

79th MEETING OF THE NAAONB MANAGEMENT BOARD AGENDA

Thursday 14th March 2019 1.30pm

BVSC, The Centre for Voluntary Action, 138 Digbeth, Birmingham, B5 6DR

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, Richard Clarke - Policy & Development Manager,
Amber Carter - Office & Membership Manager

Invitees - Observers Lisa Tomos - NRW, Tom Moat - NE, Alex Machin - Defra

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes and matters arising** (PH) for agreement (10 mins)
4. **Landscapes for Life Conference 2019** (CWS) for discussion & agreement (15 mins)
5. **The Bowland Award** (RC) for discussion & agreement (10 mins)
6. **Additional membership category** (AC) for discussion & agreement (10 mins)
7. **Review of Insurances** (AC) for information & agreement (5 mins)
8. **NAAONB Reserves Policy review** (HD) for information & agreement (5 mins)
9. **NAAONB Draft Budget 2019/20 and cash flow forecast** (HD) for agreement (5 mins)
10. **Management Accounts** (AC) for information & agreement (5 mins)
11. **Strategic Risk** (HD) for information & agreement (5 mins)
12. **Future Landscapes update** (RC) for information (10 mins)
13. **Glover Review update** - verbal (HD) for information (10 mins)
14. **Post Brexit Legislative Framework** - verbal (HD/RC) for information (10 mins)
 - **Agriculture Bill**
 - **Tests and Trials**
 - **Environment Bill**
15. **NAAONB Portfolio & Staff Activity Report** (Portfolio holders & staff) for information (5 mins)
16. **Defra Report** - verbal (AM) for information (10 mins)
17. **Natural England Report** - verbal (TM) for information (10 mins)
18. **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.

Dates of next meetings for information

Thursday 13th of June 2019

Thursday 31st of Oct 2019

Thursday 28th of Nov 2019 (Chairmen's Conference & AGM)

The National Association for Areas of Outstanding Natural Beauty

Belmont House, Shrewsbury Business Park
Shrewsbury, Shropshire, SY2 6LG

07964 535166

amber.carter@landscapesforlife.org.uk

Twitter @NAAONB

A company limited by guarantee no: 4729800

Charity Number: 1158871

Registered office as above

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 78th meeting of the NAAONB Board of Trustees
Date 14th March 2019
Purpose For agreement

MINUTES OF THE 78th MEETING OF THE NAAONB MANAGEMENT BOARD OF TRUSTEES HELD AT 1.30PM AT THE BVSC, BIRMINGHAM HELD ON THURSDAY 11th OCTOBER 2018

Attendees - Trustees Philip Hygate, Rose Day, Chris Woodley-Stewart, Nick Holliday, Mat Roberts, Lucy Barron, James Williamson. NB Denise Hewlett, Paul Walton joined by skype part way through the meeting.

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, Dan Jones - Defra (by skype), John Butterfield - Natural England

1. Apologies

None received

2. Declarations of Interest

None given

3. Minutes and matters arising

Matters arising

The Chief Executive highlighted that the Agri-Environment offer will be covered as part of the later discussion.

There was a discussion regarding the MEOPL data, Andrew Sells has been written to, nothing has been received in response.

The minutes were agreed as accurate.

Agreed nem. con.

4. Chairmen's Conference 2018

The Communications and Events Manager (JS) introduced the paper.

Mat Roberts commented that he thought it was problematic that the programme showed Julian Glover not attending when the "Big Asks" speakers would be making our case. JS explained Julian had been invited for the full day and agreed to attend between 13.00 and 14.00 only. She reassured the Board that a full report including the content from the morning speakers would be available after the event and would be fed in to the Review Panel as part of our evidence.

5. AGM 2018 - Agenda and Papers

It was noted that there were typos in the list of attendees.

Action: AC to check and correct

The Board requested that the wording on page 2 of draft company report was checked and corrected before the Papers were published.

Action: AC to check and correct

Item 3 - Minutes and matters arising

6. Business Plan 2018-20 and Budget update

The Chief Executive (HD) introduced the paper.

He informed the Board that in response to political context he had reviewed the NAAONB Business Plan and the staffs' related work programme. He added that Advocacy and Communications work will concentrate on the Review of Designated Landscapes (England).

Comments from the Board were:

Lucy Barron - Management Plans – Lucy commented that it would be useful to have standard text giving context of the Management Plan in the year of the Glover Review.

James Williamson – Strategic Corporate Partners – James queried the sense behind dropping the objective 'clear productive relationships developed with two strategic corporate partners'.

HD explained this has been subsumed by the development of the Board's resourcing strategy.

HD added that

- all of the page 28 Wales work that is red is included in the item on page 29.
- it is hoped that the HLF project will replace the national funding bids item in red on page 30.
- we are using the HLF programme to replace the red on page 31.

Nick Holliday – Workplan and Workloads - Trustees are beholden to CEO to reprogramme the workplan as Trustees don't know the day to day workloads of staff.

HD responded that the workplan is realistic but challenging.

Nick Holliday – Finances – the NAAONB remains financially stretched and vulnerable and the Trustees should remain aware of this.

Budget – HD commented that he had updated the budget to reduce stress on staff.

Recommendations:

It was recommended that the Board

- Note the background to this paper
- Considers the content and implications of this update
- Agrees the business plan with or without amendments (Annex 1)
- Considers the updated budget (Annex 2)
- Adopts this updated budget with or without amendments

Recommendations accepted proposed: Nick Holiday

Seconded: Rose Day

Agreed: Unanimously

7. VAT Registration

The Honorary Secretary (JW) introduced the paper.

It was recommended that the Board

- Discussed the content of the paper
- Reviewed the pros and cons of registering for VAT
- Agreed not to register for VAT at this time but to review the proposal annually at the time of budget setting.

Recommendations accepted proposed: Chris Woodley-Stewart

Seconded: Nick Holliday

Agreed: Unanimously

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8. Glover Review of Designated Landscapes

The Chief Executive (HD) gave a verbal update of the work that the NAAONB and AONB Family had undertaken since the SoS announcement in May.

On 27th May, Secretary of State, Michael Gove, [announced the launch of the Review](#) in an exclusive in the Sunday Telegraph. The NAAONB welcomed @Julian_Glover as Chairman of the Review Panel and published its [response](#) the same day.

On 25th June, the NAAONB (Chairman, CEO and 5 Lead Officers) met with Julian to discuss the Lead Officers' "One Asks" that had been collated via Basecamp. A note of the meeting can be read [here](#).

On 26th June, NAAONB Trustees met in Birmingham to formulate their ideas for the Review.

On 25th July, Julian attended L4L2018 and spent 90 minutes listening to and making notes on audience comments and asks.

On 26th July, the NAAONB ran a briefing as part of L4L2018 to discuss the NAAONB's advocacy and communications plans as we go into the Autumn.

The NAAONB contracted Ruth Chambers, who spoke at the L4L2018 briefing, to help develop an advocacy strategy.

Following this the NAAONB produced a document which included an advocacy framework for consideration by the Lead Officers at their September meeting. This document helped

- identify the headline NAAONB asks for the review - these came from the work already done with the Trustees, the Lead Officers, the delegates at Conference and the work done on the day with the LOs.
- articulate the above in the form of a 'golden thread' that can run through all existing and planned work and events (media, comms, political engagement etc),
- undertake mapping of key government, parliamentary and media targets,
- suggest tactics for engaging parliamentary targets, both at Westminster (for the autumn) and at constituency level (for the summer),
- suggest some targeted media interventions,
- suggest messengers for the key asks (both within and outside the Family),
- provide some analysis of the panel members and their likely interest in AONB priorities and to suggest some direct and indirect routes to panel members
- provide some advice on how to set NAAONB asks in the context of this being a joint designated landscapes review, with the inevitable focus on National Parks that this will bring.

Once the framework is in place, we will provide a linked communications action plan which will detail national work and how to engage at a local/regional level.

In the meantime LOs have been asked to start to consider who your local audiences (both parliamentary and other) and messengers will be, so we can move quickly, collectively and efficiently in the Autumn.

Concurrent with the internal work the NAAONB has been giving briefings to CPRE, Historic England, Natural England – how we strengthen Section 85, statutory consultee status – and Defra – net gain, how do AONBs profit from development, metrics for the 25 YEP.

In addition we have produced a briefing for the AONB Family on the Agriculture Bill. In the House of Commons debate there were numerous references to landscapes and 5-6 mentions of AONBs. We

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are hopeful that the written amendment we have provided for Cheryl Gillan will be discussed at Committee stage.

Action

Trustees agreed to have an online discussion on Basecamp once LO notes have been typed up.

9. HLF Resilient Heritage update

The National Policy and Development Manager (RC) introduced the item.

Following a successful bid to the Heritage Lottery Fund's (HLF) Resilient Heritage Programme, the NAAONB has been awarded £164,300. This has allowed the NAAONB to set up the Future Landscapes Project. The Policy and Development Manager is acting as the Future Landscapes Project Manager, on a part-time basis, and is undertaking work that will make the NAAONB Charity and the AONB Family more resilient and better prepared to address identified strategic challenges. There are two elements to the project.

1. The sustainability and governance of the NAAONB Charity will be reviewed to include a critical investigation of the remit, structures, resourcing and accountability of the organization to its members, potential members, and wider stakeholders.

2. A Professional and Personal Development Programme will be delivered to a cohort of AONB staff to help develop greater levels of collaborative working through personality profiling, coaching and constructive inquiry.

To help the delivery of the Future Landscapes and back fill some the Policy and Development Manager time two new contractors been recruited to the NAAONB Team on a part-time basis.

- Future Landscapes Project Assistant, Marie Micol, 12-month contract 3 days/week.
- National Policy Officer, Ian Marshall, 15-month contract 2days/week.

Progress on the Future Landscapes Project will be reported to the next Board meeting.

10. Strategic Risk

The Chief Executive (HD) introduced the paper explaining that the Board had last considered and agreed an updated risk register in June 2015 and further agreed that the ongoing process of monitoring and review should be delegated to the Chief Executive who should report on the top three risks at each Board meeting. This he had done.

However, he added that there needs to be a clear link between strategy and risk management. He underlined the recent loss of core grant aid from NRW and its associated impact on staff, budgets, ability to deliver and relationship with the membership as an opportunity for the Board to increase its engagement with strategic risk management and review.

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.

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11. Management Accounts

Adopted nem. con.

12. NAAONB Staff & Trustee Activity Report

Adopted nem. con.

13. Defra Report

Dan Jones joined the meeting by skype and gave a verbal update on the Glover Review.

He reported that the Panel is still as ambitious as ever but there is more understanding of the scale of the task. They have visited most National Parks now. The Panel met for the first time last week and there is an appetite to get out and see as many AONBs as possible. Hopefully over the next couple of weeks, there will be clarity over which AONBs they will be visiting.

He reminded trustees that the Panel is more interested in fundamentals than tweaking.

Timescales – the call for evidence will come “soon” – by end of year. Louise Leighton-McTague would call Howard before it was announced.

14. Cyfoeth Naturiol Cymru - Natural Resources Wales Report (NB because of staff travel needs, this paper was taken after Item 7)

NRW's Liza Tomos (LT) gave a verbal report and undertook to send a written report to be added to published papers.

LT said

- The announcement of the new NRW Chair is imminent and requested that they be invited to the Chairmen's Conference.
- Area statements are being produced across Wales. They will be in place by March 2020 and landscape is included. NRW funding will in the future align with the issues coming out of the area statements.
- These are exciting times in Wales for AONBs. The Minister has sought information for creating parity between AONBs and NPs.
- Wales' post-Brexit publication has been published. AONB Partnerships are not mentioned as delivery mechanisms although NPAs are. NRW looking to address this.
- The Landscape Lead at Welsh Government, John Watkins, is moving to Sustainable Development.

The NAAONB Policy and Development Manager (RC) asked whether there would be another round of interim NRW funding. LT responded that there wouldn't be officially but that they were reviewing how the last funding was granted and recognizing the issues that unsuccessful grants brought about.

15. Natural England Report (NB because of staff travel needs, this paper was taken after NRW's Report following Item 7)

Natural England's John Butterworth introduced the paper.

He said that Natural England had three priorities

- Delivery of variation of the Suffolk Coast and Heaths boundary. There had been a lot of responses and overall these were favourable. However objectors have made more detailed input. A proposed draft variation order would be put to the NE Board in December.

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- The Glover Review – NE have been asked to respond to requests from the Review Panel. These have focused on how Designated Landscapes contribute to biodiversity and on understanding how the various different designations fit together.
HD comment that there are criteria for AONB designation and different criteria for NP designation. He urged that the creation of a hierarchy of rigour for designation should not be encouraged.

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.

Cannock Chase AONB Partnership has written to the Board seeking to apply for membership of the NAAONB.

Approval proposed: Nick Holiday

Seconded: Lucy Barron

Approved: Unanimously

Nick Holiday added that Neil Curwen, former Board member, had died the previous week and he had attended the funeral representing the NAAONB.

Meeting Closed

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 NAAONB Annual General Meeting 2018
Date 14th March 2019
Purpose For agreement

MINUTES OF THE NAAONB ANNUAL GENERAL MEETING HELD ON THURSDAY 29th NOVEMBER 2018 AT 3.15PM HELD AT BROADWAY HOUSE, LONDON

Attendees

Blackdown Hills AONB Partnership	Paul Diviani
Blackdown Hills AONB Partnership	Tim Youngs
Chichester Harbour AONB Partnership	Jeremy Hunt
Chichester Harbour AONB Partnership	Robert Macdonald
Cornwall AONB Partnership	Colette Beckham
Cornwall AONB Partnership	Gill Pipkin
Dedham Vale AONB Advisory Committee	Nigel Chapman
Dedham Vale AONB Partnership	Robert Erith
East Devon AONB Partnership	Chris Woodruff
High Weald AONB Partnership	Jason Lavender
High Weald AONB Partnership	Sally Marsh
Howardian Hills AONB Partnership	Paul Jackson
Lincolnshire Wolds AONB Partnership	Steve Jack
National Association for AONBs	Amber Carter
National Association for AONBs	Howard Davies
National Association for AONBs	Ian Marshall
National Association for AONBs	James Williamson
National Association for AONBs	Mat Roberts
National Association for AONBs	Nick Holliday
National Association for AONBs	Paul Walton
National Association for AONBs	Philip Hygate
National Association for AONBs	Richard Clarke
National Association for AONBs	Rose Day
National Association for AONBs and Arnside and Silverdale AONB Partnership	Lucy Barron
National Association for AONBs and North Pennines AONB Partnership	Chris Woodley-Stewart
Norfolk Coast AONB Partnership	Estelle Hook
North Pennines AONB Partnership	Jan Simmonds
North Wessex Downs AONB Partnership	Henry Oliver
North Wessex Downs AONB Partnership	Ted Hiscocks
Quantock Hills Joint Advisory Committee	Mike Caswell
Solway Coast AONB Partnership	Naomi Hewitt
South Devon AONB Partnership	Roger English
Surrey Hills AONB Partnership	Rob Fairbanks
Tamar Valley AONB Partnership	Corinna Woodall
Wye Valley AONB Partnership	Andrew Blake

Item 3 - Minutes and matters arising

Item 1 Apologies

Apologies were received from the following.

Arnside and Silverdale AONB Partnership	Brian Meakin
Dorset AONB Partnership	Tom Munro
East Devon AONB Partnership	Graham Godbeer
Forest of Bowland AONB Partnership	Albert Atkinson
Forest of Bowland AONB Partnership	Elliott Lorimer
Gower AONB Partnership	Robin Kirby
Gower AONB Partnership	Chris Lindley
Gower AONB Partnership	Paul Lloyd
High Weald AONB Partnership	Sylvia Tidy
Howardian Hills AONB Partnership	Robert Wainright
Lincolnshire Wolds AONB Partnership	Richard Avison
Lincolnshire Wolds Joint Advisory Committee	Stuart Parker
Norfolk Coast AONB Partnership	Brian Long
Norfolk Coast AONB Partnership	Marie Strong
North Devon AONB Partnership	Jenny Carey-Wood
North Devon Coast AONB Partnership	Steve Mulberry
Shropshire Hills AONB Partnership	Phil Holden
Solway Coast AONB Partnership	Bill Jefferson
Suffolk Coast and Heaths AONB Partnership	David Wood
Wye Valley AONB Partnership	Phil Cutter

Item 2 Introduction of current NAAONB Board members

The Board members present introduced themselves - Rose Day, Mat Roberts, Chris Woodley-Stewart, Lucy Barron, Paul Walton, James Williamson, Nick Holliday

Item 3 AGM November 23rd 2017 - Minutes and matters arising

The Chairman introduced this paper and went through the minutes page by page for accuracy and took the following corrections.

The Chairman went through the matters arising page by page.

The Chief Executive highlighted that as part of Item 8 - the review of membership rates, it was agreed in 2017 that rates would be reviewed each March, however, this should be brought forward to January as it is not possible to incorporate the annual increase in membership rates into budgets prior to the beginning of the financial year when the figures are unknown.

Resolution that the minutes be agreed as true and accurate record, and the matters arising be noted.

Agreed: Unanimously

Item 4 Chairman's Annual Report 2017-18

The Chairman introduced this report and took questions from the floor.
No questions were raised.

Item 3 - Minutes and matters arising

Item 5 **Financial Report 2017-18**

James Williamson introduced this report and took questions from the floor.

It was highlighted that there are spelling errors on Page 6 of the report.

There was a question regarding the drop-in membership fees between financial years.

Amber Carter responded that the difference is due to the correction of prepayments, due to a previous book keeping error in old accounts, rather than an actual drop in membership (two AONB Partnerships pay their membership in advance of the financial year, however, previously this was not assigned to the correct financial year - resulting in too many payments in one year and too few in 2016-17).

There was another question regarding what the sales figures relate to.

The Chief Executive responded that the sales are delegate fees at our national events.

It was highlighted that there is a gap on the form on page 8 where it states, "enter body here".

Resolved that the accounts, with the above corrections be agreed, signed and submitted to Companies House and the Charities Commission.

Proposed: Jason Lavender

Seconded: Andrew Blake

Agreed: Unanimously

Item 6 **Chief Executive's Report of work completed for NAAONB Business Plan Oct 2017 - Oct 2018**

The Chief Executive introduced this report and announced the retirement of Jill Smith and thanked her for her 19 years of service to the NAAONB. He then took questions from the floor.

No questions were raised.

Item 7 **Appointment of Trustees and auditors**

The Chairman introduced this report and proposed that the current auditors - Whittingham Riddell be re-appointed.

Proposed: Philip Hygate

Agreed: nem. con.

The Chairman then highlighted that the following Trustees are required to step down at this AGM as they have come to the end of their current term serving on the NAAONB Management Board. Philip Hygate, Mat Roberts, Chris Woodley-Stewart, Rose Day and Nick Holliday (Rose Day and Nick Holliday were co-opted for a year in 2017).

It was also clarified that it is considered important to keep the makeup of the Board stable whilst the HLF funded Resilient Heritage review is underway. The review is to be looking into the governance of the NAAONB including Trustee succession planning and a review of the Mem and Arts.

Resolved that the 5 Board members be re-appointed/co-opted to the Board to keep stability during the review period.

Proposed: Jason Lavender

Seconded: Chris Woodruff

Agreed: Unanimously

Item 8 **AOB** - None received

Meeting closed at 15.42

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 NAAONB Extraordinary Board Meeting (following the AGM 2018)
Date 14th March 2019
Purpose For agreement

MINUTES OF THE NAAONB EXTRAORDINARY BOARD MEETING FOLLOWING NAAONB AGM AT BROADWAY HOUSE, LONDON THURSDAY 29th NOVEMBER 2018

Attendees - Trustees Paul Walton, Lucy Barron, Denise Hewlett, James Williamson

Attendees - Trustees Elect Philip Hygate, Rose Day, Chris Woodley-Stewart, Nick Holliday,
Mat Roberts

Attendees - Staff Howard Davies - Chief Executive, Richard Clarke - National Policy and
Development Manager, Amber Carter - Office & Membership Manager

1. Apologies

Apologies were received from Trustee Denise Hewlett and NAAONB Staff Jill Smith -
Communications & Events Manager.

2. Election of Chairman

[At this point Philip Hygate left the room](#)

Chris Woodley-Stewart informed the Board that Philip Hygate is willing to stand again, he then asked
for any other nominations.

None were raised.

Resolved that Philip Hygate continue as Chairman.

Proposed: Rose day Seconded: Lucy Barron

[At this point Philip Hygate returned to the room](#)

3. Election of Vice-Chairman

The Chairman informed the Board that Chris Woodley-Stewart is willing to stand again, he then
asked for any other nominations.

None were raised.

Resolved that Chris Woodley Stewart continue as Vice-Chairman.

Proposed: Mat Roberts Seconded: Lucy Barron

4. Appointment of Trustees and Co-Options

Resolved that Rose Day and Nick Holliday be co-opted for a further year.

Proposed: Mat Roberts Seconded: Chris Woodley-Stewart

AOB

None received.

Meeting closed at 15.45

Item 4 - Landscapes for Life Conference 2019

Item 4 - Landscapes for Life Conference 2019

Report to The National Association for AONBs Board of Trustees
Subject Landscapes for Life Conference 2019
Date 14th March 2019
Report by Howard Davies (Chief Executive)
Purpose To brief Trustees on the development of the Landscapes for Life Conference 2019

RECOMMENDATIONS

It is recommended that The Board

- notes this paper,
- considers and discusses any further requirements

Background

The Landscapes for Life Conference 2019 (L4L2019) will take place at the University of Essex, Colchester from Wednesday 10th – Thursday 11th July. This conference will form part of our celebration of the 70th anniversary of the 1949 National Parks and Access to the Countryside Act; the Act that created Areas of Outstanding Natural Beauty.

The theme of the Conference will be a celebration of Natural Beauty within the context of tackling two contemporary challenges – reversing biodiversity loss and climate change mitigation and adaptation. It will consider the past but focus on the future. Conference will challenge the audience to optimally deliver on these pressing priorities.

We are intending to attract a diverse body of speakers, many of which have already confirmed attendance, including

The Lord Gardiner of Kimble	Parliamentary Under Secretary of State (Defra)
Dame Fiona Reynolds	Master of Emmanuel College, Cambridge
Julian Glover	Leader of the Review of National Parks and AONBs in England
Margaret Paren	Chair of National Parks England
Prof Jules Pretty	Professor of Environment and Society at the University of Essex
Nigel Dudley	Advisor to WWF International, member of the IUCN World Commission on Protected Areas
Dr David Clubb	Head of Digital, Renewable UK

Field trips will take place before the formal part of conference and will be organised by the host AONB Partnerships. Interactive workshops will form an integral element of conference, some of which will serve to help inform the development of The Colchester Declaration.

The Colchester Declaration will be a significant statement of collective ambition and intent by AONB teams and partnerships, supported by the NAAONB, to deliver on nature recovery and climate change mitigation and adaptation. It will boldly articulate the role of AONBs in delivering on contemporary priorities through the conservation and enhancement of natural beauty, and will raise the profile of the landscape approach. The declaration is targeted at national decision makers.

We intend the Colchester Declaration to reaffirm commitments made in our response to the Glover Review, and add value to the #iWill campaign, itself designed to bring together hundreds of organisations from all sectors to embed meaningful social action into the lives of young people across the UK.

Item 4 - Landscapes for Life Conference 2019

Conference will also form a platform for the development of two further pieces of work designed to celebrate 70 years of the '49 Act.

- National Arts Programme - a major national project aimed at attracting support from Arts Council England to provide a creative and distinctive way to engage new audiences with AONBs using a wide range of art forms to engage with the natural environment.
- Sharing Spaces - a high quality special edition publication to celebrate 70 years of protected landscapes in the UK, co-produced with NAAONB and AONB partnerships/conservation boards.

Objectives

- To provide trustees with an update on conference development, and those additional elements that form part of our 70th Anniversary celebrations.

Conclusion

This is a paper for information.

Item 5 - The Bowland Award

Item 5 - The Bowland Award

Report to	The National Association for AONBs Board of Trustees
Subject	The Bowland Award
Date	14 th March 2019
Report by	Richard Clarke (National Policy and Development Manager)
Purpose	To consider how the nominees for the Bowland Award can be managed at this year's Landscapes for Life Conference.

RECOMMENDATIONS

It is recommended that the Board

- Consider the proposals for the Bowland Award for this Year's Landscapes for Life Conference and provide a strategic steer.

Background

The Bowland Award is awarded annually for the best project, best practice or outstanding contribution to the wellbeing of Areas of Outstanding Natural Beauty. The Award provides a platform to highlight the range of activity taking place across the country and the variety of AONB landscapes.

The only criteria against which nominations for the award are evaluated is the subject matter. The subject for the Bowland Award changes each year and is aligned with the Conference Theme. In May/June, prior to the conference, nominations are invited. To date there has never been the need to short-list nominations as the number of nominations received has never been unmanageable. If the need to short-list nominations arises, a procedure would have to be put in place.

Nominees are normally invited to give a "final pitch" at Landscapes for Life Conference. The pitches are made to the full conference and supposed to be limited to five minutes, but in recent years have been progressively more elaborate and lengthier. In 2018 the Bowland Award presentations took over an hour which makes up a significant component of the day's proceedings. They are also a very one-way exchange with the audience not having any opportunity to ask questions or explore their nomination in greater depth.

Introduction

In the past few years the NAAONB has sought to make more of the Bowland Award. But the format and process has remained relatively unchanged with the exception of the complexity of the "pitches". In 2019 there is an opportunity to make more of the Bowland Award, both in the depth of project presentation, and the way delegates gain greater understanding of the nominations. This will have to be achieved without taking up too much of what is an exciting and packed programme.

The NAAONB Board is being asked to consider and provide guidance on a new format for the Bowland Award.

Item 5 - The Bowland Award

Proposals for 2019 Bowland Award at Conference

- Nominations will be invited for projects, initiatives and group activities.
- The Theme for Conference this year is Natural Beauty – delivering for the 21st Century and nominations will need to reflect this theme.
- Nominations will be invited to prepare an AO poster that will be prominently displayed in a conference public area throughout the conference.
- Nominations will also be given an opportunity to have a stall as part of the “Market Place”.
- Each nominee will be given space and 10-minute time slot to hold a Q&A session. These will run in turn so delegates can attend all the nominee’s Q&A sessions. This will run from 1 o’clock on day 2, in parallel to this there will an opportunity to take part in the “Speed Dating” session which will be run as part of the “Market Place”.
- At registration all conference delegates will be given a token with which to cast their vote.
- Votes will be cast throughout the afternoon of Day 2.
- The Bowland Award will be presented on the final day around midday.

These changes to how the nominees present their work is so that conference delegates can gain a greater understanding of the nominee’s work and make more informed decisions, without the Bowland Award process taking a disproportionate amount of the main conference business.

Richard Clarke
Feb 2019

Item 6 - Additional membership category

Item 6 - Additional membership category

Report to	The National Association for AONBs Board of Trustees
Subject	Additional membership level
Date	14 th March 2019
Report by	Amber Carter (Office and Membership Manager)
Purpose	To agree a new membership level for agencies

RECOMMENDATIONS

It is recommended that the Board

- Note the background to the paper
- Discuss the implications of creating this membership category
- Agree the new membership level set out in Annex 1, with or without modifications.
- Agree the level of access to Basecamp for this membership category

Background

Following interest from one country agency to become a member of the NAAONB a new membership category has been proposed - Agency Member. The proposed level of membership and associated cost is set out in Annex 1.

This category will allow agencies to join the NAAONB as a member and receive member benefits. It is proposed that this level of membership will be advertised to other agencies such as Natural England, Forestry Commission, Environment Agency etc.

This proposal prompted a national discussion over access to Basecamp. The conclusions of, and recommendations following, this discussion are also outlined in Annex 1.

Objectives

To provide the opportunity for trustees to discuss the implications of a new membership category and exercise their responsibilities set out in the Memorandum and Articles of Association over new members (Annex 2).

Conclusion

This is a paper for discussion and agreement

Annex 1 - Proposed Member Benefits

Membership Category	Benefits	Fee (£)
Agency Member	Collaborative engagement with NAAONB and AONB Family over strategic planning Collaborative engagement with NAAONB over Business Planning Insight into, and information on, strategic UK matters surrounding designated landscapes, including latest thinking and policy development Access to Basecamp (the AONB Family project management tool and discussion forum) providing <ul style="list-style-type: none"> • Engagement with AONB Family around collaborative work, • Easy access to good practice/case studies/research and novel thinking on designate landscapes from across the UK • Access to policy documents and papers on multiple subjects of interest to designated landscape managers including biodiversity, planning, housing and transport Discounted places on events including training/National Conference Opportunities to display free of charge at the National Conference Access to NAAONB staff Voting rights on the appointment of trustees to the NAAONB	4500

Access to Basecamp

This particular benefit proposal generated a high level of interest across the existing membership. The headline message received was that the existing membership welcomes greater opportunity to debate and discuss issues with agencies, and supports greater collaboration in this area. However, AONB Lead Officers and staff wish to retain a small number of private areas for internal discussions.

It is therefore proposed that the Lead Officers forum and Planning and Consultations area remains accessible to existing members only, with agency members given access to all other areas of Basecamp. Agency members would initially be given access right for two individuals although this could be reviewed upwards as necessary.

Lead Officers will remain able to propose the creation of new 'private' areas subject to available space, although the default position will be to allow all members access to new areas.

This new arrangement would be communicated across the existing membership and would be supported by an updated protocol stating the need for users to identify themselves, their employing organisation, and their role.

Annex 2 - Extract from the NAAONB's Memorandum and Articles of Association on membership

- 6.2 Membership of the Charity is open to any individual or organisation interested in promoting the Objects who:
- 6.2.1 applies to the Charity in the form required by the Trustees;
 - 6.2.2 is approved by the Trustees; and
 - 6.2.3 signs the register of Members or consents in writing to become a Member either personally or (in the case of an organisation) through an authorised representative.
- 6.3 The Trustees may establish different classes and rates of Membership (including Full and Associate Membership), prescribe their respective privileges and duties and set the amounts of any subscriptions.

Item 6 - Additional membership category

Annex 3 - Membership rates 2019/20

Following agreement at the AGM, November 2017, NAAONB membership rates are linked to the Consumer Price Index, and as a result, rate rise a small amount each year. (The percentage of this rise is calculated in January based on the annual report by the ONS).

Membership Category	Benefits	Fee (£)
AONB partnership member	AONB full partner package including: part of AONB Family collaborative work, Basecamp, discounted places on training/conference, access to NAAONB staff, vote at the AGM	2,619
Local Authority member (Full)	Local Authority (full) package including: part of AONB Family collaborative work, Basecamp, discounted places on training/conference, access to NAAONB staff, vote at the AGM	629
Local Authority member (Reduced)	Local Authority (reduced) package including: part of AONB Family collaborative work, Basecamp, discounted places on training/conference, access to NAAONB staff	105
Organisational member with t/o <£500k	AONB organisation package including: part of AONB Family collaborative work, Basecamp, discounted places on training/conference, access to NAAONB staff	105
Organisational member with t/o >£500k	AONB organisation package including: part of AONB Family collaborative work, Basecamp, discounted places on training/conference, access to NAAONB staff	210
Corporate member	Quarterly NAAONB Update e-news, discounted conference fee, recognition on the NAAONB website corporate section, invitation to have a display at conference, invitation to a NAAONB or an AONB celebratory event (happening near them e.g. 60th anniversary of the NP&AC Act)	786
Individual member	Individual member package including: discounted places on training/conference, access to NAAONB staff	52

Item 7 - Review of company insurances

Item 7 - Review of company insurances

Report to	The National Association for AONBs Board of Trustees
Subject	Review of company insurances
Date	14 th March 2019
Report by	Amber Carter
Purpose	To review the insurance cover required for the NAAONB

RECOMMENDATIONS

It is recommended that the Board

- Review the NAAONB's insurance requirements (annexes 1-5)
- Agree whether the current level of cover is adequate

1.0 Background

Charity trustees have a duty to protect their charity's assets and resources. All charities face risks, and insurance can be an appropriate way of protecting them against any loss, damage or liability arising from these risks.

Trustees should keep the charity insurance requirements under review, in parallel with their review of risk.

Please note, the annexes to this paper have been distributed electronically and are not included in the hard copies of the papers. <http://www.landscapesforlife.org.uk/about-us/trustees/board-meetings/>

Business equipment insurance - detail of this can be found within (Annex 1 and 2)

The NAAONB keeps an asset register which is updated annually and takes out business equipment insurance commensurate with this.

The NAAONB takes out business equipment insurance to the value of £5,000.

Employer's liability insurance - detail of this can be found within (Annex 1, 2 and 3)

Charities which employ staff are required to take out employers' liability insurance. Under the law, all employers are required to have a minimum insurance cover of £5 million for injury or disease suffered or contracted by employees while carrying out their duties.

For insurance purposes, charities are advised to treat volunteers in the same way as they do their employees and to ensure that they are covered by the usual types of insurance a charity might buy, such as employers' liability or public liability cover.

The NAAONB takes out employer's liability insurance to the value of £10 million.

Public and products liability insurance - detail of this can be found within (Annex 1 and 2)

Public liability insurance may also be appropriate for charities which carry on a business activity away from their own premises or arrange events attended by the public. In this way, the charity and its trustees, employees and volunteers would be indemnified against claims from members of the public for bodily injury/illness, loss or damage to material property inflicted in the course of the activity, event or supply.

The NAAONB takes out Public and products liability insurance to the value of £5 million.

Item 7 - Review of company insurances

Directors and Officers liability insurance - detail of this can be found within (Annex 2 and 3)
Directors and Officers liability insurance, otherwise known as Trustee indemnity insurance (TII) covers trustees from having to personally pay legal claims that are made against them (by their charity or by a third party), for a breach of trust, or a breach of duty or negligence committed by them in their capacity as trustees.

The main difference between TII and other types of insurance taken out for the benefit of the charity is that TII directly protects an individual trustee, rather than the charity itself. For that reason, TII is regarded as a form of personal benefit to a trustee and a charity will need a proper legal authority before it can buy it using its own funds. Many charities have long had this type of authority in their governing documents, but if not, s.189 of the Charities Act now provides a general power to buy TII using charity funds. The cost must be reasonable, and trustees must be sure that TII is in the best interests of their charity.

The NAAONB takes out Directors & Officers Liability insurance to the value of half a million.

Professional indemnity insurance - detail of this can be found within (Annex 4 and 5)
Professional indemnity insurance is a form of liability insurance which helps protect professional advice and service-providing individuals and companies from bearing the full cost of defending against a negligence claim made by a client, and damages awarded in such a civil lawsuit. The coverage focuses on alleged failure to perform on the part of, financial loss caused by, and error or omission in the service or product sold by the policyholder. These are causes for legal action that would not be covered by a more general liability insurance policy which addresses more direct forms of harm.

The NAAONB takes out Professional indemnity insurance to the value of £1 million.

2.0 Risk management

The NAAONB has a robust risk register. This looks at all aspects of the charity's work and business in order to identify risks that it might face. Examples of key areas of risk, and associated control measures are set out in the risk register.

3.0 Conclusion

The NAAONB evaluates risk and maintains a register of assets. Trustees should agree whether its insurance cover is adequate and appropriate.

Item 8 - NAAONB Reserves Policy Review

Item 8 - NAAONB Reserves Policy Review

Report to	The National Association for AONBs Board of Trustees
Subject	NAAONB Reserves Policy Review
Date	14 th March 2019
Report by	Howard Davies (Chief Executive)
Purpose	To review the recommended reserve requirement for the NAAONB for the financial years 2019/20 and 2020/21

RECOMMENDATIONS

It is recommended that the Board

- Discuss this paper and associated annex.
- Review the indicative reserve requirement of £70k for the financial years 2019/20 and 2020/21
- Agree an approach to any shortfall or surplus including the transfer of a proportion of the reserves into an interest earning account

Background

This policy reflects the need for a simple and clear process to calculate financial reserve requirements for the NAAONB and its application results in yearly figures set out in Annex 1.

Objectives

- To provide members with an opportunity to review the financial reserves policy and financial performance against the indicative figures set out in the current policy, and discuss an approach to any shortfall or surplus

Conclusion

This is a paper for discussion and agreement.

Annex 1 - NAAONB Reserves Policy

The National Association for Areas of Outstanding Natural Beauty Reserves Policy

Need for a Reserves Policy

1. The National Association for Areas of Outstanding Natural Beauty (NAAONB) gained charitable status in September 2014. The Charities SORP¹ requires a statement of a charities reserve policy to be made within that charity's annual report. A reserves policy is regarded as good practice and this policy is a development of the NAAONB's previous reserves policy.
2. Charity law requires any income received by a charity to be spent within a reasonable time of its receipt. The Trustees therefore have to be able to justify the holding of income as reserves. A reserves policy is also important in that it explains to existing and potential funders, donors and other stakeholders why a charity is holding a particular amount of reserves, thereby giving confidence that that charity's finances are being managed properly into the future.
3. This reserves policy addresses these aspects in accord with Charity Commission guidance².

NAAONB Reserves Policy

4. The NAAONB aims to ensure that there are sufficient reserves to service its cash flow requirement, to tide it over periods when new fund raising is required, or to allow (if necessary) the NAAONB to be dissolved while meeting its obligations to staff and creditors.
5. The NAAONB aims to run annually a balanced budget, funding reserves from unrestricted income. Identifying funding for future purchases and activities should be normal matters for the reserves.
6. The budgeted period is three years from the end of the spending year. Where there are uncertainties, appropriate levels of contingency funding will be applied.
7. Where reserves have to be drawn on unexpectedly in-year, Trustees are to indicate formally by what means and in what time period balanced budgeting is to be restored.
8. The fundamental concern of the NAAONB's Board is to ensure that staff can continue working in order to secure new funding and to meet its obligation to creditors.
9. The NAAONB's income streams are
 - a. **Core funding**

This comes from the AONB partnerships, local authorities, corporations, organisations and individual members. Each subscription buys membership for one year. If a member withdraws or the NAAONB ceases to function during the subscription year, the unused proportion of the subscription becomes refundable.

¹ **SORP.** Statement of Recommended Practice: Accounting and Reporting by Charities

² **Charity Commission.** Charities and reserves – June 2010.

Item 8 - NAAONB Reserves Policy Review

Grant Income

This income is derived primarily from Defra and occasionally from Welsh Government. The grants are paid periodically during the year. There is no liability on the NAAONB for refunding any proportions of these grants.

b. Project Income

Projects' projected income and expenditure flows are budgeted annually. Subsequent cash flows inform the level of reserves in each project case.

Level of reserves required

10. **Staff continuity.** It is estimated that 3 months would be required by the NAAONB core team to acquire new funding if normal sources ceased without notice. The core team is defined as the Chief Executive, the Evidence & Collaboration Manager, the Membership & Development Manager, and the Administrative Officer.
11. **Dissolution of the NAAONB.** It is considered prudent that an orderly dissolution of the NAAONB would be possible without continuity of current funding arrangement. Liabilities associated with employing staff are to be taken into account, as are outstanding liabilities and creditors.
12. **Project provision.** Each project will contain varying elements of risk both as to cost and to final surplus. Appropriate provision is to be made on a project by project basis.
13. **Cash flow requirements.** The reserves must be able to meet the forecast maximum cash flow during the year. Separate calculations confirm this is so.
14. **Calculation.** Annex A shows the reserves resulting from the above policy.

Maintaining, monitoring and reporting of Reserves

15. The three-year level of reserves is to be calculated by the Honorary Treasurer and the Chief Executive at the same time as the annual budget is prepared. That level of reserves is then incorporated into the budget process as a whole. An appropriate statement is to be then made in the NAAONB's Annual Report.
16. The level of reserves is to be monitored as one part of the periodic reporting of Management Accounts to the Board.
17. This policy will be reviewed annually during the budget setting process, and when there are significant changes in staff and/or project activity. Each review is to be reported in the NAAONB's Annual Report.

Annex 1 - (for NAAONB Reserves Policy)

NAAONB - Reserves Projection - 2019/2020 to 2021/2022

Element	19/20	20/21	21/22
Dissolution of Association			
Potential severance/redundancy liabilities	12,000	13,000	14,000
3 months running costs	60,250	61,455	62,684
HR Support	3,000	3,060	3,121
	75,250	77,515	79,805
Project provision			
Events	4,000	4,080	4,162
National Conference	25,000	25,500	26,010
Miscellaneous projects	5,000	5,100	5,202
	34,000	34,680	35,374
Other cash flow items			
Miscellaneous administrative costs	2,200	2,244	2,289
Auditor and accountants	6,000	6,120	6,242
Board expenses	4,000	4,080	4,162
Staff meeting room hire	800	816	832
	13,000	13,260	13,525
Total reserves required	122,250	125,455	128,704

Item 9 - NAAONB Draft Budget 2019 - 20

Item 9 - NAAONB Draft Budget 2019 - 20

Report to	The National Association for AONBs Board of Trustees
Subject	Draft budget to support delivery of the NAAONB business plan 2019-20 and associated cash flow forecast
Date	14 th March 2019
Report by	Howard Davies (Chief Executive)
Purpose	To present a draft of the NAAONB budget and cash flow forecast for the financial year 2019-20.

RECOMMENDATIONS

It is recommended that the Board

- Note the background to this paper
- Consider the draft budget and cashflow forecast
- Adopts this draft budget with or without amendments

Background

The Board of Trustees is currently delivering on its business plan for the period 2018 – 20.

This business plan proposes a budget (Annex 1.) for adoption for the financial year 2019-20. The NAAONB is currently undergoing a governance review, from which will result advice on future business plans. A new business plan will be presented to the Board, with associated budgets and cashflow forecasts, in March 2020.

This draft budget is supported by a draft cash flow forecast for the same period (Annex 2).

Objectives

To provide trustees with an opportunity to review the NAAONB draft budget for the financial year 2019-20 and the cash flow forecast for the same period before adoption with or without amendments

Conclusion

This is a paper for discussion and agreement

Annex 1 - Proposed budget for 2019 - 20

	Spend 2018/19	Proposed 2019/20
Core Income		
AONB partnerships, Conservation Boards England	£84,676	£87,737
AONB partnerships Wales	£11,522	£11,785
AONB partnerships Northern Ireland	£0	£0
Agency Members	£0	£4,500
Corporate Members	£770	£785
Local Authority Members	£6,572	£6,710
Associate Members	£926	£943
Contingency	£0	-£2,000
Transfer from reserves	£0	£0
Donation from Association of Countryside Volunteers	£975	£0
Cost recovery	£27,900	£0
Sub total	£133,341	£110,460
Defra	£130,509	£132,755
Natural Resources Wales	£0	£0
Welsh Government	£0	£0
Contingency	£0	-£2,000
Sub total	£130,509	£130,755
Total Core Income	£263,850	£241,215
Core Expenditure		
Staff salaries, NIC, and pensions	£201,345	£201,994
Staff travel and subsistence, telephone	£13,445	£14,520
Board expenditure	£9,500	£9,500
Bid development	£0	£0
Sub total	£224,290	£226,014
Support Costs		
General Support Costs	£5,863	£7,115
Accountancy & Bookkeeping	£7,877	£6,750
HR support	£3,168	£3,168
IT upgrade & Basecamp development	£230	£1,500
Website content management	£450	£500
Staff development	£1,890	£4,000
Sub total	£19,479	£23,033
Total Core Expenditure	£243,769	£249,047
Project surpluses/deficits		
National Conference	£14,423	£12,270
Chairmen's Conference	£1,801	£1,201
Lead Officer's meeting	-£140	£100
70th Anniversary publication support	£0	-£8,000
Resilient Heritage (HLF)	£28,390	£262
Resilient Heritage (HLF) spend from reserves	-£10,000	£0
Mainstreaming Biodiversity (Outcome 1c)	£18,020	£0
Management plan support	£0	£0
All Wales Collaboration	£0	£3,500
Glover Review	-£8,931	£0
Basecamp/Website Development	£0	£0
Total project surplus/deficit	£43,563	£9,333
Total core and non-core income	£307,413	£250,548
Restricted project surplus carried forward	£54,230	£0
Annual budget surplus/deficit	£9,414	£1,501
Transfer to reserve	£9,414	£1,501
Cumulative reserve	£111,559	£113,060

Annex 2 - NAAONB Cash-flow forecast 2019-20 (Defra rescheduled payments)

19/20 Budget for adoption	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Total	
Core Income														
AONB p'ships, Conservation Boards	87,737	70,000	0	0	5,913	0	0	5,912	0	0	5,912	0	0	87,737
AONB p'ships Wales	11,785	11,785	0	0	0	0	0	0	0	0	0	0	0	11,785
AONB p'ships Northern Ireland	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Agency Members	4,500	4,500	0	0	0	0	0	0	0	0	0	0	0	4,500
Corporate Members	785	0	0	0	785	0	0	0	0	0	0	0	0	785
Local Authority Members	6,710	5,500	0	0	0	0	0	0	0	1,210	0	0	0	6,710
Associate Members	943	943	0	0	0	0	0	0	0	0	0	0	0	943
Contingency	-2,000	-2,000	0	0	0	0	0	0	0	0	0	0	0	-2,000
Transfer from reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0
110,460	90,728	0	0	6,698	0	0	5,912	0	0	7,122	0	0	0	110,460
Defra	132,755	66,378	32,627	0	0	0	66,378	0	0	0	0	0	0	165,38
Natural Resources Wales	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Welsh Government	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	-2,000	-2,000	0	0	0	0	0	0	0	0	0	0	0	-2,000
130,755	64,378	32,627	0	0	0	66,378	0	0	0	0	0	0	0	163,38
Total Core Income	241,215	155,106	32,627	0	6,698	0	66,378	5,912	0	0	7,122	0	0	273,84
Core Expenditure														
Staff salaries, NIC, and pensions	201,994	16,833	16,833	16,833	16,833	16,833	16,833	16,833	16,833	16,833	16,833	16,833	16,833	201,99
Staff travel and subsistence, telephone	14,520	1,210	1,210	1,210	1,210	1,210	1,210	1,210	1,210	1,210	1,210	1,210	1,210	14,520
Board expenditure	9,500	792	792	792	792	792	792	792	792	792	792	792	792	9,499
Bid development	0	0	0	0	0	0	0	0	0	0	0	0	0	0
226,014	18,834	18,834	18,834	18,834	18,834	18,834	18,834	18,834	18,834	18,834	18,834	18,834	18,834	226,01
Support Costs														
General Support Costs	7,115	2,243	443	443	443	443	443	443	443	443	443	443	443	7,115
Accountancy & Bookkeeping	6,750	250	250	250	250	500	3,000	250	500	500	250	250	500	6,750
HR support	3,168	264	264	264	264	264	264	264	264	264	264	264	264	3,168
IT upgrade & Basecamp development	1,500	1,500	0	0	0	0	0	0	0	0	0	0	0	1,500
Website content management	500	500	0	0	0	0	0	0	0	0	0	0	0	500
Staff development	1,000	0	0	0	0	0	0	4,000	0	0	0	0	0	4,000
23,033	4,757	957	957	957	1,207	3,707	4,957	1,207	1,207	957	957	1,207	23,033	
Total Core Expenditure	249,047	23,591	19,791	19,791	19,791	20,041	22,541	23,791	20,041	20,041	19,791	19,791	20,041	249,04

Continued on next page

Item 9 - NAAONB Draft Budget 2019 - 20

19/20 Budget for adoption	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Total
Project surpluses/deficits													
National Conference	12,270	0	0	-25,730	-4,000	42,000	0	0	0	0	0	0	12,270
Chairmen's Conference	1,201	0	0	0	0	0	1,201	0	0	0	0	0	1,201
Lead Officer's meeting	100	0	0	0	0	0	0	0	0	0	0	100	100
70th Anniversary publication support	-8,000	0	0	0	-5,000	0	-3,000	0	0	0	0	0	-8,000
Resilient Heritage (HLF)	262	7,193	7,193	7,193	-3,537	-3,537	-3,537	-9,046	-9,046	-9,046	5,477	5,477	262
Mainstreaming Biodiversity (Outcome 1c)	0	18,000	0	0	0	0	0	0	0	0	-18,000	0	0
All Wales Collaboration	3,500	0	0	0	35,000	0	0	0	0	0	-31,500	0	3,500
Glover Review	0	0	0	0	0	0	0	0	0	0	0	0	0
9,333	25,193	7,193	-18,537	27,463	33,463	-3,537	-10,845	-9,046	-9,046	5,477	-44,023	5,577	9,333
Accruals	0	32,627	0	0	0	0	0	0	0	0	0	0	
Total core and non-core income	250,548												
Restricted project surplus carried forward	0												
Annual budget surplus/deficit	1,501												
Opening Cash Balance at 1st April 2019	111,559												
Monthly cash account - end balance	268,266	288,295	217,340	231,711	245,133	285,432	256,708	227,621	198,533	191,341	127,526	113,061	

Item 10 - Management Accounts

Item 10 - Management Accounts

Report to	The National Association for AONBs Board of Trustees
Subject	Management Accounts for the 11 months to 28th Feb 2019 and the estimate for the 12 months to 31st March 2019
Date	14 th March 2019
Report by	Amber Carter (Office and Membership Manager)
Purpose	To provide an account of <ol style="list-style-type: none">1. income/expenditure of the NAAONB for the FY 2018-19, and2. an estimate for the year-end figures and resulting surplus.

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 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 2018-19.
- To provide financial clarity and transparency to staff, Board members and grant aiding bodies.
- To provide an estimate of the year-end figures 2018-19

Conclusion

Subject to the estimates of outstanding income/expenditure being realistic, the figures show a potential transfer of £9,413.77 to reserves.

Item 10 - Management Accounts

Annex 1 - Management Accounts for the 11 months to 28th Feb 2019 and the estimate for the 12 months to 31st March 2019

Account	Actual to 31/12/2018	Estimate for the balance of the year	Total of actual plus estimate for the year	Budget	Variance
Core Income					
Contributions AONB p'ships England	84,676.00	0.00	84,676.00	83,444.00	1,232.00
Contributions AONB p'ships Wales	11,522.00	0.00	11,522.00	11,554.00	(32.00)
Contributions AONB p'ships NI	0.00	0.00	0.00	0.00	0.00
Contributions corporate	770.00	0.00	770.00	770.00	0.00
Contributions local authorities	6,160.00	0.00	6,160.00	7,392.00	(1,232.00)
Contributions associate members	1,338.00	0.00	1,338.00	1,335.00	3.00
Donation	975.00	0.00	975.00	0.00	975.00
Cost Recovery	27,900.00	0.00	27,900.00	0.00	27,900.00
Contingency	0.00	0.00	0.00	(4,000.00)	4,000.00
Defra	97,881.50	32,627.50	130,509.00	130,508.00	1.00
Natural Resources Wales	0.00	0.00	0.00	25,000.00	(25,000.00)
Contingency	0.00	0.00	0.00	(2,000.00)	2,000.00
Total Core Income	231,222.50	32,627.50	263,850.00	254,003.00	9,847.00
Core Expenditure					
Staff salaries, NIC and pensions	(178,616.08)	(22,729.27)	(201,345.35)	(216,920.00)	15,574.65
Staff costs (T&S, phones)	(13,445.22)	0.00	(13,445.22)	(12,900.00)	(545.22)
Board expenditure	(8,376.76)	(1,123.24)	(9,500.00)	(9,500.00)	0.00
Bid development	0.00	0.00	0.00	0.00	0.00
Total Core Expenditure	(200,438.06)	(23,852.51)	(224,290.57)	(239,320.00)	15,029.43
Support Costs					
General support costs	(5,363.25)	(500.00)	(5,863.25)	(5,347.00)	(516.25)
Accountancy & Bookkeeping	(5,877.40)	(2,000.00)	(7,877.40)	(6,000.00)	(1,877.40)
HR Support (Peninsula)	(2,904.00)	(264.00)	(3,168.00)	(3,168.00)	0.00
IT upgrade & advocacy development	(230.00)	0.00	(230.00)	(4,500.00)	4,270.00
Basecamp development	(450.00)	0.00	(450.00)	(4,000.00)	3,550.00
Staff development	(1,890.00)	0.00	(1,890.00)	(1,000.00)	(890.00)
Total Support costs	(16,714.65)	(2,764.00)	(19,478.65)	(24,015.00)	4,536.35
Core surplus/shortfall	14,069.79	6,010.99	20,080.78	(9,332.00)	29,412.78

Continued on next page.

Item 10 - Management Accounts

Account	Actual to 31/12/2018	Estimate for the balance of the year	Total of actual plus estimate for the year	Budget	Variance
Project income					
National Conference	41,294.31	0.00	41,294.31	41,000.00	294.31
AONB Chairmen's Conference	4,350.00	0.00	4,350.00	4,625.00	(275.00)
AONB Lead Officer's meeting	1,075.00	3,821.00	4,896.00	3,000.00	1,896.00
AONB Comms Officer's meeting	0.00	0.00	0.00	2,000.00	(2,000.00)
Resilient Heritage (HLF)	92,150.00	0.00	92,150.00	82,150.00	10,000.00
Mainstreaming Biodiversity	28,240.00	0.00	28,240.00	10,220.00	18,020.00
Management Plan support	2,900.00	0.00	2,900.00	3,400.00	(500.00)
All Wales Collaboration	25,000.00	0.00	25,000.00	0.00	25,000.00
Glover Review	0.00	0.00	0.00	0.00	0.00
Total Project Income	195,009.31	3,821.00	198,830.31	146,395.00	52,435.31
Project expenditure					
National Conference	(26,871.12)	0.00	(26,871.12)	(28,000.00)	1,128.88
Chairmen's Conference	(2,549.11)	0.00	(2,549.11)	(3,630.00)	1,080.89
Lead Officer's Meeting	(5,035.99)	0.00	(5,035.99)	(2,500.00)	(2,535.99)
Comms Officer's Meeting	0.00	0.00	0.00	(2,500.00)	2,500.00
Resilient Heritage (HLF)	(34,052.30)	(29,707.70)	(63,760.00)	(79,300.00)	15,540.00
Resilient Heritage spend from reserves	(10,000.00)	0.00	(10,000.00)	0.00	(10,000.00)
Mainstreaming Biodiversity	(20,986.65)	10,766.65	(10,220.00)	(10,220.00)	0.00
Management plan support	(2,900.00)	0.00	(2,900.00)	(3,400.00)	500.00
All Wales Collaboration	(25,000.00)	0.00	(25,000.00)	0.00	(25,000.00)
Glover Review	(6,931.10)	(2,000.00)	(8,931.10)	(5,400.00)	(3,531.10)
Total Project Expenditure	(134,326.27)	(20,941.05)	(155,267.32)	(134,950.00)	(20,317.32)
Project surplus/shortfall					
National Conference	14,423.19	0.00	14,423.19	13,000.00	1,423.19
Chairmen's Conference	1,800.89	0.00	1,800.89	995.00	805.89
Lead Officer's Meeting	(3,960.99)	3,821.00	(139.99)	500.00	(639.99)
Comms Officer's Meeting	0.00	0.00	0.00	500.00	(500.00)
Resilient Heritage (HLF) [Restricted]	58,097.70	(29,707.70)	28,390.00	0.00	28,390.00
Mainstreaming Biodiversity [Restricted]	7,253.35	10,766.65	18,020.00	0.00	18,020.00
Management plan support [Restricted]	0.00	0.00	0.00	(1,000.00)	1,000.00
All Wales Collaboration [Restricted]	0.00	0.00	0.00	0.00	0.00
Glover Review	(6,931.10)	(2,000.00)	(8,931.10)	(5,400.00)	(3,531.10)
Total project surplus/shortfall	70,683.04	(17,120.05)	53,562.99	8,595.00	44,967.99
Total restricted surplus/shortfall	65,351.05	(18,941.05)	46,410.00	0.00	46,410.00
Total Core and Project Income	426,231.81	36,448.50	462,680.31	400,398.00	62,282.31
Total Core and Project Expenditure	(351,478.98)	(47,557.56)	(399,036.54)	(398,285.00)	(751.54)
Net Income and Expenditure	74,752.83	(11,109.06)	63,643.77	2,113.00	61,530.77

Net predicted surplus / deficit	63,643.77
Restricted funds predicted surplus / deficit	54,230.00
Predicted transfer to/from General Fund / Reserve	9,413.77
Predicted cumulative General Fund / Reserve	111,558.77

Item 11 - Strategic Risk Register

Item 11 - Strategic Risk Register

Report to	The Board of the National Association for AONBs
Subject	NAAONB Strategic Risk Register
Date	14 th March 2019
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

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.

Item 11 - Strategic Risk Register

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 - 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 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 HLF supported governance review currently taking place.

2. Risk – Public sector 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 towards general environmental delivery remains downwards. This is true across the AONB Family. There is still over reliance on very few sources of income.

3. Loss of key funder support / major partners withdraw from use of NAAONB /fundraising falls well below budget

Current mitigation

Maintain close relationship with funding partners. Position NAAONB as a key partner of choice for multiple funding bodies.

Commentary

Current NRW funding arrangements for the NAAONB came to an end in March 2018. We are currently engaged with Welsh Government over future funding options but the outcome of this is uncertain. We have secured temporary support through the National Park Authorities in Wales for project funding in Wales, but as this is restricted income it represents a net draw on resources, not core support. Collaborative activity in Wales is localised and politically driven.

Item 12 - Future Landscapes update

Item 12 - Future Landscapes update

Report to	The National Association for AONBs Board of Trustees
Subject	Future Landscapes update
Date	14 th March 2019
Report by	Richard Clarke (National Policy and Development Manager)
Purpose	To update the Board on work undertaken under the Future Landscape Project.

RECOMMENDATIONS

It is recommended that the Board

- note the progress being made through the Future Landscapes Project.

Background

Following a successful bid to the Heritage Lottery Fund's (HLF) Resilient Heritage Programme, the NAAONB has set up the Future Landscapes Project and, through the Future Landscapes Project Manager, is undertaking work that will make the NAAONB Charity and the AONB Family more resilient and better prepared to address identified strategic challenges in two key ways.

1. The sustainability and governance of the NAAONB Charity will be reviewed to include a critical investigation of the remit, structures, resourcing and accountability of the organization to its members, potential members, and wider stakeholders.

2. A Professional and Personal Development Programme will be delivered to a cohort of 39 AONB staff to help develop greater levels of collaborative working through personality profiling, coaching and constructive inquiry. This programme, entitled **Taking the Lead**, will then lead to the establishment of topic working groups to identify, address and find solutions to complex problems facing the AONB Family and move away from an isolated approach to working.

Both elements of the programme have been running since the end of last year.

To help the delivery of the Future Landscapes and back fill some of the Policy and Development Manager time two new contractors been recruited to the NAAONB Team on a part-time basis.

- Future Landscapes Project Assistant, Marie Micol, 12-month contract 3 days/week.
- National Policy Officer, Ian Marshall, 15-month contract 2days/week.

More information regarding the background and on-going progress of Future Landscapes can be found at <http://www.landscapesforlife.org.uk/about-us/future-landscapes/>. Towards the bottom of the page a Project Timeline can be found.

Progress to date

The sustainability and governance of the NAAONB. Matthews Associates have been retained to delivery this piece of work. They met some of the Board at the meeting on 11th October. They ran a short workshop for Trustees on 28th November and attended the Chairmen's Conference on 29th November. At the end of January Matthews Associates met with the NAAONB Chairman and Chief Executive and following on from their guidance are now engaging with some of the NAAONB external partners and stakeholders.

They will be providing an interim report in May; a final report will be presented to the Board on 13th June and findings and recommendations will be produced in July 2019.

Item 12 - Future Landscapes update

Taking the Lead Professional and Personal Development Programme. This started in September with the participants completing a self-assessment questionnaire produced by Lumina Learning. This led to all participants receiving a personalized Lumina Spark Portrait. This is a 40-page personality profile that is a valuable tool in helping them understand how they can work more effectively individually and as a part of team. During October and November 5 regional workshops were delivered by the Project Manager to help the participants get the most out of the Lumina Spark Portraits.

In November the consultancy, Odyssey, was contracted to deliver the rest of the Professional and Personal Development Programme. They started by holding a series of meetings with the participants to determine what the participants felt were the priorities for the AONB network. Once they had developed an understanding of the priorities, they tested that understanding with a “Sounding Board” of experienced AONB Lead Officers. The Sounding Board’s views were very similar to the views being expressed by the participants and so that meant work could progress to the next stage in the confidence that there was a shared understanding.

In January a launch event was held for all participants. This was about clearly demonstrating the value of collaboration, introducing the ethos of the programme and what would be expected of participants.

At the end of February, the Topic Working Groups were set up to work to deliver key pieces of work that will help the AONB Network address issues and develop new thinking. The subjects they will be tackling are very diverse ranging from Arts in the Landscape to how AONBs can engage with the new Environmental Land Management System post Brexit.

Over the coming months the Topic Working Groups will meet many times. They will be supported by Odyssey who will identify and run bespoke courses to ensure all participants develop the skills necessary to collaborate effectively and find solutions to the challenges that have been identified.

There is an expectation that the five Topic Working Groups will present their emerging thinking at the Landscapes for Life Conference in 2019. Odyssey’s support for this work will conclude in November 2019, but the work of the Topic Working Groups will continue and expand.

Overall Evaluation

As part of the conditions of receiving an HLF Resilient Heritage award there is a requirement to produce an Evaluation of the project. To deliver this a relatively small contract has been let to the consultancy Resources for Change to do this work. On 15th February they ran a workshop for NAAONB staff, representatives from the consultancies delivering the two strands of the project, and a representative from the Future Landscapes Steering Group.

The purpose of the workshop was to agree on the information to be collected to support the evaluation process and equally importantly to ensure that both elements of the project were learning from each other and working towards complementary outcomes. The workshop was very valuable, and all parties left with a greater appreciation of the project as a whole and shared understanding of what resilience looked like for the AONB Network.

The Overall Evaluation will be the final component of the Future Landscape project and will be available in December 2019.

Item 12 - Future Landscapes update

Conclusions

- All elements of the Future Landscape project are in place and operating as expected.
- The project is being delivered in close agreement with the project plan.
- AONB staff are signed up to and are actively engaged in the the Taking the Lead development programme.
- The next phase of the Sustainability and Governance contract will be around seeking the views of external stakeholders.
- The project as a whole is being delivered to budget and on time.

Richard Clarke

Feb 2019

Item 15 - NAAONB Staff and Trustee Activity Report

Report to	The National Association for AONBs Board of Trustees
Subject	NAAONB Staff and Trustee Activity Report
Date	14 th March 2019
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 (October 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.

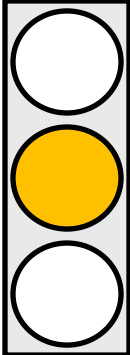
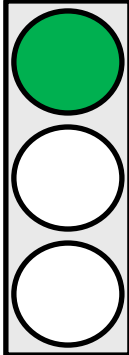
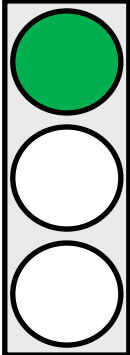
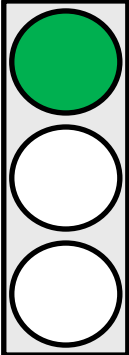
Objectives

- 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: 10px;">  </div> <ul style="list-style-type: none"> • Instigate regular meetings with Ministers, Cabinet Secretaries, and civil servants to highlight the value of the AONB designation, AONB partnerships and Conservation Boards to society • Respond to government consultations, drawing on the evidence and experience of the NAAONB and across the AONB Family • Lead on the delivery of an AONB communications action plan, linked to the advocacy plans for England and Wales • Provide input on behalf of the AONB Family to the Future Landscapes Wales programme • Devise a resourcing strategy for the NAAONB • Foster relationships with other trusts and funding bodies to explore shared agendas 	<div style="text-align: center; margin-bottom: 10px;">  </div> <p>NRW Grant application unsuccessful</p> <p>Other grant drawdown on target</p>	<div style="text-align: center; margin-bottom: 10px;">  </div> <p>In line with budget expectations</p>	<div style="text-align: center; margin-bottom: 10px;">  </div> <p>In line with budget expectations</p>