

# Annual Performance REPORT

2014-15



SURREY

## EXECUTIVE SUMMARY

This report provides an overview of Surrey Wildlife Trust's (SWT) performance in relation to the Key Performance Indicators (KPIs) and contract Service Delivery Specification (SDS) in 2014-2015. Achievements on the ground are linked to the Environmental, Social and Economic themes and objectives for SCC Countryside.

### Financial Summary

- In December 2014 the savings plan for the Countryside Estate for the two years ending 31<sup>st</sup> March 2015 and 2016 was agreed by the Partnership. This allowed for SCC's contribution to reduce by £100,000 to £859,000 in 2014/15 and by a further £100,000 to £759,000 in 2015/16. To achieve these savings SWT has restructured the delivery of the service to focus on commercial income generation. In addition, substantial savings in staff, land management and equipment costs have been made and more will be achieved over the two years. The savings plan set out that the Countryside Estate would break-even over the combined two year period.
- The income budget for FY14/15 was exceeded by £24,000 through higher sales of timber, licences and events and increased property income; total income including SCC grant was £1,966,000. The staff restructuring planned for April 2015 was brought forward to January 2015; this meant that £34,000 of expenditure was brought forward to FY2014/15. Direct expenditure on managing the land and property was on budget at £721,000. Overall, there was a net surplus of income over expenditure of £24,000 - £12,000 less than budget, due to bringing forward restructuring costs. The overall objective of break-even over the two year period is currently on target.

### Highlights in 2014-2015 include:

- A new set of Key Performance Indicators (KPIs) has been agreed and this Annual Performance Report reports against these. 2014/15 is the base year for data.
- One of the new KPIs concerns woodland management and there has been significant new work in this area. Woodland assessments have been completed on all SCC woodland sites, which will form the basis of the new Woodland Management Plans. SWT has employed an external forestry consultant to undertake these assessments and now has two members of staff with commercial forestry skills. An overarching Sustainable Woodland Management Policy was adopted in June 2015 and a Woodland Strategy is now in preparation.
- The total number of volunteer work days on the Estate increased by 4% from 2013/14 to 4352.
- Nearly 100% of the area of land designated as a Site of Special Scientific Interest (SSSI) has been assessed as in favourable or unfavourable recovering condition.

### Future developments

- SWT will produce a Business Plan for the SCC Countryside Estate with the intention to incrementally reduce the core contribution from SCC down to zero, by 2021, to achieve a self-funding Countryside Estate.
- SWT and SCC will seek to complete variations to the Agreement and associated leases relating to the revised financial formula, governance arrangements, Asset Management Plan, performance management and woodland management.

## Introduction

The purpose of this annual report is to provide an overview of SWT's performance against meeting the Key Performance Indicators (KPIs) and the associated SDS.

### KPI 1 FINANCIAL

### KPI 2 PROTECTION OF LAND

### KPI 3 SUSTAINABLE WOODLAND MANAGEMENT

### KPI 4 PUBLIC ENGAGEMENT

### KPI 5 PROPERTY – ASSET MANAGEMENT

The annual report also provides a summary of:

- ❖ Key successes of the previous financial year;
- ❖ Performance risks and actions to resolve;
- ❖ Future Development – areas for activity for the following financial year; and
- ❖ Financial Performance - enabling both parties to take proactive action at the earliest opportunity or conversely highlight key SWT successes.

## Key Successes in relation to SCC Corporate Strategy 2015-2020

### 1. Wellbeing

- 99% of the area of land designated as a Site of Special Scientific Interest (SSSI), 70% of the Countryside Estate, is now in favourable or recovering condition. SWT is focussed on the ambitious Government Biodiversity Strategy 2020 for 90% of priority habitats to be in favourable or recovering condition and at least 50% of SSSIs to be in favourable condition. The total area of SSSI in favourable condition is currently 33%, an improvement from 26% in 2013-14.
- SWT remains the largest manager of lowland heathland within Surrey and manages 20% of the national resource and 1% of the world's resource of lowland heathland. SWT hosted the National Heathland Conference in March which showcased a number of SCC sites. The conference was the first held since 2008 and it had not been hosted in Surrey since 1992.
- Cowslip Meadow at Sheepleas, renowned for its stunning display of cowslips during April and May, was officially designated as Surrey's 'Coronation Meadow'. This project, created by the Prince of Wales, selected a wildflower meadow in each county of the UK to celebrate the 60<sup>th</sup> anniversary of the Coronation and highlight the loss of so many wildflower meadows across the country in the last 60 years. Green hay and/or seed from Cowslip Meadow is to be used for the enhancement of other areas within the site and the restoration of other sites in the County. Funding for this has been sourced from Biffaward. Work has involved the Lower Mole Project which helped to dismantle and remove the old fence around the receptor site. A new stock fence and connection to the mains water supply will be installed in the next month to enable conservation grazing. An open day is being planned for April/May 2016 when the cowslip meadow will be in full bloom to promote the project and delegates will be invited.

- There have been positive discussions with Imperial College (Silwood Park) about closer working with the University on Chobham Common; links have been made to the SWT Grazing Project and students from the new veterinary school within Surrey University have started visiting Pond Farm. The farm has received planning permission to improve the facilities and provide an excellent learning facility for students.

## **2. Economic Prosperity**

- Generating income is developing into a strong area of activity since we appointed a Commercial Development Manager. During 2015-16 we plan to increase the number of staff in this team to boost the momentum of commercial activities such as providing clarity and standardisation for event procedures and income; the introduction of Firewood Scavenging Licences; and better promotion of filming on sites.
- SWT has formed a new partnership with 'Pines and Needles', whose friendly customer orientated team sold a variety of fresh Christmas trees, wreaths, garlands, lights and decorations at Newlands Corner Visitor Centre this year. Following its success SWT will be extending the number of sites to Ockham and Rykas car park.
- SCC, SWT, GBC and the Albury Estate are assessing how we might improve the visitor facilities at Newlands Corner and Ockham Common and a landscape architect was appointed to work with stakeholders to create a Masterplan. We want our visitors to have a great experience and have asked people to help by telling us what matters most to them and what they would like to see when they visit these sites e.g. improved waymarked trails, play areas, parking, toilets and cafés. Initial work was undertaken on a visitor questionnaire to attain visitor feedback.
- SWT is working with 'The Spokesman', a local cycle repair business, initially as a year-long pilot to assess its viability. The business is located at Newlands Corner and offers mobile bicycle repairs to members of the public at weekends.
- Norbury Park and Sheepleas have successfully been entered into ten year Higher Level Stewardship (HLS) agreements as of November 2014. Over the length of these agreements, over £57,000 of grant funding will be received.
- A new Sustainable Woodland Management Policy has been drafted that brings together Biodiversity, Access and Economic objectives. SWT's Woodland Officer has been working with Penfold's Woodland Management to carry out an extensive woodland inventory. Data from this Surrey-wide survey is now being used to inform new woodland management plans and to identify where we can provide wood products such as firewood and fencing materials over the next 5-10 years, through sustainable thinning, felling and coppicing.
- During 2014-15 SWT was working in line with the existing Asset Management Plan (AMP) for Property and following the agreed Repair and Maintenance Programme (RMP) whilst beginning the process to review both these documents. The revised AMP has been drafted, approved by Cabinet subject to sign off by SCC Property. An updated Stock Condition Survey will be completed in July 2015 to enable the RMP to be put together for the next 5 year period.
- The Norbury Park Wood Products (NPWP) sales and marketing plan for 2014/15 focussed on growing sales through improving the website and developing relationships with local estate owners. A new product brochure was launched during the summer in support of a sales campaign targeting private estate owners such as independent schools, parish councils and community associations.

- The new NPWP website combined with the brochure campaign saw sales to individuals increase by 75% to £58,000 and the average order value increase from £240 to £394, as these customers bought more benches and routed products. Sales to parish councils and residents groups also increased, however as anticipated, orders from local authorities fell by 40% due to the impact of local government cuts. The reduction was much greater than expected and as a result sales fell from £76,000 to £46,000. The increased sales to new customers were not enough to cover the reduction in local authority orders and as a result revenue was £17,000 below budget at £251,000. Gross margin rose to 67% on the back of price increases and negotiating better round wood timber prices. Savings were made in staff and other costs which along with the improvement in gross margin meant the loss for the year was minimised at £23,000 against a budget loss of £33,000. As the economy pulls out of recession and the new business plan is implemented, it is expected that sales to all sectors except local authorities will increase if the right approach is taken to stimulating demand and retaining customers.
- A Heritage Lottery Fund (HLF) bid was prepared and submitted to carry out stabilisation, visitor interpretation and wildlife enhancement works to the limekilns. These structures are Scheduled Ancient Monuments and currently on the Heritage at Risk Register. The bid was underpinned by recent engineering reports, liaison with relevant experts and authorities and public consultation events. Unfortunately this bid was unsuccessful as it is a very competitive funding scheme with only one in ten applications being approved. Having taken on feedback from HLF, SWT and English Heritage are currently in dialogue about making a revised application in the future.

### 3. Resident Experience

- On Chobham Common, flood alleviation work and access improvements worth around £70k were implemented in partnership with the EA and SHBC. Works to Windsor Road Pond with key flood alleviation benefits have also now been agreed. A Section 38 Common Land consent application to enable this work is now being undertaken. Further bridleway works are planned with funding from M3 Exchange land funds.
- Volunteers contributed 4352 volunteer days in 2014-15 - a 4% increase on the previous year. Year on year we report increasing numbers of volunteers within SWT and it is a pleasure to report that 2014-15 has again been consistently positive in our activities. During this past fiscal year we have registered 313 new volunteers, a 29% increase compared to 2013/14, and now have 1569 volunteers registered within the Trust. This clearly shows that the volunteer programme continues to be a strong vibrant force, helping the Trust increase the quantity and quality of its work.
- As well as recognising the benefits of volunteering in terms of time, it can also be expressed in monetary value by calculating the time contributed. Accuracy improves with more in-depth analysis, but assuming a basic rate of £50 per day (just above minimum wage) for general volunteers and a skilled rate of £150 per day (based on an annual salary of £22,000+overheads) for trained volunteers, the equivalent monetary value of volunteer time would have been £263,751.
- Vehicle counters have been installed at five of our busy visitor sites: Newlands Corner, Ockham Common, Chobham Common (Roundabout car park), Norbury Park (Fetcham car park) and Whitmoor Common (Salt Box Road car park). These counters will help to collect data to support future funding applications and help provide evidence of how many people are using the Estate each year. Visitor surveys have been undertaken at Norbury Park and Sheepleas.
- SWT facilitated a number of events this year which generated a reasonable income. Highlights included

the Prudential Ride London, which utilised Newlands Corner as a 'Hub'; the South-East England Orienteering Championships in February on Sheepleas and White Down; and the Surrey Half Marathon which utilised Whitmoor Common in March.

- 'Visitors with dogs' consultation days were held for members of the public at key visitor sites including Puttenham Common and Whitmoor Common. New signage has been introduced and volunteers assisted with a review of the Self-Guided Trail provision.
- At Rodborough Common a positive partnership was formed four years ago, which has enabled the removal of a 'home-made' set of bike jumps from the common to a newly relocated set of bike jumps known as the 'Lovel Cycle Jumps' on land adjacent to Rodborough Common. The bike facilities will be opened officially in the spring/summer but it is likely that it will attract both national and international bikers and the site will host events which will attract sponsors, businesses and the media.

### Future Development

Over the next few months, opportunities to increase the income earned from the Estate will be identified and business cases worked up. A number of ideas have already been identified by SWT and some are already being implemented.

If the application is successful, family play trails and visitor facilities will be installed during the next 12 months as the first phase of developing the visitor facilities at Newlands Corner.

SWT and SCC are investigating how visitor facilities at Ockham Common can be improved and are overseeing a visitor consultation at these sites. Potential enhancements include improved waymarked trails, play areas, parking, toilets and cafés.

Existing income generating activities planned for 2015-16 include the expansion of selling Christmas trees to three sites and woodland management; NPWP is expected to make a marginal profit.

A number of business cases are expected to be completed during 2015-16 including for holiday lets, a Norbury Park caravan site, solar farms and mobile catering at key sites. A detailed business case will be produced for the improvement of visitor facilities at both Newlands Corner and Ockham and Wisley. There will also be a further review of efficiencies in the service.

During this time SWT will complete the Woodland Strategy and the first tranche (50%) of woodland management plans.

**SWT will manage the land to the agreed SDS and will be measured on its compliance with this and the KPIs set out below.**

KPI Ref.	Key Performance Indicator	Progress (2014-2015)	Commentary
<b>KPI 1</b>	<b>Financial</b>		
1.1	Yr 1 (2014/15) Annual KPI targets as follows: SCC contribution is £859,000 (reduction of £100,000)	Achieved	The Financial Summary below covers this KPI in greater detail.

**SCC COUNTRYSIDE ESTATE PARTNERSHIP - PROFIT & LOSS Y/E 31 MARCH 2015**

	Notes	Countryside Management £	Norbury Park Wood Products £	Property £	Total £	Budget 2014/15 £	Variance £	Outturn FY13/14 £
<b>INCOME</b>								
Grants	1	339,831	0	0	<b>339,831</b>	337,917	1,914	380,727
Trading and Other Income	2	70,740	0	0	<b>70,740</b>	57,673	13,067	41,375
Property Income	3	0	0	448,250	<b>448,250</b>	421,062	27,188	397,328
NPWP Sales	4	0	251,200	0	<b>251,200</b>	268,944	(17,744)	265,415
<b>TOTAL INCOME - EXCL. SCC AGREEMENT</b>		<b>410,571</b>	<b>251,200</b>	<b>448,250</b>	<b>1,110,021</b>	<b>1,085,596</b>	<b>24,425</b>	<b>1,084,845</b>
<b>SCC Agreement</b>	5	859,000	0	0	<b>859,000</b>	859,000	0	959,000
<b>TOTAL INCOME - INCL. SCC AGREEMENT</b>		<b>1,269,571</b>	<b>251,200</b>	<b>448,250</b>	<b>1,969,021</b>	<b>1,944,596</b>	<b>24,425</b>	<b>2,043,845</b>
<b>COST OF SALES</b>								
Cost of Sales (NPWP)		0	80,993	0	<b>80,993</b>	87,845	6,852	92,532
<b>TOTAL COST OF SALES</b>		<b>0</b>	<b>80,993</b>	<b>0</b>	<b>80,993</b>	<b>87,845</b>	<b>6,852</b>	<b>92,532</b>
<b>STAFF COSTS</b>								
Staff Salaries & NI	6	786,547	128,806	49,244	<b>964,597</b>	925,049	(39,548)	931,885
SWT Pensions Contribution	7	25,857	2,446	230	<b>28,534</b>	28,331	(203)	14,577
SCC Pension Contribution & Deficit Levy	7	99,676	11,538	0	<b>111,214</b>	113,694	2,480	75,163
Other Staff Costs		30,495	5,352	329	<b>36,175</b>	32,685	(3,490)	44,582
<b>TOTAL STAFF COSTS</b>		<b>942,575</b>	<b>148,142</b>	<b>49,803</b>	<b>1,140,520</b>	<b>1,099,759</b>	<b>(40,761)</b>	<b>1,066,207</b>
<b>EXPENDITURE</b>								
Motor vehicles		106,970	948	0	<b>107,918</b>	104,629	(3,289)	109,284
Land Management and associated costs	8	176,724	0	34,804	<b>211,527</b>	221,721	10,194	272,729
Equipment & Depreciation	9	37,278	14,008	0	<b>51,286</b>	53,183	1,897	60,655
Property Management & Costs	10	20,333	7,012	129,843	<b>157,188</b>	152,479	(4,709)	216,395
Other Costs	11	135,260	23,003	37,142	<b>195,405</b>	189,026	(6,379)	222,741
Transfers Between Funds	12	(88,000)	0	88,000	<b>0</b>	0	0	0
<b>TOTAL EXPENDITURE (NON STAFF)</b>		<b>388,565</b>	<b>44,971</b>	<b>289,789</b>	<b>723,324</b>	<b>721,038</b>	<b>(2,286)</b>	<b>881,804</b>
<b>TOTAL EXPENDITURE (COS, STAFF AND NON-STAFF)</b>		<b>1,331,140</b>	<b>274,106</b>	<b>339,592</b>	<b>1,944,837</b>	<b>1,908,642</b>	<b>(36,195)</b>	<b>2,040,543</b>
<b>SURPLUS/(DEFICIT)</b>		<b>(61,569)</b>	<b>(22,906)</b>	<b>108,659</b>	<b>24,184</b>	<b>35,954</b>	<b>(11,770)</b>	<b>3,302</b>

## NOTES:

1. **Grants:** These comprise Higher Level Stewardship (HLS) and Single Farm Payment which fund commitments under long-term environmental stewardship grants. Of this, £127,000 was Single Farm Payment, £3,000 were won to support conservation improvements and the remainder was HLS.
2. **Trading and Other Income:** Includes income from events, fishing licences, way leaves, filming and wood sales. The Christmas Tree offer was launched at Newlands Corner in 2014 generating income of £5,000. Overall income was £13,000 higher than budgeted because of increased Corporate Environmental Challenge days and timber sales.
3. **Property Income:** Includes the rents earned from SCC owned property, including Bocketts Farm, transferred to SWT under the Partnership agreement. Income was £27,000 higher than budgeted due to improved rental returns and increased income from Bocketts Farm.
4. **NPWP Sales:** Includes sales of oak garden furniture and other green oak products. The new NPWP website combined with the brochure campaign saw sales to individuals increase by 75% to £58,000 and the average order value increase from £240 to £394, as these customers bought more benches and routed products. Orders from local authorities fell by 40% due to the impact of local government cuts; the reduction was much greater than expected and as a result sales fell from £76,000 to £46,000. The increased sales to new customers were not enough to cover the reduction in local authority orders and as a result revenue was £17,000 below budget at £251,000. Gross margin increased to 67.5% following price increases and production efficiencies.
5. **SCC Agreement:** SCC's contribution has reduced by £100,000 in line with the agreement with SWT.
6. **Staff Salaries and NI:** The Countryside Management team was restructured during the year, with the objective of i) re-focussing the organisation on income generating activities (this included recruiting a fundraiser and commercial officers) and ii) making savings in the overall salary cost for future years. The latter phase was brought forward from FY2015/16 to FY2014/15 and the costs of this restructuring resulted in the higher than budgeted spend of £39,000 in 2014/15.
7. **Pension costs:** These include those staff on SWT contracts plus the eight remaining SCC staff transferred under TUPE at the inception of the agreement.
8. **Land Management and associated costs:** This covers the bulk of the activity on the land, including direct land management works, tree safety works and maintenance and improvement of car parks, roads and tracks. Savings of £13,000 against budget reflect the reductions in spend to deliver SCC savings and to cover the restructuring costs brought forward from FY15/16.
9. **Equipment and Depreciation:** Includes the cost of tools and other equipment, such as chainsaws and the depreciation, maintenance and repair of larger equipment used to deliver the land management works and wood product manufacturing at NPWP.
10. **Property Management and Costs:** Includes the expenditure required to maintain and improve the property portfolio in accordance with the Repair and Maintenance Plan and the Asset Management Plan plus rent, rates and utility costs of buildings on the Estate.
11. **Other Costs:** Includes the other costs of managing the Estate including Communication, IT, Insurance, Professional fees, the overhead recovery of SWT management and resources in supporting the Estate (£97,000) and travel costs for the over 4,000 volunteer days worked on the Estate. Spend was £6,000 over budget as a result of consultancy on specific commercial opportunities being taken.
12. **Transfers between Funds:** This relates to the transfer of funds between Property and Land Management as agreed between the two parties.



<b>KPI 2</b>	<b>Protection of land</b>	<b>Progress</b>	<b>Commentary</b>
2.1.a	90% of priority habitats in favourable or recovering condition (% of area)	TBC	Non-designated priority habitats require national baseline data and a scheme of monitoring. Currently being investigating through DEFRA.
2.1.b	At least 50% SSSIs in favourable condition (% of area)	30.24%	Natural England is undertaking a site-by-site assessment during 2015-16. SWT is working with NE to produce a plan of how the CE will meet the Biodiversity 2020 target.
2.1.c	At least 95% SSSIs in favourable or recovering condition (% of area)	99.61%	
2.2	All SNCIs have management plan (% of area)	100%	
2.3	Priority encroachments actioned as per procedure	8/8	8 Priority encroachments were recorded during this period and uploaded to SharePoint. These were all actioned as per the Encroachments Procedure.
2.4	100% sites have a management plan	100%	Interim plan in place for Norbury Park.
	Number of Management Plans to be reviewed in 2015-16: 0	n/a	No site management plans due to be reviewed this year.
<b>KPI 3</b>	<b>Sustainable woodland management</b>		
3.a	Sustainable Woodland Management Policy to be agreed by December 2014.		A draft Sustainable Woodland Management Policy was produced at the end of December 2014. Following amendments by the FC and SCC the document and was formally adopted on June 2015.
3.b	100% of SCC CE Woodlands to have a Woodland Assessment.	100%	The Woodland Assessment is similar to a stock take of the timber available within the woodlands; this was completed within 2014/15. The data from the assessments is converted in to Woodland Management Plans using the FC's format that meets the UK Forestry Standard.

KPI 4 Public engagement			
4.1	Maintain/increase No of volunteer days	4,352	The figure for volunteer work days was 4,352, a 4% increase on the previous year.
4.2	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 2014-19).	Plan in place	<p>This year's KPI and activity concentrated on establishing baseline data for the key sites, in particular the initial visitor survey information and the number of visits.</p> <p>Two visitor surveys were undertaken at Norbury Park and Sheepleas and at Norbury Park in Autumn 2013 with results completed in 2014. The results have influenced current improvements to site interpretation, visitor profile and public liaison in connection with future woodland management activity.</p> <p>Additional questionnaire surveys have been undertaken in relation to visitor facility improvement projects at Newlands Corner and Ockham common.</p> <p>Surveys at Chobham Common in relation to livestock grazing continue.</p> <p>The vehicle counters were installed in Spring 2015 and have 3 months of data. The baseline data will be established after a year of collecting data.</p>
4.2.a	Establish data by jointly agreeing procedures and survey questionnaire	n/a	An existing format is in place and will be reviewed by September 2015 along with revised procedures.
4.2.b	To jointly agree a number of 'Welcome Audits' of facilities to be undertaken in 2015 to establish the baseline.	n/a	SCC will inspect random samples of these audits. The methodology and baseline will be finalised by September 2015.
4.3	Number of people engaged in 'informal' education events	n/a	There were 348 works days undertaken during this period. This included guided walks, liaison with the community and talks to local groups, totalling 114 events throughout the year. Current systems record number of events and activity. Inconsistent data available on people engaged. Developing a new system to produce appropriate figures.

**KPI 5 Property management**

5.1	Market rents achieved for 90% of property	90%	<p>In 2012, SCC commissioned an independent report to assess the rental and capital values of the property on the Countryside Estate as managed by SWT; this was undertaken by Chesterton Humberts. This established the baseline data on the obtained yields were market comparable.</p> <p>A further independent report has not since been undertaken across the portfolio but the set rents for AST lettings (of which there are 22 on the Estate) are judged against the open market rents at the time of a lease review or a change of tenant; this judgement is achieved either by SWT advertising and letting direct or using two letting agents.</p> <p>The rents established for new lettings, quantified via the letting agents, are used when considering annual rent reviews for existing direct tenants.</p> <p>There are 4 properties on which market rents are not currently being achieved due to restrictions; these are tied housing properties on which a very low or nil rent is payable by the Tenant.</p>
5.2	AMP delivery (RMP delivery)	n/a	<p>The delivery of the AMP will be measured against the property condition survey (Stock Condition Survey). The SCS is planned to be produced in July 2015.</p>
5.3	Rent arrears <4%	0%	<p>Rent arrears for 2014-15 were compensated by higher than expected income from Bocketts Farm.</p>
5.4	Vacancy rate <7.5%	1.3%	<p>Interrogation of the vacancy rates shows an overall vacancy rate of 1.3% over 2014/15.</p> <p>The vacancies have been in the AST lettings, and out of 22 AST lets, only 7 changed hands in this period. The major vacancy was 5 months caused by two break ins within weeks of each other while the cottage was empty.</p>

**Annex 1: SERVICE DELIVERY SPECIFICATION**

KPI 1 FINANCE, POLICY AND PROCEDURE						
SDS REF	KPI REF	OBJECTIVE	DELIVERABLE	CURRENT STATUS	COMMENTARY	
A	n/a	SWT will maintain all relevant insurances to cover the land and property.	• Insurance policy checked annually by SCC	✓		
			• Uploaded to SharePoint	✓		
B	n/a	SWT will operate a Health & Safety policy in line with HSE requirements. SWT will have agreed site risk assessments.	• Policy and Risk Assessments in place	✓		
			• Uploaded to SharePoint	✓		
			• Checked annually	✓		
			• Reviewed every five years between SCC and SWT	✓	Next due in 2016	
C	n/a	SWT will report serious health and safety incidents immediately to SCC (RIDDOR only)	• Serious incidents reported to SCC Contracts Manager within 7 days (via email/ SharePoint)	0	Serious incidents defined as RIDDOR reportable incidents.	
D	n/a	SWT will operate an agreed tree safety practice in accordance with SCC's tree management strategy	• Practice note in place delivering in line with SCC tree management strategy	✓		
			• Safety practice note reviewed every five years	✓	Next due in 2016	
			• Incident to be reported this year	n/a		
E	n/a	SWT will operate safe recruitment and equality and diversity policies	• Policies in place	✓		
			• Upload policy to SharePoint	✓		

F	n/a	SWT will operate an agreed Freedom of Information policy for the Countryside Estate based on the Freedom of Information Act 2000.	• Policies in place	✓	
			• Upload policy to SharePoint	✓	
G	n/a	SCC and SWT will jointly maintain a register of issues and concerns that either party believe will affect the delivery of the service and achievement of the business plan.	• Risks and Issues log kept up to date	✗	SCC to develop with SWT for 2015-16
			• Activity report to quarterly meeting	✗	

## KPI 2 PROTECTION OF LAND

SDS REF	KPI REF	OBJECTIVE	DELIVERABLE	CURRENT STATUS	COMMENTARY
Page 109	2.4, 2.1.c, 2.2	SWT will manage all sites directly managed by SWT in line with agreed management plans/briefs.	• All sites managed according to agreed management plans and briefs	See KPIs report (KPI 2.4)	
			• Percentage of SSSIs in favourable / favourable recovering condition – increased or decreased	See KPIs report (KPI 2.1.c)	
			• Percentage of SNCIs in active management	See KPIs report (KPI 2.2)	
I	2.4	SWT will review management plans or management briefs for all sites on a rolling programme. Management plans will be consented by Natural England (where appropriate) and agreed by SCC and management briefs will be agreed by SCC	• Management plans and briefs agreed by Natural England and SCC and in place with an agreed timetable.	See KPIs report (KPI 2.4)	

J	2.3	SWT will measure the number of new priority encroachments resolved or passed to SCC for resolution.		See KPIs report (KPI 2.3)	
K	2.3	SWT will support action taken on priority encroachments by SCC and deal with any management issues.	<ul style="list-style-type: none"> <li>Encroachments procedure complied with</li> </ul>	✓	<p>All encroachment and land management issues dealt with as per agreed procedure.</p> <p>Procedure to be reviewed in 2017/18.</p>
L	2.4	SWT will manage public access to land subject of access agreements including managing travellers' incursions	<ul style="list-style-type: none"> <li>Management of public access to access agreement owners' satisfaction and as set out in management plans and management briefs</li> </ul>	3/3	Management Plans in place and agreed.

### KPI 3 SUSTAINABLE WOODLAND MANAGEMENT

Page Ref	KPI REF	OBJECTIVE	DELIVERABLE	CURRENT STATUS	COMMENTARY
10	n/a	SWT and SCC will jointly agree a Sustainable Woodland Management Policy by December 2014 that sets out the principles of Sustainable Woodland Management and actions to deliver it thereafter.	<ul style="list-style-type: none"> <li>Policy in place by December 2014</li> </ul>	See KPIs report (KPI 3.a)	
N	3	SWT will draw up Woodland Management Plans and a Sustainable Woodland Management Strategy by December 2015.	<ul style="list-style-type: none"> <li>Strategy in place by December 2015 that has been agreed by SCC and SWT and the Forestry Commission</li> </ul>	n/a	Woodland Management Plans will inform the Woodland Strategy. The latter is currently in development.

## KPI 4 PUBLIC ENGAGEMENT

SDS REF	KPI REF	OBJECTIVE	DELIVERABLE	CURRENT STATUS	COMMENTARY
O	4.2.b	SWT will manage all sites to the agreed visitor services standards and ensure that people are not discriminated against because they share certain protected characteristics as set out in Equality Act 2010	<ul style="list-style-type: none"> <li>VSS uploaded to SharePoint</li> <li>Compliance with the visitor service standards. A programme of 'Welcome Audits' of facilities will be undertaken by SWT and checked by SCC.</li> <li>Number of improvement measures outstanding and completed from previous year – increased or decreased. Agreed by 31<sup>st</sup> March every year. Improvement measures will be carried out by SWT as agreed with SCC</li> </ul>	<p>✓</p> <p>See KPIs report (KPI 4.3)</p>	
Page 111	n/a	SWT will comply with the corporate representation standards	<ul style="list-style-type: none"> <li>SWT fully comply with standards</li> </ul>	<p>✓</p>	Review due 2017/18.
Q	n/a	SWT will operate an agreed comments, compliments and complaints policy compatible with SCC's policy	<ul style="list-style-type: none"> <li>All complaints resolved within policy</li> </ul>	100% of complaints resolved within time required	
R	4.1	SWT will record volunteer days for each site and for the whole estate	<ul style="list-style-type: none"> <li>Number of volunteer work days recorded for the year for the Estate compared year on year</li> </ul>	See KPIs report (KPI 4.2)	
S	4.3	SWT will record people engaged in "informal" educational events e.g. walks and talks for the Estate	<ul style="list-style-type: none"> <li>Number of "informal" educational events recorded for the year for the Estate.</li> </ul>	See KPIs report (KPI 4.4)	

## KPI 5 PROPERTY – ASSET MANAGEMENT

SDS REF	KPI REF	OBJECTIVE	DELIVERABLE	CURRENT STATUS	COMMENTARY
T	n/a	SWT will maintain the condition of buildings in line with an agreed Asset Management Plan.	<ul style="list-style-type: none"> <li>20 year Asset Management Plan agreed by SWT and SCC.</li> </ul>	✓	
			<ul style="list-style-type: none"> <li>Repair &amp; Maintenance Programme, produced by 1 November each year for discussion between SWT and SCC and agreed.</li> </ul>	✓	
			<ul style="list-style-type: none"> <li>A property Stock Condition Survey (SCS) to be undertaken every 5 years by SWT</li> </ul>	✓	Next SCS is due to be undertaken in 2015.
			<ul style="list-style-type: none"> <li>Written report to quarterly meeting</li> </ul>	✓	
U	5.1	SWT will manage the Property on a commercial basis to provide an economically sustainable income to support the long-term security of the Countryside Estate.	<p>SWT will maintain the level of rental return from property in line with market value (as assessed by the RICS for that area), except where those properties have restrictions such as some farm tenancies and tied properties. {specific properties to which this applies are to be listed and agreed with SCC}. Overall, market rents across the portfolio should be at 90% as an average for the year.</p>	See KPIs report (KPI 5.1)	
			<p>For April 2015, SWT will provide a Business Plan for the Property Portfolio</p>	n/a	
			<p>An evaluation of comparative market value will be undertaken every 5 years by SWT</p>	✓	Next one due in 2017
V	5.2	From April 2015, performance will be measured against the AMP and the revised RMP		See KPIs report (KPI 5.2)	
W	n/a	SWT will comply with H&S Regulations for all properties	100% compliance	✓	
X	5.3	SWT will ensure that rent arrears less than 4%, measured at the		See KPIs report (KPI 5.3)	



end of the Financial year.

Y

5.4

SWT will ensure that the level of vacant property is less than 7.5%, allowing for reasonable time periods for major refurbishment between tenancies.

See KPIs report  
(KPI 5.4)

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