

## Annexes for Balanced Scorecard 2024 (ExCo / Board)

### Annex A - Key Performance Questions and Indicators

<b>Is the natural environment improving?</b>	<ul style="list-style-type: none"><li>• % goal and strategic outcome areas where improving trends dominate</li><li>• % goal and strategic outcome areas where prospects are largely on track</li></ul>
<b>Have we delivered our plans?</b> <ul style="list-style-type: none"><li>• % of Corporate Plan commitments on track or complete</li><li>• # of statutory reports laid before Parliament or the Assembly</li><li>• # of advisory activities undertaken</li><li>• # of investigations started</li><li>• # of investigations closed</li><li>• # of environmental reviews, review application, urgent judicial reviews or interventions in judicial reviews</li></ul>	<b>Has our delivery influenced change as we intended?</b> <ul style="list-style-type: none"><li>• Recommendations adopted</li><li>• # and % net sentiment of OEP citations in Parliament or the Assembly</li><li>• # and % net sentiment of citations in monitored media</li><li>• # of evidence reports published</li></ul>
<b>Are we developing our capabilities?</b> <ul style="list-style-type: none"><li>• % of staff engagement demonstrated in People Survey</li><li>• % of staff reporting they have both the equipment and resources they need to do their work properly</li><li>• # of engagements with our college of experts</li></ul>	<b>Are we efficient in using our resources?</b> <ul style="list-style-type: none"><li>• % of expenditure to delegated budget</li><li>• % change per FTE in carbon emissions, water consumption and waste generation</li></ul>
<b>How do others value our contribution?</b>	<ul style="list-style-type: none"><li>• case studies of impact and influence</li><li>• annual published evaluation of impact; either annual perception survey or structured evaluation of an area of work</li></ul>

# Annex B – Balanced Scorecard

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Published in Strategy				Published in AR&A	Internal
Area	Indicator	Status	Description	Benchmarks	Calculation
Environmental Improvement	% goal and strategic outcome areas where improving trends dominate	Exists (ENG)	The OEP's annual progress report extensively analyses the UK Government's progress on the Environmental Improvement Plan (EIP) in England We will also monitor and report on the same arrangements in Northern Ireland to the Assembly, when established.	2021/22 – 28% England (9 / 32 goals improving, 11 static, 8 deteriorating, 4 not assessed). N/A for NI	Our published reports which were laid before Parliament give a full assessment of the trajectory of trends, and progress of targets towards goals as was the case in <a href="#">2021/22</a> and <a href="#">2022/23</a> for the England EIP report.  An accompanying Methodological Statement can be found for the commentary of the report published in January 2024.
		Aspire (NI)		2022/23 – 49% England (25 / 51 trends improving, 10 static, 8 deteriorating 8 not assessed). N/A for NI	
	% goal and strategic outcome areas where prospects are largely on track	Exists (ENG)		2022/23 – 0% England (0 / 10 goal areas prospects on track, 7 mixed progress, 3 limited progress). N/A for NI	
		Aspire (NI)			
Delivery	% of Corporate Plan commitments on track or complete	Exists	We will track the progress of each commitment we make in our Corporate Plan through monitoring internal delivery of our work.	2022/23 – 53% in full, and a further 25% in part. (22% are not met - of these 13 % due to external delays)  2023/24 - 78% of our commitments in full, and a further 15% in part. (7% are not met - of these 2% due to external delays).	We will apply a 'RAG' rating to our Corporate Plan Commitments against FY business plan projects and calculate % judged as: - Completed - On track - At risk - Off track ( int / ext delay)
	# of statutory reports laid before Parliament or the Assembly	Exists	We will report on the number of statutory reports of the OEP's scrutiny functions that have been laid before Parliament or the Assembly under sections 28 and 29 (England) and paragraph 1 and 2 of schedule 3 (NI) Environment Act.	2022/23 – TBC 3 England, 0 NI: - 1st Annual progress report EIP - 2nd Annual progress report EIP - MEL Report (England - Post-implementation review)  2023/24 – TBC 2 England 0 NI: - 3rd Annual progress report EIP - MEL Report: (England - Env. Assessment)	Count by: - England - Parliament - NI Assembly
	# of advisory activities undertaken	Exists	We will report on the number of advisory activities we complete. This means: - Advice we provide to ministers or departments - Consultation responses - Written evidence we provide to Parliament or the Assembly  Under section 30 (England) and para. 3 of sch. 3 (NI) Environment Act.	2022/23 – 8 England, 3 NI: 3 advice to minister / depts. (England – Nature Recovery, Biodiversity, Targets) 1 (NI – Env. Strategy) 3 consultation responses (England – Joint Fisheries, Marine Net Gain, HP Marine Areas ) 2 (NI – Ammonia, Circular Economy) 2 written evidence to Parliament (REUL, LURB) 0 written evidence to Assembly  2023/24 – 4 England, 1 NI: 1 advice to minister / depts. (England – Nutr. Neut.) 1 (NI- EPPS) 3 consultation responses (England – EOR, Air Quality, Fisheries) 0 (NI) 0 written evidence to Parliament 0 written evidence to Assembly	Count by # advisory activities; advice, consultations and evidence submitted to Parliament / the Assembly for England and NI
	# of investigations started	Exists	The number of investigations we formally commence as part of the OEP's enforcement functions under section 33 (England) para 7 of sch. 3 (NI) Environment Act	Started 2022/23 - 1 England. 0 NI  Started 2023/24 – 1 England and NI, 0 England, 1 NI	Count by # England and # NI , or England & NI by year
	# of investigations closed	Exists	The number of investigations we conclude by either: - preparing an investigation report - applying for an environmental review, review application, judicial review or statutory review as part of the OEP's enforcement functions under section 33 (England) or para. 7 of sch. 3 (NI) Environment Act.	Closed 2022/23 - 0 England. 0 NI  Closed 2023/24 - 0 England, 0 NI	Count by # England and # NI , or England & NI by year
	# of environmental reviews, review applications, urgent judicial reviews or interventions in judicial review	Exists	We will report on the number of environmental reviews, urgent judicial reviews and interventions in judicial review as part of the OEP's enforcement functions under sections 38 and 39 (England) or para. 12 and 13 of sch. 3 (NI) Environment Act	2022/23 – 1 England  2023/24 – 0	Count by # England and # NI , or England & NI by year

# Annex B – Balanced Scorecard (Cont.)

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Published in Strategy				Published in AR&A	Internal
Area	Indicator	Status	Description	Benchmarks	Calculation
Influence	Recommendations adopted	Aspire	We will monitor the recommendations we make to the government and public bodies as part of our reports or advice given. We will evaluate where our recommendations are adopted, implemented or not.	New for 2024/25  This data will be a cumulative figure of recommendations made since the establishment of the OEP in January 2022 which may indicate the extent to which we have influenced.	Monitoring and application of judgement to be confirmed considering adoption in full, in part, adopted awaiting action, awaiting response, unclear, rejected.  To consider future inclusion of compliance.
	# and % net sentiment of OEP citations in Parliament or the Assembly	Aspire to be piloted	We will monitor the number of citations of the OEP and our reports made in Parliament and the Assembly through a specified list of sources.  We will apply judgement and report on whether these are positive, neutral or negative.	New for 2024/25	Monitoring through Parliamentary and Government sources: Onclusive, Parliament UK (whatson, Parliamentary Office for Science and Technology post, Select Committees, Joint Committees, House of Commons, House of Lords), NI Assembly, NI Executive, DAERA, Government news and communications, Northern Ireland Office, Defra, Polimonitor  Judge citations and apply a sentiment as: Positive / Negative / Balanced / Neutral.  Net sentiment = positive less negative
	# and % net sentiment of OEP mentions in monitored media	Aspire to be piloted	We will record the number of mentions of the OEP and our reports in monitored media sources  We will apply judgement and report on whether these are positive, neutral or negative.	New for 2024/25	Monitoring through ENDS and Onclusive.  Judge mentions and apply a sentiment as Positive / Negative / Balanced / Neutral  Net sentiment = positive less negative
	# of evidence reports published	Exists	We will record the number of evidence and research reports we have completed and published which support our work.	2022/23 TBC # England, # NI  2023/24 TBC # England, # NI	Count of number of evidence and research reports we have completed and published on our website breakdown by NI and England
Capability	% of staff engagement demonstrated in People Survey	Exists	Through our annual People Survey we will report the % of staff engagement using a standard approach adopted across the Civil Service.	2022/23 - 83% (+7% on public sector benchmark)  2023/24 - 89% (+13% on public sector benchmark)	Measured through responses to: - Sense of achievement - Opportunities for growth and professional development - Health and wellbeing - Dealing with change - Respect for individual difference
	% of staff reporting they have both the equipment and resources they need to do their work properly	Exists	Through our annual People Survey we will assess the % of staff who report they have both the equipment and resources to do their job properly.	2022/23 - 80% (+15% on public sector benchmark)  2023/24 - 88% (+21% on public sector benchmark)	Through annual people survey
	# of engagements with our college of experts	Aspire	We will measure the number of direct engagements the OEP has with its established 'College of Experts'.	New for 2024/25	This will be categorised according to the phase of project, activity or subject matter expertise, and duration.
Efficiency	% of expenditure to delegated budget	Aspire	We will monitor our financial resources and report on the % of expenditure to allocated budget.	New for 2024/25  2022/23 - 67.8% (32.2% underspend)  2023/24 - 98.4% (1.6% underspend)	As per finance reporting and budget monitoring
	% change per FTE in carbon emissions, water consumption and waste generation	Aspire to be piloted	We will calculate the % change per FTE in carbon emissions, water consumption and waste generation	New for 2024/25	Calculated using data from our sustainability reporting in the Annual Report and Accounts and under with Government Greening Commitments divided by our average FTE in year

Annex C – Draft Key Performance Indicator and Management Information Tree

Key Performance Indicators		Management Information			
BSC Public Reporting (incl. Defra / DAERA)		Board / ARAC		ExCo & Directorate Monitoring	
Environmental Improvement	% goal and strategic outcome areas where improving trends dominate				
	% goal and strategic outcome areas where prospects are largely on track				
Delivery	% of Corporate Plan commitments on track or complete	Achievement of strategic intent	Complaints Reporting by exception	Internal Complaints Report	Business Plan Delivery Reporting
	# of statutory reports laid before Parliament or the Assembly			% of FIOA and EIR responses within statutory timelines	
	# of advisory activities undertaken				
	# of investigations started				
	# of investigations closed				
	# of environmental reviews, review application, urgent judicial reviews of interventions in judicial review				
	External Complaints Report published on OEP website				
Influence	Recommendations adopted	# of complaints that inform our work (casework interventions, investigations, evidence)		# of visits to OEP website	% engagement score of social media posts (X and LinkedIn)
	# and % net sentiment of citations in Parliament or the Assembly				
	# and % positive net sentiment of mentions in monitored media %				
	# of evidence reports published				
Capability	% of staff engagement demonstrated in People Survey	% Board minutes and papers published before the next Board meeting	# of Information Security Incidents	% Board recommendations agreed first time	% successful permanent appointments at first interview round
	% of staff reporting they have both the equipment and resources they need to do their work properly	% of staff Participation in People Survey	# of Health and Safety Incidents	% Board papers out on time	% establishment posts filled by permanent staff
	# of engagements with our college of experts	% staff absence rate (average percentage of absent days sick – working days lost )	# of Fraud Incidents	% workforce known to identify as being part of a BAME group	% of staff in post
			% staff completed all mandatory learning		# of starters and leavers
Efficiency	% of expenditure to delegated budget	% external procurement by single tender (by value)	% IT Service level availability	% staff rating their IT experience as satisfactory	% procurement exercises that successfully conclude with a contract
	% change per FTE in carbon emissions, water consumption and waste generation		% non-notified spend to correct process followed	% contract awards more than 14 days later than scheduled	Risk Reporting
Transparent Financial Reporting at all levels					

