

ANNUAL WORK PROGRAMME AND KEY PERFORMANCE INDICATORS

Summary: To provide the Board with (1) a final report on the Annual Work Programme 2021/22 and (2) a summary of performance against the Key Performance Indicators (KPIs) for the financial year

Recommendation: That the Board (1) notes the reports for 2021/22 and (2) approves the new KPIs for 2022/23 (as recommended by the Executive Committee)

Report by: Andy Parsons – Chief Executive

1. ANNUAL WORK PROGRAMME

- The annual work programme for the year ahead is presented to the Board at the same time as the operating budget.
- Team members take accountability and/ or responsibility for each task within the overall programme. Target dates for completing each task are agreed by the team.
- Progress against the tasks is then monitored using the following indicators:
 - Not started
 - Off track
 - In progress/ on track
 - Completed
- The final report for the 2021/22 Work Programme is shown in *Appendix A*.

2. KEY PERFORMANCE INDICATORS (at end Year-End)

- KPI1 Training Days – the target is for everyone to have a minimum of 20 hours of training/ development per annum (averaging five hours per quarter). Across the year 17 FTE have achieved this target, resulting in a Green score.
- KPI2 Process Improvements Identified and Implemented – the target is eight per annum (averaging two per quarter). There was one process improvement during Q4 (digitisation of Voluntary Warden starter forms), and six throughout the year, resulting in the KPI being Amber.
- KPI3ai % of 'Allocation' against the FiPL Grant for Year 1 – 100% of the Year 1 grant award had been allocated by the end of Q3, therefore the KPI is Green.
- KPI3aai % of 'Spend' against the FiPL Grant for Year 1 – 99% of the allocated grant had been paid by the end of Q4, therefore the KPI is Green.
- KPI3bi % of Pro-active Consultations above Consultation Thresholds that Received a Substantive Response by the Original Deadline – during Q4 we provided a substantive response to 94% consultations by the original deadline (Blue), and cumulatively across the year the figure is 70% (Green)
- KPI3bii Performance against Statutory Consultee status (% of KPI3bi that were bespoke) – 64% of the responses in Q4 were bespoke (Blue), and cumulatively across the year the figure is 28% (Amber).

- KPI4 Number of People Directly Engaged – this KPI has an annual target of 1,378 people. In Q4 581 people were engaged (Blue) and cumulatively across the year 2,254 people were engaged (Blue).
- KPI5 New Partnerships – the target is eight per annum (averaging two per quarter). One new partnership was established in Q4 (Gloucestershire Food and Farming Partnership) – so the KPI is Red for the period and Amber overall (six new partnerships in the year).
- KPI6 Useable Reserves – the revised target for this financial year was set at £110,000 (an uplift of £25,000 since we first introduced the new KPIs). The original KPI target was to reach £110,000 by financial year-ending 31 March 2023; so, we have brought it forward by one year. This is due to a number of factors: (1) the improved financial performance during 2020/21, (2) the continued positive results during 2021/22 and (3) the recognition that there will be additional pressures on our budgets during 2022/23, e.g. property costs, so realising a surplus next FY will, likely, prove very difficult. At Year-End the useable reserves are £152,205 (138% of target), so the KPI is Blue. The useable reserves are broken down as follows:
 - General Fund - £73,126
 - Designated Funds - £79,079

RECOMMENDED KPIs FOR 2022/23

The team have met and reviewed the current KPIs. The bold KPIs below represent the new measures identified by the team as key to the organisation's continuous improvement culture.

- People
 - *Training* – number of training/ development hours per FTE
 - **Volunteers - % of joining volunteers that are women** (new / additional)
- Process
 - **Communications – increase in social media engagement (Instagram, Twitter, Facebook)** (replacing 'number of process improvements')
- Customer (Environment and Landscape)
 - *FiPL* - % of Year 2 project grant spent
 - *Planning* - % of proactive development management consultation, above our consultation thresholds, for which we provide a substantive response by the original deadline
 - **Climate Change – number of key stakeholder groups engaged with the SWC report/ recommendations, e.g. local authorities, landowners, businesses, public** (new / additional)
- Customer (People and Communities)
 - **Young People – number of 16-25 year olds engaged with our work** (replacing 'total number of people engaged', i.e. a more focused measure)
- Customer (Partnerships and Stakeholders)
 - **Nature Recovery – number of strategic nature recovery partnerships engaged with at the local, regional and national levels** (replacing 'number of new partnerships established' and reflecting the significance of emerging nature recovery strategies / plans, etc. that will impact the CNL)

- Finance
 - **General Fund – as a % of target (tbc)** (replacing ‘useable reserves’ as this included the Designated Funds figure, and with the level of uncertainty around one-off costs that the organisation may endure this FY it is important to have a focus on the General Fund)

The Board is asked to approve the recommended KPIs for 2022/23.

Supporting documents

- Appendix A – Annual Work Programme – final report for 2021/22
- Appendix B - Key Performance Indicators – at Year-End

JUNE 2022