

85th Meeting of the NAAONB Management Board of Trustees

Agenda and Board Papers

Wednesday 24th February 2021 10am till 1pm

To be held online

Invitees - Board Members Philip Hygate, Chris Woodley-Stewart,
Nick Holliday, Paul Walton, Lucy Barron, Denise Hewlett

Invitees - Staff Howard Davies - Chief Executive, Clare Elbourne – Administrative Officer, Richard Clarke - Policy & Development Manager, Ian Rappel – Wales Development Manager, Ruth Colbridge – Communications Manager

Invitees - Observers Jon Taylor, Defra, Carole Rothwell, NRW and Stuart Pasley, Natural England

1. Apologies
2. Declarations of Interest
3. Minutes and matters arising (PH) for agreement (5 mins)
4. NAAONB Draft Budget 2021/22 (HD) for agreement (10 mins)
5. Strategic Plan (HD) for agreement (10 mins)
6. Strategic Risk (HD) for information (5 mins)
7. Management Accounts (CE) for information (5 mins)
8. NAAONB Staff and Trustee Activity Report (staff & trustees) for information (10 mins)
9. Defra Report - (JT) for information (10 mins)
10. Natural England Report (SP) for information (10 mins)
11. Cyfoeth Naturiol Cymru - Natural Resources Wales Report - (CR) for information (10 mins)

BREAK

12. Communications work (RC) for information (10 mins)
13. Trustee Recruitment (PH) for agreement (10mins) CONFIDENTIAL ITEM
14. Chief Executive Recruitment (CWS) for information (10 mins) CONFIDENTIAL ITEM
15. AOB

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.

Date of next meetings for information

Wednesday June 3rd 2021 – online

Wednesday October 7th 2021 - online

AGM Thursday November 18th 2021 – online or London

Item 3- Minutes and Matters Arising (Philip Hygate)

Minutes of the 84th Meeting of the NAAONB Management Board Meeting

Wednesday 7th October 2020

Attendees Philip Hygate, Chris Woodley-Stewart, Nick Holliday, Paul Walton, Lucy Barron, James Williamson, Howard Davies, Clare Elbourne, Ruth Colbridge, Carole Rothwell, NRW and Stuart Pasley, Natural England

Apologies - Denise Hewlett, Saliya Jayaweera, Defra

1.) Apologies have been received from Denise Hewlett and Saliya Jayaweera, Defra

2) Declarations of Interest

None

3) Minutes and matters arising

The minutes of the 83rd board meeting were checked for accuracy and any outstanding actions arising.

The minutes were unanimously accepted as a true and accurate record.

4) Glover Review Update

Howard Davies provided an update on progress towards implementation of the recommendations of the review. Both the contact and stakeholder reference groups have reconvened after a short break. The central discussion is the possible creation of a new National Landscape Service and more recently, the potential for green recovery in protected areas. This debate, and possible pilot project, have centred on National Parks rather than AONBS. Sue Holden is still acting in an advisory role and government is signalling its intent to create a NLS.

Nick Holliday said that CNP had prepared a letter which was being uploaded to the CNP website and he asked if the NAAONB was going to be invited to the meeting with George Eustice. Howard Davies was not aware of an invitation.

5) ELMS Tests and Trials

Howard Davies provided an update. There have been some changes to timescales due to initial delays by Defra and then subsequently COVID has had an understandable impact on the ability of some AONB teams to deliver. Defra staff keep changing and are now expecting more frequent reporting.

In addition to the tests and trials projects, a grant has been secured from Defra for an ELMS Advocacy Project. Defra initially approached both the NAAONB and NPE to carry out this work but in the absence of any input from National Parks the NAAONB put in a bid which was successful. The project is being co-ordinated by Richard Clarke with programme delivery largely contracted to Anna Trant and they are including National Parks in the delivery of this advocacy work.

Trustees raised questions about the seemingly low number of farmers (500) who would be involved and how this can be scaled up. It was also asked what do trustees need to do, as this is new territory for the National Association.

There was soon to be a meeting of the Tests and Trials oversight group which can deal with these questions and Richard Clarke will be asked to provide more information when he next reports to the board on the project.

6) Strategic Plan

A sub-group of board members met to review the strategic plan and these discussions will feed into the creation of a new strategic plan which will be developed by Howard Davies in consultation with staff and trustees. The outcomes of the Matthews Associates work will be relevant and the plan will also take into account external contextual changes. The idea is to create a 2 page document with the headline messages. The timescale is to produce a draft for the next board meeting.

Paul Walton wanted sufficient weight put on housing development issues for southern AONBs though Howard Davies suggested that planning should be seen as a means to an end rather than an objective in itself. Lucy Barron supported the idea of including heritage and culture in the headline objectives and that landscape and natural beauty should feature more prominently. Chris Woodley-Stewart said that the plan should show awareness of the importance of farmers control over land use though Nick Holliday thought that supporting farmers and landowners should also be seen as a means to an end rather than a broad strategic objective.

Howard Davies asked for a board member to work with him on the preparation of the plan. Nick Holliday offered and also Lucy Barron said she would like to be involved though didn't have great capacity.

Proposal: For Nick Holliday to be the designated board member to support in the preparation of the strategic plan.

Proposer: James Williamson

Seconder: Paul Walton

Agreed: Unanimously

7) AGM 2020

Howard Davies ran through the agenda for the upcoming November AGM. The main presentation at the AGM will be Kate Wood from Activate Performing Arts who will present the Art in the Landscape Strategy. The presentation will be for information – there will be no vote to accept the recommendations as the strategy has been widely circulated for comment already and the NAAONB is happy to fully endorse the recommendations.

The only other substantive issue in relation to the AGM was the Trustees Report. It was agreed that the required reserves amount should be changed from £70,000 to £125,000. James Williamson asked if the impact of COVID had been sufficiently covered in the report.

Proposal: to increase the level of required reserves in the report from 70k to 125k

Proposer: Chris Woodley-Stewart

Seconder: James Williamson

Agreed: unanimously

Action: CE to ask Whittingham Riddell to change the reserves amount

Action: CE to ask Whittingham Riddell to check wording re. COVID.

Action: HD and CE to prepare a list of resolutions for the AGM

8) Rebrand

Ruth Colbridge outlined the thinking behind the potential for a rebrand. She explained that this was not simply a case of a new label but an opportunity for a root and branch change. One of the key recommendations of the Glover Review was the need to increase the diversity of the protected landscapes audience. A sub-group has been formed to take these ideas forward at pace as the NAAONB wants to be in a position to act quickly if, post-Glover, the government decide to rename protected areas as national landscapes.

Defra had promised £10,000 to help with this work but this is now no longer available . Ruth is trying to find out why.

It was asked why the Cotswolds had gone ahead with the name change to a national landscape. Ruth said that there was an internal push to do this as there had been a confusing brand in the Cotswolds – AONB/Conservation Board. There had been an appetite for change at board level and with a new Lead Office in place they decided to go ahead. This will act as a pilot which the rest of the network can watch. So far, the response has been positive.

Ruth also outlined the exciting work going into the Festival UK 2022 bid. The initial impetus came from Nick Johannsen from the Kent Downs and the idea has taken off very quickly. The proposed team has pulled together a strong and diverse group of individuals and organizations.

9) Strategic Risk

The updated strategic risk spreadsheet is on Basecamp. Nick Holliday suggested that processes are needed to mitigate the risks of staff and trustee succession.

The meeting broke for lunch at 11.45 and reconvened at 12.00.

10) Management Accounts

Howard Davies presented the management accounts. Income from events will be down for this financial year as conference has been postponed. To some extent the drop in income has been offset by greatly reduced expenditure on travel and subsistence.

11) Staff Activity Report

A full and updated activity report is available on the NAAONB website.

Philip Hygate wanted appreciation recorded for the positive progress by staff through these difficult times.

12) Defra Report – none submitted

13) Natural England Report – Stuart Pasley

Natural England are having ongoing discussions with Defra and the NAAONB regarding the recommendations of the Glover Review. The Natural England board meeting in July promoted a lively and positive debate which will be followed with up with formal advice to government later in 2020.

Natural England are also working with Defra on the spending review.

14) NRW report – Carole Rothwell

The Welsh government is keen to promote the idea of green recovery post COVID and has created a task and finish group chaired by Sir David Henshaw.

There has been a higher than normal level of visitor numbers because of COVID with increased littering and wild camping. It will be important to share any lessons learnt from this period.

There is a substantial fund for decarbonisation and sustainable tourism projects. Ian Rappel and Carole Rothwell are advising on proposals.

12.18 Ruth Colbridge, Stuart Pasley and Carole Rothwell left the meeting as the closed session began.

Item 4 - NAAONB Draft Budget 2021/22 (Howard Davies)

RECOMMENDATIONS

It is recommended that the Board:

- Note the background to this paper
- Consider the draft budget
- Adopts this draft budget with or without amendments

Background.

The Board of Trustees is currently delivering on an interim business plan for the period 2020 – 21 due for review imminently. In light of the rapidly changing context and the emerging response by government to the Glover Review recommendations it seems prudent to wait on the ministerial announcement before presenting the next draft NAAONB business plan to the board. The current interim business plan is supported by a proposed balanced budget (Annex 1.) for adoption for the financial year 2021-22. This budget has been devised to deliver on the broad headings set out in the draft Strategic Plan, the details of which will be confirmed later. It is expected that a draft business plan for the period 2021-23 will be brought to the board later in the spring and signed off electronically.

It is important to note that the NAAONB, in common with all AONB partnerships in England, has not received a grant offer for the financial year 2021-22. We have, however, received communication from Defra that gives reasonably adequate confirmation of future funding (Annexes 2 and 3).

Objectives

To provide trustees with an opportunity to review the NAAONB draft budget for the financial year 2021-22 before adoption with or without amendments.

Conclusion

This is a paper for discussion and agreement

Annex 1

NAAONB Detailed Budget 2021/22							
SUMMARY							
		Balance B/f	Budget	Budget	Budget	Budget	TOTAL
			Q1 April - June	Q2 July - Septem	Q3 October - Dec	Q4 January - Mar	BUDGET
			£	£	£	£	£
Core Income							
Core			172,304	-	69,183	-	241,487
Support			-	-	-	-	-
Total Core Income			172,304	-	69,183	-	241,487
Core Expenditure							
Core Costs			(54,625)	(61,623)	(44,565)	(44,565)	(205,378)
Support Costs			(10,922)	(3,622)	(5,722)	(3,722)	(23,988)
Total Core Expenditure			(65,547)	(65,245)	(50,287)	(48,287)	(229,366)
Core SURPLUS/(DEFICIT)			106,757	(65,245)	18,896	(48,287)	12,121
Projects							
National Conference			(5,000)	10,602	-	-	5,602
Chairmen's Conference			-	-	500	-	500
Lead Officer's meeting			-	-	-	1,750	1,750
All Wales Collaboration			8,171	(20,671)	-	-	(12,500)
ELM Tests and Trials			-	-	-	-	-
Nature Recovery England			7,613	(6,596)	(1,017)	-	-
Project Surplus/(Deficit)			10,784	(16,665)	(517)	1,750	(4,648)
Total Surplus/(Deficit) Core and Unrestricted Funds			117,541	(81,910)	18,379	(46,537)	7,473
Restricted Funds							
ELMS Tests and Trials	Income		100,000				100,000
	Expenditure		(200,000)	(142,597)			(342,597)
	Balance b/f and c/f	242,597	142,597	-	-	-	-
All Wales Collaboration	Income						-
	Expenditure		(12,257)	(8,171)			(20,428)
	Balance b/f and c/f	26,107	13,850	5,679	5,679	5,679	5,679
Restricted Funds Totals b/f and c/f		268,704	156,447	5,679	5,679	5,679	5,679
Reserves	Balance b/f 1/4/21	Budgeted Movement in the Year	Budgeted Balance c/f 31/3/22				
Unrestricted Funds	104,625	7,473	112,098				
Restricted Funds	266,275	(260,596)	5,679				
Total Reserves	370,900	(253,123)	117,777				

Annex 2

From: SM-Defra-National Parks AONBS (CYD) <NationalParks.AONBS@defra.gov.uk>
Sent: 17 February 2021 14:45
To: SM-Defra-National Parks AONBS (CYD)
Cc: Cook, Matt
Subject: Grant Funding 21/22 – National Parks, Conservation Boards, AONBs and NAAONB

Good Afternoon All

A number of parks have written seeking the outcome of their next grant funding. We can provide reassurance that Defra fully intends to provide grant funding to you all in 2021/22. Confirmation of individual grant settlements to protected landscape organisations remains subject to the department's business planning process, which is at an advanced stage. We are working to confirm funding allocations and are currently preparing urgent advice for Ministers. We will confirm allocations as soon as possible. I appreciate the difficult position faced by all National Parks and AONBs while awaiting the confirmed funding for 2021/22 and I hope we can provide a degree of reassurance that we are working to resolve this urgently.

In the meantime we will be working with you all to put new grant funding agreements in place to cover 2021/22, and intend to have these in place for the commencement of the new financial year.

Thank you for your continued patience at this time.

[Christiana Millard](#)

Department for Environment Food and Rural Affairs

Annex 3

From: Cook, Matt <Matt.Cook@defra.gov.uk>
Sent: 15 February 2021 15:08
To: Howard Davies <howard.davies@landscapesforlife.org.uk>; SM-Defra-HardyRichardson.Jobshare (DEFRA) <HardyRichardson.Jobshare@defra.gov.uk>
Cc: chris@northpenninesaonb.org.uk; Taylor, Jon <Jonathan.Taylor@defra.gov.uk>
Subject: RE: Grant aid 2021-22 - urgent request for information
Importance: High

Hi Howard,

Mark has asked me to come back to you on this. We are working hard to finalise grant allocations for protected landscapes for 2021/22 and will be presenting advice to ministers very shortly which will include continued funding for the NAAONB. I hope we will be in a position to confirm the funding allocation soon and this provides a degree of reassurance for you.

I do apologise for the lack of information since Sal moved on. The grant renewal process has been impacted by plans to distribute funding under the Farming in Protected Landscapes (FIPL) programme. However, I believe that once allocations are confirmed we can move forward quickly with renewing the grant agreement for NAAONB.

In the meantime please do get in touch with me if you have any specific questions, noting that I will be out of the office from Wednesday this week.

Regards,

Matt

Matt Cook

Finance Lead | Future Landscapes Strategy | Landscapes, Access & People Team | Department for Environment, Food and Rural Affairs

Item 5 – Strategic Plan (Howard Davies)

RECOMMENDATION:

It is recommended that the Board

- Review the draft Strategic Plan 2021-23
- Agree the duration of the plan.
- Agree to proceed with consultation across the membership and key stakeholders.

Background

The board agreed in October 2020 on the reasoning behind the need for a new strategic plan and its draft structure. It also agreed on the need to consider and reflect on the current context.

Proposed plan structure

The Board agreed that the NAAONB Strategic Plan will be a short and impactful document based around four areas of strategic focus:

- Supporting nature recovery
- Climate change mitigation and adaptation
- Supporting farmers and landowners
- Improving opportunities for people to connect with nature

The plan reiterates the NAAONB's current

- Objects
- Vision
- Mission (with an amendment)
- Way of working

The Board also agreed that the plan will contain a small number of high-level strategic objectives linked directly to the areas of strategic focus. This will reflect the recommendations of the report on improving the sustainability and governance of the NAAONB by Matthews Associates published in December 2019.

These strategic objectives will provide the structure for the business plan which will define the actions we intend to implement to deliver on the objectives, including

- Advocacy and communications
- Building collaborative behaviour
- Generation resources
- Governance and management

The Draft Business Plan will come to the board when we have greater insight into the Defra grant to the NAAONB for 2021-22

Proposed timescale

Draft strategy to the Board - February 2021

Consultation with the membership - March – May 2021

Presentation of strategy to the membership – L4L Conference 2021

It will be necessary to make additions / amendments to the business plan in the light of the review of the strategy, but these will be kept to a minimum if possible

Recommendations

Trustees are asked to consider the draft Strategic Plan (Annex 1. – distributed separately) and its one-page summary (Annex 2.- distributed separately), consider its duration, note the updated mission statement, and agree to start the consultation process.

Conclusion

This is a paper for discussion and agreement.

Item 6 – Strategic Risk (Howard Davies)

RECOMMENDATIONS

It is recommended that the Board

- Consider the risks identified and review approaches to mitigating them
- Discuss the efficacy of existing mitigation in light of the report on Sustainability and Governance

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. Often, risks are nested and dependent. Where this is the case, risks have been presented together.

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.

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 – Public sector environmental funding declines

Current Mitigation

Work with national and local politicians to influence policy and public opinion. Review strategic plan.

Commentary

Many of the financial risk the charity is currently facing are interlinked. The commentary remains as it did in October 2020 although the draft strategic plan 2021-23 provides hooks for the funding opportunities currently, and likely to remain, present over the course of the plan period.

The scale of state intervention to support the economy during the Covid 19 pandemic is unprecedented and will lead to the highest level of public debt as a percentage of GDP in peacetime history. These costs, combined with a decrease in tax receipts and other revenues resulting from increased levels of unemployment, reduced consumption and business inactivity/closure, will reduce the tax revenue for both the UK and Welsh Governments. In parallel there will be pressure for increased spending on the health sector, not only to enhance the state of preparation for any future events but also to deal with the urgent and non-urgent demands that have built up during the pandemic. The significant rise in unemployment and the pressure for action to reduce the marked inequalities that have been highlighted in recent months will also increase demands upon the public purse. With these factors in mind we must anticipate an increase in pressure on the public finances, with an inevitable decrease in funding available for designated landscapes.

2. Risk - Major partners withdraw from use of NAAONB services (eg. Defra)

Current mitigation

Maintain close relationship with partnerships, with clear roles identified and agreed. Tripartite agreement in place

Commentary

The ministerial commitment to create a stand-alone National Landscape Service will have an impact on the way the NAAONB operates and its relationship with Defra. Current mitigation is insufficient and will be supported through increased engagement with Defra and NE on this subject. However, whilst funding streams have been diversified over the last two years the NAAONB still requires a more strategic approach to sustainable resourcing.

3. Risk – Free reserves falls below target

Current Mitigation

Quarterly monitoring of free reserves. Review fundraising strategy and put in place cost-cutting plan

Commentary

The loss of conference income has resulted in a reduction in essential unrestricted income. We have invested in developing a new, online, approach to running events but this is still in its

infancy. Once updated infrastructure is in place, we will need to consider how best we monetize our online activity, to whom we market it, and how we do this effectively. This will require marketing skills we currently do not have.

Item 7 – Management Accounts (Clare Elbourne)

Management Accounts for the 11 months to 28th February 2021 and the estimate for the 1 month to 31st March 2021

Account	Actual to 28/02/2021	Estimate for the balance of the year	Total of actual plus estimate for the year	Budget 2020/21	Variance
Core Income					
Contributions AONB partnerships England	88,976.00	0.00	88,976.00	88,976.00	0.00
Contributions AONB partnerships Wales	11,952.00	0.00	11,952.00	11,952.00	0.00
Contributions AONB partnerships NI	0.00	0.00	0.00	0.00	0.00
Agency Members	0.00	0.00	0.00	0.00	0.00
Contributions corporate	0.00	0.00	0.00	0.00	0.00
Contributions local authorities	6,794.00	0.00	6,794.00	6,794.00	0.00
Contributions associate members	954.00	0.00	954.00	954.00	0.00
Cost Recovery - Wales Development Manager	0.00	2,044.00	2,044.00	2,044.00	0.00
Cost recovery - WEIF	500.00	0.00	500.00	500.00	0.00
Contingency	0.00	0.00	0.00	-2,000.00	2,000.00
Defra	134,613.00	0.00	134,613.00	134,613.00	0.00
Natural Resources Wales	0.00	0.00	0.00	0.00	0.00
Welsh Government	0.00	0.00	0.00	0.00	0.00
Contingency	0.00	0.00	0.00	-2,000.00	2,000.00
Total Core Income	243,789.00	2,044.00	245,833.00	241,833.00	4,000.00
Core Expenditure					
Staff salaries, NIC and pensions	-158,734.97	-43,139.50	-201,874.47	-208,640.00	6,765.53
Staff costs (T&S, phones)	-988.12	-250.00	-1,238.12	-14,520.00	13,281.88
Board expenditure	-650.33	0.00	-650.33	-9,500.00	8,849.67
Consultants fees	-5,600.00	-7,000.00	-12,600.00	0.00	-12,600.00
Total Core Expenditure	-165,973.42	-50,389.50	-216,362.92	-232,660.00	16,297.08
Support Costs					
General support costs	-11,109.69	-1,000.00	-12,109.69	-10,563.00	-1,546.69
Accountancy & Bookkeeping	(2459.40)	-526.00	-2,985.40	-3,250.00	264.60
HR Support (Peninsula)	(2631.00)	-1,578.72	-4,209.72	-3,232.00	-977.72
Website development	-5,300.00	-9,600.00	-14,900.00	-1,000.00	-13,900.00
Staff development	-380.01	0.00	-380.01	-1,000.00	619.99
Total Support costs	-21,880.10	-12,704.72	-34,584.82	-19,045.00	-15,539.82
Total Core and Support costs	-187,853.52	-63,094.22	-250,947.74	-251,705.00	757.26
Core surplus/shortfall	55,935.48	-61,050.22	-5,114.74	-9,872.00	4,757.26

Project income (unrestricted)					
National Conference	0.00	0.00	0.00	56,500.00	-56,500.00
AONB Chairmen's Conference	0.00	0.00	0.00	3,750.00	-3,750.00
AONB Lead Officer's meeting	0.00	0.00	0.00	6,965.00	-6,965.00
Glover Review	0.00	0.00	0.00	0.00	0.00
Total Project Income (unrestricted)	0.00	0.00	0.00	67,215.00	-67,215.00
Project expenditure (unrestricted)					
National Conference	-7,020.00	0.00	-7,020.00	-44,939.00	37,919.00
AONB Chairmen's Conference	-222.71	-250.00	-472.71	-2,672.00	2,199.29
AONB Lead Officer's meeting	0.00	0.00	0.00	-4,450.00	4,450.00
Glover Review	0.00	0.00	0.00	0.00	0.00
Total Project expenditure (unrestricted)	-7,242.71	-250.00	-7,492.71	-52,061.00	44,568.29
Project Surplus/Deficit (unrestricted)					
National Conference	-7,020.00	0.00	-7,020.00	11,561.00	-18,581.00
AONB Chairmen's Conference	-222.71	-250.00	-472.71	1,078.00	-1,550.71
AONB Lead Officer's meeting	0.00	0.00	0.00	2,515.00	-2,515.00
Glover Review	0.00	0.00	0.00	0.00	0.00
NAAONB contribution to Wales Development Manager	0.00	-4,563.00	-4,563.00	-4,563.00	0.00
Total Project Surplus/Deficit (unrestricted)	-7,242.71	-4,813.00	(12055.71)	10591.00	(22646.71)
Total Surplus/Deficit Core and Unrestricted Projects	48,692.77	-65,863.22	-17,170.45	719.00	-17,889.45

Restricted Projects	Balance b/f 01/04/20	Income in the year to 28/02/21	Expected income not yet received	Expenditure in the year to 28/02/21	Balance	Estimate Spend for the balance of the year	Estimated Balance at 31/03/21
Resilient Heritage (HLF)	745.00	0.00	0.00	0.00	745.00	0.00	745.00
Capacity - Collaborative Work	7,500.00	8,500.00	0.00	-16,000.00	0.00	0.00	0.00
Tests and Trials	203,944.75	495,526.74	92,700.00	-299,573.59	492,597.90	-250,000.00	242,597.90
ELMS advocacy	0.00	171,093.00	0.00	-128,101.00	42,992.00	-42,992.00	0.00
Laurel Prize	0.00	3,600.00	0.00	-700.00	2,900.00	-2,900.00	0.00
WEIF	0.00	64,987.00	0.00	-59,487.27	5,499.73	-5,000.00	499.73
Art in the Landscape	3,010.00	1,490.00	0.00	-7,920.00	0.00	-3,960.00	-3,960.00
All Wales Collaboration	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Wales Development Manager	70,076.14	0.00	4563.00	-40,463.27	34,175.87	-8,069.36	26,106.51
Total Restricted Projects	285,275.89	745,196.74	97,263.00	-552,245.13	578,910.50	-312,921.36	265,989.14

Reserves	Balance b/f 01/04/20	Estimated Movement in the year	Estimated Balance at 31/3/21
Unrestricted Funds	125,256.00	-17,170.45	108,085.55
Restricted Funds	284,861.00	-19,286.75	265,574.25
Total Reserves	410,117.00	-36,457.20	373,659.80

