

Board Paper

	Paper Details
Paper title:	Performance Report 2020/21 - Quarter One
Paper Reference:	20-09-B10
Paper sponsored by:	Clare Pillman
Paper Presented by:	Executive Team
Purpose of the paper	Scrutiny
Recommendation	<p>The Board is requested to scrutinise NRW performance for the first quarter of 2020/21 and specifically consider:</p> <ul style="list-style-type: none"> • Progress against each measure on the Performance Dashboard and the actions NRW is taking

Issue

1. This performance report is based on the original measures and targets set at the beginning of 2020/21, when the impact of Covid-19 was just beginning to be felt. It reflects the position against these measures at the end of June 2020. The report in Annex 1 report sets out this year's first Business Plan Performance Dashboard for 1 April to 30 June 2020. A six-monthly report on the Customer Programme is included in Annex 2. Both the Business Plan and Performance Dashboard are being revised to reflect the impact of Covid-19. This is the subject of a separate paper.

Background

2. The Business Plan dashboard 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 2020/21 Business Plan with the Board, the Executive Team and the Finance, Planning & Performance Committee of the Board.

4. The report format has undergone significant change and consists of:
- A **dashboard** providing an overview of performance against the 2020/21 measures set out by Strategic Priority as set out in the Business Plan
 - A **table of strategic priorities and topics** to help navigate the report
 - **Details for each topic** (the sub headings under each of the Strategic Priorities in the Business Plan) giving an over view
 - **Details for each measure** showing current and year end position – there are between one and three specific measures per topic

A six-monthly progress report on the Customer Programme is given at Annex 2.

5. This is the first report against our original Business Plan and Dashboard for 2020/21: it is the fourth year of reporting related to our Corporate Plan to 2022.

Assessment

6. The end of 2019/20 and the first quarter of this year have been unprecedented – with the impacts of the Covid-19 pandemic following close on the heels of the serious flooding events that took place last winter. This has inevitably had an impact on performance in this quarter, reflected particularly in the number of amber and red measures.
7. Our performance for the first quarter of 2020/21 is summarised below:

	Quarter 1 (1 April – 30 June 2020)	Quarter 2 (1 July to 30 Sept 2020) Targets/ Milestones revised for Q2 onwards	Quarter 3 (1 October – 31 December 2020)	Expected Year End (to 31 st March 2021)
Green	19			27
Amber	13			7
Red	3			1
Total	35			35

8. The Board is requested to scrutinise the performance report, noting the following:
- Field work has been severely curtailed as a result of Covid-19, leading to several amber ratings in Q1. Where this has been the case (e.g. metal mine work, verification of Glastir woodland grant applications), teams have aimed to work remotely, and progress desk-based work wherever possible.
 - Much of our work relies on partners who have quite rightly needed to redirect their work as a result of Covid-19. This includes for example, our work with Welsh Government in several areas, and assessment for the Gold Corporate Health Standard.

- In common with other organisations, our staff have been working from home where possible, and for many this needs to fit with caring responsibilities and home schooling.
9. Below we have briefly highlighted some findings from this report by Strategic Priority: details can be found in the report itself.

Responding to the climate emergency

- Verification of Glastir Woodland Creation grant applications is rated as **Amber**. Site inspections were suspended during this quarter, so the team have focused on work they can do remotely.
- Our review of winter storms is rated as **Green**, with our facts report now completed. Maintaining flood risk assets in target condition is rated as **Amber**: the number below required condition increased due to the impact of the February storms. We are advancing the fixes required wherever possible.

Responding to the nature emergency

- NRW's UK Woodland Assurance Standard (UKWAS) status is rated **Amber**. We are preparing staff and systems for the 2020 audit and will have additional Forest Resource planners in post in the next quarter.
- Our work to implement the Welsh National Marine Plan (WNP) is rated **Green** and we are ahead of schedule. However, Marine Protected Area (MPA) work is rated **Amber**, as Covid-19 restrictions have prevented spring survey work going ahead.
- Our measure for the number of Water Framework Directive (WFD) investigations completed is rated as **Red**. Although many are nearing completion, we have 26 fully completed this quarter. This has been a subject for a 'deep dive' with the Board

Developing and using our evidence with partners to advocate for and deliver SMNR

- Publishing the State of Natural Resources Report 2 is rated **Amber**, due to key staff availability and the need to engage with stakeholders. In agreement with Welsh Government, SoNaRR 2020 will be published in phases between December 2020 and March 2021.
- Use of Area Statements in NRW and through joint working is rated **Green**. We are working to use Area Statements as a basis for our own work and that of others. In the next quarter we will be developing case studies and improving how we record and share learning.

Developing NRW into an excellent organisation that serves communities of Wales

- Incident Assessment (within 1 hour) is rated **Green** for this period. Response to 'High category' incidents (within 4 hours) is rated as **Amber**, due mainly to recording issues. This has been a subject for a 'deep dive' with the Board.
- Our work to achieve the Corporate Health Gold Standard assessment by March 2021 is currently rated **Green**. However, this will be dependent on Public Health Wales and their assessment process due to Covid-19, which is not within our control. Because of this we have predicted a **Red** rating at year end.
- Number of employee near misses and lost time incidents is rated **Red**. **However, this is purely because these have been fewer than might be expected as field work has been restricted as a result of Covid-19.** We are looking at year on year trends: we will continue to report actual figures throughout the year.
- We have delayed publishing our Commercial Strategy so that Green Recovery work can be included and our new Director of Communications, Customer and Commercial (starting in September) is able to have an input: hence the **Amber** rating. Timber volume offered to market is rated **Green**. We exceeded our Quarter 1 target of putting 190,000m³ to market. However, overall expected year end is Amber, owing to uncertainty over the market and the potential for recession reducing demand.

Responding to the UK Leaving the European Union and any opportunities that it could bring

- This area of work is rated **Green** for both providing advice and guidance and preparedness following EU Exit. We are not complacent though and more preparation work continues, working with Welsh Government.
11. We are also developing a measure to monitor our response as an organisation to Covid-19 which will be reported on in the next quarter.
 12. 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

13. The Board is requested to scrutinise and agree the performance report for quarter one, prior to publication.

Key Risks

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

Next Steps

15. 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.
16. The Business Plan and Dashboard for Quarter 2 onwards has been revised as a result of Covid-19 and is the subject of a separate paper.

Financial Implications

17. 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)

18. The relevant equality impact assessment covers our Well-being Statement, Business Plan 2020/21 and Corporate Plan up to 2022, and was updated in March 2020.

Index of Annexes

- Annex 1 – Quarter 1 Dashboard
- Annex 2 – Customer Programme Report