



Completion Report and Final Payment Request

Project Details

Project Title	Future Landscapes - building resilience and securing assets
Project reference number	RH-17-04018
Organisation	National Association for Areas of Outstanding Natural Beauty

Please complete and return this form as soon as your project has finished.

Please read the *Receiving a Grant* guidance first and ensure that you fill in all sections. This is your opportunity to tell us about your achievements and successes, as well as the things that didn't go as expected. This form will also allow you to request the final 10% of your grant.

We will not make a grant payment until we are satisfied with the information within this form and your own evaluation report which you should attach to this form.

In this form we ask you to send copies of documents. There is a facility to attach files (of up to 20MB in total) at the end of the form.

Period covered

From

27/06/2019

To

28/02/2020

Date submitted

09/03/2020

Section one: Approved purposes

Listed below are your approved purposes. Please provide a final summary of your achievements and, if applicable, set out any issues that you faced and how you responded to these.

Approved Purposes	Final summary of achievements
<p>To improve the sustainability and governance of the NAAONB charity by reviewing its remit, governance, structures, resourcing and accountability.</p>	<p>The Sustainability and Governance Review was a useful yet challenging exercise for the NAAONB and notably the Trustee Board. The Trustee's engagement with the project and its objectives was positive and led us to organise two additional Trustee workshops in 2019, as well as further activity in early 2020.</p> <p>2018/2019 has been a period of significant change for the environmental sector in England (with notably the Landscapes Review commissioned by the government and led by Julian Glover, the Agriculture and Environment Bills going through Parliament, the 70th anniversary of Designated Landscapes, the political uncertainty surrounding Brexit, and the replacement of the Common Agricultural Policy with a new Environmental Land Management scheme...). This complex context has been affecting the NAAONB and the AONB Network, thus making it a challenge for both our organisation as client and the consultants (Matthews Associates Ltd) to produce a report that was able to reflect those changes. It was indeed difficult for the consultants to recommend the appropriate way forward and appreciate the significance of that changing context (most notably the Glover Review recommending the creation of a National Landscape Service, with unknown implications for the role of the NAAONB).</p> <p>Moreover, the consultants did not always fully understand our organisation (and notably the fact that we support AONBs not only in England, but also in Wales and Northern Ireland) and therefore had difficulty at times appreciating the significance of that changing context for our organisation in all 3 countries..</p> <p>After many versions and feedback sessions with the NAAONB staff, the consultants submitted their final report in December 2019. The report was however not as effective as we hoped it would be, but this failing effectively alerted Trustees to the need to carry on doing this work in this complex and uncertain context.</p> <p>The December workshop we organised was led by Resources for Change, to whom we contracted the Overall Evaluation of the Future Landscapes project, as we felt they had really grasped the challenges we face as well as our ambitions for the future. It was particularly successful from the perspective of the Trustees' understanding of the NAAONB context and challenges it faces, and we felt confident that they would engage with future steps to improve the NAAONB governance model.</p> <p>Through January and February, we have thus worked with Resources for Change. They have interviewed trustees individually, in order to build on the December workshop and to work out whether Trustees had indeed put in place some actions to move the Board to a better position of sustainability and resilience. Resources for Change have now produced a Governance Action Plan that the NAAONB will take forward over the coming year.</p>

Approved Purposes	Final summary of achievements
	We will share the report with the Heritage Fund as soon as we have it.

Approved Purposes	Final summary of achievements
<p>To undertake "Taking the Lead" - a professional and personal development programme for a cohort of AONB staff through personality profiling, coaching and constructive inquiry which will lead to the establishment of Topic Working Groups.</p>	<p>"Taking the Lead" was successfully undertaken, and all elements and phases of the programme were completed as planned (including all events and workshops). This submission should not understate the impact that this programme has had on collaborative working across the AONB Network and we will try to convey here all the positive changes observed and brought about by this initiative.</p> <p>The 6 Topic Working Groups formed in February 2019 have made a huge difference for AONBs (notably the revamping of the Landscapes for Life Week - previously Outstanding Week - and the commissioning of the Poet Laureate Simon Armitage to write a poem to celebrate the AONB Designation's 70th Anniversary; see attached documents). Other TWGs have been hard at work producing toolkits on advocacy, funding and staff development, and researching AONB practices and needs in these areas as well as for technology and evidence and management plans.</p> <p>Participants to Taking the Lead formed strong bonds, and we observed with great pleasure that there was an honest feeling of friendship and connection during our final event held on 19th November in Reading. A strong commitment to national collaboration emerged from that event, with participants understanding the value and importance of collaboration and wanting to take it further forward.</p> <p>Despite these many successes, we have also encountered some challenges. Notably, some participants did not expect the programme would challenge some of their behaviours, and this caused discomfort during skills workshops held in May and June, which was only fed back to us in September during our interim Evaluation workshop. We addressed this issue immediately, by anonymously surveying the participants for further feedback and by working with the consultants (Odyssey) to plan the final skills workshops held in October. We received positive feedback regarding that final workshop and thus feel we addressed the issue appropriately. However, since we will continue using psychometric profiling training in the future (Lumina Spark), we have also taken away two important learning points: 1) we should always make sure participants know exactly what such programmes will cover and 2) we must ensure there is a safe space for sensitive conversations to be had during workshops. When we plan and run future personal and professional development programmes, we will ensure that, at the outset, a formal agreement will be made between the participating individuals, NAAONB and any third parties we may be using to deliver the programme.</p> <p>Also, from the anonymous survey conducted in September, we also found out that the overall programme did not link up to Lumina Spark enough, and this was adjusted for the October skills workshop and the final event in November.</p>

Approved Purposes	Final summary of achievements
	<p>Finally, some participants had to drop out of the programme for personal reasons, often to do with work load and difficulty travelling across the country. We addressed that early on with the creation of a pilot delivery of Lumina Spark training over webinars, called Virtual Spark. This has been successfully undertaken between July and January. Moreover, complete freedom was given to TWGs to choose their preferred way of working together, and many groups ended up holding meetings via teleconferencing systems (even though all agreed this cannot fully replace at least 1 or 2 face to face meeting during the year).</p> <p>After the final event in November, we created a Legacy mini-site (link in Project Records). This site gathers all content generated during the final event regarding furthering collaborative working, as well as all TWG outputs, and further content from the Virtual Spark participants. This mini-site has been crucial in conveying the need for furthering collaborative working and the many ways the NAAONB and the AONB Network can do so. It has also highlighted the need for further resources to coordinate such activities. Therefore, we invited Lead Officers to read through the mini-site ahead of their Lead Officer meeting on 10th and 11th February. The returns were positive and the mini-site clearly helped get the ideas across.</p> <p>Through this meeting, we have tried to secure some funding from AONBs in order to create a restricted fund for collaborative working for the next financial year (and hopefully carry this on for future years). As at 3rd March, 24 AONBS have committed between £400 and £500, creating a budget of £11,900 for our organisation to carry the coordination of collaborative working activities forward. Within the next few months, we will work on preparing a programme of activities that will continue making a difference and improving the capacity and resilience of the AONB Network through collaborative working.</p> <p>Overall, we have observed a slow but extremely promising culture shift. Lead Officers who took part in the Taking the Lead programme are our best advocates and are getting involved in very positive ways with projects of national importance. Similarly, several AONB staff who have also been on Taking the Lead have been taking initiative and contributing to national projects. A few people have also offered some of their time (e.g. 1 day per month) to support national work that benefits all AONBs. At the Lead Officer meeting on 10th and 11th February, Lead Officers have also made commitments in a number of areas to carry out collaborative activities (table attached with this report).</p> <p>Even though there is still a lot of work we need to do with other staff and Lead Officers for them to get on board with collaborative working, we feel the Taking the Lead programme has tremendously helped lay solid</p>

Approved Purposes	Final summary of achievements
	foundations for further activities of this kind.

Approved Purposes	Final summary of achievements
<p>To undertake an independent evaluation of the Resilient Heritage project.</p>	<p>The Evaluation process has proved very useful and we certainly feel this part of the Future Landscapes project has been successful.</p> <p>We managed to adequately convey our needs and ambition for this Evaluation, and the consultants (Resources for Change, led by Irene Evison for this contract) were on board from day one to produce not a tick box exercise but a constructive report for the NAAONB to take this project further forward.</p> <p>The Evaluation has notably helped us understand 1) what detailed outcomes were expected for the project, both at the end of it and for the longer term, and 2) whether we successfully attained these (or if other outcomes and learning points emerged which we did not initially thought of). The consultants skillfully led us through this process with a series of workshops, and conducted appropriate information gathering to provide evidence of these various outcomes being achieved, as well as the challenges encountered and the less successful aspects of the project (such as communications issues with the other two contractors).</p> <p>The budget initially planned for this Evaluation was reviewed throughout the year, to allow for additional workshops to be held and for the consultants presence at the final Taking the Lead event in November, an essential part of their information gathering process. Budget to the consultants was also slightly increased to allow for support work to be delivered with Trustees in December and early 2020, to help guide them towards reshaping the NAAONB governance and structure for the future. Total budget for this contract thus came to £13,344, using underspend from other areas (see details in the dedicated section of the report).</p> <p>Going through the evaluation process clearly highlighted to the Trustee Board the need to take significant and far reaching action. It also helped the NAAONB staff to become more aware of the dynamics between them and AONB Lead Officers and staff, and notably of the changing nature of these relationships.</p> <p>Moreover, the Evaluation highlighted the lack of linkage between the two Future Landscapes workstreams (the Sustainability and Governance Review on the one hand, and Taking the Lead on the other hand). We have failed to thoroughly inform stakeholders on both sides of what else was going on, and have therefore missed a chance to increase understanding of the NAAONB role and activities for AONB Staff. We are now working on rectifying this with future communications.</p> <p>The consultants have now submitted their final written report and are currently producing an Evaluation summary in a video format, which is due in the week commencing 9th March. We hope this novel way of sharing learning from our project will make it more accessible to a wider audience, and will also help the communications issue highlighted in the previous</p>

Approved Purposes	Final summary of achievements
	paragraph. We will share the video with the Heritage Fund as soon as we have it.

Please tell us how your project achieved the outcomes that you selected in your application form and how you measured this.

Outcomes for Heritage - Heritage will be better managed

All 3 elements of the Future Landscapes project have brought the NAAONB and the AONB Network in a great position to increase resilience and thus better manage heritage. The project has indeed led us to better understand our organisation and the dynamics between the charity and the AONBs. Although we will need to carry some of that work further forward in order to fully achieve the goals we set ourselves, we can affirm we are already now able to better manage heritage through this greater understanding of the AONB Network's needs and this greater self-awareness of the challenges we face as an organisation (notably: limited team capacity, Trustee Board requiring new recruitment, dynamic between NAAONB Board and Staff requiring some changes, in particular a clarifying of operational and governance roles).

The Future Landscapes project has contributed to creating national impetus for collaborative work coordinated by the NAAONB but with great involvement from individual AONB Staff to make things happen. Nation-wide successes such as the commissioning of the Poet Laureate Simon Armitage to celebrate the AONB Designation's 70th anniversary in September 2019 are proof of the potential and strength held within the AONB Network to harness positive and effective partnerships in order to (re)connect people with nature. With the appropriate support from the NAAONB, AONBs across the country are learning to come together and deliver nation-wide projects to make a lasting difference. Examples from 2019/2020 include:

- 'Farming for the Nation', the national Tests and Trials coordinated by Defra to develop a new farming payment system, in which 12 AONBs are taking part;
- 'Art in the Landscape', a nation-wide art project supported by the Arts Council, for which most AONBs are contributing;
- 'the Declaration for Nature (Colchester Declaration)', agreed on by all AONBs at our annual conference in July 2019, with a set of goals and targets to achieve within the next few years to tackle the biodiversity and climate crises;
- our coordinated response to the 'Glover Review', a government-commissioned review of designated landscapes in England - AONBs have spoken with a unified voice and have thus managed to challenge the obstacles they face in delivering their objectives. Now we must continue our coordinated response to ensure the recommendations from the Review are acted on.

Outcomes for People - People will have developed skills

Through Taking the Lead and Virtual Spark, participants have learned a set of valuable behavioural skills, from problem solving to collaborative working and peer learning. Skills training combined with psychometric profiling (Lumina Spark) has notably enabled Taking the Lead participants to make the most out of the programme as they learned to share expertise, thus ensuring heritage is better looked after, managed and understood.

The Topic Working Group model has also allowed participants to focus on a specific area and thus to develop relevant technical skills and knowledge in these areas where gaps have been identified for AONBs to better deliver on their objectives (advocacy, communications, management plan review, technology and evidence, income and funding generation, and staff development). Furthermore, participants have expanded their network and formed strong connections with their peers, allowing them to tap into other AONB teams' expertise as required.

Finally, the NAAONB (both staff and trustees) is now better able to facilitate and coordinate collaboration across the AONB Network, and to support AONB staff in finding better solutions to pressing challenges. This is notably due to the intense reflection process it has gone through, notably reviewing the dynamics between Trustee Board, NAAONB Staff, AONB Lead Officers and AONB Staff locally.

Now that the project is concluding, there is real appetite for further collaborative working activities (notably TWG work) and staff development (notably using Lumina for local teams).

Outcomes for Communities - Your organisation will be more resilient

In terms of the resilience of the NAAONB, we have made significant progress in setting the right foundations to grow into a more resilient charity. Mainly, we have carried out essential work with our Trustees to get them on board with the changes required, to improve the way NAAONB Staff and Trustees work together, and to

initiate a new recruitment process for future trustees to satisfy specific skill and experience requirements the NAAONB needs in order to be an innovative and enabling charity with appropriate resources to support the AONB Network.

Moreover, Taking the Lead and Virtual Spark are two programmes which are turning the AONB Network into a web of interconnected local teams, with committed staff coming together and acting with accountability to find solutions to their common problems, and to support each other through sharing experience and knowledge. The combination of both means the NAAONB is now better able to draw its members together to build the capacity and collect the intelligence required to deliver projects of national reach.

In turn, AONBs will be better placed to create lasting positive impact for local communities in their areas, notably by addressing issues around inclusion and diversity in the access to the countryside.

Section two: Changes

You must have our approval before making any changes to the approved purposes. If applicable, give details of any changes you have made to the approved purposes, which have been approved by us since your last report.

Previous changes

Description of change	Date of your request to us	Date of our reply	Effect of this change on your project, its approved purposes, timetable or costs

Section three: Statutory permissions

Have you received any new permissions during the period covered by this report?

No

Section four: Volunteers and non-cash contributions

Have you had volunteer involvement or secured non-cash contributions since the last report?

No

Section five: Consultants, contractors and suppliers

Have you purchased goods, works or services worth £10,000 or more in the period covered by the report?

No

Section six: Recruitment of staff

Have you recruited in the period covered by this report?

No

Section seven: Changes to agreed costs

Are there any changes to the agreed costs which have been agreed in consultation with your National Lottery Heritage Fund Contact?

Yes

Total VAT allocation

£16400

Total contingency allocation

£8000

Cost Heading	Agreed Costs (£)	Revised costs (£)	Agreed VAT (£)	Revised VAT (£)	Proposed Costs (£)	Proposed use of Contingency	Reason for Change
New Staff	15,000	27,900			27,900		<p>The person in post for the Full Cost Recovery (see dedicated row below) moved on to work within an AONB in August. As a consequence, the Project Assistant contract was extended to December and increased to 4 days a week to bring additional support to the Project Manager. Monthly rate was increased to account for extra days, from £1,250 to £1,700, from August to December. The project was then extended to February, adding two months of work for the Project Assistant. In addition they dedicated extra hours to the project to complete a number of tasks beyond their initial remit (mainly around developing communications materials for future use, and writing of an award submission).</p> <p>Underspend from the Full Cost Recovery post was used to increase this budget line.</p>
Professional Fees	20,000	22,365	4,000	4,473	26,838	1,448	<p>Revised budget previously agreed and submitted in June Progress Report = £26,340. Additional costs of £500 were added to allow consultants to attend Chairmen's Conference 28th Nov 2019, as they were finalising their report.</p> <p>Using £1,448 of Contingency and £1,390 reallocated from other budget headings.</p>
Recruitment	500	442			442		<p>Revised budget previously agreed and submitted in June Progress Report = £442. NO CHANGE IN THIS PERIOD.</p>
HLF - approved Mentor	3,500	2,000			2,000		<p>Revised budget previously agreed and submitted in June Progress Report = £2,000. NO CHANGE IN THIS PERIOD.</p>
Equipment and materials	2,000	2,993			2,993	993	<p>Revised budget previously agreed and submitted in June Progress Report = £4,500. Now decreased to £2,993 (effectively spent).</p> <p>Using £993 of Contingency.</p>

Cost Heading	Agreed Costs (£)	Revised costs (£)	Agreed VAT (£)	Revised VAT (£)	Proposed Costs (£)	Proposed use of Contingency	Reason for Change
Training for staff	50,000	50,950	10,000	10,190	61,140	1,140	Revised budget previously agreed and submitted in June Progress Report = £61,140. NO CHANGE IN THIS PERIOD. Using £1,140 of Contingency.
Training for staff	8,000	7,044	1,600	1,409	8,453		Total spent slightly lower than planned, £1,147 remained, redeployed under other budget lines.
Travel for staff	24,000	31,472			31,472		Budget for this line (paid by AONBs with staff on Taking the Lead), was taken up to £45,000 in Progress Report and Second Payment Request, as travel costs were higher than initially planned. It ended up being slightly less than that, notably because several Topic Working Groups decided to use conference calls rather than meeting face to face later in the year. This reduces the total project costs to £205,800.
Travel for staff	4,000	4,557			4,557	557	Slight increase required to cover travel to additional workshops in November and December, not initially planned. Using £557 of Contingency.
Other	4,000	4,926	800	985	5,911	1,111	Revised budget previously agreed and submitted in June Progress Report = £6,000 ; to buy Lumina Spark portraits for Virtual Spark participants. Total spent was very slightly less. Using £1,111 of Contingency.

Cost Heading	Agreed Costs (£)	Revised costs (£)	Agreed VAT (£)	Revised VAT (£)	Proposed Costs (£)	Proposed use of Contingency	Reason for Change
Evaluation	5,000	13,344			13,344		Revised budget previously agreed and submitted in June Progress Report = £9,000 but was further increased (to £11,394) to do additional evidence gathering work (interviews with stakeholders) and to conduct additional workshops for the Evaluation and with Trustees, as well as for a consultant to attend the final Taking the Lead event as part of their information gathering. Another £1,950 have then been added in Jan/Feb to interview trustees to build on the workshop run at end of Dec, so as to work out what they have since then put in place in order to move the Trustee body to a better position of sustainability and resilience. An additional short report is being produced for this.
Full Cost Recovery	37,928	18,000			18,000		Contractor hired stopped working for NAAONB at the end of July and moved on to another job. They were not replaced, and instead Project Assistant increased to 4 days a week and was extended to December. Rest was redeployed notably for New Staff and Evaluation budget lines.
Contingency	8,000	1,972			1,972	1,972	£1,972 used to cover various unplanned costs throughout the project: reimbursement of travel expenses after change of meeting location, a TWG member attending course to support TWG work, a TWG requiring funding to produce a high quality toolkit based on their work... Rest of Contingency was redistributed as necessary. £779 left of underspent at the end of the project.
<p>Remaining Contingency £779</p> <p>VAT excess/Savings -£657</p>							

Reminder: you will need to raise additional partnership funding to cover any increase in VAT costs or have agreement from your case officer to use funds from the contingency budget to cover this.

Section eight: How your grant has been spent

Our VAT status remains unchanged

No

Please provide details on any changes to your VAT status

The NAAONB became VAT-registered on 1st January 2020, following an increase in revenue because of the Environment Land Management scheme Tests and Trials, to which a dozen AONBs are taking part, and which is coordinated by the NAAONB). The funding is paid to the NAAONB by Defra, and then NAAONB then pays the various AONBs to cover their respective project costs.

We haven't claimed any VAT back on our Future Landscapes project payments.

The VAT number is 338 3820 90.

Spending Summary

Using the table below, please list all of the invoices you have received during the period covered by this form. This should provide a record of the invoices that you have not already submitted with your previous payment request form, and should account for the remainder of your total project costs.

For amounts of less than £250 you should provide a separate table of costs for each cost heading which specifies the date, amount and description of each item of expenditure. The total of your table should match the single entry you have input on your project costs table using the relevant cost heading.

Cost Heading	Invoice Reference	Invoice Date	Name of Supplier	Description of services/goods	Total of invoice	Value of agreed costs (if different from total) excluding VAT £	VAT for Agreed Costs £	Total cost claiming £	We are attaching proof of expenditure
Equipment and materials	See attached table	31/12/2019	See attached table	All costs for Equipment and Materials under £250	105			105	No
Training for staff	See attached table	31/12/2019	See attached table	All costs for venues under £250	621			621	No
Travel for staff	See attached table	31/12/2019	See attached table	All costs for NAAONB staff (and trustees) travel under £250	2,043			2,043	No
Contingency	See attached table	31/12/2019	See attached table	Costs under £250 using contingency	100			100	No
New Staff	Invoice NA010	02/07/2019	Marie Micol	Future Landscapes Project Assistant costs for the month of June (excluding expenses)	1,250			1,250	Yes
New Staff	NA011	24/07/2019	Marie Micol	FL Project Assistant costs for the month of July (excluding expenses)	1,250			1,250	Yes
New Staff	NA012	30/08/2019	Marie Micol	FL Project Assistant costs for the month of August	1,700			1,700	Yes
New Staff	NA013	30/09/2019	Marie Micol	FL Project Assistant costs for the month of September (excluding expenses)	1,700			1,700	Yes
New Staff	NA014	31/10/2019	Marie Micol	FL Project Assistant costs for the month of October (excluding expenses)	1,700			1,700	Yes
New Staff	NA015	29/11/2019	Marie Micol	FL Project Assistant costs for the month of November (excluding expenses)	1,700			1,700	Yes
New Staff	NA016	11/12/2019	Marie Micol	FL Project Assistant costs for the month of December (excluding expenses)	1,700			1,700	Yes
Full Cost Recovery	NAAO NB June 2019	01/07/2019	Environment and Heritage Solutions (Ian Marshall)	Costs for Full Cost Recovery for the month of June (excluding expenses)	2,160			2,160	Yes
Full Cost Recovery	NAAO NB July 2019	01/08/2019	Environment and Heritage Solutions (Ian Marshall)	Costs for Full Cost Recovery for the month of July (excluding expenses)	2,160			2,160	Yes
Professional Fees	INV 2018-00254	18/06/2019	Matthews Associates	SUSTAINABILITY AND GOVERNANCE REVIEW - Payment 2 of 3 for work delivered between March and June (interim report and trustee workshop)	8,616		1,723	10,339	Yes

Cost Heading	Invoice Reference	Invoice Date	Name of Supplier	Description of services/goods	Total of invoice	Value of agreed costs (if different from total) excluding VAT £	VAT for Agreed Costs £	Total cost claiming £	We are attaching proof of expenditure
Professional Fees	INV 2018-00268	02/12/2019	Matthews Associates	SUSTAINABILITY AND GOVERNANCE REVIEW - Payment 3 of 3 for work between June and December (Final report submitted and attendance of Chairmen's Conf.)	7,083		1,417	8,500	Yes
HLF - approved Mentor	PO /108	03/10/2019	Richard Clarke	Mentoring support at the early stages of the project (designated HLF Mentor)	2,000			2,000	Yes
Training for staff	INV-1101	11/06/2019	Odyssey Learning & Development Ltd	TAKING THE LEAD - Facilitation of TWGs 4, 5 and 6 (2 facilitators 3 days each)	6,000		1,200	7,200	Yes
Training for staff	INV-1103	01/07/2019	Odyssey Learning & Dev Ltd	TAKING THE LEAD - Facilitation of Skills Workshops 18th and 19th June (2 facilitators, full day)	4,400		880	5,280	Yes
Training for staff	INV-1131	03/10/2019	Odyssey Learning & Dev Ltd	TAKING THE LEAD - Facilitation of Skills Workshops 1st and 2nd Oct (2 facilitators, full day)	4,400		880	5,280	Yes
Training for staff	INV-1132	14/10/2019	Odyssey Learning & Dev Ltd	TAKING THE LEAD - Preparation and devliery of Champions training (1 facilitator)	1,750		350	2,100	Yes
Training for staff	INV-1145	28/11/2019	Odyssey Learning & Dev Ltd	TAKING THE LEAD - Facilitation of final event on 19th Nov	3,000		600	3,600	Yes
Evaluation	Invoice 2266	06/01/2020	Resources for Change Ltd	EVALUATION - Single invoice for the entire contract, including consultancy fees and expenses, as well as fees for additional work carried out in November and December.	9,495		1,899	11,394	Yes
Travel for staff	See attached table	28/02/2020	See attached table	All AONB staff costs to attend Taking the Lead events, all paid by their respective AONBs. This includes a few claims for April and May which were not included in the progress report.	12,587			12,587	No
Training for staff	2019/487	31/07/2019	CIEE Study Abroad London Ltd	Venue hire for Taking the Lead Champions Training 27/08/2019	221		44	265	Yes
Training for staff	021019-11540154	23/09/2019	Future Inns Bristol	Venue hire for Taking the Lead Skills Workshop 02/10/2019	275		55	330	Yes
Training for staff	INV-3729	30/09/2019	Impact Hub Birmingham	Venue hire for Taking the Lead Skills Workshop 01/10/2019	577		115	692	Yes
Training for staff	INV-3598	31/07/2019	Impact Hub Birmingham	Venue hire for Taking the Lead Skills Workshop 19/06/2019	239		48	287	Yes

Cost Heading	Invoice Reference	Invoice Date	Name of Supplier	Description of services/goods	Total of invoice	Value of agreed costs (if different from total) excluding VAT £	VAT for Agreed Costs £	Total cost claiming £	We are attaching proof of expenditure
Training for staff	19218	29/11/2019	Reading Quaker Meeting	Venue hire for Taking the Lead Celebrating Success and Creating a Legacy Event 19/11/2019	328			328	Yes
Training for staff	00790177	12/11/2019	Mother's Kitchen	Lunch and hot beverages catering for Taking the Lead Celebrating Success and Creating a Legacy Event 19/11/2019	360			360	Yes
Training for staff	NR0360	24/06/2019	The New Room Bristol	Venue hire for Taking the Lead Skills workshop 18/06/2019	300		60	360	Yes
Contingency	TP0140899	23/09/2019	Dods Parliamentary Communications	Political Awareness and Influencing Skills Training for Estelle Hook, member of Advocacy TWG (Taking the Lead). Her attendance helped inform the work of her TWG.	295		59	354	Yes
Contingency	60837851	05/12/2019	Somerset County Council	Commissioning of an Income & Funding Toolkit by the Income & Funding TWG (Taking the Lead). Commissioned to a third party by Somerset County Council hosting the AONB who's staff is on the TWG.	1,000			1,000	Yes
Other	INV-8333	02/08/2019	Lumina Learning	Purchase of 20 Lumina Spark portraits for Virtual Spark pilot programme	1,320		264	1,584	Yes
Equipment and materials	1202532147	29/05/2019	LogMeIn Technologies UK Ltd	GoTo Training software subscription to deliver Virtual Spark webinars. Invoice dated in May before paid in July, so not included into Progress Report (submitted 26/06)..	1,909		382	2,291	Yes
Other	See attached table	28/02/2020	See attached table	Total costs under £250 for Other (1 expense, dated in May but claimed in August).	9			9	No
New Staff	NA017	31/01/2020	Marie Micol	FL Project Assistant costs for the month of January	1,700			1,700	Yes
New Staff	NA018	28/02/2020	Marie Micol	FL Project Assistant costs for the month of February	1,700			1,700	Yes
New Staff	NA019	28/02/2020	Marie Micol	Additional work for Future Landscapes project, relating to communications, carried out during January and February, in addition to normal duties (see invoice for details)	1,242			1,242	Yes
New Staff	NA020	28/02/2020	Marie Micol	Additional work for Future Landscapes project, relating to creating a legacy for the project, carried out during January and February, in addition to normal duties (see invoice for details)	1,008			1,008	Yes

Cost Heading	Invoice Reference	Invoice Date	Name of Supplier	Description of services/goods	Total of invoice	Value of agreed costs (if different from total) excluding VAT £	VAT for Agreed Costs £	Total cost claiming £	We are attaching proof of expenditure
Evaluation	Invoice 2321	26/02/2020	Resources for Change Ltd	Work with Trustees to progress Sustainability and Governance work, and prepare an action plan	1,625		325	1,950	Yes
Total					91,628		10,301	101,929	

Section nine: Final Payment request

Have your bank details changed since our previous payment to you?

No

Total grant

£164,300

Grant percentage

83

Previously approved expenditure

£103,090

Expenditure covered by this request

£101,929

Amount previously received (up to 90% of the grant award)

£147,870

This payment request

£16,430

Total amount including this instalment (maximum 100% of the total grant award)

£164,300

Section ten: Income summary

Summary of total partnership funding raised

Source of funding	Amount you expected	Amount you received	Comments
Contributions from Individual AONBs towards staff Travel & Overnight costs	24,000	31,472	Please note this amount was not received directly by the NAAONB, rather, AONB Staff taking part in the Taking the Lead programme expensed their travel and subsistence costs directly with their AONBs.
Contribution to Project from NAAONB Reserves	10,000	10,000	

The table below is auto populated based on the information submitted in previous progress reports and the information included in section 4 of this form. You can add comments at this point but not add extra rows.

Summary of total volunteer and non-cash contributions received

Date	Description of task	Task category	Number of volunteers	Number of Days	Total value of contribution (£)	Comments

Section eleven: Recruitment during the project

This table is auto populated based on the information submitted in previous progress reports and section 6 of this form. You can edit this information at this point but not add extra rows.

Post	FTE	Duration	Date appointed	Will this post continue beyond the project?
Future Landscapes Project Assistant		18 months	10/09/2018	No
National Policy Officer		10 months	01/10/2018	No

Section twelve: Project records

Photographs

Please send us photographs recording the stages and events of the delivery of your project. In attaching any files or images you are agreeing that they are free of copyright constraints.

Please tick:

a) We have included photographs of the progress of our project

✗

b) We have included a record of activities or events that we arranged

✗

c) Material from our project is available on the internet

✗

Website address

<https://sites.google.com/view/takingthelead-creatinglegacy/home>

If there is any information you wish to share with us on the progress of your project that is not covered elsewhere in the Progress Report then please include this information below.

Due to the significance of the programme for our organisation and the Network of AONBs, as well as the many lessons learned around organisational change, and the transferability of this learning, we feel it would be useful if this National Lottery funded programme was used as a case study to guide other organisations going through similar changes and challenges. We would be delighted to work with the Heritage Fund on creating materials to that end.

The Taking the Lead Legacy mini-site (link above) gathers all content generated by Taking the Lead participants during the final event, in terms of ideas for furthering collaborative working. It also gathers all output materials from the Topic Working Groups, all of which have produced crucial thinking and information for the whole network of AONBs. Virtual Spark participants have also added their thinking based on their experience of the webinar programme.

We also attach the poem commissioned to the Poet Laureate Simon Armitage for the 70th Anniversary of the AONB Designation, as part of the Landscapes for Life Week celebrations, revamped this year by the Communications Topic Working Group.

Funding Acknowledgement and Public Relations

Describe how you are acknowledging National Lottery players, including all marketing, press releases and other public relations activities. Please provide information, including location, about any National Lottery Heritage Fund branding or signage and tell us if this is temporary or permanent.

We have put the HLF then Heritage Fund logo on every document and communication relating to the project. We have also ensured we had a banner at larger scale events (see pictures) and we also systematically mentioned that the project was funded by the National Lottery Heritage Fund, whenever starting a workshop, webinar or other events. It was also systematically mentioned in any press release we have produced at the start of the project.

Finally, we will continue to ensure we acknowledge the grant when communicating about the project and our approach in the future, be it with national or international partners, as we feel it is extremely important that people know this game-changing project wouldn't have been possible without your support.

Section thirteen: Evaluation

Have you completed your evaluation report?

Yes

We will not release our final payment until we have received and reviewed your evaluation report.

Attachments and submissions

Please now attach the following supporting documents (if you have not already done so).

- Certificate of Practical Completion (mandatory for project that have undertaken capital works);
- Evaluation Report (mandatory);
- A record of activities or events that you have arranged (mandatory);
- Photographic record of your project (mandatory);
- Project invoices received during this reporting period (mandatory);
- Table of costs for amounts of less than £250 (mandatory if applicable);
- Recent bank statement or cheque or paying in slip (mandatory if your account details have changed during this reporting period);
- Proof of any new necessary statutory permissions or licences (mandatory if applicable);
- Proof of any new partnership funding (mandatory if applicable);
- Job descriptions (mandatory if applicable).

Attached documents

Number	Name
1	Evaluation Report 19.12.2019.docx
2	Record of Events 27th June to end of project.xlsx
3	Tables of costs under £250 for each budget heading.xlsx
4	Pics for upload-compressed.pdf
5	11th Dec Trustee Workshop write-up 22.12.19 IE.docx
6	Lead Officer Commitments Table 2020_2_11 v1.2.docx
7	Fugitives.pdf
8	MA_NAAONB_SusGovRev_FinalReport_DEC19.pdf
9	All invoices merged complete.pdf

When you have completed the form click the submit button below. You can view what you have entered by clicking the Create PDF button.