



# Surrey Hills Area of Outstanding Natural Beauty Board

13 September 2023

## Annual Governance, Management Plan Monitoring and Finance Report

### Purpose of the report:

To note governance actions and the outturn report for 2022/23 and agree the estimates for the period 2024/25.

### Recommendations:

1. Note and advise on the Surrey Hills Management Plan (2020 – 2025) Monitoring Framework
2. Approve the outturn report for 2022/2023
3. Agree the core estimates for 2024/2025
4. Approve the Risk Register
5. Note proposals for a governance review
6. Note Surrey CC process for Surrey Hills Team Restructure
7. Note proposals for National Landscapes rebranding

## 1. Introduction

1.1 The Surrey Hills AONB is one of 34 AONBs in England that is primarily sponsored by Defra. Following the Glover Review of Designated Landscapes, Defra published its vision for National Parks and AONBs:

***'A coherent national network of beautiful, nature-rich spaces that all parts of society can easily access and enjoy. National Landscapes will support thriving local communities and economies, improve our public health and wellbeing, drive forward nature recovery, and build our resilience to climate change.'***

1.2 Defra is setting up various working groups including securing private sector investment, advice on AONB Management Plans and governance. It has protected the core funding and provided additional funding to National Parks and AONBs through Farming in Protected Landscapes and Access for All programmes. This has implications for the governance, structure and business plans for the respective areas which are set out in this report.

1.3 Uncertainty created by the pressure on Defra and local authority finances however means that budgets and staffing need to be reviewed and agreed annually. The possible extension of the Surrey Hills boundary could affect the Defra and local authority funding from 2025.

## **2. National Landscapes Rebranding**

2.1 One of the main proposals of the Glover Review of Designated Landscapes (Proposal 24) was for AONBs to be strengthened with new purposes, powers and resources and renamed as National Landscapes. The renaming was to better reflect their national importance with something much less unwieldy and which elevated them alongside National Parks.

2.2 In 2021, the Surrey Hills AONB Board agreed to adopt the National Landscape name following the Cotswolds Conservation Board's adoption to become formally the first National Landscape by name.

2.3 In 2022, Defra agreed to fund the National Association for AONBs for Stage 1 work and appointed brand consultants Nice and Serious to develop the new National Landscapes branding and values for the family of AONBs. It is now at a point where the majority of logos are at a stage where AONB teams are ready to sign them off. The Surrey Hills 'seed' logo will still be retained as part of the national rebranding. The Surrey Hills National Landscape is represented on the Rebrand Working Group.

2.4 Defra has now confirmed national funding of £242K for stage 2 of the rebrand project with the following targets:

- A national launch and publicity campaign for National Landscapes. This is now being planned for November 2023 to lead into 2024, aligning to the 75<sup>th</sup> anniversary of the 1949 National Park and Access to the Countryside Act.
- Rebrand implementation across the majority of the AONB network by March 2024 to include local PR, replacement of selected branded materials and rebranding of the online presence.
- The intellectual property of each National Landscape is protected and licenced for use with Design Guidelines to the respective National Landscapes.

2.5 The impact on the Surrey Hills will be the need to collaborate as a Surrey Hills family to integrate the new branding guidelines into our work. The ownership of the identity will effectively switch from Surrey County Council to the National Landscapes Association as a charity (currently the National Association for AONBs). This will include the need to sublicense the Surrey Hills Trademark to Surrey Hills Enterprises and the Society. Through representation on the Rebrand Working Group, the Surrey Hills is in a good position to advise and influence to ensure the necessary funding and resources are available.

### **3. Governance Review**

3.1 The Surrey Hills AONB Board's current constitution as a Joint Advisory Committee was agreed in October 2013. Although various changes to the Constitution have been reported to the AGM, there has been no formal review. The Board did set up a Working Group in 2021 but this was effectively put on hold pending Defra's response to the Glover recommendations on designated landscapes. Proposal 26 of this called for reformed governance to inspire and secure ambition in our national landscapes and to better reflect society, proposing an overhaul of how AONB Partnerships should be governed as new National Landscapes.

3.2 The Surrey Hills Chair and Director are in discussions with colleagues at Natural England and Defra to consider whether the Surrey Hills could act as a "live" case study for a methodology or toolkit that would have much wider application across AONBs. Out of this process, we are proposing that our revised governance structure and processes should:

- involve a diversity of voices and interests in the work of the Surrey Hills Board but recognise not everyone can be involved in every decision.
- clearly differentiate between strategic decision making (by a Board which includes local authority and other members) and delivery of the strategy, more likely by local authority and partner organisations' officers and volunteers.
- ensure governance structures facilitate and enable all partners to recognise and act on their statutory duty of regard to the Surrey Hills (helping all involved to advocate more effectively for the National Landscape).
- make more of the opportunity to form and disband working groups and task and finish groups to suit changing opportunities and circumstances, rather than relying only on long standing working groups.
- Include a proportionate scrutiny function including audit and risk, to ensure governance, finance and risks are managed.
- build governance processes that encourage greater public engagement both in formal meetings and in our work more broadly.
- ensure governance structures and processes take into account the proposed extension of the Surrey Hills, which is likely to include more local authority areas.

3.3 The next steps are to discuss the brief with colleagues at National Conference 5 – 7 September and commission independent expertise to propose the components of a new Constitution. The reporting deadline on this work will largely depend on whether we can secure funding support from Natural England. An oral update will be given at the Board meeting, following the NAAONB Conference.

### **4. Surrey Hills Business Planning and Restructure**

4.1 Following the Surrey County Council restructure in 21/22, the Surrey Hills AONB Unit staff were assigned to different teams within Surrey County

Council. This was intended to provide greater business continuity and support for the AONB work by integrating the staff and responsibilities into larger teams. The new arrangement and structure were reported to the Surrey Hills AONB Board at its AGM in September 2022.

4.2 However, the intended benefits have not been forthcoming and following discussion with the Surrey County Council Environment Director, an email was sent to relevant staff which agreed that a restructure was necessary to provide greater control over the budget and staff resources. It was therefore considered that the accountability, delivery and effectiveness of the team would be better achieved through direct line management under the Surrey Hills Director.

4.3 The outcome of the restructure will realign the Surrey Hills AONB unit with national policy and best practice as one of 34 AONBs in England. A specific role is to raise the profile as a National Landscape and to lead and coordinate policy and strategy with a dedicated team and a Lead Officer (Manager/Director) who assumes responsibility for the budget and staff resources, and who is accountable for the Defra grant.

## **5. Risk Register**

5.1 The Risk Register is reviewed annually and reported to the AONB Board's AGM. It highlights what actions are undertaken to mitigate risks. Most of the scoring was Green which means that this should be subject to annual review but there are also amber areas for which the following actions are proposed in order to mitigate the risk:

- Restructure within SCC to re-establish dedicated National Landscapes Team
- New Trademark Licence Agreement and National Landscape branding guidelines adopted.
- Develop longer term funding agreements with Defra and local authorities, with new Constitution and service level agreements

5.2 The register is prepared annually it does not highlight the major risk to the Surrey Hills AONB performance, as a National Landscape, from 2025 onwards. There is no confirmation of the Defra Core budgets for National Landscapes or the FiPL and Access for All programmes beyond March 2025. This is an issue common to all the National Landscapes teams, but particularly acute for the Surrey Hills which has a disproportionately high level of FiPL and Access for All funding. However, if there is a government commitment to act on the Glover recommendations to increase the level of funding for National Landscapes and apply a new funding formula, there is the opportunity for a substantive increase in funding for the Surrey Hills. The contribution from local authorities however is also expected to be a major concern.

## **6. Surrey Hills Management Plan (2020 – 2025)**

6.1 The update on the activities related to the implementation of the Surrey Hills AONB Management Plan (2020 – 2025) report provides an overview on progress under the following Surrey Hills AONB Management Plan pillars:

- Planning
- Landscape Conservation and Enhancement
- Access, Enjoyment and Understanding
- Growing the Surrey Hills Economy
- Advocacy, Partnership and Coordination

6.2 The framework identifies the following priorities for the Surrey Hills family for 2024/2025 which will be developed into respective business plans and job profiles:

### **6.2.1 Planning**

- ensure that consultations focus on those proposals that have the greatest impact on the Surrey Hills AONB
- ensure that planning policy helps to meet the purpose of the Surrey Hills AONB
- support Natural England in the delivery of the extension of the Surrey Hills

### **6.2.2 Landscape Conservation and Enhancement**

- Deliver the Farming in Protected Landscapes programme in the Surrey Hills and support the case to Defra for extending the national programme.
- Support Natural England and partners to deliver the Heathland Connections Nature Recovery Project in SW Surrey. This will include targeting advice and grants, and promotion on the Surrey Hills website.
- Develop the network of farm clusters with a regular newsletter and making a link to the emerging Local Nature Recovery Strategy
- Support the development of the Big Chalk ambition to protect and enhance chalk landscapes across southern England.

### **6.2.3 Access, Enjoyment and Understanding**

- Deliver the Defra Access for All programme (£225k) to support a wider range of people to sustainable access and enjoy the Surrey Hills, linking in with travel campaigns.
  - extend the Rail to Ramble, equestrian and Cycle Surrey Hills promoted routes with website storyboard, posters and waymarking
  - extend the Society's Conservation Volunteer programme to support the delivery of FiPL and Access for All projects, including bids to the National Heritage Lottery Fund with the Surrey Hills Society and the North Downs Way National Trail.
  - deliver a wide-ranging Surrey Hills Arts programme to inspire and engage new audiences, including the delivery of a regional hub for a national arts and landscape programme, subject to a successful Arts Council England bid.

#### **6.2.4 Growing the Surrey Hills Economy**

- Increase the membership of Surrey Hills Enterprise, member services and the Surrey Hills Trademark Award
- deliver large scale public events (Surrey Hills Spring Festival, Surrey Hills Artisan Festival and Surrey Hills Wood Fair, and develop the artisan markets and smaller events.
- develop a corporate membership programme to include the delivery of environmental projects to conserve and enhance the Surrey Hills

#### **6.2.5 Advocacy, Partnership and Coordination**

- support Defra and the National Landscape Association in launching the new National Landscapes rebranding, linking in with the 75<sup>th</sup> Anniversary of the 1949 National Park and Access to the Countryside Act
- seek support from Defra and Natural England to undertake a governance review of the Surrey Hills AONB resulting in a new constitution for a Surrey Hills National Landscape Board
- implement the staff restructure within Surrey County Council as the host authority and develop a new business plan for the Surrey Hills National Landscape team
- Establish a timetable including actions, partnerships and development stages for the preparation of the new Surrey Hills Management Plan (2025- 2030)

### **7. Finance – Outturn and Estimates**

7.1 At the AGM the Board agrees the outturn report for the previous year's accounts and agrees the core estimates for the following financial year. The 22/23 outturn report is set out in Annex 2 and the estimates for 24/25 are included in Annex 3 below. The funding formula is set out in the AONB Board's Constitution (paragraph 71) with 75% of the core costs being met by Defra. The estimates assume a full budget spend as the Defra grant is paid on expenditure so cannot be "banked".

7.2 The Core Outturn for 22/23 identifies an overspend which needs to be addressed through the staff restructure to reduce the Surrey County Council Business Support costs in order to balance the core budget in 2023/24 and 2024/25. The Project Estimates for 2024/25 include two large Defra programmes, Farming in Protected Landscape £774k and Access for All £230k.

7.3 In the light of the anticipated Surrey Hills Boundary Review, with the likely expansion of the National Landscape, it is expected that the Defra funding formula for Protected Landscapes will show the need to increase the Surrey Hills core funding, reflecting the additional responsibility of the team. The introduction of potential new partners for the Surrey Hills and the expanded area of the Surrey Hills will also require a review of partner contributions. This should be picked up into the Governance Review.

## APPENDIX 1. RISK ASSESSMENT

	4 Very High	3 High	2 Medium	1 Low
<b>4 DISASTER</b> Significant service failure / total loss of public confidence / fatality / major financial crisis.	RED 16	RED 12	AMBER 8	GREEN 4
<b>3 MAJOR</b> Significant service disruption / serious public criticism / serious injury / large financial cost.	RED 12	RED 9	AMBER 6	GREEN 3
<b>2 NOTICEABLE</b> Some service delivery disruption / reduced public confidence / minor injury / unplanned financial cost.	AMBER 8	AMBER 6	GREEN 4	GREEN 2
<b>1 MINIMAL</b> Minor service delivery disruption / adverse public comment / no injury / low financial cost	GREEN 4	GREEN 3	GREEN 2	GREEN 1

### Key

<u>Score</u>	<u>Colour</u>	<u>Action</u>
1 to 4	GREEN	: Monitor
5 to 8	AMBER	: Keep under review and seek mitigation.
9 to 16	RED	: Need further mitigation or contingency plan

## Risk Register - Updated August 2022

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
1a	Reputation	Loss of ability to act independently in the interests of the Surrey Hills National Landscape	Members and officers act in line with the Constitution and best practice	SCC Director AONB Chair AONB Director	2	3	6	Restructure in SCC to re-establish dedicated National Landscapes Team	Chair, SCC and Director to work with Defra and NE on guidance.	1	3	3
1b	Reputation	Loss of reputation due to impropriety.	Operating under SCC Standing Orders  PR response	AONB Chair SCC Democratic Services  Comms Lead	1	3	3					
1c	Reputation	Lack of control over new National Landscapes brand for the Surrey Hills and potential conflict and inconsistent use of brand within Surrey Hills family.	Surrey Hills part of National Steering Group  Regular liaison of Family Chairman  Regular meetings of the Communications Group	Chair  Chair  Surrey Hills Director and Comms Lead	3	2	6	New Trademark Licence Agreement and branding guidelines adopted	Surrey Hills Director and Comms Lead	2	2	
1d	Reputation	Website being a major interface with the public and stakeholders not being fit for purpose	Updating content and ensuring compliance	Comms Lead	2	2	4					
2a	Performance	Lack of focus on strategy/ Surrey Hills Management Plan	Production of 5 year Management Plan and quarterly reporting to Board	AONB Director AONB Director	1	3	3					
2b	Performance	Ineffective working relationship within the Family	Regular liaison of Family Chairman Regular monitoring at Board against Management Plan	AONB Chair AONB Director	1	3	3					
2c	Performance	Failure to innovate or deliver best practice from other AONBs and National Parks	Regular liaison through NAAONB and regional Protected Landscapes.	AONB Director	2	2	4					



No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
			Team attending National Conference									
2d	Performance	Inadequate staff capacity - turnover, lack of training, inability to recruit.	Appraisals. Team meetings. Training programmes	AONB Director	2	3	6	Re-establishing new team with clear lines of accountability and performance review	SCC and Director	1	3	3
2e	Performance	Major failure of IT Systems	Contract with IT maintenance engineer. Programme of Surrey County Council back up and replacement to keep hardware & software up to date.	Surrey County Council ICT Support Officer	1	4	4					
2f	Performance	Failure or dangerous malfunction of electrical equipment.	Annual check for all electrical equipment.	National Trust (as landlord)	1	2	2					
2g	Performance	Failure to ensure business continuity in the event of significant incident.	Surrey County Council Service Business Continuity Plan to be enacted, as appropriate	Director Surrey CC	1	4	4					
2h	Performance	Flexible office working	Flexible working from home, Surrey Hills Estate Office and SCC offices	AONB Director NT (as landlord)	1	3	3					
2i	Performance	Failure to deliver Farming in Protected Landscapes Programme	Assessment and appraisal of applications Ability to generate suitable applications and spend	Programme Manager and Env Land Management Adviser	2	2	4					
3a	Financial	Lack of resources due to reduced Defra grant allocations. Reductions in reserves.	Agreed annual budget and monitoring. generate more independent income.	Chair Director Programme Manager, SCC finance	2	4	8	Seek longer term funding agreements with Defra and local authorities.	Director Programme Manager	2	2	4
3b	Financial	Lack of local authority funding and cost of SCC hosting	Agreed annual budget and monitoring. Defra and local authorities.	AONB Board Chair SCC, Director	2	3	6	Seek longer term funding agreements with new Constitution	AONB Board Chair SCC, Director	1	3	3

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
								or service level agreement.				
3c	Financial	Poor planning, control and monitoring	Review budget and prepare monitoring reports on a regular basis.	Director Programme Manager	1	3	3					
4a	Governance	Failure to comply with corporate governance requirements (e.g. legal obligations, diversity agenda, health and safety requirements).	Surrey County Council Standing Orders Regulations Training & advice	SCC Manager Director	1	3	3					
4b	Governance	Failure to provide adequate level of HR support to staff.	Reduce team and dependency on Surrey County Council HR support	SCC Manager Director	2	2	2					
4c	Governance	Failure to combat financial mismanagement, fraud, theft.	Surrey County Council Standing Orders followed	SCC Manager AONB Director SCC Finance	1	4	4					
4d	Governance	Failure to ensure public and staff safety at external events.	Risk assessment undertaken for all events, but these should be delivered through partners.  Surrey County Council public liability insurance in place.	AONB Director	1	4	4					
4e	Governance	Loss of leadership through election of Chairs	Election of independent AONB Chair and annual election of Vice-Chairman	SCC Democratic Services	2	2	4					

**APPENDIX 2.**

**SURREY HILLS AONB MANAGEMENT PLAN – MONITORING REPORT 2020 – 2025**

**PILLAR 1: PLANNING**

AIMS	OUTPUTS	TARGET KPI	TIME-SCALE	LEAD	PARTNERS	PRIORITIES FOR 2024/25	RED AMBER GREEN
Influence planning policy and decisions by advising on the preparation of Local Plans and developments affecting the AONB	Commenting on development plans, including Neighbourhood Plans		Annual	Surrey Hills Board	LPAs	To continue to monitor local plan developments and government policy.	
	Giving planning advice on planning applications affecting the AONB	300	Annual	Surrey Hills Board	LPAs	Last year 420 consultations were received. Need to prioritise those that have significant impact	
Raise awareness among the public and relevant bodies of the pressures on the Surrey Hills and the need for tight controls on development through a variety of channels including the Surrey Hills Newsletter	Responding to public's email queries and planning presentations, including to Planning Department Officers.	No specific numbers	Annual	Surrey Hills Board	LPAs	Continue to raise awareness of the importance of planning in protecting the National Landscape and delivering the vision.	
	Newsletter articles, statements and features on Planning. General PR	3 articles	Annual	Surrey Hills Board	Sy. Hills Society	Articles in Society Surrey Hills Views newsletter Will develop News threads on website and social media	
Support Natural England in the process of the AONB Boundary Review	An extended Surrey Hills AONB	Modification Order	2024	Surrey Hills Board	LPAs	Help provide evidence for, and planning advice on, the Candidate Areas.	

**PILLAR 2 : LANDSCAPE CONSERVATION AND ENHANCEMENT**

AIMS	OUTPUTS	TARGET KPI	TIME-SCALE	LEAD	PARTNERS	PRIORITIES FOR 2024/25	RED AMBER GREEN
Support the DEFRA family to test and trial new approaches to	Deliver the Farming in Protected Landscapes	£560k grants	2024/25	Surrey Hills Board	FiPL Panel CLA NFU	To allocate grants to deliver Nature, Climate, Place and People outcomes	

Environmental Land Management to ensure more, bigger and less fragmented areas for wildlife, with no net loss of priority habitat and an increase in the overall extent of priority habitats						Priorities include innovation, collaboration, hedgerows and trees, and water	
	Heathland Connections Nature Recovery Strategy		24/25	NE	Surrey Hills Board NT, SCC, SWT, WBC, GBC, RSPB	Help to deliver the Heathland Connections programme by supporting the evidence, governance, targeting advice and grants. Develop Comms including website and signage	
	BIG CHALK – southern England restoration of chalk landscapes and streams		24/25	National Landscape Association	Surrey Hills Board, SWT, SCC, LNP, Rovers Trust	To help develop the Big Chalk programme by supporting the evidence, governance, targeting advice and grants.	
Support the development and extension of Farm Clusters across the Surrey Hills, including Greenscapes, Greensands and the North Downs Facilitation Groups	Number of farmers attending training session	6	Annual	Surrey Hills Board	NE, SCC, LNP, CLA, NFU	Env Land Management Adviser to coordinate. Target FIPL grants. Need to integrate with Local Nature Recovery Strategy	
Work with the Surrey Nature Partnership to enhanced wildlife habitats	Create a Surrey Hills Nature Recovery Strategy		2025	Surrey CC	Surrey LNP	Need to be integrated into county strategy.	
Reduce the impact of overhead lines in the Surrey Hills by implementing schemes with SSE and UK Power Networks	Develop scheme proposals	2 per annum	Annual	Surrey Hills Board		Limited capacity to progress new schemes	
Develop best practice and support schemes that promote and reinforce the rural character of the Surrey Hills country lanes and villages	Promotion of Environmental Design Guide (Available to download from <a href="#">here.</a> )		Annual	Surrey Hills Board	Local Authorities	Need dedicated support and budget to take forward, particularly replacement signs. A demand to reinstate Working Group.	
	Development of major transport scheme for Surrey Hills		Annual	SCC	Local Authorities	SCC secured £100k to implement area speed limit order in the	

						AONB using oak posts for repeater signs. Awaiting delivery	
Develop Making Space For Nature Community Landscape and access program	Fundraising		Annual	Trust Fund	AONB Board Society SALC	Secured funding for Society to take on conservation volunteer coordinator role to develop project pipeline. More resources required for fundraising and philanthropy	

### PILLAR 3 : ACCESS ENJOYMENT AND UNDERSTANDING

AIMS	OUTPUTS	ACTUALS KPI	TIME-SCALE	LEAD	PARTNERS	PRIORITIES	RED AMBER GREEN
Access for All	Deliver the Defra Access For All programme		2024/25	Surrey Hills Board	NT, SCC, Surrey Coalition, SMEF, NE et al	Co-design and co-delivery of programme of activity focussing on Gateway sites and sustainable access	
Raise awareness of the Surrey Hills	Development and updating of surreyhill.org website and increasing number of visits	Jan-Aug 2023 105k	Annual	Surrey Hills Board		Optimisation scheduled for website development post-launch.	
	Increase social media reach across a range of platforms (seek at least a 10% increase)	F: 9,079 T: 6,720 I: 4,872	Quarterly	Surrey Hills Board		Increase since last year: Facebook: 392 Twitter: 189 Instagram: 543	
		F:1619 I: 4446	Quarterly	Enterprises		Increase in last year F: 174 I: 496	
		F 562 T 747 I 1831	Quarterly	Society		Increase in last year F: 18 T: 68 I: 95	
		Instagram 3809	Quarterly	SH Arts		Increase in last year I: 233	

	Google Banner – update photos, videos, posts and review Reviews. Aim to maintain rank and position amongst Designated Landscapes	Actual 14,991 Reviews 4.7/5 score	Ongoing	Surrey Hills Board		Surrey Hills is 6th highest rank in England of 44 National Parks and AONBs	
	Establish unified Surrey Hills database and e-bulletin schedule amalgamating all family databases.	10,745		AONB + Enterprises	Surrey Hills Family	Friends of 2023 averages: 45% open rate (average benchmark for email open rates is 21.5%) 6% click rate (average benchmark for email click rates is 2.91%)	
	Develop video campaigns. Aim to increase views and incorporate into website	17 videos in one year 2,400 YouTube views	Ongoing	AONB Board	Surrey Hills Family	<a href="#">My Surrey Hills</a> <a href="#">Active Travel</a> <a href="#">Heathland Connections</a> Woodland Wonder (TBC) <a href="#">Countryside code shorts</a> <a href="#">Making Space for Nature</a> <a href="#">Active Inclusion</a>	
	Number of press, web and magazine articles	Target 24 Actual 40	ongoing	Surrey Hills Board	Surrey Hills Family	Press releases on news section of website. Introduction of 'journal' section for shorter articles, often written by partners	
A consistent and coherent identity for the Surrey Hills	Refresh the Surrey Hills Branding Guidelines and Comms Strategy and ensure gatekeeping to protect and enhance brand identity through Collaboration Group	Yes	Ongoing	AONB Board	Family	Discussed at Chairs Group branding guidelines updated taking on National Landscape re-naming to incorporate in new website.	
Develop and extend the Cycle and Equestrian Surrey Hills programmes., supported through the	Increase the number of promoted cycle trails. Leith Hill to Box Hill. NDW cycle link (no of waymarked Cycle Surrey Hills routes)	2 6	Ongoing	AONB Board	Cycling UK SCC, NDW, Cycling UK, reps of Landowners	Leith Hill Greenway (Denbies to Leith Hill) implemented. Plans to extend to Great Bookham	

Countryside Access Working Groups					and user groups	Refresh proposals for Cycle Surrey Hills network as multi-user routes	
	Management of wild mountain bike trails	tbc	tbc	AONB/SHS	Cycling UK. SCC, FC, NT landowners	New Mountain Bike strategy being developed in response to greater pressure. Area access policy. Development of Conservation Volunteers	
	Number of waymarked equestrian trails and annual Horseman's Sunday event	7	Annual	AONB Board	BHS SCC	Waymarking needed on existing trails. Horseman's Sunday held on 16 <sup>th</sup> April	

#### PILLAR 4 : GROWING THE SURREY HILLS ECONOMY

AIMS	OUTPUTS	TARGET KPI	TIME-SCALE	LEAD	PARTNERS	PRIORITIES	RED AMBER GREEN
Support the development of Surrey Hills Enterprises CIC to increase its membership	Number of members	235	Annual	Enterprises		300 target by June 2024	
	Number of large events			Enterprises	Surrey Hills		
	Surrey Hills Spring Festival		March		Family Rural Life Museum Denbies		
	Surrey Hills Artisan Festival		May				
	Surrey Hills Wood Fair		Sept		Agric Society		
Markets & smaller events – Surrey Hills Artisan Markets Surrey Hills Artisan Fair at Painshill Surrey Hills Christmas Fair at West Horsley Surrey Hills Frost Fair at Box Hill			Monthly Sep  Nov  Dec		Cranleigh Chamber of Commerce Painshill Park West Horsley Place National Trust		

Help secure the continuation of a Surrey Rural LEADER programme to benefit the economy of the Surrey Hills area.	A new scheme covering the Surrey Hills		2021	Local Action Group	LEPs SCC LAs	AONB objectives partly being delivered through new Farming in the Landscape programme. Looking at opportunities through the UK SPF with B&Ds	
Develop a Destination Management Organisation to maximise the benefits of rural tourism in partnership with Visit Surrey, regional and national tourism bodies.	Number of businesses featuring on new DMO website		2020	AONB Board Enterprises	LAs Visit Surrey Tourism SE Visit England	Next stage of development underway including working with corporates and an on-line Surrey Hills shop and voucher on new website	
Develop relationship and investment opportunities through Local Enterprise Partnerships including Coast to Capital and Enterprise M3.	Level of financial investment in Surrey Hills	2 bids submitted	Annual	AONB Board Enterprises	LEPs SCC LAs	LEPs under review	

**PILLAR 5: ADVOCACY , PARTNERSHIP AND COORDINATION**

AIMS	OUTPUTS	TARGET KPI	TIME-SCALE	LEAD	PARTNERS	PRIORITIES	RED AMBER GREEN
Ensure sound governance, reporting and monitoring of the AONB Management Plan through quarterly meetings of the Surrey Hills AONB Board.	Quarterly reporting to AONB Board	4	Quarterly	AONB Board	Surrey Hills Family	Quarterly reporting to AONB Board	
	Annual report to DEFRA and partners	1	Annual	AONB Board		On target	
	Secure annual financial contributions		Annual	AONB Board		On target	
	Revised Constitution		2025	AONB Board	DEFRA SCC LAs	Seeking Defra/ NE guidance and support to undertake review	
Develop the Surrey Hills Trust Fund with the	Target of £100k through flow project funding per annum		2025	Trust Fund/	Surrey Hills Family	Need dedicated support for admin and development	



Community Foundation for Surrey (CFS)				CFS		Seeking new Panel Chair	
	Target of £500k endowment		2025	Trust Fund/ CFS	Surrey Hills Family	Need dedicated support	
Oversee the work of the Surrey Hills family.	Partnership Tour – number attending	30	July	AONB Board	Surrey Hills Family	Tour in July and meeting combined with AGM in September	
	Community Forum		October	AONB Board	SALC Society	Surrey Hills invited to SALC AGM in October	
	Surrey Hills Symposium.	Circa 500 inc online audience	November	AONB Board	Uni of Surrey Surrey Hills Family	Next Symposium planned for Nov 2023 Woodland Wonder	
Deliver a new Management Plan for adoption	Review the AONB Management Plan		2025			On target to start review in 2024 working collegiately as part of National Landscape programme	
Develop policy and strategy with central and local government	NAAONB Conference and AGM		Annual	AONB Board	NAAONBs	Conference planned for September	
	Support SEEPL (Re SE and East Regional Protected Landscapes Group)		Annual	AONB Board	Regional Protected Landscapes	Need to reconvene group.	
Monitor landscape change of the Surrey Hills AONB.	Establish a methodology and a baseline		2021	AONB Board	Surrey University	Developing as part of ELMS and Farming programmes Need to establish fixed point photography	

## ANNEX 3 OUTTURN REPORTS

### SURREY HILLS - AONB (CORE) OUTTURN REPORT FOR 2022-2023

	Estimate 2022/2023 £	Outturn 2022/2023 £
Core Staff Costs	249000	230567
Premises Costs	6545	6545
Service and Supply Costs	32500	52562
Transport Costs	2000	2398
Other Costs		3852
<b>Total Core Costs</b>	<b>290045</b>	<b>295924</b>

Costs met by Non-DEFRA Core Contributions (25%) and Core Contributions (75%)

	Estimate 2022/2023 £	Outturn 2022/2023 £
Surrey County Council	26900	39979
Guildford Borough Council	5279	5279
Mole Valley District Council	5279	5279
Waverley Borough Council	5279	5279
Reigate & Banstead Borough Council	2640	2640
Tandridge District Council	2640	2640
SCC Surrey Arts	22075	20023
Pre-application Planning Advice	3000	1460
Natural England	5582	10583
DEFRA Core (75%)	216953	216953
<b>Total Core Income</b>	<b>295627</b>	<b>310115</b>

Current year deficit / surplus	0	0
Previous year surplus	18579	18579
Balancing surplus	18579	18579

**SURREY HILLS - AONB (PROJECTS)  
 OUTTURN REPORT FOR 2022-2023**

	Estimate 2022/2023 £	Outturn 2022/2023 £
FIPL	372992	407951*
Surrey Hills Arts (other)	0	6639
Inspiring Views	25500	41875
Habitat	8000	5896
Facilitation Funds	32800	31933
<b>Total Project Costs</b>	<b>439292</b>	<b>494294</b>

\*Includes an additional £34k from Defra

ANNEX 4 ESTIMATES

**SURREY HILLS - AONB (CORE)  
ESTIMATES 2024/2025  
TO BE AGREED BY SURREY HILLS BOARD ON**

	Estimate 2023/2024 £	Estimate 2024/2025 £
Core Staff Costs	268094	263456
Premises Costs	7573	7573
Service and Supply Costs (inc. website)	23000	23000
Transport Costs	5000	5000
Other Costs	0	0
<b>Total Core Costs</b>	<b>303667</b>	<b>299029</b>

	Estimate 2023/2024 £	Estimate 2024/2025 £
Surrey County Council	29984	37810
Guildford Borough Council	5437	5709
Mole Valley District Council	5437	5709
Waverley Borough Council	5437	5709
Reigate & Banstead Borough Council	2720	2856
Tandridge District Council	2720	2856
SCC Surrey Arts	20214	21043
Planning Advice	3000	3000
Natural England Funding	0	0
DEFRA Core (75%)	216953	216953
<b>Total Core Income</b>	<b>291902</b>	<b>301645</b>

Current year deficit / surplus	-11765	2616
Previous year surplus	18579	6814
Balancing surplus	6814	9430

**SURREY HILLS - AONB (PROJECTS)**

	Estimate 2023/2024 £	Estimate 2024/2025 £
FIPL	582893	774413
Access Fund		231450
<b>Total Project Costs</b>	<b>582893</b>	<b>1005863</b>