

## Performance Management

### Key Performance Indicators

#### KPI 1: Financial

Annual KPI targets as follows:

- Y1 (2014/15): SCC's contribution is £859,000 (reduction of £100,000).
- Y2 (2015/16): SCC's contribution is £759,000 (further reduction of £100,000 and no inflation allowance has been added to the contribution).
- SCC's 2016/17, and thereafter, contribution will be dependent on further joint financial assessment of costs, income and external funding with the objective of working together to reduce the contribution from SCC to nil by 2021.
- SWT will present a proposal quantifying SCC's contribution, for the period 1 April 2016 to 31 March 2017, by December 2015 and thereafter annually by 1 December of the preceding year.
- The reduction in contribution for 2016/17 will be based on business cases set out in the Financial Formula.

#### 1.1: Delivery of reduced SCC contribution from additional commercial opportunities

KPI targets will be fixed from 2016/17 onwards, based on the forecast surplus figures included within the business cases that will be developed and approved during 2015/16. The target will be reviewed and, if necessary, altered on an annual basis to reflect further new commercial opportunities and/or additional external funding opportunities that are identified and approved within the period. Progress against targets will be measured at 6 month intervals.

## **KPI 2: Protection of Land**

- 2.1 To deliver progress towards the Governments Biodiversity 2020 target concerning ; aiming to have 90% of priority habitats in favourable or recovering condition and at least 50% of Site of Special Scientific Interest (SSSIs) in favourable condition, while maintaining at least 95% of SSSIs in favourable or recovering condition.
- Yr 1 (2014/15): Establish baseline data of SSSI's sites / units in favourable or recovering condition. Non-designated priority habitats require baseline data and a scheme of monitoring. Agree a target for future years on designated sites; and a scheme of monitoring condition on non-designated priority habitats that can be reported against.
  - Yr 2 (2015/16): Monitor and report against target for progress towards the Governments Biodiversity Target 2020 in relation to SSSI targets.
  - Yr 3 (2016/17): Monitor and report against target for progress towards the Governments Biodiversity Target 2020 in relation to SSSI targets.
  - Yr 4 (2017/18): Monitor and report against target for progress towards the Governments Biodiversity Target 2020 in relation to SSSI targets.
  - Yr 5 (2018/2019): Monitor and report against target for progress towards the Governments Biodiversity Target 2020 in relation to SSSI targets.
- 2.2 To ensure that all of the SNCIs are in positive conservation management i.e. agreed Management Plan, in accordance with The Natural Environment and Rural Communities (NERC) Act (2006).
- 2.3 To ensure that any encroachments onto SCC land are actioned, as per the Encroachments Procedure, in order to protect the integrity of the land holdings over the period of the leases.

### Accompanying Note

- There is not yet a methodology for priority habitats outside SSSIs and proxies are suggested such as sites being with a recognised land management scheme; Environmental Stewardship and its successor schemes, and Woodland Grant Scheme.
- 100% of sites will have jointly agreed work programmes and jointly agreed management plans with Natural England approval where relevant e.g. designated sites.

### **KPI 3: Sustainable Woodland Management**

Annual KPI targets as follows:

Yr 1 (2014/15): Undertake the following:

- Sustainable Woodland Management Policy to be agreed by December 2014.
- 100% SCC CE Woodlands to have a Woodland Assessment.

Yr 2 (2015/16):

- 50% of woodlands have jointly agreed management plans.
- Woodland Strategy to be developed by December 2015.

Yr 3 (2016/17):

- 75% of woodlands have jointly agreed management plans.

Yr 4 (2017/18):

- 100% of woodlands have jointly agreed management plans.

Yr 5 (2018/19):

- Monitoring the Woodland plans based on the objectives and deliverables in the management plans. A KPI will be developed to reflect this during the period.

#### **Accompanying Note**

- Sustainable Woodland Management Policy – overarching Policy that encapsulates the sustainable principles of managing the woodland. These being Access, Biodiversity and Productivity. The document will be agreed between SWT, SCC and the Forestry Commission (FC).
- Woodland Assessment - to survey and map the woodland resource. A woodland inventory will provide information on woodland composition and the volume of standing trees present. This information can then be used to inform management prescriptions and provide volume estimates of wood available for sale to local markets. This data will be used to create a GIS stock map and Sub-Compartment Database.
- Create individual Woodland Management Plans for each woodland or group of woodlands. These management plans are required by the Forestry Commission in order to secure grant funding.
- Produce a 30-year Strategic Woodland Plan and this is to be agreed with SCC, FC and Natural England.

## **KPI 4: Public Engagement**

### **Membership of SWT**

4.1 Maintain and seek to increase the number of members of the SWT.

### **Volunteer Days**

4.2 Maintain the number of volunteer days and seek to increase them, data already collected.

### **Visitor satisfaction**

4.3 SWT will measure improvement in Visitor Satisfaction on 5 key sites (Chobham Common, Newlands Corner, Worplesdon Group of Commons, Wisley and Ockham Common and Norbury Park). Annual KPI targets as follows:

Yr 1 (2014/15): Undertake the following:

- Establish data by jointly agreeing procedures and survey questionnaire.
- To jointly agree a number of 'Welcome Audits' to be undertaken in 2015 to establish the baseline.

Yr 1 (2015/16): Undertake the following:

- Undertake visitor surveys at Chobham Common and Worplesdon Group of Commons.
- Jointly undertake the 'Welcome Audit's', agree actions and timescale for works.

Yr 3 (2016/17):

- Undertake visitor surveys at Newlands Corner.

Yr 4 (2017/18):

- Undertake visitor surveys at Wisley and Ockham Common and Norbury Park.

Yr 5 (2018/2019):

- Undertake any further surveys as jointly agreed at the SWT/SCC Officers Meeting in 2018.

### **Education**

4.4 To monitor the number of people engaged in "informal" educational events e.g. walks and talks

Yr 1 (2014/15):

- Establish baseline data of people engaged in "informal" educational events e.g. walks and talks. Agree a target for future years.

Yr 2 (2015/16):

- Monitor and report against target for the number of people engaged in "informal" educational events e.g. walks and talks.

Yr 3 (2016/17):

- Monitor and report against target for the number of people engaged in "informal" educational events e.g. walks and talks.

Yr 4 (2017/18):

- Monitor and report against target for the number of people engaged in “informal” educational events e.g. walks and talks.

Yr 5 (2018/2019):

- Monitor and report against target for the number of people engaged in “informal” educational events e.g. walks and talks.

#### Accompanying Note

- The aim is to increase the public engagement with the Countryside Estate in order to promote greater public awareness of the countryside, why it is important and why it needs managing and conserving, and to encourage greater physical activity for all ages and abilities in the countryside.
- Volunteer numbers should continue to be reported against but numbers are to be “maintained” rather than “increased” year on year because the numbers are reaching a saturation point. The aim will be to increase volunteering in appropriate areas where it is not so prevalent now.
- The ‘Welcome Audits’ will be required to take account of the SCC/ SWT Savings Plan 2014/15 – 15/16, avoiding areas e.g. car parks, interpretation where there are agreed service savings.

#### **KPI 5: Property Management**

- 5.1. All rentals will aim to be within the current market rent banding for a property of comparable size and location but some variation will inevitably occur due to lease restrictions, timings and property condition. Overall, market rents across the portfolio should be at 90% as an average for the year.
- 5.2. The delivery of the AMP will be measured against the property condition survey (Stock Survey) completed as part of the Property Business Plan and every 5 years thereafter.
- 5.3. To keep rent arrears at less than 4% per annum, measured at the completion of year end.
- 5.4. To ensure that the vacancy rate of occupied property is minimised and after taking in to account time between tenancies for refurbishment (not to be more than is reasonable), the average rate is less than 7.5% per annum.