

Item 9 - NAAONB Portfolio & Staff Activity Report

Report to	The Board of the National Association for AONBs
Subject	NAAONB Portfolio & Staff Activity Report
Date	1 st March 2018
Report by	Portfolio holders and staff members
Purpose	To update on operational activity that has taken place since the last Board meeting

Background

This report reflects those activities undertaken by staff members and Trustees working on operational issues for the NAAONB since the last Board meeting (October 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.

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
<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>	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>	Complete
	National Lead Officer meeting	<p>Meeting held, ALSs agreed, notes published</p> <p>Core Team</p> <p>● April 2015</p>	Complete
	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>	Complete
	Review of NAAONB Strategic Plan 2015-2020	<p>Publication of NAAONB Strategic Plan 2015-2020</p> <p>● July 2015</p>	Complete
	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>	Complete
	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>	Complete

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		TV interview with BBC Midlands on the value and relevance of the AONB designation Chief Executive ● August 2015	Complete
		Liaison with BBC Countryfile ● ongoing May 2017	Countryfile looking to film in Cornwall AONB in August. Ongoing. Looking to promote Wayfaring project.
		Liaison with BBC R4 Moral Maze ● March 2017	CE appeared on the Moral Maze to debate the use of Green Belt for development. A link to the programme can be found on Basecamp.
	Maintain Guidance to Countryside is Great Campaign	<i>Meeting with VisitBritain and other partner.</i> Policy and Development Manager ● June 2015	Complete
	Engagement with the Rural England CIC.	<i>Attendance at June Meeting.</i> Policy and Development Manager ● June 2015	Complete
	Meeting with potential sponsors/collaborative work	<i>Meeting with Vodafone</i> Communications and Events Manager ● May 2015 (annual) ● August 2015 (annual)	Approaches to National Grid and Interserve for sponsorship for attendance at the Hay Festival had a positive reception but unfortunately did not result in enough support to allow our attendance Hilliers, Vodafone, Interserve and other "local" organisations approached re sponsorship for conference with view to developing deeper relationship afterwards.
	Meeting with potential sponsors/collaborative work	<i>Meeting with Camargue, PR agents for National Grid</i> Communications and Events Manager ● May 2015 (annual) ● July 2015 ● September 2015	Offered conference briefing spot to Camargue to take forward LEI - declined - but High Weald will feedback on current work.

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	Meeting re AONB/NP collaborative work	<p><i>Meeting with Big Chalk steering group</i></p> <p>Communications and Events Manager</p> <p>● June 2015</p>	Complete
	National Trust a document for MPs to understand the impact of the NPPF on AONBs	<p>Seek to influence publication to derive most benefit for the AONB Family.</p> <p>Communications and Events Manager and Development Manager</p> <p>● October 2015</p>	Complete
	Investigate the development of Professional Accreditation for staff working in AONBs.	<p>Meeting with President elect of the Landscape Institute to discuss the potential for AONB staff to become Chartered Members of the Landscape Institute</p>	<p>Collaboration with the Landscape Institute around the development of a national landscape leadership forum and accreditation for landscape professionals.</p> <p>Discussion with Landscape Institute to draft a Memorandum of Understanding between NAAONB and the Landscape Institute.</p>
	Developing Academic Partners to demonstrate technical rigor and seek new funding opportunities.	<p>Meeting with the University of Winchester to discuss their Broadly Engaging with Tranquility project details can be found at www.winchester.ac.uk/research/attheuniversity/Faculty%20of%20Business%20Law%20and%20Sport/Broadly-Engaging-with-Tranquillity/Pages/Broadly-Engaging-with-Tranquillity.aspx</p> <p>Collaboration with Swansea University to develop a support an application for funding for a PhD student looking at devolution and landscape designations in Wales</p>	<p>Contributed University of Winchester, Applied Research and Knowledge Exchange Network (ARKEN) symposium representing practitioners.</p> <p>Development of a draft Memorandum of Understanding between University of Winchester and NAAONB.</p> <p>Lecture to University of Winchester Geography Undergraduates.</p> <p>Working on the Development of a Community of Practice with Dr Tammi Sinha at the University of Winchester.</p>

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		Interview and appointment of student	
	Towards a review of Category V	Meeting with IUCN	On hold - not considered a priority
	Collaboration with National Parks England	Production of a brochure "So much more than the view"	Complete
	Promotion of AONBs	Outstanding Week Completed September 2017	Complete Planning commenced for September 2018
		Presentations and Talks NT meeting resulted in invitation by NT to AONB Family to "apply" for inclusion on new NT welcome/introduction boards	Ongoing Ongoing
	Ensure the NAAONB remains compliant with H&S and business legislation	Regular meetings with Peninsula	Ongoing
	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.	Complete
	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.	Book on European "NatureParks" complete, published and launched in Brussels. AONBs included with case studies provided by NAAONB. Ongoing promotional work in liaison with Europarc Federation. Invitation to the launch not taken up because of time and financial restraints. Complete

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	Share learning and good practice with the European network of protected areas	The Communications and Events Manager has been working with the German Federation of Nature Parks to produce copy and images for inclusion in a European-wide book entitled "Nature Parks in Europe"	Ongoing Complete
	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.	Complete
	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 	This stage is complete, although waiting on Defra decision which might make further support necessary.
	Coordination of response to DECC on the Surface Development Restrictions for Hydraulic Fracturing Consultation	Consultation response submitted <ul style="list-style-type: none"> • December 2015 	Complete
	Coordination of response to DCLG on Proposed Changes to National Planning Policy Consultation	Consultation response submitted <ul style="list-style-type: none"> • February 2016 	Complete
	Coordination of response to DCLG/DEFRA on Rural Planning Review - Call for Evidence	Consultation response submitted <ul style="list-style-type: none"> • April 2016 	Complete
	Coordination of response to DCMS on changes to the Communications Code	Consultation response submitted <ul style="list-style-type: none"> • April 2016 	Complete

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	Provision of information to National Trails on NAAONB business model to inform their forward thinking		Complete
	Attendance at the New Economics Foundation New Blue Deal Workshop representing the interests of All AONBS - http://www.neweconomics.org/publications/entry/blue-new-deal	Representing interests of Coastal AONBs.	Complete.
	Representation at the Association of Directors of Environment, Economy, Development and Transport (ADEPT) - Natural Capital and Heritage workshop.	Representing interests of AONBs.	Complete
	Meeting with David Pencheon Director of the NHS/Public Health England Sustainable Development Unit.	Investigating development of a joint project with NHS England on Natural Beauty and benefits to NHS staff.	Ongoing
	Preparation of written evidence to the EFRA Committee inquiry on Rural Tourism.	Evidence has been submitted and has been accepted.	Complete
	Coordination of NAAONB Written Evidence to House of Commons Environmental Audit Committee inquiry on The Future of the Natural Environment after the EU Referendum	Evidence has been submitted and has been accepted.	Complete
	Instigated interest with BBC's Countryfile for the Gower 60 th celebrations	Liaised with the BBC and Gower Lead Officer, Chris Lindley to put forward an agenda of ideas for	Complete

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		filming in December. Included Welsh Government in the ideas to include Lesley Griffiths AM	
	Outstanding Week	Secured a supportive statement from Lord Gardiner about the value of the work that the AONB Family does. This was released by Defra on social media.	Complete. Will seek further support this year. Activity complete. Monitoring and evaluation not complete at time of writing. Ongoing for 2018
	Respond to issues arising from the vote to leave the EU	Pre referendum briefings complete Conference workshop complete Engagement with IUCN complete Engagement with NGOs leading on pre-Brexit discussions ongoing	Ongoing Extensive work on the AONB offer re agri-environment support post Brexit Membership of the IUCN WCPA accepted Meetings with WG policy division on the implications of Brexit on Wales
	Attendance at the launch of the State of Nature Report 2016 as a member of the State of Nature Partnership.	Briefing notes shared with AONB Family	Complete
	Defra's 25 Year Environment Plan	Policy are on Connecting People	Continuing engagement with the Connecting People with the Environment team at Defra. Even though the 25 -plan is on hold this area of policy has sign at a senior level and is continuing to be developed in the department. The proposal to align the KPI work around Landscapes for People with the Defra work has been made to the AONB Lead Officers. Two Defra Leads invited to L4L conference. Engagement with Defra over a post Brexit AONB offer around Future Agri-environment and Rural Development that will link into the 25 year plan. Thinking developed with key AONB lead officers. Links made between AONB Officers and Defra staff. Extensive engagement with Defra and other partners in the run up to plan publication

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			Extensive communication work in response to the launch of the plan and support for the AONB Family network to respond with examples of work already being undertaken.
	Seeking support from NAAONB membership for NAAONB	“What we did with your support” document produced in two different formats to accompany membership invoices	Complete
	AONB Management Planning.	<p>Providing context and support for the next round of Management Plans.</p> <p>Responding to specific enquiries around incorporating Ecosystem Services and Natural Capital in the Management Planning process.</p>	<p>Funding for a contract crowd sourced from the AONB Lead Officers.</p> <p>Contract let to develop Context wording, standard text including key messages for inclusion in Management Plans and Directory of resources.</p> <p>Contact made with the Ecosystems Knowledge Network with the result that they will run a workshop at conference and the NAAONB will potentially run a training day in the Autumn.</p> <p>Brief developed and contract let to a consultant from the Centre for European Protected Areas (CEPAR) to write some Standard Text that can be used in Management Plans that explain the origins of AONBs and current management issues.</p> <p>Work taking place with NE to progress Outcome 1C and embed ecosystem approach in management plans</p> <p>Standard text produced for management plans covering legislative background and context.</p>
	Framework for Monitoring Environmental Outcomes in Protected Landscapes (FMEOPL)	Active involvement in the Management Board representing all AONBs.	A Steering Group held and arrangements for data to be distributed to all English AONB contacts in May.

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	<p>Maintaining active links with the Heritage Lottery Fund.</p>	<p>Responding to the review of the Heritage Lottery Fund.</p>	<p>All AONB partnerships surveyed as to: How the HLF has had a positive impact in their areas? Who are the HLF Champions in their area? What changes would improve the HLF funding?</p> <p>18 AONBs responded information collated and fed back to the HLF.</p> <p>HLF CEO is a keynote speaker on Day Two of conference. Drew Benelick also attending and providing a “Do Different” briefing</p> <p>Meeting with HLF and other stakeholders on the tailored review Meeting with DCMS and other stakeholders on the tailored review of HLF</p> <p>Meeting with HLF on the recent changes with regards LPS</p>
	<p>Delivering activity to position the NAAONB charity and AONB Family to be able to respond to the changing political, policy and fiscal contexts, so that our Landscape Heritage continues.</p>	<p>Secure resources to deliver Professional and Personal Development of the individual AONB Staff and address the Working, Resilience and Future Resourcing of the NAAONB Charity.</p>	<p>Agreement secured at the Trustee workshop to apply to the HLF to deliver activity to achieve proposed work. An initial project enquiry submitted the HLFs Resilient Grant fund.</p>
	<p>Historic England Rural Heritage Round Table.</p>	<p>Ensuring that the Historic Environment is appropriately considered after Brexit.</p>	<p>Membership of the Round Table grouping and input into the thinking and providing a link to the AONB Family.</p>
	<p>Working with Natural England on their “Putting a value on ecosystem services” work.</p>	<p>As part of the Defra Family being accepted as pilot partner for the development of Agrimetrics ecosystems services work. Find out more here.</p>	<p>Initial meetings. Attendance of workshop in Reading and trailing the new Agrimetrics Natural Capital Explorer dashboard.</p>

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	Raising awareness of the value and relevance of the Welsh AONBs	Covered the Senedd debate on Review of Designated Landscapes in Wales on social media using key messages and good practice examples to raise the profile of the Welsh AONB work	Complete
	Management Plan document		Standard text produced for management plans covering legislative background and context.
	Chairman responded to Secretary of State's statement on Brexit		Response and promotion thereof complete. Resulting meeting between Chairman and SoS diaried for 9 th October has just been postponed.
	Chairman responded to Secretary of State's statement at Oxford Farming Conference		Press Release + social media and direct email activity to promote response
	Chairman responded to Prime Minister's launch of 25YEP		Produced Communications Strategy and Action Plan to lead and support membership in their response to the launch Press Release and extensive ongoing promotion of the work of the AONB Family network through case studies, Twitter, website etc.
	Collaboration with The Landscape Institute		The NAAONB has met with the Landscape Institute (LI) and a number of other well-respected organisations within the landscape management and policy disciplines to help improve its offering to a broader range of practitioners. The ultimate goal, over a two-year period, is to re-shape entry requirements, CPD, training, standards and guidance, influencing, and the overall offer for landscape management practitioners. The LI believes that they can do more to provide the support and services that this area of the profession needs, just as they have done for landscape designers and planners over many years. For more information see https://www.landscapeinstitute.org/news/landscape-management-forum/

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			<p>Work progressing on MoU, specifically focusing on a learning pathway for landscape professionals</p> <p>Further specific work on supporting Landscape Institute apprentice programme</p>
	Liaison with the Plunkett Foundation		<p>The NAAONB has been promoting the Plunkett Foundation's BeingWell project. PF is seeking to support local community-led initiatives that keep people healthy, cared for and connected to their community either via specialist support or a small pot of funding. This aligns well with the AONB Family brand. For more information see https://beingwell.plunkett.co.uk/</p>
	Liaison with WCPA		<p>The NAAONB is working with the Global Protected Area Survey Team, which includes the World Commission on Protected Areas (WCPA), which is carrying out the first global survey of protected area staff numbers and jobs. There are 200,000 protected areas in the world, covering over 15% of the land surface and 10% of the seas; but no record of how many people are engaged in managing them, or the range of jobs that they do. AONBs make up part of this total as Category V Protected Areas, recognised by the IUCN (of which the WCPA is part).</p>
	Collaboration with WCL (Wildlife and Countryside Link)		<p>As part of WCL (Wildlife and Countryside Link), the NAAONB is working with a large number of environmental organisations to secure a sustainable future for the UK's landscapes post Brexit. In order to get our messages heard, we are collaborating with GreenerUK who are being effective at lobbying parliamentarians (see briefings for MPS). WCL are also working behind the scenes to get amendments to the Repeal Bill.</p> <p>Ongoing feed in to appropriate LINK research and campaigning</p>
	Liaison with the Forestry Commission		<p>The NAAONB is working with the Forestry Commission to collate information on woodland creation and tree planting activity in England. Th FC is seeking to collect data on the quantity and location of new planting of trees that has been funded by the UK Government within AONBs). Further information can be found on Forestry Commission survey.</p>

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	House of Lords Select Committee Oral Evidence		The NAAONB gave Oral Evidence to the House of Lords Select Committee on the Natural Environment and Rural Communities Act 2006 on 10th October.
	Chairmen's meeting		Preparation ongoing and will be discussed at Board meeting. Complete. Report and linked work and presentations uploaded to Brexit area of Basecamp

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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>	<p><i>Actions delivered and plan reviewed</i></p> <p>Communications and Events Manager</p> <ul style="list-style-type: none"> ● February annually 	<p>Ongoing for 2014-2017.</p> <ul style="list-style-type: none"> ● Outstanding Hour - been running weekly for 12 weeks. NAAONB leads @AONBFamily designs and leads by providing theme linking to our key messages with 7 key message tweets + infographic examples during the hour and a “Do 5 things” advice sheet for use in preparation for the OH!. Trend most weeks getting our key messages out to a diverse audience ad others are piggybacking on our hashtag #OutstandingHour. @NAAONB collates information and forwards it to Defra, NRW etc. as appropriate after the event. Numbers of followers for @AONBFamily and @NAAONB have increased. ● 3 comms officer drop in sessions led by NAAONB with useful discussion taking place. See Basecamp for notes of these monthly sessions. ● 2017-2021 Communications Strategy and Action Plan completed and soft-launched. Action Plan awaits key messages and audiences from Working Group set up in December to deliver this. They are working on this and will meet again two days before the Board meeting. Strategy and Action Plan will be the subject of the AONB Family Comms briefing at L4L Conference. ● Landscapes for Life Conference 2017 (#L4L2017) redesigned, further developed and launched. Two day format with internal expertise on Day One and external speakers and briefings on Day Two. Minister has confirmed his attention to attend subject to Parliamentary business. 4 Bowland Award nominees for consideration and 2 L4L Award recipients to be involved. <p>Ongoing for 2014-2017.</p> <ul style="list-style-type: none"> ● Outstanding Hour - been running weekly for 30 weeks. NAAONB leads @AONBFamily designs and leads by providing a theme either linking to our key messages or to a theme that aligns with the AONB Family brand i.e. #WorldTourismDay which is led by the UN and promotes

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			<p>sustainable tourism. We use key message tweets, infographics, images and links to case studies during the hour and a “Do 5 things” advice sheet is provided for the AONB Family for use in preparation for the OH!. We trend most weeks getting our key messages out to a diverse audience and others are piggybacking on our hashtag #OutstandingHour. @NAAONB collates information and forwards it to Defra, NRW etc. as appropriate after the event. Numbers of followers for @AONBFamily and @NAAONB have increased.</p> <ul style="list-style-type: none"> • 3 comms officer drop in sessions led by NAAONB with useful discussion taking place. Basecamp communications section is used as a repository for notes from these monthly sessions. • 2017-2021 Communications Strategy and Action Plan completed and launched at L4L Conference. • Landscapes for Life Conference 2017 (#L4L2017) complete. Ongoing promotion of presentations. Ongoing monitoring and evaluation based on feedback from delegates. • OutstandingWeek 2017 complete. Ongoing monitoring and evaluation. <p>Ongoing. NAAONB E-Update x 3 Weekly OutstandingHour Monthly Comms Dial in sessions Prep for Conf 2018 Prep for Conf 2019 Annual Report National Communications Face to Face meeting Wayfaring Comms Response to and Launch of independent report on housing in AONBs Population of website with case studies for advocacy and communications work</p> <p>Proactive and reactive work as detailed elsewhere in the RAG and on Basecamp.</p>
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	<i>Update the L4L websites to ensure content relevant and functioning to the membership and public. (old NAAONB site closed by Jan 2015)</i>	<i>Knowledge Platform established and effective</i> Communications and Events Manager ● April 2015	www.landscapesforliferesources.org.uk site closed. Temporary Resources area to promote case studies linked to KPIs set up on www.landscapesforlife.org.uk whilst new website in development. New website will be shown at Board meeting as part of Communications Update www.landscapesforlife.org.uk , with evidence based case study area, complete.
	<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 ● June 2015	Complete
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 ● October 2015	Complete
	<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 ● October 2015	A temporary Resources area to promote case studies linked to KPIs set up on www.landscapesforlife.org.uk whilst new website in development. New website will be shown at Board meeting as part of Communications Update. See above. Complete Population ongoing.
	<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 ● June annually	Complete for 2016. Launched at AGM in November 2016. 2017 Annual Report planned for launch at AGM with interaction with new website. Information linked to KPIs as agreed by Lead Officers. This is reliant on the AONB Family responding in a timely manner for requests for information to be included. Request for quantitative and qualitative information made via Basecamp and newsletter. Produced and launched as part of the 25YEP response

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B. Demonstrating value and relevance - Encouraging others to speak out on our behalf - Portfolio holder: Vacant, 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	<p>Meeting with Defra officials reconfirmed value of tripartite arrangements. Agreement on management planning support and KPI development.</p> <p>Tripartite meeting was held where there was agreement to set up Working Group to investigate and performance metrics that.</p> <p>In the draft terms of reference, it is proposed that. “The Group will aim to develop indicators of performance which will improve the quality of information disseminated by AONB partnerships and Conservation Boards. This will enable AONB partnerships and Conservation Boards to better demonstrate the value of the work they are doing. It will better enable Defra to understand the value-for-money provided by AONBs set in the context of the annual core grant provided by Defra.</p> <p>Composition of the group will include 2 AONB Officers, NAAONB, NE and Defra. The first meeting is scheduled for 17th October.</p>
	<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	@NAAONB gave strong backing to WG and @wgcs_environ (Lesley Griffiths) and Huw Irranca Davies during the recent debate in the Senedd on The Review of Designated Landscapes in Wales. Welsh AONBs were also asked to support via Twitter. Senedd provided unanimous vote of support for the Review.
	<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	Attendance at NRW workshop on the future funding by NRW to partners through greater collaborative arrangements. Close and regular liaison with NRW on the development of an approach to SMNR and its application to landscape management

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	<i>High level meetings with Natural England on achieving shared objectives</i>	<i>Bilateral meeting with Chair and CEO of NE</i> Chief Executive ● <i>October annually</i>	Ongoing
	<i>Evaluate and review accords / agreements as appropriate</i>	<i>Wildlife Trusts accord evaluation complete</i> Policy and Development Manager ● <i>November 2015</i>	Complete
		<i>NPE Accord agreed</i> Chief Executive ● <i>July 2015</i>	Complete
		<i>Woodland Trust accord evaluation complete</i> Policy and Development Manager ● <i>September 2015</i>	Complete
		<i>English Heritage accord evaluation complete</i> Policy and Development Manager ● <i>April 2016</i>	Ongoing
		<i>Visit England Accord evaluation complete</i> Policy and Development Manager ● <i>September 2016</i>	Complete
		<i>Opportunity for an accord with the National Trust scoped</i> Chief Executive ● <i>October 2015</i>	Complete
Grow our influence in local and central governments (including, at a UK,		<i>High level meetings with departments on achieving shared objectives</i>	<i>Bilateral meetings as and when appropriate</i> Chief Executive ● <i>Reported annually</i>

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<p>level with Health, Transport, Local Government departments, and Treasury) and with major NGOs.</p>	<p><i>High level meetings with the National Trust on achieving shared objectives</i></p>	<p><i>Bilateral meeting with Chair and CEO of NT</i> Chief Executive <ul style="list-style-type: none"> ● <i>January annually</i> </p>	<p>Ongoing</p>
	<p><i>Provide intelligence to governments on the state and viability of AONB partnership and Conservation Boards. Reports and when appropriate or requested</i></p>	<p><i>Provide summary of situation for 2015-16</i> Chief Executive <ul style="list-style-type: none"> ● <i>April 2015</i> </p>	<p>See tripartite meetings</p>
	<p><i>Advise Defra to ensure activity and financial reporting process remains fit for purpose</i></p>	<p><i>Advice provided</i> Chief Executive <ul style="list-style-type: none"> ● <i>As required</i> </p>	<p>See tripartite meetings</p>
	<p><i>Contribute to delivery of Action Plan for Recommendations associated with the Cumulus report</i></p>	<p><i>Tbc</i> Chief Executive</p>	<p>Report remains unpublished</p>
	<p><i>Engagement with legislative and policy programme development in Wales</i></p>	<p><i>Evidence gathered for protected landscapes review</i> Chief Executive <ul style="list-style-type: none"> ● <i>March 2016</i> </p>	<p>Continued support and active engagement in the Future Landscapes Wales programme. ToR currently being drafted for national committee, input to implementation plans.</p> <p>Meeting facilitated with multiple partners to develop an 'all-Wales approach to nature conservation delivery'. Statement of shared ambition and commitment drafted, agreed and sent to Minister for Environment Hannah Blythyn</p>
		<p><i>Oral and written evidence submitted</i> Chief Executive <ul style="list-style-type: none"> ● <i>March 2016</i> </p>	<p>See above</p>

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	<p><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></p>	<p>3 x meetings with the Alliance of National Parks Cymru Chief Executive ● <i>March annually</i></p>	<p>NAAONB formally withdrawn from Alliance.</p>
	<p><i>High level meetings with CPRE on achieving shared objectives</i></p>	<p>2 x meetings annually with the CEO of CPRE Chief Executive ● <i>As required</i></p>	<p>New CEO appointed to CPRE. Relationship maintained through meetings with staff around crowd funded planning work focused on the impact of the NPPF on AONBs.</p>
	<p><i>High level meetings with CNP on achieving shared objectives</i></p>	<p>2 x meetings annually with the CEO of CNP Chief Executive ● <i>As required</i></p>	<p>Ongoing</p>

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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
Connect ideas, people, and resources through further development of Basecamp and the Knowledge Platform- developing the national skill base.	<i>Manage Basecamp effectively</i>	Office and Membership Manager ● <i>On going</i>	On-going maintenance of user database. On-going maintenance of user database. Review of Basecamp to take place in 2018.
	<i>Advise membership on purpose and use of Knowledge Platform</i>	<i>Knowledge Platform populated with data and good practice</i> Office and Membership Manager ● <i>May 2015</i>	“Knowledge Platform” site closed as not on brand and CMS difficult to work with. On-going development and population of new website. Resources area has been populated with appropriate former KP information as part of the redevelopment. Please see updates on website above reported by Communications and Events Manager. Please see updates on website above reported by Communications and Events Manager.
	<i>*Develop member training event for Welsh AONB partnership members</i> <i>*Subject to funding bid</i>	<i>Event held</i> Chief Executive ● <i>January annually</i>	On hold until FLW programme is complete and the relationship between SMNR and Designated Landscapes agreed.
Work more closely with the private sector (develop direct links/relationships and through LEPs and other routes)	<i>Implement Corporate Relationship programme</i>	<i>Clear productive relationships developed with two corporate partners annually</i> Policy and Development Manager ● <i>On going</i>	Complete Close working with Nearly Wild on developing a new approach to working with corporate partners
	<i>Maintain links with Defra LEP round table</i>	<i>3 x meetings annually</i> Policy and Development Manager ● <i>March annually</i>	Ongoing

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Foster our relationships with the National Park Authorities	<i>Establish joint meeting between AONB Lead Officers and NPA Chief Executives on shared agenda</i>	Agreement on a shared agenda Chief Executive ● <i>January annually</i>	Ongoing Attended NP Conference
	<i>Develop shared agenda across NPA and AONB Partnerships in Wales</i>	Agreement on a shared agenda Chief Executive ● <i>January annually</i>	Ongoing
	<i>As part of above explore benefits/options for shared NPA/NAAONB post(s)</i>	Raise as part of above joint meetings Chief Executive ● <i>November 2015</i>	Ongoing
	<i>Explore the option of an all Party Parliamentary group on Protected Landscapes</i>	Consider as part of accord development with NPE Chief Executive ● <i>May 2015</i>	Complete. NPE have no appetite to pursue this.
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	Sustainable Tourism ALS in operation Policy and Development Manager ● <i>November 2015</i>	Complete
	<i>Programme of collaboration and collective action developed with the AONB Partnerships and National Park Authorities in Wales</i>	Programme agreed with all parties Chief Executive ● <i>July 2015</i>	See Future Landscapes Wales
		Funding secured Chief Executive ● <i>August 2015</i>	See Future Landscapes Wales

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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	Ongoing
	<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>	<i>ALSs developed and engaged in an active programme of work</i> Policy and Development Manager ● July 2015	Complete
		<i>ALSs outputs received by Defra</i> Policy and Development Manager ● March 2016	Complete
	<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>	<i>Project scope agreed</i> Policy and Development Manager ● May 2015	Complete
		<i>Project timetable agreed</i> Policy and Development Manager ● July 2015	Complete
	<i>Proactive national funding bid to charitable trust/EU to roll out national objectives and the Landscapes for Life brand</i>	<i>Evaluate impact to date</i> <i>Scope opportunities</i> <i>Develop bid</i> <i>Application submitted</i> Contract ● September 2015	Complete
	<i>With NPE, explore idea of a national approach for liaising with</i>	<i>Agree approach</i> Contract	Abandoned

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	<i>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>	<ul style="list-style-type: none"> ● June 2015 		
		<i>Deliver on agreed approach</i> Contract <ul style="list-style-type: none"> ● January 2016 	Not necessary	
Develop new ways to generate income for NAAONB and AONB Family ii) Other	<i>Devise a resourcing strategy for the NAAONB</i>	<i>Agree strategy</i> Chief Executive <ul style="list-style-type: none"> ● April 2016 	Ongoing	
	<i>Develop the NAAONB consultancy as a vehicle for broadening the funding base to AONB partnerships and the NAAONB</i>	<i>Carry out an AONB partnership needs analysis</i>	Contract <ul style="list-style-type: none"> ● October 2015 	Complete – project explored and abandoned
		<i>Carry out a market analysis</i>	Contract <ul style="list-style-type: none"> ● May 2015 	Complete – project explored and abandoned
		<i>Complete an AONB skills analysis and capacity audit</i>	Contract <ul style="list-style-type: none"> ● June 2015 	Complete – project explored and abandoned
		<i>Agree the most appropriate business & governance model</i>	Board <ul style="list-style-type: none"> ● June 2015 	Complete – project explored and abandoned
		<i>Set up the consultancy Board and schedule Board meetings</i>	Chief Executive <ul style="list-style-type: none"> ● July 2015 	Complete – project explored and abandoned

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		<p><i>Agree a Marketing and Communication Plan</i> Communications and Events Manager ● July 2015</p>	N/A
		<p><i>Launch the consultancy</i> Chief Executive ● July 2015</p>	Complete – project explored and abandoned
		<p><i>Explore Joint funding bids for EU funding</i> Contract ● September 2015</p>	Complete – project explored and abandoned
		<p><i>Bids for AONB partnership contracts x2</i> Contract ● July 2015</p>	Complete – project explored and abandoned
		<p><i>1 x bid for NE/Defra contract</i> Contract ● September 2015</p>	Complete – project explored and abandoned
		<p><i>Bid for grant funding toward consultancy set up costs (if appropriate)</i> Contract ● July 2015</p>	Complete – project explored and abandoned
	<p><i>Explore NAAONB offering shared service delivery to AONB Partnerships and Conservation Boards</i></p>	<p><i>Set up working group with lead officers</i> Policy and Development Manager ● September 2015</p>	Complete – project explored and abandoned

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E. Managing organisational change - Portfolio holder: Philip Hygate, Staff member: HD			
Priorities	Action	Key milestones / Lead / By when	NARRATIVE
Develop the NAAONB charitable company	<i>Agree new membership structure and recruitment programme</i>	<i>Structure agreed Programme agreed Board ● October 2015</i>	Ongoing
	<i>Board of Trustees operational with new portfolios linked to Business Plan</i>	<i>Trustees in place Board ● July 2015</i>	Ongoing
	<i>Hon. Treasurer appointed</i>	<i>Hon. Treasurer in post Board ● July 2015</i>	Complete
	<i>Ensure charitable company SORP compliant</i>	<i>Accounts compliant Board ● April 2015</i>	Complete
	<i>Produce Governance handbook</i>	<i>Draft handbook agreed by Board Board ● July 2015</i>	Not started Board agreed, no longer required
	<i>Trustee induction and training programme agreed</i>	<i>Induction process agreed by board Board ● July 2015</i>	Complete
	<i>Training and development programme for staff agreed</i>	<i>Programme agreed by Board Chief Executive ● August 2015</i>	Ongoing
	<i>Establish IT system fit for purpose</i>	<i>System in place Office and Membership Manager ● June 2015</i>	All staff now using new hardware and Office365, this has improved virtual working and improvements are on-going as new software is considered. Ongoing.

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			Ongoing.
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