WGWE sites compliant. Although we may not be 'green' by year end, this should progress our work considerably.



The wider work on further enhancing the effectiveness of this service includes, among other factors, a revised agreement between us and Welsh Government on our respective responsibilities, clarification of the interaction between different elements of regulation, delegation of more of the compliance assessment process to Place teams, use of internal and external resources, and an increase in internal capacity.

We will also be inspecting sites who should have complied with requirements by 31<sup>st</sup> August 2019 during Q4 to check the required measures have been taken.

## **22. Green - Manage and implement our programmes for sustainable fisheries**

This measure is now back to green due to the commissioning of further Fisheries and Habitat Restoration Plans to be delivered in Q4. Fish Passage and habitat schemes are on target and work has been completed on grant funding to Afonydd Cymru (and therefore to Rivers Trusts) for work on the Wye, Dee, Seiont and Mawddach. Our work with the Angling Trust and Visit Wales to promote freshwater angling is nearing completion with a launch planned for Q4.

We have also applied to Welsh Government for approval of the cross border (Wye and Dee) bylaws in Wales and have worked with the Environment Agency to achieve the same for rivers in England via Defra.

We have maintained and in Q4 will accelerate our stakeholder engagement, which will contribute significantly to the development of an action plan for salmon and sea trout in Wales. A draft was completed in Q3; we are now waiting to confirm the resources to deliver the plan.

## **Reduce the risk to people and communities from environmental hazards like flooding and pollution**

### **23. Amber – Deliver an effective and efficient incident management response.**

This measure continues to be amber but steady progress is being made.

We have maintained our high performance on incident assessment within one hour due to the introduction of our triage system – classifying the severity of incidents as they come in to provide the most appropriate response. We continue to improve our response to ‘high category’ incidents within 4 hours, with a 6% improvement since the last quarter, and we have maintained our performance for the measure for incident closure (within 30 days).

We continue to work with ICT colleagues to improve our recording system and continue to work with staff to further improve incident closure.

Due to the 30 day window for incident closure, for Quarter 3 we will report activity in September, October and November 2019, while Quarter 4 will report December 2019, January and February 2020.

**24. Amber - Maintain NRW flood risk management assets in high risk locations in target operating condition.**

Our current performance is amber - at 97.7% against a very challenging target of 99% and very similar to our Quarter 1 and Quarter 2 performances. This is a rolling measure as there is a continuous inspection programme and assets may only come to light as failing following inspection. Some 'fixes' are routine maintenance (e.g. minor structure maintenance, grass cutting) and have been carried out. Our historic routine maintenance has been squeezed due to budget restrictions, and so we are now seeing failures that typically require more substantive (capital) work.

We are exploring all options to keep performance at the very high levels we target (99% means 35 failures out of the 3,490 assets).

**25. Amber - Tackle the impact of industry and waste sites.**

This measure continues to be amber: this is mainly due to the need to recruit and train new staff.

There are currently three sites in the lowest performance band (Band F), all of which are being addressed through enforcement action. We are anticipating that the number of sites in Band F may increase in Q4 due to the compliance year being a calendar rather than a financial year so more sites may come to light.

There was one Category 1 and 22 Category 2 non-compliances recorded between October and December. All Category 2 breaches from earlier in the year have an appropriate regulatory response apart from two: these are being handed over to a new officer and should be completed by the end of Q4.

The number of high fire risk sites with plans is currently 32 out of 34. One of these sites was operating illegally and has been abandoned, so it is not possible to agree a plan currently and the site will remain non-compliant until it is cleared. Because of this this target is unlikely to be met by year end.

**26. Red – Deliver our flood risk management capital programme.**

As explained in the Quarter 1 report, this measure will continue as red for the rest of the year, as a result of three construction projects expected to be completed in 2019/20 experiencing delays due to contractor performance and land contamination issues. These are Cadoxton Outfall (Barry), Crynant (Neath) and Parc yr Onnen (Aberystwyth). These projects are now likely to be completed in 2020/21. The performance against the properties indicator will not improve this year as there are no other construction projects that can be accelerated for completion this year.

We are in a year of developing and designing future projects after several years that have seen large schemes completed such as those at Pontardulais, St Asaph and the first phases of Roath. In 20/21 our plan is that we will achieve protection for over 1,000 properties as current and new schemes are completed.

We recognise that the number of properties with increased levels of protection is one indicator of performance. We are investigating other viable indicators of overall performance and will look to discuss this at the Flood Risk Management Advisory Group.

## **Help people live healthier and more fulfilled lives**

### **27. Green – Tackle the impact of Air pollution**

This measure continues to be green. There were no significant breaches of air quality permit conditions during Quarter 3.

We have completed a project assessing ammonia emissions from pig, poultry and dairy farming in Wales which will now be used as the basis of informing future policy decisions about regulating these sectors. The results are being analysed and this analysis will be fed back to the Wales Land Management Forum. Policy teams will engage with Welsh Government in relation to these outputs.

Welsh Government will be consulting on a Clean Air Plan for Wales, to be published in December 2019, and we will seek to help Welsh Government deliver the plan and any requirements that are placed on us.

We are bringing options on the extent of our work in the field of air quality to the Board in March. The outcome of this this will be included in next Quarter's report.

### **28. Green - Deliver the Wales Coast and National Trails Programme**

This is a well defined, established programme. Following an application process, all National Trails Officers have received offer letters for the next Financial year.

All three planned condition surveys to inform 2019/20 Regional Management Plans have been completed with those to inform the 20/21 Management Plans underway or imminent. All three planned Regional Management Plans have been completed in final draft format.

We are also meeting our target commitments set out in the Wales Coast Path Promotion Strategy 2018-21 and the Visit Wales Regional Tourist Engagement Fund projects, including developing three day walking itineraries and printed material (which continues to be popular, particularly with the hospitality trade). The new National Trails Wales Promotion Strategy and Action Plan is due to be completed in March 2020.

### **29. Green – Develop our joint working agreement with Public Health Wales and Sports Wales.**

The Wales Physical Activity Partnership (WPAP) continues to make very good progress. It has four priority areas: Communications; Physical Activity Observatory; Educational Settings; and a Healthy and Active Fund.

This measure has now reverted to green: the Education settings work was completed in November.

Welsh Government has now launched its Healthy Weight: Healthy Wales Strategy, with the initial 2 year implementation now in development. This is a key document for the WPAP and will be used to develop our NRW Physical Activity Plan.

During Q4, we will be working on our NRW Physical Activity Plan and working with the group to prepare a joint conference due to take place in the first quarter of 2020/21.

### **30. Amber – Prepare a Green Infrastructure steer and programme**

A draft initial position statement on Green Infrastructure has been developed. We are now focussing our effort on ensuring Green Infrastructure evidence is appropriately considered in the final SoNaRR2 report due to be published in December.

We are supporting Welsh Government as it develops guidance for planning authorities to undertake Green Infrastructure Assessments. These will inform the development of, or changes to, development plans. We are preparing an evidence guide which will help ensure the assessments, and consequently Local Development Plan policies, reflect opportunities for building the resilience of ecosystems and the benefits they provide for Well-being. We have also been commissioned by Welsh Government to prepare maps to inform the final National Development Framework due to be published in summer 2020.

During Q4 we will consider what additional support is needed for our staff and partners in this area of work.

## **Promote successful and responsible business using natural resources without damaging them**

### **31. Green – Bring sustainably managed timber to market**

We have continued to progress our sales plan for timber brought to market and have held two electronic sales in Quarter 3. By doing this we have exceeded the forecasted timber offered to sale. This has enabled us to improve the dispatch of timber and working contracts, which will in turn help improve timber income for the financial year. By the end of Quarter 3 we had dispatched 458,800m<sup>3</sup> timber. Prices have generally stabilised across most products.

The timber sales marketing plan for 2021- 26 has been redrafted. It will be discussed with our Executive Team and launched at the timber trade liaison event held on 18<sup>th</sup> February 2020.

We have retained UKWAS certification to October 2020 following an audit in July 2019 undertaken by the Soil Association. We are working to close out minor corrective actions and observations for the next audit in July 2020. However, there is a risk that, looking ahead to 2020/21, we will not be able to update the required

number of Forest Resource Plans by July 2020 to satisfy audit requirements for UKWAS. To rectify this, we are looking at all the consultant and staff options open to us to ensure we have enough resource to update the plans.

### **32. Green – Deliver our renewable energy programme.**

Our Renewable Energy Programme is helping Wales meet Welsh Government’s decarbonisation and Green Growth agendas and contributes to the delivery of Welsh Government’s renewable energy targets.

The target of 344 MW in the first three quarters of the year has been carried over from previous financial years and consists of onshore wind power generated at Cefn Croes (58.5MW), Pen y Cymoedd (228MW) and Brechfa Forest (57.4 MW). The end of year target will be reached when Clocaenog (96MW) becomes operational later in the year.

The small-scale hydroelectric output of 1.5MW is made up of 19 schemes which have become operational to date. Unfortunately, this year’s small scale hydro target of an additional 200KW will not be met due to slippage in developer construction timelines, which is outside NRW control. Because of this, the target in its entirety will not be fully met. However, this is on a very small scale compared to our wind work and we anticipate achieving 441.5 MW by year end.

### **33. Green - Deliver our tackling waste crime action plan.**

We are now implementing our action plan. Good progress has been made across the main action plan objectives including training events and partner liaison meetings scheduled before the end of March 2020, and the completion of a Communications Strategy.

By the end of Q4, we hope to have delivered as many aspects of the action plan as possible including:

- New tackling waste branded publications in January 2020
- Training events for a new toolkit for assessing quantities of waste planned for February / March 2020
- Masterclass on evidence based problem solving to tackle waste crime delivered by University College London at the end of February
- Our Tackling Waste Crime Report to Welsh Government, due to be completed by March 2020

## **Develop NRW into an excellent organisation delivering first class customer service**

### **34. Green – Continue to progress organisation development.**

Following the launch of our overall revised structure for NRW on 1<sup>st</sup> July 2019, our Organisation Design Change Programme closed on 8<sup>th</sup> November 2019.

All new team structures have been established. However, we continue to run with over 200 vacancies as at 31<sup>st</sup> December 2019: this is one of our key risks. We are improving our recruitment process and considering how we market our organisation and how we attract people to come and work for NRW.

Our #Working for NRW training course will be completed with all managers by February. The course aims to ensure that we are all working safely in NRW and recognise our responsibilities for good governance and compliance. We will also be relaunching our corporate Induction Programme for new entrants in January 2020.

In Q4 we will be completing the first iteration of our workforce plan, with a second iteration to be developed in 2020/21.

### **35. Amber - Implement the recommendations for governance of our timber sales.**

We are making good progress and have received good feedback on our work in this area. However, as we have not yet completed our Governance training within the organisation, we have reported this measure as amber. Training was completed for managers and team leaders in November, as mentioned in the previous measure: training for the wider organisation began in January and will run for the rest of the Financial Year - and possibly into the next financial year.

Renegotiation of our Standing Sales plus contracts is continuing with 30 out of the total of 34 renegotiated. For the remaining four (which represent 4% of the total value of the contracts), we have not been able to satisfy ourselves that the negotiations represent value for money for the public purse: these four contracts are likely to be left to run

During Q4, we will also be implementing the Phases 4a and 4b changes to our Timber Marketing Plan

### **36. Green – Customer Satisfaction (with their NRW interactions)**

The Dashboard for customer satisfaction was completed in December 2019, and information is now being input on a monthly basis.

During Q4, a Customer Involvement Forum will be developed using existing networks, fora and listening groups from across NRW. The Forum will develop a proposal for a long term engagement framework. A key internal and external survey is also expected to be progressed in Q4: the initial approach is currently being developed.

Recruitment is still a priority for us with the need to recruit a project manager as soon as possible. Staff sickness absence has also impacted on this programme.

We will continue to promote, support and challenge ourselves internally to increase customer involvement at the earliest point of service, product and process design, to ensure that all of our work is being based on current user led evidenced needs. We will be doing more in conjunction with the continuous improvement team, through induction and departmental development days to embed this way of working and thinking across the organisation.

37. There are several measures the Board have expressed interest in which we will ensure the Board are made fully aware of next year. These include Equality, Diversity and Inclusion and Welsh Language, and Well-being, Health and Safety. As an update for the Board:
- Our Annual Equality report will be published for April 2020, which will include details for all protected characteristics. We are progressing our Strategic Equality Plan, for 2020-2024, which will be in place by April 2020. We are working with other Welsh Government funded organisations to develop shared objectives for this plan.
  - Our Welsh language report will be published in September 2020 for 2019/20, and we will soon be running a skills gap analysis for Welsh language speakers across our new teams.
  - Our Well-being Health and Safety strategy will be published by the end of March 2020, and we continually monitor a wide range of Well-being Health and Safety information including lost time incidents and accidents, together with those referred to Riddor.
38. The Chief Executive will provide a verbal summary of achievement at the Board meeting and members of Executive Team will be available to answer questions.

### Recommendation

39. The Board is requested to scrutinise and agree the performance report for quarter three, prior to its submission to Welsh Government.

### Key Risks

40. If the performance information provided does not accurately reflect progress towards Business/Corporate Plan Objectives, then the Board will be unable to fulfil their role to scrutinise NRW's delivery.

### Next steps

41. The performance report will be submitted to the Minister of Environment, Energy and Rural Affairs and it will be published on the Natural Resources Wales website.

### Financial Implications

42. There are no significant financial implications in providing the performance report itself, however part of our quarterly review obviously considers allocation of our resources and the finance and performance papers are therefore closely linked.

### Equality impact assessment (EqIA)

43. The relevant equality impact assessment covers our Well-being Statement, Business Plan 2019/20 and Corporate plan up to 2022, and was updated in March 2019.

## Index of Annex

44. Annex 1 – Quarter 3 Dashboard