

## 77<sup>th</sup> MEETING OF THE NAAONB MANAGEMENT BOARD OF TRUSTEES AGENDA

Thursday 7<sup>th</sup> June 2018 1.00pm

BVSC, The Centre for Voluntary Action, 138 Digbeth, Birmingham, B5 6DR  
07969 888823 (Jill Smith) / 07576 321614 (Howard Davies)

**Invitees - Board Members** Philip Hygate, Rose Day, Chris Woodley-Stewart,

Nick Holliday, Mat Roberts, Paul Walton, Lucy Barron, Denise Hewlett, James Williamson

**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, Jordan Stanley – Defra

**Invitees - Speakers** Daniel Johansen, Ingrid Bjørklund - The AONB model - applicable to Norway?

1. **Apologies**
  2. **Declarations of Interest**
  3. **Minutes and matters arising** (PH) for agreement (10 mins)
  4. **Review of Designated Landscapes in England** (HD) for discussion & agreement (20 mins)
  5. **Landscapes for Life Conference 2018 briefing** (CWS/JS) for discussion & agreement (10 mins)
  6. **NAAONB Business Review update** - verbal (HD) for information (10 mins)
  7. **HLF update** - verbal (RC) for information (5 mins)
  8. **GDPR update** - verbal (AC) for information (5 mins)
  9. **Strategic Risk** (HD) for information (5 mins)
  10. **Management Accounts** (AC) for information (5 mins)
  11. **NAAONB Portfolio & Staff Activity Report** (Portfolio holders & staff) for information (5 mins)
  12. **Defra Report** - verbal (JSt) for information (10 mins)
  13. **Natural England Report** (DH) for information (10 mins)
  14. **Cyfoeth Naturiol Cymru - Natural Resources Wales Report** - verbal (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.
15. **The AONB model - applicable to Norway?** - verbal (DJ/IB) for information & discussion (30 mins)

### Dates of next meetings for information

Thursday 11<sup>th</sup> of Oct 2018

Thursday 29<sup>th</sup> of Nov 2018 (AGM)

### The National Association for Areas of Outstanding Natural Beauty

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### Item 3 - Minutes and matters arising

#### Item 3 - Minutes and matters arising

Report to The National Association for AONBs Board of Trustees  
Subject Minutes of the 76<sup>th</sup> meeting of the NAAONB Board of Trustees  
Date 7<sup>th</sup> June 2018  
Purpose For agreement

### MINUTES OF THE 76<sup>th</sup> MEETING OF THE NAAONB MANAGEMENT BOARD HELD AT 1PM AT THE CUSTARD FACTORY, BIRMINGHAM HELD ON THURSDAY 1<sup>ST</sup> MARCH 2018

**Attendees - Board Members** Philip Hygate, Rose Day, Chris Woodley-Stewart, Nick Holliday, Mat Roberts, Paul Walton, Lucy Barron, Denise Hewlett, James Williamson

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

**Attendees - Observers** Lisa Tomos - Natural Resources Wales, David Henshilwood - Natural England, Jordan Stanley - Defra

#### 1. Apologies

Apologies were received from Nick Holliday, Denise Hewlett, Rose Day and Lisa Tomos.

Due to adverse weather conditions a number of invitees were not able to make the journey, but, were able to join the meeting via conference call.

Those present via teleconference were; Mat Roberts, Paul Walton, Lucy Barron, James Williamson, Richard Clarke (NAAONB Staff) and David Henshilwood (Natural England).

#### 2. Declarations of Interest

The Chief Executive suggested that a form, on which Trustees should record any declarations of interest, be sent out.

**ACTION** Howard Davies to prepare declarations of interest form and send out to Board.

#### 3. Minutes and matters arising

The Chairman called for any errata in the minutes of the 75<sup>th</sup> meeting of the NAAONB Board of Trustees.

Matters arising - From AOB, Lucy Barron updated the Board that she and Chris Woodley-Stewart had offered to work on the L4L award. Whilst no progress had been made yet, progress would be brought to a future meeting.

**Resolved** that the minutes be accepted as a true report.

The Chairman called for any errata in the minutes of the NAAONB Annual General Meeting 2017.

**Resolved** that the minutes be accepted as a true report.

The Chairman called for any errata in the minutes of the NAAONB Extraordinary Board Meeting following the AGM 2017.

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

### Item 3 - Minutes and matters arising

#### 4. General Data Protection Regulation

This report was introduced by Amber Carter, who took questions.

Mat Roberts queried whether the NAAONB is compliant, Amber Carter responded that we are not currently, but we are working towards being compliant by the May deadline.

**Resolved** that the Board note this paper.

Proposed Mat Roberts

Seconded James Williamson

Agreed Unanimously

#### 5. Landscapes for Life Conference 2018 & 2019

This report was introduced by Jill Smith, who took questions.

#### 6. NAAONB Draft Business Plan 2018-20

This report was introduced by the Chief Executive, who took questions.

**Resolved** that the business plan be signed off as it stands, with further discussion on the budget during item 7 of this meeting.

Proposed Mat Roberts

Seconded James Williamson

Agreed Unanimously

#### 7. NAAONB Draft Budget 2018/19

This report was introduced by the Chief Executive, who took questions.

There was a discussion regarding the application for funding to Natural Resources Wales. The Chief Executive notified trustees that this application had been unsuccessful with the result being a £20,000 annual shortfall in the budget.

James Williamson raised a concern over the core expenditure being higher than core income, noting that this is a significant issue.

The Chief Executive responded that core expenditure has always been greater than core income, placing a requirement on the charity to run a number of events throughout the year that create a surplus, and that the 20K shortfall as a result of the NRW decision throws into stark relief the need for us to diversify our income and be more creative with how we resource the activities of the charity.

Mat Roberts suggested that we make it clear to NRW that service will not be supplied without funding. The Chief Executive explained that he is currently trying to ascertain whether NRW wish the NAAONB to continue to operate in Wales. The funding bid was submitted with backing from multiple stakeholders and would have helped deliver on ministerial priorities. NRW staff are working in the background to explore funding us in other ways and we are in talks with Welsh Government and the Welsh National Parks.

There was then a query regarding the conflict of interest posed by Howard Davies both sitting on the Board of NRW **and** being Chief Executive of NAAONB, which submitted a bid for NRW consideration. The Chief Executive responded that he has always declared his conflict of interest to NRW Board, that the bids were not considered by NRW Board and that now that the bid has been declined, there is no conflict of interest going forward.

### Item 3 - Minutes and matters arising

**Resolved** that the Board prepare a response to NRW with a clear message that with no resourcing work cannot continue in Wales as it has been.

Proposed Mat Roberts

Seconded James Williamson

Agreed Unanimously

The Chief Executive asked the Board if they are comfortable with the principle of a one day, facilitated meeting where Board and NAAONB Staff come together for a day of creative thinking around funding.

The HLF resilience fund was briefly discussed. It was suggested that the proposed creative meeting could contribute evidence of need, to support the bid, or, be part of the delivery if the bid were successful.

**Resolved** that a day of creative thinking around funding be set up.

**Resolved** that the budget be agreed with the caveat that as the NRW funding will not be in the form expected, in order to maintain a balanced budget, the £20k shortfall expected from NRW be mitigated by the seeking of an alternative funding source of similar amount and use.

Proposed Mat Roberts

Seconded James Williamson

Agreed Unanimously

### 8. NAAONB Reserves Policy

This report was introduced by the Chief Executive, he elaborated that the minutes from the AGM state that the reserves will be increased, and opened the discussion to the Board.

Chris Woodley-Stewart queried whether increasing our reserves is compatible with the £20,000 shortfall we now have in the budget as discussed during item 7 and the risk around running our national conference.

James Williamson highlighted that if a surplus is not made next year, the reserves will still be in excess of this reserves policy.

Chris Woodley-Stewart agreed as long as it doesn't become a long-term thing.

**Resolved** that the approach as outlined in the paper be agreed.

Proposed Lucy Barron

Seconded Chris Woodley-Stewart

Agreed Unanimously

### 9. Review of Financial Regulations

This report was introduced by Amber Carter, who took questions.

There was a question from Paul Walton asking whether there is a legal responsibility to send debtors a letter after late payment of 60 days. There was then a brief discussion regarding this during which James Williamson confirmed that there is no legal responsibility to send a letter.

**Resolved** that the amendments to the financial regulations as outlined in the paper be agreed.

Proposed Mat Roberts

Seconded Paul Walton

Agreed Unanimously

### Item 3 - Minutes and matters arising

#### 10. NAAONB Activity Report Review

This report was introduced by Amber Carter, who took questions.

There was a brief discussion on the mechanics behind the re-ordering of the report based on a combination of timeliness and risk.

Paul Walton queried the need for multiple repetitive boxes.

Amber Carter responded that as the report is dynamic, the repetitive boxes are unfortunately necessary as otherwise meaning is lost when the report is re-organised for each meeting.

**Resolved** that the new format of activity report be adopted.

Proposed Chris Woodley-Stewart

Seconded Lucy Barron

Agreed Unanimously

#### 11. NAAONB Business Review

This report was introduced by the Chief Executive, who suggested there be an outline by email after the meeting on where we are with the business review.

**ACTION Howard Davies to send email to the Board outlining where we are with the business review.**

#### 12. 25 Year Environment Plan

This report was introduced by the Chief Executive, he highlighted the profile that AONBs, landscape and natural beauty has in the plan and how valuable the plan will be in supporting the delivery of our objects.

Chris Woodley-Stewart stated the Board's gratitude to the staff for efforts to influence the 25 Year Plan.

#### 13. AONB Agri-Environment Offer

This report was introduced by the Chief Executive, he highlighted that a clear offer with a selection of pilots to be presented to Defra in April. He explained that The NAAONB would not be 'the gatekeeper' with regards presenting pilots to Defra.

Mat Roberts commented that the USP of the AONB designation is our ability to work at a landscape scale - this was further discussed by the Board. There was a discussion on the need to get the agri environment offer right, particularly reflecting the scales involved, and that to deliver effectively will need resourcing adequately.

Mat Roberts added that if the AONB Family wasn't able to deliver on the opportunities presented, then he would be quite disappointed.

The Chief Executive requested an indication of the timescale from Defra.

Jordan Stanley responded that activity is happening, NAAONB is in the list of stakeholders, and there will be something to feedback very soon.

Chris Woodley-Stewart added that this is a fantastic thing, the NAAONB should be in it to win it.

#### 14. Strategic Risk

This report was introduced by the Chief Executive, who highlighted that steps are being taken to develop a resourcing strategy in order to address a key risk.

#### 15. Management Accounts

This report was introduced by the Jill Smith, who highlighted that the estimated figures on Board expenses and pension figures will need updating at year end, and then took questions.

### Item 3 - Minutes and matters arising

**Resolved** that the management accounts as presented be accepted.

Proposed James Williamson

Seconded Mat Roberts

Agreed Unanimously

#### **16. NAAONB Portfolio & Staff Activity Report**

This report was introduced by the Chief Executive, who highlighted that the business plan has now been delivered, the only outstanding issue is the production of a draft governance handbook which has been superseded by Charity Commission publications so is no longer a priority.

#### **17. Defra Report**

This report was given by Jordan Stanley who reported on the publication of the 25 Year Plan and government's commitment to the 21<sup>st</sup> Century "Hobhouse" review. Defra are currently working out the structure, and there will be an initial announcement in the next two months. Initial conversations on the scope of the review has included the NAAONB.

Jordan Stanley continued by suggesting that Defra are happy to hear any comment on the 25 Year Plan and the commitment for landscapes. The NAAONB should come up with a clear set of asks as soon as possible.

Chris Woodley-Stewart queried whether Defra would be willing to share a draft terms of reference with us for comment.

Jordan Stanley responded that this would need to be taken back for confirmation.

The Chief Executive added that we have an opportunity to set the agenda, rather than respond to someone else setting it for us.

Lucy Barron also queried the scope of the review.

Jordan Stanley responded that the details are being mapped out at the moment.

Paul Walton queried whether there has been talk of when we can expect reports back on this.

Jordan Stanley responded that recommendations are forecast from end of 2019, hopefully there will be more to say between now and then and added that the ministers' timeline is ambitious.

#### **18. Natural England Report**

This report was introduced by David Henshilwood who wished to echo what Jordan mentioned during the previous agenda item. Natural England are working hard with Defra to reconcile their Strategic Review of designated landscapes and that of the 25 Year Plan, and make sure that the two exercises are being closely watched. The opportunity presented by the "Hobhouse" Review is a once in a generation opportunity.

David Henshilwood continued by suggesting the tripartite formula for NAAONB and Natural England to list recommendations for Defra to consider.

The Chief Executive welcomed the collaborative approach to feeding into our response to Defra.

#### **19. Cyfoeth Naturiol Cymru - Natural Resources Wales Report**

This report was introduced in Liza Tomos' absence by the Howard Davies.

**AOB** - None received

**Meeting closed 15.33**

## Item 4 - Review of Designated Landscapes in England

Report to	The National Association for AONBs Board of Trustees
Subject	Review of Designated Landscapes in England
Date	7 <sup>th</sup> June 2018
Report by	Howard Davies (Chief Executive)
Purpose	To consider the Review of Designated Landscapes in England

### RECOMMENDATIONS

It is recommended that the Board

- Note the background to this paper
- Consider Annexes 1 and 2.
- Agree on the NAAONB's role with regards the review and advise on resource implications

### Background

The UK Government outlined its commitment to a review of designated landscapes in its recently published 25 Year Environment Plan.

On the 27<sup>th</sup> May, Environment Secretary, Michael Gove reiterated his committed to conserve and enhance England's most cherished landscapes with the launch of the Review. Chaired by the writer Julian Glover, an independent panel will look at how AONBs and National Parks meet our needs in the 21<sup>st</sup> century – including whether there is scope for the current network of 34 AONBs and 10 National Parks to expand.

In the context of meeting both local and national priorities, and wider environmental governance, the Review will examine and make recommendations on

- The existing statutory purposes for AONBs and National Parks and how effectively they are being met
- The alignment of these purposes with the goals set out in the 25-Year Plan for the Environment
- The case for extension or creation of new designated areas
- How to improve individual and collective governance of AONBs and National Parks, and how that governance interacts with other national assets
- The financing of AONBs and National Parks
- How to enhance the environment and biodiversity in existing designations
- How to build on the existing eight-point plan for National Parks and to connect more people with the natural environment from all sections of society and improve health and wellbeing
- How well AONBs and National Parks support communities.

The NAAONB has a clear role to play in helping ensure this Review is successful. It is important that the Board come to a clear view on the nature and scope of the NAAONB's involvement and any associated resource implications.

### Objectives

To apprise trustees of the scope of the Review, provide an opportunity for discussion on the NAAONB's involvement, the Board's ambition with regards outcomes, and resource implications.

### Conclusion

This is a paper for discussion and agreement

## **Annex 1 - Review of Designated Landscapes (National Parks and AONBs): Defra Terms of Reference**

### **Introduction**

Our National Parks and Areas of Outstanding Natural Beauty are a great success. England is a more beautiful and more diverse place because previous generations took the care to campaign for their creation.

In 1945, the government set up a committee under Sir Arthur Hobhouse, who recommended that Britain establish national parks to preserve and enhance their natural beauty and provide recreational opportunities for all members of the public. In 1949, the National Parks and Access to the Countryside Act established these national parks, which the minister of the day described as “the most exciting Act of the post-war Parliament.” That legislation created a statutory framework for National Parks and AONBs. In brief, National Parks’ purposes are to conserve and enhance natural beauty, wildlife and cultural heritage; and promote opportunities for the understanding and enjoyment of the special qualities of national parks. For AONBs, the primary purpose is to conserve and enhance the natural beauty of the area.

Now, as the oldest National Park approaches its 70th anniversary, comes a chance to renew this mission.

That is the context in which this Review takes place. It aims not to diminish the character or independence of our designated landscapes, or to impose new burdens on them and the people who live and work in the areas they cover. Instead, its purpose is to ask what might be done better, what changes could assist them, and whether definitions and systems - which in many cases date back to their original creation - are still sufficient.

At the outset, it is also important to state one thing the review will not do: propose reductions in either the geographic extent or the protections given to England’s designated landscapes.

### **Some context**

In January 2018 the Government published a 25-Year Plan for the Environment. It set out an approach to protect landscapes and habitats in England and committed to undertaking a Review National Parks and Areas of Outstanding Natural Beauty (AONBs).

The publication of these terms of reference to guide that Review is the next step.

### **Scope**

The Review will consider National Parks and AONBs in England, including the role of these areas in relation to other places designated for environmental purposes. Landscapes in Wales and Scotland are under devolved administrations and therefore do not fall under the scope of this Review.

The Review will respect the cultural and visual heritage of people, farms and businesses in National Parks and Areas of Outstanding Natural Beauty.

### **Objectives**

In the context of meeting both local and national priorities and wider environmental governance, the Review will examine and make recommendations on

- The existing statutory purposes for National Parks and AONBs and how effectively they are being met



#### **Item 4 - Review of Designated Landscapes in England**

- The alignment of these purposes with the goals set out in the 25-Year Plan for the Environment
- The case for extension or creation of new designated areas
- How to improve individual and collective governance of National Parks and AONBs, and how that governance interacts with other national assets
- The financing of National Parks and AONBs
- How to enhance the environment and biodiversity in existing designations
- How to build on the existing eight-point plan for National Parks and to connect more people with the natural environment from all sections of society and improve health and wellbeing
- How well National Parks and AONBs support communities

Expanding on work already underway, the Review will also take advice from Natural England on the process of designating National Parks and AONBs and extending boundary areas, with a view to improving and expediting the process.

#### **Activity**

The Review will be led by Julian Glover and supported by an experienced advisory group.

The Review will draw on existing evidence and that submitted by interested groups and individuals during the course of the Review. The review team will also visit people and places in a range of designated landscapes.

#### **Cross-Government involvement**

This is a cross-Government Review, with Defra providing the secretariat and appointing a lead to undertake the Review.

Recommendations will be made to the Government. Implementation will be led by the Defra Secretary of State.

#### **Expected Timetable**

The Review will report in 2019 (the 70<sup>th</sup> Anniversary of the 1949 National Parks and Access to the Countryside Act).

A more detailed timetable will be developed following commencement of the Review.

## **Annex 2 - DESIGNATED LANDSCAPES REVIEW - MEDIA Q&A (DEFRA)**

### **MAIN LINE OF QUESTIONING**

***Q: Why are you conducting this review?***

- It is nearly 70 years since National Parks and AONBs were first established to conserve and enhance their natural beauty. This review is a chance to renew that mission.
- It will look at whether there are opportunities to expand and strengthen the network, and to make sure the National Parks and AONBs we already have are meeting the needs of the 21<sup>st</sup> Century.
- The review will ask what could be done better, what changes are needed, and whether definitions and systems – which in many cases date back to their original creation – are still fit for purpose. But it will also look to expand on the existing achievements of National Parks and AONBs.
- It will not weaken protections, diminish the character or independence of designated areas, reduce their geographical scope, or impose new burdens on them or the people who live and work there.

***Q: Is 'review' another word for reduction? Are you going to weaken environmental protections in favour of development?***

- Absolutely not – this government is committed to protecting our National Parks and Areas of Outstanding Natural Beauty. The terms of reference of the review make clear it will not result in reductions in either the geographic extent or the protections given to England's designated landscapes.

***Q: How did you decide on the reviewers? As a journalist and former speechwriter / Special Advisor, how much expertise does Julian Glover really bring to the role?***

- Reviewers were chosen by Ministers after careful consideration of leading candidates.
- Julian Glover will bring an independent view, a fresh perspective and a rigorous approach thanks to his experience as a writer, commentator and special adviser to government.
- He will be supported by an advisory panel bringing a breath of experience in landscape, biodiversity, heritage, farming and rural issues. The full panel will be announced in due course.

## FURTHER QUESTIONS

### Timings and next steps

***Q: Why are you launching a review, and not a consultation? How can people make sure their views are heard?***

- It's important anyone who lives, works or enjoys these landscapes has a say in their future.
- Today we are announcing the launch of the review, including its leader and terms of reference. This will help provide direction and areas of focus to the most comprehensive review of designated spaces since the creation of National Parks and AONBs.
- We will ensure interested groups and individuals have a chance to make their views heard during the course of the review.

***Q: How long will the review take? When will its recommendations come into force?***

- We expect the review to report in 2019. Ministers will review its recommendations before taking forward appropriate action or developing further policy.

***Q: Will the review or its recommendations have any legal footing?***

- No – Ministers will consider the recommendations made by the review before taking forward appropriate action.

### Governance of the review

***Q: Who else will be on the review panel?***

- Julian Glover will lead the review and will be supported by an advisory group bringing a breadth of experience in landscape, biodiversity, heritage, farming and rural issues. The advisory group will be announced in due course

***Q: Why does the review only cover England?***

- Landscapes in Wales, Scotland and Northern Ireland are under devolved administrations and therefore do not fall under the scope of this review.

## Item 4 - Review of Designated Landscapes in England

### ***Q: The Terms of Reference talk about 'national assets' – what do you mean by this?***

- In addition to nationally designated landscapes, there are other land uses that have national status – for example National Nature Reserves, and the Public Forest Estate (approximately one third of the Public Forest Estate is in National Parks).
- It makes sense to look at how National Parks and AONBs interact with these types of designations.

## Maintaining National Parks and AONBs

### ***Q: Are you going to designate a new National Park? If so, where?***

- The review will consider the case for extension or creation of new designated landscapes. We do not want to pre-empt the outcome of the review.

### ***Q: Why is there a need for this review? The Lakes District extension shows these landscapes are already willing to adapt or change as needed.***

- This will be a comprehensive review of all National Parks and AONBs across England.
- National Parks were established in 1949 to preserve and enhance their natural beauty and provide recreational opportunities for the public.
- Nearly 70 years has passed since then, so the time is right to renew this mission and look at what might be done better, and whether systems – which in many cases date back to their original creation – are still sufficient.

### ***Q: What will happen to the existing proposals for extensions to AONBs?***

- The review will consider whether there is scope for expanding the network, and this will take into account the current proposals for new designations and extensions to existing ones.
- At the same time, the review will also consider options with Natural England for improving the process of designation.
- This will help to give clarity to those existing proposals for extensions to AONBs, and for new National Parks and AONBs.

## Item 4 - Review of Designated Landscapes in England

***Q: Natural England's process of designating AONBs already takes several years and a number are in the pipeline – if this review suggests more are needed, how will you have the resource to manage this?***

- The review will consider with Natural England opportunities for making the designation process more streamlined, with more opportunities for local stakeholders to contribute.
- The Government will consider all recommendations of the review once it has reported, including resource implications.

## Access and rural economy

***Q: House prices in protected areas are already at a premium, pricing young people out of the market and forcing them to move elsewhere. Will the review seek to address this?***

- National Park Authorities and AONB Partnership and Conservation Boards are already engaged in shaping development in their areas to meet social, economic and environmental objectives – including the appropriate provision of affordable housing.
- The review will look at how well National Parks and AONBs support communities.

***Q: How will you 'improve access'? Will there be more money for roads and transport?***

- The review will consider what measures are needed to enable all sections of society to visit and enjoy the natural environment in National Parks and AONBs. It is too early to pre-empt its outcomes.

## History of National Parks and AONBs

***Q: Why were National Parks first established?***

- In 1945, the government set up a committee Chaired by Sir Arthur Hobhouse. It recommended that national parks and 'conservation areas' (subsequently AONBs) were set up to preserve and enhance their natural beauty and provide recreational opportunities for all members of the public.
- In 1949, the National Parks and Access to the Countryside Act was passed, paving the way for the establishment of National Parks and AONBs. The minister of the day described it as "the most exciting Act of the post-war Parliament."
- Since then, National Parks have been a remarkable success story, with more than 94 million visitors a year, over 25,000 businesses based in the parks, and these landscapes generating over £5bn for the rural economy.

#### Item 4 - Review of Designated Landscapes in England

**Q: What's the difference between a National Park and an Area of Outstanding Natural Beauty?**

- Both National Parks and AONBs are designated for their natural beauty, which is recognised as being of equal value. Both National Parks and AONBs are underpinned by statutory purposes to conserve and enhance natural beauty.
- National Parks tend to be larger, or more 'extensive tracts' than AONBs. There are 10 National Parks in England, covering approximately 10% of the total land area. There are 34 AONBs, covering approximately 15% of the total land area.
- National Park Authorities are local planning authorities. AONBs do not have independent planning powers, but work with constituent Local Authorities to make sure that decisions have regard to conserving and enhancing natural beauty.

**Q: How much progress have you made on the National Park 8-Point Plan?**

- The Government is working with all National Parks to deliver the 8-Point Plan for National Parks.
- National Parks have already met a number of the targets: including completion of the extension of the Yorkshire Dales and Lake District National Parks and the recognition of the Lake District as a UNESCO World Heritage Sites.
- They have also surpassed the target of engaging directly with over 60,000 young people a year through school visits – with National Park Authorities committing to double this figure as part of the Government's 25 Year Environment Plan.

## Item 5 - Landscapes for Life Conference 2018 briefing

### Item 5 - Landscapes for Life Conference 2018 briefing

Report to The National Association for AONBs Board of Trustees  
Subject Landscapes for Life Conference 2018 briefing  
Date 7<sup>th</sup> June 2018  
Report by Chris Woodley-Stewart (Conference Trustee) and  
Jill Smith (Communications and Events Manager)  
Purpose To brief Board members on progress towards Landscapes for Life Conference 2018

#### RECOMMENDATIONS

It is recommended that The Board

- notes this paper,
- considers and discusses any further requirements, and
- gives a mandate to progress arrangements for conference between Board meetings

Landscapes for Life Conference 2018 (L4L2018) will take place 24-26<sup>th</sup> July at the University of Kent, Canterbury. The local hosts and site visit organisers are Kent Downs AONB Partnership.

Full details of L4L2018 can be found on <http://www.landscapesforlife.org.uk/events/l4l-conference-2018/> where an online booking form makes booking quick and simple. The booking period was launched on 22<sup>nd</sup> May and will close on 29<sup>th</sup> June.

As agreed at the Board meeting in March, the conference has had a minor change of format in response to the feedback from Landscapes for Life Conference 2017. Delegates comments re site visits showed they were missed as part of the 2017 programme. The Kent Downs AONB Partnership has prepared 6 site visits and the descriptions on the website show, not only the sharing and learning on offer, but also outputs expected from the delegates who attend them. Please note they are offered as an “add on” before the formal part of the conference, to allow delegates a choice as to whether to attend them or not.

We have managed, once again, to keep the cost of the three-day conference including two nights' ensuite accommodation below £500. This has been achieved by carefully negotiated venue choice and site visit services. Sponsors have been sought but, at the time of writing, we have not been successful in attracting sponsorship. Kent Downs AONB Partnership are still working to get support at a local level as the conference will be showcasing their area.

For conference to be a financial success we require a blend of income from sponsors, exhibitors and delegates and the NAAONB, as usual, are working hard to achieve this with the help of the AONB Family network. A sponsorship and exhibitor package has been circulated to all Partnerships to assist this - this document can also be found on the website <http://www.landscapesforlife.org.uk/events/l4l-conference-2018/conference-sponsorship/>

## Item 9 - Strategic Risk

### Item 9 - Strategic Risk

Report to	The National Association for AONBs Board of Trustees
Subject	NAAONB Strategic Risk Register
Date	7 <sup>th</sup> June 2018
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
- Nominate one Board member to lead a review of the Board's approach to risk management and determination of risk appetite

#### 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 NAAONB's vision, aims and objectives are achieved

Good governance would ensure that the NAAONB'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 NAAONB 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 9 - 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 NAAONB 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 Association'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 A case for review

The NAAONB needs to link strategy and risk management clearly and must be able to identify and manage risk in a highly uncertain environment. The recent loss of core grant aid from NRW and its associated impact on staff, budgets, ability to deliver, and relationship with the membership highlights the need for risk management to focus on creating value as well as protecting value. This needs to take place within the context of understanding the Board's risk appetite.

### 7.0 Conclusion

Risk management is an on-going process with constant monitoring and review. Trustees 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. There is, however, clear scope for increasing trustee engagement with strategic risk management and review, and the executive would benefit from a clearer view on the risk appetite of the Board.

**Supporting documents** (these can be found on the NAAONB Trustees project on Basecamp)

[Institute of Risk Management - Risk management for Charities](#)

[Institute of Risk Management - Charities - Setting Risk Appetite](#)

## **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 network. There is still over reliance on very few sources of income.

### **2. Major partners withdraw from use of NAAONB services (e.g. Defra)**

#### **Current mitigation**

Maintain close relationship with partnerships, with clear roles identified and agreed. Tripartite agreement in place.

#### **Commentary**

Current NRW funding arrangements end in March 2018. The NAAONB submitted an EOI for future funding but this was not successful. This has resulted in a significant loss of income, reduced ability to deliver on our objects, and associated tensions within the membership which require management.

### **3. Risk - Over reliance on one source of funding (e.g. grants)**

#### **Current mitigation**

Maintain a fundraising strategy with broad funding base

#### **Commentary**

Our mitigation measure to maintain a resourcing strategy with broad funding base is not being met. We have no resourcing strategy in place but the intention to draft one is now set out in the 2018-2020 Business Plan.

## Item 10 - Management Accounts

### Item 10 - Management Accounts

Report to	The National Association for AONBs Board of Trustees
Subject	Management Accounts to 31 <sup>st</sup> March 2018
Date	7 <sup>th</sup> June 2018
Report by	Amber Carter (Office and Membership Manager)
Purpose	To provide an account of <ol style="list-style-type: none"><li>1. income/expenditure of the NAAONB for the FY 2017-18, and</li><li>2. an estimate for the year-end figures and resulting surplus.</li></ol>

#### 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 meetings throughout the year.

Updates are made before each meeting reflecting additional income/expenditure since the previous meeting. Estimates have been provided for items for which we await invoices.

#### Objectives

- To provide a realistic account of income/expenditure of the NAAONB for the FY 2017-18.
- To provide financial clarity and transparency to staff, Board members and grant aiding bodies.
- To provide an estimate of the year-end figures 2017-18

#### Conclusion

Subject to the estimates of outstanding income/expenditure being realistic, the figures show a potential transfer of £30,815.54 to reserves as the planned safeguarding of future charity activity.

Item 10 - Management Accounts

**Appendix 1 - Management Accounts - Year 1st April 2017 to 31st March 2018**

Account	Budget	Income / Expenditure to date as at 31/03/2018	Further contracted commitments 1/3/18 - 31/03/18	Further estimated commitments 1/3/18 - 31/03/18	Total predicted spend - 06/04/17- 31/03/18	Variance
<b>Core Expenditure</b>						
Staff salaries, NIC and pensions	(210,751.00)	(201,905.88)	0.00	0.00	(201,905.88)	8,845.12
Staff T&S + Training + Phones	(13,300.00)	(13,621.50)	0.00	(600.00)	(14,221.50)	(921.50)
ALS Support (agri-env offer group)	(3,000.00)	0.00	0.00	0.00	0.00	3,000.00
Resource Dev (incl. bid writing)	(3,000.00)	(3,000.00)	0.00	0.00	(3,000.00)	0.00
Events	(10,000.00)	0.00	0.00	0.00	0.00	10,000.00
Board expenses	(7,400.00)	(7,501.97)	0.00	0.00	(7,501.97)	(101.97)
Staff meeting room hire	(700.00)	(399.40)	0.00	0.00	(399.40)	300.60
Subtotal	(248,151.00)	(226,428.75)	0.00	(600.00)	(227,028.75)	21,122.25
<b>Administration</b>						
Miscellaneous	(5,571.00)	(7,252.54)	0.00	0.00	(7,252.54)	(1,681.54)
Auditors and Accountants	(4,500.00)	(3,223.36)	0.00	0.00	(3,223.36)	1,276.64
Peninsula HR Support	(3,168.00)	(3,168.00)	0.00	0.00	(3,168.00)	0.00
IT upgrade and website dev	(1,500.00)	(300.00)	0.00	0.00	(300.00)	1,200.00
Subtotal	(14,739.00)	(13,943.90)	0.00	0.00	(13,943.90)	795.10
<b>Total - Core Expenditure</b>	<b>(262,890.00)</b>	<b>(240,372.65)</b>	<b>0.00</b>	<b>(600.00)</b>	<b>(240,972.65)</b>	<b>21,917.35</b>
<b>Core income</b>						
Contributions AONB p'ships England	82,500.00	77,500.00	0.00	0.00	77,500.00	(5,000.00)
Contributions AONB p'ships Wales	10,000.00	10,000.00	0.00	0.00	10,000.00	0.00
Contributions AONB p'ships NI	0.00	0.00	0.00	0.00	0.00	0.00
Contributions Corporate	750.00	750.00	0.00	0.00	750.00	0.00
Contributions Local Authorities	7,200.00	7,200.00	0.00	0.00	7,200.00	0.00
Associate members	1,300.00	1,400.00	0.00	0.00	1,400.00	100.00
Event Sponsorship	10,000.00	0.00	0.00	0.00	0.00	(10,000.00)
Contingency	(4,000.00)	0.00	0.00	0.00	0.00	4,000.00
Subtotal	107,750.00	96,850.00	0.00	0.00	96,850.00	(10,900.00)
Defra	128,303.00	96,226.50	32,076.50	0.00	128,303.00	0.00
NRW	20,000.00	20,000.00	5,000.00	0.00	25,000.00	5,000.00
Contingency	(2,000.00)	0.00	0.00	0.00	0.00	2,000.00
Subtotal	146,303.00	116,226.50	37,076.50	0.00	153,303.00	7,000.00
<b>Project contribution/shortfall to core</b>						
Landscapes for Life Conference	13,229.00	14,248.78	0.00	0.00	14,248.78	1,019.78
Chairmen's Conference	995.00	998.73	0.00	0.00	998.73	3.73
Wales Member Training	1,200.00	0.00	0.00	0.00	0.00	(1,200.00)
CPRE	0.00	0.00	0.00	0.00	0.00	0.00
Lead Officers Meeting	500.00	1,119.11	0.00	0.00	1,119.11	619.11
Communications	1,000.00	423.00	0.00	0.00	423.00	(577.00)
Making Local Woodlands Work	0.00	200.00	0.00	0.00	200.00	200.00
Mentoring	0.00	1,000.00	0.00	0.00	1,000.00	1,000.00
Management Plans	0.00	2,900.00	0.00	0.00	2,900.00	2,900.00
Future Landscapes Wales	0.00	3,645.57	0.00	0.00	3,645.57	3,645.57
Mainstreaming Biodiversity	0.00	10,220.00	(10,220.00)	0.00	0.00	0.00
Subtotal	16,924.00	34,755.19	(10,220.00)	0.00	24,535.19	7,611.19
<b>Total Core and Non-Core income</b>	<b>270,977.00</b>	<b>247,831.69</b>	<b>26,856.50</b>	<b>0.00</b>	<b>274,688.19</b>	<b>(3,711.19)</b>
<b>Annual Budget Surplus/-Deficit</b>	<b>8,087.00</b>				<b>33,715.54</b>	<b>(25,628.54)</b>
<b>Restricted carry-forward</b>					<b>2,900.00</b>	
<b>Transfer to General Fund/Reserve</b>	<b>8,087.00</b>				<b>30,815.54</b>	
<b>Cumulative General Fund/Reserve</b>	<b>79,982.00</b>				<b>102,710.54</b>	

## Item 11 - NAAONB Portfolio & Staff Activity Report

### Item 11 - NAAONB Portfolio & Staff Activity Report

Report to	The National Association for AONBs Board of Trustees
Subject	NAAONB Portfolio & Staff Activity Report
Date	7 <sup>th</sup> June 2018
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 reflects those activities undertaken by staff members and trustees working on operational issues for the NAAONB since the last Board meeting (March 2018). It highlights those activities directly linked to the delivery of the strategic objectives from the current business plan but does not include the organisational activity that underpins them.

**The full report can be found by [clicking here](#)**

or by going to <http://www.landscapesforlife.org.uk/about-us/trustees/board-meetings/>

The full report is not included in the papers due to its size. The report highlights progress to date in a RAG format (red, amber, green). It is automatically sorted using a simple formula which takes into account the activity's urgency and risk to delivery of the strategic objective it is linked to. This sorting pulls actions which are of a higher priority to the top of the report - the report will change order for each Board meeting as the NAAONB's priorities change.

**Annex 1 to this paper summarises the full report in a dashboard format.** The top 6 priorities from the full report are included in the 'Actions to Watch' box.

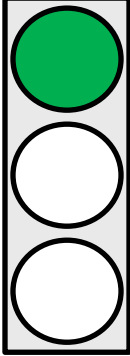
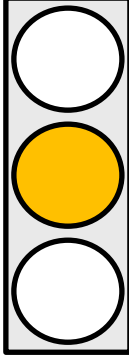
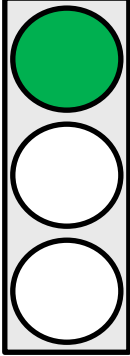
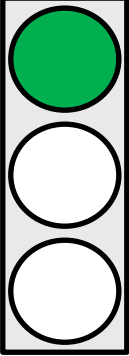
#### Objectives

- 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**

Actions to Watch	Income	Expenditure	Cash flow
<div style="text-align: center; margin-bottom: 20px;">  </div> <ul style="list-style-type: none"> <li>• <b>Trustee induction and training</b> (overdue)</li> <li>• <b>Training and development programme for staff agreed</b> (overdue)</li> <li>• <b>Explore options with Defra around an AONB offer for place-based agri-environment delivery post-Brexit</b> (overdue, however, timetable being revised)</li> <li>• <b>Work with the AONB Family and Defra to develop a set of performance metrics linked to the AONB purpose(s) and the 25 Year Environment Plan</b> (metrics developed, not yet agreed)</li> <li>• <b>Proactive national funding bids to charitable trust to build further resilience within the NAAONB and AONB Family</b> (awaiting decision from HLF)</li> <li>• <b>Improve Basecamp and its use</b> (postponed)</li> </ul>	<div style="text-align: center; margin-bottom: 20px;">  </div> <p>NRW Grant application unsuccessful</p> <p>Grant drawdown on target</p> <p>Sponsorship for conference below target</p>	<div style="text-align: center; margin-bottom: 20px;">  </div> <p>In line with budget expectations</p>	<div style="text-align: center; margin-bottom: 20px;">  </div> <p>In line with budget expectations</p>

## Item 13 - Natural England Report

### Item 13 - Natural England Report

Report to	The National Association for AONBs Board of Trustees
Subject	Natural England Report
Date	7 <sup>th</sup> June 2018
Report by	David Henshilwood
Purpose	For information

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

The statutory and public consultation on boundary variation proposals closed on 20 April. Approximately 130 responses were received. As expected, a number of the responses are comprehensive and raise a number of issues, including suggestions to add further areas to the AONB, and objections to parts, or all, or the proposed variations. Further field work will be required to validate these responses after the desk analysis has been completed. If it is decided to add further areas to the proposed variation, a further statutory consultation will be required in respect of the additional areas. Natural England anticipate returning to Natural England's Board with a draft variation order in the autumn.

#### **Natural England review of landscape designations**

Lord Gardiner has asked us to consider how the knowledge and enthusiasm of local stakeholders can be better utilised in the designation process to make it more effective. Possible changes we are exploring include

- Introducing a "fast track" process which allows external stakeholders seeking designation to gather, collate and present evidence of fit with statutory designation criteria for assessment by Natural England,
- Making evidence needs more proportionate to the level of risk associated with individual projects,
- Discontinuing some stages of our established process for the lowest risk cases, and
- Modifying our internal "signoff" procedures to reduce the time taken to approve various stages of a designation order making project.

#### **Selection and prioritisation of future projects**

Lord Gardiner also asked us to make sure that we have protected landscapes capable of meeting society's needs both now, and in the future. To guide our decisions on future cases we will

- Introduce an "Initial assessment" procedure that identifies which of a range of potential new cases stand a realistic chance of satisfying statutory designation criteria. External stakeholders may be invited to provide all evidence needed for us to undertake Initial Assessments, and
- Prioritise projects using a range of environmental and accessibility related indicators

We will soon have proposals for reforms to our approach to the landscape designation process ready for discussion with key stakeholders. We hope to open discussions to inform our thinking once Defra has revealed its detailed intentions for its 21<sup>st</sup> century review of landscape designations.

#### **Government's 21<sup>st</sup> century review of landscape designations**

We are currently awaiting further announcements regarding Government's intention to conduct a review of landscape designations. The review will be led by an independent expert. We expect to continue close collaboration with the NAAONB as this work progresses.