

Item 9 - NAAONB Portfolio & Staff Activity Report

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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.

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Any additional activity which falls outside the Business Plan			
	Activity	Key milestones / Lead / By when	NARRATIVE
<div style="border: 1px dashed black; padding: 5px;"> <p>Cumulative Narrative Key</p> <p>1st Period (March to June)</p> <p>2nd Period (June to October)</p> <p>3rd Period (October to March)</p> </div>	Develop relationship with the LEP Network	<p>Meeting with Director of the LEP network</p> <p>AONB Offer to LEPs published</p> <p>Text to LEP network blog published</p> <p>Chief Executive & Policy and Development Manager</p> <p>● April 2015</p>	
	National Lead Officer meeting	<p>Meeting held, ALSs agreed, notes published</p> <p>Core Team</p> <p>● April 2015</p>	
	Develop relationship with NGOs in the health sector	<p>Meeting with CEO of the Royal Society for Public Health</p> <p>Chief Executive</p> <p>● June 2015</p>	This is being advanced through the pursuance of a collaborative approach with NPE and the NT, and engagement with the Landscapes for Life conference 2016.
	Review of NAAONB Strategic Plan 2015-2020	<p>Publication of NAAONB Strategic Plan 2015-2020</p> <p>● July 2015</p>	
	Engagement in Defra's Terrestrial Biodiversity Group	<p>Attendance at all meetings</p> <p>Regular feedback to membership</p> <p>Chief Executive & Policy and Development Manager</p> <p>● March 2016</p>	NAAONB orchestrated and compiled a collective response to delivering on Outcome 1C of Biodiversity 2020 (a self-assessment on the ability of AONB partnerships to deliver an ecosystems approach)
	Engagement with TV, radio and other media channels	<p>Providing information for BBC "File on Four" for broadcast June 2015.</p> <p>Policy and Development Manager</p> <p>● May 2015</p>	

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		<p>TV interview with BBC Midlands on the value and relevance of the AONB designation</p> <p>Chief Executive</p> <ul style="list-style-type: none"> ● August 2015 	
	Maintain Guidance to Countryside is Great Campaign	<p>Meeting with VisitBritain and other partner.</p> <p>Policy and Development Manager</p> <ul style="list-style-type: none"> ● June 2015 	
	Engagement with the Rural England CIC.	<p>Attendance at June Meeting.</p> <p>Policy and Development Manager</p> <ul style="list-style-type: none"> ● June 2015 	
	Meeting with potential sponsors/collaborative work	<p>Meeting with Vodafone</p> <p>Communications and Events Manager</p> <ul style="list-style-type: none"> ● May 2015 ● August 2015 	
	Meeting with potential sponsors/collaborative work	<p>Meeting with Camargue, PR agents for National Grid</p> <p>Communications and Events Manager</p> <ul style="list-style-type: none"> ● May 2015 ● July 2015 ● September 2015 	
	Meeting re AONB/NP collaborative work	<p>Meeting with Big Chalk steering group</p> <p>Communications and Events Manager</p> <ul style="list-style-type: none"> ● June 2015 	

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	National Trust a document for MPs to understand the impact of the NPPF on AONBs	Seek to influence publication to derive most benefit for the AONB Family. ● <i>October 2015</i>	
	Investigate the development of Professional Accreditation for staff working in AONBs.	Meeting with President elect of the Landscape Institute to discuss the potential for AONB staff to become Chartered Members of the Landscape Institute	
	Developing Academic Partners to demonstrate technical rigor and seek new funding opportunities.	Meeting with the University of Winchester to discuss their Broadly Engaging with Tranquillity project details can be found at www.winchester.ac.uk/research/attheuniversity/Faculty%20of%20Business%20Law%20and%20Sport/Broadly-Engaging-with-Tranquillity/Pages/Broadly-Engaging-with-Tranquillity.aspx Collaboration with Swansea University to develop a support an application for funding for a PhD student looking at devolution and landscape designations in Wales Interview and appointment of student	Ongoing discussions with the University of Winchester regarding AONBs providing research projects to be delivered by final year Geography undergraduates. Lecture on AONBs given to Students. Application successful, interviews taken place, student appointed.
	Towards a review of Category V	Meeting with IUCN	
	Collaboration with National Parks England	Production of a brochure “So much more than the view”	
	Promotion of AONBs	Outstanding Week	In development for September 2016.

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		Presentations and Talks	Attended AONB national planning meeting held with National Trust and some NPAs. Requested inclusion of AONBs/National Parks on new NT “welcome/introduction” boards at appropriate sites. Follow up from the meeting has proved very positive and sites are considering on an individual basis where appropriate to include this information. NB AONB partnerships need to use their local contcats to make this happen.
	Ensure the NAAONB remains compliant with H&S and business legislation	Regular meetings with Peninsula	
	Collaboration with Welsh Government over 2017 Wales’ Year of Adventure	Regular involvement in the Ministerial Steering Group meeting hosted by Ken Skates AM, Deputy Minister for Culture, Sport and Tourism.	
	Share learning and good practice with the European network of protected areas	Engagement with the Europarc Federation around a study of nature, regional and landscape parks across Europe.	
	Delivery of a development day for senior management team/Partnership members of the North Wessex Downs Council of Partners under contract.	One day development time and one day delivery of workshop and proceedings written.	Development day successfully delivered on 11 th April.
	Close working with Shropshire Hills AONB and Shropshire Council on a new model for AONB management.	SC initial proposal halted <ul style="list-style-type: none"> • May 2016 Programme of action agreed with SH AONB partnership <ul style="list-style-type: none"> • June 2016 	NAAONB providing direct support to SH AONB partnership on managing the initial proposal by SC. NAAONB attended meeting with the SH AONB partnership, management board, and Lead officer. Advice given to SC and associated liaison with all parties to help achieve positive outcome.

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	Coordination of response to DECC on the Surface Development Restrictions for Hydraulic Fracturing Consultation	Consultation response submitted • December 2015	
	Coordination of response to DCLG on Proposed Changes to National Planning Policy Consultation	Consultation response submitted • February 2016	
	Coordination of response to DCLG/ DEFRA on Rural Planning Review - Call for Evidence	Consultation response submitted • April 2016	
	Coordination of response to DCMS on changes to the Communications Code	Consultation response submitted • April 2016	
	Provision of information to National Trails on NAAONB business model to inform their forward thinking		

A. Raising profile - Telling others what we do and why we do it - Portfolio holder: Vacant, Staff member: JS

Priorities	Action	Key milestones / Lead / By when	NARRATIVE
Strengthen the AONB Family and AONB brand	<i>Deliver NAAONB Communication Strategy Action Plan 2014-17</i>	<i>Actions delivered and plan reviewed</i> Communications and Events Manager • February annually	1.1 Promote adoption of NAAONB Communications strategy including the visual identity Ongoing through fortnightly organised drop-in telecons – 30 sessions organized and notes provided via Basecamp 1.2 Produce and review annually Communications Strategy Action Plan Review complete. However, as the document is dynamic, ideas agreed by the comms family and external contacts will be

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			<p>added where appropriate and time allows i.e. running a Twitter campaign on the value of natural beauty using images of bluebells swathing up the country during April/May and linking to National Walking month using #Try20.</p> <p>1.3 Produce induction sheet and offer face to face meeting for new comms officers to explain and encourage AONB Family communications. Induction sheet drafted. No meetings requested recently though email and phone contact has been made with new recruits.</p> <p>1.4 Produce brand values and strategy See below</p> <p>1.5 Develop calendar of announcements and events in consultation with the AONB Family Using Basecamp Communications Portfolio area calendar to collate events and announcements. These will primarily be used for Outstanding Week (17-25th September) but are also used to promote nationally when appropriate.</p> <p>1.6 Coordinate the collation and dissemination of comms best practice for the AONB Family either via basecamp or www.landscapesforliferesources.org.uk Comms officers encouraged to actively use and share via Basecamp. There is now a Basecamp library where best practice can be collated in an easy-to-find way. Information from www.landscapesforliferesources.org.uk will be transferred to the new resources area of www.landscapesforlife.org.uk which will be available by Autumn 2016 See 2.1 below</p> <p>1.7 Coordinate the collation of requests for information about the NAAONB/AONB family This is being done on a more strategic basis</p> <p>1.8 Coordinate @AONBFamily and @NAAONB Twitter campaigns and adhoc tweets NAAONB initiated and encouraged a Twitter campaign using images of #bluebells to highlight the value of natural beauty in</p>
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			<p>the UK. Campaign lasted over a month as the bluebells blooming moved northwards.</p> <p>The Comms Campaigns working group initiated a Twitter campaign “piggy backing” on National Walking Month (May) using #Try20 – an idea to do 20 minutes of exercise per day.</p> <p>1.9 Organise Landscapes for Life Conference Conference launched for 2016 and bookings going well. All logistical arrangements going to plan. Sponsors have been approached.</p> <p>Understanding and support for what the AONB Family does</p> <p>2.1 Review and manage www.landscapesforlife.org.uk, www.landscapesforlifeevents.org.uk and www.landscapesforliferesources.org.uk Ongoing. See below.</p> <p>The 3 websites have undergone an external audit by Sarah Thiele (ex Natural England) and the findings have been passed to the “Promoting ideas internally and case studies externally” WG for their consideration. The group has tweaked the template produced for www.landscapesforliferesources.org.uk and Amber has converted this into a survey monkey so information can be collated on line. The survey monkey is being used to gather information for the market places for #L4L2016 and these will be added to the new amalgamated website. www.landscapesforlife.org.uk is currently being updated to reflect the change of the NAAONB to a charity</p> <p>2.2 Raise the profile of AONB Family and NAAONB by promoting activity and achievements through</p> <p>a) www.landscapesforlife.org.uk Ongoing</p> <p>b) www.landscapesforliferesources.org.uk In abeyance whilst new development takes place</p> <p>c) Announcements – key messages Infographic produced for AONBs Wales post Assembly elections.</p> <p>d) NAAONB Update – e-news.</p>
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			<p>2 editions of NAAONB Update produced since last Board meeting for internal and external audiences.</p> <p>e) Monthly briefings Undertaken on an adhoc basis</p> <p>f) Social media @AONBFamily Twitter undertaken everyday @NAAONB Twitter undertaken for specific events. Retweets of organisation with whom we wish to forge closer relationships on a weekly basis. Facebook – a new AONB Family Facebook profile to support individual AONB Facebook pages has been produced Linked – considering NAAONB linked in profile</p> <p>g) Press Releases Landscapes for Life Conference Press Release issued Bowland Award Press Release issued</p> <p>h) events Landscapes for Life Conference 2016 in promotion and production stage “Outstanding Week” September 2016 in development stage</p> <p>i) Annual report See notes on KPIs.</p> <p>k) Bowland Award and Long Service Award Call for L4L Award (long service) has resulted in 13 suggestions received being agreed by the by the Board. Chris Woodley-Stewart leading on the co-ordination of this. Call for Bowland Award 2016 made in May. Deadline June 14th.</p> <p>Understanding and recognition of the value of AONB partnerships leading to continued support and resourcing</p> <p>3.1 Produce and AONB Family prospectus See below</p> <p>3.2 Promote activity on LUC “Maximising Revenue for Protected Landscapes” recommendations via AONB News and briefings No recent activity</p> <p>3.3 Respond to UK and Welsh Government consultations</p>
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			<p>See activity under “Additional activity falling outside the Business Plan” above.</p> <p>3.4 Promote Accords and coordinate action arising from them See Policy and Development Manager activity under Portfolio B</p> <p>Understanding and recognition of the value of the NAAONB leading to continued support and resourcing.</p> <p>4.1 Develop Chairmen’s Conference and AGM as platform to promote key messages Venue booked for Chairmen’s Conference 2016 – 24th November</p> <p>4.2 Encourage and support inclusion of the work of the NAAONB on Partnership/Conservation Board meeting agendas. Regular requests made to comms and lead officers for wide dissemination of information. Significant information sent by direct email to Chairmen. NAAONB provided briefing sheet (as it clashed with a team meeting) for SEEPL meeting to promote NAAONB work NAAONB attended Northern Group meeting to give a presentation on NAAONB work. NAAONB Update contains information that AONB Partnerships can easily include in meeting papers and newsletters. This has been included as a “requirement” in the AONB Family section of the Comms Action Plan at the suggestion of an AONB team member.</p> <p>4.3 Produce an AONB Corporate prospectus Complete and in Basecamp Library.</p>
	<p><i>Update the L4L websites to ensure content relevant and functioning to the membership and public. (old NAAONB site closed by Jan 2015)</i></p>	<p><i>Knowledge Platform established and effective</i> Communications and Events Manager ● April 2015</p>	<p>The new budget with an allowance for website development has allowed advancement of the long planned creation of a “fit for purpose” resources area on www.landscapesforlife.org.uk The current Knowledge Platform will be closed when the above is ready – planned Autumn 2016</p>

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	<i>Produce L4L brand strategy based on agreed brand values and behaviours</i>	<i>L4L brand strategy agreed by trustees</i> Communications and Events Manager ● <i>June 2015</i>	
Better articulate the value of AONBs, AONB Partnerships, and Conservation Boards	<i>Produce AONB Family Prospectus to include summary in infographic format</i>	<i>Prospectus published</i> Communications and Events Manager ● <i>October 2015</i>	England's AONB Family political infographic produced Wales' AONB Family bilingual infographic produced, relating to the health and wellbeing agenda in Wales Further infographics being considered for other audiences – crowd funded by a group of AONB Partnerships
	<i>Set up evidence base on Knowledge Platform on L4L web site</i>	<i>Evidence base established and in use</i> Communications and Events Manager ● <i>October 2015</i>	Ongoing - see above.
	<i>Provide an annual report for Defra - showcasing good practice outcomes from AONB Partnerships and Conservation Boards (linked to prospectus/infographic)</i>	<i>Annual Report produced</i> Communications and Events Manager ● <i>June annually</i>	KPIs agreed with Lead Officers. Richard has produced a crib sheet for the quantitative data and Amber has taken the resources website template and created a survey monkey for collation of the qualitative. This information will be communicated via the usual methods, linking to the new resources area of the website where the information will be stored. Planned date for reporting – November 2016 and thereafter annually.

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B. Demonstrating value and relevance - Encouraging others to speak out on our behalf - Portfolio holder: Michael Mounde, Staff member: HD				
Priorities	Action	Key milestones / Lead / By when	NARRATIVE	
Build on existing dialogue and continue to grow trust and support by liaison/direct contact with national bodies.	<i>Review the Defra/NE/NAAONB tripartite agreement</i>	<i>Tripartite agreement 3 year actions (2015-2018) agreed by Defra, NE, and NAAONB trustees</i> Chief Executive ● April 2015	Next tripartite meeting scheduled for end May 2016 to include a review of the current arrangements	
	<i>High level meetings with Welsh Government on achieving shared objectives</i>	<i>Standing meeting with Minister responsible for AONBs in Wales</i> Chief Executive ● December annually		
	<i>High level meetings with Natural Resources Wales on achieving shared objectives</i>	<i>Bilateral meeting with Chair and CEO of NRW</i> Chief Executive ● October annually	Meeting taken place between Philip Hygate and Diane McCrea (Chair of NRW) hosted by the Wye Valley AONB team.	
	<i>High level meetings with Natural England on achieving shared objectives</i>	<i>Bilateral meeting with Chair and CEO of NE</i> Chief Executive ● October annually		
	<i>Evaluate and review accords / agreements as appropriate</i>	<i>Wildlife Trusts accord evaluation complete</i> Policy and Development Manager ● November 2015		
		<i>NPE Accord agreed</i> Chief Executive ● July 2015	Chair level bilateral taken place with NPE to discuss the accord, further joint working, and the NP 8 point plan	
		<i>Woodland Trust accord evaluation complete</i> Policy and Development Manager		

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		<ul style="list-style-type: none"> ● September 2015 	
		<p>English Heritage accord evaluation complete Policy and Development Manager <ul style="list-style-type: none"> ● April 2016 </p>	Evaluation completed.
		<p>Visit England Accord evaluation complete Policy and Development Manager <ul style="list-style-type: none"> ● September 2016 </p>	Visit Britain/Visit England restructure and seeking to identify new contact.
		<p>Opportunity for an accord with the National Trust scoped Chief Executive <ul style="list-style-type: none"> ● October 2015 </p>	
<p>Grow our influence in local and central governments (including, at a UK, level with Health, Transport, Local Government departments, and Treasury) and with major NGOs.</p>	<p>High level meetings with departments on achieving shared objectives</p>	<p>Bilateral meetings as and when appropriate Chief Executive <ul style="list-style-type: none"> ● Reported annually </p>	
	<p>High level meetings with the National Trust on achieving shared objectives</p>	<p>Bilateral meeting with Chair and CEO of NT Chief Executive <ul style="list-style-type: none"> ● January annually </p>	<p>Meeting held between Philip Hygate (Chair), the CEO of the NAAONB, and Tim Parker (Chair of the NT) on advancing shared objectives around health and wellbeing. Meeting between the CEO and the NT Director of Land, Landscape and Nature scheduled to progress activity.</p>
	<p>Provide intelligence to governments on the state and viability of AONB partnership and Conservation Boards. Reports and when appropriate or requested</p>	<p>Provide summary of situation for 2015-16 Chief Executive <ul style="list-style-type: none"> ● April 2015 </p>	<p>Agreement with Lead Officers on development of Key Performance Indicators for AONB Teams. KPIs to be sent to AONB Lead Officers by end of May.</p>
	<p>Advise Defra to ensure activity and financial reporting process remains fit for purpose</p>	<p>Advice provided Chief Executive <ul style="list-style-type: none"> ● As required </p>	

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	<i>Contribute to delivery of Action Plan for Recommendations associated with the Cumulus report</i>	<i>Tbc</i> Chief Executive	
	<i>Engagement with legislative and policy programme development in Wales</i>	<i>Evidence gathered for protected landscapes review</i> Chief Executive ● <i>March 2016</i>	
		<i>Oral and written evidence submitted</i> Chief Executive ● <i>March 2016</i>	
	<i>Build and maintain alliances in Wales with organisations with shared interests in protected landscapes to maintain an AONB Family voice as devolution progresses</i>	<i>3 x meetings with the Alliance of National Parks Cymru</i> Chief Executive ● <i>March annually</i>	
	<i>High level meetings with CPRE on achieving shared objectives</i>	<i>2 x meetings annually with the CEO of CPRE</i> Chief Executive ● <i>As required</i>	Monthly discussions with CEO of CPRE to provide/receive intelligence and agree any actions
	<i>High level meetings with CNP on achieving shared objectives</i>	<i>2 x meetings annually with the CEO of CNP</i> Chief Executive ● <i>As required</i>	Monthly discussions with CEO of CNP to provide/receive intelligence and agree any actions
C. Driving better delivery through collaboration - Working together and with others to achieve better outcomes			
Portfolio holder: Chris Woodley-Stewart, Staff member: RC			
Priorities	Action	Key milestones / Lead / By when	NARRATIVE

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<p>Connect ideas, people, and resources through further development of Basecamp and the Knowledge Platform- developing the national skill base.</p>	<p><i>Manage Basecamp effectively</i></p>	<p>Office and Membership Manager ● <i>On going</i></p>	<p>On-going maintenance of user database.</p>
	<p><i>Advise membership on purpose and use of Knowledge Platform</i></p>	<p><i>Knowledge Platform populated with data and good practice</i> Office and Membership Manager ● <i>May 2015</i></p>	<p>As mentioned within the Raising Profile section of this report, this website is undergoing a move of location to bring it in line with the main L4L website. Once this has taken place an update of the information available on the site will be undertaken. Case studies gathered for the KPI report will be showcased here.</p>
	<p><i>*Develop member training event for Welsh AONB partnership members</i> <i>*Subject to funding bid</i></p>	<p>Event held Chief Executive ● <i>January annually</i></p>	
<p>Work more closely with the private sector (develop direct links/relationships and through LEPs and other routes)</p>	<p><i>Implement Corporate Relationship programme</i></p>	<p><i>Clear productive relationships developed with two corporate partners annually</i> Policy and Development Manager ● <i>On going</i></p>	
	<p><i>Maintain links with Defra LEP round table</i></p>	<p><i>3 x meetings annually</i> Policy and Development Manager ● <i>March annually</i></p>	<p>Continued attendance at Defra LEP Round table.</p>
<p>Foster our relationships with the National Park Authorities</p>	<p><i>Establish joint meeting between AONB Lead Officers and NPA Chief Executives on shared agenda</i></p>	<p><i>Agreement on a shared agenda</i> Chief Executive ● <i>January annually</i></p>	<p>Organisation in progress for a meeting later in 2016.</p>
	<p><i>Develop shared agenda across NPA and AONB Partnerships in Wales</i></p>	<p><i>Agreement on a shared agenda</i> Chief Executive ● <i>January annually</i></p>	
	<p><i>As part of above explore benefits/options for shared NPA/NAAONB post(s)</i></p>	<p><i>Raise as part of above joint meetings</i> Chief Executive ● <i>November 2015</i></p>	

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	<i>Explore the option of an all Party Parliamentary group on Protected Landscapes</i>	<i>Consider as part of accord development with NPE</i> Chief Executive ● <i>May 2015</i>	
Further the principles of collaboration, building on the Future Landscapes Programme.	<i>Further develop Action Learning sets as the preferred vehicle for achieving shared outcomes</i> Policy and Development Manager	<i>Sustainable Tourism ALS in operation</i> Policy and Development Manager ● <i>November 2015</i>	Attendance at Northern AONB meeting and guidance provided on ALS delivery.
	<i>Programme of collaboration and collective action developed with the AONB Partnerships and National Park Authorities in Wales</i>	<i>Programme agreed with all parties</i> Chief Executive ● <i>July 2015</i>	Future Landscapes Programme continues in Wales and is entering final phase with completion of development phase and the first Challenge Chamber. Evaluation Report has been discussed with Welsh Government and NRW and will be written over the coming months.
		<i>Funding secured</i> Chief Executive ● <i>August 2015</i>	

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D. Raising Resources - Ensuring we can do what we want to do - Portfolio holder: Mat Roberts, Staff member: HD			
Priorities	Action	Key milestones / Lead / By when	NARRATIVE
Develop new ways to generate income for NAAONB and AONB Family i) through acting on the recommendations in the LUC report 'Maximising Revenues for Protected Landscapes'	<i>Consultation with membership on the structure of AONB partnerships/units and/or reducing the frequency of protected landscape Management Plan reviews.</i>	AONB Family view presented to Defra Chief Executive ● May 2015	
	<i>Action Learning Sets developed to share experience and develop best practice in how AONB teams can positively engage in the local delivery of policy on behalf of partners.</i>	ALSs developed and engaged in an active programme of work Policy and Development Manager ● July 2015	
		ALSs outputs received by Defra Policy and Development Manager ● March 2016	
	<i>With NPE, co-ordinate a project to review established protected landscape visiting giving schemes and promote best practice for protected landscapes, working closely with Visit England</i>	Project scope agreed Policy and Development Manager ● May 2015	This action has been superseded by work that was independently undertaken by Defra in 2014 and can be found at http://randd.defra.gov.uk/Default.aspx?Menu=Menu&Module=More&Location=None&ProjectID=18644 no further progress has been made with Visit England owing to the very significant structural changes in Visit England and Visit Britain at this time. This action is therefore completed.
		Project timetable agreed Policy and Development Manager ● July 2015	See above
	<i>Proactive national funding bid to charitable trust/EU to roll out national objectives and the Landscapes for Life brand</i>	Evaluate impact to date Scope opportunities Develop bid Application submitted Contract	

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	<p><i>With NPE, explore idea of a national approach for liaising with organisers of large recreational events by national organisations, including the collection and cost-effective administration of revenue from organisers to support the ongoing management of the special qualities of the protected landscapes</i></p>	<p>Agree approach Contract ● June 2015</p>	
		<p>Deliver on agreed approach Contract ● January 2016</p>	
<p>Develop new ways to generate income for NAAONB and AONB Family ii) Other</p>	<p><i>Devise a resourcing strategy for the NAAONB</i></p>	<p>Agree strategy Chief Executive ● April 2016</p>	
	<p><i>Develop the NAAONB consultancy as a vehicle for broadening the funding base to AONB partnerships and the NAAONB</i></p>	<p>Carry out an AONB partnership needs analysis Contract ● October 2015</p>	<p>Final Report from Simon Matthews Associates.</p>
		<p>Carry out a market analysis Contract ● May 2015</p>	
		<p>Complete an AONB skills analysis and capacity audit Contract ● June 2015</p>	
		<p>Agree the most appropriate business & governance model Board</p>	

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		<ul style="list-style-type: none"> ● June 2015 	
		<p>Set up the consultancy Board and schedule Board meetings</p> <p>Chief Executive</p> <ul style="list-style-type: none"> ● July 2015 	
		<p>Agree a Marketing and Communication Plan</p> <p>Communications and Events Manager</p> <ul style="list-style-type: none"> ● July 2015 	
		<p>Launch the consultancy</p> <p>Chief Executive</p> <ul style="list-style-type: none"> ● July 2015 	
		<p>Explore Joint funding bids for EU funding</p> <p>Contract</p> <ul style="list-style-type: none"> ● September 2015 	
		<p>Bids for AONB partnership contracts x2</p> <p>Contract</p> <ul style="list-style-type: none"> ● July 2015 	
		<p>1 x bid for NE/Defra contract</p> <p>Contract</p> <ul style="list-style-type: none"> ● September 2015 	
		<p>Bid for grant funding toward consultancy set up costs (if appropriate)</p> <p>Contract</p> <ul style="list-style-type: none"> ● July 2015 	

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	Explore NAAONB offering shared service delivery to AONB Partnerships and Conservation Boards	Set up working group with lead officers Policy and Development Manager ● September 2015	
E. Managing organisational change - Portfolio holder: Philip Hygate, Staff member: HD			
Priorities	Action	Key milestones / Lead / By when	NARRATIVE
Develop the NAAONB charitable company	Agree new membership structure and recruitment programme	Structure agreed Programme agreed Board ● October 2015	
	Board of Trustees operational with new portfolios linked to Business Plan	Trustees in place Board ● July 2015	
	Hon. Treasurer appointed	Hon. Treasurer in post Board ● July 2015	Post readvertised
	Ensure charitable company SORP compliant	Accounts compliant Board ● April 2015	
	Produce Governance handbook	Draft handbook agreed by Board Board ● July 2015	
	Trustee induction and training programme agreed	Induction process agreed by board Board ● July 2015	
	Training and development programme for staff agreed	Programme agreed by Board Chief Executive ● August 2015	Staff appraisals complete, targets set and aligned over organisational objectives. Development opportunities linked to ALS activity.

Item xx - NAAONB Portfolio & Staff Activity Report

	<i>Establish IT system fit for purpose</i>	<i>System in place</i> Office and Membership Manager ● <i>June 2015</i>	New laptops have been purchased for staff in order to upgrade aging hardware and improve overall performance of IT systems. Office 365 (acquired free as a donation from Microsoft), and spam filtering systems, have been working well and have noticeably improved the email systems.
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