

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

Thursday 12<sup>th</sup> October 2017 1.15pm

Wiseman Lounge, Carrs Lane Church, Carrs Lane, Birmingham, B4 7SX  
07969 888823 (Jill Smith) / 07576 321614 (Howard Davies)

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

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

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

**Invitees - Observers** Lisa Tomos - NRW, David Henshilwood - NE, Mehdi Kurrimbux - Defra

1. **Apologies**
2. **Minutes and matters arising** (PH) for agreement (5 mins)
3. **Meeting dates and timing** (AC) discussion & agreement (5 mins) - verbal
4. **Draft Business Plan 2018-20 and Budget 2018-19** (HD) for agreement (10 mins) **CONFIDENTIAL**
5. **Chairmen's Conference 2017** (JS) for agreement (10 mins)
6. **AGM 2017 - Agenda and Papers** (various) discussion & agreement (60 mins)
  - Item 1 **Apologies**
  - Item 2 **Introduction of current NAAONB Board members with their portfolios** - verbal
  - Item 3 **AGM November 24th 2016 - Minutes and matters arising**
  - Item 4 **Review of membership rates** - for agreement
  - Item 5 **Election of Trustees and appointment of auditors** - verbal (we anticipate the Board will agree the content of this paper at its meeting on the 12<sup>th</sup> October 2017).
  - Item 6 **Chairman's Annual Report 2016-17** (to be prepared prior to the AGM).
  - Item 7 **Company Secretary's Financial Report 2016-17**
  - Item 8 **CEO's Report of work completed for NAAONB Business Plan Oct 2016 - Oct 2017** (to be prepared prior to the AGM).
  - Item 9 **AOB**
7. **Strategic Risk** (HD) for information (5mins)
8. **Management Accounts** (JS) for information (5 mins)
9. **NAAONB Portfolio & Staff Activity Report** (Portfolio holders & staff) for information (10 mins)
10. **Defra Report** (MK) for information (10 mins) - verbal
11. **Natural England Report** (DH) for information (10 mins)
12. **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 23<sup>rd</sup> November 2017 (AGM)

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

11 High Street, Fairford  
Gloucestershire, GL7 4AD  
07964 535166  
amber.carter@landscapesforlife.org.uk  
Twitter @NAAONB

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 74<sup>th</sup> meeting of the NAAONB Board of Trustees  
Date 12<sup>th</sup> October 2017  
Purpose For agreement

## MINUTES OF THE 74<sup>th</sup> MEETING OF THE NAAONB MANAGEMENT BOARD

Held on Thursday 22<sup>nd</sup> June 2017 11.00am in Birmingham

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

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

**Invitees - Observers** Lisa Tomos - NRW, David Henshilwood - NE, Mehdi Kurrimbux - Defra

### 1. Apologies

Apologies were received from Denise Hewlett, Paul Walton, Chris Woodley-Stewart, Lucy Barron, Lisa Tomos and David Henshilwood.

### 2. Minutes and matters arising

The Chairman called for any errata in the minutes of the previous meetings. A number of typos were highlighted.

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

Agreed: Unanimously

### Matters arising

The Chief Executive commented on the production of a Brexit paper. He explained that, on reflection, it would be more cost effective to write the paper himself, subject to some reappportioning of work across the team, rather than commission someone externally to write the paper. Accepting the intention to reduce workload on the staff, he explained that NAAONB staff were probably best placed to make an informed pitch, and managing a contract would be time consuming in itself. This, he felt, was the preferred option over using £6000 of NAAONB reserves.

The Chief Executive highlighted that under strategic risk, the resourcing strategy is to be covered later on the agenda of this meeting.

### 3. Communications update

This paper was introduced by Jill Smith. The Board was thanked for feedback received.

The Chief Executive commented that he had received some feedback from the membership stating that there was little value in the NAAONB communicating its value as a charity, with members preferring to see communications focused solely on the work of the AONB teams/partnerships/conservation boards. He stated that, despite this feedback, he felt it is critical for the NAAONB to continue to communicate its function, purpose, and activities. Without this activity, there would clearly be a risk to funding.

Rose Day requested that the Chairmen be included in this communication as Chairmen are not always included by Lead Officers. Jill Smith confirmed that they are.

## Item 2 - Minutes and matters arising

### **ACTION Jill Smith to manage the inclusion of AONB Chairmen in relevant communications**

Nick Holliday queried performance and monitoring of communications impact - activity v achievement. He queried what the priorities for the next 6 months are and how the Board can feed in.

The Chief Executive responded that the strategic direction for the organisation has been outlined and agreed by the Board and the AONB Family. The communications strategy and its focus is based on this direction.

Jill Smith added that the communications action plan is a dynamic document which is regularly updated and any comments that are fed to the Chief Executive will be passed on and included. There was a discussion about the use of traditional tools versus social media. A comment was made about the difficulty of reporting success from twitter.

It was suggested that a letter be written to the papers getting the message across in the Chairman's name.

A request was made that we work more closely with the National Press and cultivate appropriate journalists such as the Farmers Guardian.

Jill Smith added that relationships are being developed with a variety of organisations for the diverse messages we are communicating.

Mat Roberts added due to the size of the charity, there is need to be tightly focused.

The Chief Executive clarified that it would be valuable to tighten up the target audience and to report on success to the Board.

Rose Day added that it is important to limit reporting due to restraints on time.

Richard Clarke added that the engagement from the AONB Lead Officers is something which is being focused on at the moment, as this is not important enough to them at the moment. The NAAONB needs to consider how we get them to be more engaged even in the good times.

Mehdi Kurrimbux added that at the Dedham Vale forum, the Minister gave a speech with press present. It was suggested that press be attracted to the Conference for photo opportunities of the Minister.

There was then a brief discussion around the frustration of the use Basecamp. The response was that Basecamp is currently under review.

**Resolved** that this report was noted. Additional monitoring and performance is to be reported and communications audiences be tightened.

A presentation of the fledgling new website was then given. This was gladly met by the Board. Mat Roberts requested that there be budget put aside for refreshing the NAAONB website frequently.

## **4. Landscapes for Life Conference briefing**

## Item 2 - Minutes and matters arising

This paper was introduced by Jill Smith, it was reported that bookings were looking very healthy at close of early bird bookings.

The Chief Executive highlighted that there has been positive feedback about the new format of Conference. He felt, as do others, that full days of public sector funded field trips are gone.

### **5. Business Plan Reform**

This paper was introduced by the Chief Executive and feedback was requested. A Trustee workshop day was suggested to focus on this subject.

The Chair added that Lucy Barron's feedback from her discussions with the membership is crucial.

Nick Holliday commented that the priorities identified by the membership are negative and difficult to agree with - trends in society are not being reflected and AONBs need to reposition themselves.

It was suggested that the Board respond that the priorities have been received but are not the direction the Board wish to go in.

The Chief Executive responded that the future is as much about tackling the big issues as well as the smaller ones of immediate concern. He felt that some of these big issues are not landing among the Family.

Rose Day commented that there is a need for communications for the AONB Family, but, also for the NAAONB. The priorities chosen by the Lead Officers do not allow the NAAONB to have its own priorities.

The Chief Executive responded that inevitably there is a tension here that needs to be managed. This is always part of the day job. He explained that good work is being put on hold as the membership has requested focus on different priorities.

There was a brief discussion around the need to change.

Mat Roberts commented that people need to be put back in the center of the future of sustainable development. He suggested that people need to be in the middle of what we do so that they have a safety net.

Nick Holliday stated that the NAAONB needs the Board to be in the right place. There is a clear need for trustees to lead by example.

The Chief Executive responded that early adopters are being continually highlighted; the NAAONB is selective over what it promotes, taking particular care to amplify the more progressive work and those responsible.

There was a general discussion around the need to adopt a more progressive stance on the way we work and the way the AONB Family is encouraged to operate.

The Chief Executive responded that this feedback from the Board is very helpful as it has not been easy responding to the recommendations from the membership.

## Item 2 - Minutes and matters arising

There was then a discussion regarding people who could be utilised, for example Jules Pretty. He is a Professor of Environment and Society at Essex University and there may be the potential to work with him on subjects such Health and Wellbeing in and around AONBs.

**Resolved** that there be a full day workshop focussing on the business plan and resourcing strategy. Possible dates will be circulated to the Board. Timeframe is to get the Business Plan to the membership at the AGM in Nov.

**ACTION Amber Carter to poll Board to find a suitable date and to arrange necessary meeting room and overnight accommodation**

### 6. NAAONB Membership Fees

This paper was introduced by the Chief Executive and questions were taken from the Board. Mat Roberts commented that the difference between the two rates of inflation is relatively immaterial.

**Resolved** that membership fees be linked to CPI

Proposed: Mat Roberts

Seconded: James Williamson

Agreed: Unanimously

### 7. Fundraising and Complaints Policy

This paper was introduced by the Chief Executive

Mat Roberts commented that this policy is neither broad or specific.

The Chief Executive clarified that only complaints directed towards the activity of the NAAONB would be caught by this policy. Any others would be passed on to the intended recipient.

James Williamson requested that this be reviewed every three years.

Rose Day added that there is a grammatical typo - one national association - it wants (both within the document and the letter).

**ACTION Howard Davies to reword funding and complaints policy to be more grammatically correct**

**Resolved** that this policy, with above amendment, be adopted by the NAAONB

Proposed: Mat Roberts

Seconded: Rose Day

Agreed: Unanimously

### 8. Bookkeeping/Accountancy Support

This paper was introduced by the Chief Executive

James Williamson commented that the recommended firm Whittingham Riddell are good to work with in his experience.

Paul Walton's comment, received by email, was noted but the recommendation from the Chief Executive was not swayed.

**Resolved** that Whittingham Riddell be appointed from April 2018.

Proposed: Nick Holliday

Seconded: James Williamson

## Item 2 - Minutes and matters arising

Agreed: Unanimously

### **9. Board meeting costs**

This paper was introduced by Amber Carter.

There was an observation from Nick Holliday that meetings could be moved to a 1pm start time finishing at 6pm as this would allow for travel on off-peak trains.

Mat Roberts offered free use of a new Interserve building being built at Birmingham International Station – the building will theoretically be ready for use no earlier than Jan 2018.

It was suggested that the time of the meeting be moved to a later time in order to make travel tickets cheaper and to make start times easier.

There was a comment that improvements with video conferencing could will travel costs as thy could be avoided completely in some cases.

**Resolved** that there be a provisional decision to move the Board to a 1pm start and retain meetings in Birmingham.

Proposed: Rose Day

Seconded: James Williamson

Agreed: Unanimously

**Meeting broke for lunch at 12.50**

**Meeting resumed at 13.20**

## Item 2 - Minutes and matters arising

### The Landscape Institute draft MoU

The Chief Executive gave a brief update on this subject, but, the paper was deferred to the next meeting. He reported that there is a good relationship which is moving forward, the draft of this is still being worked out so this has been delayed while further discussion is undertaken.

### 10. Governance, Finance, and Resilience

This paper was introduced by the Chairman

The Chair suggested that examination of this be added to the workshop mentioned previously.

**Resolved** that a re-examination of the role of trustees in resourcing the charity would be incorporated into the Board sub-group meeting in August

Proposed: Mat Roberts

Seconded: James Williamson

Agreed: Unanimously

### 11. Future Landscapes: Delivering for Wales

This paper was introduced by Richard Clarke.

**ACTION** Howard Davies to circulate the Sandford Principle briefing document to Trustees

The Chief Executive requested direction from the Board on the direction of response to recommendation from Welsh Government. He added that there is a progressive move towards realigning the requirements of the CRoW Act in relation to the Welsh AONBs and the ambition of the newer legislative. He queried whether the Board was comfortable with the NAAONB continuing to take a more progressive leadership role in this matter.

There was a query on whether there is capacity to cope with this.

Nick Holliday endorsed the progressive agenda, but reminded trustees of the important to consider the politics of this and the possible risks.

The Chief Executive responded that risks need to be taken in order to make progress.

The Chair concluded that the Chief Executive be empowered to advocate in an assertive way.

The Chief Executive requested that the Board send any further thoughts to him by September.

**Resolved** that the Chief Executive be empowered to advocate on this in an assertive way.

Proposed: Nick Holliday

Seconded: Rose Day

Agreed: Unanimously

### 12. Strategic Risk

This paper was introduced by the Chief Executive

**ACTION** Amber Carter to strike out the finance sentence on the final version of these papers

### 13. Management Accounts

This paper was introduced by Jill Smith.

The Chief Executive added that there were things budgeted last year which did not take place due to capacity issues. He also reported that, while we are making a surplus, there is still a resourcing issue. James Williamson queried the bad debts.

Amber Carter responded that there were some old invoices which were written off as continuing to chase payment was taking more staff time than the worth of the debt.

The Chief Executive commented that the level of involvement of the Honorary Treasurer needs to be established. A Skype meeting was suggested.

**ACTION Amber Carter to arrange meeting between James Williamson, Howard Davies and Amber Carter**

**Resolved** that the management accounts be noted.

Proposed: Rose Day

Seconded: Nick Holliday

Agreed: Unanimously

### 14. NAAONB Portfolio & Staff Activity Report

This paper was introduced by the Chief Executive, he highlighted that there are plans to redesign this report in future.

Richard Clarke added that support document for management plans is to be taken to the tripartite for endorsement.

Nick Holliday commented it would be helpful to have the response reported.

**ACTION Richard Clarke to report on the result of taking context shaping information for management plans to the tripartite for endorsement**

### 15. Defra Report

This paper was introduced by Mehdi Kurrimbux. He reported that the official timeline for the 25 year plan is being worked on by the Secretary of State, who continues to be engaged. High-level strategy regarding funding is business as usual and the spending review is planned to happen autumn next year.

The Chief Executive added that this is planned for raising at next tripartite.

Mehdi Kurrimbux continued, stating that Lord Gardiner was appreciative of how the forum went at the Dedham Vale event and has sent a personal letter of thanks to Robert Erith.

Mehdi Kurrimbux added that the Conference is in the Ministers' diary.

The Chief Executive queried the integration of Defra's Food and Farming plan with that of the 25 Year Environment Plan, and whether they are to be two separate plans.

Mehdi Kurrimbux responded that the Secretary of State intends to put own stamp on this, and that there would be more information at the October Board meeting.

### 16. Natural England Report

No report received.

## Item 2 - Minutes and matters arising

The Chief Executive went through an email communication received from David Henshilwood in advance of the meeting, highlighting that Natural England are committed to revisiting approach to designation extensions. The Chief Executive is to have a meeting with Catherine Cotterell regarding this.

The Chief Executive added that there is a paper going to the Natural England Board in September which relates to the consultation around the Suffolk Coasts and Heaths AONB boundary.

Jill Smith highlighted that the gov.uk policy documents archive is to be included on the NAAONB new website. **ACTION David Henshilwood to provide Jill Smith with the appropriate documents or links.**

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

A hard copy of a report was circulated but no verbal report was given.

The Chief Executive mentioned a document he had put together which helped outline the links between the products of the Environment Act 2015 and the Wellbeing of Future Generations Act. It included reference to SoNaRR, area statements, wellbeing goals etc and how they link to the AONB and National Park management planning process. He offered to circulate this to trustees.

**ACTION Howard Davies to circulate the mapped diagram of the relationship between the Welsh documents to Trustees**

### **AOB**

None received

### **Meeting closed at 14.10**

### **Dates of next meetings for information**

Thursday 12<sup>th</sup> October 2017 - to start at the newly agreed time of 1pm

Thursday 23<sup>rd</sup> November 2017 (AGM)

## Item 5 - Chairmen's Conference 2017

### Item 5 - Chairmen's Conference 2017

Report to	The National Association for AONBs Board of Trustees
Subject	Chairmen's Conference 2016 "Landscape post Brexit"
Date	12 <sup>th</sup> October 2017
Report by	Jill Smith
Purpose	To brief Board members on the plans for Chairmen's Conference 2017

#### Background

Following the success of last year's Chairmen's Conference attended representatives from both the AONB Family and National Park Authorities, invitations from Philip Hygate have been sent inviting a similar audience to attend this one day conference in London.

#### The Chairmen's Conference 2017

- takes place on Thursday 23<sup>rd</sup> November 2017 in London,
- has as its theme, "Landscape post Brexit"
- has the Lord Gardiner of Kimble (verbally confirmed) as its keynote speaker
- has
  - Sally Marsh, Director, High Weald AONB Partnership to speak on linking natural beauty with agriculture (invited)
  - John Davies, Vice Chairman, NFU Cymru to speak on the changes required to make a success of post Brexit agriculture (invited)
  - Jo Whitfield to speak on the challenges of marginal farming and what AONBs can do to support (invited)
  - Teresa Dent to speak on the benefits of the hub approach particularly citing the success of the Marlborough Downs NIA cluster farming (invited)
- has examples from the AONBs and National Parks of what they are already doing
  - Cranborne Chase AONB - Cluster Farming
  - Dorset AONB – Food and Farming
  - Kent Downs – Valley of the Visions
  - National Park example
- will be seeking additional input from AONB and National Park Chairmen on optimizing collaboration pre Brexit.
- incorporates the NAAONB AGM, and
- is making a charge of £75.00 pp to cover costs.

## Annex 1 - Chairmen's Conference 2017 - Details

**Date:** Thursday 23<sup>rd</sup> November 2017

**Time:** 10.00 - 15.00

**Venue:** The Stevenson Room, Broadway House, Tothill Street, London, SW1H 9NQ

This year's Chairmen's Conference builds on the work from last year. In brief, last year, we heard from

- Dieter Helm - the implications of Brexit on British Agricultural Policy
- Vince Holyoak, Historic England - the implications of Brexit on legislation affecting the historic environment
- Victoria Jenkins - the implications of Brexit on Environmental Law
- Lord Gardiner of Kimble

We also discussed in-the-round what the UK's designated landscapes organisations had to offer post Brexit. The speaker presentations and our discussions can be seen

<https://naaonb.basecampHQ.com/projects/13674606-brexit/posts/100731766/comments>.

The discussion session was recorded and from it a longlist of 11 ideas was created. These ideas were shared with participants via a SurveyMonkey poll which created a shortlist of 4. A Brexit area was set up on Basecamp to enable the Designated Landscapes Family to take these ideas forward.

The shortlist was

- The Designated Landscapes will work together to propose a new type of agri-environment support that delivers Ecosystems Services and Natural Capital through approaches that have been tailored for local conditions. 89.66% (26 responses)
- Post Brexit upland/marginal farming will be very challenging. In those Designation Landscapes where this is an issue they will promote support for High Nature Value Farming (HNVF). 37.93% (11 responses)
- Designated Landscapes will prepare case studies from their areas that demonstrate exemplary approaches to agri-environmental support that could be adopted in a post Brexit world and the NAAONB will collate and publish them on its web platform. 34.48% (10 responses)
- The Designated Landscapes, through the National Parks farming working group, will develop a statement on agricultural policy. 34.48% (10 responses)

This year's programme will review what we have achieved over the past year and investigate how we can take these and new ideas forward.

Item 5 - Chairmen's Conference 2017

<b>TIMING</b>	<b>ACTION</b>
<b>09.30</b>	<b>Coffee on arrival</b>
<b>10.00</b>	<b>Philip Hygate, NAAONB Chairman – Welcome</b>
<b>10.05</b>	<b>Howard Davies, NAAONB Chief Executive – The work being done by the NAAONB and the AONB Family offer – our best thinking</b>
<b>10.10</b>	<b>Paul Walton, NAAONB Trustee – the work being done by NPE and the National Park offer – their best thinking</b>
<b>10.15</b>	<b>The Lord Gardiner of Kimble, Under Secretary of State, Defra (verbally confirmed)</b>
<b>10.30</b>	<b>Sally Marsh, Director, High Weald AONB Partnership – linking Natural Beauty with farming and agriculture (invited)</b>
<b>10.45</b>	<b>John Davies, Vice President, NFU Cymru – the changes required to make a success of post Brexit agriculture (invited)</b>
<b>11.00</b>	<b>Jo Whitfield, Retail Chief Executive, The Coop – the challenges of marginal farming and what AONBs can do to support farmers (invited)</b>
<b>11.15</b>	<b>Teresa Dent, Chief Executive, GWCT – the hub approach as a solution to Brexit citing Marlborough Downs NIA (invited)</b>
<b>11.30</b>	<b>Q&amp;A with above speakers</b>
<b>12.00</b>	<b>Lunch</b>
<b>12.45</b>	<b>What is already being done in AONBs and National Parks</b> Cranborne Chase – Cluster Farming (tbc) Dorset – Food and Farming (tbc) Kent Downs – Valley of Visions (tbc) National Park example (tbc)
<b>13.30/40</b>	<b>Break into groups (cabaret style) to consider the challenges raised this morning, some of the solutions already being offered by the DLs and what we can achieve by working collaboratively as a DL Family.</b>
<b>14.30</b>	<b>Feed back into full plenary to make decisive action points to be taken forward</b>
<b>14.55</b>	<b>Closing Response from Philip Hygate</b>
<b>15.00</b>	<b>Coffee and Comfort Break</b>
<b>15.15</b>	<b>NAAONB AGM</b>
<b>17.00</b>	<b>CLOSE</b>

Item 6 - AGM 2017 - Agenda and Papers

**Item 6 - AGM 2017 - Agenda and Papers**

Report to The National Association for AONBs Board of Trustees  
Subject AGM 2017 - Agenda and Papers  
Date 12<sup>th</sup> October 2017  
Purpose For discussion and agreement

**NAAONB Annual General Meeting  
Business Meeting Agenda**

Thursday 23<sup>rd</sup> November 2017 3.15 - 5.00pm  
Stevenson Room, Broadway House, Tothill Street, London, SW1H 9NQ  
Tel: 0845 862 33 66 (Broadway House) or 07969 888823 (Jill Smith)

Item 1

**Apologies**

Item 2

**Introduction of current NAAONB Board members with their portfolios** (verbal) - for information

Item 3

**AGM November 19th 2015 - Minutes and matters arising** - for agreement

Item 4

**Review of membership rates** - for agreement

Item 5

**Election of Trustees and appointment of auditors** - for information (we anticipate the Board will agree the content of this paper at its meeting on the 12<sup>th</sup> of October 2017).

Item 6

**Chairman's Annual Report 2016-17** - for information (to be prepared prior to the AGM).

Item 7

**Company Secretary's Financial Report 2016-17** - for agreement

Item 8

**CE's Report of work completed for NAAONB Business Plan Oct 2016 - Oct 2017** - for information (to be prepared prior to the AGM).

Item 9

**AOB**

## **AGM Item 2 - AGM November 24<sup>th</sup> 2016 - Minutes and matters arising**

Report to The Annual General Meeting of the National Association for AONBs  
Subject AGM November 24<sup>th</sup> 2016 - Minutes and matters arising  
Date 23<sup>rd</sup> November 2017  
Purpose For agreement

### **MINUTES OF THE NAAONB ANNUAL GENERAL MEETING HELD ON THURSDAY 24<sup>TH</sup> NOVEMBER 2016, 3.15 - 5.00PM HELD AT BROADWAY HOUSE, LONDON**

#### **Item 1 Apologies**

[scans of attendees sign in sheet to be inserted here]

Apologies were received from the following.

Brian Meakin	Arnside & Silverdale AONB Partnership
Bruce Payne	Blackdown Hills AONB Partnership
Robert Kirby-Harris	Cornwall AONB Partnership
Linda Nunn	Cranborne Chase AONB Partnership
Simon Amstutz	Dedham Vale & Suffolk Coast and Heaths AONB Partnerships
Robert Erith	Dedham Vale AONB Partnership
Tom Munro	Dorset AONB Partnership
Graham Godbeer	East Devon AONB Partnership
Jill Davison	High Weald AONB Partnership
Christine Cookman	Howardian Hills AONB Partnership
Bleddyn Jones	Llyn AONB Partnership
Paul Esrich	Malvern Hills AONB Partnership
Gwyneth Rees	Malvern Hills AONB Partnership
Nigel Simms	Nidderdale AONB Partnership
Nick Mottram	Oxfordshire County Council
Anthony Trollope-Bellew	Quantock Hills AONB Partnership
Monica Read	Southwest Water
David Wood	Suffolk Coast & Heaths AONB JAC & Partnership
Robin Kirby	The Gower Society

There was a tribute to Tim Vines as he is retiring, he was thanked for his work on coastal protection.

#### **Item 2 Introduction of current NAAONB Board members with their portfolios**

The Board members present introduced themselves and their portfolios.

#### **Item 3 AGM November 19th 2015 - Minutes and matters arising**

The CE wished to highlight that the previous AGM, and consequently, these minutes were just before news on the autumn statement. He wished to restate how appreciated the protected settlement is.

The minutes were agreed as a true and accurate report.

## Item 6 - AGM 2017 - Agenda and Papers

### Item 4 Election of Trustees and appointment of auditors

The Chairman invited membership to elect the proposed trustees en bloc (information on the three proposed trustees was distributed within the papers - three trustees were put forward for three open positions).

Proposed: Andrew Blake

Seconded: Linda Bennett

Agreed: Unanimously

The newly elected Trustees who were present introduced themselves and Denise Hewlett was welcomed in her absence.

The Chairman then called for the formal appointment of the independent examiner of accounts - AMM Bookkeeping & Accountancy.

Proposed: Andrew Blake

Seconded: Linda Bennett

Agreed: Unanimously

### Item 5 Chairman's Annual Report 2015-16

The Chairman took comments, none were made.

### Item 6 Company Secretary's Financial Report 2015-16

Jill Smith introduced this report. An increase in membership income was reported, as well as an increase in numbers of external conference delegates, this indicated an increase in the NAAONB's relevance. Income has also been generated in house as overheads have been further reduced.

There was a question regarding the calculation of reserves.

The CE responded that calculating reserves is as much an art as it is a science and we utilise a relatively complex process based on risk. It is currently set at 60-80K which will also cover 3 months' outgoings. The Board are comfortable with this but a review of reserves policy will take place once an Honorary Treasurer is in place.

There was a comment regarding the improvement in the reporting of unrestricted balances. It was requested that in future a summary be included to highlight the key differences in budgets e.g. bullet points for significant carry forwards.

There was a query regarding the increase in accountancy fees.

Jill Smith responded that much of this is due to setting the NAAONB up as a charity.

Agreed: Unanimously

### Item 7 CE's Report of work completed for NAAONB Business Plan Oct 2015 - Oct 2016

The CE introduced this report. He highlighted that many areas of activity fall outside of the business plan but still form part of our necessary work. He added that there is need for a better way of business planning that is quicker and more fleet of foot.

Jill Smith gave a presentation which noted the review of the communication plan, showcased the new brand strategy with the theme 'sharing, learning, inspiring and leading', showcased the new

## Item 6 - AGM 2017 - Agenda and Papers

branded suite of documents for the AONB Family, including the Annual Report which links to case studies on the website.

The CE commented on the importance of the KPIs as evidence and data to make the case to Government. He reminded the membership of the opportunity to feed in to this.

A comment was made on the communications work around Outstanding Week, which many enjoyed being part of.

A suggestion that 'Leading' should be higher up the list of themes.

Jill Smith responded that this suggestion will be fed back on the communications officers' day on the 6<sup>th</sup> December.

There was a suggestion that discussions with NFU be opened up across the country.

The CE responded that it would be valuable to come to a clear, agreed position across the AONB Family and articulate this at national level.

There was a request made for a new Brexit project on Basecamp.

Jill Smith responded that this will be set up following this meeting.

There was a short discussion regarding the Business Plan and how it can be reviewed in future to help make the charity run faster. It was suggested that the NAAONB have an upfront model, be more flexible and that the NAAONB should be confident to come to the membership to increase capacity.

## Item 8 **The draft NAAONB Strategic Plan 2016-2020**

The CE introduced this report.

There was a request that AONBs be used as a conduit to promote education.

The CE agreed and Richard Clarke added that he attended the Defra 25year plan meeting. There are three criteria. One is targeting environmental education and the NAAONB has committed to working with them to work on this and the AONBs will be included in this.

There was a question regarding the inclusion of AONB core message in this plan.

The CE responded that the NAAONB core messages will be looked into at the upcoming communications officer meeting.

Proposed: Chris Woodruff

Seconded: Steve Jack

Agreed: Unanimously

## Item 9 **AOB**

None received

**Meeting closed at 16.11**

## AGM Item 4 - Review of membership rates

Report to: The AGM of the National Association for AONBs  
Subject: Review of membership rates  
Date: 23<sup>rd</sup> November 2017  
Report by: Howard Davies  
Purpose: To agree an annual increase in membership rates linked to RPI

### RECOMMENDATIONS

It is recommended that the Board

- Note the background to this paper
- Agree the proposed annual increase in membership rates

### Background

Membership rates of the NAAONB were last reviewed in 2012, with the exception of rates for AONB partnerships in Wales which were brought into line with those in England in 2015. Since then, rates have remained as follows

AONB partnerships	£2500	per annum
LA members	£600	per annum
Associate members	£100	per annum

At the NAAONB Board meeting of the 22<sup>nd</sup> June 2017, trustees agreed to recommend to the full membership an annual increase in membership rates directly linked to the Consumer Price Index. Rates would be calculated in March each year based on the annual report by the ONS (currently 2.7%) and applied to the following year's membership rates.

### **AGM Item 6 - Company Secretary's Financial Report 2016-17**

Report to The Annual General Meeting of the National Association for AONBs  
Subject NAAONB Financial Report for year ending 31<sup>st</sup> March 2017  
Date 23<sup>rd</sup> November 2017  
Author Jill Smith (Communications and Events Manager with Company Secretary remit)  
Purpose For information and agreement

#### **RECOMMENDATION**

The Board approve the content of the Trustees Report included in the Financial Statement - Appendix 1. (distributed separately)

**The Board approves the content of the Financial Statement** - Appendix 2 (distributed separately)

The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in March 2005.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The accounts show a surplus of £18,911 for the year ended 31<sup>st</sup> March 2017.

On approval by the membership at the AGM, the Accounts will be submitted to Companies House and the Charities Commission.

## Item 7 - NAAONB Strategic Risk

Report to	The Board of the National Association for AONBs
Subject	NAAONB Strategic Risk Register
Date	12 <sup>th</sup> October 2017
Report by	Howard Davies
Purpose	to apprise the Board of the top three corporate risks and mitigation in place

### RECOMMENDATIONS

It is recommended that the Board

- Consider the risks identified and review approaches to mitigating them
- Discuss the efficacy of existing mitigation

### 1.0 Background

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

### 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 7 - NAAONB Strategic Risk

### **5.0 Legal Requirements**

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

### **6.0 Good Practice: Risk Management Policy**

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

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

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

### **7.0 Conclusion**

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

## Annex 1 - The NAAONB current top risks

### 1. Risk - Environmental funding declines

#### Current mitigation

Work with national and local politicians to influence policy and public opinion

#### Commentary

Whilst the settlement for the NAAONB and the AONB Family in England was positive, the trajectory for exchequer funding remains downwards. This is true across the AONB Family. There is still over reliance on very few sources of income.

### 2. Risk - One or more AONB partnerships dissatisfied with NAAONB

#### Current mitigation

Maintain close relationship with AONB lead offers and partnerships through attendance at regional meetings, conference, Chairman's meeting.

#### Commentary

The current review of the NAAONB business plan has exposed some significant differences of opinion over the role of the NAAONB and the direction of travel. These have been managed at a regional level but are likely to surface at the AGM. Issues are few and far between, but can have a destabilizing effect.

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

#### Current mitigation

Maintain a fundraising strategy with broad funding base

#### Commentary

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

## Item 8 - Management Accounts

### Item 8 - Management Accounts

Report to	The National Association for AONBs Board of Trustees
Subject	Management Accounts to 31 <sup>st</sup> August 2017
Date	12 <sup>th</sup> October 2017
Report by	Jill Smith
Purpose	To provide an account of income/expenditure of the NAAONB for the FY 2017/18 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.

#### Objectives

- To provide a realistic account of income/expenditure of the NAAONB for the FY 2017/18 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 £11957.00 to reserves as the planned safeguarding of future NAAONB activity (Business Plan 2015-18).

Item 8 - Management Accounts

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

Account	Budget	Income / Expenditure to date as at 30/8/2017	Further contracted commitments 1/9/2017 - 31/03/18	Further estimated commitments 1/9/2017 - 31/03/18	Total predicted spend - 01/04/17 - 31/03/18	Variance
<b>Core Expenditure</b>						
Staff salaries, NIC and pensions	(210,751.00)	(68,008.00)	(142,743.00)	0.00	(210,751.00)	0.00
Staff Travel and Subsistence	(13,300.00)	(3,833.00)	0.00	(8,700.00)	(12,533.00)	767.00
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	(10,000.00)	0.00	0.00	(10,000.00)	(10,000.00)	0.00
Board expenses	(7,400.00)	(4,203.00)	0.00	(4,125.00)	(8,328.00)	(928.00)
Staff meeting room hire	(700.00)	(229.00)	0.00	(471.00)	(700.00)	0.00
	<b>(248,151.00)</b>	<b>(76,273.00)</b>	<b>(142,743.00)</b>	<b>(29,296.00)</b>	<b>(248,312.00)</b>	<b>(161.00)</b>
<b>Administration</b>						
Miscellaneous	(5,571.00)	(5,974.00)	(2,560.00)	0.00	(8,534.00)	(2,963.00)
Auditors and Accountants	(4,500.00)	0.00	0.00	(2,500.00)	(2,500.00)	2,000.00
Peninsula HR Support	(3,168.00)	(1,320.00)	(1,848.00)	0.00	(3,168.00)	0.00
IT upgrade and website development	(1,500.00)	(136.39)	0.00	0.00	(136.39)	1,363.61
Subtotal	<b>(14,739.00)</b>	<b>(7,430.39)</b>	<b>(4,408.00)</b>	<b>(2,500.00)</b>	<b>(14,338.39)</b>	<b>400.61</b>
<b>Total - Core Expenditure</b>	<b>(262,890.00)</b>	<b>(83,703.39)</b>	<b>(147,151.00)</b>	<b>(31,796.00)</b>	<b>(262,650.39)</b>	<b>239.61</b>
<b>Core income</b>						
Contributions AONB partnerships England	82,500.00	82,500.00	0.00	0.00	82,500.00	0.00
Contributions AONB partnerships Wales	10,000.00	10,000.00	0.00	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	7,200.00	0.00	7,200.00	0.00	7,200.00	0.00
Associate members	1,300.00	0.00	1,300.00	0.00	1,300.00	0.00
Event Sponsorship	10,000.00	0.00	0.00	10,000.00	10,000.00	0.00
Contingency	(4,000.00)	0.00	0.00	(4,000.00)	(4,000.00)	0.00
Subtotal	<b>107,750.00</b>	<b>92,500.00</b>	<b>9,250.00</b>	<b>6,000.00</b>	<b>107,750.00</b>	<b>0.00</b>
Defra	128,303.00	0.00	64,151.00	64,152.00	128,303.00	0.00
NRW	20,000.00	0.00	10,000.00	10,000.00	20,000.00	0.00
Contingency	(2,000.00)	0.00	0.00	(2,000.00)	(2,000.00)	0.00
Subtotal	<b>146,303.00</b>	<b>0.00</b>	<b>74,151.00</b>	<b>72,152.00</b>	<b>146,303.00</b>	<b>0.00</b>
<b>Project contribution/shortfall to core</b>						
Landscapes for Life Conference	13,229.00	14,500.00	0.00	0.00	14,500.00	1,271.00
Chairmen's Conference	995.00	0.00	0.00	995.00	995.00	0.00
Wales Member Training	1,200.00	0.00	0.00	1,200.00	1,200.00	0.00
CPRE	500.00	500.00	0.00	0.00	500.00	0.00
Lead Officers Meeting	500.00	0.00	0.00	500.00	500.00	0.00
Communications + MLWW	1,000.00	0.00	0.00	1,000.00	1,000.00	0.00
Mentoring	1,000.00	1,000.00	0.00	0.00	1,000.00	0.00
Management Plans	500.00	0.00	0.00	500.00	500.00	0.00
Subtotal	<b>18,924.00</b>	<b>16,000.00</b>	<b>0.00</b>	<b>4,195.00</b>	<b>20,195.00</b>	<b>1,271.00</b>
<b>Total Core and Non-Core income</b>	<b>272,977.00</b>	<b>108,500.00</b>	<b>83,401.00</b>	<b>82,347.00</b>	<b>274,248.00</b>	<b>2,542.00</b>
<b>Annual Budget Surplus/-Deficit</b>	<b>10,087.00</b>				<b>11,597.61</b>	
<b>Transfer to General Fund/Reserve</b>	<b>10,087.00</b>				<b>11,597.61</b>	
<b>Cumulative General Fund/Reserve</b>	<b>77,569.00</b>				<b>60,168.61</b>	
<b>Reserves required as per NAAONB Reserves Policy</b>	<b>58,000.00</b>				<b>58,000.00</b>	

## Item 9 - NAAONB Portfolio & Staff Activity Report

### Item 9 - NAAONB Portfolio & Staff Activity Report

Report to	The National Association for AONBs Board of Trustees
Subject	NAAONB Portfolio & Staff Activity Report
Date	12 <sup>th</sup> October 2017
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 (June 2017). 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). **Appendix 1 summarises the RAG report in a dashboard format.**

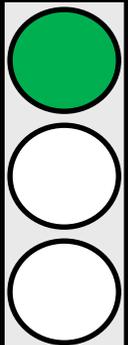
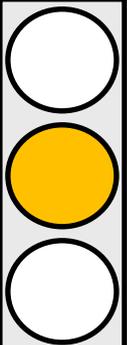
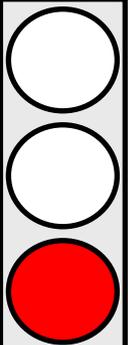
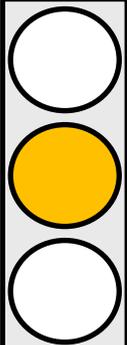
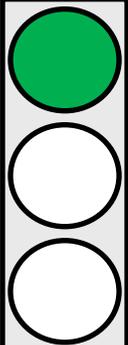
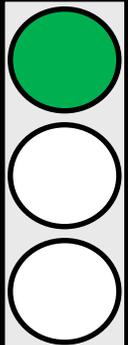
#### Objectives

- 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.

**Appendix 1 - RAG Dashboard**

On Target	To Watch	At Risk	Income	Expenditure	Cash flow
Percentage of actions <b>96.6%</b>	Percentage of actions <b>2.3%</b>  <i>Meeting with Camargue, PR agents for National Grid</i> <b>Communications and Events Manager</b>  <i>Meeting with Vodafone</i> <b>Communications and Events Manager</b>	Percentage of actions <b>1.1%</b>  <i>Draft handbook agreed by Board</i> <b>Board</b>	Grant drawdown on target  Sponsorship for conference below target	In line with budget expectations	In line with budget expectations
					

## Item 10 - Natural England Report

### Item 10 - Natural England Report

Report to	The National Association for AONBs Board of Trustees
Subject	Natural England Report
Date	12 <sup>th</sup> October 2017
Report by	David Henshilwood
Purpose	For information

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

Members will be pleased to know that the Natural England Board unanimously approved the proposal to extend the Suffolk Coast and Heaths AONB, and to undertake the formal statutory and public consultation, at its meeting on 13 September. Positive feedback was received from NE Board members regarding the quality of the package put before them.

We will be sharing further information with the Suffolk Coasts and Heaths Technical Advisory Group at their next meeting. Consultation documentation is currently being prepared, and we intend to begin the formal 12 week consultation in early January.

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

Following a meeting between Lord Gardiner and NE's Chairman in July regarding how we deliver our statutory landscape designation responsibilities, Natural England's Board also considered a paper on the landscape designation process.

The Board agreed that we should examine whether current processes could be improved. The Board also agreed that this should be done as part of a wider review of when landscape designation is the right tool to use, and how designations could maximise the benefits and learning they offer, both within and beyond their boundaries.

The Board also agreed to set up an expert advisory panel comprised of Board Members and key stakeholders and thinkers to scope out and take forward the review. The Panel, which would report to NE's Board, will be chaired by our Chairman, Andrew Sells.

The terms of reference for the review are to:

- Modernise our approach to the landscape designation process making, where possible, greater use of stakeholder and other external expertise where there is strong local commitment among key stakeholders to designation;
- Develop a new approach to prioritising future landscape designations, underpinned by our Conservation Strategy and which delivers the widest environmental and societal benefits that stem from their statutory purposes. This could also encompass looking at non designation activities communities can undertake to celebrate and enhance local landscapes;
- Explore with designated landscape partnerships how to extend the learning and benefits of landscape designation beyond individual boundaries to the wider countryside.

We will liaise closely with the NAAONB as the details of the review become clearer.

#### **Working relationship between NAAONB and Natural England**

Both our organisations have been through considerable change, and have developed new strategies and business models. It may therefore be timely to review our working relationship, and to reflect whether our current way of working fully meets our shared future aspirations. We would invite any reflections from NAAONB Board members on whether such a review would be timely, and if so, how best to go about it.

#### **AONB Management plan reviews**

## Item 10 - Natural England Report

The next cycle of AONB management plan reviews is now under way, and our area team protected landscape leads will be working with AONB counterparts to comment on management plan revisions. We welcome the additional guidance document on management planning commissioned by the NAAONB, and will be working with the individual AONBs to ensure that the plans reflect our shared future aspirations for these outstanding landscapes.

David Henshilwood  
28 September 2017

## Item 11 - Cyfoeth Naturiol Cymru - Natural Resources Wales Report

Report to The National Association for AONBs Board of Trustees  
Subject Cyfoeth Naturiol Cymru - Natural Resources Wales Report  
Date 12<sup>th</sup> October 2017  
Report by Lisa Tomos  
Purpose For information

NRW expect to appoint a new **Chief Executive** by the end of October. Emyr Roberts' successor will oversee a further transformation of the organisation, embedding our new duties and responsibilities in all areas of our work.

Our new **Corporate Plan 2017-22** will be finalised later in the year. It will be based around our wellbeing objectives which include the following:

- Champion the Welsh environment and the sustainable use of natural resources
- Improve the resilience and quality of our ecosystems and
- Help people live healthy and fulfilled lives

Welsh Governments **National Natural Resources Policy** (NRP) was released recently. This sets out the priorities, based on the State of our Natural Resources Report, for enhancing ecosystem resilience and public benefits from our natural resources. Landscape benefits are acknowledged and proposals from the Future Landscapes Wales programme are also promoted.

Work to develop **Area Statements** is proceeding and these are expected to be completed by the end of March 2019. The Areas are those of NRW Operations, see attached map. Area Statements look at the priorities, risks and opportunities around the management of natural resources. So far the landscape and DL information provided, which naturally links people, place and cultural heritage with natural resources, has been welcomed and is likely to be the front-piece which brings all the AS evidence together.

Our new approach to **partnership working** will be launched on 1<sup>st</sup> December. An Open Call for expressions of interest will be open to work in collaboration with NRW to meet certain priority challenges, as set by Heads of Place as well as all-Wales challenges emanating from the NRP. An initial meeting with Howard Davies has been held. The AONB's funding will be managed separately.

Financial planning for a 5% cut next year is underway as well as staff restructuring. Our budget this year was £99 million.

Following the publication of the final **Future Landscapes Wales** report, the work will focus on implementation and expanding the range of stakeholders. However, there is a risk of losing momentum as there is currently a lull in activity.

Lisa Tomos  
Protected Landscapes Advisor  
September 2017

- End of papers -