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| <b>KPI 1 - Measure Definition:</b> Number of training/ development days per FTE employee  |   |   |                             |
| <b>Strategic Output:</b> Great people, Inspiring Others   |   |   |                             |
| <b>Owner:</b> Mandy Pressland   |   | <b>Reporting Frequency:</b> Quarterly   |                             |
| <p><b>Measure Definition:</b><br/> Measures the training and development each Full Time Equivalent (FTE) undertakes in a given time period.<br/> Purpose: To monitor the time and resources invested in employee development, learning and growth processes.<br/> Training and development for this purpose includes classroom and online attended courses; workshops and webinars attended; training/information sessions run by colleagues.</p>   |   |   |                             |
| <p><b>Baseline:</b><br/> As this is not something we have measured previously colleagues were asked to recall training they had undertaken during 2019/20 – app 1030 hours were accounted for including 600hrs for one employee’s MSc Countryside Management Dissertation.<br/> 74 hrs per FTE<br/> 10 days FTE at 7.5 hours a day<br/> Excluding the exceptionally high dissertation hours this leaves an average 4.4 FTE days. This being an average across the whole team rather than a minimum.<br/> All employees received a minimum 1.5 days training during the year; Five employees received in excess of five days training and development.</p> |   | <p><b>Target:</b><br/> <b>A minimum of four days training per FTE employee per annum</b><br/> Including 1/2 day mandatory online H&amp;S training for all employees</p> |                             |
| <p><b>Red</b><br/> &lt;8 people achieve the minimum of four days training (based on FTE)</p>  | <p><b>Amber</b><br/> 8-11 people achieve the minimum of four days training (based on FTE)</p> | <p><b>Green</b><br/> 12-14 people achieve the minimum of four days training (based on FTE)</p>  | <p><b>Blue</b><br/> N/A</p> |
| <p><b>Notes:</b> Using 1 day per quarter FTE per employee for quarterly targets as a basis to gauge progress, though it is accepted that not all individuals will undertake 1 days training during each quarter, hence the min 4 days is an annual target.</p>  |   |   |                             |

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| <b>KPI 2 - Measure Definition:</b> The number of process improvements identified and implemented  |  |  |   |
| <b>Strategic Output:</b> Continuous Improvement leading to Effective Working  |  |  |   |
| <b>Owner:</b> Andy Parsons  |  | <b>Reporting Frequency:</b> Quarterly  |   |
| <b>Measure Definition:</b> <ol style="list-style-type: none"> <li>1. The number of process improvements or new ways of working reviewed by the team</li> <li>2. This will cover the following areas: <ul style="list-style-type: none"> <li>• Business management</li> <li>• Financial management</li> <li>• People management</li> <li>• Data management</li> <li>• Health, safety and security</li> </ul> </li> </ol> |  |  |   |
| <b>Baseline:</b><br>No baseline required.<br>The Board has a number of good practice processes and ways of working already established. This KPI is about how we can continuously improve.  |  | <b>Target:</b><br>8 process improvements adopted by the Board per annum<br>2 per quarter |   |
| <b>Red</b><br><br><p style="text-align: center;">&lt;4</p>  | <b>Amber</b><br><br><p style="text-align: center;">4-6</p> | <b>Green</b><br><br><p style="text-align: center;">7-9</p>                               | <b>Blue</b><br><br><p style="text-align: center;">10 and over</p> |
| <b>Notes:</b> The focus of this KPI is to improve how the Board and its employees operates by making processes more effective, efficient and end-user focused. It isn't about introducing new/ excessive processes which may lead to cumbersome and resource- heavy requirements for employees, volunteers and Board members alike.   |  |  |   |

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| <b>KPI 3 - Measure Definition:</b> The value of externally funded projects in conserving and enhancing the AONB.   |  |  |  |
| <b>Strategic Output:</b> Delivering for landscapes and nature  |  |  |  |
| <b>Owner:</b> Mark Connelly / John Mills   |  | <b>Reporting Frequency:</b> Quarterly  |  |
| <b>Measure Definition:</b> <ol style="list-style-type: none"> <li>1. Area of species-rich grassland conserved and enhanced through the Glorious Cotswold Grasslands Project.</li> <li>2. Number of landscape projects supported, delivering conservation and enhancement through the Cotswolds Champions Programme.</li> </ol>                         |  |  |  |
| <b>Baseline</b> (as of 31 March 2020):<br>Glorious Cotswold Grasslands: 25ha<br>Cotswolds Champions: 0 projects  |  | <b>Target</b> (for 2020/2021):<br>Glorious Cotswold Grasslands: 25ha<br>Cotswolds Champions: 4 projects    |  |
| <b>Red</b><br>Glorious Cotswold Grasslands:<br><20ha<br>Cotswolds Champions<br>Programme: 1 or fewer projects.   | <b>Amber</b><br>Glorious Cotswold Grasslands:<br>20-24ha<br>Cotswolds Champions<br>Programme: 2-3 projects | <b>Green</b><br>Glorious Cotswold Grasslands:<br>25-30ha<br>Cotswolds Champions<br>Programme: 4-6 projects | <b>Blue</b><br>Glorious Cotswold Grasslands:<br>>30ha<br>Cotswolds Champions<br>Programme: >6 projects |
| <b>Notes:</b> If we need quarterly targets, then Glorious Cotswold Grasslands (hectares) could be: Q1=0, Q2=15, Q3=5; Q4=5. Cotswolds Champions (number of projects) could be: Q1=0; Q2=1; Q3=2; Q4=1.   |  |  |  |
| This KPI isn't designed to capture all the work carried out by the Board and its partners in delivering improvements for nature and the AONB landscape. It is to ensure the Board continues to demonstrate the value of seeking, and being awarded, external funding above and beyond its core income streams in order to achieve its wider ambitions. |  |  |  |

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| <b>KPI 4 - Measure Definition:</b> Number of people directly engaged through our work   |   |  |                            |
| <b>Strategic Output:</b> Promoting and Broadening Access and Wellbeing Opportunities  |   |  |                            |
| <b>Owner:</b> Simon Smith   |   | <b>Reporting Frequency:</b> Quarterly  |                            |
| <p><b>Measure Definition:</b> - Number of people directly engaged through our work comprises of 3 elements taken from the equivalent NAAONB/Defra KPI.</p> <p>Definition; <b>Number of individual volunteers actively supporting the work of the Cotswolds National Landscape</b><br/> Details; Count individual volunteers as 1 no matter how many days in a year they volunteered for</p> <p>Definition; <b>Number of people attending events convened/organised by Cotswolds National Landscape team</b><br/> Details; The event must be something that the National Landscape team has organised/arranged themselves, rather than someone else's event where you just had a speakers slot. Double counting permitted for repeat attendee's.</p> <p>Definition; <b>Number of young people (&lt;18yo) engaged with via school visits, events, activities etc.</b><br/> Details; The event must be something that the National Landscape team has organised/arranged themselves, rather than someone else's event where you just had a speakers slot. Double counting permitted for repeat attendee's.</p> |   |  |                            |
| <p><b>Baseline</b> with a breakdown of its components: Pre C19<br/> 18/19 Actual Figures used in the Defra/NAAONB KPI report updated with any 19/20 figures available at Q4 late April 2020<br/> <b>Total; 1,173</b><br/> <b>Number of volunteers 386</b><br/> Voluntary Wardens 368<br/> Glorious Grasslands volunteers 18<br/> <b>Attendance at Events/Activities 617</b><br/> Rural Skills courses 530<br/> Glorious Grasslands events 87<br/> <b>Number of Young People Engaged 170</b><br/> Rural Skills schools programme 100<br/> Pilot engagement programme 30<br/> Glorious Grasslands work with young people 40</p>   |   | <p>20/21 target with a breakdown of its components: (C-19 estimates currently being checked with relevant officers)<br/> <b>Total; 1,378 (977)</b><br/> <b>Number of volunteers; 386 (376)</b><br/> Voluntary Wardens; 370<br/> Glorious Grasslands volunteers; 15 (5)<br/> Other volunteers; 1<br/> <b>Attendance at Events/Activities 862 (566)</b><br/> Rural Skills courses 540 (450)<br/> Glorious Grasslands events 250 (50)<br/> Farming Forum 60<br/> Other events 12 (6)<br/> <b>Number of Young People Engaged 130 (35)</b><br/> Rural Skills Schools and young people Programme 100 (30)<br/> Glorious Grasslands work with young people 30 (5)</p> |                            |
| <b>Red</b>  | <b>Amber</b>                              | <b>Green</b>   | <b>Blue</b>                |
| <1,171 (<-15%)<br>(<830)  | 1,171-1,308 (-15% to <-5%)<br>(830 – 927) | 1,309 – 1,585 (-5% to +15%)<br>(928 – 1,124)   | >1,585 (>+15%)<br>(>1,124) |
| <p><b>Notes:</b> All data will need to be collected anyway to comply with NAAONB/Defra KPI.<br/> The data that will initially be captured for this KPI is readily available to the Board. Future improvements/ refinement to this measure could help to demonstrate how the Board is engaging with people of BAME and/ or low income groups who are currently under-represented in the countryside. National data, such as the Monitor of Engagement with the Natural Environment (MENE) compiled by Natural England could provide relevant data for the Board.</p>   |   |  |                            |

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| <b>KPI 5 - Measure Definition:</b> Number of new partnerships established  |                         |   |                               |
| <b>Strategic Output:</b> Value-added partnerships that benefit the Area of Outstanding Natural Beauty  |                         |   |                               |
| <b>Owner:</b> James Webb   |                         | <b>Reporting Frequency:</b> Quarterly   |                               |
| <b>Measure Definition:</b><br>New partnerships that benefit the Board and/ or the AONB, financially or by meeting one or both of the Boards purposes.  |                         |   |                               |
| <b>Baseline:</b><br><br>2 - Partnerships where the AONB Team is the project lead<br><br>17 - Partnerships where the AONB Team is a supporting partner<br><br>NB – this doesn't include the 15 local authorities  |                         | <b>Target:</b><br><br>8 new partnerships established per annum<br><br>2 per quarter |                               |
| <b>Red</b><br><br><4   | <b>Amber</b><br><br>4-6 | <b>Green</b><br><br>7-9   | <b>Blue</b><br><br>10 or more |
| <p><b>Notes:</b> It is very Important to acknowledge the time taken to maintain current partnerships/ relationships. This KPI isn't about 'adding numbers' but rather identifying partners that the Board can work with effectively (either ongoing or for a time limited period) to benefit the AONB.</p> <p>Work has been completed by the Partnerships and Fundraising Officer to provide a clear definition for what a partnership is, ensuring consistency in reporting, etc.</p> <p>A particular focus will be on identifying partners to support the Board's second purpose of 'understanding and enjoying' as partnerships in this area of our work are currently under-represented.</p> |                         |   |                               |

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| <b>KPI 6 - Measure Definition:</b> Usable reserves as a % of target   |   |  |  |
| <b>Strategic Output:</b> Financially resilient and sustainable  |   |  |  |
| <b>Owner:</b> Ann Wyatt   |   | <b>Frequency:</b> Quarterly – (inc. projected to year-end)   |  |
| Measure Definition: <ol style="list-style-type: none"> <li>1. The useable reserves target for the CCB is between £110,000 and £130,000</li> <li>2. Includes the free reserves and designated funds</li> </ol>   |   |  |  |
| <b>Baseline:</b><br>According to the draft year-end accounts the Board's total useable reserves is £71,000 as at 31 March 2020  |   | <b>Target:</b> £110,000, i.e. the lower of the two values in the target range by the end of the business plan period<br>2020/21 - £63,700 or 58% as at 31 March 2021<br>2021/22 - £85,000 or 77% as at 31 March 2022<br>2022/23 - £110,000 or 100% as at 31 March 2023 |  |
| <b>Red (for 2020/21)</b><br>Less than 52%<br><£57,200   | <b>Amber (for 2020/21)</b><br>52 – 57.9%<br>£57,200 - £63,699 | <b>Green (for 2020/21)</b><br>58 - 70%<br>£63,700 - £77,000  | <b>Blue (for 2020/21)</b><br>> 70%<br>>£77,000 |
| <p><b>Notes:</b> At Q3 the useable reserves was forecast to be £86,000 at year-end (31-03-2020). The actual figure is £71,000 – a reduction of £15,000. There are a number of small contributing factors but the main reason is that there is c£8,000 of Gateways income at risk due to an ongoing dispute with the RPA. The team are working with the RPA to resolve the issues and, if successful, the income will be shown in the accounts for 2020/21 (currently unbudgeted).</p> <p>The target at year-ending 31 March 2021 is £71,000 minus £7,300 (budgeted loss for the year) = <u>£63,700</u>.</p> |   |  |  |