

**Q4 FINANCIAL REPORT 2020/21**

**Summary:** To provide the Board with an update on the financial position of the organisation.

**Recommendation:** That the Board notes the various updates.

**Report by:** Ann Wyatt – Head of Finance  
Andy Parsons – Chief Executive

**1. FINANCIAL OVERVIEW**

Below are the headline figures from the financial results for 2020/21:

- Income for the year was £912k, 3% less than the COVID 19 Reforecast (£936k) and 9% less than the Budget (£998k).
- Total expenditure for the year was £941k, 14% less than the COVID 19 Reforecast (£1,098k) and 19% less than the Budget (£1,157k).
- This resulted in a net deficit on the income and expenditure account for the year prior to any reserves transfers of £29k, an 82% improvement on both the COVID 19 Reforecast (£162k) and Budget (£160k).
- Net transfers from reserves totalling £54k will be made into the General Fund (detailed in Section 5) resulting in a year end General Fund balance of £72k.
- Total reserves are forecast to be £706k (£736k 2019/20 Financial Statements).
- Including the designated ('earmarked') reserves of £10k, year-end free reserves will be £82k (£71k 2019/20 Financial Statements). This is an improvement of £18k or 28% when compared to the Budget figure of £64k. The year-end free reserves represent 74% of the long term target of £110k.

**2. OPERATIONAL OVERVIEW**

- The Key Performance Indicators (KPIs) help to monitor progress against the three-year Business Plan 2020-23.
- It should be noted that the KPIs are measured against original budgets and annual work programme outputs not the Covid-19 impacted forecasts. This will allow the Board to better understand the full impact of Covid-19 on our operations.

**Key Points**

- KPI1 Training Days – the target is for everyone to have a minimum of four training/development days per annum (averaging one per quarter). Only two people achieved one day during Q4 and only three people cumulatively across the year, so the KPI is red. Although not surprising given the current situation, we need to ensure our goal of supporting the team to achieve their professional and personal ambitions is a focus for 2021/22.
- KPI2 Process Improvements Identified and Implemented – the target is eight per annum (averaging two per quarter). There have been three improvements in Q4: implementation of Approval Max; planning related administrative processes; introduction of a new Customer Charter. In total 12 process improvements were identified and implemented during the year, so the KPI is blue.

- KPI3 Value of Externally Funded Projects – the Glorious Cotswold Grasslands target has significantly exceeded its annual target (25 hectares of grasslands improved) with a total output of 89 hectares, so the KPI is blue. Across the year there were six new projects established via the Cotswolds Champions programme, so the KPI is green.
- KPI4 Number of People Directly Engaged – this KPI has an annual target of 1,378 people and the output was 808, so the KPI is red. This is the clearest indicator of the impact of Covid-19.
- KPI5 New Partnerships – the target is eight per annum (averaging two per quarter). Two new partnerships were established in Q4: Severn Trent Water and Cotswolds Mendip Link Working Group. Total number of partnerships established in the year is nine, so the KPI is green.
- KPI6 Useable Reserves – the budget target by year-end was £63.7k (58% of longer term target) and the year-end position is £82k (74%), so the KPI is blue.

### **Supporting documents**

- Appendix A. Reserves Movements and Year-End Position Report
- Appendix B. Income and Expenditure Report
- Appendix C. Key Performance Indicators

JUNE 2021