

71st MEETING OF THE NAAONB BOARD OF TRUSTEES AGENDA

Wednesday 1st June 2016 at 11.00am

Concept Conference Centre, 58-72 John Bright Street, Birmingham B1 1BN

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

Invitees - Trustees Philip Hygate, 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, David Waterman - Defra

Invitees - Speakers Katharina Denking - 'Europe's Nature-Regional-Landscape Parks'

1. **Apologies**
2. **Minutes and matters arising (PH) for agreement** (5 mins)
3. **Landscapes for Life Conference 2016 - Verbal (JS/CWS) for information** (5 mins)
4. **Business Reform Update (HD) discussion and agreement** (10 mins)
5. **Trustee Succession (PH) discussion and agreement** (10 mins)
6. **Strategic Risk (HD) for information** (5 mins)
7. **Budget (HD) for agreement** (5 mins)
8. **Management Accounts (JS) for information** (5 mins)
9. **NAAONB Portfolio & Staff Activity Report (Portfolio holders & staff) for information** (10 mins)
10. **Defra Report - Verbal (MK) for information** (10 mins)
11. **Natural England Report (LN) for information** (10 mins)
12. **Cyfoeth Naturiol Cymru (NRW) Report - Verbal (LT) for information** (10 mins)
13. **Europe's Nature, Regional and Landscape Parks Project - Verbal (KD) for information** (15 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

19th October 2016

24th November 2016 (AGM)

The National Association for Areas of Outstanding Natural Beauty

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A company limited by guarantee no: 4729800

Charity Number: 1158871

Registered office as above

Item 2 - Minutes and matters arising

Item 2 - Minutes and matters arising

Report to The National Association for AONBs Board of Trustees
Subject Minutes of the 70th meeting of the NAAONB Board of Trustees
Date 01st June 2016
Purpose For agreement

MINUTES OF THE 70th MEETING OF THE NAAONB BOARD OF TRUSTEES HELD ON 3rd MARCH 2016 HELD AT CARRS LANE CHURCH, BIRMINGHAM

Attendees - Trustees Philip Hygate, Rose Day, Michael Mounde, Peter Foulkes,
Chris Woodley-Stewart, Nick Holliday, David Hill, Mat Roberts via teleconference

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

Attendees - Observers Liz Newton - NE, Mehdi Kurrimbux - Defra

1. Apologies

Apologies were received from Lisa Tomos and notice was received that Mehdi Kurrimbux and Chris Woodley-Stewart were to arrive late due to transport issues.

2. Minutes and matters arising

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

MINUTES OF THE 68th MEETING OF THE NAAONB BOARD OF TRUSTEES

Resolved that the minutes be accepted as a true report.

MINUTES OF THE EXTRAORDINARY 69th MEETING OF THE NAAONB BOARD OF TRUSTEES

Resolved that the minutes be accepted as a true report.

MINUTES OF THE NAAONB ANNUAL GENERAL MEETING (2015)

Resolved that the minutes be accepted as a true report.

MINUTES OF THE NAAONB EXTRAORDINARY BOARD OF TRUSTEES MEETING (following AGM 2015)

Resolved that the minutes be accepted as a true report.

Proposed: Rose Day

Seconded: Michael Mounde

Agreed: Unanimously

Matters arising

The Chief Executive reported that many of the matters arising were to be discussed as part of the agenda. He reported that an infographic relating to AONBs in England had been launched at the Lead Officer meeting and had been delivered to Defra civil servants. Jill Smith reported that a similar infographic relating to AONBs in Wales is under development. A Twitter campaign was being planned to widen the audience for these and the AONB Family was being encouraged to get behind this campaign to ensure the best result.

The CE wished to formally note our gratitude to Steve Preston for all his work with the NAAONB and the AONB Family.

Mehdi Kurrimbux arrived at this point

The Board, staff and observers present, then introduced themselves.

Item 2 - Minutes and matters arising

The CE continued, that work on the AONB Family vision is on-going with a Lead Officer ALS (Action Learning Set) taking the lead on its development.

The CE clarified that a comment taken at the AGM from a member regarding restricted and unrestricted funding was a very important one as our cash flow requirement can only be met with unrestricted funds. He clarified to the Board that the NAAONB's Defra funding is unrestricted, being a contribution to the delivery of our business plan, while the NRW grant which funds bespoke pieces of work is restricted. He highlighted that as a small charity managing our cash flow is vital.

David Hill commented on the dichotomy between the attitudes of two organisations (NE and NRW).

Peter Foulkes queried whether Defra income can flow between financial years.

Jill Smith, as Company Secretary, responded that all grants are restricted to the financial years they refer to and are spent within that year. Any surplus in our annual income reported at the AGM is as a result of other non-exchequer funded activity during the year (i.e. conferences and training events).

David Hill commented on charity funding changes resulting from the recent collapse of Kids Company and suggested that there might be a move toward a more restricted type of contract.

Michael Mounde suggested addressing this vulnerability sooner rather than later.

The Chairman highlighted that the most important aspect of this for the NAAONB Trustees, was that Kid's Company Trustees are being held to account for its failing.

Chris Woodley-Stewart arrived at this point.

3. Defra settlement

The Chairman gave a short introduction to this paper and then passed it over to the CE to elaborate. Chris Woodley-Stewart commented that whilst it is welcome news that Defra has protected the AONB funding, AONB partnerships are still experiencing cuts from their LAs and are likely to receive further cuts in future.

Richard Clarke made the link between the Defra offer of grant letter and the development of KPI (Key Performance Indicators). These (as decided at the recent lead officer meeting) are based around Biodiversity, Wellbeing, Economic, Culture, and, as Defra has now requested, self-generating income. Nick Holliday echoed the congratulations to the CE and Chairman on the positive settlement and agreed with the need to not become complacent as a result. He also agreed that we cannot ignore the cuts coming through from the LAs which need serious attention as a matter of urgency.

Michael Mounde commented that it is worth talking about good practice and the good support from Defra with the LAs.

There was a discussion on the structure of the proposed qualitative and quantitative KPIs, their collation, reporting and review, during which, it was clarified that the NAAONB is assuming the role as collator of this information and the qualitative data will form part of a newly developed resources area on www.landscapesforlife.org.uk

Peter Foulkes added his congratulations on the Defra funding, and queried the state of Welsh funding.

The CE summarised that in line with the rest of the public sector, NRW is looking to make cuts in their budget and this will inevitably impact on programme delivery.

The Chairman wished to formally acknowledge that we are very grateful to Defra for the favourable settlement and will work hard to make a positive return on the investment.

4. Landscapes for Life Conference 2016 (L4L2016)

This report was introduced by Chris Woodley-Stewart (Vice-chairman)

The Chairman reminded Trustees that at the Chairmen's Conference, the NAAONB had been challenged on the gender balance of speakers.

Jill Smith responded that this is being addressed for L4L2016.

Item 2 - Minutes and matters arising

Nick Holliday suggested contacting the organisers of the, heavily sponsored, Dartmoor National Park Conference, to get tips on how to achieve similar.

The CE felt that an approach from a Trustee with links to the DNPA would have better results.

Jill Smith responded that the NAAONB has a sponsorship package document which could be used.

Michael Mounde offered to run a briefing at Conference about taking forward practical business innovation.

ACTION Michael Mounde to run a briefing on this at conference

Peter Foulkes suggested contacting Snowdonia National Park Authority for involvement in field trips.

Jill Smith responded that Snowdonia NP had been considered but was deemed too far to travel from Shropshire.

Jill Smith reported that Hazel McDowell from Natural England had contacted her suggesting a Field Trip to Cannock Chase AONB. Jill advised the Board that she felt the subject matter, a NE funded Dementia project, would be better received as a briefing at Conference and would invite Hazel to submit a briefing template giving more information.

Chris Woodley-Stewart added that it would be good to get Cannock Chase AONB Partnership to consider reapplying for membership and that engagement at conference would be useful in encouraging them to do so.

There was then a brief discussion regarding the lack of diversity issue (race, age and gender) which has been raised previously. It was recognized that the current protected landscape profession does not represent a cross section of society.

ACTION Liz Newton offered to raise discussion at the Natural England Landscapes Advisory Group.

There followed a further a discussion about how to engage better with a younger audience and the Board requested that Conference 2017 have a theme of "Inspiring a New Generation".

Jill Smith welcomed this and agreed to share the idea of a 2017 Events programme to concentrate on a youth theme to the Communications group working on developing campaign themes.

Resolved that this paper be noted.

Agreed: Unanimously

5. Membership fees

This report was introduced by Howard Davies (Chief Executive).

Rose Day suggested agreeing the paper as it stands but recommended considering the addition of a life membership option when this is reviewed in future. There was a short discussion regarding this.

The Board formally thanked Sarah Jackson in absentia for her work on this.

ACTION Howard Davies to put together dates to discuss this with the Board/a sub group via GoTo in order to consider the review of the Membership fees in relation to the resourcing strategy.

Resolved that this paper be adopted.

Proposed: Rose Day

Seconded: Nick Holliday

Agreed: Unanimously

6. NAAONB draft budget 2016/17

This report was introduced by Howard Davies (Chief Executive).

Michael Mounde wished to commend the 4 year period as we are moving from a period of uncertainty to one of reasonable certainty. He suggested that the contingencies in the budgets could be modified as a result and stated that the bottom line, as presented, is a conservative figure.

Item 2 - Minutes and matters arising

The CE thanked Michael Mounde for his work and highlighted the issue that we have an aspirational reserve and have built in a contingency of £14,000 to give flexibility. He then added that the NAAONB is now in a position to actively support the work being carried out by the ALS groups. This is a welcome result of the Defra settlement. Additionally, it is suggested that this clear investment from Defra for the NAAONB and AONB Family to continue to innovate and evolve, coupled with significant legislative change in Wales, decisions taken by Trustees around the efficacy of a consultancy model, and the loss of one staff member has created a sound and compelling business case for organisational reform.

David Hill queried the budget line for attendance at the CLA Game Fair as the structure of this is changed for 2016.

The CE responded that we are still considering how and where we attend a Game Fair (there are currently a number in development) and that it is likely that only he and Jill Smith attend as day delegates for targeted meetings with our main “partners” or potential partners.

Nick Holliday suggested that the Board endorse this budget for 12 months on the basis that the suggested organisational reform take place during this time. He then offered to be involved in this process.

ACTION Nick Holliday to assist with steering organisational reform

It was suggested that the NAAONB should be able to cover Board costs and that the current wording “where necessary” in the T&S Guidelines is inappropriate now we have become a Charity.

ACTION Howard Davies to add a budget line to cover Board expenses and to remove the wording “where necessary”

A short discussion over Board succession followed.

A further short discussion was had on whether the NAAONB attendance at events such as the CLA Game Fair was appropriate and whether other events such as the Bird Fair and/or the Royal Welsh Show would be better.

The CE responded that the Game Fair was the largest country fair in the UK and that our main audiences (“partners” and “potential partners”) attended, so he thought it should remain our primary focus but that we could review this year on year.

Resolved that the budget be approved subject to an increase in Board expenses allowance and that the line relating to the Game Fair should be renamed to Events.

Proposed: Michael Mounde

Seconded: Nick Holliday

Agreed: Unanimously

The Chairman moved the meeting onto a discussion on the review of staff functions and job descriptions.

Chris Woodley-Stewart queried whether the review will include a review of staff salaries.

The CE responded that it could include a review of staff salaries.

The Chairman added that we are within the context of employment law protection.

The CE responded that NAAONB staff jobs have changed over this last year, however, their job descriptions haven't. A review is necessary in order to better reflect the current and future needs of the NAAONB.

Nick Holliday suggested the review be slightly wider than just reviewing the job descriptions, and should follow the old adage of form follows function.

Item 2 - Minutes and matters arising

Resolved that in light of the changing context, the CE be empowered to begin a review of staff function by reviewing existing job descriptions.

Proposed: Chris Woodley-Stewart

Seconded: Nick Holliday

Agreed: Unanimously

At this point the Board had a break for refreshments and Mat Roberts' teleconference call was ended.

7. Travel & Subsistence guidelines

This report was introduced by Amber Livingston (Office and Membership Manager)

Chris Woodley-Stewart suggested that the wording be amended to no longer read *London and other* as this is imprecise. He also suggested increasing the contribution for accommodation with friends/family to £20, and the removal of other incidentals.

ACTION Amber Livingston to reword London and other to just London, to remove the line for other incidentals and to increase the friends/family accommodation to £20.

Resolved that with these suggested amendments these guidelines be taken forward.

Proposed: Chris Woodley-Stewart

Seconded: Michael Mounde

Agreed: Unanimously

8. Strategic Risk

This report was introduced by Howard Davies (Chief Executive).

There was a short discussion around the layout of the report and it was clarified that just the top 4 risks are reported to the Board and that the risks are those that affect the NAAONB specifically.

Chris Woodley-Stewart suggested reporting on different kinds of risk. One inward, staff focused, risk register and one wider, loss of funding, risk register.

There was a query around the possible decrease in IT risk now that a budget is allocated to it in the next financial year.

Proposed: Rose Day

Seconded: Michael Mounde

Agreed: Unanimously

9. Management Accounts

This report was introduced by Jill Smith (Communications & Events Manager).

Jill Smith pointed out to the Board that Amber's book keeping work had made producing the Management Accounts a lot easier than it had been previously and the Board thanked Amber for her work on this.

Michael Mounde requested a simpler presentation of this report in future.

10. NAAONB Recruitment of Trustees

This report was introduced by Howard Davies (Chief Executive).

The CE formally thanked Sarah Jackson in absentia for her work on this and for the Board.

Item 2 - Minutes and matters arising

The Chairman suggested that this item be discussed further at the meeting in June in order that it can be in place by November's AGM.

Rose Day added that there should be strategic thinking as to who would be suitable Trustees.

Michael Mounde agreed and added that definition of what skills we need is necessary.

Peter Foulkes commented that he has never seen a job description for his role.

Jill Smith responded that a Board member role description was included in the nomination papers document which had been produced for the Board elections when we were a Company Ltd by Guarantee.

Michael Mounde offered his assistance taking this forward.

ACTION Michael Mounde to assist on taking this forward.

There was then a discussion on suitable methods of recruiting.

Philip Hygate recommended that all Trustees read the Kid's Co report to better understand their roles as Trustees of a charity.

Resolved that a paper outlining the organisational needs in trustee succession terms be drawn up and taken to the June Board meeting for agreement.

ACTION The CE and Chairman to take this forward

11. Landscapes for Life Awards

This report was introduced by Jill Smith (Communications & Events Manager).

There was a brief discussion about the meeting of nomination criteria, and it was generally agreed that consistency is necessary.

There was further discussion about whether salaried nominees were the ones that should be being rewarded.

The CE suggested that the Awards should go ahead as described this year, but that before the next round what it is that we want to be awarded, and where the award be given, be considered.

Chris Woodley-Stewart agreed and suggested reviewing the award at the October Board meeting. He then offered to take this on the administration of the Awards this year in Sarah's absence.

ACTION Chris Woodley-Stewart to continue necessary work, including publicity, production of certificates and procurement of prizes for presentation at Conference 2016 and also to undertake a review of the Landscapes for Life award.

12. NAAONB Portfolio & Staff Activity Report

This report was introduced by Howard Davies (Chief Executive).

Richard Clarke gave a Future Landscapes Wales update to the Board and offered a written report to the next Board meeting should they desire one.

Chris Woodley-Stewart queried the Cofac and Odyssey match funded invoices. And requested invoices be reworded to outline exactly what is covered.

ACTION Richard Clarke to pass this on to Cofac and Odyssey

Nick Holliday queried the level of risk around the Welsh Government elections in May and to what degree is the NAAONB committed to deliver on the Future Landscapes Wales contract.

Richard Clarke responded that the product will be available after the election but delivery will be over before the election.

The CE added that there is likely to be a sympathetic minister regardless of election results.

Michael Mounde queried any conflicts of interest now that Howard Davies sits on the NRW Board.

The CE responded that he has recognized the potential conflict of interest, formally disclosed it, and will withdraw from any compromising discussions or decision-making. He assured the Board that the contractual relationship we have with NRW is being led by Richard Clarke, not himself.

Item 2 - Minutes and matters arising

Chris Woodley-Stewart reported that he attended meetings about the Defra 25 year plan, and the NPA officers and Minister's meeting.

David Hill reported on his involvement in the successful grant scheme that is the Plantlife Back from the Brink bid. He also reported that he finishes on the NE Board at the end of April. He continued by adding that NE plans to take a coordinating role for the large bids such as this.

Chris Woodley-Stewart commented that, while the TBG might be aware of the David Wally biodiversity bids, they can be a bit of a mystery to the wider world.

David Hill responded that there is a piece of work to do here to make people familiar with the bids however, this needs communication.

The CE added that NAAONB sits on the Terrestrial Biodiversity Group, there was a good presentation on the success of one the bids, however, several groups around the table responded that they were not aware of this going on.

Liz Newton offered to feed this back to Natural England.

Rose Day reported that she attended the Discover England Fund seminar in Bristol as a representative of the NAAONB Board.

Nick Holliday reported that Cotswolds had a visit from Claire Moriarty (Permanent Secretary for the Department for Environment, Food and Rural Affairs). The visit focussed on future proofing and the power of competency.

The CE added that Martin Lane, Cotswolds Conservation Board Director, has provided a briefing to be put on the agenda for the tripartite meeting. A date for this has been requested but no suggestions have been received from Dave Waterman. He requested that this be taken back to Defra in order that a date can be arranged.

Nick Holliday commented on the 8 point plan which has been delivered by Government to the National Parks. He suggested the need for a joined up piece work, including all protected landscapes. The CE commented that the multi point plan for NPs worked up with Defra is linked to their funding settlement and the 2019 70th Anniversary Celebrations. The AONB Family is at an advantage by not having this link as we therefore have been given freedom in what we do.

The CE responded to the report that Richard Clarke gave on the Future Landscapes Wales programme and commented that from a strategic perspective, the NAAONB as a UK-based organisation, maintaining a seat at the table is impressive in light of devolution.

The CE then drew Board attention to our work providing information for IUCN and their work around the downgrading of protected areas and the potential impact of further funding cuts, there is therefore an international component to where we are.

The CE also mentioned a Europarc Federation project looking at good practice in Category V areas. They have requested that we coordinate a response from AONB Family, and we have fed into this international discussion. It will result in a document and gives us a footing at a European level.

Katharina Denkinger from the German Federation of Nature Parks has requested to attend the next Board meeting on behalf of Europarc Federation to give an explanation of what they are doing and present some of their findings, before visiting an AONB as part of the project.

Chris Woodley-Stewart offered to show her the North Pennines AONB.

Chris Woodley-Stewart then added that the Board papers are very lengthy. He suggested sending the RAG separately from the hard copy via electronic means to avoid printing and environmental costs. David Hill suggested a summary of the red, or more urgent matters, to be included in the papers.

ACTION Amber Livingston to distribute RAG electronically in future and develop a dashboard type document to summarise the RAG.

Chris Woodley-Stewart queried a section of the report which covers the staff resources that the NAAONB might be able to supply to the Big Chalk project.

Item 2 - Minutes and matters arising

The CE responded that we are backing the project in principle rather than providing any resource. Peter Foulkes requested details of the University of Swansea PhD programme.

The CE responded that there is an opportunity to study the impact of devolution on designated landscapes and whether the same designation system might work across the Border in England. A number of people have applied and it will go to interview. All we have agreed to as a NAAONB is to act as a portal.

Peter Foulkes queried the NAAONB's attendance at the AGM of Cheshire Sandstone Ridge Trust.

The CE responded that the NAAONB's objects stretch to those seeking designation as well as those who are designated and that Natural England are aware of them.

13. Defra Report

This report had been distributed electronically after hard copy papers were sent. There was mention made of the monitoring report which has been requested by Treasury on self-generating income, and highlighted that there is flexibility on how this is to be presented.

The CE commented that Steven Preston was a master at pulling together this sort of information and this was vital at helping us present the picture. He asked if there is a new point of contact for this data generation/collation in future.

Mehdi Kurrimbux responded that Dave Waterman has taken over Steven Preston's responsibilities and offered to feed this back to him.

ACTION Mehdi Kurrimbux to feed back to Dave Waterman.

Mehdi Kurrimbux reported that AONB Partnerships and Conservation Boards will get a chance to feed into the 25 Year Plan. He welcomed the AONB Family's opinion on what should be included.

The CE wished to feed back to Defra that the inclusion of himself and Chris Woodley-Stewart in the 25 year plan meeting was very welcome way of working. If we can replicate this in another way then this would also be welcome.

14. Natural England Report

This report was given by Liz Newton, she reported that the Lake District and Yorkshire Dales National Parks' had had extensions approved, and added that work continues on Suffolk Coast & Heaths AONB extension.

In response to the Defra 25 Year Plan, Natural England is working on their own conservation strategy. There is a team of people working on big step changes which is about to be taken to the NE Board and discussions with stakeholders is taking place.

Liz Newton reported that she would like Caroline Cotterell to talk to NAAONB about this.

Chris Woodley-Stewart queried the timescale of this.

Liz Newton responded that she is not expecting a glossy document, but she sees it being a direction of travel which will go on for years. There will be a progress report at some point, possibly May for the NE Board and then a rolling programme after this.

Liz Newton reported that Natural England budgets are tight and efficiencies have been found a while ago.

Rose Day asked if the imbalance between biodiversity and landscape will be addressed in the conservation strategy.

Liz Newton responded that it will be broad but landscape will feature.

The CE queried how NE deals with planning and the work with Andy Gale.

Liz Newton responded that NE are changing their approach to planning and are working with Andy Gale to work with the wider AONB Family.

The CE requested an update on the Landscape Advisory Group's recent activity and wished it noted that we wish to remain involved.

Item 2 - Minutes and matters arising

There was then a discussion regarding specific examples of un-challengeable planning applications which cannot be challenged despite their disregarding section 85.

Chris Woodley-Stewart suggested producing examples of success stories which highlight when planning has been positively affected as good collaborations are going on at the local level.

15. Cyfoeth Naturiol Cymru (NRW) Report

No report given.

AOB

None received

Meeting end 3.00pm

Dates of next meetings for information

1st June 2016

19th October 2016

24th November 2016 (AGM)

Item 4 - Business Reform Update

Item 4 - Business Reform Update

Report to	The National Association for AONBs Board of Trustees
Subject	Business Reform Update
Date	01 st June 2016
Report by	Howard Davies (Chief Executive)
Purpose	To present an update with next steps on the business reform of the NAAONB

RECOMMENDATIONS

It is recommended that the Board:

- Note the background to this paper
- Discuss the content of Annex 1
- Agree next steps
- Nominate a Trustee to lead on the Board element of this reform

Background

The Board of Trustees agreed in principle at the last Board meeting to the compelling case for change.

This paper sets out the case in more detail and what this means for the charity. This is followed by a series of next steps. These have been defined as either operational or governance related.

Objectives

To provide Trustees with an opportunity to review the NAAONB case for business reform and agree next steps.

Conclusion

This is a paper for discussion and agreement

Annex 1 - Business Reform

1.0 The case for reform

At the last Board meeting an outline of the case for business reform was presented. This was predicated on a number of contextual changes including rapidly advancing devolution, new legislation, the impact of austerity measures on our membership, the continued investment by UK and Welsh governments in the NAAONB and the changes we are leading, and the confidence afforded by positive outcomes clearly resulting from early change.

To respond positively to these contextual changes the NAAONB is going through a period of organisational realignment. Its draft Strategic Plan sets out the direction of travel for the NAAONB, and its Business Plan sets out the areas of work needed to take place to deliver on that plan. Staff roles and responsibilities must now be quickly realigned to ensure we are able to effectively deliver on our business requirements.

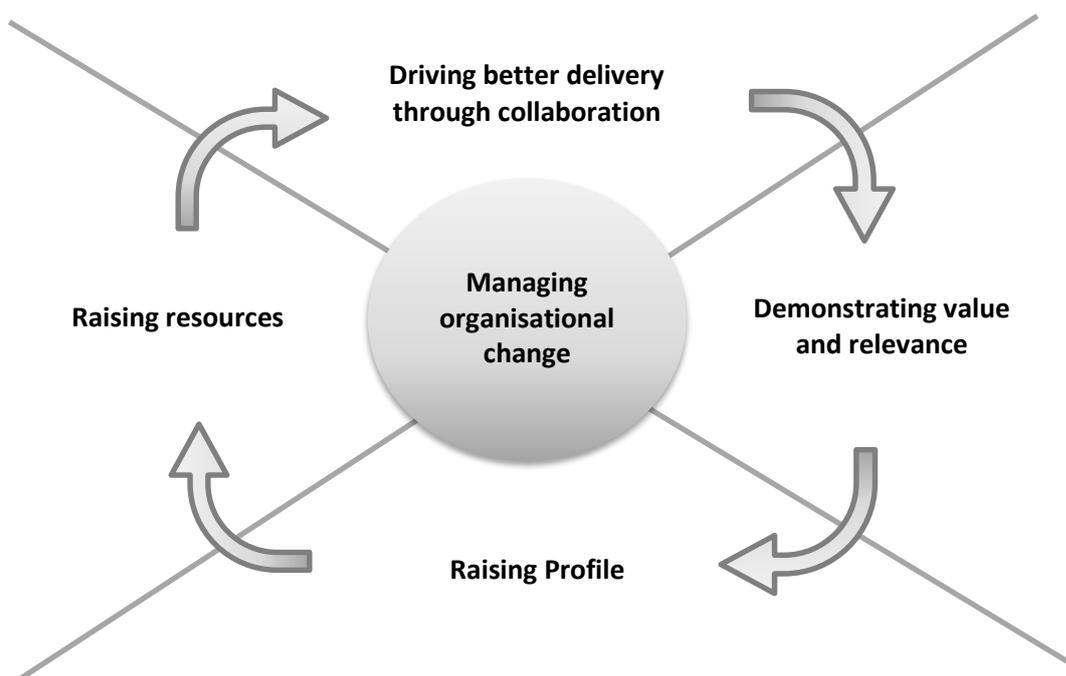
Contextual changes, however, have created a broad range of opinions over how the NAAONB might relate to the AONB Family going forwards. This variation in opinion is driven by the different position of individual AONB Partnerships and Conservation Boards; particularly with regard to their relationship with their host local authority where one exists. There is no clear, single position adopted by the AONB Family. This ambiguity is delaying the sign-off of the Strategic Plan.

Agreeing a Strategic Plan that sets out the longer term relationship between the NAAONB and the AONB Family is essential. No single approach is likely to equally benefit the full membership.

Realignment of the business with operational needs, coupled with a strong and supported strategic direction, will give the NAAONB the energy and focus to move the organisation forwards and better position itself and its members for the next comprehensive spending review. It will also highlight gaps in capacity and capability that will provide a focus for organisational and staff development.

Operational needs

The five broad areas of work agreed as required to deliver the strategic objectives



Item 4 - Business Reform Update

2.0 What does this mean in the new context?

The NAAONB will

- Define a new place for the public, private, and voluntary sectors in AONB management
- Lead the behavioural change required to take AONB Partnerships/Conservation Boards to this new place
- Respond effectively to the needs of our membership
- Provide the best knowledge and learning for our membership
- Engage and communicate more effectively
- Raise more resources and diversify our funding base to support operational function
- Develop the NAAONB as a fit-for-future charity

What this means for NAAONB staff

1. Business case shared with staff and current staff structure and details shared with Peninsula HR consultants for feedback
2. Advice taken on consultation procedure
3. Review of roles and responsibilities to support the delivery of the above
4. Review of job descriptions and remuneration
5. Skills/competencies gap analysis
6. Programme of facilitated learning
7. Performance management supported by appraisal process

Timescale

Steps 1-5 above to be complete by December 2016

What this means for NAAONB Trustees

1. Agreement on a new place for the public, private, and voluntary sectors in AONB management
2. Agreement on an approach to resourcing the NAAONB to deliver - to include funding, Trustee development, Trustee succession planning, membership recruitment
3. An understanding and agreed approach to risk management
4. The completion of the draft Strategic Plan 2015-2020

2.5 Timescale

Steps 1-3 above to be complete by December 2016. Board Sub-group dates to be agreed.

2.0 Next steps

Board sub-group meeting dates to be agreed
Business case shared with staff for feedback

Item 5 - Trustee Succession

Report to	The National Association for AONBs Board of Trustees
Subject	Recruitment of Trustees to the NAAONB Board - organisational needs
Date	01 st June 2016
Report by	Philip Hygate (Chairman)
Purpose	To agree the organisational needs that will underpin trustee recruitment

RECOMMENDATIONS

It is recommended that the Board:

- Consider the Charity Commission document *Finding New Trustees: what charities need to know* (circulated in the papers of the Board meeting on the 3rd March 2016)
- Considers Annex 1 within the context of the paper on Business Reform (1st June 2016)
- Agree next steps

1.0 Background

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

The current aspiration to appoint an Honorary Treasurer, the standing down of one Trustee, and the requirement for one third (or the number nearest one third) of the Trustees to retire at each AGM means that the Board has a clear opportunity to further develop the NAAONB through a planned and considered approach to Trustee recruitment.

2.0 Context

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

Existing Trustees are legally responsible for the recruitment of new Trustees. Trustees of charities that employ staff can delegate some aspects of recruitment to staff, but they must ensure that they retain overall responsibility and control of the recruitment, selection and induction processes.

In recruiting new Trustees, the existing Trustees must act in the best interests of the charity. In order to ensure this is the case, and that they are in a position to explain to new Trustees what is required of them, existing Trustees need to be clear in their own minds about the purposes and aims of the charity, as well as their broader duties and responsibilities as Trustees.

3.0 Conclusion

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

Annex 1 - Trustee Succession

1. General qualities

- Know and care about AONBs
- Care about the NAAONB and will go above and beyond to support us
- Understand our Mission
- Willing to collaborate in their opinion forming
- Understand charities and the way they operate
- Willing to give time and energy to the role
- See the bigger picture
- Do not see their role as one of representation
- Show moral sensitivity

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

2. Beliefs and Values (taken from NAAONB team development meeting 7th Jan 2016)

- Change is not only inevitable but necessary
- We understand what is required
- We are best placed to provide leadership and facilitate change
- We have the authority and permission
- All AONB Partnerships and Conservation Boards have the potential to deliver
- Collaboration & collective action is essential
- We have confidence in each other
- We are personally committed

3. Specific skills, knowledge and experience required

Challenge	Skills	Knowledge	Experience
Taking the lead around public sector reform and AONB management	Advocacy Diplomacy Leadership	Public sector and government agendas across England, Wales, and Northern Ireland	Public sector LA Central government
Finding, securing and growing resources	Fundraising	Funding opportunities	Corporate /business
Managing our finances	Accountancy	Book keeping	Charity /business
Communicating more effectively	Brand management Interview/broadcast	IT, media, social networking	Media Public relations Advertising
Organisational change	Facilitation	Behavioural change	Business/charity
Strategic planning	Big picture thinker	Charity/business law	Charity /business planning

Item 6 - Strategic Risk

Item 6 - Strategic Risk

Report to	The National Association for AONBs Board of Trustees
Subject	NAAONB Strategic Risk Register
Date	01 st June 2016
Report by	Howard Davies (Chief Executive)
Purpose	To apprise the Board of the top three corporate risks and mitigation in place

RECOMMENDATIONS

It is recommended that the Board:

- Consider the risks identified and review approaches to mitigating them
- Discuss the efficacy of existing mitigation
- Agree whether to make changes or continue to monitor

1.0 Background

At its meeting on 16th June 2015, the Board considered and agreed an updated risk register. It was agreed that the CE would report on the top three risks at each Board meeting (Annex 1), and Trustees would be given an opportunity to reflect upon and review current mitigation measures.

2.0 Context

For any organisation risk management is a key element to effective governance.

By managing risk effectively, Trustees can ensure that

- Significant risks are known and monitored – thus helping Trustees to make informed decisions and take the necessary action in a timely manner
- It makes the most of opportunities and develops them with the confidence that risk will be managed and mitigated against
- Forward and strategic planning are improved
- The NAAONB's vision, aims and objectives are achieved

Good governance would ensure that the NAAONB's accountability to managing risk are stated within the Annual Report and would clearly be demonstrated to its stakeholders, partners, employees and the general public.

Some level of risk is normally found in most activities that are undertaken. The diverse nature of the organisation's activities means that it will face different types of risks and levels of exposure.

Risks needs to be considered in terms of the wider environment in which the NAAONB operates. For example, the financial climate, society and its attitudes, the environment, partnerships and changes in law, technology and knowledge will all affect the types and impact of risk.

3.0 Risk register

A comprehensive risk register has been prepared taking into account the factors above. This is accessible on the Board section of Basecamp.

4.0 Roles and Responsibilities

The responsibility for the management and control of the charity rests with its Trustees. Therefore, Trustee involvement in the key aspects of the risk management process is essential. Elements of the risk management process can be delegated to staff members or professional advisers; however, Trustees should review and monitor all the key aspects of the process and results.

Item 6 - Strategic Risk

5.0 Legal Requirements

The NAAONB is required by law to have its accounts independently examined and, within these Accounts, it must make a risk management statement.

6.0 Good Practice: Risk Management Policy

The NAAONB regularly reviews and assesses the risks it faces in all areas of its work and plans for the management of those risks. This will ensure that the organisation is fit for purpose.

Risk management should be incorporated into the organisation's management processes as good practice. Having a rigorous process and a clear risk management policy would help to ensure that

- The identification, assessment and management of risk is linked to the achievement of the NAAONB's aims and objectives
- All areas of risks are covered – financial, governance, operational and reputational
- A risk exposure profile is created to reflect the Trustees' views as to what levels of risk are acceptable
- The principal results of risk identification, evaluation and management are reviewed and considered
- Risk management is on-going and embedded in management and operational procedures

7.0 Conclusion

The NAAONB Strategic Plan, currently under review, must reflect the management and mitigation of risk outlined in the risk register.

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

Annex 1 - The NAAONB current top risks

1. **Risk - (Further) change in Government policy (e.g. planning policy, public sector funding, new bills etc.) Wales**

Current mitigation

Work through other NGOs and with local politicians to influence policy and public opinion

Commentary

Legislative change in Wales has significantly changed the context within which the AONB Family in Wales and the NAAONB works. Current shifting in roles and responsibilities has yet to stabilise. We are closely involved in the process but the NAAONB's role in the medium term is currently unclear.

2. **Risk - Failure to get website and the knowledge platform running as designed**

Current mitigation

Regular checks on progress and feedback from Trustees and membership. Individual staff targets monitored. New budget line attributed in draft budget to this area of work (previously there has been none).

Commentary

Target dates have been put back to later in 2016.

3. **Risk - Inadequate Trustee succession**

Current mitigation

Informal approach to recruitment of potential Trustees based on organisational need.

Commentary

Managing this risk is the subject of board paper - 1st June 2016.

Item 7 - Budget

Item 7 - Budget

Report to	The National Association for AONBs Board of Trustees
Subject	Draft budget to support delivery of the NAAONB business plan 2015-18
Date	01 st June 2016
Report by	Howard Davies (Chief Executive)
Purpose	To present a final draft version of the NAAONB budget 2016-17.

RECOMMENDATIONS

It is recommended that the Board:

- Note the background to this paper
- Consider the draft budget
- Adopts this draft budget as presented

Background

The Board of Trustees agreed the National Association for Areas of Outstanding Natural Beauty (NAAONB) Business Plan for the period 2015–18 in March 2015.

This Business Plan proposed a budget for adoption for the financial year 2015-16, and budgets for each financial year for the remainder of the plan period.

In light of the recent positive four year indicative settlement from Defra, the Board decision on our approach to consultancy, and reflections on a draft budget brought to the Board on the 3rd March 2016, the 2016-17 budget has been recast to reflect the increased investment in the NAAONB and the reduced risk to the business. The draft budget is set out in Annex 1.

Objectives

To present for adoption the NAAONB draft budget for the financial year 2016-17.

Conclusion

This is a paper for agreement.

Annex 1 - NAAONB Budget Projection

V3 17/05/16						
NAAONB - BUDGET PROJECTION - 2016/2017 to 2019/2020						
Serial	Element	15/16 Actual	16/17 For adoption	17/18 Indicative	18/19 Indicative	19/20 Indicative
CORE Expenditure						
1	Staff salaries, NIC and pensions.	196,527	197,879	200,847	203,860	206,918
2	Staff travel, subsistence and telephone	13,533	13,820	14,096	14,378	14,666
6	Consultancy support	22,582	0	0	0	0
7	ALS support	0	3,000	2,000	1,000	0
8	Resource development (inc. bid writing)	0	3,000	3,060	3,121	3,184
9	Events	1,813	500	1,500	1,500	1,500
10	Board expenses	5,360	10,000	10,500	11,025	11,576
11	Staff meeting room hire	360	600	700	800	900
		240,173	228,799	232,704	235,684	238,744
Administration						
15	Miscellaneous	8,034	8,100	8,505	8,930	9,377
16	Auditor and accountants	5,415	6,000	6,000	6,000	6,000
17	Peninsula HR Support	3,181	3,181	3,200	3,200	3,200
	IT Upgrade and website development		4,000	2,000	1,000	500
		16,630	21,281	17,705	18,130	18,577
Total Core Expenditure		256,803	250,080	250,409	253,815	257,320
Core Income						
20	Contributions AONB partnerships England	82,500	82,500	82,500	82,500	92,400
21	Contributions AONB partnerships Wales	10,000	10,000	10,000	10,000	11,200
22	Contributions AONB partnerships NI	0	0	2,500	2,500	2,800
23	Contributions Corporate	0	750	750	1,500	2,250
24	Contributions Local Authorities	7,800	6,000	6,000	6,000	6,000
25	Associate members	1,100	1,100	1,500	1,800	2,000
26	Contingency	-5,000	-4,000	-4,000	-4,000	-4,000
		96,400	96,350	99,250	100,300	112,650
27	Defra main	63,800	126,133	128,302	130,509	132,754
28	Defra additional grant (in serial 27 from 16/17)	60,200				
29	NRW	20,000	20,000	20,000	20,000	10,000
30	Contingency		-2,000	-2,000	-2,000	-4,000
		144,000	144,133	146,302	148,509	138,754
Project contribution/shortfall to core						
34	National Conference	20,027	13,000	10,000	10,000	10,000
35	Chairman's Conference	1,858	1,000	1,000	1,000	1,000
38	Wales member training	0	1,200	1,000	1,000	1,000
39	Consultancy	2,823	0	0	0	0
40	Lead Officer's meeting	602	500	500	500	500
41	Communications + MLWW	593	400	400	400	400
42	Future Landscapes Wales TBC	20,000	0	0	0	0
		45,904	16,100	12,900	12,900	12,900
43	Total Core and Non-Core Income	286,304	256,583	258,452	261,709	264,304
44	Annual Budget Surplus/-Deficit	29,501	6,503	8,043	7,894	6,984
45	Transfer to General Fund/Reserve	29,501	6,503	8,043	7,894	6,984
46	Cumulative General Fund/Reserve	48,571	55,074	63,117	71,012	77,995
47	Reserves required as per NAAONB Reserves Policy		58,000.00	61,000.00	65,000.00	69,000.00

Item 8 - Management Accounts

Item 8 - Management Accounts

Report to	The National Association for AONBs Board of Trustees
Subject	Management Accounts to 1 st May 2016
Date	01 st June 2016
Report by	Jill Smith (Communications and Events Manager)
Purpose	To provide an account of income/expenditure for the FY 2016/17 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 Annex 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. As it is still early in the financial year, a number of estimates have been provided for items for which we haven't received invoices.

Objectives

- To provide a realistic account of income/expenditure of the NAAONB for the FY 2016/17 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 planned transfer of £6503.00 to reserves as the planned safeguarding of future NAAONB activity (Business Plan 2015-18).

Annex 1 - Management Accounts - Year 1st April 2016 to 31st March 2017

Account	Budget	Income / Expenditure to date as at 30/4/2016	Further contracted commitments: 1/5/2016 - 31/03/17	Further estimated commitments: 1/5/2016 - 31/03/17	Total predicted spend - 01/04/15- 31/03/16	Variance
	£	£	£	£	£	£
Core Expenditure						
Staff salaries, NIC and pensions	(197,879.00)	(12,139.00)	(92,433.00)	(93,307.00)	(197,879.00)	0.00
Staff Travel and Subsistence	(13,820.00)	(477.54)	0.00	(13,342.46)	(13,820.00)	0.00
ALS Support	(3,000.00)	0.00	0.00	(3,000.00)	(3,000.00)	0.00
Resource Development (incl. bid writing)	(3,000.00)	0.00	0.00	(3,000.00)	(3,000.00)	0.00
Events	(500.00)	0.00	0.00	(500.00)	(500.00)	0.00
Board expenses	(10,000.00)	(252.36)	(1,840.00)	(7,907.64)	(10,000.00)	0.00
Staff meeting room hire	(600.00)	(60.00)	0.00	(540.00)	(600.00)	0.00
	(228,799.00)	(12,928.90)	(94,273.00)	(121,597.10)	(228,799.00)	0.00
Administration						
Miscellaneous	(8,100.00)	(40.85)	0.00	(8,059.15)	(8,100.00)	0.00
Auditors and Accountants	(6,000.00)	(111.16)	0.00	(5,888.84)	(6,000.00)	0.00
Pensinsula HR Support	(3,181.00)	(264.00)	0.00	(2,917.00)	(3,181.00)	0.00
IT upgrade and website development	(4,000.00)	0.00	(1,200.00)	(2,800.00)	(4,000.00)	0.00
Subtotal	(21,281.00)	(416.01)	(1,200.00)	(19,664.99)	(21,281.00)	0.00
Total - Core Expenditure	(250,080.00)	(13,344.91)	(95,473.00)	(141,262.09)	(250,080.00)	0.00
Core income						
Contributions AONB partnerships England	82,500.00	0.00	82,500.00	0.00	82,500.00	0.00
Contributions AONB partnerships Wales	10,000.00	0.00	10,000.00	0.00	10,000.00	0.00
Contributions AONB partnerships NI	0.00	0.00	0.00	0.00	0.00	0.00
Contributions Corporate	750.00	0.00	750.00	0.00	750.00	0.00
Contributions Local Authorities	6,000.00	0.00	6,000.00	0.00	6,000.00	0.00
Associate members	1,100.00	0.00	1,100.00	0.00	1,100.00	0.00
Contingency	(4,000.00)	0.00	0.00	(4,000.00)	(4,000.00)	0.00
Subtotal	96,350.00	0.00	100,350.00	(4,000.00)	96,350.00	0.00
Defra	126,133.00	0.00	0.00	126,133.00	126,133.00	0.00
NRW	20,000.00	0.00	0.00	20,000.00	20,000.00	0.00
Contingency	(2,000.00)	0.00	0.00	(2,000.00)	(2,000.00)	0.00
Subtotal	144,133.00	0.00	0.00	144,133.00	144,133.00	0.00
Project contribution/shortfall to core						
Landscapes for Life Conference	13,000.00	0.00	0.00	13,000.00	13,000.00	0.00
Chairmen's Conference	1,000.00	0.00	0.00	1,000.00	1,000.00	0.00
Wales Member Training	1,200.00	0.00	0.00	1,200.00	1,200.00	0.00
Consultancy	0.00	0.00	0.00	0.00	0.00	0.00
Lead Officers Meeting	500.00	0.00	0.00	500.00	500.00	0.00
Communications + MLWW	400.00	0.00	0.00	400.00	400.00	0.00
Future Landscapes Wales TBC	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal	16,100.00	0.00	0.00	16,100.00	16,100.00	0.00
Total Core and Non-Core income	256,583.00	0.00	100,350.00	156,233.00	256,583.00	0.00
Annual Budget Surplus/-Deficit	6,503.00					
Transfer to General Fund/Reserve	6,503.00					
Cumulative General Fund/Reserve	55,074.00					
Reserves required as per NAAONB Reserves Policy	58,000.00					

Item 9 - NAAONB Portfolio & Staff Activity Report

Item 9 - NAAONB Portfolio & Staff Activity Report

Report to	The Board of the National Association for AONBs
Subject	NAAONB Portfolio & Staff Activity Report
Date	01 st June 2016
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, **the bulk of which has been distributed electronically** rather than as a hard copy, reflects those activities undertaken by staff members and Trustees working on operational issues for the NAAONB since the last Board meeting (March 2016). 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 (distributed electronically). **The following paper summarises the RAG report in a dashboard format.**

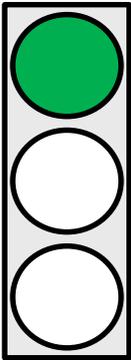
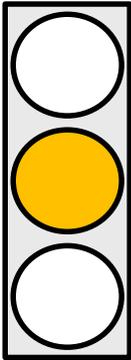
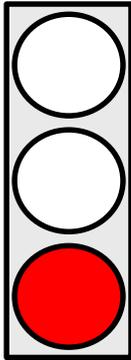
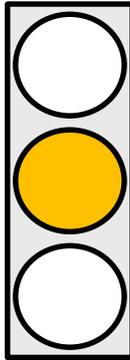
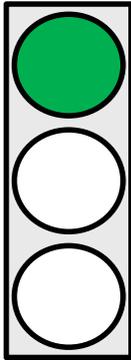
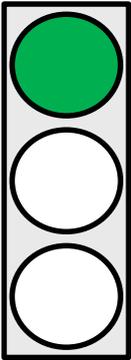
Objectives

- To inform Trustees and membership of activities taking place in order to deliver the NAAONB Business Plan
- To highlight progress towards objectives

Conclusion

This is a report of activities for information only.

Annex 1 - RAG Dashboard

On Target	To Watch	At Risk	Income	Expenditure	Cash flow
Percentage of actions 88%	Percentage of actions 9% Knowledge Platform Owner - Communications & Events Manager and Office & Membership Manager Woodland Trust accord Owner - Policy & Development Manager Implement Corporate Relationship programme Owner - Policy & Development Manager Governance Handbook Owner - Board	Percentage of actions 3% L4L brand strategy Owner - Communications & Events Manager Trustee induction Owner - Board	Grant drawdown on target Sponsorship for conference below target	In line with budget expectations	In line with budget expectations
					

Item 11 - Natural England Report

Item 11 - Natural England Report

Report to	The National Association for AONBs Board of Trustees
Subject	Natural England Report
Date	01 st June 2016
Report by	David Henshilwood
Purpose	For information

Suffolk Coasts and Heaths AONB Boundary variation

Work is proceeding satisfactorily in preparation for the informal consultation in June, which will be with a Technical Advisory Group comprising relevant LA Officers plus the AONB Manager; with members of the AONB Partnership and with relevant Parish Councils. The informal consultation will be used to guide, inform and if necessary modify the variation proposals, prior to seeking approval from Natural England's Chief Executive to go out to formal consultation in January 2017.

The June date for informal consultation is subject to Government instruction as to whether the consultation will need to be delayed to avoid the European referendum. Members will be updated verbally on the latest position at the meeting.

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

We continue to work closely with Defra to progress both these initiatives. An external consultation document introducing the Conservation Strategy is in preparation and we will be involving a range of external partners in its further development. The development of the strategy is very much an evolving discussion, and we are not yet in a position to share a final version.

Future changes in Natural England

Our budget allocation for 2016-17 is being finalized. In contrast to the position enjoyed by the protected landscape family, we face further significant cuts to our grant-in aid in coming years. These will require us to further develop alternative sources of finance and chargeable services. One immediate consequence of the 2016-17 settlement has been the announcement of further planned reductions in the size of the complement, with a reduction of approximately 400 posts by 2020. This represents almost a quarter of the current work force. A voluntary exit scheme has just been completed.

Natural England information on Biodiversity 2020 and Land use planning changes on Basecamp

Members may wish to note that information about the self-assessment process for ecosystem service delivery has been published on Basecamp. AONB partnerships are working with Natural England area team colleagues to undertake these assessments, which are also being completed by the National Parks. Outcome 1c of Biodiversity 2020 commits England to having 17% of its land surface in favourable conservation management, and clearly the protected landscapes have an essential role to play in meeting this obligation.

Also on Basecamp is information about changes in emphasis in our response to planning consultations, with a move away from commenting on individual proposals, and a correspondingly greater emphasis on influencing strategic planning documents.

~ End of Papers ~