NRW Board Paper

Date of meeting:	**Wednesday, 18th November**
Title of Paper:	Business Plan 2026-27 Performance Report: Q2
Paper Reference:	26-11-B16
Paper sponsored by:	Prys Davies (Executive Director Strategy, Policy and Evidence)
Paper prepared by:	Sarah Williams (Head of Corporate Strategy and Programme Management Office) James Cornelius (Team Leader - Corporate Planning and Performance) Corporate Planning and Performance Team
Paper presented by:	Sarah Williams (Head of Corporate Strategy and Programme Management Office)
Purpose of the paper	To approve the Quarter 2 performance report.

Summary	Quarter Two performance:
	• **Business Plan Commitments performance:**
	  ○ Q1 Actual: **0** Red, **9** Amber, **21** Green
	  ○ Q2 Actual: **0** Red,**10** Amber,**17** Green
	  ○ Anticipated Year End: **0** Red, **9** Amber, **26** Green
	• **Internal performance:**
	  ○ Q1 Actual: **1** Red, **1** Amber, **5** Green
	  ○ Q2 Actual: **1** Red, **2** Amber, **4** Green

Introduction

1. The Board is asked to approve this Quarter 2 performance report is provided to support the Board's oversight of organisational performance.

Business Plan 2026-27 Quarter 2 Performance Report

2. Table 1: Business Plan Commitments which are Red or Amber for Q2 (along with any which were Red or Amber in Q1, or anticipated to be Red or Amber at the end of 2026-27).

Commitment	Q2 Actual	Anticipated End of Year
WBO1 Nature is Recovering		
Resilient Ecological Networks (REN): Projects are established and underway across Wales.	**Amber**	**Green**
The commitment remains Amber at the end of Q2. Progress has been made in developing the framework for delivering nature recovery through spatial prioritisation, which is now being finalised following feedback from the RENs Task and Finish Group. In parallel, lead RENs co-ordinators have been identified in some of our Operational Place teams, and they have developed storyboards and project briefs. However, agreement of Service Offers and confirmation of leads across all Places has not yet been completed, delaying the next stage of delivery planning. **The Pathway to Green** is to complete the draft framework and secure consistent agreement across the RENs Task and Finish Group on the Service Offers by the end of Q3. This will enable delivery planning for 2026/27.		
Sustainable Farming Scheme advice: Provide specialist advice to Welsh Government for the development of the optional and collaborative actions in the Sustainable Farming Scheme, including refresh of the forest management plan and scoping of a new woodland management scheme verification service.	**Amber**	**Green**

The commitment remains Amber at the end of Q2 as work continues with Welsh Government on the development and implementation of Sustainable Farming Scheme actions, including the new Woodland Management Scheme. During the quarter, NRW continued to support the rollout of the Designated Sites Management Plan service, capital environment grants and temporary habitat options, while the refreshed Forest Management Plan was published. Advice is also being provided on the Woodland Management Scheme application process and associated verification service. However, confirmation of the agreed process and costings from Welsh Government is still required to support service delivery planning and negotiation of the grant award letter. The commitment is forecast to achieve Green by year-end.

The Pathway to Green is to agree the delivery process with Welsh Government for the Woodland Management Scheme, confirm funding and service requirements, and finalise grant award arrangements. This will provide the clarity needed to plan service delivery, recruit and train any additional staff required, and support implementation within the expected timetable (of a February launch). Progress against these actions is expected to return the commitment to Green by year-end.

Establish species recovery initiatives: namely (i) a Species Recovery Framework, (ii) WG/NRW beaver work programme	**Green**	**Amber**

The commitment was Green at the end of Q2. The Q2 milestone focused on progressing the Welsh Government/NRW Beaver Work Programme, including appointment of the Beaver Programme Lead, development of the strategy and management framework, establishment of an internal Beaver Task and Finish Group, and a second meeting of the Wales Beaver Forum to consider initial proposals. These activities have provided the foundation for delivery of the Q3 milestone to consult on the Species Recovery Framework prioritised species list.

The Pathway to Green is to agree adjustments to the species prioritisation methodology and finalise the approach to stakeholder engagement in alignment with WG species and targets indicators work. NRW has secured funding for external facilitation and communications support and is working with communications colleagues to deliver the engagement programme. These actions will support delivery of the Species Recovery Framework, though we anticipate Amber at year end as stakeholder engagement is not expected to come until early 2027.

Spatial protection for nature delivery: programme established and implementation started.	**Amber**	**Green**

The commitment was Amber at the end of Q2 having been Green at end of Q1. The quarter focused on supporting the Corporate Plan refresh, including development of outcome targets informed by existing and planned work across service plans and programmes. Progress was also made in implementing elements of the NRM restructure and responding to Audit Wales SSSI recommendations, helping to transition from a bespoke work plan to a dashboard-based approach that improves visibility of activity across the service. However, programme work packages and future milestones have not

yet been formally defined and agreed, and therefore the milestone has not yet been achieved.

The Pathway to Green is to finalise the nature delivery programme and agree programme work packages and milestones. This will provide a clear delivery framework and support tracking of progress against programme objectives. The milestone is expected to remain Amber next quarter before moving to Green by year end.

Trend Metric	Metric Reported	Q2 Actual
Number of SSSIs notified or renotified.	**1 SSSI notified bringing total to 3**	**Red**

One additional SSSI notification was completed during Q2, with **Rectory Meadows, Rogiet** (5.2 hectares) notified. This brings the total number of SSSIs notified to date to three, including **Wern Ddu Uchaf** and **Cors Cae Gweunydd**. Delivery remains below the level required to achieve the annual target of eight notifications or re-notifications and is therefore rated Red.

The structured programme of notifications and re-notifications established in Q1 has continued through Q2 and is phased across the year to minimise bottlenecks for key roles, including the Protected Areas Committee. A further eight notifications are progressing through the pipeline, with performance expected to improve to Amber in Q3 and Green in Q4.

Development planning process maintains a 98% level of service for timely statutory consultee responses.	**99%**	**Green**

We continued to deliver a high level of performance during a period of increasing demand and ongoing system change. Performance remains stable (Green) and has been included in this report to provide assurance to the Board. The data presented is reported one quarter in arrears and therefore relates to Q1 2026/27.

WBO2: Communities are Resilient to Climate Change

Commitment	Q2 Actual	Anticipated End of Year
Taff flood catchment plan: develop a prioritised pipeline of work and establish a catchment partnership.	**No milestone**	**Green**

The commitment was Green at the end of Q1 but was forecasting an anticipated year end position of Amber which has now changed to Green. Progress has been made in establishing the Taff Catchment Partnership through stakeholder engagement, development of governance arrangements and delivery of the inaugural Members Forum workshop. This has strengthened cross-sector collaboration and informed the development of a prioritised programme of catchment interventions.

Periodic Review of Water Company Prices 2029: Establish PR29 approach to nature-based-solutions and catchment solutions.	**Amber**	**Amber**

The commitment was Green at the end of Q1 but was forecasting an anticipated year end position of Amber and remains forecast to be Amber at year-end but is Amber for Q2 quarter end. Progress has been made in establishing the approach to catchment and nature-based solutions within PR29, with expectations set through the Wales Water Industry Strategic Environmental Requirements (WWISER) and over half of the Drivers flag where catchment and nature-based solutions could be used to meet requirements. However, progress against the Q2 milestone is incomplete as links with Drainage and Waste Water Management Plans have not yet been fully clarified, some key drivers remain to be finalised, and staff resource pressures have affected delivery. **The Pathway to Green is to** take pragmatic decisions that enable progress to continue while wider water reform arrangements are being finalised. Work will focus on completing the remaining Drivers, strengthening links with Drainage and Wastewater Management Plans, and continuing engagement with Welsh Government and regulatory partners. While progress is being made, uncertainty outside NRW's control means the commitment is expected to remain Amber at year-end.		
Act as facilitator for the Mid Wales Growth Deal partnership: to support decarbonisation opportunities for the round timber haulage sector, as a part of NRW's contribution to the Whole System Research for Innovation and Decarbonisation (WSRID) Welsh Government initiative.	**Green**	**Green**
The commitment was Green at the end of Q2, reflecting progress from the Amber position reported in Q1. The Mid Wales Growth Deal partnership has secured Welsh Government support to progress a second round of funding, enabling further evidence gathering and feasibility work to support a hydrogen-fuelled timber haulage vehicle trial. This work will also examine the end-to-end supply chain, from in-forest hydrogen production through to vehicle utilisation, providing a stronger foundation for future decarbonisation opportunities within the round timber haulage sector.		
Improve Flood Risk Assessment Wales: develop the delivery plan for the next generation of Flood Risk Assessment Wales, to modernise flood data so that it can be used by all stakeholders.	**Amber**	**Amber**
The commitment was Amber at the end of Q2. The quarter focused on developing the next generation of Flood Risk Assessment Wales, with the high-level scoping document completed and refined. Preparatory work for recruitment of a dedicated Programme Manager has also progressed, with a role description developed and funding identified within the FRM capital programme. While the Q2 milestone was not achieved, sufficient progress has been made in establishing the programme foundations for the overall commitment to remain Amber. **The Pathway to Green is to** secure agreement that the Programme Manager post can be funded through the capital programme, enabling recruitment to proceed and a commissioning plan for the programme to be developed by the end of Q4. As delivery remains dependent on recruitment approval and funding confirmation, the commitment is expected to remain Amber at year end.		
Low-carbon Industry Guidance: Develop advice, guidance and tools on low-carbon technologies and	**Amber**	**Amber**

infrastructure, including Nuclear, Carbon Capture, Persistent Chemicals (PFAS) and enhanced Environmental Management System (EMS) expectations.		
The commitment was Amber at the end of Q2. The quarter focused on progressing the Low-carbon Industry Guidance programme, including continued development of the hybrid permit pack, incorporation of climate change and biodiversity requirements into the EMS work programme, and agreement of an interim regulatory position on Persistent Organic Pollutants (POPs). Ongoing engagement through the Permit Transformation Programme and collaboration with partner regulators has helped ensure alignment with wider regulatory reform and future implementation opportunities. **The Pathway to Green is currently unclear.** While progress continues across all work areas, delivery has been slower than anticipated due to resource pressures and dependencies on wider transformation programmes. The commitment is therefore expected to remain Amber at year end.		
WBO3: Pollution is Minimised		
Embed changes to incident management approach and ways of working: to enable a prioritised response to incidents focussing resource to those which cause the most harm	**Amber**	**Amber**
The commitment was Amber at the end of Q1 and remains Amber at the end of Q2. It is forecast to remain Amber at year-end. Delivery continues in line with plan, but fully embedding a risk-based approach to incident management is a multi-year programme. The review of all 29 pollution incident management Standard Operating Procedures has continued, with consultation on the revised SOPs underway and finalisation planned during this quarter. Operational learning and existing guidance are being used to support a consistent response based on risk and environmental harm. Work has continued on policies, incident plans, reporting routes and decision-support tools. **The Pathway to Green** remains the successful implementation and sustained adoption of the revised approach across NRW. Planned outputs remain achievable and all milestones are on track, but Green depends on wider organisational adoption and evidence that resources are being directed consistently towards incidents causing the greatest environmental harm.		
Deliver the Tackling Waste Crime Programme: disrupting organised waste crime through intelligence-led, multi-agency intervention.	**Amber**	**Amber**
The commitment remains Amber at the end of Q2 and is forecast to remain Amber at year-end. This reflects the increasing complexity of organised waste crime and ongoing pressures on enforcement and specialist resources. During the quarter, the ‘use of waste in construction’ exemption desktop review was completed and the Q2 milestone for high-priority site visits was achieved. Progress has continued in addressing the backlog of site visits from Q1, with increasing officer competency expected to support delivery of year-end milestones. However, planning for the Construction and Demolition Waste campaigns has been paused due to resources being redirected to Operational Investigation support.		

The Pathway to Green is to increase enforcement and specialist capacity, complete the planned Construction and Demolition Waste campaigns, and continue intelligence-led activity targeting high-risk sites. NRW will also work with Welsh Government and the Joint Unit for Waste Crime to strengthen intelligence, enforcement capability and the response to increasing cross-border and organised waste crime risks. While annual milestones remain achievable, the wider commitment is expected to remain Amber at year-end due to the scale and complexity of the challenge.

Commitment	Q2 Actual	Anticipated End of Year
Work with Welsh Government and DEFRA: to develop digital waste tracking and cross border data sharing, to understand waste flows and help identify illegal activity earlier.	**Amber**	**Amber**

The commitment remains Amber at the end of Q2 and is anticipated to be Amber at year-end. This reflects NRW's continued dependency on Defra-led delivery and lower **than anticipated levels of data being submitted through the Digital Waste Tracking Service during testing.** The service went live on 1 October, and NRW has continued to review available beta data and provide feedback to Defra. However, the volume of data available for review has been limited due to low numbers of software providers participating, and regulators currently have no access to live data.

The Pathway to Green is to increase Welsh waste receiving sites' (in relevant sectors) participation in the Digital Waste Tracking Service, improve regulator access to data and continue working with Defra and industry to encourage wider adoption. Greater participation and more affordable software solutions will improve understanding of waste movements and support the earlier identification of illegal activity. Progress on these actions will be critical to achieving the full benefits of the service and improving performance in future years.

Trend Metric	Metric Reported	Q2 Actual
Determine all permit applications received within statutory time frames or agreed service levels.	**85%**	**Amber**

Overall performance remains broadly unchanged from Q1 and is rated Amber. Performance continues to be affected by ongoing pressures within the Installations/RSR team, as well as Waste and Species permitting.

While performance has been maintained during Q2, work continues to address capacity and operational pressures across these areas. Mitigation activity is expected to support recovery over the remainder of the year.

Incident Management: Repeat High category incidents in same location as % of substantiated High category incidents.	**13%**	Green

This trend metric has moved from its Q1 position of Amber to Green for Q2. The proportion of High category incidents occurring at repeat locations remains broadly in line with the three-year baseline. The rolling-year Q1 position is estimated at around 13% compared with a three-year baseline of approximately 12%, resulting in a Green status. The change in the rolling year position is from 13.2% for Q1 to 13.0% for Q2.		
WBO 4 – How we work for Nature and People		
Strengthen People Services by: **• Implementing the Strategic Equality plan and Anti-Racism plan.** **• Completing the Health and Safety Training Needs Analysis.**	**Green**	**Green**
The commitment is Green at the end of Q2 and is anticipated to remain Green at year-end. Progress has been made across all elements of the commitment. The Health and Safety Training Needs Analysis data has now been uploaded to the Learning Management System, enabling staff and managers to access and review training requirements. A resource is in place to support managers and maintain oversight of changes, and the Strategic Equality Plan was approved by People Committee in October. Planning for the Anti-Racism Action Plan is also progressing, with a dedicated action planning session scheduled during Q3.		
Establish our approach to Green Finance: to identify investor-ready financial mechanisms and unlock new funding.	**No milestone**	**Green**
The commitment was Amber at the end of Q1 due to the time required to establish and agree the Green Finance approach. Whilst there was no milestone for Q2, in Q2 there has been agreement of a joint working arrangement with Welsh Government, and this commitment is forecast to remain Green by year-end. Working with the Welsh Government, will see the identification of opportunities, examples of existing schemes and procedure development and marketing of the Welsh Government Woodland Estate and National Nature Reserve opportunities as investor-ready schemes. While this work will take time to mature and immediate income generation is unlikely in the short term.		

Internal performance report

3. Table 2: Red or Amber Internal performance reporting at Q2, including an update on those items reporting red or amber in Q1. More detail can be found in **Annex 2** on other Q2 item positions.

Internal measure	Q2 Actual
Declarations of Interest	**Amber**

Pathway to Green is through completion of the remaining outstanding declarations. Performance has improved significantly from Red in Q1 to Amber at 86% by the end of Q2. Staff who have not yet completed their declaration have been prompted to do so, and continued follow-up is expected to improve compliance further, with Green still anticipated by the end of the financial year.	
Access to Information requests responded to within 20 days	**Green**
Pathway to Green has been achieved, with performance improving from Amber in Q1 (89.8%) to Green in Q2 (90.3%), exceeding the 90% target. Small operational changes within the team, including a revised approach to phone cover with other teams, have helped strengthen performance. Green is still anticipated for this item by the end of the financial year.	
Information Commissioner's Office (ICO) reported incidents	**Amber**
Pathway to Green is through preventing further reportable incidents. Performance is Amber at the end of Q2 following one incident that required ICO reporting in August. The ICO provided advice on the matter, and an internal investigation is ongoing. Green is still anticipated for this item by the end of the financial year.	
Health & Safety Near Miss reporting	**Red**
Pathway to Green is through increasing the reporting of near misses. Performance is Red at the end of Q2, with 42 near miss reports in September, a decrease compared with September last year. Team Leaders and Managers continue to be reminded of the importance of reporting near misses, and drop-in sessions will be arranged to support reporting. Green is still anticipated for this item by the end of the financial year.	

Next Steps

4. Leadership Team and Executive Team Well-being Objective Leads will continue to monitor delivery against the agreeed Pathways to Green and take corrective action where progress deviates from the plan.

Recommendations

5. The Board is asked to
   - Note the Business Plan 2026/27 Q2 Performance Report.
   - Note the Internal Performance Report.

Index of Annexes

Annex 1 – Performance table and charts for Business Plan dashboard
Annex 2 – Internal Performance Report

Approval / Consultation process

• **Responsible**	**Sarah Williams (Head of Corporate Strategy and PMO) and Prys Davies (Executive Director Strategy, Policy and Evidence)**
• **Accountable**	NRW Board
• **Consulted**	Leadership Team (Commitment Owners and Metric Owners) / Executive Team
• **Informed**	Leadership Team / Executive Team / NRW Board

Annex 1 - Performance table and charts for Business Plan dashboard

Table 1: Overall dashboard for 2026-27 Business Plan – Actual Reported Position

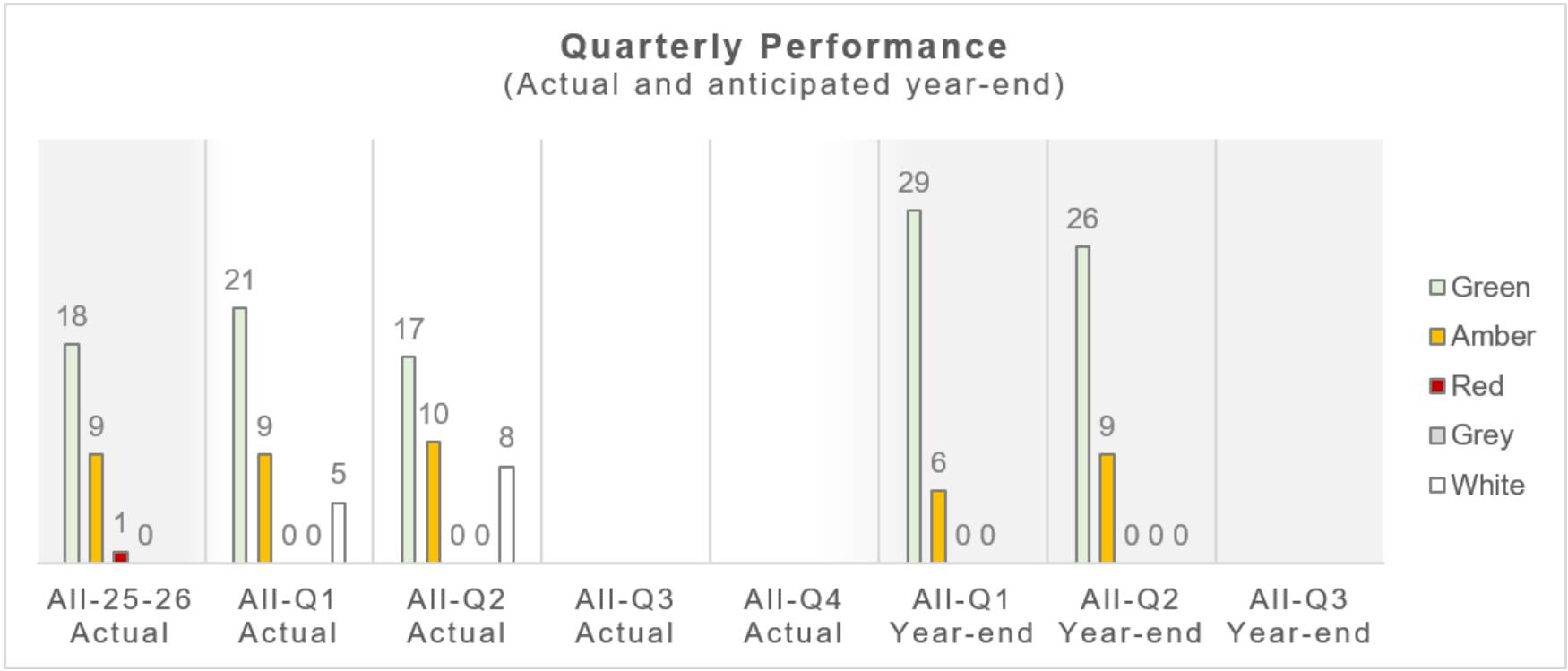
	2026/27 Business Plan commitment:	2025-26	2026-27			
			Q1	Q2	Q3	Q4
WBO1: Nature	1: **Improve the effectiveness and efficiency of our land use planning role**: consistent with our Planning Strategy by developing and starting to implement a prioritised plan of improvements.	N/A	Green	Green		
	2: **Resilient Ecological Networks (REN)**: Projects are established and underway across Wales.	N/A	Amber	Amber		
	3: **Spatial protection for nature delivery**: programme established and implementation started.	Amber	Green	Amber		
	4: **Glyndŵr National Park Advice**: Provide specialist advice to Welsh Government, participate in a possible local public inquiry and/or support other relevant actions in relation to a Glyndŵr National Park designation order.	Green	Green	Green		
	5: **Sustainable Farming Scheme advice**: Provide specialist advice to Welsh Government for the development of the optional and collaborative actions in the Sustainable Farming Scheme, including refresh of the forest management plan and scoping of a new woodland management scheme verification service.	Amber	Amber	Amber		
	6: **Establish species recovery initiatives**: namely (i) a Species Recovery Framework, (ii) WG/NRW beaver work programme.	N/A	Amber	Green		
	7: **Marine SAC and SPA Condition Assessments**: Progress development of cross border marine SAC and SPA condition assessments and conservation advice packages to inform effective site management.	Green	Green	Green		
WBO2: Climate	8: **Integrated catchment planning and management**: Establish organisational approach and prioritised forward programme for integrated catchment planning and management.	N/A	Green	No milestone		
	9: **Periodic Review of Water Company Prices 2029**: Establish PR29 approach to nature-based-solutions and catchment solutions.	Amber	Green	Amber		
	10: **Improve Flood Risk Assessment Wales**: develop the delivery plan for the next generation of Flood Risk Assessment Wales, to modernise flood data so that it can be used by all stakeholders.	Amber	Green	Amber		
	11: **Taff flood catchment plan**: develop a prioritised pipeline of work, and establish a catchment partnership.	Green	No milestone	No milestone		
	12: **NRW Adaptation Plan**: Development of NRW's Second Climate Adaptation Plan.	Green	No milestone	Green		
	13: **Low-carbon industry guidance**: Develop advice, guidance and tools on low-carbon technologies and infrastructure, including Nuclear, Carbon Capture, Persistent Chemicals (PFAS) and enhanced Environmental Management System (EMS) expectations.	Amber	Green	Amber		

	2026/27 Business Plan commitment:	2025-26	2026-27			
			Q1	Q2	Q3	Q4
	14: **Marine renewables evidence and guidance**: deliver evidence and guidance programmes to support consistent and accessible advice and guidance for sustainable project and programme design.	Green	Green	Green		
	15: **Timber sales**: Support the supply chain for carbon-locking Welsh timber for Welsh Homes through timber sales from the Welsh Government Woodland Estate.	N/A	Green	Green		
	16: **Act as facilitator for the Mid Wales Growth Deal partnership**: to support decarbonisation opportunities for the round timber haulage sector, as a part of NRW's contribution to the Whole System Research for Innovation and Decarbonisation (WSRID) Welsh Government initiative.	N/A	Amber	Green		
	17: **Electric vehicle charging infrastructure**: Increase EVCI capacity by 61 chargers across 16 sites to accelerate fleet decarbonisation in 2027-28.	N/A	Green	Green		
WBO3: Pollution	18: **Develop NRW's Catchment Nutrient Recovery plans**: for priority catchments to support delivery of an integrated approach to development activity.	Green	Green	No milestone		
	19: **Work with water sector**: on statutory water planning frameworks and stakeholders on Water Framework Directive Regulations statutory consultations.	Amber	Green	Green		
	20: **Complete targeted audits of Operator Self Monitoring results**: prioritising water companies and other high-risk sectors to drive better compliance.	Amber	No milestone	No milestone		
	21: **Shape future water legislation, governance and regulation**: by collaborating with Welsh Government, Defra, the Environment Agency, Natural England, Ofwat and the Drinking Water Inspectorate.	N/A	Green	Green		
	22: **Embed changes to incident management approach and ways of working**: to enable a prioritised response to incidents focussing resource to those which cause the most harm.	Amber	Amber	Amber		
	23: **Deliver the Tackling Waste Crime Programme**: disrupting organised waste crime through intelligence led, multi agency intervention.	Amber	Amber	Amber		
	24: **Work with Welsh Government and DEFRA**: to develop digital waste tracking and cross border data sharing, to understand waste flows and help identify illegal activity earlier.	N/A	Amber	Amber		
WBO4: How	25: **Deliver the next Ein Llais staff survey**: to strengthen insight into performance and culture.	N/A	Green	Green		
	26: Embed consistent, high-quality leadership: through Leading Together and improved People Management Induction.	N/A	Green	Green		
	27: **Strengthen People Services** by: - Implementing the Strategic Equality plan and Anti Racism plan. - Completing the Health and Safety training needs analysis.	N/A	Amber	Green		
	28: **Develop our approach to building an agile workforce**: supporting skills development, careers and succession planning.	N/A	No milestone	No milestone		

	2026/27 Business Plan commitment:	2025-26	2026-27			
			Q1	Q2	Q3	Q4
	29: **Enhance the customer platform**: and extend the Marine Licensing approach to other NRW services.	Green	Green	Green		
	30: **Improve species and tree felling licensing processes**: by delivering a customer focused end to end review.	N/A	Green	Green		
	31: **Develop and implement a transparent, prioritised delivery plan for stabilising and transforming the Digital, Data and Technology (DDaT) service**: to drive improvements in the efficiency and effectiveness of our services.	N/A	Green	Amber		
	32: **Embed the outcome-focused Planning and Performance Framework**: integrating business, finance and strategic workforce planning with the multi-year plan and service and place planning.	N/A	Green	Green		
	33: **Establish our approach to Green Finance**: to identify investor-ready financial mechanisms and unlock new funding.	N/A	Amber	No milestone		
	34: **Implement an end-to-end terrestrial monitoring service review**: to provide evidence and insights on condition of protected habitats and species and management effectiveness of protected sites.	N/A	No milestone	No milestone		
	35: **Use SoNaRR 2025 evidence and insights**: to strengthen our advocacy and engagement with partners.	Green	Green	No milestone		

Key: Green = achieved; Amber = partially achieved; Red = missed

Chart 1: Actual reported position for each quarter (along with anticipated year end position from each quarter)



Annex 2 – Internal Performance Report

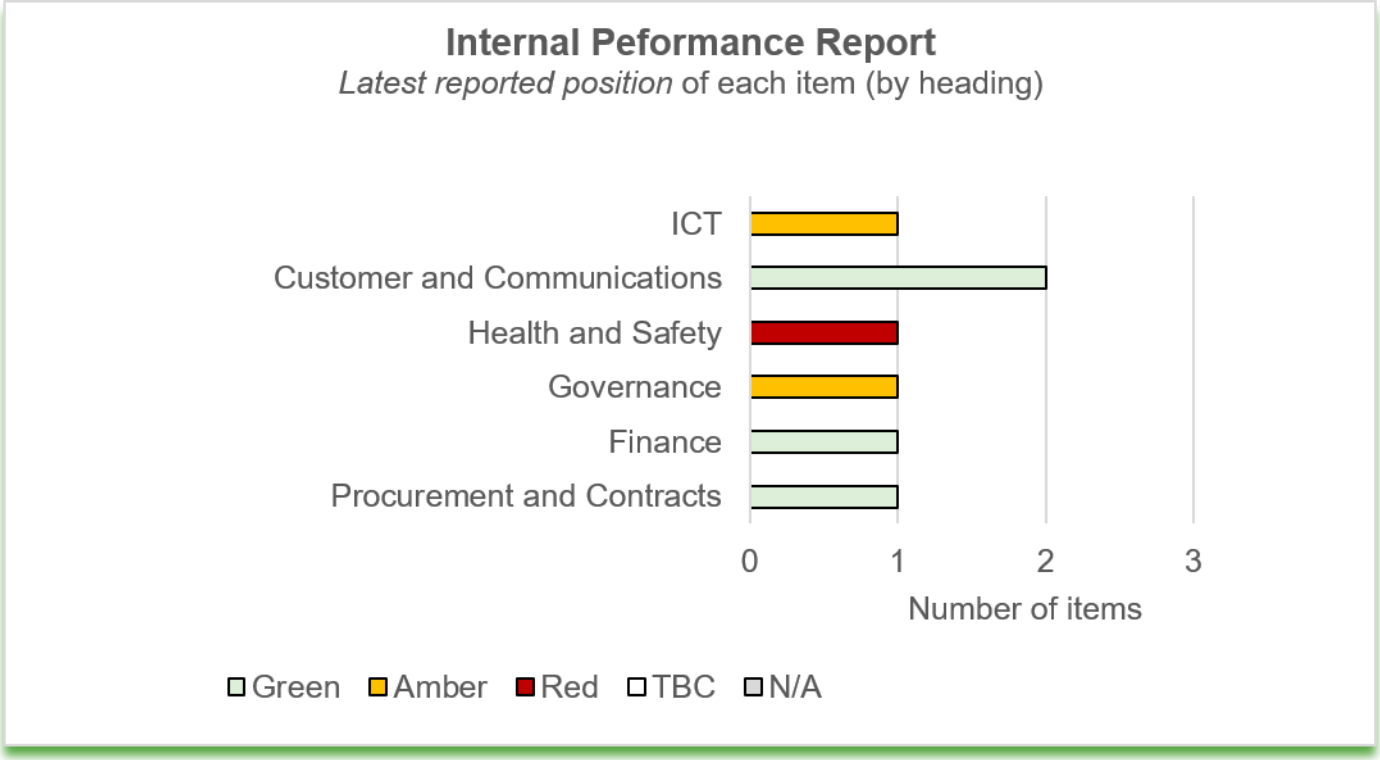
The following pages provide the performance snapshot at the end of quarter one in relation to key measures relating to the 'health' of our organisation.

Summary

The performance position* (at the end of quarter two, September 2026) for the measures covered by this report is:

- Four green
- Two amber
- One red

(see next page for detail)



* *Key*: Green - achieved; Amber – partially achieved; Red – missed; Grey – N/A (Not applicable)

Amber or Red

ICT:

- **Information Commissioner's Office (ICO) reported incidents** is Amber at the end of the quarter. One incident required ICO reporting during August. The ICO decided to provide advice to us around this. There is an ongoing internal investigation into the incident. Green is still anticipated for this item by the end of the financial year.

Governance:

- **Declarations of Interest** (where people working for us declare when their official and/or private interests may be perceived to conflict with NRW's work) has now moved to Amber at 86% at the end of the quarter (Red in Q1). Staff still needing to complete their declaration have been prompted to do this. Green is still anticipated for this item by the end of the financial year.

Health and Safety:

- **Health & Safety Near Miss reporting** is now Red with 42 near miss reports for September, which is a decrease from September last year. Team Leaders and Managers continue to be reminded of the importance of reporting near misses, and drop-in sessions will be arranged around the reporting of these. Green is still anticipated for this item by the end of the financial year.

Green

Customer and Communications:

- **Access to Information requests** responded to within 20 days is Green at the end of the quarter at 90.3% (up from Amber, at 89.8% for Q1). Green is still anticipated for this item by the end of the financial year.
- **Complaints** responded to within service level is Green at the end of the quarter at 97%. Green is still anticipated for this item by the end of the financial year.

Finance:

- **Payments performance** to our suppliers remains Green at the end of the quarter at 98%. Green is still anticipated for this item by the end of the financial year.

Procurement and Contracts:

- **Retrospective orders** is Green at the end of September with 4% of purchase orders being retrospective. Green is still anticipated for this item by the end of the financial year.