

84th MEETING OF THE NAAONB MANAGEMENT BOARD OF TRUSTEES AGENDA

Wednesday 7th October 2020 10 am till 1.30pm
Meeting to be held by teleconference

Invitees - Board Members Philip Hygate, Chris Woodley-Stewart,
Nick Holliday, Paul Walton, Lucy Barron, Denise Hewlett, James Williamson
Invitees - Staff Howard Davies - Chief Executive, Ruth Colbridge – Communications and Advocacy
Manager, Ian Rappel – Welsh Development Manager, Clare Elbourne – Administrative Officer,
Invitees – Observers Carole Rothwell NRW, Stuart Pasley - NE, Saliya Jayaweera - Defra

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes and matters arising** (PH) for agreement (5 mins)
4. **Glover Report Update** – (HD) verbal for information (10 mins)
5. **ELMS tests and trials** – (HD) for information (10 mins)
6. **Strategic Plan** (HD) for agreement (10 mins)
7. **Trustee Succession Paper** (JW) for agreement (10 mins)
8. **AGM 2020 - Agenda and Papers** (various) for discussion & agreement (30 mins)
 - Item 1 **Apologies**
 - Item 2 **Introduction of current NAAONB Board members** (verbal) for information
 - Item 3 **AGM November 28th, 2019 - Minutes and matters arising** for agreement
 - Item 4 **Art in the Landscape National Strategy** (KW/BG) for agreement
 - Item 5 **Chairman’s Annual Report 2019-20** for information.
 - Item 6 **Financial Report 2019-20** for agreement
 - Item 7 **CEO’s Report of work completed for NAAONB Business Plan Oct 2019 - Oct 2020** for information.
 - Item 8 **Adoption of Art in the Landscape National Strategy**
 - Item 9 **Membership Rates for Individual Lifetime Membership** for agreement
 - Item 10 **Election of Trustees and appointment of auditors** for agreement
 - Item 11 **AOB**
9. **Rebrand** (RC) for information (10 mins)
10. **Strategic Risk** (HD) for information (5 mins)
11. **Management Accounts** (CE) for information (5 mins)
12. **NAAONB Staff and Trustee Activity Report** (staff & trustees) for information (10 mins)
13. **Defra Report** - (SJ) for information (10 mins)
14. **Natural England Report** (SP) for information (10 mins)
15. **Cyfoeth Naturiol Cymru - Natural Resources Wales Report** - (CR) for information (10 mins)
16. **AOB**

AOB subjects should be submitted to and agreed by the Chairman prior to the meeting.

17. Closed Session

Dates of next meetings for information - AGM Thursday November 19th 2020

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 83rd meeting of the NAAONB Board of Trustees
Date 7th October 2020
Purpose For agreement

83rd MEETING OF THE NAAONB MANAGEMENT BOARD MINUTES

Wednesday 10th June 2020 11 am till 2.30pm. Meeting held by teleconference

Invitees - Board Members Philip Hygate, Chris Woodley-Stewart,

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

Invitees - Staff Howard Davies - Chief Executive, Richard Clarke - Policy & Development Manager, Ian Rappel – Welsh Development Manager, Clare Elbourne – Administrative Officer, Marie Micol – Future Landscapes Project Assistant, Anna Trant – consultant working on L4L conference

Invitees – Observers Carole Rothwell NRW, Stuart Pasley - NE, Saliya Jayaweera - Defra

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes and matters arising (PH) for agreement 10 mins**
4. **COVID-19 update – (HD) 5 mins**
5. **Sustainability and Governance – planning workshop (RC) 5 mins**
6. **Collaborative Working Programme – (MM) 10 mins**
7. **Glover Review and National Landscape Service Update (HD) 10 mins**
8. **Arrangements for AGM (PH) 10 mins**
9. **Management Accounts (CE)**
10. **Strategic Risk (HD) for information & agreement 5 mins**
11. **Staff Activity Report (Staff) 10 mins**
12. **Defra Report - verbal (SJ) for information 10 mins**
13. **Natural England Report - verbal (SP) for information 10 mins**
14. **Cyfoeth Naturiol Cymru - Natural Resources Wales Report – written update (CR) for information 10 mins**

The meeting started at 11.06.

- 1) Apologies.

Apologies have been received from Defra and from the NAAONB Chairman Philip Hygate who was unable to join the call due to technical issues. The meeting was chaired by the Vice-Chair Chris Woodley-Stewart.

- 2) Declarations of Interest – none stated.
- 3) Minutes and matters arising

The minutes of the 82nd NAAONB Board Meeting were accepted. Matters arising were:

Item 5 – Membership Categories. Following Rose Day’s request for life membership, this was agreed at the last board meeting. The rate for this category has been discussed and will need to be agreed

Item 3 – Minutes and matters arising

and accepted at the next AGM. Rose Day has been offered the benefits of membership in the meantime.

Item 14: Post-Brexit legislative framework. The Agriculture Bill has passed its final reading in the House of Commons and the landscape amendment proposed by the NAAONB and the Uplands Alliance has been retained and there is no reason to think it will now be removed. This is cause for celebration as most other amendments were not accepted.

The tests and trials oversight group has met. Thanks to James Williamson for his participation. Paul Jackson has been included in the group as an independent Lead Officer.

4) COVID-19 update

HD updated the board on the operations of the NAAONB following the national lockdown due to COVID-19 and invited comments from board members on their thoughts on how the situation has affected their ability to carry out their duties as trustees.

As NAAONB staff were already working from home, the direct impact has been limited. Staff have been given extra flexibility in terms of when they can work and despite the more relaxed nature of time-keeping all staff have worked hard. Staff are invited to talk about non-work issues during weekly team meetings in order for everyone to have space to discuss how they are feeling.

The National Association has attempted to create a sense of unity for the network and is now chairing a weekly communications meeting for comms staff from across the network. At the start of lockdown the use of Basecamp increased dramatically and a space for sharing thoughts around the pandemic was created. The National Association has been supporting the network to work differently throughout this time. Conversely AONB staff have stepped forward and become more involved in the work of the National Association.

The National Association has also been working with the University of Birmingham on how to delivery rural recovery after the pandemic.

Trustees then offered their thoughts on the impact of COVID-19 on the work of the NAAONB and their roles as trustees. Several trustees commented that they had been concerned after the discussion on the working time directive at the last meeting particularly in terms of the time taken up with travelling. The lockdown has, by necessity, cut down completely on travelling and this was seen as a good thing. The lockdown has proved that work can continue effectively without travel and indeed many trustees reported that because of the increased use of online platforms, 'face to face' meetings had become easier to arrange and communication had been enhanced. The only concern was that time spent working at home should not just increase to fill the time that was otherwise taken up with travelling. It is still important that working hours are controlled. Also the danger of spending too much time working online was raised and the importance of taking a break between conference calls which can be very tiring. Praise was given to the core team that the well-being of staff (both National Association and across the network) had been treated as important throughout the lockdown.

There was a discussion about how trustees could keep up to date with the work of the National Association and there was a suggestion from Howard Davies that an open invitation could be offered to trustees to join the weekly team call meeting.

Action: HD to send trustees details of the weekly team call.

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5) Sustainability and Governance

Richard Clarke led a discussion on the proposals which were agreed at the last board meeting for a trustee workshop on strategic planning and the formation of a sub-group to look at the skills required from future trustees. Following the doodle poll that was sent to trustees looking at dates for the workshop, Philip Hygate has suggested that it would be better to wait to assess the fallout from COVID-19 particularly in terms of the indication that there could be a statement in mid-July from the Chancellor on future funding.

There was agreement from trustees that it was important for the National Association to be proactive even in the light of ongoing uncertainty, both in terms of the wider context and the discussions around the creation of a National Landscape Service. The strategic plan is, in effect, a bidding document and it was felt that it's imperative that the National Association sets its own narrative rather than waiting for government decisions. Howard Davies confirmed that Defra has indicated that there is no reason why the National Association would not need its own strategic plan.

Action: Richard Clarke will reissue a doodle poll for a strategic planning trustee workshop to be held in mid-July. He will invite a sub-group of trustees to look at trustee recruitment after this meeting.

6) Collaborative Working Programme

Marie Micol reported that the Future Landscapes Programme has now closed. The final report has been submitted and the final payment has been received. It is important to maintain the momentum of the project as there is much to build on so that the achievements of the Taking the Lead programme can be taken back to teams and further developed. The National Association is mindful that not all staff will want to participate and there is no intention of imposing collaboration from above. Individuals will have different ways in which they prefer to engage and this will be built into the programme.

At the Lead Officer meeting in February pledges to supporting continued collaboration were made and a total of £16,000 were raised from a total of 32 AONBs. This money will be used to continue to embed collaboration across the network. The objective is to achieve self-sustaining interaction which does not depend on input from the National Association. The idea is to create a synergy and innovation group made up of 6/7 members from across the network which will meet quarterly to look at which activities to encourage further and which can be dropped. Marie will be conducting a survey to assess interest and from this feedback she will further develop the programme.

It was suggested that the Taking the lead programme could look at the recommendations of the Glover Review and that groups could be 'challenged' to listen to voices that are not normally heard very often, such as young people and ethnic minorities.

The meeting broke for lunch at 12.20.

The meeting reconvened at 12.50.

7) Glover Review and National Landscape Service Update

Howard Davies reported on the continued discussions around the implementation of the Glover Review recommendations, in particular the creation of a National Landscape Service (NLS). Government will respond to the review towards the end of the year. Defra created two contact

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groups - one formed of National Association, AONB and National Park staff and another, wider group which contains other organisations such as the RSPB. In addition, CNP has created a coalition of NGOs to develop common ground around the Review. There has been a lot of discussion and agreement on the wider principles, but opinions have started to differ on the details. There is general support for some form of NLS. What form this would take is still open to question. It could be a new stand-alone quango or it could be created within an existing organization, with Natural England as the forerunner. Tony Juniper, Chair of Natural England, has written to the Secretary of State outlining a proposed structure for the NLS. Stuart Pasley agreed that this letter could be shared in confidence with board members.

Howard Davies presented a series of slides looking at the existing tripartite agreement between the NAAONB, Defra and Natural England which was formulated 7 years ago. The slides showed the demarcation of relevant tasks between the three organisations. Howard showed how these roles had modified over time and how they could be affected by the proposed NLS. (The slides are available on request.)

There was a discussion amongst board members on the best approach for the National Association to follow and there was agreement that it should support the Natural England proposal. The importance of focusing on outcomes rather than consequences for an individual organization was emphasized. Howard stressed that the National Association is open to discussions with other relevant parties.

It was agreed a letter should be sent by Philip Hygate – this should be at ministerial level. Howard Davies said this should be sent to Lord Gardiner and also to relevant civil service staff, such as Jess Hodgson.

Action: Letter to be sent by Philip Hygate to Lord Gardiner

8) Arrangements for AGM

The AGM was scheduled to take place in November but clearly this is now not a viable option. The Charity Commission has agreed that AGMs can be held online if a charity's governing documents allow it. Article 7.2 of the NAAONB's Memorandum and Articles of Association states "Members are entitled to attend meetings either personally, (in the case of a Member organisation) by an authorised representative, by proxy or by suitable means agreed by the Trustees, in which all participants may communicate with all the other participants."

Trustees agreed that 'suitable means' in this instance includes holding the meeting electronically, and the AGM should, therefore, be held by electronic means. Howard Davies proposed that the AGM be decoupled from the Chairman's Conference. The AGM would be held in November as planned and then chairs could be invited to take part in an online event which would be held in early 2021.

Anna Trant then gave a presentation on the possible consequences of COVID-19 on future NAAONB events. She outlined that many of the factors which enable the spread of the virus (enclosed spaces, lack of ventilation, large groups together for a long time, and shared public toilets) are hard to avoid at conferences and other events. It would also be near impossible to get insurance for events if they had to be cancelled. It appears inadvisable to press on with face to face events as this is likely to remain the case for some considerable time. Anna has been looking into holding conferences and other events online. There has been an explosion in technology which can enable multiple concurrent streams to take place; chat facilities that would allow for moderated Q + A sessions; live

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polls and breakout rooms. The content can be recorded which could enable people to buy sessions to listen to at later dates. Pricing could be pitched to enable new audiences to join conference who might normally be priced out.

There was agreement that this was the right way to progress with the caveat that this approach is unlikely to generate much income. However, the environmental impact would be much reduced. There was an idea that site visits could be co-ordinated at a local level.

9) Management Accounts

Howard Davies reported that some of the expected losses caused by the postponement of conference have been mitigated by savings on salary, expenses (due to lack of traveling) and board expenditure.

Howard set out a proposal to spend £5000 from reserves on a new contract with Anna Trant to further explore holding conference online. In addition, Chris Woodley-Stewart and Tim Youngs (Blackdown Hills) have been working with Natural England to secure £25,000 for a part-time year long post for the National Association working on nature recovery. Howard asked the board to support the use of a further £5000 from reserves to support this post.

There was a concern from the Treasurer about the importance of putting money into reserves rather than taking it out during uncertain times. Equally it was felt that this was the right time to take a risk.

Proposal: support the use of £10,000 from reserves for funding a nature recovery post and work to explore holding conference online.

Proposer: Nick Holliday

Secunder: Paul Walton

Agreed: nem.com

10) Strategic Risk

The paper's recommendations were accepted.

Proposer: Nick Holliday

Secunder: Paul Walton

Agreed: nem.com

11) Staff Activity Report

There were no comments on this, other than to say the board applauded the National Association for its work.

12) Defra Report – no report submitted

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13) Natural England Report

Stuart Pasley gave this report. Work is currently going on across the breadth of the Glover recommendations not just the proposed NLS. A proposal on Natural England's response to the review will be going to their board in July.

Also work has been underway on local nature recovery strategies and they are expecting pilots to be announced any time now. Depending on location, AONBs could be involved with these.

There was an intention to update the tripartite agreement six months ago. This has not yet happened but it is now the right time to do this.

Natural England recognize that their credibility on landscape issues has been eroded over the past few years but there is now clear commitment from the top of the organisation to improve this.

Chris Woodley-Stewart reported that there had been significant collaboration with Natural England around the Colchester Declaration.

14) Cyfoeth Naturiol Cymru - Natural Resources Wales Report

Carole Rothwell gave this report. The six terrestrial and marine area statements are now available on the NRW website. These were developed through a collaborative approach which included AONBs. These provide a thematic framework and have been developed using an ongoing, iterative process for partners to collaborate over issues and action. Outcomes from the process are being monitored. Howard Davies encouraged board members to look at the area statements – the process that developed them was very good.

Carole also reported on work NRW has been asked to do by the Welsh Government looking at access reforms. There are ideas of widening activities on rights of way and open access land and these proposals could have radical and wide-ranging implications for AONBs and National Parks.

Ian Rappel reported that work on the National Landscape Partnership has been paused due to COVID-19 but there are a couple of meetings coming up and then work will press on with recruitment. Ian is having regular meetings with AONBs on this.

The meeting finished at 14.32

Item 5 – ELMS tests and trials

Item 5 - ELMS tests and trials

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| Report to | The National Association for AONBs Board of Trustees |
| Subject | ELMS tests and trials |
| Date | 7 th October 2020 |
| Report by | Richard Clarke, presented by Howard Davies (Chief Executive) |
| Purpose | To be aware of progress being made around Tests and Trials and note the additional work being developed around CS and ELMs Advocacy. |

RECOMMENDATIONS

- **The Board notes the progress of the Tests and Trials and is signposted to the information on the website.**
- **Is made aware of some issues arising from the pilots of Nature Recovery work.**
- **Is briefed on important work that the National Association will be delivering around Countryside Stewardships and ELMs.**

Background

The National Association is delivering the Farming for the Nation Test and Trials project as part of Defra's preparation for the establishment of the new Environmental Land Management scheme or ELMs.

Farming for the Nation Tests and Trials started at the end of October 2019 and is due to conclude at the end of quarter one in 2021. It is 100% funded by Defra and has a budget in the order of £930,000.

It is the only collaborative Test and Trial involving 12 AONBs delivering 12 individual sub projects across England. It is a highly complex activity ranging from viticulture in the Kent Downs to high nature value farming in the Northern Uplands; it incorporates family farming, highly commercial farming and collaborative clusters of farms. Given its complex nature we employ a facilitator to coordinate all the projects and a company to collect financial and output information.

The projects after a delayed start are now in full swing. They are producing considerable amounts of information and learning on a quarterly basis which is summarised and presented to Defra in quarterly reports. This information is slowly but surely appearing in Defra thinking and policy. To see an overview of the project please visit the landscapes for life website [here](#).

Recent Progress/Developments.

All the individual sub-projects have had to re profile their spend, milestones and outputs in the light of COVID-19. A formal submission has been made to Defra. We are awaiting agreement from Defra to these variations and at the time of writing this paper we had not heard. The variations were quite minor with one exception Kent Downs was expanding its work on viticulture to include top fruit.

Once we have received agreement from Defra to these variations the Elms Tests and Trials Oversight Group will hold a meeting to review any potential implications and address any issues arising.

Item 5 – ELMs tests and trials

As part of our communications around the farming for the nation tests and trials we have started to focus on particular areas. On the website there is a section titled **Bringing the threads together** which includes work to do with Biodiversity, Spatial Prioritisation and Advice and Guidance – this can be found [here](#).

The National Association seeks to engage with Defra at every opportunity over the Elms project. Defra hold a great number of stakeholder/partner engagement meetings on a regular basis and we attempt to attend as many as possible. To help us do this we call upon support from individuals engaged in the tests and trials, and we have also been supported by Mark Connolly from the Cotswolds Conservation Board.

A recent development that needs highlighting is around **management planning** for ELMs delivery and **special prioritisation**. In August it was announced that five **Nature Recovery Strategy** pilots would be established in Cornwall, Buckinghamshire, Greater Manchester, Cumbria, and Northumberland. Nature recovery strategies are not part of ELMs, but it is being proposed, at a ministerial level, that Nature Recovery Strategies should influence ELMs spatial prioritisation and delivery. This is an issue for National Landscapes in that nature recovery strategies will be on a county geography and will not take any account of National Landscape geographies.

The National Association and NPE have met with Natural England to challenge this approach but with little success. NE appear to be fixed on using County geographies to roll out nature recovery strategies. We will be working hard with NPE and Defra to ensure that the pilot nature recovery areas will take due consideration of National Landscapes that they cover.

Countryside Stewardship and ELMs Advocacy work in National Landscapes

In July Defra identified £400,000 that could be used to enable better uptake of Countryside Stewardship and ELMs in AONBs and National Parks. The National Association Submitted a proposal to develop and deliver an advocacy programme throughout all English National Landscapes to promote the take up of countryside stewardship and raise awareness around the ELMs (Annex 1).

The bid has now been approved and the National Association awarded £171,000 to be spent by the end of the financial year, March 2021. The programme will involve training staff in National Landscapes, engaging with farmer/landowner networks and running on-line events. The objectives of which will be to educate farmers and landowners about countryside stewardship with the understanding that they will sign up to raise awareness of ELMs in National Landscapes to increase farmer and landowner understanding of the scheme and participation in Tier 3.

Delivering this piece of work provides huge opportunities for the National Association to be identified as a voice piece for National Landscapes as a whole; to demonstrate the close relationship between the farming sector and the staff in National Landscapes and it sets a precedent going forward of the National Association delivering important pieces of work on behalf of Defra.

Richard Clarke

Annex 1 ELM funding for AONBs and NPs – Spreading Awareness in National Landscapes

Introduction

The National Association for Areas of Outstanding Natural Beauty (NAAONB) is coordinating an ELM Test and Trial (T&T) across 12 AONBs. Alongside this, the NAAONB is undertaking advocacy work on ELM, bringing together results and conclusions from the T&T. Initial information is available [here](#), and content is being added as the T&T progresses. The aim is to raise the profile of Countryside Stewardship (CS) and Environmental Land Management scheme (ELMs) within AONBs and surrounding areas, to add to farmers' and landowners' understanding of the schemes and facilitate increased uptake.

By working collaboratively with National Park Authorities (NPA) there is potential to scale up this advocacy work to encompass all National Landscapes (NL). This would have the added benefit of delivering a key Glover Review finding; that of increasing collaboration between AONBs and NPAs.

Background research carried out as part of the advocacy project has identified that there is room for significant improvement in the level of CS and ELMs understanding amongst land managers. There are gaps in knowledge which include:

- understanding the overall principle of 'public money for public goods'
- timescales for T&T, the pilot phase and rollout
- the importance of engaging with CS
- how to fill gaps in payments after BPS ends and before ELMs is rolled out.

A key early finding of the AONB T&T is that land managers want clear, simple and easy-to-digest information on how enhancing nature and participating in CS and ELMs can strengthen their business. By providing information now, in the right format, the outcome will be increased understanding of CS and ELMs and improved engagement in the run up to rollout.

The NAAONB therefore proposes expanding the existing advocacy programme to provide information to land managers in and around all 44 National Landscapes.

Proposed programme

AONBs and NPAs have developed good relationships with land managers and farming organisations who live and work within their protected landscapes: this would form the basis for increasing engagement.

However, National Landscapes have little spare capacity for gaining a more thorough understanding of ELM and communicating to wider networks. We therefore propose a programme as follows, which would give staff the tools and time to effectively engage with land managers:

- **Produce information** written in terms that will make sense to land managers. This needs to be designed to reach different audiences: those happy with technology along with those who prefer more traditional methods. Hardcopy and digital versions would therefore be needed. The two main aims would be (a) to encourage sign up to a mailing list and (b) to stimulate webinar attendance (see below). As CS and ELMs registration is likely to move to be more online, the aim would be to

Item 5 – ELMS tests and trials

encourage farmers and landowners to attend a webinar, and all future comms would be electronic.

- **Produce a short ‘farmer to farmer’ video** to show how a farm can benefit from environmental improvements, from a farmer already actively engaged in CS.
- **Provide information on CS and ELMs to train National Landscapes staff**, particularly communications leads, via a series of webinars.
- These staff will then **distribute the information** to their networks, while extending their reach and developing relationships with previously unknown land managers. They would have scope to do this in ways that best suit their local audience – mailouts, cold calling, farm visits, via clusters and ambassadors etc. In order to do this, funding would be needed to enable AONBs and National Parks to dedicate new staff time to the project.

The NAAONB would work with national organisations to engage hard-to-reach smaller-scale farmers within National Landscapes and beyond.

- **Run a programme of webinars for farmers and land managers** to foster understanding and engagement and obtain feedback. Content would include advice on topics that support making enhancements to nature a key part of their business models.
- **Ongoing updates to land managers** via the newly collated email list. This could include updates on T&T, requests to join the pilot, advice, and information on how to sign up to CS and how to be ‘ELMs ready’. There is the potential for this to continue after the end of the financial year should funding be available longer term.

Outputs and measurement

| Output | Measurement |
|---|--|
| A farmer-friendly resource for use by any organisation that needs more information on CS and ELMs | Creation of information package in digital and hardcopy formats Filming and production of short video |
| National Landscapes staff trained in CS and ELMs | Number of staff trained Number of webinars delivered |
| A database of farmers and landowners for distribution of information on CS and ELMs | Number of people engaged |
| Programme of webinars for farmers and land managers | Number of people engaged Number of webinars delivered New Countryside Stewardship applications |
| Feedback from farmers not directly involved in T&T, via webinars and questionnaires | Track change in perception of CS and ELMs. |
| Programme of electronic mailings and webinars giving advice and updates on CS and ELMs | Number of people engaged with new Countryside Stewardship applications |

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Project Responsibilities

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| NAAONB | Project management Creation of information package Distribution to and liaison with national farming organisations Liaison with National Landscapes teams Delivery of National Landscapes staff training webinar programme Delivery of webinar programme for farmers Collation of feedback Reporting to Defra Budget holder responsibilities |
| AONBs and NPAs | Attend ELM training webinar Liaise with existing networks to distribute information package Increase links with local networks to drive webinar registrations Encourage participation in webinar programme Provide feedback and information for reporting purposes |

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Budget

An estimation of time needed for each deliverable has been given in the table below. A standard day rate of £250 has been assumed for all participants.

A start date of 1st October and end date of 31st March (plus an April end-of-project reporting period) has been assumed. All figures exclude VAT.

| What | Comment | Budget |
|---|--|---|
| National Landscapes Project Coordinator | <ul style="list-style-type: none"> • Liaison with National Landscapes and national farming organisations (44 days) • Project management (6 days) • Creation and distribution of information package (5 days) • Ongoing email comms with farmers until end March (6 days) | £15,250 |
| Information package | <ul style="list-style-type: none"> • Design of initial content for farmers (to be sent by email and post) plus one subsequent electronic item • Print of posters, flyers • Postage • Filming and editing of ‘farmer to farmer’ video short | £1,000 £1,000 £3,250 £5,000 |
| Webinar programme | <ul style="list-style-type: none"> • Administer 4 training webinars for NL staff (8 days) • Administer 10 workshops for farmers and land managers (2 workshops, each repeated 5 times, 20 days) | £7,000 |
| Digital event and comms platform | Functionality: <ul style="list-style-type: none"> • Manage registrations for webinar programme • Delivery of webinar programme • Manage contacts for farmers/landowners • Enable detailed filtering and analysis of contacts, and delivery of professional email comms Platform cost Configuration of platform for this project (10 days) Webinar registration (£3 per attendee): NL staff training (140 staff) Webinar registration (£3 per attendee): farmers/landowners (estimated at 500 attendees) Speaker fees (1 day of time per webinar) | £15,000 £2,500 £400 £1,500 £3,500 |
| Comms support | <ul style="list-style-type: none"> • Creating targeted content for comms with farmers/landowners | £3,000 |
| National Landscapes | <ul style="list-style-type: none"> • Attend training webinar (3 per NL, half day each) • Farmer liaison (6 days per NL) • Providing information for reporting (1 day per NL) | £16,500 £66,000 £11,000 £5,000 |

Item 5 – ELMS tests and trials

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| | <ul style="list-style-type: none"> • Fund for additional activities suggested by NLS | |
| Project reporting and administration | <ul style="list-style-type: none"> • Collation of evidence in support of funding claim • Payment of claims by individual National Landscapes | £3,000 |
| NAAONB management costs | 7% of total | £11,193 |
| | TOTAL BUDGET | £171,093 |

Item 6 – Strategic Plan

Item 6 – Strategic Plan

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| Report to | The National Association for AONBs Board of Trustees |
| Subject | Strategic Plan |
| Date | 7 th October 2020 |
| Report by | Howard Davies |
| Purpose | to consider the NAAONB strategic plan 2020 – 2025. |

RECOMMENDATION:

It is recommended that the Board

- Note the background to the paper
- Agree the plan focus and structure
- Nominate a board member to support this area of work
- Review the timescale in light of the developments identified

Please note – annexes for this paper will be sent as attachments to the board papers email

Why we need a strategic plan

- It articulates the shared ambition and vision around which we rally our membership
- It is the platform through which we engage with and relate to others
- It is the compass we use to navigate through the coming years
- It sets out the direction of travel we intend to take to deliver on our objects

Context

The NAAONB Strategic Plan was revised in 2015 and covers the period 2015 to 2020 (Annex 1). Aside from the natural lifespan of the plan, the NAAONB requires a new plan to establish the charity's direction of travel that reflects trustee ambition and changes within the operating environment.

Contextual changes include

- Declining biodiversity
- Lack of ecosystem resilience
- Climate change
- Increasing environmental inequality

Reflecting these contextual changes is an emerging framework based on the response of governments and civil society, which includes

- The Post 2020 Global Biodiversity Framework
- The UN's Global Sustainable Development Goals
- The 25 Year Environment Plan (England)
- The Sustainable Management of Natural Resources (Wales)

These contextual issues and opportunities have been brought into sharper focus in relation to AONBs by the UK's exit from the EU, the Glover Review and the Covid-19 pandemic.

This context will be reflected in the NAAONB's strategic plan for the period 2020-2025.

Proposed plan structure

Item 6 – Strategic Plan

The NAAONB Strategic Plan 2020 – 2025 will be a short and impactful document based around four areas of strategic focus

- Supporting nature recovery
- Climate change mitigation and adaptation
- Supporting farmers and landowners
- Improving opportunities for people to connect with nature

The plan will reiterate the NAAONB's current

- Objects
- Vision
- Mission
- Way of working

These are outlined in Annex 2.

The plan will contain a small number of high-level strategic objectives linked directly to the areas of strategic focus. This will reflect the recommendations of the report on improving the sustainability and governance of the NAAONB by Matthews Associates published in December 2019 (Annex 3).

These strategic objectives will provide the structure for the business plan which will define the actions we intend to implement to deliver on the objectives, including

- Advocacy and communications
- Building collaborative behaviour
- Generation resources
- Governance and management

Proposed timescale

Draft strategy to the Board - February 2021

Consultation with the membership - March – May 2021

Presentation of strategy to the membership – L4L Conference 2021

It will be necessary to make additions / amendments to the business plan in the light of the review of the strategy, but these will be kept to a minimum if possible

Recommendations

Trustees are asked to consider the proposed areas of strategic focus, nominate a Board member with to support the CEO in this process, and advise on the proposed timescale.

Conclusion

This is a paper for discussion and agreement.

Item 7 – Trustee Succession

Report to: The National Association for AONBs Board of

Subject: Recruitment of Trustees to the NAAONB Board – organisational needs

Date: 7th October 2020

Report by: James Williamson

Purpose: to agree the organisational needs that will underpin trustee recruitment

RECOMMENDATIONS

It is recommended that the Board:

- Agree that a resolution relating to changes to the Memorandum and Articles of Association is taken to the next AGM
- Agree the wording of that resolution
- Satisfy themselves that they are operating within the statutory framework
- Consider the Charity Commission document *Finding New Trustees: what charities need to know* (circulated with this paper) along with Annexes 1,2, and 3.
- Familiarise themselves with the NAAONB Mem & Arts (circulated with this paper)
- Agree next steps

Please note the Charity Commission document and the Mem & Arts will be attached to the board papers email.

1.0 Background

The recruitment, selection and subsequent induction of one or more new trustees into a charity can strongly influence how effective the charity is in the future. Where all works well, it can lead to a balanced and effective trustee board and a well governed and effective charity. However, where these processes are weak, the ability of the trustee board to manage the charity may be affected, and in the worst cases it can lead to major problems for the charity and its beneficiaries.

The requirement for one third (or the number nearest one third) of the Trustees to retire at each AGM (see Memorandum and Articles of Association), means that the Board has an opportunity to further develop the NAAONB through a planned and considered approach to trustee recruitment. The current tenure of trustees is set out in Annex 3.

Members have the power under paragraph 7.9.3 to elect Trustees to fill any vacancies.

The unprecedented impact of the Covid-19 pandemic has meant the NAAONB Board of Trustees have been unable to meet face to face since its Board meeting in March 2020. The process of recruiting trustees to the Board to succeed those required to step down through length of service has been similarly curtailed.

The Board of the NAAONB may wish to consider extending the tenure of Board members from a three to four year term to enable the process of effective trustee succession to take place, and tabling a resolution to this effect at the AGM. Additionally, the Board may wish to consider increasing the number of trustees from nine to twelve.

Item 7 – Trustee Succession

Trustees have the power under section 10.6 of the Memorandum and Articles of Association to make regulations consistent with the Memorandum, the Articles and the Companies Acts to govern the administration of the Charity and the use of its seal (if any).

The NAAONB is a company limited by guarantee with charitable status, therefore the Board must act within the limits set by the Companies Act 2006. Section 21 (1) of this Act states that a company may amend its articles by special resolution. Additionally, on account of the NAAONB's charitable status the amendment is subject to sections 197 and 198 of the Charities Act 2011. This section relates only to changes to a charities objects so does not apply in this instance.

2.0 Context

Trustees play an essential role in the governance of charities. They also have a lot to contribute to their success.

Existing trustees are legally responsible for the recruitment of new trustees. Trustees of charities that employ staff can delegate some aspects of recruitment to staff, but they must ensure that they retain overall responsibility and control of the recruitment, selection and induction processes. In recruiting new trustees, the existing trustees must act in the best interests of the charity. In order to ensure this is the case, and that they are in a position to explain to new trustees what is required of them, existing trustees need to be clear in their own minds about the purposes and aims of the charity, as well as their broader duties and responsibilities as trustees.

3.0 Conclusion

Trustees have an immediate opportunity to develop the Board of trustees in line with the challenges the organisation will face going forwards. This requires thought, planning and action. This paper is intended to articulate organisational requirements at a governance level and stimulate further action.

Annex 1

Organisational Needs

1. General qualities

- Fully aligned with NAAONB mission and its core values and beliefs
- A strategic thinker, with good appropriate networks
- Comfortable operating corporately and collectively within a Board,
- Provide ideas and constructive challenge that is solutions focused,
- Take a wider societal view to ensure the NAAONB works for the whole of society
- Familiar with best practice in the governance and operation of small charities
- Demonstrates moral sensitivity and political aptitude in pursuit of the charity's outcomes

In addition to the specific skills, knowledge and experience outlined in 3, trustees should ensure that trustee recruitment is aligned with our beliefs and values, and the board embraces diversity and properly reflects the breadth of our membership.

2. Beliefs and Values

- Direction
- Leadership

Item 7 – Trustee Succession

- Diversity
- Quality of service
- High-performance environment
- Employee relations
- Teamwork and commitment
- Decision-making

| Challenge | Skills | Knowledge | Experience |
|---|--|--|--|
| Responding to devolution | Advocacy Diplomacy Leadership | Public sector and government agendas across England, Wales, and Northern Ireland | Public sector LA, central government in each administration |
| Finding, securing and growing resources | Fundraising | Funding opportunities | Charity |
| Increasing diversity of the sector | Empathy, insight, innovation, leadership, behavioural change | Diversity, inclusion, engagement | Charity /business |
| Communicating more effectively | Brand management Interview/broadcast/comms/ marketing | IT, media, social networking | Media Public relations Advertising |
| Organisational change | Facilitation | Behavioural change | Business/charity |
| Strategic planning | Big picture thinker | Charity/business law | Charity /business planning |

- Growth
- Balance

A more detailed description of these is included in Annex 2.

1. Specific skills, knowledge and experience required

Annex 2

THE NATIONAL ASSOCIATION FOR AREAS OF OUTSTANDING NATURAL BEAUTY

Our Core Values and Beliefs

We have a fundamental passion for the environment, and firmly believe in tackling wider global environmental issues through our collective local contribution.

We believe that resilient landscapes underpin the wellbeing of society and the economy. We place great weight in the role of AONB teams, partnerships and Conservation Boards in optimising the resilience of designated

Item 7 – Trustee Succession

landscapes at the local level and champion the role that the NAAONB performs at the national level in supporting the individual and collective impact of AONB teams, partnerships and Conservation Boards.

We lead from the front, encourage innovation and foster creativity. We take calculated risks to actively create a better future.

Direction

Our focus is on ensuring that the natural beauty of AONBs is valued and secure. We do this by working to support, develop, and advocate for a network of ambitious AONB partnerships and Conservation Boards with a strong collective voice.

Leadership

Our success is dependent on trustees, direct employees, contractors, secondees, and those staff across the network that champion and support the work of the National Association and AONB teams. We strive for continuous improvement with a sense of urgency and a willingness to learn, and are open to change and empowered to take risks consistent with our core beliefs.

Diversity

AONBs should be open to all of society. We believe we are stronger as a movement that values and reflects diversity in all its forms and generates a creative, safe, and inclusive culture and we will reflect this in our policies and practice.

Quality of Service

We aim for the highest quality in all that we do. Our goals are achieved when we exceed our stakeholder's expectations and build enthusiasm for a collaborative AONB 'movement'.

High-performance environment

Our culture is built on a foundation of empowerment and accountability. We purposely avoid bureaucracy and enforced hierarchy; instead we support the principles of a meritocracy where knowledge and fairness dominate.

Employee relations

We treat every employee fairly, with respect and dignity. Opportunities for growth are based on performance. We recognise, reward and celebrate performance and measurable contributions to organisational outcomes.

Teamwork and commitment

We highly value individual accountability, teamwork and commitment. We maintain a trusting, collaborative environment while also encouraging healthy conflict and challenge over ideas.

Decision making

Our decision-making process is short as a result of our flat, open structure that empowers employees and wider team members to take the initiative

Item 7 – Trustee Succession

and develop ideas and opportunities.

Growth

We support the principles of subsidiarity and will not seek to grow the Charity just because we can. Every step taken to grow must be consistent with our capacity and core beliefs. We direct our energy and effort into creating positive impact on the ground.

Balance

We believe that a healthy work/life balance is essential, and we are proud of our flexible, sustainable, family-friendly culture. We are a homeworking Charity by design.

Our core values are integrity, empowerment, excellence, collaboration, and accountability. All National Association employees and trustees are guardians of our culture, brand and work environment. We comply with and communicate our values in all that we do.

Annex 3

| AGM | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|-----------------------|-----------|------|----------|----------|----------|----------|------|------|------|
| Trustee | Appointed | | | | | | | | |
| Philip Hygate | | | | | | | | | |
| Sarah Jackson | | | | | | | | | |
| Rose Day | | | | Co-opted | Co-opted | | | | |
| Peter Foulkes | | | | | | | | | |
| Michael Mounde | | | | | | | | | |
| Chris Woodley-Stewart | | | | | | | | | |
| Nick Holliday | | | | Co-opted | Co-opted | Co-opted | | | |
| David Hill | | | | | | | | | |
| Mat Roberts | | | | | | | | | |
| Denise Hewlett | | | | | | | | | |
| James Williamson | | | | | | | | | |
| Paul Walton | | | | | | | | | |
| Lucy Barron | | | Co-opted | | | | | | |

Item 7 – Trustee Succession

Item 9 – Rebrand

Report to The National Association for AONBs Board of Trustees
Subject Rebrand
Date 7th October 2020
Report by Ruth Colbridge, Comms and Advocacy Manager
Purpose To inform the Board of the work being carried out by the Rebrand Subgroup and seek approval of the approach

RECOMMENDATIONS

It is recommended that the Board

- Discuss the proposed approach
- Agree the approach with or without amendments

Background

The Glover Review panel stated in their final report:

‘We think the current cumbersome title ‘AONB’ should be replaced. Our suggestion is that they should be called National Landscapes.’

There has been interest for some time amongst AONBs in looking at renaming to something simpler, and since the findings of the Glover Review proposed this, a subgroup has been formed to establish how we might take this forward.

The Glover Review recommendation was made to Government, and we are keen to be ready to respond quickly when Government announces how they plan to take forward the recommendations made in the Review.

Should Government decide to implement this recommendation, we would anticipate some resource to enable the name change and corresponding change in visual ID to happen. A change of visual ID may give the opportunity to create more consistency in logos across AONB partnerships and conservation boards. It has been 10 years since the introduction of the Landscapes for Life visual ID, this would be considered roughly the life of a visual ID in the corporate sector.

A rebrand subgroup including representatives from eleven AONBs (three lead officers, one AONB officer and seven communications leads) has been formed to look at the implications of a renaming exercise. It is felt that the more significant and meaningful part of any rebrand is a revisiting and recalibration of organisational values, and that the other findings of the Glover Review call for this. The Review highlighted that our designated landscapes are broadly the preserve of white, middle class people and do not reflect the diversity of the nation, despite being on the doorstep for the majority of the population.

A meeting with Defra in July to discuss this resulted in them offering us a contribution of £10,000 to support this work. The focus of the values work will be around increasing diversity and looking at how we are viewed by our stakeholders. Actively seeking out challenge and honest feedback to help influence our work into the future, ensuring that we serve the nation better and safeguard our future by ensuring our ongoing relevance.

Item 9 –Rebrand

The rebrand group has been working with Professor Denise Hewlett of PeopleScapes Research Group at the University of Winchester to look at how we can reach our ‘Missing People’ – those people who don’t access AONBs to discover what barriers they face to access, their perception of the countryside and how we can better serve them to access the health and wellbeing benefits of visiting an AONB.

Additionally, we would like to approach existing stakeholders to understand how they view AONBs, what their current and upcoming challenges are and how we might increase our profile, understanding of AONB teams and their roles and how we can work more effectively with them. We are publicly funded bodies and are very aware of how putting a new name on an old product, regardless of how high quality it is, is perceived. We feel that this approach will enable us to create a vision and a set of values for AONBs and the NAAONB as a collective to coalesce around; and a rebrand that tells a real story to generate the positive PR AONB teams deserve, which forms part of a package underpinning the AONB Network’s plans to deliver on key aspects of the 25 YEP. Cotswolds AONB and Conservation Board had already set in motion a rebrand exercise and announced their new name ‘Cotswolds National Landscape’ in mid-September. Reception of this has been overwhelmingly positive. The Cotswolds Comms lead, Alana Hopkins, has been part of the rebrand subgroup since its inception and has shared their process and learnings with the rest of the group.

The subgroup now feels that any further rebranding needs to happen with all remaining AONBs and the National Association going ahead at the same time to make the most of a national PR opportunity and to demonstrate the strength of the network.

Item 10 - Management Accounts

| | |
|-----------|---|
| Report to | The National Association for AONBs Board of Trustees |
| Subject | Management Accounts for the 6 months to 30 th September 2020 and the estimate for the 6 months to 31st March 2021 |
| Date | 7 th October 2020 |
| Report by | Clare Elbourne (Administrative Officer) |
| Purpose | To provide an account of <ol style="list-style-type: none">1. income/expenditure of the NAAONB for the FY 2019-20, and2. an estimate for the year-end figures and resulting surplus. |

RECOMMENDATIONS

It is recommended that the Board

- note the background to this paper
- Approves the Management Accounts set out as Annex 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 future income / expenditure.

Objectives

- To provide a realistic account of income/expenditure of the NAAONB for the FY 2020-21.
- To provide financial clarity and transparency to staff, Board members and grant aiding bodies.
- To provide an estimate of the year-end figures 2020-21

Item 10 –Management Accounts

Management Accounts for the 6 months to 30th September 20 and the estimate for the 6 months to 31st March 21

| Account | Actual to 30/09/2020 | Estimate for the balance of the year | Total of actual plus estimate for the year | Budget 2020/21 | Variance |
|---|----------------------|--------------------------------------|--|--------------------|------------------|
| Core Income | | | | | |
| Contributions AONB partnerships England | 88,976.00 | 0.00 | 88,976.00 | 88,976.00 | 0.00 |
| Contributions AONB partnerships Wales | 11,952.00 | 0.00 | 11,952.00 | 11,952.00 | 0.00 |
| Contributions AONB partnerships NI | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Agency Members | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Contributions corporate | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Contributions local authorities | 6,794.00 | 0.00 | 6,794.00 | 6,794.00 | 0.00 |
| Contributions associate members | 954.00 | 0.00 | 954.00 | 954.00 | 0.00 |
| Cost Recovery - Wales Development Manager | 0.00 | 2,044.00 | 2,044.00 | 2,044.00 | 0.00 |
| Cost recovery - WEIF | 500.00 | 0.00 | 500.00 | 500.00 | 0.00 |
| Contingency | 0.00 | 0.00 | 0.00 | -2,000.00 | 2,000.00 |
| Defra | 134,613.00 | 0.00 | 134,613.00 | 134,613.00 | 0.00 |
| Natural Resources Wales | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Welsh Government | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Contingency | 0.00 | 0.00 | 0.00 | -2,000.00 | 2,000.00 |
| Total Core Income | 243,789.00 | 2,044.00 | 245,833.00 | 241,833.00 | 4,000.00 |
| Core Expenditure | | | | | |
| Staff salaries, NIC and pensions | -94,710.93 | -110,362.00 | -205,072.93 | -208,640.00 | 3,567.07 |
| Staff costs (T&S, phones) | -535.62 | -2,000.00 | -2,535.62 | -14,520.00 | 11,984.38 |
| Board expenditure | -650.33 | -4,349.67 | -5,000.00 | -9,500.00 | 4,500.00 |
| Total Core Expenditure | -95,896.88 | -116,711.67 | -212,608.55 | -232,660.00 | 20,051.45 |
| Support Costs | | | | | |
| General support costs | -5,292.45 | -5,270.55 | -10,563.00 | -10,563.00 | 0.00 |
| Accountancy & Bookkeeping | 0.00 | -3,250.00 | -3,250.00 | -3,250.00 | 0.00 |
| HR Support (Peninsula) | (1578.72) | -1,578.72 | -3,157.44 | -3,232.00 | 74.56 |

The £5000 for Anna Trant to work on online platforms is included here

Item 10 –Management Accounts

| | | | | | |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Website content management | 0.00 | -1,000.00 | -1,000.00 | -1,000.00 | 0.00 |
| Staff development | -380.01 | -619.99 | -1,000.00 | -1,000.00 | 0.00 |
| Total Support costs | -7,251.18 | -11,719.26 | -18,970.44 | -19,045.00 | 74.56 |
| Total Core and Support costs | -103,148.06 | -128,430.93 | -231,578.99 | -251,705.00 | 20,126.01 |
| | | | | | |
| Core surplus/shortfall | 140,640.94 | -126,386.93 | 14,254.01 | -9,872.00 | 24,126.01 |

| | | | | | |
|---|-------------------|----------------|-------------------|-------------------|-------------------|
| Project income (unrestricted) | | | | | |
| National Conference | 0.00 | 0.00 | 0.00 | 56,500.00 | -56,500.00 |
| AONB Chairmen's Conference | 0.00 | 0.00 | 0.00 | 3,750.00 | -3,750.00 |
| AONB Lead Officer's meeting | 0.00 | 500.00 | 500.00 | 6,965.00 | -6,465.00 |
| Glover Review | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Project Income (unrestricted) | 0.00 | 500.00 | 500.00 | 67,215.00 | -66,715.00 |
| Project expenditure (unrestricted) | | | | | |
| National Conference | -11,761.88 | -300.00 | -12,061.88 | -44,939.00 | 32,877.12 |
| AONB Chairmen's Conference | -222.71 | 0.00 | -222.71 | -2,672.00 | 2,449.29 |
| AONB Lead Officer's meeting | 0.00 | 0.00 | 0.00 | -4,450.00 | 4,450.00 |
| Glover Review | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Project expenditure (unrestricted) | -11,984.59 | -300.00 | -12,284.59 | -52,061.00 | 39,776.41 |
| Project Surplus/Deficit (unrestricted) | | | | | |
| National Conference | -11,761.88 | -300.00 | -12,061.88 | 11,561.00 | -23,622.88 |
| AONB Chairmen's Conference | -222.71 | 0.00 | -222.71 | 1,078.00 | -1,300.71 |
| AONB Lead Officer's meeting | 0.00 | 500.00 | 500.00 | 2,515.00 | -2,015.00 |
| Glover Review | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| NAAONB contribution to Wales Development Manager | -4,563.00 | 0.00 | -4,563.00 | -4,563.00 | 0.00 |
| Total Project Surplus/Deficit (unrestricted) | -16,547.59 | 200.00 | (16347.59) | 10591.00 | (26938.59) |

| | | | | | |
|---|-------------------|--------------------|------------------|---------------|------------------|
| Total Surplus/Deficit Core and Unrestricted Projects | 124,093.35 | -126,186.93 | -2,093.58 | 719.00 | -2,812.58 |
|---|-------------------|--------------------|------------------|---------------|------------------|

Item 10 –Management Accounts

| Restricted Projects | Balance b/f 01/04/20 | Income in the year to 30/09/20 | Expected income not yet received | Expenditure in the year to 30/09/20 | Balance | Estimate Spend for the balance of the year | Estimated Balance at 31/03/21 |
|----------------------------------|-------------------------|-----------------------------------|--|---|-------------------|---|-------------------------------------|
| Resilient Heritage (HLF) | 745.00 | 0.00 | 0.00 | 0.00 | 745.00 | 0.00 | 745.00 |
| Capacity - Collaborative Work | 0.00 | 16,000.00 | 0.00 | -3,357.00 | 12,643.00 | -12,643.00 | 0.00 |
| Tests and Trials | 209,190.45 | 203,023.00 | 445,532.00 | -119,257.87 | 738,487.58 | -738,487.58 | 0.00 |
| ELMS advocacy | 0.00 | 0.00 | 171,093.00 | 0.00 | 171,093.00 | -171,093.00 | 0.00 |
| Laurel Prize | 0.00 | 3,600.00 | 0.00 | 0.00 | 3,600.00 | -3,600.00 | 0.00 |
| WEIF | 0.00 | 59,987.27 | 0.00 | -59,487.27 | 500.00 | 0.00 | 500.00 |
| Art in the Landscape | 3,010.00 | 0.00 | 1,490.00 | -3,960.00 | 540.00 | -3,960.00 | -3,420.00 |
| All Wales Collaboration | 12,500.00 | 0.00 | 0.00 | -12,500.00 | 0.00 | 0.00 | 0.00 |
| Wales Development Manager | 69,442.00 | 0.00 | 4563.00 | -24,187.73 | 49,817.27 | -49,817.27 | 0.00 |
| Total Restricted Projects | 294,887.45 | 282,610.27 | 622,678.00 | -222,749.87 | 977,425.85 | -979,600.85 | -2,175.00 |

| Reserves | Balance b/f 01/04/20 | Estimated Movement in the year | Estimated Balance at 31/3/21 |
|-----------------------|-------------------------|--------------------------------------|------------------------------------|
| Unrestricted Funds | 125,256.00 | -2,093.58 | 123,162.42 |
| Restricted Funds | 284,861.00 | -297,062.45 | -12,201.45 |
| Total Reserves | 410,117.00 | -299,156.03 | 110,960.97 |

Item 11 - Strategic Risk Register

| | |
|-----------|---|
| Report to | The Board of the National Association for AONBs |
| Subject | NAAONB Strategic Risk Register |
| Date | 7 ^h October 2020 |
| 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 in light of the report on Sustainability and Governance

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. Often, risks are nested and dependent. Where this is the case, risks have been presented together.

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.

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 Conclusion

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

Annex 1 - The NAAONB current top risks

1. Risk - Economy impacts our ability to support our strategic objectives

Current Mitigation

Review strategic plan

Commentary

The scale of state intervention to support the economy during the Covid 19 pandemic is unprecedented and will lead to the highest level of public debt as a percentage of GDP in peacetime history. These costs, combined with a decrease in tax receipts and other revenues resulting from increased levels of unemployment, reduced consumption and business inactivity/closure, will reduce the tax revenue for both the UK and Welsh Governments. In parallel there will be pressure for increased spending on the health sector, not only to enhance the state of preparation for any future events but also to deal with the urgent and non-urgent demands that have built up during the pandemic. The significant rise in unemployment and the pressure for action to reduce the marked inequalities that have been highlighted in recent months will also increase demands upon the public purse. With these factors in mind we must anticipate an increase in pressure on the public finances, with an inevitable decrease in funding available for designated landscapes.

2. Risk - Over reliance on one source of funding (e.g. grants)

Current mitigation

Maintain a fundraising strategy with broad funding base

Commentary

The NAAONB has been effective in increasing its funding streams over the last year. However, our mitigation measure to maintain a resourcing strategy with broad funding base is not being met. We have no resourcing strategy in place and little resources to direct towards producing one. Trustees and Executive have invested in a facilitated meeting to support this necessary development, but further work is on hold pending the governance review currently taking place.

3. Risk – Free reserves falls below target

Current Mitigation

Quarterly monitoring of free reserves. Review fundraising strategy and put in place cost-cutting plan

Commentary

The loss of conference income has resulted in a reduction in essential unrestricted income. We have invested in developing a new, online, approach to running events but this is still in its infancy. Once updated infrastructure is in place, we will need to consider how best we monetize our online activity, to whom we market it, and how we do this effectively. This will require marketing skills we currently do not have.

Item 12 NAAONB Staff and Trustee Activity Report

| | |
|-----------|---|
| Report to | The National Association for AONBs Board of Trustees |
| Subject | NAAONB Staff and Trustee Activity Report |
| Date | 7 th October 2020 |
| Report by | Staff members and Trustees |
| 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 2020). 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 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.

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

| | |
|---|---|
|  | <p>Income Negatively impacted by COVID-19 – loss of income from annual conference and Chairman’s conference</p> |
|  | <p>Expenditure – reduced due to lack of travel and meetings</p> |
|  | <p>Cash flow – as expected</p> |

End of papers