



Surrey Hills
National
Landscape

Surrey Hills National Landscape Board

26 September 2024

Annual Governance, Management Plan Monitoring and Finance Report

Purpose of the report:

To approve the governance review, the risk register and note the progress with implementing the Management Plan.

Recommendations:

1. Agree the proposals for a governance review and representation on the Steering Group
2. Approve the Risk Register and note the actions arising
3. Agree the proposal to present the Outturn for 2023/2024 and the Estimates for 2025/2026 to be presented to the December Board meeting
4. Note and advise on the Surrey Hills Management Plan (2020 – 2025) Monitoring Framework

1. Introduction

1.1 The Surrey Hills National Landscape is one of 34 designated Areas of Outstanding Natural Beauty in England that are primarily sponsored by Defra along with the nation's 10 National Park Authorities. Following the Glover Review of Designated Landscapes, Defra published its vision for National Parks and National Landscapes is:

'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 has set up various working groups including securing private sector investment, advice on Management Plans and governance. It has protected the core funding and provided additional funding to National Parks and National Landscapes through Farming in Protected Landscapes and Access for All programmes. In 2024/2025, Defra awarded a further £10m to National

Parks and National Landscapes, which was split 50% respectively. The Surrey Hills National Landscape allocation is an additional £170k. This has placed a great strain on a small team to programme this work along with delivering the other programmes and the priority of developing the new Management Plan. 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. Governance Review

2.1 The Surrey Hills National Landscape Board's current constitution as a Joint Advisory Committee was agreed in October 2013. Although various changes to the Constitution have been reported to AGMs over the years, 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.

2.2 The Surrey Hills Chair and Director have been in discussions with colleagues at Natural England and Defra to consider whether the Surrey Hills could act as a case study for a methodology or toolkit that would have much wider application across National Landscapes. However, there has been no advice to date and so it is proposed therefore to use the additional Defra core funding in 2024/25 to undertake the review. The draft brief is set out in Annex 1.

2.3 It is proposed that the governance review will be guided by a steering group comprising:

1. Natural England (Chair)
2. National Landscape Association
3. Surrey Hills Board, Independent Chair
4. Surrey County Council, as host authority
5. Representatives of the Surrey Hills Family and core partners (to be selected at the Board meeting)
6. The Steering Group may decide to engage individuals to advocate for areas like nature or climate

2.4 The Steering Group and consultant will be supported by the Surrey Hills Director and team. The Group will consider how to engage the Board and the possibility of a workshop in November to help draft the constitution and consider the funding formulae. It is anticipated that by this time that Defra outcome of the Comprehensive Spending Review will be known. This will report to the next National Landscape Board meeting in December.

3. Risk Register

3.1 The Risk Register is reviewed annually by the National Landscape Director and reported annually to the National Landscapes Board. It highlights current key risks and the actions that need to be undertaken to mitigate risks. Most of the scoring is Green which means that this should be subject to annual review but there are also red and amber areas for which the following actions are proposed to mitigate the risk:

3.2 The register identified two areas in red that need to be addressed as a priority. These relate to financial stability in that there is no confirmation of the Defra core budgets for National Landscapes beyond March 2025. This is an issue common to all the National Landscapes teams and National Park Authorities. However, if there is a commitment from the new Government to act on the Glover recommendations to sustain the level of funding for National Landscapes in 2024/25, there is the opportunity for a substantive increase in funding for the Surrey Hills to sustain a larger and more resilient team.

3.3 The contribution from local authorities is also identified as a major risk which will need to be addressed in the Governance review and applying the funding formulae of Defra core funding needing to be matched by 25% local contribution. The proposed extension of the Surrey Hills area by 25 – 30% is an opportunity to bid for further funding. The impact on local authority contributions would be to review the pro-rata funding formulae based on the area of land within the National Landscape. This may include approaching London Borough of Croydon and the City of London whose authority areas are included as Candidate Areas for extending the Surrey Hills.

4. Surrey Hills Management Plan (2020 – 2025)

4.1 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

4.2 The framework identifies the following priorities for the Surrey Hills family for 2024/2025 which have been developed into respective business plans and job profiles:

4.2.1 Planning

- ensure that consultations focus on those proposals that have the greatest impact on the Surrey Hills National Landscape

- ensure that planning policy helps to meet the purpose of the Surrey Hills National Landscape
- support Natural England in the delivery of the extension of the Surrey Hills

4.2.2 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. Defra has already confirmed that the administration of FiPL will be supported for the next 2 years.
- Support Natural England and partners to deliver the Wealden Heath Super National Nature Reserve designation and the 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 regular newsletters
- Support the development of the Local Nature Recovery Strategy, the Surrey Nature Partnership and integrate the Surrey Hills Making Space for Nature Strategy
- Support the development of the Big Chalk ambition to protect and enhance chalk landscapes across southern England.

4.2.3 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 storyboards, posters and waymarking
 - Extend the Society's Conservation Volunteer programme to support the delivery of FiPL and Access for All projects, Ensure the delivery of the National Lottery Heritage Fund Growing Together project with the Surrey Hills Society and the Putting Down Routes project with the North Downs Way National Trail.
- Deliver a wide-ranging Surrey Hills Arts programme to inspire and engage new audiences, including Habitat and Nature Calling, a national arts and landscape programme funded by Arts Council England and Defra
- Deliver the Generation Green Night Under the Stars programme to provide nature-based experiences for disadvantaged young people working with local partners including the Holmbury Youth Hostel.
- Deliver the pilot Care Farm programme with the Surrey Hills Society and commercial farms to evaluate impact and to consider scaling up.

4.2.4 Growing the Surrey Hills Economy

- Increase the membership of Surrey Hills Enterprise, member services and the use of 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

4.2.5 Advocacy, Partnership and Coordination

- support Defra and the National Landscape Association in launching the new National Landscapes rebranding, linking in with the 75th Anniversary of the 1949 National Park and Access to the Countryside Act
- undertake a governance review of the Surrey Hills AONB Board 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
- develop opportunities for external funding including the development of the Surrey Hills Trust Fund, Lottery bids and other external funding programmes.
- Prepare a 75-year vision for the National Landscape and a new Surrey Hills Management Plan (2025- 2030) for local authority adoption in 2025.
- seek to develop a new HQ for the Surrey Hills organisations at Pippbrook House with Mole Valley DC and other partners

5. Finance – Outturn and Estimates

7.1 At the AGM the Board usually agrees the outturn report for the previous year's accounts and agrees the core estimates for the following financial year. However, it is proposed to present the estimates to the December Board meeting along with the recommendations for the new Constitution and funding formula. It is also hoped that further Defra guidance on funding and the outcome of the Comprehensive Spending Review will be known by then.

Annex 1. Surrey Hills National Landscape Partnership

Governance Guidance - Draft Consultants' Brief

7. Purpose

To recommend a new governance model and arrangements for the Surrey Hills National Landscape by appraising best practice and drafting a new constitution for the Surrey Hills National Landscape partnership.

8. Introduction

Areas of Outstanding Natural Beauty (AONBs) were rebranded as National Landscapes in November 2023. This followed one of the main recommendations from the government's Glover Review of Designated Landscapes which involved all the AONBs adopting the National Landscape name, branding and values. The Surrey Hills Partnership's constitution was agreed in October 2013 and despite the name change the governance of the Surrey Hills has not been reviewed. It is now imperative that the governance of the Surrey Hills National Landscapes is reviewed to ensure it is fit for purpose to deliver the Defra vision:

'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.'

Proposal 26 of Glover is for reformed governance to inspire and secure ambition in our national landscapes and to better reflect society. It proposed an overhaul of how AONB Partnerships should be governed as National Landscapes including smaller 9-12 person boards, in line with best practice for charities and companies, with just one or two representatives drawn from local authorities who contribute funding to the AONB, determined either by the agreement of those local authorities, or if not, by ballot.

Proposal 24 is for AONBs to be strengthened with new purposes, powers and resources and renamed as National Landscapes. The renaming is so that their national importance is properly reflected by something much less unwieldy and which elevates them alongside National Parks.

9. Background to the Surrey Hills National Landscape

The Surrey Hills National Landscape was designated an AONB in 1958. In 1999 a Joint Advisory Committee was established for the AONB called the Surrey Hills Partnership. This was a broad organisation comprising Natural England (nee Countryside Agency), 4 Surrey County Councillors, 2 councillors from the constituent boroughs and districts and 8 advisory partners. It met twice per annum. An Officers Working Group of local planning authority officers provided advice and guidance to the AONB Officer and team.

In October 2013, the JAC agreed changes to the constitution. This retained the Surrey Hills Partnership meeting twice per annum with an annual tour and Partnership meeting, but also created a smaller JAC called the Surrey Hills Board. This reduced the number of councillors to one from each authority, Natural England, 6 Advisory Members and representatives from the delivery partners which had been established: Surrey Hills Society and Surrey Hills Enterprises. The Chairs of the Surrey Hills Trust Fund, a partnership with the Community

Foundation for Surrey, and the Surrey Hills Arts Partnership were invited as observers. The Surrey Hills Board meets four times per annum in addition to the Partnership meeting.

The Constitution has been kept under review at the AGM. Some of the changes have included:

10. Since 2019, the Board has elected an Independent Chair, which also performs the role of the Partnership Chair
11. The annual Partnership Forum has ceased as partners were invited as Observers to the quarterly Board meetings.
12. Since 2018, the Surrey Hills Board also organises an annual Symposium with Surrey University as an opportunity to invite a wide range of partner organisations and the public to engage in the work of the Surrey Hills.
13. Since 2019, Surrey CC Democratic Services has provided the Secretariat for members of the Board. This has reduced the numbers of partners attending as observers and ensured it operates in line with Standing Orders and formal Public Questions
14. Surrey CC Democratic Services does not support the Partnership or the Members Advisory Group, whose membership and meetings have been inconsistent.
15. In 2022 and 2023, the Board's AGM has been followed by the Partnership Forum.
16. The Board has not identified any Patrons but the role of Surrey Hills Patrons has been developed by Surrey Hills Enterprises
17. In 2024, Natural England has published recommendations for extending the Surrey Hills designated area following public consultation. This is for an enlarged area to take in new authorities like the City of London and the London Borough of Croydon that will need to be engaged in the new governance proposals.
18. In 2024, Natural England is proposing a new Super National Nature Reserve for the heathland area in the western Surrey Hills National Landscapes. The governance structure will need to take account of this proposal.

19. What we would like from this review

Taking into account the Glover recommendations we should like our revised governance structure and constitution to include:

20. looking at best practice in creating diverse governance, by looking at principles of good governance eg. IUCN Principles of Good Governance, how other organisations have successfully created better representation in their Board, getting more representation and diversity into decision making with a streamlined smaller Board. For example, by greater integration and use of advisory panels, providing specialist expertise, formal avenues for feeding in local voices and experts through experience. Ensuring local voices are heard on decisions that impact local communities and importantly that communities are central to decision making processes. How can communities that aren't represented or involved be reached and engaged.
21. clearly differentiating between strategic decision making (by a governance board which includes local authority and other members) and delivery of the strategy, more likely by local authority and partner organisations' staff and volunteers
22. ensure that National Landscape Team has the ability to work independently in the interest of their National Landscape with appropriate control over staff and financial resources
23. ensure that governance facilitates a culture to learn, share knowledge and develop policies and programme regionally and nationally as National Landscapes
24. ensuring governance structures facilitate and enable all partners to recognise and act on their statutory duty of regard to the Designation, helping all involved to advocate more effectively for the National Landscape.

25. making more of the opportunity to form and disband working groups (task and finish groups) to suit changing opportunities and circumstances,
26. a small, proportionate, scrutiny function with the host authority including audit and risk, to ensure governance, finance and risks are managed.
27. ensure alignment with the proposals for the extension of the Surrey Hills National Landscape and the proposals for the Super National Nature Reserve.
28. fit for purpose governance processes that encourage greater public engagement both in formal meetings and in our work more broadly.
29. that it supports the local authority's statutory duty to prepare and keep under review the Management Plan, and the contributions are affordable and represents good value for money

30. The Brief

The outputs for this project is a new draft Constitution and proposals for governance of the Surrey Hills National Landscape

To do this the consultant(s) will be expected to:

31. review Glover recommendations and existing guidance for AONBs Partnerships and National Park Authorities
32. review existing governance documents
33. conduct qualitative interviews with a selection of partners and interested parties (a list of about 10 suggested interviewees will be provided).
34. and generic recommendations for improving governance structures and processes
35. Identifying and overcoming barriers to diverse governance, what would help. Eg training, buddying, networking, peer support to new members etc
36. The draft new constitutions for the Surrey Hills National Landscape based on best practice, setting clear performance standards, having agreed expectations eg. Chair fixed length of service, standard role profile, specialist roles within a Board for example to reach out to communities and increase diversity. How/where to advertise roles, ensuring roles are accessible through ensuring flexibility in when and where meetings are, catering to caring responsibilities etc.
37. a shared code of conduct, regular skills audits, and improved training, performance reviews, fixed-term appointments, and a streamlined process for underperforming members. Specialist advice would be useful. Following a review of Protected Landscapes in Wales advice from the Equalities & Human Rights Commission in Wales was sought on inclusion and diversity
38. Present findings and recommendations to the Surrey Hills Steering Group

39. Steering Group

The project will be guided by a steering group comprising

40. Natural England (Chair)
41. National Landscape Association
42. Surrey Hills Board, Independent Chair
43. Surrey County Council, as host authority
44. Representative of the Surrey Hills Family and core partners (to be selected at September Surrey Hills Board meeting)

The consultants will be supported by the Surrey Hills National Landscape Director and team.

45. Budget

A total budget of up to £10k is available for this task.

46. Timescale

To present draft Constitution and the proposed funding formulae to the Surrey Hills National Landscape Board in December 2024.

APPENDIX 2. RISK ASSESSMENT

| | 4 Very High | 3 High | 2 Medium | 1 Low |
|--|------------------------|-------------------|---------------------|------------------|
| 4 DISASTER Significant service failure / total loss of public confidence / fatality / major financial crisis. | RED 16 | RED 12 | AMBER 8 | GREEN 4 |
| 3 MAJOR Significant service disruption / serious public criticism / serious injury / large financial cost. | RED 12 | RED 9 | AMBER 6 | GREEN 3 |
| 2 NOTICEABLE Some service delivery disruption / reduced public confidence / minor injury / unplanned financial cost. | AMBER 8 | AMBER 6 | GREEN 4 | GREEN 2 |
| 1 MINIMAL 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 September 2024

| 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 staff act in line with the Constitution and best practice Quarterly review meetings with SCC Director NL Chair NL Director | SCC Director NL Chair NL Director | 2 | 3 | 6 | Review of Constitution to ensure governance is fit for purpose | NE, SCC Director, NL Chair, NL Director | 1 | 3 | 3 |
| 1b | Reputation | Loss of reputation due to impropriety. | Operating under SCC Standing Orders PR response | NL 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. | Regular liaison of Family Chairman Regular meetings of the Communications Group | NL Chair Surrey Hills Comms Lead | 3 | 2 | 6 | New Trademark Licence Agreement and branding guidelines with National Landscape Assoc | 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 | 3 | 2 | 6 | Need to allocate funding and time to review accessibility and function | Comms Lead | 2 | 2 | |
| 1e | Reputation | Surrey Hills highway signage being outdated and poorly maintained | Reporting by residents and parish councils of poor signage / finger posts The need to update boundary signs in live with National Landscapes rebrand | | 3 | 2 | 6 | Proactive approach needed to identify where new signs are needed and allocated Defra funding | NL Director SCC Highways | 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 |
| 2a | Performance | Lack of focus on strategy/ Surrey Hills Management Plan | Production of new Management Plan to be adopted in 2025 | NL Director | 1 | 3 | 3 | | | | | |
| 2b | Performance | Ineffective working relationship within the Family | Regular liaison of Family Chairman Regular monitoring at Board against Management Plan | NL Chair NL Director | 2 | 3 | 6 | Review of Constitution to ensure governance is fit for purpose | NE, SCC Director, NL Chair, NL Director | 1 | 3 | 3 |
| 2c | Performance | Failure to innovate or deliver best practice from other National Landscapes and National Parks | Regular liaison through NLA and regional Protected Landscapes. Team attending National Conference | NL Director | 2 | 3 | 6 | Need to build capacity skills and have longer term funding security | NL Chair, NL Director | 1 | 3 | |
| 2d | Performance | Inadequate staff capacity - turnover, lack of training, inability to recruit. | Appraisals. Team meetings. Training programmes | NL Director | 2 | 3 | 6 | Need to establish team with clear lines of accountability and performance | SCC Director NL Director Surrey Hills Chairs | 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. Files kept on Shared drives | NL Director Surrey CC | 1 | 4 | 4 | | | | | |
| 2h | Performance | Flexible office working | Flexible working from home, Surrey Hills Estate Office and SCC offices | NL Director NT (as landlord) | 2 | 3 | 6 | Need to investigate new flexible accommodation at Pipp brook House, Dorking | SCC Mole Valley DC NL Director | 1 | 3 | 6 |
| 2i | Performance | Failure to deliver Farming in Protected | Assessment and appraisal of applications | Programme Manager and | 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 |
| | | Landscapes Programme | Ability to generate suitable applications and spend | Env Land Management Adviser | | | | | | | | |
| 3a | Financial | Lack of resources due to reduced Defra grant allocations. Reductions in reserves. | Agreed annual budget and monitoring. generate more independent income. | NL Chair NL Director Programme Manager, SCC finance | 3 | 4 | 12 | Seek longer term funding agreements with Defra and local authorities. Seek capacity to secure alternative income | NL 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. | NL Board NL Chair SCC, Director | 3 | 3 | 9 | Seek longer term funding agreements with new Constitution or service level agreement. | NL Board Chair SCC, Director | 2 | 3 | 3 |
| 3c | Financial | Poor planning, control and monitoring | Review budget and prepare monitoring reports on a regular basis. | NL Director Programme Manager | 2 | 3 | 6 | Need to secure capacity for Programme Manager and support within SCC | Programme Manager | 1 | 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 SCC Democratic Services NL Director | 1 | 3 | 3 | | | | | |
| 4b | Governance | Failure to provide adequate level of HR support to staff. | Surrey County Council HR support | SCC Manager NL Director | 2 | 3 | 6 | Need to review staff sand supervision structure | NL Director | 1 | 3 | |
| 4c | Governance | Failure to combat financial mismanagement, fraud, theft. | Surrey County Council Standing Orders followed | SCC Manager NL Director SCC Finance | 1 | 4 | 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 |
| 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. | NL 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 | | | | | |

ANNEX 3.

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. | GREEN |
| | Giving planning advice on planning applications affecting the AONB | 300 | Annual | Surrey Hills Board | LPAs | Last year 560 consultations were received. Need to prioritise those that have significant impact | AMBER |
| 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. | GREEN |
| | 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 | GREEN |
| 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. | GREEN |

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 | GREEN |

| | | | | | | | |
|--|---|-------------|--------|--------------------------------|--|---|--|
| 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 R | |
| 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 here.) | | Annual | Surrey Hills Board | Local Authorities | Need dedicated support and budget to take forward, particularly replacement signs. A demand to reinstate Working Group. Re | |
| | 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: 9,637 T: 6,720 I: 5,387 | Quarterly | Surrey Hills Board | | Increase since last year: Facebook: 558 Twitter: 189 Instagram: 515 | |
| | | 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 | | NL + 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 | Board | Surrey Hills Family | My Surrey Hills Active Travel Heathland Connections Woodland Wonder (TBC) Countryside code shorts Making Space for Nature Active Inclusion | |
| | Number of press, web and magazine articles | Target 24 Actual 40 | ongoing | 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 | 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 | Board | Cycling UK SCC, NDW, Cycling UK, reps of Landowners | Leith Hill Greenway (Denbies to Leith Hill) implemented. Plans to extend to Great Bookham | |

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| 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 | Board/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 | Board | BHS SCC | Waymarking needed on existing trails. Horseman's Sunday held on 16 th 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 | | |

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| 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 | NL bjectives partly being delivered through new Farming in the Landscape programme. NL also represented on the UK Rural Shared Prosperity Fund | |
| 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 | 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 | 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 | Board | Surrey Hills Family | Quarterly reporting to AONB Board | |
| | Annual report to DEFRA and partners | 1 | Annual | Board | | On target | |
| | Secure annual financial contributions | | Annual | Board | | On target | |
| | Revised Constitution | | 2025 | 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 | |

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| 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 | Board | Surrey Hills Family | Tour in July and meeting combined with AGM in September | |
| | Community Forum | | October | Board | SALC Society | Surrey Hills invited to SALC AGM in October | |
| | Surrey Hills Symposium. | Circa 400 | November | Board | Uni of Surrey Surrey Hills Family | Next Symposium planned for Nov Nature Calling | |
| Deliver a new Management Plan for adoption | Review the National Landscape Management Plan | | 2025 | Board | | On target to start review in 2024 working collegiately as part of National Landscape programme | |
| Develop policy and strategy with central and local government | National Landscape Association Conference and AGM | | Annual | Board | NAAONBs | Conference took place in July | |
| | Support SEEPL (Re SE and East Regional Protected Landscapes Group) | | Annual | Board | Regional Protected Landscapes | Need to reconvene group. | |
| Monitor landscape change of the Surrey Hills AONB. | Establish a methodology and a baseline | | 2021 | Board | Surrey University | Developing as part of ELMS and Farming programmes Need to establish fixed point photography with new Management Plan | |

