



the
**Land
Trust**

Core Aim KPIs

November 2012

1. Introduction

The Land Trust is committed to fulfilling its core aims. They can be summarised as follows:

- Help to improve the **health** of the population;
- Provide an **educational** resource, taking learning out of the classroom;
- Support **economic** prosperity in the locations around our sites;
- Encourage **community cohesion** through the inclusive use of our sites; and
- Enhance the natural **environment**.

To do this effectively it is important to understand the extent to which each site is contributing to these aims. As a consequence a set of Key Performance Indicators (KPIs) has been developed for each aim. The KPIs provide a framework to objectively assess sites and will inform the target setting and vision for each site.

Guidelines for use

Defining the KPIs

Each core aim has a KPI definition from 0 to 5. A KPI of 0 means the site is making no contribution to the achievement of the core aim, whilst a KPI of 5 indicates the site is having a significant impact.

Level 5 is reserved only for outstanding sites, as illustrated by the definitions. Whilst few, if any, sites in the current portfolio will score a 5, newly acquired sites may do so, whilst current sites may achieve it in the future.

Progressing Against KPIs

The KPIs will guide the annual target setting and vision for each site. The KPIs themselves do not dictate what must be done to progress between levels, recognising the diverse nature of each site. The KPIs do however provide the site characteristics for each level across the core aims.

Sites are unlikely to achieve the same level across each of the core aims. For example a site might score a Level 4 for Environment but only a Level 1 for Economy.

Measuring Success

In addition it is not expected that every site should be progressing to a Level 5 for each core aim. For many sites achieving a Level 5 would be unsuitable and/or impractical. Therefore failure to reach a Level 5 does not mean the site is performing poorly. Performance will instead be judged against the specific targets agreed for each site. It is expected that the achievement of identified targets will result in sites reaching the next KPI Level (It is recognised that this could take one, two, three or more years).

It will be possible to create a total out of 25 for each site as well as an average Level. This can also be applied to the whole Land Trust portfolio to generate totals and average Levels for each core aim for all sites. This is useful to highlight which core aims the Land Trust is most (and least) successfully achieving. This will then be used to inform the Land Trust's forward strategy and how to best allocate resources.

NOTE: A total score out of 25 is not designed to generate a league table of the Land Trust's sites. As stated, each site is different and a site may have fulfilled its potential yet only have a total score of 10. The purpose of the scoring is to identify against which aims the Land Trust is being most effective and those it is having the least impact.

KPI Definitions

Level	Health
0	<p>No contribution to the health of the population</p> <p>The site is inaccessible to the public and therefore no health benefits are realised.</p>
1	<p>Minimal indirect positive health consequences</p> <p>The site has no formal health related facilities (e.g. no sports pitches or cycle routes). However the site is open to the public and has informal access eg desire lines or mown paths or open grassy areas and can be used informally by individuals and groups for sport and leisure.</p>
2	<p>Provision of basic health related facilities</p> <p>The site has basic health related facilities such as marked out playing fields, surfaced walking routes, cycle paths and/or bridleways. However there is no formal delivery of health activities such as green gyms.</p>
3	<p>Formal delivery of health activities</p> <p>Formal activities such as green gyms and health walks are regularly delivered on site generating important health benefits for participants.</p>
4	<p>Multiple opportunities to take part in health related activities</p> <p>The site includes several facilities such as tennis and basketball courts and skate parks. The site is also well used by a number of sports and leisure clubs.</p>
5	<p>Highly diverse site with sophisticated infrastructure and organised activities</p> <p>A very well equipped site with a wide range of leisure activities. This could include a lake for water sports, bike rental facilities and sports centre. There is a diverse programme of weekly activities available all year round.</p>

Level	Education
0	No contribution to the education of the population The site has no visitors and therefore provides no learning opportunities.
1	Limited educational opportunities Basic signage and/or information boards are on site for visitors.
2	Opportunities for self-directed learning available The site has more detailed signage and may also have informative leaflets/brochures for individuals and groups to undertake self-directed learning. A Warden/Ranger may also provide ad hoc information.
3	Formal learning opportunities available Formal learning is provided to groups and individuals by the Warden/Ranger. This could include after-school clubs as well as adult groups.
4	Direct contribution to fulfilling curriculum The site directly supports local schools fulfil the requirements of the curriculum. An excellent relationship exists between local school(s) and the Warden/Ranger to ensure the site enables children to turn their theoretical learning into practice.
5	Significant educational resource for all members of community The site includes an on-site classroom and member(s) of staff which is frequently used by schools throughout the region to fulfil the curriculum. The site is also a valuable resource for all members of the community for both formal and informal learning.

Level	Economy
0	<p>No contribution to the economy of the local area</p> <p>The site does not employ anybody and it does not benefit any businesses directly or indirectly. The site does not improve the image or desirability of the area, resulting in no uplift in property prices or rents (domestic or commercial).</p>
1	<p>Indirect economic contribution to the local area</p> <p>There is no direct employment on site, however it is positive asset for the local community. The site is likely to contribute to the overall quality of the area. However the economic benefits are intangible – whilst it is expected the site has had a positive impact, this cannot be distilled from the range of other contributory factors.</p>
2	<p>Small direct economic contribution to the local area</p> <p>A part-time Ranger/Warden is employed on site, or local contractor. This generates a small direct economic contribution to the economy which can be quantified. No other economic benefits are realised.</p>
3	<p>Medium-scale economic benefits brought to local area</p> <p>The site is likely to employ at least one Full Time Equivalent (FTE) Ranger/Warden. In addition employment schemes will be run on site, for example ILM programmes or apprenticeships. The site is consequently bringing wider benefits to the economy.</p>
4	<p>Multiple economic benefits derived from the site</p> <p>The site generates income, benefiting the site, users, communities and the economy. Income generation could come from a number of sources such as high wire courses, children’s rides, canyoning, climbing and fishing. The site is also likely to have a demonstrable impact on property prices enhancing the desirability of the area as a place to live and work.</p>
5	<p>Major economic driver</p> <p>The site employs several people directly on site across a range of leisure, tourist and environmental functions. The site is likely to include a visitor centre with restaurant/café. The site is a major tourist attraction bringing in visitor spending from outside the region (domestic and international tourists). The site therefore makes a tangible contribution to the economy of the area providing significant direct, indirect and induced economic impacts.</p>

Level	Community Cohesion
0	<p>No contribution to community cohesion</p> <p>The site is not open to the public and therefore offers no opportunities for community cohesion.</p>
1	<p>Minimal positive impact on community cohesion</p> <p>The site lacks any formal spaces such as play areas or picnic areas to encourage community integration. The site is used informally on an ad hoc basis by visitors, typically as a cut through or to walk the dog. As a result there will be sporadic and spontaneous opportunities to meet other users. There is no formal provision of community engagement activities.</p>
2	<p>Small positive impact on community cohesion</p> <p>The site uses formal spaces to promote integration. Spaces such as play areas are a focal point for communities. Children and their parents will visit the play area, which creates natural opportunities for relationships to develop. Formal spaces could also include sports courts, picnic areas and skate parks. There is no formal provision of community engagement activities.</p>
3	<p>Delivers pro-active community cohesion activities</p> <p>Formal activities are delivered on site by the site Ranger and/or external bodies. This is likely to include health walks, Scouts, Guides, sports teams, nature walks and green gyms. The activities create opportunities for different members of the community, who would not otherwise meet, to get to know one another.</p>
4	<p>Locally important hub for encouraging and facilitating community cohesion</p> <p>The site is used extensively by different users on a regular basis. There is a dedicated volunteer Ranger or "Friends" Group and Community Fun/Open Days are held at least annually, which are attended by a broad cross-section of the community. The events are also likely to include stalls run by several different community groups. Rangers and external bodies ensure there are numerous activities available all year round.</p>
5	<p>Significant positive impact on community cohesion</p> <p>A dedicated community engagement officer will manage and deliver a suite of activities on the site. The site will also be heavily used by several community groups. The community engagement officer will undertake extensive proactive engagement within the community, for example visiting schools and GP surgeries as well as various interest groups such as Scouts, The WI, gardening clubs and sports teams. The site is also likely to feature a Community Centre.</p>

Level	Environmental
0	<p>No positive environmental and/or biodiversity qualities</p> <p>The site has no environmental qualities and may contain pollutants and other materials which are having a detrimental impact on the local area.</p>
1	<p>Minimal positive environmental and/or biodiversity attributes</p> <p>The site has no distinct environmental qualities and has limited value for wildlife.</p>
2	<p>Small positive contribution to biodiversity and nature conservation</p> <p>The site makes a small contribution to biodiversity and nature conservation, with limited habitats and ecosystems. .</p>
3	<p>'measurable positive contribution to biodiversity and conservation</p> <p>The site makes a measurable contribution to biodiversity and nature conservation, often with only limited habitats and ecosystems. It may however represent or be part of a network of locally important habitats and contain locally important species. The site will be under active management with a management plan delivering work towards the conservation of target BAP habitats and species.</p>
4	<p>Significant environmental and biodiversity qualities</p> <p>The site contains significant habitats and associated species of importance to nature conservation. The site is likely to be identified as a Local Wildlife Site, SINC or similar containing Biodiversity Action Plan (BAP) habitat(s) . It is also likely to be home to BAP priority species. The site in addition to having an active management plan is delivering or is proactively working towards significant measurable gain for BAP habitats and species.</p>
5	<p>High nature conservation value and biodiversity</p> <p>The site represents an important resource for biodiversity and nature conservation. This may be due to a combination of high value habitats or the presence of important species, important geological attributes as well as its natural beauty. The site will typically have one of the following designations or similar: SAC, SPA, SSSI, LNR National Park, National Nature Reserve or AONB. The site is being effectively managed for wildlife and is achieving its identified nature conservation objectives and potential.</p>

KPI for Each Core Aim

Level	Health	Education	Economy	Community Cohesion	Environment
0	No contribution to the health of the population	No contribution to the education of the population	No contribution to the economy of the local area	No contribution to community cohesion	No positive environmental and/or biodiversity qualities
1	Minimal indirect positive health consequences	Limited educational opportunities	Indirect economic contribution to the local area	Minimal positive impact on community cohesion	Minimal positive environmental and/or biodiversity attributes
2	Provision of basic health related facilities	Opportunities for self-directed learning available	Small direct economic contribution to the local area	Small positive impact on community cohesion	Small positive contribution to biodiversity and nature conservation
3	Formal delivery of health activities	Formal learning opportunities available	Medium-scale economic benefits brought to local area	Delivers pro-active community cohesion activities	Significant environmental and biodiversity qualities
4	Multiple opportunities to take part in health related activities	Direct contribution to fulfilling curriculum	Multiple economic benefits derived from the site	Locally important hub for encouraging and facilitating community cohesion	High nature conservation value and biodiversity
5	Highly diverse site with sophisticated infrastructure and organised activities	Significant educational resource for all members of community	Major economic driver	Significant positive impact on community cohesion	Exceptionally high nature conservation value and biodiversity

Glossary

Areas of Outstanding Natural Beauty (AONB)*

AONBs are areas of high scenic quality that have statutory protection in order to conserve and enhance the natural beauty of their landscapes. They differ from National Parks because of their more limited opportunities for extensive outdoor recreation. There are 33 AONB designations wholly within England covering approximately 15% of the land area of England.

Biosphere Reserve*

Biosphere reserves are designated under UNESCO's Man and Biosphere Programme. They are nominated by national governments and seek to fulfil three complementary functions:

- To contribute to the conservation of landscapes, ecosystems and species;
- To foster economic and human development; and
- To provide support for research, monitoring, education and information exchange.

Direct Economic Contribution

Direct economic contribution comprises the number of people directly employed on the site. Total wage cost can be used as a proxy to define economic contribution. It also includes on-site income generation activities.

Full Time Equivalent (FTE)

FTE is a way of comparing employment although individuals might work different hours. For example a full-time job is typically regarded as 37 hours. However this could be fulfilled by one person, two people, three people or more. So instead of identifying how many people are employed on site, the number of FTEs is expressed instead.

Intermediate Labour Market (ILM) Programme

The ILM Programme is a scheme that supports the unemployed enter the labour market. Participants work for a fixed period of time, (usually 6-12 months) in order to equip them with the skills and experience required to find work.

Indirect Economic Contribution

The indirect economic contribution is the off-site economic activity generated by the site. For example landscape gardeners, security firms and grounds maintenance will receive some business from the site or the site uses mainly local suppliers for site materials. Whilst the site is not the sole customer, it is contributing to the economic prosperity of these businesses.

Induced Economic Contribution

The induced economic contribution is the employment generated as a result of spend by employees. The wages received by employees of the site will spend their money throughout the economy; this demand for goods and services creates employment.

National Nature Reserve*

National Nature Reserves are a selection of the very best parts of England's SSSIs. They are recognised as some of the best sites in England for wildlife and geology

National Park*

National Parks are extensive tracts of country that are protected by law for future generations because of their natural beauty and the opportunities they offer for open air recreation. There are ten national parks in England which account for 8% of England's land area.

Ramsar*

Ramsar sites are wetlands of international importance, designated under the Ramsar Convention of 1971. The UK Government designated the first Ramsar sites in 1976. The criteria for designation includes:

- if it contains a representative, rare, or unique example of a natural or near-natural wetland type found within the appropriate biogeographic region;
- if it supports vulnerable, endangered, or critically endangered species or threatened ecological communities;
- if it supports populations of plant and/or animal species important for maintaining the biological diversity of a particular biogeographic region;
- if it supports plant and/or animal species at a critical stage in their life cycles, or provides refuge during adverse conditions;
- if it regularly supports 20,000 or more water birds;
- if it regularly supports 1% of the individuals in a population of one species or subspecies of water bird;
- if it supports a significant proportion of indigenous fish subspecies, species or families, life-history stages, species interactions and/or populations that are representative of wetland benefits and/or values and thereby contributes to global biological diversity;
- if it is an important source of food for fishes, spawning ground, nursery and/or migration path on which fish stocks depend, either within the wetland or elsewhere; and
- if it regularly supports 1% of the individuals in a population of one species or subspecies of wetland-dependent non-avian animal species.

Sites of Special Scientific Interest (SSSI)*

Sites of Special Scientific Interest represent some of the country's best wildlife and geological sites. There are over 4,100 SSSIs in England covering around 8% of the land area.

Special Areas of Conservation (SAC)*

SACs provide increased protection to a variety of wild animals, plants and habitats. They are areas which have been given special protection under the EU's Habitats Directive as part of global efforts to conserve the world's biodiversity.

Special Protection Areas (SPAs)*

SPAs are areas which have been identified as being of international importance for the breeding, feeding, wintering or the migration of rare and vulnerable species of birds found with EU countries.

UK Biodiversity Action Plan (UK BAP)*

The UK BAP was published in 1994 in response to the 1992 Convention on Biological Diversity. The UK BAP describes the biological resources of the UK and provides detailed plans for conservation of these resources.

World Heritage Sites¹

World Heritage Sites (WHS) are places of outstanding universal value selected by UNESCO. Sites can be selected because they contain important cultural or natural features. Worldwide there are 890 WHS, with 17 in England. Only one WHS in England has been selected for its natural features (the Dorset and East Devon Coast).

¹ Sourced from Natural England www.naturalengland.org.uk