

72nd MEETING OF THE NAAONB MANAGEMENT BOARD AGENDA

Wednesday 19th October 2016 11.00am

Wiseman lounge, Carrs Lane Church, Carrs Lane, Birmingham, B4 7SX
07969 888823 (Jill Smith) / 07576 321614 (Howard Davies)

Invitees - Board Members: Philip Hygate, Rose Day, Michael Mounde, Peter Foulkes, Chris Woodley-Stewart, Nick Holliday, David Hill, Mat Roberts

Invitees - Staff: Howard Davies - Chief Executive, Jill Smith - Communications & Events Manager, Richard Clarke - Policy & Development Manager, Amber Carter - Office & Membership Manager

Invitees - Observers: Lisa Tomos - NRW, David Henshilwood - NE, Mehdi Kurrimbux - Defra Paul Walton - New Forest National Park, Lucy Barron - Arnside and Silverdale AONB Partnership, Denise Hewlett - The University of Winchester, James Williamson – Shropshire Hills AONB Partnership

1. **Apologies**
2. **Minutes and matters arising** (PH) - for agreement (5 mins)
3. **Brand Strategy** (JS) - discussion & agreement (10 mins)
4. **Strategic Plan** (HD) - discussion & agreement (10 mins)
5. **Future Membership Rates** - verbal (CWS) - discussion & agreement (10 mins)
6. **Landscapes for Life Conference 2017** - verbal (CWS/JS) - discussion & agreement (10 mins)
7. **Chairmen's Conference 2016** (JS) - discussion & agreement (10 mins)
8. **AGM 2016 - Agenda and Papers** **CONFIDENTIAL** (various) - discussion & agreement (60 mins)
 - Item 1 Apologies
 - Item 2 Introduction of current NAAONB Board members with their portfolios - verbal
 - Item 3 Election of Trustees and appointment of auditors - verbal
 - Item 4 AGM November 19th 2015 - Minutes and matters arising
 - Item 5 Chairman's Annual Report 2015-16
 - Item 6 Company Secretary's Financial Report 2015-16
 - Item 7 CEO's Report of work completed for NAAONB Business Plan Oct 2015 - Oct 2016
 - Item 8 AOB
9. **KPI Report** (RC) - for information (10 mins)
10. **Future Landscapes Wales Evaluation** (RC) - for information (10 mins)
11. **Strategic Risk** (HD) - for information (5mins)
12. **Management Accounts** (JS) - for information (5 mins)
13. **NAAONB Portfolio & Staff Activity Report** (Portfolio holders & staff) - for information (10 mins)
14. **Defra Report** - verbal (MK) - for information (10 mins)
15. **Natural England Report** (DH) - for information (10 mins)
16. **Cyfoeth Naturiol Cymru - Natural Resources Wales Report** (LT) - for information (10 mins)

AOB - subjects should be submitted to and agreed by the Chairman prior to the meeting. The Chairman will advise the Board at the start of the meeting of any additional papers that are to be tabled.

Open Discussion - to enable potential trustees to interact. (20 mins)

The National Association for Areas of Outstanding Natural Beauty

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A company limited by guarantee no: 4729800
Charity Number: 1158871
Registered office as above

Item 2 - Minutes and matters arising

Dates of next meetings for information

Thursday 24th November 2016 (AGM)

Item 2 - Minutes and matters arising

Report to The National Association for AONBs Board of Trustees
Subject Minutes of the 71st meeting of the NAAONB Board of Trustees
Date 19th October 2016
Purpose For agreement

MINUTES OF THE 71st MEETING OF THE NAAONB BOARD OF TRUSTEES

Held on Wednesday 1st June 2016 at 11.00am in Birmingham

Attendees - Trustees Philip Hygate, Rose Day, Michael Mounde, Peter Foulkes, Chris Woodley-Stewart, David Hill, Mat Roberts

Attendees - Staff Howard Davies - Chief Executive, Jill Smith - Communications & Events Manager, Richard Clarke - Policy & Development Manager, Amber Livingston - Office & Membership Manager

Attendees - Observers Lisa Tomos - NRW, David Henshilwood - NE, Mehdi Kurrimbux – Defra, Ulrich Koester - Europe's Nature-Regional-Landscape Parks

Attendees - Speakers Katharina Denking - 'Europe's Nature-Regional-Landscape Parks'

1. Apologies

Apologies were received from Nick Holliday

2. Minutes and matters arising

The Chairman called for any errata in the minutes of the previous meetings.

On page 3 NE/NRW should read Defra and NRW.

Chris Woodley-Stewart requested that a comment he made (also on page 3) be reworded to avoid his meaning being lost. Addition of "against a backdrop of 27% cuts" is necessary.

Resolved that with amendments, the minutes be accepted as a true report.

Agreed: Unanimously

Matters arising: A query was received regarding any progress on regaining Cannock Chase AONB Partnership's membership. The CE responded that our doors are always open to them but the choice to apply for membership remains with the Cannock Chase AONB Joint Committee. Jill Smith added that the Partnership had been offered a briefing spot at L4L Conference 2016.

Richard Clarke commented that a Future Landscapes Wales paper will be brought to the next Board meeting.

Chris Woodley-Stewart gave an update on the Landscapes for Life Awards progress: the nominees have been written to, some of them have responded and are coming to Conference to receive their award (approximately half of them, however not all are prepared to attend for the full day and are therefore not intending to pay conference fees). There was then a short discussion around appropriate gifts to go alongside the certificate.

Resolved that £250 to be found from the Board Expenses budget to cover these gifts.

Item 2 - Minutes and matters arising

Agreed: Unanimously

3. Landscapes for Life Conference 2016

This report was introduced by Jill Smith

A summary was given as to the current situation regarding speakers, bookings and sponsorship.

There was a query regarding Trustees attendance at Conference and the fees associated with this. It was clarified that their costs will be covered by the Charity.

4. Business Reform Update

This report was introduced by the CE

Michael Mounde suggested that there be more emphasis on Business (there is need to acquire the skill to “make our own money”).

There was a query regarding the current funding structure, during which, it was clarified that this discussion is around the funding structure of the NAAONB as a charity, rather than the AONB Family, and the need to position ourselves to support change (as there is the fear that the recent situation in the Shropshire Hills AONB may precipitate change in other areas).

The German attendees were invited to summarise their funding structure, as they represent a similar organization in their country. They outlined that they also gain funding through membership fees, individual project funding and from enterprises, although they receive no state funding. There is, however, variety in Europe, for instance Swiss Protected Areas are state funded.

There then followed, a brief discussion around the strategic communication of the Charity’s Defra funding and also the position the Charity is in, to encourage local authorities to deliver on their Section 85 duty.

Michael Mounde volunteered to lead on taking this paper forward.

Resolved that the next steps be agreed, Michael Mounde be appointed Lead, with offers from Rose Day, Chris Woodley-Stewart and Mat Roberts to form a working group.

Proposed: Michael Mounde

Seconded: Chris Woodley-Stewart

Agreed: Unanimously

5. Trustee Succession

This report was introduced by the Chairman

Michael Mounde suggested that there is a need to progress the business reform before there can be precise specific skills sought.

There was a discussion during which it was agreed that

- This will not be cast in bronze, and will be up for review, perhaps annually.
- There will need to be an application process, including advertisement of a role profile.
- A formal induction process is necessary (to be in place by November AGM - where one third of the current Trustees will be required to stand down).

Item 2 - Minutes and matters arising

- A governance handbook needs to be developed/updated and used as a tool (rather than for recruitment). It was suggested that the Directory of Social Change be contacted for advice.

Resolved that with the Chairman as lead, a role profile be developed and advertised, as well as development of an application process, a governance handbook and an induction process.

Proposed: Chris Woodley-Stewart

Seconded: Michael Mounde

Agreed: Unanimously

6. Strategic Risk

This report was introduced by the CE

The then up-coming EU referendum was briefly discussed.

There was a suggestion that the risk register be altered to be sure that the focus is on the risk involved rather than focusing on the tool (e.g. the evidence gathering ability, rather than the functionality of the website).

It was requested that the 'relevance of the NAAONB' be acknowledged as a higher priority risk than is reported in this paper.

The CE requested that Trustees feed into the risk assessment directly via Basecamp.

ACTION Trustees to feed into the risk assessment directly via Basecamp.

Proposed: Chris Woodley-Stewart

Seconded: Rose Day

Agreed: Unanimously

7. Budget

This report was introduced by the CE

Michael Mounde suggested that there is need to update the reserves policy, and, he added that it could be valuable if the AONB Partnerships could be encouraged to project future budgets in a similar fashion to this paper.

There was a discussion around the possibility of an increase in membership rates in the financial years 2019 or 2020.

A discussion around full cost recovery/surplus on projects – freeing up restricted income followed. The Board requested that a column for the budget be presented as well as the actual and 3 year projection.

Michael Mounde suggested that a short paper be presented at the next board meeting around the possible increase of membership rates. Chris Woodley-Stewart offered to produce and present this.

ACTION CWS to submit and present a membership rates paper to the next Board meeting

The German attendees were then asked for insight into the structure of Germany's Nature Parks.

Item 2 - Minutes and matters arising

They reported that their membership rates differ depending on the size of area and they are currently undergoing discussions around increasing the rate by 400 Euros per year, which would raise their membership income from 160,000 to 200,000.

Resolved that this budget be agreed.

Proposed: Rose Day

Seconded: David Hill

Agreed: Unanimously

At this point there was a short break for lunch (12.30pm)

8. Management Accounts

This report was introduced by Jill Smith

The Board thanked the staff for realigning the format of this report.

Proposed: Michael Mounde

Seconded: David Hill

Agreed: Unanimously

9. NAAONB Portfolio & Staff Activity Report

This report was introduced by the CE

A summary was given outlining the risk section and current activity around these.

The Chairman updated the Board on his recent activity which included:

- A meeting with the new Chair of NRW - Diane McCrea. Good discussion was had.
- A meeting with the Chair of the National Trust - Tim Parker. Discussion focused on moving to a formal accord.
- A meeting with the Chair of NPE - Jim Bailey. Discussion focussed on the health and wellbeing agenda.

10. Defra Report

This report was introduced by Mehdi Kurrimbux

It was reported that there has been no template from HM Treasury to create proforma

There was a brief discussion regarding non exchequer funding.

The CE highlighted the ongoing work developing Key Performance Indicator reporting.

It was reported that the 25 Year Plan is still in development, the 8 point plan has moved from development to implementation and delivery.

Michael Mounde queried when the 25 Year Plan will be in the public domain.

Mehdi Kurrimbux responded that drafts are being drawn up but there is no date for release at the moment.

There was a comment on the difference between the environment, and food and farming 25 Year Plans, and the suggestion that these should be integrated.

Item 2 - Minutes and matters arising

11. Natural England Report

This report was introduced by David Henshilwood

It was reported that:

- The discussions around the Suffolk Coasts and Heaths extension has been delayed due to EU Referendum purdah.
- The Conservation strategy is continuing in development.
- Cuts have forced a further 40% reduction in staff in 10 years (by 2020).
- They are moving to more strategic plans rather than local plans.
- Alternative forms of funding are being sought.

The CE queried whether there has been a discussion around the impact of public sector bodies charging for services on the wider market.

David Henshilwood responded that this had been considered.

Chris Woodley-Stewart commented on the funding issue and the need for NE to avoid competing with partners.

12. Cyfoeth Naturiol Cymru (NRW) Report

This report was introduced by Lisa Tomos

It was reported that there is a new Cabinet Secretary for the Environment in Welsh Government - Lesley Griffiths. There is also new legislation for Wales supporting the sustainable management of natural resources, the delivery of which will be based on 8 area statements covering Wales.

Welsh Government has produced a national guidance document to help explain the changes, particularly as they relate to the Wellbeing of Future Generations Act and its seven wellbeing goals.

There was a comment that National Parks were represented on the public service boards where AONBs were not, Lisa responded that AONBs should be represented by their LAs.

The Future Landscapes Wales report is to be taken to the Cabinet Secretary in July.

There are to be cuts going forward within NRW, including a voluntary exit scheme and service reviews. The corporate plan will be framed around the delivery of wellbeing goals.

AOB - none received

Dates of next meetings for information

19th October 2016

24th November 2016 (AGM)

End of normal business 2pm

13. Europe's Nature, Regional and Landscape Parks Project

There was a presentation to the Board by Katharina Denkinger and Ulrich Koester, Naturparke Deutschland

Item 3 - Brand Strategy

Item 3 - Brand Strategy

Report to The National Association for AONBs Board of Trustees
Subject Review of the Landscapes for Life Brand and a strategy to strengthen it
Date 19th October 2016
Report by Jill Smith - Communications & Events Manager
Purpose For discussion & agreement

RECOMMENDATIONS

It is recommended that The Board note the background to this paper

Considers the actions detailed in the review of the brand strategy.

Approves the Brand Strategy set out as Appendix 1 to this paper.

Background

In 2010, after wide consultation, the NAAONB produced a set of Brand and Identity Guidelines for use by the AONB Partnerships/Conservation Boards and the NAAONB – *Landscapes for Life* (L4L) was born.

Research into brand implementation in similar organisations showed that there was likely to be reluctance/resistance to an imposed brand. The Guidelines, therefore, concentrated on explaining the value of a cohesive AONB Family brand to the individual Partnerships/Conservation Boards. The visual identity of the brand was deemed to be a “quick fix” as it could be adopted quickly by the AONB Partnerships/Conservation Boards. A conservative target of adoption of the visual ID within 5 years by at least 50% of the AONB Partnerships/Conservation Boards was agreed and encouragement of its usage became a mainstay of NAAONB communications work. Within 12 months of this agreement, we had entered a period of public sector austerity with communications budgets severely or completely cut. Despite this (or maybe because of this), the AONB Communications Officers worked wonders and the visual ID started cropping up nationwide with often very innovative usage. An internal communications audit in 2012 rewardingly showed that all AONB Partnerships/Conservation Boards who were members of the NAAONB had adopted the L4L ID in some shape or form and that instead of using “AONB Partnerships/Conservation Boards”, we were now comfortable with “AONB Family” – think of the ink saved!

Since then, the behavioural development work with the AONB Family – primarily AONB lead officers in England but cross-Family work in the recent Future Landscapes Wales Programme - has helped improve the AONB Family brand in areas other than the visual ID. The attached paper looks at how we can further strengthen the brand.

Annex 1 - A Review of the Landscapes for Life Brand and a strategy to strengthen it



Introduction / Why do we need a brand strategy?

We know what we do. But does everyone else?

Brand isn't just about a logo. Brand is made up of a number of complementary ingredients: the "look" (logo, colours, font i.e. the visual identity), the work we do and how we do it and the way we communicate. Our brand reflects the way we and other people react to our Charity's values, and the feelings and impressions that these values and our behaviours engender. **Our brand sets the tone for everything we do.**

Why is brand important? In a world full of brands, it is vital that ours is recognised by public, supporters, funders, industry, partner organisations and other charities. Our brand must be strong and recognisable – it must set us apart from other organisations who have similar goals and audiences. In a crowded environmental charity world, our brand is key to helping us grow long and fruitful relationships with our supporters and wider audiences.

Everyone who represents the Charity must be able to communicate the brand with ease and confidence. The Trustees, the CEO, the staff and the AONB Family should all know exactly how and what to communicate to ensure our brand is clearly articulated to public, partners, supporters **and** competitors.

The National Association for Areas of Outstanding Natural Beauty

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A company limited by guarantee no: 4729800
Charity Number: 1158871
Registered office as above

Introduction / Our Strategy – 2016-21

{ **Our Vision:** The natural beauty of our AONBs is valued and secure

{ **Our Mission:** To develop a network of ambitious AONB partnerships¹ with a strong collective voice, working collaboratively to deliver shared objectives

**The
Charity
will**

define a new place for the public, private, and voluntary sectors in AONB management,

lead on the behavioural change required to take AONB Partnerships/Conservation Boards to this new place,

respond effectively to the needs of our membership

provide the best knowledge and learning for our membership

engage and communicate more effectively to all the audiences identified in the AONB Family Communications Strategy

raise more resources and diversify our funding base to support operational function

develop the NAAONB as a fit-for-future charity

Item 3 - Brand Strategy

Our Approach

In everything we do, we aim to share, learn, inspire and lead to ensure that Britain's Areas of Outstanding Natural Beauty are safeguarded now, and for future generations.

- { Sharing}** We are open and trusting with our ideas. We harness the collective experience, enthusiasm and goodwill of the AONB Family. We use these to collaborate with others to achieve shared objectives and solutions.
- { Learning}** We look constantly and consistently for new opportunities. We provide access to up-to-date learning. We set aspirational targets and take risks because we have confidence in the abilities and potential of ourselves, colleagues and partners.
- { Inspiring}** We go the extra mile. We nurture and support self-belief, innovation and pro-action. We celebrate AONB Family success and encourage members to celebrate individual and collective success.
- { Leading}** We bring the AONB Family together as a cohesive and coherent entity, We are confident that the Charity is best placed to lead for the AONB Family to achieve success. We have established ourselves as an influential and trusted organisation. We actively promote collaboration, collective action and cooperation as the key to success.

Item 3 - Brand Strategy

Usage

Our brand is expressed and used in a variety of ways. Below are some examples.

Usage / Logo, colours, name

These can be found in the Charity's Visual Identity Guidelines on Basecamp.

Usage / Our Strapline

Areas of Outstanding Natural Beauty are **Landscapes for Life**

Our strapline does exactly what it says on the tin... it tells people exactly what AONBs are.

It is flexible, as we are, and can be adapted to represent topical areas of work such as our current KPIs.

Landscapes for Wildlife (nature)

Landscapes for People (wellbeing)

Landscapes for Business (economy)

Landscapes for Culture (history)

Landscapes for Life (income generated)

The strapline is shown on our logo and that of the AONB Family's Landscapes for Life logos.

The strapline is used on corporate materials and literature and at events where appropriate.

Usage / Messages

We have a Communications Strategy that has 5 emotive key messages relating to AONBs, AONB partnerships and the Charity.

These are overarching messages and should be used widely and consistently with local examples of projects which back them up.

Item 3 - Brand Strategy

Usage / Website

The three Landscapes for Life websites will be combined under www.landscapesforlife.org.uk to promote Sharing, Learning, Inspiring and Leadership, heavily emphasising the KPI case studies which exemplify our brand through the work of the AONB Family.

Usage / Infographics

Whilst our key messages are emotive, our infographics are based on fact, and incorporate figures and data provided by Defra, Natural Resources Wales and the AONB Family.

We use the infographics in our social media campaigns such as Outstanding Week and our Autumn budget campaigns.

Usage / Describing the Charity

The Charity is often asked to provide a description of our work for funders, supporters, media, other websites, social media outlets reports, presentations etc. The following paragraphs can be used with our key messages and examples of local projects.

The National Association for AONBs (NAAONB) is a charity that provides a strong collective voice for the UK's 46 Areas of Outstanding Natural Beauty (AONBs). Its objectives are to promote the conservation and enhancement of AONBs, advance the education, understanding and appreciation by the public of AONBs, and promote the efficiency and effectiveness of those promoting or representing AONBs, other Protected Areas and those areas for which designation might be pursued. It does this by taking a collaborative and partnership based approach to working with our membership and other organisations at a national level to achieve shared goals. For more information see

Web: www.landscapesforlife.org.uk Twitter: @naaonb @AONBFamily

Areas of Outstanding Natural Beauty (AONBs) are some of the UK's most outstanding landscapes and belong to an international Protected Landscape Family. There are 38 AONBs in England and Wales, and a further eight in Northern Ireland. For further information about the AONB Family visit www.landscapesforlife.org.uk

Usage / Tone of Voice

Think who the audience is, what will interest or motivate them, what are the stories we can tell to inspire them to action?

We are friendly, welcoming and inclusive so our written and spoken word needs to be friendly, welcoming and inclusive.

Item 3 - Brand Strategy

So, don't write or speak like a scientist (unless you are giving a scientific paper or response). Most people we communicate with "just love nature and the countryside" or want the facts (journalists). So keep it simple, try not to use jargon (or explain it quickly if you do), keep it short and to the point – you may only get 5 minutes and one chance to get your point across. Be assertive. Give facts and figures to back up your assertions. Be passionate and encouraging whenever you can be.

Legal

Legal / Our name and charity number

All communications must include the registered charity and company numbers.

Company Registration No: 4729800

Registered Charity No.: 1158871

Registered Office: 11 High Street, Fairford, Gloucestershire GL7 4AD

Legal / Copyright

The Charity's publications must have a copyright statement placed on the back cover or at the foot of the last page. The statement should be in font size appropriate for the publication i.e. © NAAONB 2016

Legal / Quotations

All quotations should be attributed.

Legal / Printing

Where possible we should avoid printing and point audiences to our on-line information. If printing is necessary, it should be done of 100% recycled material and this should be communicated by using a certification logo where space allows. Otherwise a short written statement "Printed on 100% recycled material" should be included.

Legal / Image Credits

Any image used should be credited to the photographer or artist.

Item 4 - Strategic Plan

Item 4 - Strategic Plan

Report to	The National Association for AONBs Board of Trustees
Subject	The draft NAAONB Strategic Plan 2016-2020
Date	19 th October 2016
Report by	Howard Davies - Chief Executive
Purpose	to consider the draft strategic plan and the scope and method of consulting the membership on the final draft.

RECOMMENDATIONS

It is recommended that the Board

- Note the background to the paper
- Consider the draft Strategic Plan
- Agree to adopt this draft with or without amendments
- Agree the scope and method of consulting the membership

Background - The current Strategic Plan and drivers for review

On the 5th March 2015 the Board agreed to review the NAAONB Strategic Plan to reflect the change in context within which the Charity and AONB Family operate. This context had already been reflected in the review of the NAAONB Business Plan.

Specifically

- changes in approach to natural resource management, with a much greater focus now on ecosystem services and natural capital
- considerable changes in public sector finances
- ongoing devolution issues, especially in Wales, and their potential impact on the Charity's reach, role and finances

It was agreed a complete rewrite was not required, rather an updating of the strategy to ensure sufficient emphasis on the drivers identified above and some important changes like the new governance arrangements and the new business plan.

It was agreed that any review would seek the input of the membership.

It was agreed that

- a Board member be nominated to support the CEO and the Chairman in reviewing the strategy in the context of the drivers identified in this paper.
- suggested amendments to the current document would be identified and put to the membership (by mid May 2015)
- responses would be collated and analysed by the nominated Board member, the CEO and the Chairman (by mid-June)
- a final version of the revised strategy would be prepared in light of the input from the membership in time for the 2015 Landscapes for Life Conference

This timetable was not been met for a number of valid reasons.

Recommendations - That the Board

- discuss and agree this draft with or without amendments
- agree how best to consult the membership
- reaffirm their commitment to the recommendations agreed following the initial paper

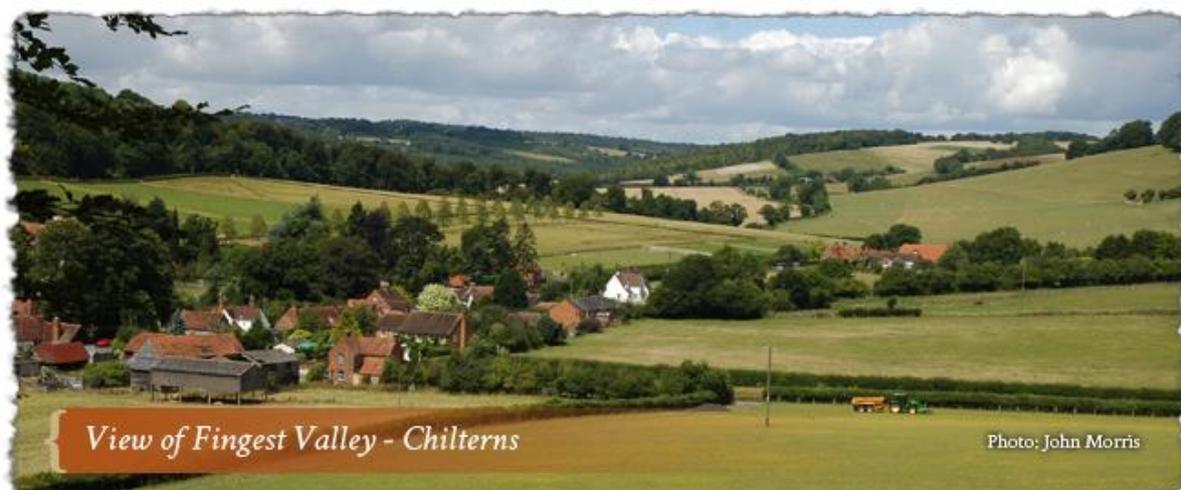
Conclusion

This is a paper for discussion and agreement.



The National Association for Areas of Outstanding Natural Beauty

Draft Strategic Plan 2016 – 2020



Registered Office

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www.landscapesforlife.org.uk

Company number 4729800

Charity number 1158871

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Chairman's Foreword



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Philip Hygate FRSA

Chairman of the National Association for AONBs

October 2016

The National Association for AONBs Strategic Plan 2016-20

Introduction

The National Association for Areas of Outstanding Natural Beauty (NAAONB) has achieved a great deal since it was established in 1998. This 2016 – 2020 strategy builds on the success of the last eighteen years and sets out an ambitious direction for the Charity's work over the next four years.

The Charity helps people to collaborate in order to conserve and enhance natural beauty.

Charitable Status

The NAAONB achieved charitable status in March 2015 and is now a Charitable Company limited by guarantee. This gives it a structure that allows it to respond better and more quickly to the needs of the membership. The Charity has three objects:

- a. to promote the conservation and enhancement of natural beauty including the physical, natural, cultural and built environment in and around Areas of Outstanding Natural Beauty, other Protected Areas, and those areas for which such designation might be pursued,
- b. to advance the education, understanding and appreciation of the public in relation to the conservation and enhancement of natural beauty including the physical, natural, cultural and built environment of Areas of Outstanding Natural Beauty (AONB), other Protected Areas and those areas for which such designation might be pursued, and
- c. to promote the efficiency and effectiveness of those organisations promoting or representing Areas of Outstanding Natural Beauty, other Protected Areas and those areas for which such designation might be pursued.

Membership

The Charity's members are involved in the planning and management of 8,000 square miles of beautiful and cherished landscapes in England, Wales and Northern Ireland. Membership includes most of the AONB partnerships¹, as well as some of those Local Authorities with statutory responsibility for AONBs, together with a number of voluntary bodies, businesses, and individuals with an interest in the future of these iconic landscapes. The Charity is also close to governments and has established firm and positive relationships with its many partners.

The membership, in particular the dedicated AONB units, have proved to be an effective means of achieving the purpose of the AONB designation and contributing to broader policy priorities. The units, whether hosted by local authority structures or based within Conservation Boards, have given AONB partnerships long term credibility and local expertise. AONB units are, even in times of financial constraint, renowned for 'punching well above their weight'.

Vision

The vision of the Charity, adopted in January 2012, is that ***the natural beauty of AONBs is valued and secure.***

¹ AONB partnership in this instance includes any management Partnership, Conservation Board, Joint Advisory Committee or Joint Committee.

Mission

The Charity's mission, adopted in January 2012 is ***to support and develop a network of ambitious AONB partnerships¹ with a strong collective voice.***

Responding to the External Environment

A major part of the Charity's remit is to interact with the broader external environment of national government and international agencies. The four year period to 2020 will offer continuing challenges and opportunities for the Charity and our members.

Devolution. Enhanced devolution carries with it legislative changes and political complexity. This presents challenges to the Charity in maintaining and/or renegotiating working relationships and funding that recognises and supports the work of the Charity and the AONBs.

Public Sector reform. On-going public sector reform and a shrinking public purse mean that many AONB units have had to adapt to different ways of working and will continue to do so. Developing and testing new models will require the Charity's co-ordination, focus, and energy.

Withdrawal from the European Union. Following the decision for the UK to withdraw from the EU, governments are working to redefine our relationship with other European countries and the rest of the world. The UK will cease to be subject to the EU treaties and will become a free and independent State at the end of the 2 year period from the day when the UK gives its notice under Article 50(2) of the Treaty on European Union which formally initiates the procedure. The UK government is unlikely to have negotiated full exit within the lifetime of this plan although the Charity will engage with other NGOs and governments to ensure that the interests of the AONB Family are represented at an appropriate level in negotiations.

External pressures. Continuing pressure for economic growth and increasing demand for new housing, the impact of climate change and further decline in biodiversity, together with other issues make decisions on the conservation and enhancement of our most cherished landscapes complex. The Charity has a crucial role in arriving at the optimum benefits for both people and the environment.

Maximising potential. The Charity will work to unlock the significant further potential for AONB partnerships to take a leading role in tackling many of the environmental of the next decade.

The NAAONB Strategic Objectives

In working towards the Charity's vision and mission, it will implement the following strategic objectives from the strategic plan.

Item 4 - Strategic Plan

Driving better delivery through collaboration. The Charity will further develop its programme of collaboration, improving opportunities and skills that capture the collective knowledge, energy, and skillset of the AONB Family. It will continue to take a collaborative and partnership based approach to working with other organisations at national level to achieve shared goals. It will continue to build collective action and co-operation within our membership and work to ensure that innovative solutions are shared for maximum positive effect.

This means that by 2020, the Charity will have created a network of people, working together to provide solutions to challenges faced in AONBs. It will have a solid, functional IT platform from which the AONB Family can collaborate effectively, share good practice, and communicate success. It will have developed a good learning culture based on sound evaluation of prior experience. It will have supported the AONB Family in developing a greater level of cultural maturity.

Demonstrating value and relevance. We will use case studies and examples to demonstrate the 'AONB offer' and pitch this to sectors of governments and society keeping the AONB designation relevant by demonstrating its value to the right audiences, at the right time, in the right way is essential. Diversifying income streams and thinking more creatively about the collective funding of services and projects is more important than ever.

This means that by 2020 the value of the AONB designation will be better understood in the environmental, economic and health sectors. We will have a good evidence base from which we can demonstrate value and showcase case studies. We will keep an oversight of

Raising Profile. The Charity will further develop its brand using consistent messages through its Communications Strategy to connect with our audiences and generate strong support for the work of AONB Partnerships. We will give space to devolution and maintain a clear oversight of national and international perspectives and good practice.

This means that the Charity will have a strong Landscape for Life brand relevant in a devolved context, a clear brand strategy and the Charity and AONB Family will be using consistent messages to communicate the value of the designation at the local and national levels.

Raising resources. The Charity will diversify the income streams to the Charity and the AONB Family by engaging strategically with funding bodies and charitable trusts, encouraging collaboration around resource planning. To do this it will work with the AONB Family, identify skillsets, and apply them to best effect to share resources and expertise, and bring income into the AONBs. It will demonstrate incremental gains in non-exchequer income to the Charity and the AONB Family.

This means that the Charity will have a rolling programme of bids to trusts and grant aiding bodies, drawing in resources on a themed basis for AONB partnerships. The skillset of the AONB Family will be recognised and valued at the local level and, better monetise the benefits that AONBs bring to society through support for the development of natural and social capital accounting, Payment for Ecosystem Services, carbon capture and storage. The

Item 4 - Strategic Plan

Charity will also invest in the skillset and resources of Trustees and partners to develop a pipeline of funding support to deliver on our objects.

Managing organisational change. The Charity will work to manage positive organisational change within the Charity and across the AONB Family. We will adopt a progressive approach to the delivery of our objects.

This means that the Charity will provide consistent leadership to the AONB Family around organisational change based on an overview of evidence gathered at the UK level. We will work with our membership and partners to support transformation recognising that the pace of change will vary across the AONB Family.

Implementing the Strategy

The detailed implementation of much of the Strategic Plan 2016 – 2020 is set out in the NAAONB's Business Plan 2015 – 2018 which was adopted in November 2014. Included in the Business Plan is the Communications Plan which sets out the following **AONB - Core Messages:**

- People are passionate about Areas of Outstanding Natural Beauty and care deeply about their future.
- Areas of Outstanding Natural Beauty are some of the most beautiful and cherished landscapes in Britain. They need to be cared for, now and in the future.
- Areas of Outstanding Natural Beauty are dynamic, living landscapes that underpin the economy and the health and wellbeing of society.
- Areas of Outstanding Natural Beauty are vibrant landscapes, which offer a wealth of opportunities for everyone to enjoy them and help look after them.
- Areas of Outstanding Natural Beauty are designated² as special landscapes which provide a range of benefits for people and wildlife.

In Conclusion

The potential for partnership working between non-governmental organisations, business, and government, both local and national has arguably never been greater. The challenges faced by all sectors can only be tackled effectively in collaboration with others; we need integrated solutions to deal with complex problems. The AONB designation helps facilitate this at the local level. The Charity, in its position of oversight, provides strategic leadership, encourages collaboration, shares learning, and supports a progressive approach to delivery such that the natural beauty of AONBs is better valued and more secure at the UK level. It does this by supporting and developing a network of ambitious AONB Partnerships and Conservation Boards and acting as a strong collective voice for the AONB Family.

² Designated under the National Parks and Access to Countryside Act 1949 with updates in the Countryside and Rights of Way Act 2000

Item 7 - Chairmen's Conference 2016

Item 7 - Chairmen's Conference 2016

Report to The National Association for AONBs Board of Trustees
Subject Chairmen's Conference 2016
Date 19th October 2016
Report by Jill Smith - Communications & Events Manager
Purpose To brief Board members on the plans for Chairmen's Conference 2016 - 24th November 2016

RECOMMENDATIONS

It is recommended that the Board

- note this paper
- considers and discusses any further requirements

Background

Following the success of last year's Chairmen's Conference attended by Rory Stewart MP and representatives from both the AONB Family and National Park Authorities, invitations from Philip Hygate have been sent inviting a similar audience to attend this one day conference in London.

The Chairmen's Conference 2016

- takes place on Thursday 24th November 2016 in London,
- has as its theme, "Landscape post Brexit"
- has Lord Gardiner of Kimble (tbc) and Lesley Griffiths AM (tbc) as its keynote speakers
- has
 - Victoria Jenkins of the UKELA to speak on the implications of Brexit on environmental legislation (confirmed)
 - Dieter Helm to speak on UK agriculture post CAP (tbc)
 - Vincent Holyoak to speak on the implications of Brexit on legislation affecting the historic environment (confirmed)
- will be seeking additional input from AONB and National Park Chairmen on optimizing collaboration pre Brexit.
- incorporates the NAAONB AGM, and
- is making a charge of £75.00 pp to cover costs

Item 9 - KPI Report

Item 9 - KPI Report

Report to	The National Association for AONBs Board of Trustees
Subject	AONB Family Key Performance Indicators
Date	19 th October 2016
Report by	Richard Clarke - Policy & Development Manager
Purpose	to apprise the Board of the AONB Family KPIs for the FY 2015/16

RECOMMENDATIONS

It is recommended that the Board:

- Note the background to this paper
- Note the content of annex 1

1. Background - Key Performance Indicators for Financial Year 2015/16

Earlier in the year, at the AONB Lead Officer meeting, it was agreed that the Key Performance Indicators would be collected and collated by the NAAONB centrally. These would then be published in an Annual Report along with case studies that would provide a qualitative narrative to the numbers. The chosen were:

- I. **Landscapes for Wildlife** (nature)
Total hectares of land enhanced for nature through the work of your AONB team.
- II. **Landscapes for People** (wellbeing)
Number of people engaged through the work of AONB teams.
- III. **Landscapes for Business** (economy)
Gross Value Added (GVA) for AONBs
- IV. **Landscapes for History** (Historic Environment)
Number of Scheduled Monuments where the condition has been enhanced through the work of the AONB team.
- V. **Landscapes for Life** (income generated)
As a percentage of Defra core funding what is the additional income that has been brought into the AONB as a direct result of the AONB's core team activity.

We asked the AONB Lead Officers for data to complete three sets of the KPIs "Landscapes for Wildlife", "Landscapes for People" and "Landscapes for Culture". We also asked them provide information concerning their estimated "External" income for the coming year.

This self-assessment of performance relies heavily on each AONB Lead Officer objectively assessing their performance and the performance of their teams against these KPIs.

For the third KPI (Landscapes for Business) we looked for information that has been provided, in the past, to AONBs and National Parks by Defra in the form of Gross Value Added data for each designated landscape. Gross value added (GVA) is a measure in economics of the value of goods and services produced in an area.

2. Context Key performance indicators commonly cover important aspects of an organisation's or an individual's accomplishments in a given time period. In light of the favourable settlement from Defra, and the subsequent letter from the Minister, Rory Stewart MP, the need to be able to report on performance of the AONB Family as a whole has become more pressing.

3. Conclusion Provisional KPIs were agreed by lead officers at the last lead officer meeting in February 2016. These have been collected and collated by the NAAONB. Accepting that methodologies will vary, and that these KPIs are not as robust as some would like, we consider them to be a useful starting point. They will form the basis of our annual report on the AONB Family to Defra and will be subject to revision at the next lead officer meeting.

Annex 1 - KPI Report

The Key Performance Indicators for 2016/17

I Landscapes for Wildlife (nature)

Based upon the 23 AONBs that supplied data - **624,041** hectares of land enhanced for nature through the work of your AONB teams.

II Landscapes for People (wellbeing)

Based upon the 23 AONBs that supplied data – **1,430,139** people have been engaged through the work of AONB teams.

III Landscapes for Business (economy)

The GVA for AONBs for 2011 for all the AONBs in England was £16,555.8 million. Unfortunately, the ONS figures are unavailable for AONBs in the current financial year.

IV Landscapes for History (Historic Environment)

Based upon the 22 AONBs that supplied data - **270** Scheduled Monuments where the condition has been enhanced through the work of the AONB team.

V Landscapes for Life (income generated)

In addition to the core funding for English AONBs from both Defra and Local Authority, and based upon the 30 AONBs that provided information to undertake the analysis; the AONB partnerships indicate they are going to attract an additional **£ 7,227,929** in terms of external funding for financial year 2016/17. This represents **116%** of the core grant made to English AONBs from Defra.

Please note, qualitative case studies can be found on the Landscapes for Life website.

Item 10 - Future Landscapes Wales Evaluation

Item 10 - Future Landscapes Wales Evaluation

Report to	The National Association for AONBs Board of Trustees
Subject	Future Landscapes Wales Evaluation
Date	19 th October 2016
Report by	Richard Clarke - Policy & Development Manager
Purpose	To provide background and detail of the Future Landscape Wales programme, so as to have an informed discussion around applicability and relevance to other parts of the UK.

RECOMMENDATIONS

It is recommended that the Board

- note this paper
- considers whether the approach adopted in Wales has applicability to other parts of the UK and if it does, discuss how progress may be made.

Background. In the Autumn of 2015 Welsh Government commissioned the NAAONB to deliver the Future Landscapes Wales development programme.

The attached report outlines the context to this commission; what we did and who our partners were; how we evaluated the programme and the conclusions of the evaluation.

It is important to note that the participants on the programme were senior in their organisations and came from not just Area of Outstanding Natural Beauty Partnerships, but also from National Park Authorities, Natural Resources Wales, the Charitable Sector and Welsh Government.

The Evaluation Report was able to demonstrate a positive shift in behaviour towards greater collaboration and shared working. In addition, as part of the programme there were practical outputs. Participants worked in one of four project groups that considered: a Vision for Designated Landscapes in Wales; reviewing Governance in Designated Landscapes; considering Designated Landscapes as Catalysts for Economic Development; and investigating alternative Sources of Funding.

The outputs from this work are being incorporated into a set of recommendations that will be adopted by the Cabinet Secretary for Environment and Rural Affairs, Lesley Griffiths AM.

Item 11 - NAAONB Strategic Risk

Item 11 - NAAONB Strategic Risk

Report to	The Board of the National Association for AONBs
Subject	NAAONB Strategic Risk Register
Date	19 th October 2016
Report by	Howard Davies (Chief Executive)
Purpose	to apprise the Board of the top three corporate risks and mitigation in place

RECOMMENDATIONS

It is recommended that the Board:

- Consider the risks identified and review approaches to mitigating them
- Discuss the efficacy of existing mitigation
- Agree whether to make changes or continue to monitor

1.0 Background

At its meeting on 16th June 2015 the Board considered and agreed an updated risk register. It was agreed that the CE would report on the top three risks at each Board meeting (Annex 1), and trustees would be given an opportunity to reflect upon and review current mitigation measures.

2.0 Context

For any organisation risk management is a key element to effective governance.

By managing risk effectively trustees can ensure that

- Significant risks are known and monitored – thus helping Trustees to make informed decisions and take the necessary action in a timely manner
- It makes the most of opportunities and develops them with the confidence that risk will be managed and mitigated against
- Forward and strategic planning are improved
- The Charity's vision, aims and objectives are achieved

Good governance would ensure that the Charity's accountability to managing risk are stated within the Annual Report and would clearly be demonstrated to its stakeholders, partners, employees and the general public.

Some level of risk is normally found in most activities that are undertaken. The diverse nature of the organisation's activities means that it will face different types of risks and levels of exposure.

Risks needs to be considered in terms of the wider environment in which the Charity operates. For example, the financial climate, society and its attitudes, the environment, partnerships and changes in law, technology and knowledge will all affect the types and impact of risk.

3.0 Risk register

A comprehensive risk register has been prepared taking into account the factors above. This is accessible on the Board section of Basecamp.

4.0 Roles and Responsibilities

The responsibility for the management and control of the charity rests with its Trustees. Therefore, Trustee involvement in the key aspects of the risk management process is essential. Elements of the risk management process can be delegated to staff members or professional advisers; however, trustees should review and monitor all the key aspects of the process and results.

Item 11 - NAAONB Strategic Risk

5.0 Legal Requirements

The NAAONB is required by law to have its accounts independently examined and within these Accounts, it must make a risk management statement.

6.0 Good Practice: Risk Management Policy

The Charity regularly reviews and assesses the risks it faces in all areas of its work and plans for the management of those risks. This will ensure that the organisation is fit for purpose.

Risk management should be incorporated into the organisation's management processes as good practice. Having a rigorous process and a clear risk management policy would help to ensure that

- The identification, assessment and management of risk is linked to the achievement of the Charity's aims and objectives
- All areas of risks are covered – financial, governance, operational and reputational
- A risk exposure profile is created to reflect the trustees' views as to what levels of risk are acceptable
- The principal results of risk identification, evaluation and management are reviewed and considered
- Risk management is on-going and embedded in management and operational procedures

7.0 Conclusion

The NAAONB strategic plan, currently under review, must reflect the management and mitigation of risk outlined in the risk register.

Risk management is an on-going process with constant monitoring and review. Trustees have agreed that this role will be delegated to the Chief Executive and the mechanism by which monitoring and review will be reported to the Board.

Annex 1 - The NAAONB current top risks

1. Risk - Environmental funding declines

Current mitigation

Work with national and local politicians to influence policy and public opinion

Commentary

Whilst the settlement for the NAAONB and the AONB Family in England was positive, the trajectory for exchequer funding remains downwards. This is true across the AONB Family. There is still over reliance on very few sources of income.

2. Risk - (Further) change in Government policy (e.g. planning policy, public sector funding, new bills etc.) England, Wales, and Northern Ireland

Current mitigation

Work through other NGOs and with politicians to influence policy and public opinion. Closer working with those NGOs engaged deeply with the Brexit discussion through Wildlife and Countryside Link. Membership process currently underway.

Commentary

Brexit poses a significant risk to the delivery of our objects across our area of operation.

3. Risk - Over reliance on one source of funding (eg grants)

Current mitigation

Maintain a fundraising strategy with broad funding base

Commentary

Our mitigation measure to maintain a fundraising strategy with broad funding base is not being met. We have no fundraising strategy in place.

Item 12 - Management Accounts

Item 12 - Management Accounts

Report to	The National Association for AONBs Board of Trustees
Subject	Management Accounts to 30 th September 2016
Date	19 th October 2016
Report by	Jill Smith - Communications & Events Manager
Purpose	To provide an account of income/expenditure of the NAAONB for the FY 2016/17 to date.

RECOMMENDATIONS

It is recommended that the Board note the background to this paper

Confirms the objectives as set out in this paper

Approves the Management Accounts set out as Appendix 1 to this paper.

Background

Management Accounts are considered and approved by the Board at their quarterly meetings.

Updates are made before each meeting reflecting additional income/expenditure since the previous meeting.

Objectives

- To provide a realistic account of income/expenditure of the NAAONB for the FY 2016/17 to date.
- To provide financial clarity and transparency to staff, Board members and grant aiding bodies.

Conclusion

Subject to the estimates of outstanding income/expenditure being realistic, the figures show a planned transfer of £7857.00 to reserves as the planned safeguarding of future Charity's activity (Business Plan 2015-18).

Item 12 - Management Accounts

Annex 1 - Management Accounts - Year 1st April 2016 to 31st March 2017

Account	Budget	Income / Expenditure to date as at 30/9/2016	Further contracted commitments 1/10/2016 - 31/03/17	Further estimated commitments 1/10/2016 - 31/03/17	Total predicted spend - 01/04/15- 31/03/16	Variance
Core Expenditure						
Staff salaries, NIC and pensions	(197,879.00)	(97,826.00)	(97,826.00)	0.00	(195,652.00)	2,227.00
Staff Travel and Subsistence	(12,380.00)	(5,780.00)	0.00	(5,780.00)	(11,560.00)	820.00
ALS Support	(3,000.00)	0.00	0.00	(3,000.00)	(3,000.00)	0.00
Resource Development (incl. bid writing)	(3,000.00)	(2,460.00)	0.00	(540.00)	(3,000.00)	0.00
Events	(500.00)	(47.00)	0.00	(453.00)	(500.00)	0.00
Board expenses	(10,000.00)	(2,650.00)	(2,000.00)	(5,350.00)	(10,000.00)	0.00
Staff meeting room hire	(600.00)	(415.00)	0.00	(185.00)	(600.00)	0.00
	(227,359.00)	(109,178.00)	(99,826.00)	(15,308.00)	(224,312.00)	3,047.00
Administration						
Miscellaneous	(8,100.00)	(1,859.00)	0.00	(6,241.00)	(8,100.00)	0.00
Auditors and Accountants	(6,000.00)	(1,316.00)	0.00	(4,684.00)	(6,000.00)	0.00
Pensinsula HR Support	(3,181.00)	(1,584.00)	(1,584.00)	0.00	(3,168.00)	13.00
IT upgrade and website development	(4,000.00)	(1,369.00)	0.00	(2,631.00)	(4,000.00)	0.00
Subtotal	(21,281.00)	(6,128.00)	(1,584.00)	(13,556.00)	(21,268.00)	13.00
Total - Core Expenditure	(248,640.00)	(115,306.00)	(101,410.00)	(28,864.00)	(245,580.00)	3,060.00
Core income						
Contributions AONB partnerships England	82,500.00	0.00	82,500.00	0.00	82,500.00	0.00
Contributions AONB partnerships Wales	10,000.00	0.00	10,000.00	0.00	10,000.00	0.00
Contributions AONB partnerships NI	0.00	0.00	0.00	0.00	0.00	0.00
Contributions Corporate	750.00	0.00	750.00	0.00	750.00	0.00
Contributions Local Authorities	6,000.00	0.00	7,200.00	(1,200.00)	6,000.00	0.00
Associate members	1,100.00	0.00	1,300.00	(200.00)	1,100.00	0.00
Contingency	(4,000.00)	0.00	0.00	(4,000.00)	(4,000.00)	0.00
Subtotal	96,350.00	0.00	101,750.00	(5,400.00)	96,350.00	0.00
Defra	126,133.00	63,066.50	0.00	63,066.50	126,133.00	0.00
NRW	20,000.00	0.00	0.00	20,000.00	20,000.00	0.00
Contingency	(2,000.00)	0.00	0.00	(2,000.00)	(2,000.00)	0.00
Subtotal	144,133.00	63,066.50	0.00	81,066.50	144,133.00	0.00
Project contribution / shortfall to core						
Landscapes for Life Conference	13,000.00	7,062.00	0.00	2,938.00	10,000.00	(3,000.00)
Chairmen's Conference	1,000.00	0.00	0.00	1,000.00	1,000.00	0.00
Wales Member Training	1,200.00	0.00	0.00	1,200.00	1,200.00	0.00
Consultancy	0.00	0.00	0.00	0.00	0.00	0.00
Lead Officers Meeting	500.00	0.00	0.00	500.00	500.00	0.00
Communications + MLWW	400.00	954.00	0.00	(700.00)	254.00	(146.00)
Future Landscapes Wales TBC	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal	16,100.00	8,016.00	0.00	4,938.00	12,954.00	(3,146.00)
Total Core and Non-Core income	256,583.00	71,082.50	101,750.00	80,604.50	253,437.00	(6,292.00)
Annual Budget Surplus / -Deficit	7,943.00				7,857.00	
Transfer to General Fund / Reserve	7,943.00				7,857.00	
Cumulative General Fund / Reserve	56,514.00				56,428.00	
Reserves required as per Reserves Policy	58,000.00				58,000.00	

Item 13 - NAAONB Portfolio & Staff Activity Report

Item 13 - NAAONB Portfolio & Staff Activity Report

Report to	The National Association for AONBs Board of Trustees
Subject	NAAONB Portfolio & Staff Activity Report
Date	19 th October 2016
Report by	Portfolio holders and staff members
Purpose	To update on operational activity that has taken place since the last Board meeting

Background

This report, **the bulk of which has been distributed electronically** rather than as a hard copy, reflects those activities undertaken by staff members and Trustees working on operational issues for the Charity since the last Board meeting (June 2016). It highlights those activities directly linked to the delivery of Business Plan objectives but does not include the organisational activity that underpins them. The report highlights, in a RAG (red, amber, green) format progress to date (distributed electronically). **The following paper summarises the RAG report in a dashboard format - Annex 1.**

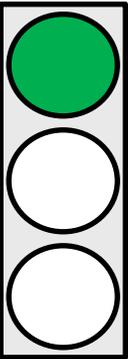
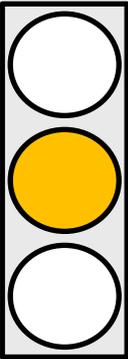
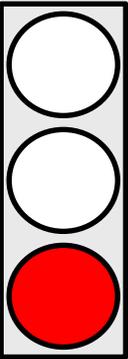
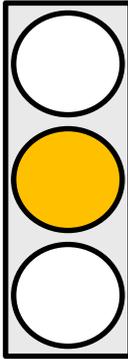
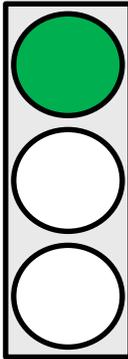
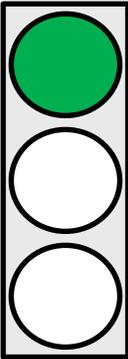
Objectives

- To inform Trustees and membership of activities taking place in order to deliver the NAAONB Business Plan
- To highlight progress towards objectives

Conclusion

This is a report of activities for information only.

Annex 1 - RAG Dashboard

On Target	To Watch	At Risk	Income	Expenditure	Cash flow
Percentage of actions 93%	Percentage of actions 6% Knowledge Platform Owner - Communications & Events Manager and Office & Membership Manager Implement Corporate Relationship programme Owner - Policy & Development Manager Governance Handbook Owner - Board	Percentage of actions 1% Trustee induction Owner - Board	Grant drawdown on target Sponsorship for conference below target	In line with budget expectations	In line with budget expectations
					

Item 15 - Natural England Report

Item 15 - Natural England Report

Report to	The National Association for AONBs Board of Trustees
Subject	Natural England Report
Date	19 th October 2016
Report by	David Henshilwood
Purpose	For information

Suffolk Coasts and Heaths (SC&H) AONB Boundary variation

We have recently concluded an informal consultation on proposed boundary variations which encompass land on the south side of the Stour estuary and on parts of the Shotley Peninsula. SC&H AONB Partnership members and relevant Parish Councils were provided with maps and boundary descriptions of the proposed boundary changes at meetings Natural England organised during July. At these meetings we explained the process and what we are looking for by way of a response at this stage. The deadline for responses was the 16th September. In addition, the Natural England project team has attended a meeting of MPs convened by the SC&H AONB, and a meeting of CLA representatives at the invitation of the CLA. The information gathered from these meetings is now being analysed, and will helpfully inform the preparation of the formal statutory consultation package which will be put to Natural England's Board for approval in early 2017.

Preparation of the formal consultation package will occupy the next several months, and will include further fieldwork to refine the proposed variations in the light of natural beauty field assessment.

Surrey Hills AONB boundary variation

Our Area Manager for our Thames Valley team has recently met with Ms Anne Milton MP at the Houses of Parliament in response to correspondence from the MP concerning progress with the proposed boundary variation for Surrey Hill AONB. Senior Defra and Natural England staff will be making a site visit to the Surrey Hills AONB on 17 October. Subject to resources being available, and to any further changes affecting Natural England, it is still intended to commence work on Surrey Hills once the Suffolk Coast and Heaths AONB variation work is complete, currently estimated to be in May 2018

Changes in Natural England

A number of colleagues have recently left Natural England as a result of a Voluntary Exit Scheme. Together with the need to ensure the business can most effectively deliver NE's Conservation Strategy, and Defra's 25 year plan, a number of internal changes are in progress. Most of Natural England's national landscape team will become part of a new Strategy Implementation Directorate, headed by Caroline Cotterell, while Liz Newton, the current Director for Landscape, Access and Geodiversity, will move to a new role with responsibility for aligning our Conservation Strategy with Defra's 25 year plan for the environment. These changes are due to take effect during October.

Item 16 - Cyfoeth Naturiol Cymru - Natural Resources Wales Report

Report to	The National Association for AONBs Board of Trustees
Subject	Cyfoeth Naturiol Cymru - Natural Resources Wales Report
Date	19 th October 2016
Report by	Lisa Tomos
Purpose	For information

Financial situation: NRW is facing a substantial budget shortfall. To manage the necessary adaptations NRW is conducting Business Area Reviews to prioritise our work. These BAR's were due to report in April but due to the complexity of the task will now report in spring 2017.

Staffing: A voluntary severance scheme has been offered and 100 staff across the business will be leaving by the end of October. The work of these colleagues will be spread between existing staff. Several Partnership officers, key points of contact for the AONBs, are leaving resulting in fewer staff being more thinly spread.

NRW's new **State of our Natural Resources Report (SoNaRR)** was released on Monday which makes important links between our environment and wellbeing. The AONBs are acknowledged as providing important cultural services and landscape scale, integrated management of natural resources. AONB staff were also present at a recent NRW workshop to develop Area Statements. No firm decision has yet been made on the scale of these Statements but we are mindful that complementarity is required between AONB Management Plans and the new Area Statements.

SoNaRR evidence will underpin Welsh Government's National Natural Resources Policy which is due to be consulted upon in November.

NRW Partnership Funding will be changing to a commissioning approach involving a deeper level of co-production and collaboration in response to our new policy context which calls for a new funding philosophy for two reasons. Firstly the Well-being of Future Generations Act requires NRW to fundamentally change the way it relates to, involves and collaborates with others on the ground. It also requires a preventative approach. Secondly the Ecosystem Approach and the concept of adaptive management similarly requires adopting the above principles. It will also require development and co-ordination of collaborative groups and management of projects to take forward activities for the sustainable management of natural resources. SoNaRR will provide the evidence base and NNRP and Area Statements will prove to be critical in developing NRW's approach.

Guidance on this new approach will be issued in October 2017 ready for implementation from March 2018.

The **Future Landscapes Wales** programme to take forward recommendations of the Marsden Review, in collaboration with WG and NAAONB, considered:

- Governance
- Vision
- Innovation in Resourcing
- Sustainable Economic Development

Item 16 - Cyfoeth Naturiol Cymru - Natural Resources Wales Report

The proposals from this process will be concluded ready for the new minister to consider during the next few weeks. It is proposed that a session to consolidate the learning from the staff development which aligned with the FLW process be held soon. Feedback from the participants was positive.

The consultation has concluded on the new 2017-22 **Corporate Plan** ready for April 2017 launch. Our Plans will then align with Assembly political terms.

- End of Papers -