

WUP Statements of Business Performance 2016/17

World Urban Parks (WUP) is an Incorporated Society. The stated 'Nature of Business' is "To provide a collective voice for all people and organisations engaged in green cities, open space, recreation, health and related activity". World Urban Parks will both champion world urban park outcomes for city livability, place-making, conservation and access; and provide strong membership services by connecting, leveraging and supporting diverse memberships.

Structurally, the Constitution provides for a board of 18-26 First Directors drawn from member organisations - city departments, businesses, NGO's, Universities, national professional associations and professionals. The Secretariat is contracted to the New Zealand Recreation Association and provides for 1 Full Time Equivalent position in the form of a part time CEO, Administration, and Communications staff. As a member-based organisation, members volunteer time in standing committees (Knowledge and Standards, Membership and Partnerships, Large Urban Parks, World Parks Academy and Finance and Audit), and their associated working groups, and three regional committees (Americas, Asia-Pacific, and Europe).

The main source of funds is membership fees, congresses, and promotion of member services. Expenditure is primarily on the Secretariat.

Mission - *To promote and support the provision, effective management and use of urban parks and open spaces world-wide as an integral contribution to healthy communities connected to the natural world*

Performance is grouped under five Base-line Indicators and five service-related 'Key Result Areas' (KRAs) and two organisation capability related KRAs, and their associated Objectives. Each KRA has supporting **Outputs** with Planned performance measures. The following table shows the Outputs, Planned performance measures and Actual performance against those measures. In addition to the KRAs the board monitors basic metrics relating to membership numbers and financial performance.

Performance Summary: 17 items 'achieved' (green highlights) and 15 'achieved in part' (yellow highlights).

Service KRAs

Base-line Indicators

Output	Planned	Actual
S.1 Number of organisation members	75 - 90	72 (net increase of 7)
S.2 Number of individual members	300	271 (net increase of 71)
S.3 Income for year	\$116,500	\$115,782
S.4 Expenditure for year	\$123,156 max	\$109,477
S.6 Net Profit/Loss for year	-\$6,656 max	\$6,305

KRA 2: Membership Services and Communications

Objective : Strengthen capacity and effectiveness of urban park managers and stewards through the provision of guidance, tools and knowledge, and providing recognition through accreditation

Output	Planned	Actual
2.1 Implement a new structure for World and Regional membership congresses	New structure with 3-year schedule. Feedback from members.	Achieved. World Congress held in Portugal May 2015. 3-year Expression of Interest for World and Region congresses utilizing member national associations. Region committees delegated Regional Congresses. 2-3 World and 1 regional congress set.
2.2 Run an Academy program to recognise and/or provide national and international professional certification and training	Year 1-3 Feedback from members and level of recognition of WUP accreditation by government and non-government organisations and parks professional associations	Achieved. Academy operational with 12 CPP and 41 CIPP. MOU being re-drafted. National CPP variants signed with Hortis France and in process with South Africa, Australia, and Ireland. Provisional certification of students explored. Academy Webinars with presenting members commenced. Articulation agreements with national associations with certification.
2.3 Provide an e-translatable website supporting member activity with links to social media forums such as LinkedIn, Facebook, Twitter, etc.	Feedback from members. Number of "hits"	Achieved. Website redeveloped with electronic translation, secure member payment, Activity updates and World Parks News linked to Twitter and Facebook). <i>Home page</i> 11,746 hits and <i>Join-us</i> 6,450 hits WUP LinkedIn site members growing (535 members). Twitter @WUParks acquired (195 followers 4.16). Europe Region Facebook.
2.4 Provide a monthly electronic newsletter to keep members informed and as a communications mechanism for members	Feedback from members	World Parks News in place, connected to Website. Needs plan to boost content and utilization by members. Some linkage with national association publications. Electronic reports on readership available (eg read in 35 countries). Member survey desirable.
2.5 Deliver a more cost-effective alternative to the printed journal	Report to board on journal	World Parks News e-bulletin replaced Ifpra World magazine.
2.6 Provide email "Newsflashes" from Chair/CEO on current issues and WUP response	Feedback from members	Achieved in Part. Primarily World Parks News, Twitter by Chair and Deputy Chair, LinkedIn by Deputy Chair and CEO.

KRA 3: Standards and Benchmarking

Objective : Consolidate and share knowledge to promote good practice, establish international standards, and to demonstrate and communicate all the values of urban parks and open spaces

Output	Planned	Actual
3.1 Provide an international benchmarking program with information freely available to members	Benchmarking program in place. Broad data available on website	Achieved. Partnership to promote Yardstick as a comprehensive international program. Featured on website and monthly in World Parks News. Provided new online WUP Annual Indicators. New Benchmarking Working Group.
3.2 Provide brochures and other factual documents on the "Value of Parks" suitable to a range of audiences	Brochures developed to time and budget	Achieved in Part. Value presented at conferences. Benefits reports from members and Nat Associations featured in World Parks News. Brochure on Benefits of Urban Parks meta study required.

KRA 4: Networking and Partnerships

Objective 1: Facilitate and support the formation of national urban parks/professional associations - connecting groups, organisations and individuals through national and international networking and advocacy.

Output	Planned	Actual
4.1 Provide international networking for members through a website connected to social media forums.	Feedback from members. Website hits	Achieved in Part. LinkedIn WUPI site with 535 members. Member Contact list circulated in November. Twitter @WUParks has 195 followers to date. 11,746 home page and 6,450 Join Us website hits since 2014. Qualitative feedback required.

Objective 2: Develop partnerships and alliances with key sectors and organisations that benefit from the existence of urban parks and open spaces

Output	Planned	Actual
4.2 Promote the Healthy Parks: Healthy People program	Increasing recognition of the health benefits derived from access to urban parks and green spaces	Achieved in Part. Supported IUCN project on HPHP Guidelines. Conference presentations.
4.3 Promote the observance of relevant world days	Promote selected days with an emphasis on delivering World Parks Week	Achieved in Part. Held World Parks Day September 2015
4.4 Promote existing member products and services across the organisation while minimising competition	Agreements in place. Uptake of products and services	Achieved in Part. Formal partnership promoting NZRA's Yardstick . World Parks Academy's national CPP successfully offered to Hortis, IERM, ILI, PLA.

KRA 5: Knowledge and Research

Objective : Promote research into the social, cultural, health, environmental and economic values of parks and open spaces

Output	Planned	Actual
5.1 Publish synopses of research as abstracts and make available on a knowledge hub	Year 2. Systems in place to regularly review new research information	Achieved in Part. Applied Research Working Group's recommended abstracts published in World Parks News

KRA 6: Funding and Budget

Objective : Increase investment in urban parks by informing public, private and philanthropic sectors of the essential contribution of parks and open space to healthy communities and ecosystems

Output	Planned	Actual
6.1 Deliver a program for WUP seeking one-off voluntary founding sponsorship from inaugural members and external organisations and individuals (similar to conference sponsorship)	Extent of program (eg via networks). Level of member receptivity and sponsorship	Achieved in Part. Founding contributions developed but uptake primarily by members purchasing 2-year memberships. Two sponsored staff. More viable to seek agency sponsorship.
6.2 Provide a prospectus of projects that can be used to seek funding from donors and grant agencies	Prospectus completed	Achieved in Part. Income diversification options developed by WUP Task Force. Sponsorship work by Europe Region Committee. Working groups tending to seek independently.

Organisation Capability KRAs

KRA 1: Leadership, Policy and Planning

Objective: Build credibility as a knowledgeable and respected organisation able to provide policy advice to Governments and high level decision makers across the world

Output	Planned (Performance Measure)	Actual
1.1 Deliver a governance structure and supporting internal systems and compliance checks	Governance structure established and internal systems operational	Achieved. Governance structure established. Chairs appointed. Committees have TORs, members, meeting schedules, actions.
1.2 Provide a Strategic Plan to guide the organisation through its development years	Strategic Plan completed and approved on time	Achieved. Three-year business plan and budget
1.3 Provide a list of policy priorities and commence development	Policy list completed	Achieved in Part. NZRA policies used as default. WUP financial policies.

KRA 7: Management and Administration

Objective : Exercise excellent governance and administration

Output	Planned	Actual
7.1 Produce strategies and targets for membership recruitment and development, with supporting databases	Membership and financial targets developed and reported on. Membership realized.	Achieved in Part. Auto-transfer of Ifpra and Parks for Life members. Budget model on member targets. Database in place. 2-monthly reporting to board on member data and strategy. Member targets not fully met.
7.2 Establish financial systems that track external funding and demonstrate that funds have been expended in accordance with the purpose for which they are obtained	Financial reporting system in place and accepted by external funders	Achieved. Use of Xero Accounting system. Financial delegation policy in place. Program budget focuses project funds.
7.3 Implement internal and independent auditing of accounts each year as part of annual reporting	Audit Committee in place Unqualified audit reports	Achieved. Funding and Audit Committee established and meets prior to board meetings. BDO engaged as Accountants for advice, annual accounts and tax. NZRA's auditor to be engaged in 2016.
7.4 Establish board committees and regional committees with operational guidelines	Committee system in place	Achieved. Board, Executive, and four Committees established with Terms of Reference. Chairs appointed. All operating.
7.5 Set up internal administration systems to ensure effective filing, correspondence, risk management and compliance	Level of satisfaction at board level	Achieved. NZRA systems used. NZRA Dropbox implemented to centralize and share filing. NZRA policies used as default.
7.6 Set up a financial records system and provide quarterly statements to board	Level of satisfaction at board level	Achieved. NZRA Xero financial system and policies used. Program budget, budget variances and balance sheet provided quarterly to Funding and Audit Committee, Exec Committee and Board.
7.7 Establish electronic invoicing system for membership fees and other sources of income	Electronic invoicing in place and fees received in timely manner	Achieved in Part. Electronic invoicing direct from Xero. Secure online payment by credit card on website. More frequent reminder system in place. Fee receipt still protracted. Needs dedicated renewal form.
7.8 Establish staffing levels and recruitment processes	HR systems in place	Achieved. Staff specified in NZRA agreement with three levels adjustable by board. NZRA recruiting and HR procedures used.
7.9 Establish internal procedural policies and compliance systems, including OHS	Efficient operations of routine business	Achieved. NZRA policies used as default. WUP Financial Authority, Conflict of Interest, Endorsement, and Speaking Fee policies developed.