

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

Tuesday 6<sup>th</sup> October 2015 11.00am

Carrs Lane Church Centre, Carrs Lane, Birmingham, B4 7SX

Tel: 07969 888823 (Jill's mobile), 07576 321614 (Howard's mobile)

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

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

**Invitees - Observers:** Lisa Tomos - NRW, David Henshilwood - NE, Stephen Preston - Defra

1. **Apologies**
2. **Minutes and matters arising** (PH) - for agreement (5 mins)
3. **Chairmen's Conference 2015** (JS) - discussion & agreement (10 mins)
4. **Consultancy Update** **CONFIDENTIAL** (HD) - discussion & agreement (10 mins)
5. **Review of designated Landscapes in Wales** verbal (HD) - discussion & agreement (10 mins)
6. **Membership Strategy** (HD) - discussion & agreement (10 mins)
7. **Resourcing Strategy** (HD) - discussion & agreement (10 mins)
8. **Landscapes for Life Conference 2016** (CWS/JS) - discussion & agreement (10 mins)
9. **Management Accounts** (JS) - for information (5 mins)
10. **AGM 2014 - Agenda and Papers** (various) - discussion & agreement (60 mins) **CONFIDENTIAL**
  - Item 1 **Apologies**
  - Item 2 **Introduction of current NAAONB Board members with their portfolios**
  - Item 3 **AGM November 20th 2014 - Minutes and matters arising**
  - Item 4 **Chairman's Annual Report 2014-15** (to be produced prior to the AGM)
  - Item 5 **Company Secretary's Financial Report 2014-15** (figures to be distributed separately)
  - Item 6 **Consultancy Launch** (awaiting decision on item 4. of Board meeting)
  - Item 7 **CEO's Report of work completed for NAAONB Business Plan Oct 2014 - Oct 2015** (to be produced prior to the AGM)
  - Item 8 **AOB**
11. **NAAONB Portfolio & Staff Activity Report** (Portfolio holders & staff) - for information (10 mins)
12. **Defra Report** (SP) - for information (10 mins)
13. **Natural England Report** (DH) - for information (10 mins)
14. **Cyfoeth Naturiol Cymru - Natural Resources Wales Report** (LT) - for information (10 mins)

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

### Dates of next meetings for information

Thursday 19<sup>th</sup> November 2015 (AGM)

Thursday 3<sup>rd</sup> March 2016

## Item 2 - Minutes and matters arising

### Item 2 - Minutes and matters arising

Report to: The Board of the National Association for AONBs  
Subject: Minutes of the 67<sup>th</sup> meeting of the NAAONB Management Board  
Date: 06<sup>th</sup> October 2016  
Purpose: For agreement

## MINUTES OF THE 67<sup>th</sup> MEETING OF THE NAAONB MANAGEMENT BOARD HELD AT 11AM AT HELD ON 18<sup>th</sup> JUNE 2015

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

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

**Invitees - Observers:** Lisa Tomos - NRW, Liz Newton - NE, Stephen Preston - Defra

### 1. Apologies

Lisa Tomos arrived during Item 2

Mat Roberts arrived at Item 3

Apologies were received from Nick Holliday.

Chris Woodley-Stewart attended via Telecon until lunch.

David Hills tried to attend via Telecon but connection was too poor.

Rebecca Waite intended to attend via Telecon, however, connection was never made.

### 2. Minutes and matters arising

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

Lisa Tomos incorrectly spelled.

It is reported that Mat Roberts gave apologies, however he attended by phone.

P2 it states that the report be noted, however it should state that it has been agreed.

#### Matters arising:

An area on Basecamp for Trustees was requested, for storage of useful documents.

**ACTION Jill Smith to set up basecamp area for Trustees**

It was reported that Rose Day and Howard Davies are starting to look at a membership strategy Sarah Jackson offered her help with discussions around this.

It was requested that the wording in the minutes when Trustees arrive late to meetings should, state at what point in the meeting they arrived, rather than stating they 'arrived late'.

**ACTION Amber Livingston to word it as "Arrived at ...." in future.**

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

**Agreed:** Unanimously

#### Matters arising

The Board was updated on Chairman and CE activity at Welsh Government and Westminster.

Rose Day commended the CE on the report produced in relation to the Welsh Governments review on protected landscapes.

## Item 2 - Minutes and matters arising

Howard Davies reported that the draft Business Plan is essentially signed off, however the Strategic Plan (which is still being amended), has an effect on the Business Plan. It was agreed that CE should continue development of the Strategic Plan (awaiting input from the membership on the AONB Family strategy). It will be circulated to the Board when amendments have been made.

**ACTION Howard Davies to make changes and recirculate to Board electronically**

Howard Davies reported that Jill Smith is now employed by the National Association and contracts have been signed. The Board thanked the Chairman for his work on this.

Jill Smith thanked the Board for their support and success in bringing the TUPE to fruition.

A discussion was had around the reasons for setting up the consultancy.

Concerns were raised around the following:

- The NAAONB doesn't necessarily require a separate consultancy as it is legal to work in this way as the Charity.
- Full time AONB staff not having capacity to do additional work and uncertainty how additional or alternative hours would be viewed by their partnerships or employers (local authorities). It was agreed that there would need to be a clear distinction between an individual's existing contracted work with their own AONB, regular NAAONB Family work and NAAONB consultancy work.
- Mat Roberts commented that there is a lot more flexibility, pricing advantages and risk benefit to the consultancy, but raised the issue of any possible charge-out (working for AONB/contract at the same time, resulting in double payment for same work).
- Rose Day commented that conflicts of interest can be avoided using the Consultancy.
- Howard Davies responded that there are some distinct advantages. Core work is laid out in the Business Plan but we are continually asked to provide more work. The Consultancy would allow us to work on the basis of full cost recovery for additional work requested
- Mat Roberts added that the Charity is not focused on making profit but the Consultancy is. He added that AONB Partnerships often service consultants with free information.
- Sarah Jackson added that clarity is required between the work of the NAAONB, set out in Charity Objects and Business Plan and work that the Consultancy takes on is important.
- AONB staff will be able to work for the consultancy as freelancers.
- Michael Mounde added that it is an important model for the whole AONB Family.
- Peter Foulkes added that timesheets may be necessary. The work at the moment seems to be in house. Consultancy needs to bring in external money.

A consensus was reached allowing the Board to move forward with the set-up of the Consultancy.

Sarah Jackson request that minutes be distributed to Board within 4 weeks of the meeting date to help Trustees pick up on actions. **ACTION Amber Livingston to produce future minutes to timeframe**

### 3. Portfolio allocation

The report was introduced by Philip Hygate, it was highlighted the previously suggested portfolio reporting hasn't been put into general use.

**ACTION Sarah Jackson to put together a reporting proforma for circulation**

Item 6 was moved up to this point to be discussed as part of this item as they relate to each other

### 6. Honorary Treasurer role

The report was introduced by Michael Mounde.

## Item 2 - Minutes and matters arising

It was reported that an offer to be Honorary Treasurer has been received from the NAAONB's current accountant - Andy Miles. This was favourably received but it was also suggested that the role is widely advertised.

Mat Roberts raised the concern that exec and non-exec role has been conflated as we are asking our Honorary Treasurer to have technical expertise.

Rose Day responded that specialist advice will be necessary.

Mat Roberts suggested approaching NCVO - Richard Williams

A discussion clarifying the current bookkeeping structure was had to update the Board.

There was a short discussion on Board structure.

Sarah Jackson commented that it would be better to seek the Honorary Treasurer at the same time as seeking other new Trustees (if required) whose appointments will be confirmed at the AGM.

**Resolved** that we go forward and advertise by economical method to appoint an honorary treasurer (and possibly other roles).

**Action Sarah Jackson to set out a timeframe for recruitment of Trustee(s) and role specification**

**Proposed:** Michael Mounde

**Seconded:** Rose Day

**Agreed:** Unanimously

## Item 3, Portfolio allocation, was returned to at this point

The Board were updated on the current portfolio allocations and the following new portfolios were laid out and then Trustees volunteered/suggested leads for the roles.

- Raising profile Sarah Jackson as lead
- Demonstrating value and relevance Michael Mounde as lead
- Driving better delivery through collaboration Chris Woodley-Stewart as lead
- Raising resources Mat Roberts with (Nick Holliday was suggested in his absence) and Rose Day assisting
- Managing organisational change Philip Hygate as lead
- Honorary Treasurer to be sought
- Company Secretary Jill Smith

**Resolved** that the above portfolio allocations be agreed

**Proposed:** Sarah Jackson

**Seconded:** Michael Mounde

**Agreed:** Unanimously

Company (and Charity) Secretary was discussed and it was agreed that Jill Smith should continue.

**Resolved** that the above company secretary be agreed

**Proposed:** Sarah Jackson

**Seconded:** Michael Mounde

**Agreed:** Unanimously

## Item 2 - Minutes and matters arising

### 4. Review of company insurances

The report was introduced by Howard Davies who reported that he is content with the level of cover. It was suggested that Chairman might require individual cover.

**ACTION Howard Davies to look into individual cover for Chairman**

**Resolved** that the level of cover agreed as adequate.

**Proposed:** Rose Day

**Seconded:** Michael Mounde

**Agreed:** Unanimously

### 5. Risk register

The report was introduced by Howard Davies and a few questions were addressed around format.

**ACTION Howard Davies to upload Risk Register to new Basecamp group**

**Resolved** that the scope content and format be agreed.

**Proposed:** Rose Day

**Seconded:** Mat Roberts

**Agreed:** Unanimously

Mar Roberts suggested that the CE to report on the top 3 risks at each board meeting as a standing item.

**Resolved** that Risk become a standing item on the Board meeting (top 3 to be reported at each meeting).

**ACTION Howard Davies, with Board input, to add this as a standing item**

**Proposed:** Mat Roberts

**Seconded:** Michael Mounde

**Agreed:** Unanimously

### 7. Draft Strategic Plan 2015-20

The report was introduced by Howard Davies

The timeframe for this was discussed with the conclusion that the final draft will be brought to the October Board meeting (and be uploaded to new Basecamp group prior to this).

Consultancy will be brought to the October Board meeting and subsequent AGM (November).

Howard Davies then requested Board assistance on this.

Michael Mounde volunteered his assistance.

**Resolved** that the report be noted.

### 8. NAAONB/AONB Family Post- General Election activity

The report was introduced by Jill Smith.

During this the "So Much More than a View" publication was presented to the Board.

## Item 2 - Minutes and matters arising

Rose Day commented that this publication is absolutely splendid.  
Peter Foulkes suggested that a hard copy be sent out to corporates.

Jill Smith requested £300 from reserved to have the proposed infographics produced by the same designer.

The Board agreed.

**Resolved** that this paper be noted.

### 9. Landscapes for Life Conference 2015

The report was introduced by Jill Smith.

**Resolved** that this paper be noted.

### 10. NAAONB/National Parks England Draft Accord

The report was introduced by Howard Davies.

It was suggested that wording "the priority" be taken out as they are all priorities.

Sarah Jackson highlighted that numbers 1 and 3 are statements whereas others are actions and suggested that this be amended. It was also suggested that bullet point 6 should be reworded now that So Much More than a View has been produced.

Mat Roberts and Stephen Preston suggested mention of investment other than government (not blocks on economic growth/investment benefits)

**ACTION** Howard Davies to make above amendments to the Accord

It was suggested that the accord be signed at Chairmen's Conference.

**Resolved** that with above recommendations the next steps of the Accord be agreed.

**Proposed:** Mat Roberts

**Seconded:** Rose Day

**Agreed:** Unanimously

### 11. Management Accounts

The report was introduced by Jill Smith.

Michael Mounde suggested that the wording of the management accounts read that there is a planned surplus to grow the reserves. This will be carried forward, to reduce risk and safe guard future activity.

**Resolved** that this paper be agreed.

**Proposed:** Sarah Jackson

**Seconded:** Michael Mounde

**Agreed:** Unanimously

### 12. NAAONB Portfolio & Staff Activity Report

The report was introduced by Howard Davies

Health and well-being work and opportunities were discussed.

## Item 2 - Minutes and matters arising

Mat Roberts commented that this shows a good programme of engagement, which is however missing engagement with the Forestry Commission England suggested meeting with Simon Hodgson, Chief Executive, Forestry Commission England.

Mat Roberts left at this point

Rose Day requested permission to respond, on North Devon Coast AONB Partnership's behalf, to the NAAONB Board's appeal for feedback on accords.

Richard Clarke responded that this would be welcomed.

The Board was updated on the File on 4 radio programme which had recently aired. Henry Oliver was thanked for his input and performance.

**Resolved** that this paper be noted.

### 13. Defra Report

The report was introduced by Stephen Preston, he acknowledged the request to agree grant allocation by September but suggested that it would more realistically be Dec 2015/Jan 2016. He also explained that the three reports still to be published which are waiting for ministerial signoff.

**Resolved** that this paper be noted.

### 14. Defra presentation on the health of English AONB units

The report was introduced by Stephen Preston

Funding streams have brought in 10 million - 62% of external funding is HLF.

Big Lottery is another source that people are looking at but it is a different way of working.

Other sources are small in comparison.

Steve Preston reported in detail to the Board on a number of figures and findings from his report.

Richard Clarke observed that the money is coming in from work carried out 5 years ago. As capacity is lost and as others come in to the market, competition goes up and those with reserves/additional capacity are better able to bid. He added that he hopes that in 5 years HLF has not fallen from the AONB agenda.

The Chairman thanked Steve for realising that the leanness is in fact emaciation.

Michael Mounde highlighted that the ability to plan budgets as 3 year projection is very important.

Howard Davies added that we need to improve the confidence of AONB partnerships. It doesn't take a lot for a minister to improve confidence.

Rose Day asked who the figures discussed are being shown to.

Steve Preston responded that they are being shared with Defra and their superiors.

Steve Preston was thanked by the Board for putting this report together.

**Resolved** that this paper be noted.

### 15. Natural England Report

The report was introduced by Liz Newton

Designation process is under review and is focused on Suffolk Coasts & Heaths AONB.

Howard Davies wished to highlight that NAAONB have been approached by BBC Midlands, who want to run a programme on areas which are up for designation.

## Item 2 - Minutes and matters arising

Liz Newton also reported that DCNS want to put together an outdoor strategy. Stephen Preston mentioned the Lakes Dales and also a meeting between Forest of Dean and Rory Stewart, Under Secretary of State for Environment and Rural Affairs. Stephen Preston added that he saw Chris Bolton who has been looking at using this practice for all National Character areas.

**Resolved** that this paper be noted.

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

The report was introduced by Lisa Tomos

There has been a number of legislative changes.

Well Being of Future Generations Act passed and a how to do it guide is being produced.

Howard Davies asked if this will go out to consultation?

Lisa Tomos responded that she will find out.

Lisa Tomos continued by reporting Environment Bill is out for comment (Landscape is not mentioned).

Howard Davies added that a joint response has been put together to WG from NAAONB with The Alliance for National Parks Cymru.

Lisa Tomos added that there is a Local Government merger on the cards. Dropping from 22 LAs down to 8 or 9.

Philip Hygate requested news on the replacement of the Chairman.

Lisa Tomos responded that news is expected in July.

Lisa then mentioned a health assessment tool which will be given to Howard Davies for circulating. Timeframes for responding to the Environment Bill were discussed.

**Resolved** that this paper be noted.

### **AOB**

The Board were asked if they would be content to continue meeting in Birmingham for Board meetings (Chairman's meeting & AGM will be in London) as this makes travel sense and saves money.

Board agreed.

The Chairman declared conflict of interest and left for a discussion around the Trustee recruitment process and appointment in time for the upcoming AGM.

A third of the Board, the 3 longest serving Trustees as required by the NAAONB Memorandum and Articles of Association agreed to stand down and be reappointed en-bloc. See Item 6

Meeting closed: 15.13

### Item 3 - Chairmen's Conference 2015

## Item 3 - Chairmen's Conference 2015

Report to: The Board of the National Association for AONBs  
Subject: Chairmen's Conference 2015 "Protected Landscapes – we mean business"  
Date: 6<sup>th</sup> October 2015  
Report by: Jill Smith  
Purpose: To brief Board members on the plans for Chairmen's Conference 2015 - 19<sup>th</sup> November 2015

### RECOMMENDATIONS

It is recommended that the Board

- note this paper
- considers and discusses any further requirements

### Background

Following the success of last year's Chairmen's Conference attended by Lord de Mauley, and both AONB and National Park Chairmen and Lead Officers, invitations from Philip Hygate were sent in late September inviting a similar audience to attend this one day conference in London.

### The Chairmen's Conference 2015

- takes place on Thursday 19<sup>th</sup> November 2015 in London,
- has as its theme, "Protected Landscapes – we mean business"
- has Rory Stewart MP (tbc) as its keynote speaker
- will see the signing of the Accord between the NAAONB and NPE by both Chairmen
- has invited Vodafone, National Grid and the LEPS to speak
- will be seeking additional input from AONB and National Park Chairmen on the work going on at a local level
- incorporates the NAAONB AGM, and
- is making a charge of £75.00 pp to cover costs

The Chairman's Conference 2015 provides a timely and valuable opportunity to build on the collaboration between the NAAONB and NPE which resulted in the production of "*So Much More Than the View*".

## Item 6 - Membership Strategy

### Item 6 - Membership Strategy

Report to: The Board of the National Association for AONBs  
Subject: Membership Strategy  
Date: 6<sup>th</sup> October 2015  
Report by: Howard Davies  
Purpose: To agree the scope and content of an NAAONB membership strategy

#### RECOMMENDATIONS

It is recommended that the Board

- Note the background to the paper
- Agree the scope and content of the strategy
- Nominate a Board member to support this area of work
- Agree the timescale for production

#### Background

The purpose of the membership strategy is to

- a) plan and evidence meaningful engagement with members
- b) define membership types and offers
- c) demonstrate how the NAAONB plans to grow its membership base

At the heart of this approach is the need to embrace our membership and focus on qualitative rather than quantitative outcomes. It outlines the approach that the NAAONB will take to ensure a coherent and consistent approach is taken to the engagement and recruitment of members in line with our vision and objectives.

The strategy will be supported by an implementation plan. The implementation will be monitored and reported on to the Board of Trustees. The development and delivery of the strategy will be monitored and supported by a nominated Board member.

#### Agreed timescale

The intention is to have in place an agreed membership strategy by 1<sup>st</sup> April 2016

#### Conclusion

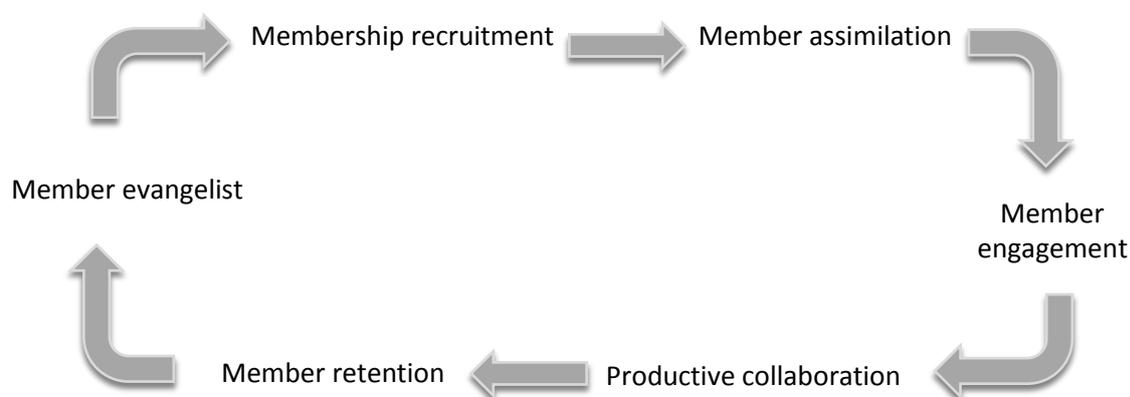
This is a paper for discussion and agreement

## Appendix 1 - The NAAONB Membership Strategy

### 1.0 Background

- 1.1 The NAAONB delivers on its objects through an approach built on collaboration, collective action, and co-operation. The NAAONB provides the strategic leadership, positioning, and a national framework to support this collaboration but looks to its members to define, develop and deliver activity on the ground.
- 1.2 The NAAONB strives to provide the culture, platforms, and skillsets for active collaboration at multiple levels and believes that community collaboration, formed around agreed common objectives, encourages high levels of member engagement.
- 1.3 Member-founded collaboration is valued by the membership as long as it continues to deliver for them. Collaborative communities (Action Learning Sets, sub-groups etc.) created 'centrally' by the NAAONB can deliver high levels of value if created for the correct reasons; primarily to deliver additional value to members. If revenue generation is the primary driver, the communities are unlikely to be sustainable.
- 1.4 NAAONB-created collaborative communities must serve the needs of members rather than the needs of the NAAONB. The NAAONB also believes that, in this context, member founded collaboration is the most sustainable, energetic, and effective way of collaborating.
- 1.5 It is important that the full membership of the NAAONB forms part of this collaborative activity and is actively and enthusiastically engaged with the charity and its work programme. When a member is actively engaged with the NAAONB s/he will actively and enthusiastically champion the organisation. This is an important element of membership recruitment.
- 1.6 This underlying philosophy underpins the NAAONB membership strategy

Figure 1.



## Item 6 - Membership Strategy

- 1.7 The recruitment, management, and retention of members, and the relationship the NAAONB has with them, must support this underlying philosophy. The collaborative activity of members will further the objects of the NAAONB and support the further development of the AONB Family.

### 2.0 Membership of the NAAONB

- 2.1 Membership will give a strong sense of belonging and identity
- 2.2 Membership will provide meaningful opportunities to collaborate in one or more of the following ways
- Team collaboration – become part of a team formed around the achievement of a specific goal. You will have a defined role and the opportunity to interact with the AONB Family and/or the NAAONB using your particular skillset.
  - Community collaboration – become involved on the basis of a shared area of interest. The goal is often focused on learning rather than a task and your input will help the AONB Family and/or the NAAONB deliver more effectively.
  - Network collaboration – access our online platforms where members find, share, and signpost knowledge and learning

### 3.0 Membership categories

#### 1. Full Members

- AONB Partnerships and Conservation Boards

#### 2. Supporting Members

- Local Authorities
- 'Friends of' groups
- Interest groups/societies/charities
- Students
- Consultants
- Individuals

#### 3. Corporate Members

Further work required to synchronise this area of membership development with the existing approach to corporate relations at the local level

### 4.0 Benefits of membership

- 4.1 The NAAONB was set up by the AONB Family to service its needs at a UK level. Its focus is on the delivery of its objects and it is accountable to its members. The NAAONB will serve its Full Members utilising the support of Supporting and Corporate Members.
- 4.2 Each membership category will provide obvious benefits that will be clearly articulated in the strategy. Full members will continue to receive the support of the NAAONB through its five areas of work:

## Item 6 - Membership Strategy

- Driving better delivery through collaboration
- Demonstrating value and relevance
- Raising Profile
- Raising resources
- Managing organisational change

4.3 The benefits to Supporting and Corporate members might include

- a members -only area on web site where members can take part in debates/discussions, read research, reports and blogs and share ideas
- Access to specific areas of basecamp
- Access to data and information
- Sponsorship/publicity/marketing opportunities

### 5.0 The NAAONB Membership Strategy

In addition to the defining categories and benefits of membership, and costs, the strategy will include the following elements

- 5.1 **Identification of the Target Market** – who the NAAONB wants to reach – this includes determining our primary markets and building lists of these prospects.
- 5.2 **Articulating our Membership Offer** – what a member will receive – this includes how we will package our membership products and what we will offer to attract new members.
- 5.3 **Clarifying our Marketing Message** – why a member should join – this includes defining our value proposition and presenting solutions and benefits to members that are compelling.
- 5.4 **Defining our Promotional Tactics** – how existing and potential members will be reached – this includes careful cross referencing to the national Communications Strategy and will define the best marketing channels like personal contact, direct mail, email, social media, newspaper, magazines, radio etc. and the frequency and timing of promotions
- 5.5 **Agreed methods of Testing and Tracking** – where to take future efforts – this includes trying variations of the four points listed above and recording which produce the best ROI, number of new members, and outcomes in line with the delivery of our objects.

## Item 7 - Resourcing Strategy

### Item 7 - Resourcing Strategy

Report to: The Board of the National Association for AONBs  
Subject: Towards an NAAONB Resourcing Strategy  
Date: 6<sup>th</sup> October 2015  
Report by: Howard Davies  
Purpose: To agree the scope and content of a NAAONB resourcing strategy

#### RECOMMENDATIONS

It is recommended that the Board

- Note the background to the paper
- Agree the scope and content of the strategy
- Nominate a Board member to lead this area of work
- Agree the timescale for production

**Please note that appendices 2 and 3 have been distributed separately by email.**

#### Background

A decline in funding for environmental organisations is the single biggest corporate risk facing the NAAONB.

On behalf of the AONB Family the NAAONB leads on

- maintaining engagement with existing funding partners and work to establish additional funding partnerships
- proactive development of large scale funding bids with partners
- growing opportunities for diversifying funding streams

The purpose of the resourcing strategy is to fulfill this commitment to the AONB Family and militate against risk to the NAAONB. In doing so we will identify the financial requirements of the NAAONB and the level of NAAONB support in this area to the AONB Family required to enable both to conduct their work and achieve their objectives.

The strategy will outline the actions, timescales and resources that will be implemented to enable these funding needs to be met. It will also clearly make the links between membership development and resourcing.

#### Agreed timescale

The intention is to have in place an agreed resourcing strategy by 1<sup>st</sup> April 2016

#### Conclusion

This is a paper for discussion and agreement

## Appendix 1 - The NAAONB Resourcing Strategy

The strategy will include the following elements<sup>1</sup> and be supported by an implementation plan.

### 1. A case for supporting the National Association for AONBs.

This will include an effective case for support – a powerful and engaging argument as to why a donor/ Trust should support our work.

It will outline

- what the problem is,
- what our solution is to the problem
- the difference we will make if we succeed
- what will happen if we fail
- why the NAAONB is uniquely qualified to tackle the problem

This will be articulated in a simple, externally focused way that is memorable and emotionally engaging.

### 2. An analysis and plan

This element is about deciding which sources of funds we will focus on. Ideally we want a mixed portfolio so we are not dependent on any single source.

Each source has distinct characteristics – they require different levels of resource to exploit them and have different timeframes to deliver a result. We need to decide which make most sense for us, matching your ambition to available resources. Some of the options are

- **Trusts and foundations**
- **Companies** There needs to be clear cross-over here between this and the corporate element of our membership strategy
- **Individuals** – large and small, one-off and regular personal contributions

### 3. The structure

When we know which sources to approach, we can then structure our approach to resourcing our work. We might choose to create a trustee-led resourcing committee, employ a development officer/grant specialist/fundraiser or outsource to a consultant. The NAAONB will need to begin to build our resourcing capacity as early as possible.

### 4. Research

This step takes choices from the analysis a stage further and identifies the specific donors we plan to target. The key here is to find people and organisations that will have a reason to support the NAAONB and the ability to give at the level we need. We also need to establish how to reach each supporter. It is easier to start with close contacts; identify if trustees, staff, AONB lead officers and others can help us reach potential donors by mapping their connections.

### 5. The proposition

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<sup>1</sup> Adapted from 'How to build a successful fundraising strategy from scratch' written by *Angela Cluff, Director at the Management Centre, for the Voluntary Sector Network (July 2014)*

## Item 7 - Resourcing Strategy

The NAAONB needs to its needs and match them to donor interests. For example, if you are planning to approach a national foundation we will need to explain what their funding will do and what difference it will make.

### **6. Asking for money**

Fundraising will only work if we actually ask for support. Trusts and foundations typically require a written proposal. Corporates may require you to pitch. There are many ways to ask individuals from organising a special event, to writing to them, to asking in a face to face setting. All need careful preparation and resource input.

### **7. Building relationships for the long term**

This will require the NAAONB to factor in maintaining contact with donors/trusts, reporting back on the difference their contribution has made and providing evidence.

## Item 8 - Landscapes for Life Conference 2016

Report to: The Board of the National Association for AONBs  
Subject: Landscapes for Life Conference 2016 - Briefing for Board Members  
Date: 6<sup>th</sup> October 2015  
Report by: Jill Smith and Chris Woodley-Stewart  
Purpose: To brief Board members on progress for Landscapes for Life Conference 2016

### RECOMMENDATIONS

It is recommended that The Board

- notes this paper,
- considers and discusses any further requirements, and
- gives a mandate to progress arrangements for conference to the report authors if it is agreed as part of the Business Plan discussion

### Background

Following agreement by the Board at their June meeting to hold a conference in 2016, the Communications and Events Manager has undertaken initial research with the Conference Portfolio Holder into potential venue.

As announced at the close of this year's conference, Landscape for Life Conference 2016 (L4L2016) will take place in the Welsh Marches.

The date of the conference will be Tuesday 28<sup>th</sup> - Thursday 30<sup>th</sup> June (NB: these dates are different from those announced at L4L2015).

Two venues are currently under consideration and site visits will be made shortly to determine which is most suitable.

It is proposed that L4L2016 retains the theme of *Sharing, Learning, Inspiring* with a similar format to L4L2015.

As per L4L2015, AONB partnerships/NPAs will be invited to participate in the Market Place with their projects and/or provide a briefing.

The local AONB Partnerships, Clwydian Range and Dee Valley, Shropshire Hills, Malvern Hills and Wye Valley have agreed to organise a Field Trip to their AONB to promote their work to the wider Protected Landscape Family. The Brecon Beacons NPA and the Cambrian Mountains Trust are also being approached about a Field Trip.

The cost of conference will depend on venue costs and sponsorship secured but we are endeavouring to keep it at the same level or lower than this year's event.

## Item 9 - Management Accounts

### Item 9 - Management Accounts

Report to: The Board of the National Association for AONBs  
Subject: Management Accounts to 30<sup>th</sup> September 2015  
Date: 6<sup>th</sup> October 2015  
Report by: Jill Smith  
Purpose: To provide an account of income/expenditure of the NAAONB for the FY 2015/16 to date.

#### RECOMMENDATIONS

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

Confirms the objectives as set out in this paper

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

#### Background

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

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

#### Objectives

- To provide a realistic account of income/expenditure of the NAAONB for the FY 2015/16 to date.
- To provide financial clarity and transparency to staff, Board members and grant aiding bodies.

#### Conclusion

Subject to the estimates of outstanding income/expenditure being realistic, the figures show a potential transfer of £35,115.00 to reserves as the planned safeguarding of future NAAONB activity (Business Plan 2015-18).

Item 9 - Management Accounts

**Appendix 1** - Management Accounts Year 1st April 2015 to 30th September 2015

Account	Budget	Income/ Expenditure to date as at 30/9/2015	Further contracted commitments: 1/10/15 - 31/03/16	Further estimated commitments: 1/9/15 - 31/03/16	Total predicted spend - 01/04/15- 31/03/16	Variance	Surplus / Deficit for projects
	£	£	£	£	£	£	£
<b>Expenditure</b>							
Admin and Finance (BP 15,16,17)	<b>(13,560.00)</b>	(4,195.00)	0.00	(9,365.00)	<b>(13,560.00)</b>	<b>0.00</b>	
Core (BP 1,2,8,9)	<b>(200,600.00)</b>	(95,640.00)	(52,097.00)	(52,445.00)	<b>(200,182.00)</b>	<b>418.00</b>	
Game Fair (BP 7)	<b>(1,600.00)</b>	0.00	0.00	(1,600.00)	<b>(1,600.00)</b>	<b>0.00</b>	
Consultancy support (BP 6)	<b>(24,000.00)</b>	(7,350.00)	(12,649.00)	(4,000.00)	<b>(23,999.00)</b>	<b>1.00</b>	
Consultancy (projects) (BP 41)							
<i>Bid for NE/Defra funded project</i>	<b>0.00</b>	0.00	0.00	0.00	<b>0.00</b>	<b>0.00</b>	0.00
<i>Chichester Harbour</i>	<b>(1,640.00)</b>	0.00	(1,640.00)	0.00	<b>(1,640.00)</b>	<b>0.00</b>	160.00
<i>Isle of Wight project</i>	<b>(2,950.00)</b>	0.00	(2,450.00)	(500.00)	<b>(2,950.00)</b>	<b>0.00</b>	0.00
<i>Joint funding bid for EU funding</i>	<b>0.00</b>	0.00	0.00	0.00	<b>0.00</b>	<b>0.00</b>	0.00
<i>Making Local Woodlands Work</i>	<b>0.00</b>	0.00	0.00	0.00	<b>0.00</b>	<b>0.00</b>	0.00
<i>South Devon project</i>	<b>(4,550.00)</b>	(1,700.00)	(1,800.00)	(700.00)	<b>(4,200.00)</b>	<b>350.00</b>	350.00
Projects in the Business Plan							
<i>Chairman's Conference (BP 35)</i>	<b>(2,477.00)</b>	0.00	0.00	(2,477.00)	<b>(2,477.00)</b>	<b>0.00</b>	1,273.00
<i>Communications</i>	<b>0.00</b>	0.00	0.00	0.00	<b>0.00</b>	<b>0.00</b>	0.00
<i>Landscapes for Life Conference (BP 34)</i>	<b>(28,947.00)</b>	(25,908.00)	0.00	(3,300.00)	<b>(29,208.00)</b>	<b>(261.00)</b>	16,330.23
Additional Projects							
<i>Lead Officers meeting</i>	<b>(2,000.00)</b>	(2,000.00)	0.00	0.00	<b>(2,000.00)</b>	<b>0.00</b>	1,043.00
<i>Wales Collaboration</i>	<b>(87,430.00)</b>	0.00	0.00	(87,430.00)	<b>(87,430.00)</b>	<b>0.00</b>	8,000.00
<b>Sub total - Expenditure</b>	<b>(369,754.00)</b>	<b>(136,793.00)</b>	<b>(70,636.00)</b>	<b>(161,817.00)</b>	<b>(369,246.00)</b>	<b>508.00</b>	<b>27,156.23</b>

Item 9 - Management Accounts

Account	Budget	Income/ Expenditure to date as at 30/9/2015	Further contracted commitments: 1/10/15 - 31/03/16	Further estimated commitments: 1/9/15 - 31/03/16	Total predicted spend - 01/04/15- 31/03/16	Variance	Surplus / Deficit for projects
	£	£	£	£	£	£	£
<b>Income</b>							
Core income							
Membership Core Funding							
Corporate BP 23)	<b>2,500.00</b>	0.00		2,500.00	<b>2,500.00</b>	<b>0.00</b>	
England (BP 20)	<b>82,500.00</b>	82,500.00	0.00	0.00	<b>82,500.00</b>	<b>0.00</b>	
Wales (BP 21)	<b>10,000.00</b>	10,000.00	0.00	0.00	<b>10,000.00</b>	<b>0.00</b>	
Northern Ireland	<b>0.00</b>	0.00	0.00	0.00	<b>0.00</b>	<b>0.00</b>	
Local Authorities (BP 24)	<b>8,400.00</b>	6,000.00	1,200.00	0.00	<b>7,200.00</b>	<b>(1,200.00)</b>	
Associates (BP 25)	<b>1,000.00</b>	900.00	200.00	0.00	<b>1,100.00</b>	<b>100.00</b>	
Contingency (BP 26)	<b>(5,000.00)</b>	0.00	0.00	0.00	<b>0.00</b>	<b>5,000.00</b>	
Core funding subtotal	<b>99,400.00</b>	<b>99,400.00</b>	<b>1,400.00</b>	<b>2,500.00</b>	<b>103,300.00</b>	<b>3,900.00</b>	
Defra Main (BP 27)	<b>63,800.00</b>	31,900.00					
Defra Additional Grant (BP 28)	<b>60,200.00</b>	30,100.00					
NRW (BP 29)	<b>20,000.00</b>						
Defra subtotal	<b>144,000.00</b>	<b>62,000.00</b>	<b>82,000.00</b>	<b>0.00</b>	<b>144,000.00</b>	<b>0.00</b>	
Consultancy (projects)							
<i>Bid for NE/Defra funded project</i>	<b>0.00</b>	0.00	0.00	0.00	<b>0.00</b>	<b>0.00</b>	
<i>Chichester Harbour</i>	<b>1,800.00</b>	0.00	1,800.00	0.00	<b>1,800.00</b>	<b>0.00</b>	
<i>Isle of Wight project</i>	<b>2,950.00</b>	0.00	2,950.00	0.00	<b>2,950.00</b>	<b>0.00</b>	
<i>Joint funding bid for EU funding</i>	<b>0.00</b>	0.00	0.00	0.00	<b>0.00</b>	<b>0.00</b>	
<i>Making Local Woodlands Work</i>	<b>0.00</b>	0.00	0.00	0.00	<b>0.00</b>	<b>0.00</b>	
<i>South Devon project</i>	<b>4,550.00</b>	0.00	4,550.00	0.00	<b>4,550.00</b>	<b>0.00</b>	
Projects in the Business Plan							
<i>Chairman's Conference</i>	<b>2,977.00</b>	0.00	0.00	3,750.00	<b>3,750.00</b>	<b>773.00</b>	
<i>Communications</i>	<b>0.00</b>	0.00	0.00	0.00	<b>0.00</b>	<b>0.00</b>	
<i>Landscapes for Life Conference</i>	<b>38,947.00</b>	27,615.00	17,923.23	0.00	<b>45,538.23</b>	<b>6,591.23</b>	
Additional Projects							
<i>Lead Officers meeting</i>	<b>3,043.00</b>	3,043.00	0.00	0.00	<b>3,043.00</b>	<b>0.00</b>	
<i>Wales Collaboration</i>	<b>95,430.00</b>	0.00	0.00	95,430.00	<b>95,430.00</b>	<b>0.00</b>	
<b>Sub total - income</b>	<b>393,097.00</b>	<b>192,058.00</b>	<b>110,623.23</b>	<b>101,680.00</b>	<b>404,361.23</b>	<b>11,264.23</b>	
<b>Total this year</b>	<b>23,343.00</b>	<b>55,265.00</b>	<b>39,987.23</b>	<b>(60,137.00)</b>	<b>35,115.23</b>	<b>11,772.23</b>	

## Item 11 - NAAONB Portfolio & Staff Activity Report

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

Report to: The Board of the National Association for AONBs  
Subject: NAAONB Portfolio & Staff Activity Report  
Date: 6<sup>th</sup> October 2015  
Report by: Portfolio holders and staff members  
Purpose: To update on operational activity that has taken place since the last Board meeting

#### Background

This report reflects those activities undertaken by staff members and Trustees working on operational issues for the NAAONB since the last Board meeting (March 2015). It highlights those activities directly linked to the delivery of business plan objectives but does not include the organisational activity that underpins them. The report highlights, in a RAG (red, amber, green) format progress to date. Portfolio holder reports are included as Appendix 1.

Specific activity to mitigate the top three corporate risks is set out in Appendix 2.

#### 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.

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Any additional activity which falls outside the Business Plan			
Cumulative Narrative Key	Activity	Key milestones / Lead / By when	NARRATIVE
1 <sup>st</sup> Period (5 <sup>th</sup> March to 18 <sup>th</sup> June)	Develop relationship with the LEP Network	<i>Meeting with Director of the LEP network</i> <i>AONB Offer to LEPs published</i> <i>Text to LEP network blog published</i> <b>Chief Executive &amp; Policy and Development Manager</b> ● April 2015	Working relationship established with the Director of the LEP Network. We have outlined the AONB Offer <a href="http://www.lepnetwork.net/key-activities/natural-environment/">www.lepnetwork.net/key-activities/natural-environment/</a> and posted on the network Blog <a href="http://www.lepnetwork.net/blogs/">www.lepnetwork.net/blogs/</a> This information is accessible to all LEPs. The LEP coordinator has been invited to speak at the Chairmen's Conference in November 2016.
2 <sup>nd</sup> Period (18 <sup>th</sup> June to 6 <sup>th</sup> October)	National Lead Officer meeting	<i>Meeting held, ALSs agreed, notes published</i> <b>Core Team</b> ● April 2015	Lead Officer meeting held to discuss strategic direction of NAAONB and AONB partnerships.
3 <sup>rd</sup> Period (6 <sup>th</sup> Oct to 3 <sup>rd</sup> March)	Develop relationship with NGOs in the health sector	<i>Meeting with CEO of the Royal Society for Public Health</i> <b>Chief Executive</b> ● June 2015	Meeting took place on 3 <sup>rd</sup> June with Shirley Cramer, CEO Royal Society for Public Health and NAAONB CEO. Will set the stage for the AONB offer to the health sector.
	Review of NAAONB Strategic Plan 2015-2020	<i>Publication of NAAONB Strategic Plan 2015-2020</i> ● July 2015	First draft produced for Board. Sub-group convened to develop thinking on future direction. Draft Plan subject to full consultation across membership. Discussed as part of the Lead Officers meeting. Final draft awaiting agreement on the Vision for the AONB Family, currently under discussion.
	Engagement in Defra's Terrestrial Biodiversity Group	<i>Attendance at all meetings</i> <i>Regular feedback to membership</i> <b>Chief Executive &amp; Policy and Development Manager</b> ● March 2016	Ongoing liaison Meeting attended to discuss TBG strategy Meeting held with NE to update on the position of the NAAONB with regards TBG.

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	Engagement with TV, radio and other media channels	Providing information for BBC “File on Four” for broadcast June 2015. <b>Policy and Development Manager</b> ● <b>May 2015</b>	Briefing, collating of information and introduction to and engagement with Lead Officers.
		TV interview with BBC Midlands on the value and relevance of the AONB designation <b>Chief Executive</b> ● <b>August 2015</b>	Interview in the Churnet Valley on the value of AONB designation for areas with high landscape value but currently undesignated.
	Maintain Guidance to Countryside is Great Campaign	<i>Meeting with VisitBritain and other partner.</i> <b>Policy and Development Manager</b> ● <b>June 2015</b>	Attendance at the “Countryside is Great” stakeholder meeting providing meaningful guidance to the UK’s International Tourism Agency - VisitBritain. Attendance at the “Countryside is Great” stakeholder meeting.
	Engagement with the Rural England CIC.	<i>Attendance at June Meeting.</i> <b>Policy and Development Manager</b> ● <b>June 2015</b>	Continued engagement with the emerging Rural England CIC (January meeting minutes <a href="http://www.rsonline.org.uk/information-and-presentations-for-specialist-subject-meetings/rural-england-meeting-16th-january-2015">www.rsonline.org.uk/information-and-presentations-for-specialist-subject-meetings/rural-england-meeting-16th-january-2015</a> ).
	Meeting with potential sponsors/collaborative work	<i>Meeting with Vodafone</i> <b>Communications and Events Manager</b> ● <b>May 2015</b> ● <b>August 2015</b>	Meeting with Vodafone to discuss potential role of NAAONB/AONB Family in roll out of their 4G scheme. Possible sponsorship of conference or an alternative event for AONBs to act as trusted convenors for meetings between Vodafone, LAs and landowners. Further discussions on how to act as convenors for meetings to assist roll out of 4G – Chairmen’s meeting in November 2015 under consideration.
	Meeting with potential sponsors/collaborative work	<i>Meeting with Camargue, PR agents for National Grid</i> <b>Communications and Events Manager</b> ● <b>May 2015</b> ● <b>July 2015</b> ● <b>Sept 2015</b>	Meeting with Camargue to discuss role of NAAONB/AONB Family in promotion of the roll out of the Landscape Enhancement Initiative. Sponsorship for L4L2015 conference achieved as platform to promote this and discuss how AONBs can act as trusted brokers for the LEI. National Grid keynote speakers at Landscapes for Life Conference 2015 on first and last day. Further collaboration with National Grid over publicity of roll out of

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			the VIP Project in Dorset AONB.
	Meeting re AONB/NP collaborative work	<p><i>Meeting with Big Chalk steering group</i></p> <p><b>Communications and Events Manager</b></p> <p>● June 2015</p>	Meeting with Big Chalk steering group to find out more about this 17m Euros project and the potential supporting role of the NAAONB in the Technical Assistance bid.
	National Trust a document for MPs to understand the impact of the NPPF on AONBs	<p>Seek to influence publication to derive most benefit for the AONB Family.</p> <p>● October 2015</p>	Meeting held with National Trust to consider their publication on the impact of planning in AONBs.
	Investigate the development of Professional Accreditation for staff working in AONBs.	Meeting with President elect of the Landscape Institute to discuss the potential for AONB staff to become Chartered Members of the Landscape Institute	
	Developing Academic Partners to demonstrate technical rigor and seek new funding opportunities.	<p>Meeting with the University of Winchester to discuss their Broadly Engaging with Tranquility project details can be found at <a href="http://www.winchester.ac.uk/research/attheuniversity/Faculty%20of%20Business%20Law%20and%20Sport/Broadly-Engaging-with-Tranquillity/Pages/Broadly-Engaging-with-Tranquillity.aspx">www.winchester.ac.uk/research/attheuniversity/Faculty%20of%20Business%20Law%20and%20Sport/Broadly-Engaging-with-Tranquillity/Pages/Broadly-Engaging-with-Tranquillity.aspx</a></p>	<p>Future meeting with the Head of the Geography programme to seek closer alignment with the Department and AONB Family.</p> <p>PhD. Research brief worked up with the University of Swansea around devolution and the AONB designation</p>
	Towards a review of Category V	Meeting with IUCN	Developing the role of AONBs as Category V areas to strengthen their role as delivery agents of CBD targets. Includes developing a narrative on the value of AONBs in delivering government targets.
	Collaboration with National Parks England	Production of a brochure "So much more than the view"	Publication and dissemination of the brochure to all MPs with a PL in their constituency or vice versa to promote the value and relevance of England's Protected Landscapes. Joint Press Release and Twitter

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			campaign undertaken to promote the publication.
	Promotion of AONBs	Outstanding Week	A week and a bit long programme of events designed to highlight the value and relevance of the AONB Family in the lead up to the Autumn Statement. Interactive webpage created and successful social media campaign undertaken. New links made with media.
<b>A. Raising profile - Telling others what we do and why we do it</b> - Portfolio holder: Sarah Jackson, Staff member: JS			
Priorities	Action	Key milestones / Lead / By when	NARRATIVE
<b>Strengthen the AONB Family and AONB brand</b>	<i>Deliver NAAONB Communication Strategy Action Plan 2014-17</i>	<i>Actions delivered and plan reviewed</i> <b>Communications and Events Manager</b> ● <i>Feb annually</i>	<b>Commitment to collaborate and communicate as an AONB Family</b> 1.1 Promote adoption of NAAONB Communications strategy including the visual identity Ongoing through fortnightly organised drop-in telecons – 8 sessions recently organised 1.2 Produce and review annually Communications Strategy Action Plan Ongoing. A dynamic document which is updated as ideas are agreed by the comms family and external contacts 1.3 Produce induction sheet and offer face to face meeting for new comms officers to explain and encourage AONB Family communications. Induction sheet drafted. No meetings requested. 1.4 Produce brand values and strategy See below 1.5 Develop calendar of announcements and events in consultation with the AONB Family Using Basecamp Communications Portfolio area calendar to collate events and announcements 1.6 Coordinate the collation and dissemination of comms best practice for the AONB Family either via basecamp or <a href="http://www.landscapesforliferesources.org.uk">www.landscapesforliferesources.org.uk</a> Comms officers encouraged to actively use and share via Basecamp. Best practice including market place info from L4L2015 starting to go up on

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			<p><a href="http://www.landscapesforliferesources.org.uk">www.landscapesforliferesources.org.uk</a> but CMS proving clunky so investigating alternatives</p> <p>1.7 Coordinate the collation of requests for information about the NAAONB/AONB family Information collated for File on 4 (June 9<sup>th</sup>) and for Accords audit</p> <p>1.8 Coordinate @AONBFamily and @NAAONB Twitter campaigns and adhoc tweets Initiated and encouraged Twitter mass welcome of Liz Truss and Rory Stewart to post Led on multi media promotion of “More than the View” campaign Led on multi media promotion of Landscapes for Life Conference 2015</p> <p>1.9 Organise Landscapes for Life Conference Completed for 2015 and 2016 now under way</p> <p><b>Understanding and support for what the AONB Family does</b></p> <p>2.1 Review and manage <a href="http://www.landscapesforlife.org.uk">www.landscapesforlife.org.uk</a> and <a href="http://www.landscapesforliferesources.org.uk">www.landscapesforliferesources.org.uk</a> Ongoing. See below.</p> <p>2.2 Raise the profile of AONB Family and NAAONB by promoting activity and achievements through</p> <p>a) <a href="http://www.landscapesforlife.org.uk">www.landscapesforlife.org.uk</a> Ongoing</p> <p>b) <a href="http://www.landscapesforliferesources.org.uk">www.landscapesforliferesources.org.uk</a> Ongoing</p> <p>c) Announcements – key messages Key messages used in letters to Westminster Party leaders and locally by AONB partnerships for pre and post election communications Key messages used in “So much more than the view” publication and associated promotion</p> <p>d) AONB News – e-news. Reviewed to be more strategic and succinct. 2 editions produced.</p> <p>e) Monthly briefings Undertaken on an adhoc basis</p>
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			<p>f) Social media Undertaken daily</p> <p>g) Press Releases Landscapes for Life Conference Press Release issued Bowland Award Press Release issued "So much more than the view" joint press release issued by NAAONB/NPE Landscapes for Life Award Press Release issued Outstanding Week Press Release issued</p> <p>h) events Landscapes for Life Conference 2015 complete Attended CLA Game Fair as guest of GWCT "Outstanding Week" development and promotion undertaken in August/September 2015 Landscapes for Life Conference 2016 under development</p> <p>i) Annual report "So much more than the View" produced</p> <p>j) Infographics Final draft ready – cost is delaying production – other designers being investigated</p> <p>k) Bowland Award and Long Service Award Presentations made on the 1<sup>st</sup> and 3<sup>rd</sup> day of Landscapes for Life Conference 2015</p> <p><b>Understanding and recognition of the value of AONB partnerships leading to continued support and resourcing</b></p> <p>3.1 Produce and AONB Family prospectus See below</p> <p>3.2 Promote activity on LUC "Maximising Revenue for Protected Landscapes" recommendations via AONB News and briefings No recent activity</p> <p>3.3 Respond to UK and Welsh Government consultations See CEO activity under Portfolio B.</p> <p>3.4 Promote Accords and coordinate action arising from them See Policy and Development Manager activity under Portfolio B</p>
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			<p><b>Understanding and recognition of the value of the NAAONB leading to continued support and resourcing.</b></p> <p>4.1 Develop Chairmen’s Conference and AGM as platform to promote key messages Chairmen’s Conference in production for November 2015 – see separate paper</p> <p>4.2 Encourage and support inclusion of the work of the NAAONB on Partnership/Conservation Board meeting agendas. Regular requests made to comms and lead officers for wide dissemination of information. Significant information sent by direct email to Chairmen. Attended SEEPL meeting to promote NAAONB work Attended Northern Group meeting to give a presentation on NAAONB work and in particular the Communications Action Plan</p> <p>4.3 Produce an AONB Corporate prospectus Produced by Peer to Peer Group. Members of the group gave a Briefing on 1<sup>st</sup> day of Landscapes for Life Conference 2015</p>
	<p><i>Update the L4L websites to ensure content relevant and functioning to the membership and public. (old NAAONB site closed by Jan 2015)</i></p>	<p><i>Knowledge Platform established and effective</i> <b>Communications and Events Manager</b> <b>● April 2015</b></p>	<p><a href="http://www.aonb.org.uk">www.aonb.org.uk</a> now cached <a href="http://www.landscapesforlife.org.uk">www.landscapesforlife.org.uk</a> updated according to individual AONB requests and core staff team <a href="http://www.landscapesforliferesources.org.uk">www.landscapesforliferesources.org.uk</a> (Knowledge Platform) reviewed and updated. Template altered to accommodate case studies shared through the market place at Landscapes for Life Conference 2015. Template considered over complicated so investigating alternative to current CMS. <a href="http://www.landscapesforlifeconference.org.uk">www.landscapesforlifeconference.org.uk</a> = <a href="http://www.landscapesforlifeevents.org.uk">www.landscapesforlifeevents.org.uk</a> and is home to all events organized by the NAAONB and AONB Family. Outstanding week was successfully launched from this platform in September 2015</p>
	<p><i>Produce L4L brand strategy based on agreed brand values and behaviours</i></p>	<p><i>L4L brand strategy agreed by trustees</i> <b>Communications and Events</b></p>	

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		<b>Manager</b> <ul style="list-style-type: none"> <li>● <b>June 2015</b></li> </ul>	
<b>Better articulate the value of AONBs, AONB Partnerships, and Conservation Boards</b>	<i>Produce AONB Family Prospectus to include summary in infographic format</i>	<i>Prospectus published</i> <b>Communications and Events Manager</b> <ul style="list-style-type: none"> <li>● <b>October 2015</b></li> </ul>	3 infographics produced for 3 different audiences.
	<i>Set up evidence base on Knowledge Platform on L4L web site</i>	<i>Evidence base established and in use</i> <b>Communications and Events Manager</b> <ul style="list-style-type: none"> <li>● <b>October 2015</b></li> </ul>	Ongoing - see above.
	<i>Provide an annual report for Defra - showcasing good practice outcomes from AONB Partnerships and Conservation Boards (linked to prospectus/infographic)</i>	<i>Annual Report produced</i> <b>Communications and Events Manager</b> <ul style="list-style-type: none"> <li>● <b>June annually</b></li> </ul>	Produced <b>“So much more than a view”</b> joint publication with National Parks England.
<b>B. Demonstrating value and relevance - Encouraging others to speak out on our behalf</b> - Portfolio holder: Michael Mounde, Staff member: HD			
Priorities	Action	Key milestones / Lead / By when	NARRATIVE
<b>Build on existing dialogue and continue to grow trust and support by liaison/direct contact with national bodies.</b>	<i>Review the Defra/NE/NAAONB tripartite agreement</i>	<i>Tripartite agreement 3 year actions (2015-2018) agreed by Defra, NE, and NAAONB trustees</i> <b>Chief Executive</b> <ul style="list-style-type: none"> <li>● <b>Apr 2015</b></li> </ul>	Meeting held between NE (Liz Newton) and NAAONB CEO to discuss future joint working between the two organisations, building on the chair level bilateral and the meeting of NE’s landscape advisory group. Tripartite meeting held in July 2015
	<i>High level meetings with Welsh Government on achieving shared objectives</i>	<i>Standing meeting with Minister responsible for AONBs in Wales</i> <b>Chief Executive</b> <ul style="list-style-type: none"> <li>● <b>Dec annually</b></li> </ul>	CEO invited to meet with Carl Sargeant AM, Minister for Natural Resources and the AONB LO in Wales. Briefing produced but travel problems meant the meeting didn’t take place as planned. Minister met with some AONB LOs. Meeting rescheduled for 11 <sup>th</sup> June. CEO met with Carl Sargeant AM, Minister for Natural Resources

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			Minister in June 2015
	<i>High level meetings with Natural Resources Wales on achieving shared objectives</i>	<i>Bilateral meeting with Chair and CEO of NRW</i> <b>Chief Executive</b> ● <i>Oct annually</i>	Meeting requested. Currently NRW in process of appointing a Chair. CEO met with NRW, Designated Landscape staff, Welsh Government and Review Panel in April 2015 to discuss issues around DL management and areas of shared interest.
	<i>High level meetings with Natural England on achieving shared objectives</i>	<i>Bilateral meeting with Chair and CEO of NE</i> <b>Chief Executive</b> ● <i>Oct annually</i>	Meeting held on 17 <sup>th</sup> March between NAAONB Chair and CEO and NE Chair and CEO.
	<i>Evaluate and review accords / agreements as appropriate</i>	<i>Wildlife Trusts accord evaluation complete</i> <b>Policy and Development Manager</b> ● <i>November 2015</i>	Questionnaire prepared and sent to all lead officers requesting their views regarding the “Accords” with the Woodland Trust, Wildlife Trusts, English Heritage and Visit England. Questionnaire to be prepared and sent to key contacts in organisations the NAAONB has accords with. Met with Paul Wilkinson (The Wildlife Trusts) at CLA game Fair and undertook to share findings with view to making the Accord more effective. Questionnaire received back from Lead Officers and analysed. Questionnaire sent to key contacts in organisations the NAAONB has accords with.
<i>NPE Accord agreed</i> <b>Chief Executive</b> ● <i>Jul 2015</i>		Final draft currently awaiting agreement from NAAONB board and NPE. Accord to be signed by Philip Hygate and Jim Bailey (NPE) at Chairmen’s Conference.	
<i>Woodland Trust accord evaluation complete</i> <b>Policy and Development Manager</b> ● <i>Sept 2015</i>		Questionnaire prepared and sent to all lead officers requesting their views regarding the “Accords” with the Woodland Trust, Wildlife Trusts, English Heritage and Visit England. Questionnaire to be prepared and sent to key contacts in organisations the NAAONB has accords with.	
<i>English Heritage accord evaluation complete</i>		Questionnaire prepared and sent to all lead officers requesting their views regarding the “Accords” with the Woodland Trust, Wildlife	

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		<p><b>Policy and Development Manager</b> ● <b>Apr 2016</b></p>	<p>Trusts, English Heritage and Visit England. Questionnaire to be prepared and sent to key contacts in organisations the NAAONB has accords with.</p>
		<p>Visit England Accord evaluation complete <b>Policy and Development Manager</b> ● <b>Sept 2016</b></p>	<p>Questionnaire prepared and sent to all lead officers requesting their views regarding the “Accords” with the Woodland Trust, Wildlife Trusts, English Heritage and Visit England. Questionnaire to be prepared and sent to key contacts in organisations the NAAONB has accords with. Following a recent meeting with VisitEngland and the NAONB Family Sustainable Tourism group it has been proposed that instead of an Accord between VisitEngland and the AONB Family, the NAAONB is identified by VisitEngland at a strategic partner.</p>
		<p>Opportunity for an accord with the National Trust scoped <b>Chief Executive</b> ● <b>Oct 2015</b></p>	<p>Await the outcome of the questionnaires.</p>
<p><b>Grow our influence in local and central governments (including, at a UK, level with Health, Transport, Local Government departments, and Treasury) and with major NGOs.</b></p>	<p>High level meetings with departments on achieving shared objectives</p>	<p>Bilateral meetings as and when appropriate <b>Chief Executive</b> ● <b>Reported annually</b></p>	<p>Meetings with DCLG and DCMS on the Mobile Planning Review. Formal evidence presented to inform debate.</p>
	<p>High level meetings with the National Trust on achieving shared objectives</p>	<p>Bilateral meeting with Chair and CEO of NT <b>Chief Executive</b> ● <b>Jan annually</b></p>	
	<p>Provide intelligence to governments on the state and viability of AONB partnership and Conservation Boards. Reports and when appropriate or requested</p>	<p>Provide summary of situation for 2015-16 <b>Chief Executive</b> ● <b>Apr 2015</b></p>	<p>Ongoing. Meeting with the Surrey Hills Chairman to discuss the relevance of Conservation Board status for the partnership.</p>

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	<i>Advise Defra to ensure activity and financial reporting process remains fit for purpose</i>	<i>Advice provided</i> <b>Chief Executive</b> ● <i>As required</i>	
	<i>Contribute to delivery of Action Plan for Recommendations associated with the Cumulus report</i>	<i>Tbc</i> <b>Chief Executive</b>	
	<i>Engagement with legislative and policy programme development in Wales</i>	<i>Evidence gathered for protected landscapes review</i> <b>Chief Executive</b> ● <i>Mar 2016</i>	Inter organisational discussions held over the submission of evidence to stage 2 of the review. Close working with other NGOs, the Gower Society and the NP societies through the Alliance for NPs Cymru. Discussions held with AONB lead officers in Wales. Symonds Club meeting attended with the review panel.
		<i>Oral and written evidence submitted</i> <b>Chief Executive</b> ● <i>Mar 2016</i>	Stage 2 evidence submitted. Oral evidence to be provided by NAAONB CEO and Chair on 17 <sup>th</sup> June.  Ongoing input to discussion around the Environment Bill, Natural Resource Planning, and the purpose of NRW.
	<i>Build and maintain alliances in Wales with organisations with shared interests in protected landscapes to maintain an AONB Family voice as devolution progresses</i>	<i>3 x meetings with the Alliance of National Parks Cymru</i> <b>Chief Executive</b> ● <i>Mar annually</i>	2 x meetings held with the Alliance this FY, with close working around Stage 2 of the review.  Future Landscapes Wales programme is now in development.
	<i>High level meetings with CPRE on achieving shared objectives</i>	<i>2 x meetings annually with the CEO of CPRE</i> <b>Chief Executive</b> ● <i>As required</i>	Regular monthly telecons held with CEO of CPRE (plus others as appropriate). Attendance at CPRE's Land Use Strategy meeting for senior landscape policy thinkers.
	<i>High level meetings with CNP on achieving shared objectives</i>	<i>2 x meetings annually with the CEO of CNP</i> <b>Chief Executive</b> ● <i>As required</i>	One phone meeting with CNP CEO held soon after appointment. One face to face discussion taken place through the Alliance NP Cymru meeting.

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<b>C. Driving better delivery through collaboration - Working together and with others to achieve better outcomes</b>			
Portfolio holder: Chris Woodley-Stewart, Staff member: RC			
Priorities	Action	Key milestones / Lead / By when	NARRATIVE
<b>Connect ideas, people, and resources through further development of Basecamp and the Knowledge Platform-developing the national skill base.</b>	<i>Manage Basecamp effectively</i>	<b>Office Manager</b> ● <i>On going</i>	
	<i>Advise membership on purpose and use of Knowledge Platform</i>	<i>Knowledge Platform populated with data and good practice</i> <b>Office Manager</b> ● <i>May 2015</i>	<a href="#">Undergoing this maintenance.</a>  Consideration of whether the CMS is fit for purpose. Investigation into other methods/websites for collation of the information
	<i>*Develop member training event for Welsh AONB partnership members</i> <i>*Subject to funding bid</i>	<i>Event held</i> <b>Chief Executive</b> ● <i>Jan annually</i>	Welsh AONBs have been approached to see whether they wish to rerun this event.
<b>Work more closely with the private sector (develop direct links/relationships and through LEPs and other routes)</b>	<i>Implement Corporate Relationship programme</i>	<i>Clear productive relationships developed with two corporate partners annually</i> <b>Policy and Development Manager</b> ● <i>Ongoing</i>	Attendance at NFU's LEP/Food Enterprise Zone workshop and early discussions with Produced in Kent Ltd.
	<i>Maintain links with Defra LEP round table</i>	<i>3 x meetings annually</i> <b>Policy and Development Manager</b> ● <i>Mar annually</i>	<a href="#">Attended meeting the agenda considered superfast broadband, Future call for funding via the EAFRD and future operation of the DEFRA LEP round table.</a> <a href="#">LEP coordinator invited to speak at Chairmen's Conference</a>
<b>Foster our relationships with the National Park Authorities</b>	<i>Establish joint meeting between AONB Lead Officers and NPA Chief Executives on shared agenda</i>	<i>Agreement on a shared agenda</i> <b>Chief Executive</b> ● <i>Jan annually</i>	
	<i>Develop shared agenda across NPA and AONB Partnerships in Wales</i>	<i>Agreement on a shared agenda</i> <b>Chief Executive</b> ● <i>Jan annually</i>	

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	As part of above explore benefits/options for shared NPA/NAAONB post(s)	Raise as part of above joint meetings <b>Chief Executive</b> ● Nov 2015	
	Explore the option of an all Party Parliamentary group on Protected Landscapes	Consider as part of accord development with NPE <b>Chief Executive</b> ● May 2015	NPE approached by NAAONB to consider this. Feedback indicates that there is unlikely to be an appetite for further widening the scope of this group due to resourcing pressures.
<b>Further the principles of collaboration, building on the Future Landscapes Programme.</b>	Further develop Action Learning sets as the preferred vehicle for achieving shared outcomes <b>Policy and Development Manager</b>	Sustainable Tourism ALS in operation <b>Policy and Development Manager</b> ● Nov 2015	Meeting of the Sustainable Tourism Group items discussed included: <ul style="list-style-type: none"> <li>• Growth Strategy consultation</li> <li>• Visitor giving.</li> <li>• Pilot CPD scheme that the NAAONB would like to test with Sustainable Tourism.</li> <li>• GREAT UK Challenge Fund and other funding opportunities.</li> <li>• Europarc Charter – update.</li> </ul> Briefing at Conference on the relevance and importance of collaboration. The Prezi presentation on “Collaboration across Protected Landscapes” can be found <a href="#">here</a> .
	Programme of collaboration and collective action developed with the AONB Partnerships and National Park Authorities in Wales	Programme agreed with all parties <b>Chief Executive</b> ● Jul 2015	Significant programme of work agreed with WG around managing behavioural change across the designated landscape in Wales.
		Funding secured <b>Chief Executive</b> ● Aug 2015	Costed on a FCR basis for this FY and likely to continue into next.  Future Landscapes programme worked up, with a successful bid made to Welsh Government for funding the programme.

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<b>D. Raising Resources - Ensuring we can do what we want to do</b> - Portfolio holder: Mat Roberts, Staff member: HD			
<b>Priorities</b>	<b>Action</b>	<b>Key milestones / Lead / By when</b>	<b>NARRATIVE</b>
<p><b>Develop new ways to generate income for NAAONB and AONB Family</b>  <b>i) through acting on the recommendations in the LUC report 'Maximising Revenues for Protected Landscapes'</b></p>	<p><i>Consultation with membership on the structure of AONB partnerships/units and/or reducing the frequency of protected landscape Management Plan reviews.</i></p>	<p>AONB Family view presented to Defra  <b>Chief Executive</b>                      ● <b>May 2015</b></p>	<p>Vision of AONB partnerships currently being scoped through an action learning set</p> <p>Lead Officer meeting held to discuss current context and determine priorities for the future. The result of the meeting was the establishment of five new ALS focusing on:</p> <p>A. 20 year vision (+ road map of how to get there + future scenario work (funding and landscape)                      B. Promotion / strengthening of Section 85 with LAs &amp; others.                      C. Joint funding initiative (NAAONB as distributor)                      D. Streamlined consistent management plans.                      E. Develop professional body / qualification to underline our landscape expertise.</p> <p>Working with the Surrey Hills Lead Officer. AONB Lead Officers canvassed over their views of a Vision for AONBs. Results collated and being presented in a draft report for discussion.</p>
	<p><i>Action Learning Sets developed to share experience and develop best practice in how AONB teams can positively engage in the local delivery of policy on behalf of partners.</i></p>	<p>ALSs developed and engaged in an active programme of work  <b>Policy and Development Manager</b>                      ● <b>Jul 2015</b></p>	
		<p>ALSs outputs received by Defra  <b>Policy and Development Manager</b>                      ● <b>Mar 2016</b></p>	<p>This work is development by members of the Sustainable Tourism group.</p>
	<p><i>With NPE, co-ordinate a project to review established protected landscape visiting giving schemes and promote best practice for protected landscapes, working closely with Visit England</i></p>	<p>Project scope agreed  <b>Policy and Development Manager</b>                      ● <b>May 2015</b></p>	
		<p>Project timetable agreed  <b>Policy and Development Manager</b>                      ● <b>Jul 2015</b></p>	

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	<i>Proactive national funding bid to charitable trust/EU to roll out national objectives and the Landscapes for Life brand</i>	<i>Evaluate impact to date Scope opportunities Develop bid Application submitted <b>Contract</b> ● Sept 2015</i>	Continued discussions with the Plunkett Foundation and Big Lottery around the partnership delivery of grant to support the Making Local Woods Work programme. Awaiting partnership agreement for consideration.  Discussions with Plantlife over partnering in a bid to the People's Postcode Lottery to flow grant aid to AONB partnerships to promote the management of roadside verges.  Continued involvement with Defra's Terrestrial Biodiversity Group in identifying priorities for funding and mechanisms by which collective bids from AONB partnerships might be aligned with priorities, targeted and coordinated.  Meeting held with Jim Dixon (a trustee of the HLF) and NPE around collective bidding for protected landscapes. HLF staff provided with background information to inform a presentation to HLF trustees on funding and AONB partnerships.
	<i>With NPE, explore idea of a national approach for liaising with organisers of large recreational events by national organisations, including the collection and cost-effective administration of revenue from organisers to support the ongoing management of the special qualities of the protected landscapes</i>	<i>Agree approach <b>Contract</b> ● June 2015</i>	
		<i>Deliver on agreed approach <b>Contract</b> ● Jan 2016</i>	
<b>Develop new ways to generate income for NAAONB and AONB Family</b> ii) Other	<i>Devise a resourcing strategy for the NAAONB</i>	<i>Agree strategy <b>Chief Executive</b> ● Apr 2016</i>	
	<i>Develop the NAAONB consultancy as a vehicle for broadening the</i>	<i>Carry out an AONB partnership needs analysis</i>	Currently underway. This will help us understand what commissions are being let by AONB partnership and their Local Authority partners

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	<i>funding base to AONB partnerships and the NAAONB</i>	<p><b>Contract</b></p> <ul style="list-style-type: none"> <li>● <b>October 2015</b></li> </ul>	<p>and how the consultancy can position itself to win commissions in the future. Needs analysis completed and presented to sub-group. Consultancy working group has met and decided to review the Business Model for the consultancy. Contract prepared and let to review the Business Model for the consultancy.</p>
		<p><i>Carry out a market analysis</i></p> <p><b>Contract</b></p> <ul style="list-style-type: none"> <li>● <b>May 2015</b></li> </ul>	<p>Currently underway. Gathering info on the wider market - identifying commissions available, the competition. This will help position the consultancy to win commissions. Market analysis completed and presented to sub-group.</p>
		<p><i>Complete an AONB skills analysis and capacity audit</i></p> <p><b>Contract</b></p> <ul style="list-style-type: none"> <li>● <b>Jun 2015</b></li> </ul>	<p>Framework agreed around three areas, landscape, planning, and stakeholder engagement. This skills and capacity audit across AONB staff/members will help understand and capture the skills and knowledge base available and develop a workable methodology for channelling skills into project commissions. We have the additional help of Maddy Jago, working in a voluntary capacity, to progress this. Skills framework devised but not yet populated.</p>
		<p><i>Agree the most appropriate business &amp; governance model</i></p> <p><b>Board</b></p> <ul style="list-style-type: none"> <li>● <b>Jun 2015</b></li> </ul>	
		<p><i>Set up the consultancy Board and schedule Board meetings</i></p> <p><b>Chief Executive</b></p> <ul style="list-style-type: none"> <li>● <b>Jul 2015</b></li> </ul>	
		<p><i>Agree a Marketing and Communication Plan</i></p> <p><b>Communications and Events Manager</b></p> <ul style="list-style-type: none"> <li>● <b>Jul 2015</b></li> </ul>	

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	<p><i>Launch the consultancy</i>  <b>Chief Executive</b>                  ● Jul 2015</p>	<p>Requires consultancy Board to be in place, which is unlikely by conference although it will form part of the conference narrative. The intention to launch the consultancy at the AGM seems unlikely as the development work has led to a change in the business model. This model is currently being tested.</p>
	<p><i>Explore Joint funding bids for EU funding</i>  <b>Contract</b>                  ● Sept 2015</p>	
	<p><i>Bids for AONB partnership contracts x2</i>  <b>Contract</b>                  ● Jul 2015</p>	<p>One contract let to the NAAONB to support the South Devon AONB Partnership look at new funding mechanisms from across the AONB Family and make specific recommendations around establishing a local fundraising mechanism.                  Another contract currently being scoped for the Isle of Wight AONB around new models of working.                  South Devon contract complete                  Isle of Wight bid won and work about to commence.                  Bid submitted in response to a commission by Cornwall AONB – yet to hear outcome                  Bid submitted in response to a commission by Chichester Harbour AONB – unsuccessful.</p>
	<p><i>1 x bid for NE/Defra contract</i>  <b>Contract</b>                  ● Sept 2015</p>	<p>No obvious opportunities have arisen so this output was focused on the development of a bid submitted in response to a commission by The South Downs National Park Authority – unsuccessful.</p>
	<p><i>Bid for grant funding toward consultancy set up costs (if appropriate)</i>  <b>Contract</b>                  ● Jul 2015</p>	

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	Explore NAAONB offering shared service delivery to AONB Partnerships and Conservation Boards	Set up working group with lead officers <b>Policy and Development Manager</b> ● Sept 2015	Covered as part of the Lead Officers meeting in April.
<b>E. Managing organisational change</b> - Portfolio holder: Philip Hygate, Staff member: HD			
Priorities	Action	Key milestones / Lead / By when	NARRATIVE
<b>Develop the NAAONB charitable company</b>	Agree new membership structure and recruitment programme	Structure agreed Programme agreed <b>Board</b> ● Oct 2015	Paper 'towards a membership strategy' put to Board in October 15
	Board of Trustees operational with new portfolios linked to Business Plan	Trustees in place <b>Board</b> ● Jul 2015	Paper on portfolios to be taken to Board meeting 18 <sup>th</sup> June.
	Hon. Treasurer appointed	Hon. Treasurer in post <b>Board</b> ● Jul 2015	Paper on Hon Treasurer role to be presented to June Board. Job description agreed and advert for post widely circulated
	Ensure charitable company SORP compliant	Accounts compliant <b>Board</b> ● Apr 2015	Met with accountant to prepare CC compliant accounts for 2013-14 and 2014-15.
	Produce Governance handbook	Draft handbook agreed by Board <b>Board</b> ● Jul 2015	
	Trustee induction and training programme agreed	Induction process agreed by board <b>Board</b> ● Jul 2015	
	Training and development programme for staff agreed	Programme agreed by Board <b>Chief Executive</b> ● Aug 2015	

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	<i>Establish IT system fit for purpose</i>	<i>System in place</i> <b>Office manager</b> ● Jun 2015	Arrangements are being made to move all websites under one management organisation, This organisation will be able to provide support for staff emails. This transition will occur during the summer to avoid potential disruption at busy times.
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## Appendix 1 - Portfolio Holder Reports

**Portfolio activity:** June - September 2015

**Submitted by:** Sarah Jackson

<b>Portfolio:</b> Raising profile <b>Lead:</b> Sarah Jackson		
<b>Business Plan reference</b>	<b>Action</b>	<b>Narrative</b>
<b>Business Plan</b> <b>A. Raising Profile</b>	1.1 Promote Communication strategy - Fortnightly drop in telecons	Assisted Jill with drop ins and followed up actions
	1.2 Communication strategy Action Plan - Outstanding week	Organised call for events and produced calendar of events for conference.  Ran session with Jill at conference  Liaised with AONB family via Basecamp on Outstanding Week
	2.2.(K) Landscapes for Life Award	Organised award including certificates/books, call for proposed names and presentation at conference
<b>Portfolio:</b> Managing organisational change <b>Lead:</b> Philip Hygate		
<b>Business Plan reference</b>	<b>Action</b>	<b>Narrative</b>
<b>E. Managing organisational change</b>	Trustee recruitment	Produced JD for Hon treasurer role and recruitment process/timetable July/Aug 2015
	Trustee training	Raised awareness of trustee conference /initiated setting up trustee training – to be taken forward

**Portfolio activity: June - September 2015**

**Submitted by: Chris Woodley-Stewart**

<p><b>Portfolio:</b> Collaboration  <b>Lead:</b> Chris Woodley-Stewart</p>		
<b>Business Plan reference</b>	<b>Action</b>	<b>Narrative</b>
Driving better delivery through collaboration	Programme of collaboration and collective action developed with the AONB Partnerships and National Park Authorities in Wales	Discussions with Richard C regarding a framework for a collaboration programme. This would provide opportunities for collaborative work and is connected to the planned skills audit  Facilitated a three day visit to the North Pennines for Kent Downs and North Devon teams to support shared learning.
Develop new ways to generate income for NAAONB and AONB Family	Develop the NAAONB consultancy as a vehicle for broadening the funding base to AONB partnerships and the NAAONB	Supporting development of the consultancy through discussion and teleconferences. Submitted a tender on behalf of the consultancy to deliver a Dark Skies Discovery Site contract in Chichester Harbour AONB.
Further the principles of collaboration, building on the Future Landscapes Programme.	Conference (I couldn't actually find a conference action)	Supported the delivery of the 2015 conference as portfolio holder. Initial work on 2016 conference development

## Appendix 2 - Report to trustees on activity to mitigate the top three corporate risks

### Risk 1. Environmental funding declines

#### Current control/mitigation

Work with national and local politicians to influence policy and public opinion, active revenue generation through new and existing partnership activity, generation of earned income through consultancy model.

#### Activity

- On-going discussions with Defra officials over impact of further cuts
- Programme of Ministerial visits agreed with officials
- Work to develop the NAAONB consultancy taking place
- NAAONB has bid, through the proto-consultancy, for 6 pieces of work
- Briefing to HLF over funding and grant take up
- Work with Defra's Terrestrial Biodiversity Group to develop funding options for local delivery
- Input to WG's review of Designated Landscapes
- Partnership development with WG over collaboration
- Funding partnerships in development with Big Lottery and Plantlife

#### Impact

- Awaiting Autumn statement and announcements over next CSR.
- Progress in Wales over new partnerships with WG
- Majority of other activity benefits AONB Family with negligible positive impact on NAAONB

### Risk 2. Failure to develop effective homeworking infrastructure

#### Current control/mitigation

Monitor and seriously consider all available opportunities for more effective working practices

#### Activity

Finance - Subscription and use of Xero (finance software) is now 6 months underway at the date of this Board meeting. All is going well regarding staff training and there has been a noticeable improvement in the day to day running of NAAONB finance systems (due to taking the accounts in house, on a cloud based system, resulting in a reduction in duplication of work).

An application has been made to Lloyds PLC to change the signatories on the account.

IT - Not for profit "purchase" of Office 365 has been approved and Microsoft have agreed to supply the software free of charge as NAAONB are a charity.

Websites and emails have now (at the date of this Board meeting) been changed over to a new supplier (Cosmic) who are more cost efficient and able to provide a level of IT support (no support was available previously).

#### Impact

Once the change in signatories on the NAAONB's bank account has been confirmed there will be a further reduction in duplication of work.

Improvement of IT systems will increase capacity of employees to undertake their work, until now members of staff have not been able to set out of office responses on their email addresses as the previous setup did not allow. Office 365 will also improve collaboration across the team.

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### **Risk 3. IT system failure**

Current control/mitigation

No maintenance programme, personal approaches to back up & anti-virus system.

### **Activity**

CEO has a new laptop to replace failing item.

Cosmic are supplying a service which filters junk emails from staff emails.

### **Impact**

Improvement of IT systems will increase capacity of employees to undertake their work, with the new spam filtering - the junk emails will no longer reach mobile phones and will make working when out of the office significantly easier.

## Item 12 - Defra Report

### Item 12 - Defra Report

Report to: The Board of the National Association for AONBs  
Subject: Defra Report  
Date: 6<sup>th</sup> October 2015  
Report by: Stephen Preston  
Purpose: For information

#### Funding in 16/17 and beyond

Like all Departments we are required to continue to make savings and play our part in reducing the deficit. The Budget set a path for unprotected departments that will mean a reduction in expenditure equating to an average of 12.6% over the four years from April 2016 until March 2020. Much time has been spent in over the past three months in developing these budgets.

We will get more idea of the next spending round review and the implications for Defra support for AONB partnerships shortly.

Given further cuts to Defra, confirmation of final funding to AONB partnerships may well not be given until January, later than normal. Defra recognises the implications for partnership funding and we will endeavour to give a much certainty as possible, as early as possible to allow for budget planning.

#### ADEPT (Association of Directors of Environment, Economy, Planning and Transport).

Tom Surrey attended a meeting in July of the ADEPT Environment Board and gave a presentation on Defra's work, specifically on its role in relation to Protected Landscapes. It was agreed that there should be ongoing engagement between Defra and ADEPT. Peter Chamberlain (Devon CC) was identified as the ADEPT representative who might liaise with Tom on protected landscape issues.

Peter is establishing a contact group with key representatives in local authorities.

#### Reports

The joint NAAONB/ NPE report "*So much more than the View....*" was well-received.

Three Defra-sponsored reports concerning protected landscapes still await decisions on publication: LUC on external funding; Cumulus Consultants on the Economics of Protected Landscapes and Peter Bibby's analysis of land use change in National Parks and AONBs.

## Item 13 - Natural England Report

### **Item 13 - Natural England Report**

Report to: The Board of the National Association for AONBs  
Subject: Natural England Report  
Date: 6<sup>th</sup> October 2015  
Report by: David Henshilwood  
Purpose: For information

#### **NAAONB Conference Winchester**

Liz Newton and Natural England colleagues very much welcomed and appreciated the usual impeccable hospitality and arrangements at the recent conference, and benefited from the opportunity to spend time with the AONB 'family'. It was also a welcome reminder of summer for those of us from more northern latitudes.

#### **Suffolk Coasts and Heaths AONB Boundary variation**

We undertook fieldwork during July to consider revisions to the existing boundary of the Suffolk Coast and Heaths AONB on the Shotley Peninsular and on the south side of the Stour estuary in Essex. Proposals are currently being developed on which we will consult stakeholders informally, prior to undertaking the required statutory consultation. Statutory consultees comprise the local authorities with land in the areas concerned. We are aiming for the consultation stages of the project to start as early as possible in the new year and intend to open up the formal consultation to the wider public as well statutory consultees. We will be particularly looking for any further evidence specifically relevant to the areas under review which supports the case for these areas in terms of the national importance of their natural beauty as well as in terms of the desirability of their designation as part of an Area of Outstanding Natural Beauty.

#### **Future landscape designations**

The position on further landscape designations remains as reported to the Board at its last meeting

We continue to receive a diminishing number of enquiries about potential changes to AONB boundaries, or suggestions for new AONBs.

#### **Natural England Conservation Strategy and Defra 25 year plan for the Environment**

Both of these documents are under development at the moment. Both will shape and drive the way in which Natural England delivers its business and works with its partners over the coming years. Landscape is likely to be one of the key environmental assets identified in the Defra 25 year plan, and will also play a key role in Natural England's conservation strategy.

Natural England is likely to promote a shared outcomes approach with key partners, which will set out shared long-term objectives with our partners at a landscape scale, and work together to achieve these shared outcomes. AONB partnerships, with their wide experience of working in this way, are likely to be very significant partners for us as this way of working is developed.

David Henshilwood, Principal Adviser, Landscape

## Item 14 - Cyfoeth Naturiol Cymru - Natural Resources Wales Report

Report to: The Board of the National Association for AONBs  
Subject: Cyfoeth Naturiol Cymru - Natural Resources Wales Report  
Date: 6<sup>th</sup> October 2015  
Report by: Lisa Tomos  
Purpose: For information

**NRW staffing update:** Place based teams are now in place across Wales combining legacy body staff supported by virtual teams providing specialist input. These teams are starting to deliver integrated natural resource management. Some learning is starting to emerge from the area based trials to help inform this new approach.

NRW has announced the re-appointment of several Board Members including Paul Williams, Madeleine Havard, Andy Middleton and Ruth Hall with new appointments due to be announced soon. NRW Chairman Peter Matthews remains in post until a suitable replacement is found.

The **NRW Partnership Funding** window has now closed for this year.

Our new **Annual Report** is now available on the NRW website

A snapshot **State of Natural Resources Report (SoNaRR)** has been produced over the summer as a summary to support the Environment Bill. The first full SoNaRR will be compiled and produced around the autumn 2016 and will inform an integrated approach going forward.

Cadw, the Welsh Archaeological Trusts and NRW are looking at how to improve the advice provided on the Historic Landscapes of Wales.

Work continues within NRW on the three pilot areas to develop thinking for **Area Statements:** the catchments of the Dyfi, Tawe and Rhondda. The Area Based approach seeks to identify priorities for integrated intervention to address key environmental risks and opportunities. External consultation has begun and at the first public event in the Dyfi catchment support was expressed for landscape, the historic environment and sustainable development, and for an integrated approach. There will be links to the Wellbeing of Future Generations Act through the wellbeing assessment and plans produced by Public Service Boards.

A meeting has taken place between NRW and the Welsh National Parks CEO's to discuss whether Park Management Plans could take the role of Area Statements. Linked to this also is the internal discussion on what scale the Statements should cover.

NRW has been supporting the Welsh Government's **Review of Designated Landscapes** which is examining issues of governance in phase 2. Recommendations to Welsh Government will be made in the final report which has been delayed but is expected within weeks.

Lisa Tomos  
Protected Landscapes Advisor  
21 September 2015

- End of Papers -