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## **Forest of Bowland Area of Outstanding Natural Beauty Joint Advisory Committee**

**Friday, 26th April, 2013 at 2.00 pm in Barley Village Hall, Cross Lane, Barley, Nr Burnley. BB12 9JU**

### **Agenda**

#### **MORNING TOUR**

- **Attendees for 'projects tour' by coach to convene at Barley Village Hall from 10am onwards**
- **Coach leaves Village Hall at 10.30am for tour in Pendle**
- **Coach returns to Village Hall for 12.45pm approx. for buffet lunch**
- **Committee meeting to commence from 2pm**

#### **1. Welcome, Introduction and Apologies**

- 2. Appointment of Additional Committee Member** (Pages 1 - 2)  
Report attached.

#### **3. Disclosure of Pecuniary and Non-Pecuniary Interests**

Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

- 4. Minutes of the Meeting held on 21 January 2013** (Pages 3 - 10)  
To approve the minutes of the meeting held on 21 January 2013.

#### **5. Matters Arising**

- 6. Budget 2013/14 Update** (Pages 11 - 14)  
Report and appendix attached.

- 7. AONB Partner Updates**  
Verbal updates from all Committee Members.

- 8. Delivering the AONB Management Plan** (Pages 15 - 16)  
Report attached.
- (a) AONB Unit Report** (Pages 17 - 26)  
Report attached. Presentation by Sandra Silk.
- (b) AONB Unit Business Plan 2013/14** (Pages 27 - 58)  
Report attached.
- (c) AONB Management Plan Review Update** (Pages 59 - 60)  
Report attached.
- 9. AONB Fundraising Strategy** (Pages 61 - 80)  
Report and appendix attached.
- 10. AONB 50th Anniversary Update**
- 11. Date of Future Meetings**  
Members are asked to note the suggested dates below:
- Tuesday 8 October 2013 (Preston);
  - Tuesday 22 April 2014 (Craven).

Both dates are to be confirmed.

A Milroy  
Principal Executive Support Officer

Lancashire County Council  
County Hall  
Preston

# Agenda Item 2

## FOREST OF BOWLAND AONB JOINT ADVISORY COMMITTEE

### Proposal of appointment of new member to the Joint Advisory Committee

#### Recommendation

The Committee is requested to:

- i. approve the appointment to the Joint Advisory Committee of a representative from Friends of Bowland committee.

#### Background

##### Friends of Bowland

The group was established as an unincorporated association in 2012, agreeing a governing document and appointing officers following its launch at Newton-in-Bowland village hall in October 2012.

Friends of Bowland aims are:

- to promote practical conservation in Bowland;
- to promote environmental knowledge and training - in particular to benefit Bowland flora and fauna;
- to promote historical and local research relating to the landscape of Bowland;
- to hold educational and social events likely to be of interest to Friends;
- be a means of getting advice and recruiting volunteers for projects;
- raise funds to promote these aims, in particular where funds may be inaccessible to the AONB unit;
- work with the AONB unit and other relevant groups/organisations to avoid duplication and waste of resources.

The group has now created its own web page on the AONB website:

(<http://www.forestofbowland.com/friendsnews>) and have organised a range of volunteering activities, talks and social events throughout 2013.





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## **Forest of Bowland Area of Outstanding Natural Beauty Joint Advisory Committee**

**Minutes of the Meeting held on Wednesday, 23rd January, 2013 at 2.00 pm in Grindleton Pavilion, Sawley Road, Grindleton BB7 4QS**

### **Present:**

#### **Chair**

County Councillor Albert Atkinson, Lancashire County Council

#### **Committee Members**

Councillor Lin Barrington, Craven District Council  
Councillor Roger W Brooks, Wyre Borough Council  
Helen Dix, Environment Agency  
Councillor Mrs Rosemary Elms, Ribble Valley Borough Council  
Michael Helm, LAPTC  
David Kelly, Ramblers Association  
County Councillor David Smith, Lancashire County Council  
Councillor James Starkie, Pendle Borough Council  
Mr Andrew Taylor, Bowland Landowners and Farmers Group

#### **Officers**

Hetty Byrne, Forest of Bowland AONB Unit  
Cathy Hopley, Forest of Bowland AONB Unit  
Elliott Lorimer, Forest of Bowland AONB Unit  
Nick Osborne, Forest of Bowland AONB Unit  
Mike Pugh, Forest of Bowland AONB Unit  
Vaughan Jones, Pendle Borough Council  
Martin Putsey, Preston City Council  
David Hewitt, Ribble Valley Borough Council  
Dave Oyston, United Utilities plc  
Greg Robinson, Wyre Borough Council

#### **Apologies**

County Councillor Mrs Susie Charles, Lancashire County Council  
Councillor John Browne, Preston City Council  
County Councillor Richard Welch, North Yorkshire County Council

David Padley, Lancashire County Council  
Rebecca Jackson-Pitt, Natural England  
Graham Megson, North Yorkshire County Council  
Alison Boden, Wyre Borough Council

## **1. Apologies for Absence**

Apologies for absence were noted as above.

## **2. Disclosure of Pecuniary and Non-Pecuniary Interests**

None disclosed.

## **3. Minutes of the Meeting held on 2 October 2012**

The minutes of the meeting held on 2 October 2012 were agreed as an accurate record.

## **4. Introduction and outline of Management Plan review methodology**

Elliott Lorimer, Forest of Bowland Area of Outstanding Natural Beauty (AONB) Unit, explained that the purpose of the meeting was to discuss the AONB Management Plan that requires renewal every five years. The current plan runs from 2009 – 2014 so there is a need to review the plan and update as necessary for the period 2014 – 2019. Once reviewed, the plan will be presented to DEFRA in March 2014.

Elliott explained that the Countryside and Rights of Way (CROW) Act 2000 provides the statutory basis for the conservation and enhancement of the natural beauty of AONBs, and:

- defines the role of the statutory agencies, in particular their responsibilities for the designation of AONBs and as consultees in planning matters;
- requires local authorities and Conservation Boards to state their policies for management of their AONBs through preparing and publishing a Management Plan; and
- Requires all relevant authorities to demonstrate their commitment to AONBs by having regard to AONB purposes in their plans and activities.

Specifically, and in relation to Local Authorities Section 89 requires the relevant authority [i.e. the local authority or local authorities jointly], or Conservation Board to “prepare and publish a plan which formulates their policy for the management of the area of outstanding natural beauty and for carrying out their functions in relation to it”, within three years. The plan must be reviewed within five years of its original publication and at similar intervals thereafter.

In implementing the current plan the Partnership agreed four key AONB outcomes as part of a business planning process carried out in 2011:

1. An outstanding landscape of natural and cultural heritage;
2. Resilient and sustainable communities;
3. A strong connection between people and the landscape:

#### 4. A dynamic and effective AONB Partnership.

The AONB Business Plan identifies strategic priorities under each key outcome and actions link directly to the implementation of the Management Plan. It therefore seems a logical step to adopt these four key outcomes as the framework for the Management Plan review, particularly as there is a fairly close fit with the National AONB Family objectives outlined above.

Elliott also explained that the current plan outlines six objectives, each with a specific vision of the AONB in 2014. These themes are set out in Table 1 below, with objectives rationalised to fit under the four key outcomes identified above along with a summary of important changes since 2009:

**Table 1**

<b>2009-2014 Plan Objective</b>	<b>2014 -2019 Key Outcome</b>	<b>Summary of important changes</b>
<b>Natural and Cultural Landscape</b>	<b>1. An outstanding landscape of natural and cultural heritage</b>	Biodiversity 2020: A strategy of England's wildlife and ecosystem services, European Landscape Convention, Flood and Water Management Act 2010, Lawton Review: Making Space for Nature, UK National Ecosystem Assessment, National Planning Policy Framework, Natural Environment White Paper 2011, NE Uplands Policy and Delivery Reviews, EU Water Framework Directive
<b>Enjoyment, Health and Well-being</b>	<b>3. A strong connection between people and the landscape</b>	AONB Sustainable Tourism Strategy, Lawton Review: Making Space for Nature, Local Transport Plans, RoWIPs.
<b>Economy</b>	<b>2. Resilient and sustainable communities</b>	AONB Sustainable Tourism Strategy, Comprehensive Spending Review 2010, Economic situation, EU CAP Reform and Rural Development Regulation, Local Enterprise Partnerships,

<b>2009-2014 Plan Objective</b>	<b>2014 -2019 Key Outcome</b>	<b>Summary of important changes</b>
		Rural Economy Growth Review 2011
<b>Community</b>	<b>2. Resilient and sustainable communities</b>	Localism Act 2011, Public Services (Social Value Act 2012, Sustainable Communities Act 2007
<b>Working in Partnership</b>	<b>4. A dynamic and effective Partnership AONB</b>	Comprehensive Spending Review 2010, NAAONB Strategic Plan, Transition from Natural England to Defra funding, Tripartite agreement between Defra, NE and NAAONB
<b>Responding to Climate Change</b>	<b>Cross-cutting all four key outcomes</b>	AONB Renewable Energy Position Statement 2011, Draft Energy Bill, Energy Act 2011, Feed-In Tariffs, Green Energy (Promotion) Act 2009, Green Deal, Renewable Heat Incentive, North West Coastal Connections Project

#### Review process – next steps

Elliott explained that the first stage of the Review process will be to establish a small review working group (ideally officers and JAC members), which will undertake an examination of the current plan and report to the Joint Advisory Committee on the scope and extent of the Review.

In light of the flexibility offered by Defra in its advice on the extent of the review, where issues and actions are well-established and agreed upon by AONB partners, a 'light touch' approach will be adopted. Other sections may require a more in-depth review to reflect policy, regulatory or societal change and the challenging economic conditions.

Once the scope and extent of the review has been agreed by the JAC, the second stage for the working group will be to develop a draft plan, ideally adopting the four key AONB outcomes as its framework.

Table 2 below attempts to summarise a proposed timetable for the Review of the Plan, detailing the various stages. Each of these stages will be open to widespread comment



from all interested parties, partly through circulation of review documents, but also using on-line consultation, public consultation events and local information.

**Table 2 – Proposed Review Timetable**

<b>Review Stage</b>	<b>Timetable</b>	<b>Comment</b>
Agree outline Review methodology	29 <sup>th</sup> November 2012	AONB Funders Group
Launch of Management Plan Review	January 2013	Extraordinary AONB JAC meeting
Agree extent of the Review	January 2013	Preliminary consultation with AONB JAC at meeting
Write to the local authorities to agree terms of reference for the preparation of the Review	January 2013	
Issue statutory notice regarding the Review	January 2013	MP Review Working Group
Outline Plan produced	March 2013	MP Review Working Group
Public consultation events	April 2013	
Draft Plan produced	May 2013	
Public on-line consultation on Draft Plan	May – June 2013	
Technical consultation events	June 2013	
Full Draft Plan produced	July 2013	
Strategic Environment Assessment (SEA)	August – September 2013	
Sustainability Appraisal (SA)	August – September 2013	
Equality Impact Assessment (EqIA)	September 2013	
Natura 2000 sites Appropriate Assessment (AA)	September 2013	
Public on-line consultation on Full Draft Plan and SEA/AA/SA/EqIA	September – October 2013	
Final Management Plan produced	December 2013	Final version of the Plan
Final Management Plan to Local Authorities for adoption	January 2014	Plan adopted by LAs after confirmation by Defra/NE that plan satisfies statutory requirements
Presentation to Minister/Defra of approved	March 2014	Plan forwarded to Defra

plan		
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**Resolved:** The Forest of Bowland AONB Joint Advisory Committee noted the report presented, and noted the review timetable and process outlined in the report.

## **5. Workshop**

The Committee split into groups to discuss the four key outcomes identified in the current plan which are:

1. An outstanding landscape of natural and cultural heritage;
2. Resilient and sustainable communities;
3. A strong connection between people and the landscape;
4. A dynamic and effective AONB Partnership.

Each group spent 10 minutes discussing each outcome and feedback was presented as follows:

### **An outstanding landscape of natural and cultural heritage**

- Sustainable Land Management.
- Work with land owners, Land Owners Association and work with farmers.
- Involve Rights of Way team.
- Safeguarding the land of farmers and others.
- Maintain architectural heritage – barns and other buildings.
- Raise the profile of the AONB in relation to other authorities – better engagement.

### **Resilient and sustainable communities**

- Can the role of Parish Lengthsmen be extended?
- Can the funding of Lengthsmen be reviewed / increased?
- Continue to support drainage schemes.
- More distinctive about what the AONB is.
- Provide support for sustainable tourism – try to look at what is distinctive about the AONB.
- Rural transport / shops / post offices / village halls etc – How can we contribute.
- Assess the Sustainable Development Fund – what is available?

### **A strong connection between people and the landscape**

- Access opportunities / communication work / link between heritage and community engagement.
- Important to maintain access routes to the AONB.
- Look at the connection between the AONB and nearby Universities such as UCLAN and Lancaster.

- Take account of the recreation choices of a diverse range of people (walkers, cyclists, ramblers etc).
- Greater promotion of AONB to tourists / visitors.
- Emphasis on website rather than print: Greater flexibility.
- Strong connection between people and landscape.
- Build stronger links in Craven area.
- Link with the Health and Wellbeing agenda.
- "Welcoming to everyone" not just niche groups.

#### **A dynamic and effective AONB Partnership.**

- Office space in Dunsop Bridge costs / space.
- Improve awareness / connectivity of partners and local groups and the AONB Unit.
- Raising the public profile of AONB and office – particularly with local authorities.
- Invite CEO / Council Leaders to relevant meetings to find out about the work of the AONB in each area relevant to the CEO / Council Leaders.
- Have project visits in the AONB.
- Ensure the AONB looks outwards and involves other partners.
- Increase the profile of AONB Partnerships and increase links with funding authorities and funding partners.

#### **6. Short plenary session**

**Resolved:** The Committee noted the information collated during the workshop.

#### **7. Urgent Business**

None.

#### **8. Date of Next Meeting**

It was noted that the next meeting of the Forest of Bowland AONB Joint Advisory Committee will take place on Wednesday 10<sup>th</sup> April 2013, venue to be confirmed.

Andy Milroy  
Principal Executive Support Officer

Lancashire County Council  
County Hall  
Preston



# Agenda Item 6

## FOREST OF BOWLAND AONB JOINT ADVISORY COMMITTEE MEETING

### **Recommendation:**

The committee is asked to note the revised AONB budget for 2013/14.

### **AONB Budget 2013/14 Update**

(Appendix A refers)

### **Issue for consideration**

This report presents the revised and updated budget for 2013/14

### **Budget update 2013/14**

The revised and updated Budget at Appendix 'A' takes account of the agreed 5.38% reduction made to the Defra grant for 2013/14. An estimated reduction in accommodation costs and reduced budgets for the AONB Sustainable Development Fund will help absorb the reduction in Defra grant.

The updated budget figures are shown in column 2 in the table below. The grant for 2013/14 from Defra allows £208,303 against core costs and contribution of £16,000 towards the AONB Sustainable Development Fund.

This allows £87,378 for the annual programme of projects to deliver the AONB Management Plan and AONB Unit business plan. SDF will be supplemented with additional funds from the annual projects programme to provide a total pot of £26,000.

**It remains important to emphasise that 'projects funding' will continue to be used as match-funding to attract additional income to the AONB Partnership to better deliver the AONB Management Plan.**



**AONB Budget**

	<b>Revised 2012/13 (Out-turn Prices)</b>	<b>Estimated 2013/14 (Out-turn Prices)</b>	<b>Revised 2013/14 (Out-turn Prices)</b>
1	2	3	4
	£	£	£
<b><u>Expenditure</u></b>			
<b><u>Core Costs</u></b>			
Salary, N.I. and Superannuation	164,701	168,238	168,238
Out-based premises	24,400	24,400	20,000
Travel and subsistence	8,900	8,900	8,900
Central, Departmental & Tech. Support	60,800	60,800	60,800
Core Activities	22,300	17,800	19,800
 Sub total of Core Costs	 281,101	 280,138	 277,738
<b><u>Non Core Costs</u></b>			
Employees	0	0	0
Travel and subsistence	0	0	0
Projects	113,561	100,978	103,378
 Sub total of Non Core Costs	 113,561	 100,978	 103,378
<b>Total Expenditure</b>	<b>394,662</b>	<b>381,116</b>	<b>381,116</b>
<b><u>Income</u></b>			
Defra Grant	239,562	225,116	225,116
<b><u>Contributions</u></b>			
United Utilities	6,800	6,800	6,800
Other Project Contributions	0	0	0
<b><u>County Councils</u></b>			
Lancashire	40,800	40,800	40,800
North Yorkshire	6,800	6,800	6,800
<b><u>District Councils</u></b>			
Craven	5,900	6,800	6,800
Lancaster	6,800	6,800	6,800
Pendle	6,800	6,800	6,800
Preston	6,800	6,800	6,800
Ribble Valley	6,800	6,800	6,800
Wyre	6,800	6,800	6,800
<b>Total Income</b>	<b>333,862</b>	<b>320,316</b>	<b>320,316</b>
 Contrib to support costs (LCC in kind)	 60,800	 60,800	 60,800
	<b>394,662</b>	<b>381,116</b>	<b>381,116</b>





## FOREST OF BOWLAND AONB JOINT ADVISORY COMMITTEE MEETING

### Delivering the AONB Management Plan

#### Recommendation:

The Committee is asked to:

- i. note the reports and offer comments on AONB Unit activity/delivery during 2012/13.
- ii. agree the AONB Unit business plan for 2013/14.

#### Issue for consideration

In April 2012, the Joint Advisory Committee approved a rolling three-year AONB team business plan. The report and appendices summarise progress made towards delivery of the business plan, alongside plans for the coming year:

**a) AONB Unit activity report**  
(Agenda Item 7a refers)

This report is a summary of some key AONB projects developed and delivered by the AONB Unit over the last six months.

**b) Draft AONB Unit business plan 2013/14**  
(Agenda Item 7b refers)

An annual review of the AONB Unit Business Plan is now complete and a draft of the plan is attached for JAC members to view.

**c) AONB Management Plan Review update**  
(Agenda Item 7c refers)





AONB Report to JAC: April 2013



# FOREST OF BOWLAND

Area of Outstanding Natural Beauty

## An outstanding landscape of natural and cultural heritage

### Hedgelaying in Bowland

Over six days in November and January along the Lune Millennium Park near Crook O'Lune, Lancaster, twenty one members of the local community including volunteers, contractors and farmers gathered to learn and develop the traditional skill of hedgelaying. They were taught the Lancashire & Westmorland Style with expert guidance provided by Joe Craig and Geoff Whitley.

The hedgelaying was organised by Lancashire County Council and The Forest of Bowland Area of Outstanding Natural Beauty. The AONB runs a Traditional Boundaries programme that includes grant aid towards positive management of hedgerows and drystone walls. Also as part of this programme, training courses and support towards competitions in the skills of drystone walling and hedgelaying are run.

Last winter, in total across Bowland, 1750m of hedges have been laid at Quernmore, Aughton, Goosnargh, Ribchester, Marles Wood, Bashall Eaves and Sawley. In addition to this 500m of hedgerows have been replanted in Goosnargh, Aughton and in the Ribble Valley. To find out more about hedgerows and the different styles of management go the National Hedgelaying Society website [www.hedgelaying.org.uk/styles.htm](http://www.hedgelaying.org.uk/styles.htm)

More recently, on 2<sup>nd</sup> March an hedge laying competition was held on a stretch of hedgerow next to the Three Fishes Inn at Mitton. And with categories from beginners through to professionals, the day offered a fantastic opportunity to see the range of techniques and tools involved in this traditional countryside practice.

### Moorland Restoration

Since securing over £100,000 from the Environment Agency, the AONB partnership has been busy putting the money to good use restoring upland peat on three of the Bleasdale Fells, Fairsnape, Holme House and Fiendsdale Head.

These fells form part of the Bowland Fells SSSI, internationally important for their peatland habitats, providing habitats for many scarce upland species such as ring ouzel, golden plover, short-eared owls and the locally rare cloudberry. Wind, rain, sheep, trampling and wildfires have combined to erode the peat down to its base in places.

Peat stores vast amounts of carbon, which is released and adds to green house gas emissions when the peat erodes. Peat restoration can also help to reduce the risk of flooding downstream and improves water quality.

The diggers currently working on the fell tops are re-profiling the eroding edges of the peat to make them more gently sloping, and dams are being added to slow down the speed of the water currently washing the peat downstream. At the moment we are also waiting for a break in the weather so that heather brash can be flown up to the tops, to be spread out, drop its seed and help to re-establish a healthy cover of vegetation.

Later in the spring this will be supplemented by heather and grass seed, bog mosses and thousands of plug plants which will be planted by volunteers.

The peatlands of the Bleasdale Fells provide a wide range of benefits for people and for wildlife. They provide habitats for wildlife, store carbon in peat, and help prevent flash flooding after heavy rainfall. They are amazing wild spaces enjoyed by walkers, fell runners, hang gliders and paragliders, commanding impressive views out towards the Isle of Man. The Bleasdale Fells are also home to hundreds of red grouse and provide grazing for the flocks of upland sheep from the farms surrounding them.

As well as improvements in landscape quality, natural beauty and biodiversity such restoration projects can result in

- potential reductions in downstream flood risk and siltation
- reduction in wildfire risk on moorlands
- improvements in water quality
- reducing carbon loss and promoting sequestration of atmospheric carbon

So, if you would like to be part of this important restoration project, why don't you come and volunteer to plant some of those 2100 plug plants on one of the dates we are organising in late April/early May – for more information contact [Tarja.wilson@lancashire.gov.uk](mailto:Tarja.wilson@lancashire.gov.uk) or [sarah.robinson@lancashire.gov.uk](mailto:sarah.robinson@lancashire.gov.uk) or phone 01204 443300

## Bowland Hay Time Project

The Hay Time project in Bowland has been concentrating time on planning for 2013. A long list of potential restoration and enhancement sites has been completed, so far with almost sixty hectares of meadows identified as potentials for the coming summer. More are being added every week, as work with the local Natural England advisers continues. Interestingly there are also a significant number of sites which, in the main due to their small size, are not covered by HLS agreements, and so will need to be covered by project funding if they are to be restored.

Work on the downloadable self-guided walks has continued, with visits to the sites involved with the local Access Officer in order to set out exactly what improved furniture is required to make the chosen meadows accessible to as many people as possible. We are delighted that one of the farmers involved in the project as a donor of organic hay has agreed to work with us to develop a Trumper route passing through three of his meadows. We hope this will be ready to open in June 2013.

In addition to the Haytime events being run through Festival Bowland, we organised a winter scythe maintenance workshop at Bentham Mart on the 6th February, during the fat lamb sale, when scything expert Tom Brandon demonstrated scythe maintenance, peening and sharpening, and members of the team were available to talk with interested farmers, copy hay time photographs and collect hay time stories. We are hopeful that this will encourage more farmers to get involved with the project.

As well as the many Hay Time events organised as part of the project within the Bowland Festival this year, we are also organising a Meadow Restoration Workshop on 26<sup>th</sup> June with Flora Locale, a national environmental training organisation, for anyone wanting to learn more about the techniques we use. More details will be available on the website soon and are also at [www.floralocale.org.uk](http://www.floralocale.org.uk)

Would you like to learn to scythe? We are organising a weekend training course at Keasden Head, please get in touch if you would like more information. The two day course will cost £75 per head and will be run by top scythe instructor Steve Tomlin from Cumbria.

Visits to the Slaidburn Archive are continuing, where we have access to an amazing set of farm diaries kept by one family from 1943 onwards. Following on from the war years and the advent of bag fertilisers in the 1950's, the diaries from the 1960's describe the family buying their first baler, Land Rover, and their participation in War Ag. schemes to drain and apply lime and slag to the meadows.

The wild flower plug plant nursery is now all planted, thanks to Holly, our biology undergraduate student placement, we await spring shoots!

The results of our grassland survey work on Biological Heritage Sites in Bowland showed that many sites have fewer species present than 15 years ago when they were last surveyed. However, and much more encouragingly, the surveys found 5 previously unknown wild flower meadows on three farms which are have now been added to the register. We look forward to working more closely with them this summer!

## Haytime Appeal

Yorkshire Dales Millennium Trust have launched an appeal for £150,000 to enable them to continue this important hay meadow restoration project both in the Yorkshire Dales and in the Forest of Bowland AONB. The launch was held at the Devonshire Arms on the Bolton Abbey Estate on Wednesday 17th April, and was hosted by TV presenter Chris Myers who is from Craven. There was also a video message of support from HRH Prince of Wales who is Patron of the Trust and an active conservationist of his own meadows on the Highgrove estate in Gloucestershire. Indeed the Prince is also supporting a fact finding mission to the AONB and Yorkshire Dales by members of the Pogony-havas Association from Transylvania, who work with farmers to conserve the special hay meadows in their region, and who organised the Hay Meadow Festival Sarah attended last August, the farmer who hosted that Festival will also be in the visiting party if anyone is able to help us host and feed the volunteers whilst they are here, please get in touch!

Here in the Forest of Bowland, our Hay Time project is about to enter its second season with Fiona Corby due to return and carry out further wildflower surveys in June, and Sarah is already planning restoration projects and a wide variety of walks, talks and seminars, including a two day scythe training course in August. [See our events programme for details of events taking place in Bowland.](#)

## Undergrounding for Visual Amenity programme – Roeburndale

As part of the £5.4M OFGEM Undergrounding for Visual Amenity (UVA) programme running from 2010 -2015, Electricity North West has been working with the Forest of Bowland AONB to identify visually intrusive sections of overhead lines for undergrounding. Three schemes identified in Littledale and Roeburndale are now progressing towards completion later in 2013, totalling 5250m of 11kV overhead lines being undergrounded.

The three sections are as follows:

1. Harterbeck to Stauvin – completed
2. Thornbush to Backsbottom Farm – nearing completion
3. Harterbeck to Higher Salter – to complete in September 2013

A further three schemes are in development for completion by the end of the programme in 2015.



## Resilient and sustainable rural communities

### Champion Bowland

The Trustees of Bowland Tourism Environment Fund have thought long and hard and have now changed BTEF to a catchier name - 'Champion Bowland'. They also hope this gives a wider expression of how the charity is developing its activities.

Recent projects supported by the grant scheme include an "eco-congregation" wildlife event at Knowle Green and spending the last of the £8,500 Trampler Trail fund (raised by the Three Fishes at Great Mitton) with a new trail at Gazegill Organic Farm, Rimington.

Champion Bowland is also administering the Farm Visit grant scheme on behalf of the AONB to encourage and enable school parties to take advantage of the education visit programme offered by the 8 farms in the programme.

A new identity, logo and website are under development.

### Electric Bicycle Network

*"Over the hills and far away! Bowland's hills provide some of the best bike-riding in the country – but demand top equipment and fitness to climb them. An Electric Bicycle is the answer. These have a motor to supplement your own energy to help you reach the peaks, leaving you to pedal within your own ability and enjoy the fresh air. The battery will get you to one of our re-charge points to top up for the ride home. The members of the Bowland Experience Electric Bicycle Network will do everything they can to make sure your Electric Bicycle experience is a success and that you have lots of fun."*

This is how the latest Bowland Experience venture starts rolling this month! There are 3 Hire Stations and 11 Charge Points in the Network to encourage visitors (and local residents) to take to the hills with electric power assistance and visit a variety of tea shops, pubs and restaurants where they and their bikes can be re-charged for the ride back.

Our Network has joined the national group and all the members are featured on their website – visit [www.electricbicyclenetwork.com](http://www.electricbicyclenetwork.com) and click on Forest of Bowland for more information. A map and leaflet will be available soon from [www.forestofbowland.com](http://www.forestofbowland.com)

Bowland Experience Ltd now has 100 member organisations.

### Sustainable Development Fund

In 2012/13 the AONB supported a number of exciting new projects through the Sustainable Development Fund, including village hall energy saving projects at Melling, Tosside and Dunsop Bridge. We also supported the purchase of a 'power barrow' for the trail building volunteers at Gisburn Forest to assist them in creating and maintaining the network of mountain bike trails; and we part funded the development of a new piece of public art for the Way of the Roses at Bentham. For more details of this and other projects including the Bowland Electric Bike Network and a new composter at Old Holly Farm please see our website.

We will launch the 2013 SDF scheme in May and details of the new criteria and application forms will be made available on our website. For further information contact [cathy.hopley@lancashire.gov.uk](mailto:cathy.hopley@lancashire.gov.uk)

### Wild about Bowland

The Bowland wildlife business blogging website has been in existence for several years now with consistently high visitor numbers. Working with Barrie Tyrer web consultancy we've now re-vamped the website to more effectively promote the accommodation offer linked to wildlife experiences, via the individual business blog postings. All businesses involved

in this cluster project have worked to certain criteria and have provided information about the wildlife habitats and opportunities around their business. We hope that the new website will attract more staying visitors to Bowland and enable them to take time to experience the wonderful wildlife watching opportunities of the AONB. Visit [www.bowlandwildlife.org.uk](http://www.bowlandwildlife.org.uk)  
For further information contact [hetty.byrne@lancashire.gov.uk](mailto:hetty.byrne@lancashire.gov.uk)

## Training for Tourism Businesses

In partnership with Bowland Experience the AONB secured RDPE funding through Myerscough College to subsidise several training courses for local tourism businesses. This included an inspiring social media workshop which was run by Zoe Dawes aka the Quirky Traveller [www.thequirkytraveller.com](http://www.thequirkytraveller.com) and a fantastic green marketing workshop held in February by Dr Xavier Font, a marketing specialist from the International Centre for Responsible Tourism, feedback from the 25 businesses who attended was excellent, many went away inspired and ready to put into action their new knowledge.

## Bowland Land Managers Forum

The Forum was established during 2012 to help re-establish strong links between the AONB Partnership and the land management sector in the Forest of Bowland. The Forum comprises farmers, landowners and agents from across the AONB and met on three occasions during 2012. Members of the Forum also met with Defra and Natural England directors on their visit to the AONB during September 2012.

With the assistance of funding from Natural England, members of the forum have been working with the assistance of the AONB Unit and rural development and planning consultancies, Rural Futures (North West) Ltd. and Rural Solutions on a range of tasks:

1. Development of a shared set of principles for land management in the AONB, helping to better inform the review of the AONB Management Plan during 2013/14.
2. Development of a statement on the economic contribution of the AONB landscape to inform the development of future rural development funding programmes in Lancashire and North Yorkshire.
3. Update best practice guidance for farmers on suppression and eradication of ticks and louping ill virus within livestock to be promoted to land managers via new 'Bowland Land Managers Forum' webpage on [www.forestofbowland.com](http://www.forestofbowland.com).



## A strong connection between people and the landscape

### A Leap in the Park

This new Heritage Lottery Funded project has now started up, and will run for the whole of 2013. The project seeks to increase understanding and participation in a small research project, led by volunteers, which looks into the history and impact of two medieval Deer Parks near Chipping and Whitewell.

This project has been busy over the winter months. Working closely with the volunteers and members of Chipping History Group, Cathy Hopley has been co-ordinating research and also writing a blog to record activity [www.leapinthepark.blogspot.co.uk/](http://www.leapinthepark.blogspot.co.uk/).

Our first piece of work has been to commission an archaeological illustrator, Jennie Anderson, to produce a number of reconstruction drawings to illustrate what a medieval deer park would have looked like and how it was managed. This has been fascinating, and we are all very excited by the beautiful illustrations Jennie is creating – these will be used on the website, in the planned education pack and mobile app, and also on interpretation boards around Leagram and Radholme deer parks.

We have also been deciding on the route of four self guided walks around and between the two parks, and identifying features and places of interest which can be researched and interpreted for walkers using a mobile app or a podcast.

In addition research into the history of the parks, and fieldwork to identify and survey the pale boundary has also been proceeding, with a field survey run by English Heritage planned for Sunday 28th April.

Over the year we will be holding workshops and field visits, as well as creating a number of resources including a schools pack; new walking routes; and an app and podcast describing the historic environment. For more information contact [cathy.hopley@lancashire.gov.uk](mailto:cathy.hopley@lancashire.gov.uk).

### Lancashire Witches Walk

Over the winter months work on this project has focused on access improvements and associated waymarking of this new 51-mile long distance walking route, the Lancashire Witches Walk, which runs from Barrowford (Pendle) through Ribble Valley and finishing in Lancaster. The walk takes in the stunning scenery of the Bowland fells but also commemorates the final journey of the so-called 'witches' from Pendle to their trials in Lancaster in 1612.

Due to be launched in May 2013 with the poet laureate Carol Ann Duffy present.

Along the route to be shortly installed will be 10 milestone tercets each inscribed by sculptor, Stephen Raw, with one stanza of Carol Ann Duffy's poem, 'Lancashire Witches'.

Running from April to July 2013 are a series of 7 guided walks along the route, now open for bookings. Historian Dr Robert Poole will be joining artistic director of Green Close, Sue Flowers to lead the first, second and final stages of this series of community walks.

### Bowland Rambler Bus Service

On Sunday May 5th the new Rambler Bus will come into service. This Summer Sunday and Bank Holiday bus runs from Clitheroe to Settle via Newton and Slaidburn, with good connections from Burnley, Accrington, Blackburn and even Manchester. From Settle you can also connect with services into the Dales and from Leeds and Skipton: making Bowland potentially accessible to millions of Sunday walkers, and without creating any traffic chaos!

The bus is being run by Dales and Bowland community interest company, with financial support from the AONB, Lancashire County Council, Ribble Valley and Hyndburn borough councils and the Forestry Commission. This is a two year pilot service so we are keen to ensure it is well used so that the service can generate enough revenue to run in future years.

The AONB Unit have been supporting the production of promotion and press coverage for the bus, and a suite of self guided walks are now on offer from the bus route, including: a section of the new Lancashire Witches Walk from Waddington to Slaidburn, routes in and around Gisburn Forest, several Hodder Valley rambles between Slaidburn and Dunsop Bridge, and a part of the Ribble Way between Rathmell and Settle. These will be produced on a new page of the AONB website and will also be made available on the bus and at businesses along the route. In addition three Sunday walks will be led by experienced guides over the course of the summer.

Big thanks to Parkers Arms at Newton for providing free afternoon teas to the press launch held on Thursday 25th April, and to Veolia Transdev for running the service: please use it!

## Success of Tramping across Bowland continues to grow

Since Lancashire County Council started using *Trampers* (electric all-terrain wheelchairs) at Beacon Fell Country Park, interest in how they can contribute to the visitor experience has grown significantly across Bowland and Lancashire.

Lancashire County Council now has 8 all-terrain wheelchairs (*Trampers* plus a *TGA Breeze 4*) based at Beacon Fell Country Park and Wycoller Country park, plus they are available for use elsewhere within Lancashire. In addition to this Blackburn-w-Darwen have 5 *Trampers* and Wyre Borough Council 3 *Trampers*. To date more than 400 users have undergone the induction training and registered as a user with Lancashire County Council.

Since 2006 Lancashire County Council in conjunction with the Forest of Bowland AONB has been working with rural tourism businesses and the voluntary sector plus other partners to expand their use beyond the publicly managed recreation sites. There are now an additional 10 *Trampers*/TGA Breezes based in the private and voluntary sector in Bowland. Over the winter of 2012-2013 new *Tramper* trails have been developed at Caton Moor (Lancaster), Wyreside Fisheries (Nr Garstang, Wyre), Dunsop Bridge (Ribble Valley) and Aitken Wood (Barley, Pendle). Work continues during spring 2013 on developing further trails so watch this space.

To date more than 30 miles of *Tramper* usable trails have been developed, which are promoted as downloadable web routes on [www.forestofbowland.com/tramper-trails](http://www.forestofbowland.com/tramper-trails). The businesses themselves also market the availability of the *Tramper* and the network of routes that link them. These routes take them over farmland, through woodland and include access to several bird-hides. For the 5<sup>th</sup> consecutive year Lancashire will again host a visit from the national user group the 'Disabled Ramblers' in June 2013 with rambles based from Barley, Pendle and Towneley Park, Burnley. These guided rambles will also be offered to local users using *Trampers* on loan. For further information contact [tarja.wilson@lancashire.gov.uk](mailto:tarja.wilson@lancashire.gov.uk)

A *Tramper* Familiarisation event is being held at Stephen Park, Gisburn Forest on Monday 29 April, 9.30 to 12.00. The event is aimed at Tourist Information Staff and tourism businesses but everyone is welcome. Please contact [hetty.byrne@lancashire.gov.uk](mailto:hetty.byrne@lancashire.gov.uk) to book a place or for further information [follow this link](#).

## 50<sup>th</sup> Anniversary

As you may already know, 2014 marks the 50th anniversary of the designation of the AONB. We are planning some special events and projects for the year, including opportunities for communities, businesses and artists to help us to celebrate. Unfortunately a bid for support from the Heritage Lottery Fund has been unsuccessful so we are currently looking at how we can realise our ambitions with a reduced budget – please get in touch if you have any ideas or would like to be involved, or come along to a meeting at the AONB offices on Thursday 9th May at 2pm.

## Gisburn Forest Hub

The brand new Gisburn Forest Hub is now open following a fantastic launch event on 14th April, including a new car park, cafe, viewpoint and trails.

At Gisburn Forest Hub explore the all ability trail that leads to a panoramic view of Stocks Reservoir and the Forest of Bowland AONB. The forest is criss-crossed with lots of footpaths and there is a reservoir walk that starts from School Lane car park. Gisburn Forest has two fantastic mountain bike trails, the moderate graded Bottoms Beck for younger or novice riders and the red graded 18km "The 8" for those with a higher level of experience and skill. At Gisburn Forest hub you'll find a new Skills Loop to practice riding mountain bike trail features. For further information visit [www.forestry.gov.uk/gisburn](http://www.forestry.gov.uk/gisburn) or [www.facebook.com/GisburnForest](https://www.facebook.com/GisburnForest)

## Festival Bowland 2013

Despite the wintry weather, Festival Bowland workshops covering photography, navigation and children's mask making all attracted encouraging numbers of people during February and March. The programme is now approaching its busiest months with a whole range of events to choose from, so make sure you don't miss out.

Why not join one of the Whimbrel Roost Watch walks near Barnacre or go In Search of Sky Dancers in the Trough of Bowland to try and catch a glimpse of our fascinating bird life? Garstang Walking 10th Anniversary Festival is coming up in the middle of May offering 10 days of guided walks – including the 41 mile Wyre Way Challenge! There are also plenty of chances to combine a walk with a visit to one of Bowland's wonderful cafes or pubs – a winning combination.

As the summer approaches, look out for events with an artistic flavour over in Barrowford and a flowery theme around Slaidburn, or come and join us for our first ever Hay Time Family Day at Gazegill Farm in June!

For details of all the events within the Festival Bowland programme take a look at the calendar or download a booklet at [www.forestofbowland.com](http://www.forestofbowland.com)

## St. James' Church Archaeology Project

Although our digging on the site of the original St. James' Church near Stocks Reservoir came to an end last year, work to make the site more accessible to visitors continued over the winter months and has now been completed. To celebrate the end of the project we are planning an open afternoon on Sunday 16th June when the Reverend George Darby will deliver a short blessing on site. This will be followed, at Tosside Community Centre, by a final presentation by Oxford Archaeology North (OAN), bringing the project up to date. OAN will also launch a new booklet, currently in design, which will help to tell the story of St. James' Church to a wider audience. For more details contact Sandra Silk on 01200 448000 or email [sandra.silk@lancashire.gov.uk](mailto:sandra.silk@lancashire.gov.uk)

## Communications

### Web Friendly Leaflets

We have produced a number of popular leaflets in a web-friendly format for visitors to easily view on screen, and to enable them to easily print specific pages. Have a look at [www.forestofbowland.com/publ\\_leaflets](http://www.forestofbowland.com/publ_leaflets) and get some inspiration of places to visit in Bowland!

### Bowland by Bike

Look out for the popular Bowland by Bike leaflet which has recently been re-printed and is now available to order from Take one Media.

### New News

Have a look at the new business e-bulletin, sent monthly to businesses in the Bowland Experience Network. The new bulletin highlights events and opportunities taking place in tourism businesses and communities across Bowland. The AONB updates also provide inspiration and ideas to help businesses best promote themselves as being part of the Forest of Bowland AONB. Have a look at last [month's issue](#) and if you'd like to be added to the mailing list please contact [hetty.byrne@lancashire.gov.uk](mailto:hetty.byrne@lancashire.gov.uk)

## A dynamic and effective AONB partnership

### The National Association for AONBs – Future Landscape Collaboration Project

The NAAONB was successful in securing funding from Defra to support the 'Future Landscapes' Collaboration Project which aims to help AONBs to collaborate more effectively, work together and address some of the key challenges AONBs currently face, such as funding pressures, maintaining profile within government, local government and communicating the importance and relevance of AONBs and Protected Landscapes to society.

The Principal AONB Officer has been participating in this project during early 2013 and will be seeking to involve the wider AONB Unit in future collaborative activity stemming from the NAAONB 'Future Landscapes' Project.



Draft AONB Unit Business Plan 2013- 2016

# FOREST OF BOWLAND

Area of Outstanding Natural Beauty

# AONB Unit Business Plan 2013-2016

## Introduction

The Forest of Bowland Area of Outstanding Natural Beauty (AONB) is one of England's finest landscapes and is internationally important for its heather moorland, blanket bog and rare birds. The special qualities of the area which contribute to its distinctive 'sense of place' can be summarised as:

- Wild open spaces
- A special place for wildlife
- A landscape rich in heritage
- A living landscape
- Delicious local food and drink
- A place to enjoy and keep special

The AONB designation means that the natural beauty of the landscape should not only be conserved and enhanced, but also that recreation and sustainable development should be promoted to help to sustain the landscape and its communities.

## The AONB Partnership and Unit

The AONB is managed by a partnership of local councils, utility company, landowners, farmers, voluntary organisations, wildlife groups, recreation groups, and government agencies, who work to protect, conserve and enhance the natural and cultural heritage of this special area.

The AONB Unit is the staff team, who are employed on behalf of the AONB Partnership, to prepare and implement the statutory AONB Management Plan. The team comprises six members (4.4 full-time equivalents), with additional support from two LCC Senior Environmental Project Officers and the Bowland Haytime Project Officer (funded up to September 2013).

## A Plan for the Future

This business plan sets out how the AONB Unit will contribute to the work of the Partnership in achieving the long-term vision for the AONB:

*'...the Forest of Bowland retains its sense of local distinctiveness, notably the large-scale open moorland character of the Bowland Fells, traditional buildings and settlement patterns of villages, hamlets and farmsteads. Natural and cultural resources are sympathetically managed and contribute to a sustainable and vibrant local economy. The management of the Forest of Bowland AONB has improved the quality of the landscape for all stakeholders.'*

The AONB Unit is working towards four key outcomes:

1. An outstanding landscape of natural and cultural heritage
2. Resilient and sustainable communities
3. A strong connection between people and the landscape
4. A dynamic and effective AONB partnership

## The Business Plan

This plan will guide the work of the AONB Unit from 2013 - 2016. The actions within it link directly to the implementation of the statutory AONB Management Plan and links are shown against each action. It is designed to be a rolling 3-year plan, which will be reviewed and updated annually.

The AONB Unit aims to work with the following values at the core of its operation:

- We are knowledgeable and passionate about the AONB - its landscape, biodiversity and culture
- We care about the environment and sustainability
- We work together with others to achieve success
- We value people and are approachable and responsive
- We communicate clearly and effectively

It should also be recognised that this plan relies on the work of other partner organisations, communities and individuals to achieve the successful delivery of the AONB Management Plan and the long-term vision for the area.

## Strategic Priorities 2013 - 2016

An outstanding landscape of natural and cultural heritage	Resilient and sustainable rural communities	A strong connection between people and the landscape	A dynamic and effective AONB Partnership
<p><b>OL1</b> Provide and seek advice, training and support to promote sustainable land management practices; helping to safeguard the natural and cultural landscape of the AONB.</p> <p><b>OL2</b> Continue a strategic programme of restoration and re-establishment of traditional boundaries (e.g. hedgerows, dry stone walls, railing fences); allied to provision of training opportunities to promote skills associated with these traditional boundaries.</p> <p><b>OL3</b> Work in partnership to facilitate and promote the management and restoration of priority habitats within the AONB; in particular those habitats identified as more vulnerable within the AONB Climate Change Adaptation Plan.</p> <p><b>OL4</b> Work with others, in particular local authorities, to establish development management and other policies/strategies, which result in positive outcomes for the landscape quality of the AONB.</p>	<p><b>SC1</b> Continue to support and develop local parish lengthsmen schemes within the AONB to assist in the management and maintenance of key community assets.</p> <p><b>SC2</b> Support and promote local businesses and products to maintain their viability.</p> <p><b>SC3</b> Continue to promote and manage the Sustainable Development Fund; whilst also responding to local community requests for advice on funding, project management and volunteering.</p> <p><b>SC4</b> Continue to develop, support and promote local tourism businesses; building on the AONB's reputation as an internationally-recognised destination for sustainable tourism.</p>	<p><b>PL1</b> Develop, improve, and promote access and recreational opportunities for a diverse range of people.</p> <p><b>PL2</b> Provide high quality information, communications and events to enable people to enjoy and understand the landscape of the AONB and the work of the AONB Partnership.</p> <p><b>PL3</b> Support local communities and visitors to conserve, restore, enjoy and learn about the heritage of the AONB, and develop programmes of activity which provide opportunities to engage people with the landscape.</p>	<p><b>AP1</b> Work with others to maximise the successful delivery of the AONB Management Plan and effectively monitor progress.</p> <p><b>AP2</b> Achieve excellence in the governance and management of the AONB Partnership and Unit, its people and resources; and helping to identify sustainable future funding to support these.</p>

### AONB Unit

CH – Cathy Hopley, Development and Funding Officer  
 EL – Elliott Lorimer, Principal AONB Officer  
 HB – Hetty Byrne, Sustainable Tourism & Web Development Officer  
 MP – Mike Pugh, Business Development Officer  
 NO – Nick Osborne, Countryside Sites & AONB Manager  
 SS – Sandra Silk, Projects and Events Officer

### Bowland Haytime Project

SR – Sarah Robinson, Project Officer

### Lancashire County Council Environmental Projects

DP – Dave Padley, Environmental Projects Officer (covering Craven, Pendle and Ribble Valley)  
 TW – Tarja Wilson, Environmental Projects Officer (covering Lancaster, Preston and Wyre)



## An outstanding landscape of natural and cultural heritage (OL)

OLI Provide and seek advice, training and support to promote sustainable land management practices; helping to safeguard the natural and cultural landscape of the AONB					
We will:	2013/14	2014/15	2015/16	AONB Mgmt. Plan Links	Staff lead(s)
OLI.1 Provide advice and guidance to land managers on appropriate woodland management and planting within the AONB landscape	On-going	On-going	On-going	4.1B, 4.3A	DP/TW
OLI.2 Support traditional woodland management skills	1 traditional woodland management skills course held	1 traditional woodland management skills course held	1 traditional woodland management skills course held	4.1B, 4.3A	DP/TW
OLI.3 Liaise with woodland planting and management initiatives to encourage and support appropriate woodland extension, creation and management	On-going	On-going	On-going	3.2E, 4.1B, 4.1D, 4.2A, 4.3A	DP/TW
OLI.4 Encourage the return of semi-improved rough pasture to grass moorland and upland heath	Regular meetings with NE HLS Advisors	Regular meetings with NE HLS Advisors	Regular meetings with NE HLS Advisors	2.2B	DP/TW
OLI.5 Encourage the conservation and enhancement of wet flushes, mires and wet acid grassland	Regular meetings with NE HLS advisors	Regular meetings with NE HLS advisors	Regular meetings with NE HLS advisors	2.2C	DP/TW
OLI.6 Develop design guidance notes for riverside and moorland fencing	Draft guidance notes developed	Guidance notes published		2.3B, 2.3E	DP/EL

OL1.7 Strengthen working relationships with key stakeholders for river catchment management (e.g. Environment Agency, United Utilities and Rivers Trusts) to encourage sensitive management of riverbank habitats for biodiversity and landscape.	Regular liaison meetings held	Regular liaison meetings held	Regular liaison meetings held	5.1A, 5.2A	EL/DP
<b>OL2 Continue a strategic programme of restoration and re-establishment of traditional boundaries (e.g. hedgerows, dry-stone walls, railing fences); allied to provision of training opportunities to promote traditional rural skills</b>					
We will:	2013/14	2014/15	2015/16	AONB Mgmt. Plan Links	Staff lead(s)
OL2.1 Deliver an annual programme of traditional boundaries projects	6 projects delivered  Carry out review of traditional boundaries programme	6 projects delivered	6 projects delivered	1.2H, 1.4J, 2.4B, 3.2C, 4.1A	DP/TW/EL
OL2.2 Promote training opportunities in hedge-laying and walling (including schools and vocational training)	2 training opportunities promoted	2 training opportunities promoted	2 training opportunities promoted	13.1B	DP/TW
OL2.3 Develop and promote hedge-laying and walling competitions	1 event held	1 event held	1 event held	13.1B	DP/TW

**OL3 Work in partnership to facilitate and promote the management and restoration of key habitats within the AONB; in particular those habitats identified as more vulnerable in the AONB Climate Adaptation Plan**

We will:	2013/14	2014/15	2015/16	AONB Mgmt. Plan Links	Staff lead(s)
OL3.1 Carry out research and mapping to identify the extent of peat and blanket bog in the AONB, and the location/extent of restoration projects	<p>Attend Peat Partnership meetings</p> <p>Complete 'Priority Peat' Project and implement restoration projects, where funding allows</p> <p>Develop monitoring programme for restoration projects, involving local volunteers</p>	<p>Attend Peat Partnership meetings</p> <p>1 restoration project completed</p> <p>Continue monitoring programme involving local volunteers</p>	<p>Attend Peat Partnership meetings</p> <p>1 restoration project completed</p> <p>Continue monitoring programme involving local volunteers</p>	2.1A	CH/SR/TW
OL3.2 Encourage the restoration of areas of exposed and eroded peat and the conservation and restoration of blanket bog and mosaic of moorland dwarf shrub species, as part of Environmental Stewardship agreements	Regular meetings with NE HLS advisors and landowners	Regular meetings with NE HLS advisors and landowners	Regular meetings with NE HLS advisors and landowners	2.2A, 2.1C, 2.1D	DP/TW
OL3.3 Encourage good practice in upland heather burning and	Hold regular AONB-	Hold regular AONB-	Hold regular AONB-	2.2B, 2.2H	NO/DP/

alternatives; helping to develop a fire prevention strategy and fire plans for the area	wide fire operations group meetings and exercises  Develop detailed fire plans for key moorland blocks within the AONB	wide fire operations group meetings and exercises	wide fire operations group meetings and exercises		TW
OL3.4 Delivery of Bowland Haytime Project (up to end September 2013)	Restore or enhance 23ha of upland hay meadow habitat  Secure funding for continuation of Bowland Haytime Project beyond September 2013	Continue delivery of Bowland Haytime Project (subject to availability of funding)			SR/CH
OL3.5 Co-ordinate volunteer and professional surveys to identify and monitor species-rich grassland within the AONB	Volunteers trained and carrying out survey work	Volunteers trained and carrying out survey work	Volunteers trained and carrying out survey work	3.1A	CH
OL3.6 Support the Game and Wildlife Conservation Trust, landowners and Bowland Land Managers Forum to develop Black Grouse Species Recovery Project	Presentation of scoping study carried out by GWCT to Bowland Land Managers Forum	Delivery of project commences, subject to availability of		1.2L	EL

	meeting  Identification of potential funding and applications made.	funding			
OL3.7 Hold annual AONB biodiversity seminar	Annual seminar held	Annual seminar held	Annual seminar held		
<b>OL4 Work with others, in particular the local authorities, to establish development management and other policies/strategies, which result in positive outcomes for the landscape quality of the AONB</b>					
We will:	2013/14	2014/15	2015/16	AONB Mgmt. Plan Links	Staff lead(s)
OL4.1 Provide appropriate advice, support and formal responses to development proposals and consultations on policies/strategies that will affect the AONB and its setting (in particular planning applications, local plan consultations and other local, regional and national strategies)	Appropriate responses provided	Appropriate responses provided	Appropriate responses provided	1.1A, 1.1F, 2.3D, 5.3C, 12.3A, 12.3C, 12.3D, 12.4A, 12.4D, 19.3B	EL
OL4.2 Continue a programme of undergrounding of power lines in the AONB with Electricity Northwest	2 UVA projects delivered  Work with CPRE Lancashire Branch to develop volunteer surveyors for potential UVA schemes	2 UVA projects delivered	2 UVA projects delivered	12.3D	EL/DP/TW

OL 4.3 Develop an AONB design guide (based on the Landscape Character Assessment) to ensure development is in keeping with and conserves or enhances landscape character (i.e. in terms of appropriate materials, form, setting, scale etc)		Outline design guide produced  Partner consultation held	AONB design guide published  Awareness- raising event(s) held	1.4K, 3.2G, 8.1F, 9.5A, 12.1A, 12.1D	EL/CH
OL4.4 Liaise with local authority planning officers on relevant AONB planning concerns (landscape character, wind energy, tourism business development, energy efficiency in older buildings)	Periodic meetings held	Periodic meetings held	Periodic meetings held	12.3B, 12.4C	EL



## Resilient and sustainable rural communities (SC)

SCI Continue to support and develop local parish lengthsman schemes within the AONB to assist in the management and maintenance of key community assets					
We will:	2013/14	2014/15	2015/16	AONB Mgmt. Plan Links	Staff lead(s)
SCI.1 Support Parish Councils to continue to fund and manage existing lengthsman schemes	<p>AONB grant offer made to Parish Councils/Meetings</p> <p>Carry out review of funding arrangements for Parish Lengthsman Schemes for 2014/15 and beyond</p>	AONB grant offer made to Parish Councils/Meetings	AONB grant offer made to Parish Councils/Meetings	8.1E, 10.1C, 16.1C	TW/DP
SCI.2 Work with Parish Councils to develop best practice (e.g. record-keeping) to help demonstrate best value	Scheme monitoring information received from Parish Councils/Meetings	Scheme monitoring information received from Parish Councils/Meetings	Scheme monitoring information received from Parish Councils/Meetings	8.1E, 10.1C, 16.1C	TW/DP
SC2 Support and promote local businesses and products to maintain their viability					
We will:	2013/14	2014/15	2015/16	AONB Mgmt. Plan Links	Staff lead(s)

SC2.1 Support local businesses, via provision of advice, signposting, training (e.g. access for all, business skills, sense of place), networking opportunities and events	One-to-one business advice provided  2 training events provided and evaluated	One-to-one business advice provided  2 training events provided and evaluated	One-to-one business advice provided  2 training events provided and evaluated	6.2D, 10.1B, 10.2A, 11.2A, 11.2B, 17.1A, 19.3D	MP/HB
SC2.2 Continue to provide support for Bowland Experience Ltd. (BEx)	BEx board meetings held (min. 2/year)  Secretariat provided for BEx  Regular tourism business bulletin produced and distributed  2 BEx events held	BEx board meetings held (min. 2/year)  Secretariat provided for BEx  Regular tourism business bulletin produced and distributed  2 BEx events held	BEx board meetings held (min. 2/year)  Secretariat provided for BEx  Regular tourism business bulletin produced and distributed  2 BEx events held	7.6E	MP/HB
SC2.3 Continue to support the development, management and promotion of the Champion Bowland (formerly Bowland Tourism Environment Fund)	Secretariat for Champion Bowland provided  Champion Bowland trustees meetings held (min. 2/year)	Secretariat for Champion Bowland provided  Champion Bowland trustees meetings held (min. 2/year)	Secretariat for Champion Bowland provided  Champion Bowland trustees meetings held (min. 2/year)	16.2B	MP



	<p>Delivery of AONB 'Farm Visit Transport Fund' through Champion Bowland</p> <p>Review and re-structure funds distributed by Champion Bowland (including Sustainable Development Fund)</p> <p>Develop 'visitor-giving' scheme for AONB</p>	<p>Launch 'visitor-giving' scheme for AONB</p>			<p>SS</p> <p>CH/MP</p> <p>HB/SS/MP</p>
SC2.5 Support the continued development of 'Bowland Land Managers Forum'	<p>Regular Forum meetings held</p> <p>Complete Natural England funded project work (land management &amp; economic contribution statements, ticks and louping ill eradication best practice guidance)</p>	<p>Regular forum meetings held</p> <p>Involve in AONB project and policy development, where appropriate</p>	<p>Regular forum meetings held</p> <p>Involve in AONB project and policy development, where appropriate</p>	10.1, 11.1, 11.2	EL

	Involve Forum in the AONB Management Plan review process and project development				
<b>SC3 Continue to promote and manage the Sustainable Development Fund; whilst also responding to local community requests for advice on funding, project management and volunteering</b>					
We will:	2013/14	2014/15	2015/16	AONB Mgmt. Plan Links	Staff lead(s)
SC3.1 Manage the Sustainable Development Fund (SDF) to support appropriate, small-scale projects within the AONB, aiming to increase 'match-funding' from external sources; whilst seeking to promote the fund and individual projects and good practice.	<p>Review management arrangements for SDF, investigating possible transfer of fund management to Champion Bowland</p> <p>SDF panel meetings held</p> <p>Funded projects complete and return monitoring information, as required</p>	<p>SDF panel meetings held</p> <p>Funded projects complete and return monitoring information, as required</p>	<p>SDF panel meetings held</p> <p>Funded projects complete and return monitoring information, as required</p>	14.2D, 19.1G	CH

	SDF Annual Report produced	SDF Annual Report produced	SDF Annual Report produced		
SC3.2 Provide support to communities seeking project development and funding advice and assistance (e.g. projects to improve provision of rural services, renewable energy projects and local community events)	10 community groups advised/supported  Develop and deliver a programme of awareness-raising activities to promote work of the AONB within communities	10 community groups advised/supported  Continue programme of awareness-raising activities	10 community groups advised/supported  Continue programme of awareness-raising activities	11.1A, 11.3A, 14.4A, 16.2C, 19.3C	SS/CH  All
<b>SC4 Continue to develop, support and promote local tourism businesses; building on the AONB's reputation as an internationally-recognised destination for sustainable tourism</b>					
We will:	2013/14	2014/15	2015/16	AONB Mgmt. Plan Links	Staff lead(s)
SC4.1 Review the AONB Sustainable Tourism Strategy to synchronise review periods with the AONB Management Plan	Review of the AONB Sustainable Tourism Strategy completed			6, 7	CH/HB
SC4.1 Promote the strong 'brand identity' for AONB visitors, working closely with tourism organisations, visitor information centres, businesses and gateway towns	Sense of Place themes and branding used in variety of formats (e.g. website, exhibition panels, pop-up	Sense of Place themes and branding used in variety of formats (e.g. website, exhibition panels, pop-up	Sense of Place themes and branding used in variety of formats (e.g. website, exhibition panels, pop-up	6.2D, 6.3B, 18.4J	HB

	<p>banners)</p> <p>Collaboration with Visit Lancashire, Visit Yorkshire and district tourism partners to effectively promote AONB as a sustainable tourism destination</p>	banners)	banners)		
SC4.2 Support sustainable tourism projects and continue to support GTBS with tourism businesses in the AONB	<p>4 sustainable tourism projects delivered</p> <p>6 GTBS business supported within AONB and 2km buffer</p> <p>Review charter business status in relation to green accreditation in the AONB</p>	<p>4 sustainable tourism projects delivered</p> <p>6 GTBS businesses supported within AONB and 2km buffer</p>	<p>4 sustainable tourism projects delivered</p> <p>6 GTBS businesses supported within AONB and 2km buffer</p>	3.1F, 19.3D	HB
SC4.3 Continue to support and develop appropriate elements of the European Charter for Sustainable Tourism, including support to Charter partners, the Sustainable Tourism Forum, networking within Europarc (particularly within the Atlantic	ST Forum held	ST Forum held	ST Forum held	7.6B, 7.6I	MP/HB

Isles section)	Attend EAI/Europarc meetings, as appropriate  Review AONB commitment to continued involvement in EUROPARC Charter	Attend EAI/Europarc meetings, as appropriate	Attend EAI/Europarc meetings, as appropriate		
SC4.4 Carry out evaluation and monitoring of visitor and tourism enterprise information, in particular visitor pressure, patterns and future markets (including occupancy and satisfaction data)	Review methodology/approach for business enterprise and visitor survey  Implement new approach for business enterprise and visitor survey  Continue monitoring study on tourism business 'health-check' data	Implement new approach for business enterprise and visitor survey		8.3B, 8.3C, 18.3B, 18.3C, 18.3D	HB/MP
SC4.5 Deliver familiarisation visits and study tours for tourism businesses and organisations	One familiarisation	One familiarisation	One familiarisation	19.1D	HB

	visit held	visit held	visit held		
SC4.6 Promote and share good practice of the AONB, as a lead partnership in supporting sustainable tourism within Europe's protected areas	<p>Work with EUROPARC and NAAONB to develop collaboration project</p> <p>Contribute to EUROPARC Sustainable Tourism e-bulletin</p>	<p>Contribute to EUROPARC Sustainable Tourism e-bulletin</p>		9.6D, 18.4B, 18.4C, 18.4G, 18.4J	HB/MP
SC4.7 Continue to promote local produce and farming	<p>Manage, review and update local produce database</p> <p>Regularly review AONB future involvement in local food festivals/shows</p>	<p>Manage, review and update local produce database</p> <p>Regularly review AONB future involvement in local food festivals/shows</p>	<p>Manage, review and update local produce database</p> <p>Regularly review AONB future involvement in local food festivals/shows</p>	6.6D, 6.9D, 10.2C	HB

## A strong connection between people and the landscape (PL)

PL1 Develop, improve and promote access and recreational opportunities for a diverse range of people					
We will:	2013/14	2014/15	2015/16	AONB Mgmt. Plan Links	Staff lead(s)
PL1.1 Work in partnership with key stakeholders to maintain and improve access in the wider countryside of the AONB; including support for implementation of PRow Improvement Plans	Regular meetings of local advisory groups (e.g. Pendle Hill, Upper Hodder) to consider access and recreation issues	Regular meetings of local advisory groups (e.g. Pendle Hill, Upper Hodder) to consider access and recreation issues	Regular meetings of local advisory groups (e.g. Pendle Hill, Upper Hodder) to consider access and recreation issues	8.1B, 8.1C, 8.1N, 8.1D, 8.1P, 8.2A, 8.3A	NO/TW/DP/EL
PL1.2 Carry out a review of existing AONB promoted routes	Work with volunteers to develop annual monitoring system for existing AONB promoted routes  Annual review of routes completed and acted upon	Prioritise promoted routes and rotate twice a year (remove and re-instate where appropriate based on download stats)  Annual review of routes completed and acted upon	Prioritise promoted routes and rotate twice a year (remove and re-instate where appropriate based on download stats)  Annual review of routes completed and acted upon	6.6G, 8.1J	HB/TW/DP
PL1.3 Develop promoted routes as website downloads	6 routes completed	6 routes completed		7.1G, 8.1H, 8.1L	TW/DP/HB

PL1.4 Develop strategic bridleway links within the AONB (e.g. Gisburn Forest to Settle, North Lancs Bridleway Phase 2 western sections and Whitendale bridleway network)	Development of Gisburn Forest to Settle route and fund-raising strategy	Commence construction of first sections of GF to S bridleway		8.1L	TW/DP
PL1.5 Develop 'tramper' access projects	2 projects delivered	2 projects delivered	2 projects delivered	8.1H, 8.2A	TW/DP
PL1.6 Investigate opportunities to extend access and habitat improvements on Bowland Fells (similar to Bleasdale Fells Moorland Restoration Project).	Site visit held to Bleasdale Fells Moorland Restoration Project held for landowners/farmers			2.1B, 2.1C, 2.1D	TW
PL1.7 Ensure use of appropriate PRow signposts and access furniture in the AONB	Initial meetings held with PRow	Guidance note and agreement in place		8.1F, 8.1P	NO/TW/DP
<b>PL2 Provide high quality information, communications and events to enable people to enjoy and understand the landscape of the AONB and the work of the AONB partnership</b>					
We will:	2013/14	2014/15	2015/16	AONB Mgmt. Plan Links	Staff lead(s)
PL2.1 Co-ordinate and review Festival Bowland (FB)	Co-ordinate FB Steering Group  Evaluation of customer feedback completed (via incentivised	Co-ordinate FB Steering Group  Evaluation of customer feedback completed (via incentivised	Co-ordinate FB Steering Group  Evaluation of customer feedback completed (via incentivised	7.1A	SS



	postcard scheme)  Annual review and evaluation of aims and content of FB completed and acted upon	postcard scheme)  Annual review and evaluation of aims and content of FB completed and acted upon	postcard scheme)  Annual review and evaluation of aims and content of FB completed and acted upon		
PL2.2 Publicise Festival Bowland effectively	FB brochure produced  Monthly FB events posters produced and distributed  10 press releases/year produced to promote FB events  Update Google calendar and LOIS database with FB events	FB brochure produced  Monthly FB events posters produced and distributed  10 press releases/year produced to promote FB events  Update Google calendar and LOIS database with FB events	FB brochure produced  Monthly FB events posters produced and distributed  10 press releases/year produced to promote FB events  Update Google calendar and LOIS database with FB events	6.5A	SS
PL2.3 Support and promote external events that help to deliver AONB objectives	Maintain LOIS database for partner-led events and accommodation	Maintain LOIS database for partner-led events and accommodation	Maintain LOIS database for partner-led events and accommodation	6.5B	HB

PL2.4 Management and implementation of the Forest of Bowland AONB brand and graphic standards	<p>Review current printed publications and update/rationalise as appropriate</p> <p>Develop AONB 'wildlife' leaflet to replace current 'birding' leaflet</p> <p>Periodic review of AONB promotional materials against environmental standards</p> <p>Training on branding guidelines for partner organisations and businesses, where required</p> <p>Create web-friendly downloadable leaflets when producing new print and add</p>	<p>Review current printed publications and update/rationalise as appropriate</p> <p>Periodic review of AONB promotional materials against environmental standards</p>	<p>Review current printed publications and update/rationalise as appropriate</p> <p>Periodic review of AONB promotional materials against environmental standards</p>	6.1A, 6.1B, 6.2A, 6.4A, 6.4D, 6.8B, 14.2E	HB/SS
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	guidelines to graphic standards  Review communications strategy				
PL2.5 Update and replace AONB boundary signs at key visitor 'gateways' to the AONB	5 boundary signs replaced	2 boundary signs replaced	2 boundary signs replaced	16.1C	DP/EL
PL2.6 Maintain 'Take One Media' brochure/leaflet distribution service	Periodic review of Take One Media reports carried out	Periodic review of Take One Media reports carried out	Periodic review of Take One Media reports carried out	6.3C	HB
PL2.7 Regularly review and update the content of AONB website, in line with AONB Management Plan objectives and actions	Periodic review and update of route downloads completed  Website data analysis completed and disseminated	Periodic review and update of route downloads completed  Website data analysis completed and disseminated	Periodic review and update of route downloads completed  Website data analysis completed and disseminated	6.4C, 6.6A, 6.6B, 6.6C, 6.6H	HB
PL2.8 Review design of AONB website		Web design support contracted  Web design 'refresh'		6.4C, 6.6A, 6.6B, 6.6C, 6.6H	HB

		completed			
PL2.9 Research good practice in use of emerging technology to help interpret and promote the AONB	<p>Continue to develop use of social media to promote AONB (e.g. Twitter, Facebook)</p> <p>Develop 'apps' to help widen audience for AONB generally and for specific project information and interpretation</p>	<p>Continue to develop use of social media to promote AONB (e.g. Twitter, Facebook)</p> <p>Develop 'apps' to help widen audience for specific project information and interpretation</p>	<p>Continue to develop use of social media to promote AONB (e.g. Twitter, Facebook)</p> <p>Develop 'apps' to help widen audience for specific project information and interpretation</p>	6.7A	HB
PL2.10 Source and promote newsworthy stories that promote the AONB and work of the partnership	<p>Quarterly e-bulletin produced and promoted</p> <p>Contacts maintained within local, regional and national media</p> <p>6 AONB press releases per year produced</p>	<p>Quarterly e-bulletin produced and promoted</p> <p>Contacts maintained within local, regional and national media</p> <p>6 AONB press releases per year produced</p>	<p>Quarterly e-bulletin produced and promoted</p> <p>Contacts maintained within local, regional and national media</p> <p>6 AONB press releases per year produced</p>	6.10C, 14.1C, 18.4A, 18.4F	HB/SS
<b>PL3 Support local communities and visitors to conserve, restore, enjoy and learn about the heritage of the AONB; and develop</b>					

programmes of activity which provide opportunities to engage people with the landscape					
We will:	2013/14	2014/15	2015/16	AONB Mgmt. Plan Links	Staff lead(s)
PL3.1 Support the development of the 'Friends of Bowland', to co-ordinate and support volunteers for the AONB	<p>AONB representative attend 'Friends' committee meetings as advisor</p> <p>Signpost volunteer enquiries and project opportunities to 'Friends'</p>	<p>AONB representative attend 'Friends' committee meetings as advisor</p> <p>Signpost volunteer enquiries and project opportunities to 'Friends'</p>	<p>AONB representative attend 'Friends' committee meetings as advisor</p> <p>Signpost volunteer enquiries and project opportunities to 'Friends'</p>	14.1A, 14.1B, 14.1C, 14.2A, 14.2B, 14.2E, 14.2F, 14.3A, 14.3B	CH/SS
PL3.2 Identify funds and partners to help deliver AONB-wide programmes of activity to research, conserve, enhance and interpret the landscape heritage of the AONB	<p>Complete 'Leap in the Park' project on deer parks heritage (December 2013)</p> <p>Prioritise and develop Heritage Lottery Fund bids to support and deliver landscape heritage projects, where appropriate (inc. Landscape Partnership Scheme, Bowland Haytime</p>	<p>Commence HLF LPS development phase if approved.</p> <p>Submit HLF LPS Stage 2 bid</p>	Commence delivery of HLF LPS	1.4, 2.4D, 6.9A, 7.11, 13.1B, 14.2A, 14.2B	CH/SS

	<p>Project)</p> <p>Submit HLF LPS Stage I bid, if progressed.</p> <p>Review and agree AONB 50<sup>th</sup> anniversary projects and activities (inc. Fifty Faces and Arts 2014)</p>	Commence delivery of AONB 50 <sup>th</sup> anniversary projects and activities			
PL3.3 Produce on-line resources for use by schools and other groups for AONB educational farm visits	<p>Online resources compiled and completed</p> <p>Resources promoted widely to schools and other groups (e.g. Schools Sustainability Conference)</p> <p>Develop opportunities for fieldwork and outdoor education for 14-18 year olds in the AONB, and investigate opportunities for</p>	<p>Review uptake of online resources and increase/amend as appropriate</p> <p>Develop opportunities for fieldwork and outdoor education for 14-18 year olds in the AONB, and investigate opportunities for</p>	Review uptake of online resources and increase/amend as appropriate		SS/CH

	higher/further education in using the protected landscape as a resource for student research	higher/further education in using the protected landscape as a resource for student research			
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## A dynamic and effective AONB partnership (AP)

API Work with others to maximise the successful delivery of the AONB Management Plan and effectively monitor progress					
We will:	2013/14	2014/15	2015/16	AONB Mgmt. Plan Links	Staff lead(s)
API.1 Participate in a range of fora and networks to represent AONB interests	On-going	On-going	On-going	2.2L, 6.9C, 10.2B, 14.1C, 17.1E	All
API.2 Review the AONB Management Plan, in accordance with national guidance	Consultation held  Draft plans produced  SEA/AA completed  Review completed	AONB Management Plan approved and published			EL
API.3 Ensure effective and inclusive consultation is carried out on all major AONB strategies and activity	On-going	On-going	On-going	14.1A, 15.1	EL
API.4 Manage and promote the interactive management plan (IMP) to ensure regular updating by partners	Review IMP alongside review of the AONB Management Plan  IMP updated by Unit and partners	IMP updated by Unit and partners	IMP updated by Unit and partners	17.1E, 18.1B	HB/EL



API.5 Produce a clear and concise AONB Annual Report	Annual Report produced  Local authority-specific reporting template developed and disseminated	Annual Report produced	Annual Report produced	18.4H	SS
API.6 Produce quarterly progress reports on business plan delivery	Quarterly reports produced	Quarterly reports produced	Quarterly reports produced	17.1C	EL
API.7 Work with, and support National Association for AONBs (NAAONB) and other protected areas to share best practice and strengthen the status of AONBs locally and nationally	NAAONB events attended  Responses made to information and consultation requests, where appropriate	NAAONB events attended  Responses made to information and consultation requests, where appropriate	NAAONB events attended  Responses made to information and consultation requests, where appropriate	18.4B	All
API.8 Support and maintain co-ordinated delivery of services and projects in the AONB in partnership with local authority countryside and environmental projects teams	LCC Env Projects staff attend AONB team meetings, where appropriate  Periodic meetings held with local authority	LCC Env Projects staff attend AONB team meetings, where appropriate  Periodic meetings held with local authority	LCC Env Projects staff attend AONB team meetings, where appropriate  Periodic meetings held with local authority	14.2C, 15.1, 17.1G	EL/NO

	and United Utilities countryside staff	and United Utilities countryside staff	and United Utilities countryside staff		
<b>AP2 Achieve excellence in governance and management of the AONB Partnership and Unit, its people and resources; and helping to identify sustainable future funding to support these.</b>					
We will:	2013/14	2014/15	2015/16	AONB Mgmt. Plan Links	Staff lead(s)
AP2.1 Ensure effective and productive functioning of AONB Joint Advisory Committee and its working groups, with agreed terms of reference	2 JAC meetings, 3 to 4 funders group and regular working group meetings held	2 JAC meetings, 3 to 4 funders group and regular working group meetings held	2 JAC meetings, 3 to 4 funders group and regular working group meetings held	15.1A, 15.1B, 15.1D	EL
AP2.2 Review membership of the AONB Joint Advisory Committee for non-statutory organisations and non-funding partners	<p>Review of current JAC membership for non-statutory organisations and non-funding partners completed</p> <p>Develop induction information for new JAC members</p> <p>Investigate potential for JAC members to act as portfolio-holders and AONB champions</p>				NO/EL

AP2.2 Hold regular meetings and correspondence with AONB funding partners to ensure AONB Partnership and Unit are delivering against partners' key corporate objectives	Regular 'funders group' meetings held	Regular 'funders group' meetings held	Regular 'funders group' meetings held	16.1F	EL
AP2.3 Continue to support and work with NAAONB (as part of the tri-partite agreement with Defra and Natural England) to lobby for retention of secure, long-term funding arrangements for AONBs	NAAONB meetings, seminars and conferences attended, where appropriate	NAAONB meetings, seminars and conferences attended, where appropriate	NAAONB meetings, seminars and conferences attended, where appropriate	16.1A	EL/NO
AP2.4 Ensure that a formal 'Memorandum of Agreement' (MoA) is in place between Defra and AONB partners	MoA signed by all partners			16.1F	NO/EL
AP2.5 Develop a fund-raising strategy for the AONB partnership	Fund-raising strategy agreed and implementation commenced	Review strategy and continue implementation as appropriate		15.1A, 16.2A	CH/EL
AP2.6 Aim for excellence in management of the AONB Unit	Productive fortnightly team meetings, 1-to-1 meetings, employee PDRs and team building activities carried out	Productive fortnightly team meetings, 1-to-1 meetings, employee PDRs and team building activities carried out	Productive fortnightly team meetings, 1-to-1 meetings, employee PDRs and team building activities carried out	15.2A	NO/EL

AP2.7 Provide structured training opportunities to AONB Unit and representatives	Staff training identified and attended	Staff training identified and attended	Staff training identified and attended	15.2C	NO/EL
AP2.8 Annually review and update three-year AONB Unit business plan	Annual review and update completed	Annual review and update completed	Annual review and update completed	15.2B, 17.1C	EL
AP2.9 Promote good practice in project management (incorporating best value, monitoring and evaluation, sustainability and involving volunteers)	Staff training identified and attended.  Project management guidelines developed, where appropriate	Staff training identified and attended.  Project management guidelines developed, where appropriate	Project management guidelines developed, where appropriate	17.1F, 18.1C, 18.1D	NO/EL
AP2.10 Implement AONB Unit environmental policy and action plan	Review AONB Unit Environmental Policy, with new actions and targets set  Carbon reduction targets met	Review AONB Unit Environmental Policy, with new actions and targets set  Carbon reduction targets met	Review AONB Unit Environmental Policy, with new actions and targets set  Carbon reduction targets met	19.1J	CH

**Revised AONB Management Plan Review Timetable (08/04/2013)**

<b>Review Stage</b>	<b>Timetable</b>	<b>Comment</b>
Agree outline Review methodology	Complete	AONB Funders Group
Launch of Management Plan Review	Complete	Extraordinary AONB JAC meeting
Agree extent of the Review	Complete	Preliminary consultation with AONB JAC at meeting
Write to the local authorities to agree terms of reference for the preparation of the Review	Complete	AONB Unit
Issue statutory notice regarding the Review	Complete	MP Review Working Group
Outline Plan structure agreed	April 2013	MP Review Working Group
Public consultation events	May/June 2013	AONB Unit and Consultants?
Draft Plan produced	Early July 2013	MP Review Working Group
Public on-line consultation on Draft Plan	July 2013	AONB Unit
Technical consultation events	July 2013	AONB Partnership
Full Draft Plan produced	August 2013	MP Review Working Group
Strategic Environment Assessment (SEA)	September 2013	AONB Unit and LCC
Sustainability Appraisal (SA)	September 2013	AONB Unit
Equality Impact Assessment (EqIA)	September 2013	AONB Unit and LCC
Natura 2000 sites Appropriate Assessment (AA)	September 2013	AONB Unit and LCC
Public on-line consultation on Full Draft Plan and SEA/AA/SA/EqIA	September – October 2013	AONB Unit
Final Management Plan produced	December 2013	Final version of the Plan MP Review Working Group
Final Management Plan to Local Authorities for adoption	January 2014	Plan adopted by LAs after confirmation by Defra/NE that plan satisfies statutory requirements
Presentation to Minister/Defra of approved plan	March 2014	Plan forwarded to Defra



## FOREST OF BOWLAND AONB JOINT ADVISORY COMMITTEE MEETING

### AONB Fundraising Strategy

#### Recommendation:

The Committee is asked to:

- i. note the report and offer comments and if minded, approve the adoption and implementation of AONB Fundraising Strategy by the Partnership.
- ii. provide approval for the AONB Unit to implement the transfer of the Sustainable Development Fund to Champion Bowland, subject to approval by the SDF Panel and trustees of Champion Bowland.
- iii. provide approval for the AONB Unit to develop a draft proposal for an Heritage Lottery Fund Landscape Partnership Stage 1 bid (to be tabled again for further discussion at the AONB JAC meeting in October 2013).

#### Issue for consideration

In April 2012, the AONB JAC approved the AONB Unit to progress the development of a Fundraising Strategy for the Partnership. This strategy sets out a number of ways in which the Partnership can compensate for likely reductions in future funding, including:

1. reducing expenditure from staff, projects or SDF budgets;
2. seeking gifts from individual or corporate donors;
3. developing alternative income streams.
4. applying for grants from non-governmental bodies.





## Agenda Item 8 - Fundraising Strategy



# FOREST OF BOWLAND

Area of Outstanding Natural Beauty

**AONB Unit**  
**April 2013**

## Contents

1. Introduction and background to the strategy
2. A Fundraising Strategy
3. SDF Proposal
4. A Landscape Partnership Scheme

### Appendices:

- A. Income & Expenditure
- B. Funding Options Matrix
- C. Landscape Partnership Scheme options

# I. Introduction

As the AONB enters its 50th year of designation we are facing increasingly uncertain times with regards to funding of activity undertaken by the AONB Unit and partners. Levels of funding naturally affect the ability of the Unit and Partnership to deliver against AONB Management Plan objectives.

We need to consider how our statutory and partner contributions may be affected by central and local government budget reductions, and how we can seek to secure alternative funding to fill the gap

## Background

The Forest of Bowland AONB Unit has traditionally depended upon Central Government grant aid (currently via Defra) and local authority support to cover its staffing and running costs and project delivery programme. There has always been a strong emphasis on fundraising for projects via grants to supplement this income, secured by project and countryside officers on a case by case basis. Sources of partnership funding and a breakdown of expenditure for the last two years are shown in Appendix A.

Currently we are experiencing an annual 5.38% cut in support to our funds from Defra (running from 2011/12 to 2014/15), and this is combined with less certainty regarding levels of funding from increasingly cash strapped district, borough and county council partners. This means that we need to identify more sources of external funds to ensure a continued future for the AONB Unit and for delivery of the Management Plan. External funding can support staffing and project costs.

It is important to note that when bidding for and securing funds, particularly from public grant schemes, that the applicant is normally expected to contribute match funding from their own budget into the project – this requirement can vary from 5% to 50% of project costs, and the AONB needs to budget for this accordingly. It is also important to note the amount of staff time and resources which can be required to bid for funding, and that bids are not always successful.

The AONB Unit has a good track record in securing external funds: in 2006 North West Development Agency (NWDA) supported the Sustainable Bowland programme which brought in £450,000 over 2 years, supplemented by cash support from Lancashire & Blackpool Tourist Board (LBTB), and match funds from private business. In 2008 LBTB and Lancashire County Developments Ltd (LCDL) supported the AONB's Lancashire Green Tourism Project with c£200,000, and then the Heritage Lottery Fund (HLF) supported the Landscape Stories project with £50,000 – both of these schemes concluded in 2011.

In 2012/13 the AONB has secured funds from several external sources:

- £40,000 grant from Lancashire Environment Fund (LEF) for the **Bowland Hay Time** project which is hosted and managed by Yorkshire Dales Millennium Trust – a partnership arrangement which has enabled charitable funds to be secured until October 2013. In 2012/13 around £22,000 of this grant was spent in the AONB, matched with £5000 pa of AONB funds.
- All Our Stories Grant of £9600 from HLF for the **Leap in the Park** project, which runs until December 2013. This grant will be spent in 2013/14 and was matched with £4000 AONB funds in 2012/13
- £8400 grant from Natural England to support the development of the Bowland Land Managers Forum
- £130,000 capital grant from Environment Agency for **peat land restoration** works
- £50,000 towards **access** schemes from Ribbles Valley Borough Council and the Lancashire Witches project

## New developments

Since 2008 the AONB Unit has assisted the set-up of two new bodies which may be able to support future fundraising efforts: Champion Bowland, formerly known as Bowland Tourism Environment Fund (BTEF) is a charity, and Bowland Experience Ltd (BEx) is a social enterprise company, limited by guarantee. LCC and the AONB are not represented on either Board in order to retain their independence.

In 2012 Friends of Bowland was also set up, primarily as a volunteer force; with its own committee, membership, constitution and bank account.

The AONB Unit provides support and advice to all three of these organisations.

### The objectives of Champion Bowland are to:

(a) promote, enhance, improve, protect and conserve the physical and natural environment and its natural beauty for the public benefit within the Forest of Bowland, 'Area of Outstanding Natural Beauty' (AONB) and its environs ("the area of benefit"); and

(b) advance the education of the public in the physical and natural environment and in particular the conservation, protection and improvement of the physical and natural environment.

Champion Bowland raises funds from the visiting public and any other appropriate sources from time to time in order to pursue these objects. The Trustees are members of the local business community:

Freda Pilkington (Higher Gills Farm holiday cottages and Teeswater Wools)

Jonny Collinson (Scorton Post Office and Shop and Wyresdale Wheels for All)

Colin Clifford (Cycle Yorkshire and Settle Chamber of Trade)

Martin Charlesworth (Friends of Bowland)

Champion Bowland has recently changed its name to more closely reflect its objectives, and will also be adopting a new logo and brand. The Trustees are also considering options as to how the charity can offer wider fundraising opportunities for the AONB via visitor giving, business sponsorship and grant applications (see below, section 2); how it can expand its Board to represent a wider community (it was originally set up as a tourism business body); and how it can partner with other organisations (eg Yorkshire Dales Millennium Trust) who can provide 'back office' functions such as administration and financial support when organising sponsorship or donation opportunities such as tree dedications.

### Bowland Experience Limited

BEx was formed as a commercial subsidiary of Champion Bowland in 2010. BEx aims to provide a "business-to-business" network for supporting and promoting the tourism businesses of the Forest of Bowland AONB area. This support includes training, advice on sustainable tourism principles, co-ordination of joint-working, activities and events.

Based on professional advice, the company was formed as a "Company Limited by Guarantee". This means that the members of the company, instead of owning shares, agree to guarantee its debts but this guarantee is limited to £1 per member. In every other respect it is just like any other limited company and has the same powers, rights and responsibilities. Any profits made by BEx will go to Champion Bowland to support its charitable purposes. Its Directors are also local tourism operators:

Barrie Tyrer

Jon Beavan (Dalesbridge Centre)

Robert Gardner (Bleasdale Cottages) and

Edwina Miller (Cobble Hey Farm and Gardens)

## Joint working arrangements

To help establish clarity of purpose for all concerned and to foster good working relationships between Champion Bowland, BEx and the AONB Unit it was felt that a 'joint-working agreement' would be beneficial. Below sets out the key duties and responsibilities of each partner, as agreed by the three organisations:

### **Champion Bowland will:**

Communicate regularly with partners to ensure projects supported by the fund complement the work of BEx and the AONB Unit

### **Bowland Experience Ltd. will:**

Manage and promote the BEx website as "business-to-business" support network

Organise training courses for BEx members (e.g. AONB 'Sense of Place' training)

Initiate business-led cluster projects to promote sustainable tourism in the AONB, and if producing visitor information to utilise the AONB branding guidelines/template

Co-ordinate periodic network meetings for members to share ideas and good practice

Encourage members (and others) to support Champion Bowland fund raising.

### **Forest of Bowland AONB Unit will:**

Provide support and advice for BEx board/members and Champion Bowland trustees

Facilitate transfer of members from Sustainable Tourism Network to BEx

Provide advice to tourism businesses to achieve/maintain GTBS accreditation

Assist BEx board in development of new projects/products

Support businesses wishing to achieve Europarc Charter Business status

Allow use of AONB 'Sense of Place' materials and assist with delivery of associated training for BEx members

Manage the use of the AONB brand and logo and the complementary AONB 'sustainable tourism partner' logo

Produce AONB-branded promotional materials jointly with BEx and/or Champion Bowland (where appropriate) using the AONB branding guidelines/template

Manage and promote AONB-branded website and printed materials as the primary source of visitor information for the area

Follow the AONB protocols established for the promotion of tourism businesses on the AONB website and in printed materials

Arrange the annual Sustainable Tourism Forum

## Friends of Bowland

In addition to the above, the Friends of Bowland was created as a voluntary body in October 2012. The Friends of Bowland organise a programme of practical and educational events to enable individual supporters of the AONB to get actively involved in conserving and enhancing the landscape. The group is chaired by Geoff Morries and has a small committee. The Friends have their own bank account for running projects and events. They are currently recruiting members, producing publicity materials and organising a series of practical events for 2013 (including hedge planting and woodland management); guided walks; and evening talks and social events.

See <http://www.forestofbowland.com/friendsnews>

## 2. A Fundraising Strategy

We are proposing that the AONB Unit looks at a variety of ways of compensating for the reductions in partnership funding support. These include proposed actions for each option as follows:

1. Reducing expenditure from staff, projects or SDF budgets
2. Seeking gifts from individual or corporate donors
3. Developing alternative income streams
4. Applying for grants from non-governmental bodies

### 1. Reducing expenditure from staff, projects or SDF budgets

As set out in Appendix A, the AONB Unit manages an annual budget, contributed to by partner authorities, of c£330,000 which is broken down into:

- core costs (staff, premises and running costs) to service a team of 4.4 FTE staff in the AONB Unit
- a projects budget (a variety of schemes which deliver against Business and Management Plan objectives) of c £100,000 pa
- the Sustainable Development Fund which disburses funds to local projects run by voluntary, community and business partners which deliver against the AONB purposes and Management Plan. The SDF has reduced from £100,000 in 2005 to just £29,000 in 2012/13 and has absorbed the majority of funding reductions to date.

**ACTION 1:** We will draw up a number of scenarios for future years based on declining partnership budgets and setting out the balance between core, project and SDF costs, to be presented to a future meeting of the JAC.

**ACTION 2:** We will investigate the possibility of developing a reserves fund to be hold any underspent or unallocated funds

### 2. Seeking gifts from individual or corporate donors

Seeking sponsorship and funds from charitable trusts and corporations as well as from individual donors can be a very lucrative type of fundraising and the Forest of Bowland area does have a number of individuals of 'high net worth' as residents or regular visitors.

Opportunities include:

- Charitable Trusts (eg Westminster Foundation)
- Encouraging members of the public to donate via remembrance tree planting schemes or wills and legacies
- Private Lotteries, eg People's Postcode
- Corporate sponsors – eg encourage businesses to adopt the AONB as charity of the year, or to develop visitor giving schemes etc
- Encouraging major philanthropic donors (eg wealthy residents of AONB)
- Endowments from Section 106 agreements and the like

However, the following key issues should also be considered:

- Considerable initial investment and professional staff time may be required
- Competition for donors and donations with other AONBs and local partners
- We need to identify the benefits for donors, ie why should they support the Forest of Bowland AONB?

- A suitable recipient charity is required (eg Champion Bowland or a local community foundation)
- Should we focus on public donations (eg tree appeal, legacies, visitor giving) or target local Charitable Trusts and individuals?

**ACTION 3:** We will consider testing opportunities for corporate sponsorship and individual / corporate donations as part of the AONB 50<sup>th</sup> Anniversary, in partnership with Champion Bowland

### 3. Developing alternative income streams

#### Undertaking paid consultancy or contract work

The AONB Unit is occasionally asked to provide speakers for conferences or academic courses, run training workshops, organize field trips or write articles for other organisations and businesses. In many cases this is given free of charge, however we could consider charging a professional fee for 'outside work' such as this.

There are also opportunities to undertake paid consultancy work for research, policy development, consultation and feasibility studies which the Unit staff could undertake given their varied skill set. However, this work would have to be balanced with ongoing project and management plan delivery and it would only be suitable where officers are not fully employed or their posts are not fully funded. A 'charging policy' could easily be drawn up and implemented: funds would be directed to BEx Ltd or Champion Bowland.

There are also possibilities for generating funds via management fees. For example if the future the AONB Unit were in a position of being asked to manage a grant scheme such as RDPE LEADER, then this may both generate staff posts and a fee for managing the fund.

#### Sale of goods

There is potential to make profits from the sale of goods such as books, postcards, digital downloads etc, and fees for events and conferences as well as for advertising in AONB publications. However, this income is unlikely to be in excess of a few hundred pounds a year, and would require considerable initial investment in terms of staff time and money. However, it is something that BEx, Champion Bowland and Friends of Bowland could develop and deliver in the future with volunteer input.

#### Return on investments

There is also the potential to develop income streams through the use of Feed in Tariffs for renewable energy, as a return on investment when installing solar PV panels or micro hydro schemes, as has been done in Arnsdale and Silverdale AONB by their Bittern Community Interest Company. This could be facilitated via BEx by setting up a community investment fund which would enable the body to raise additional investment from 'shareholders' and to purchase and install renewable energy schemes on community or school buildings. A proportion of the income earned via FITs would then be re-invested into future installations, and any excess returned to the investors or to BEx for other AONB purposes. The Trustees of BEx are currently discussing this opportunity.

**ACTION 4:** We will develop a 'charging policy for AONB Unit staff undertaking speaking and training engagements; and for part time or incompletely funded officers to take on contract work.

**ACTION 5:** We will trial the sale of advertising and of Anniversary goods (eg calendar, postcards) by BEx in 2014

**ACTION 6:** BEx to report back on the potential for renewable energy investment

### 4. Applying for grants from non-governmental bodies

Seeking and securing funds from non-governmental bodies (such as HLF and Landfill Tax schemes) is becoming increasingly competitive as government funds to environmental organisations, and others, are cut back. However, having a strategy in place, and a governance structure that enables us to secure funds will enable us to make attractive and competitive bids to the key funding sources.

As the AONB is not a legal entity the majority of our funding bids to date have been made by 'Lancashire County Council' as the applicant. This offers us both advantages and disadvantages as set out in Appendix B: a funding options matrix. If we continue to bid for external funds with LCC as our 'accountable body' we need to consider how the County Council's Environment Directorate corporate priorities fit with these bids and the consequent requirements this puts on LCC financial systems, procurement and HR – particularly the need to recruit new project specific staff at a time when LCC is reducing posts and restructuring.

However, through our recent work on governance we are now also able to seek and secure funds for AONB purposes via Champion Bowland and Bowland Experience Ltd, and in partnership with other organisations (eg with Yorkshire Dales Millennium Trust for the Hay Time project) – these options are included in Appendix B.

## Current and proposed funding applications

There are already a number of funding applications being developed during 2013/14:

1. **Hay Time** continuation: in conjunction with YDMT we will apply for a Heritage Grant from HLF for 3 years further work on Hay Time in Bowland and the Yorkshire Dales as a combined scheme – this would re start the current scheme in Spring 2014 and employ a part time post seconded to the AONB. The applicant is likely to be YDMT.
2. **Arts 2014**: we are planning to submit a bid in partnership with LCC Arts Development for an Arts Council grant of up to £50,000 to enable us to bring a variety of artists to Bowland for our Golden Anniversary year
3. **Peat land restoration**: we will continue to explore opportunities to secure funds from Environment Agency and Landfill Tax operators to fund habitat restoration works on the peat moorlands in order to deliver our developing Peat land Restoration Strategy. There is also potential for us to become a partner in a Pennine Peat Partnership and to bid for major European funds via LIFE+
4. **Landscape Partnership Scheme**: see section 4 below.

**ACTION 7:** We will prioritise future funding bids according to agreed criteria including: importance of projects, staff time available, requirements for match funds, likelihood of success, and amounts to be raised. We will also consider the most appropriate 'applicant' and funding body for each proposed project.



### 3. SDF Proposal

We have recently been exploring the possibility of transferring monies - which we offer to external organizations as grants - from the AONB to Champion Bowland, in order to enable a simpler process of disbursing funds to community groups and grant applicants. This would enable us to get around the difficulties for applicants of having to start and complete a project and claim grant within a financial year and to roll a grants pot forward across financial years which LCC has not allowed up to now. It may also help to promote Champion Bowland as a local charity and to clarify the relationship between a number of small grant schemes.

Currently Champion Bowland, formerly BTEF, runs its own grant scheme, for business and community-led environmental projects costing up to £500.

The AONB Unit is now planning to offer a further two grant schemes via Champion Bowland by transferring funds from the AONB budget:

1. **Farm Visit Transport Fund** – a small pot (£2000 initially) transferred from the AONB projects budget in 2012/13, to support the travel costs of groups organising educational visits to farms in the AONB. Grants cover 50% of coach hire costs, up to £100 per visit. This will be promoted and managed by an AONB Officer at the AONB Unit, but cheques will issued and the fund managed by Champion Bowland
2. **Sustainable Development Fund** – currently administered by the AONB and with a dedicated grants panel made up of representatives and specialists from farming, community, heritage and biodiversity sectors. The panel reports to the JAC, and the fund is managed by the Development & Funding Officer at the AONB Unit

We are proposing that the Farm Visit Transport Fund is launched in April 2013 and will initially run until funds are exhausted. The pot will be replenished via AONB project funds in future years if the pilot run is successful and demand is high. We will also seek to raise match funds for this grant pot from other sources within LCC and from charitable trusts which support environmental education.

The SDF scheme could be transferred from April or May 2013, if Champion Bowland Trustees and the JAC approve and the SDF grants panel is in agreement.

The scheme set up would essentially remain the same:

- i. A dedicated grants panel made up of 'local experts' and Trustees, plus LCC/AONB staff as advisers
- ii. An AONB officer to remain as fund manager: promoting the scheme via networks and press, liaising with applicants to develop appropriate and high quality applications, assessing applications and presenting these to the grants panel, keeping panel meeting minutes and project files, processing claims and reports, requesting payments from Champion Bowland
- iii. Champion Bowland to write the cheques to grantees from the ring-fenced budget within the charity accounts
- iv. Application materials to be made available via AONB and Champion Bowland websites

As above, there would be the added opportunity for other funds to be contributed to maintain the grant pot – eg from repaid loans or returned grants, income earned, or from benefactors or other charitable bodies.

It would also be possible for Champion Bowland to draw down a management fee from AONB budgets to cover administrative costs of servicing the SDF scheme, as defined by Defra when the SDF scheme was initially set up.

**ACTION 7:** this proposal requires agreement from the JAC, the Trustees of Champion Bowland and the SDF panel members

## Issues for the Trustees and the SDF Panel to discuss:

What should be the make-up of the grants panel?

Should the two 'pots' of funds (currently BTEF and SDF) be merged or kept separate?

Should we have a single grant scheme for all applications, or separate: eg small and main grants?

Should we retain the SDF name?

Should there be a 'delegated fund' for the fund manager and panel chair to approve, eg under £500 or £1000?

Should there be a simplified application process for small/delegated grants?

Should grants be offered for a fixed time period, eg 12 months from date of offer? With an opportunity to extend if necessary? Or...

Should grants be offered for the project lifetime, ie potentially over several years, and if so should the grant be allocated from the application year fund, or from future years?

How should scheme criteria be decided?

If we have two grant schemes should they share criteria?

Should we set a maximum or average grant? At what level?

Should we set a minimum grant in order to encourage larger more ambitious schemes?

Do we need to run the scheme every year/all the time or could we close it occasionally in order to replenish funds?

How large is a 'viable' fund?

Who will work to increase the fund, eg to attract donations from corporate sponsors?

## 4. A Landscape Partnership Scheme proposal

The AONB Unit is considering developing a bid to HLF's Landscape Partnership Scheme (LPS) for a grant to fund an integrated programme of activity including habitat restoration, access and community heritage works. This bid can be for up to £3m for a five year project.

Bids to LPS are a two stage process, with a first stage application in May each year, followed by a development phase and a second round bid. The AONB could therefore apply in May 2014, start the development phase in 2015, and be able to start delivery in 2016.

A LPS bid to HLF would require us to identify at least £50,000 match funding for a £1m project, and up to £300,000 match for a £3m project – over a period of up to five years. This does not have to come solely from AONB resources, other partners can also contribute to the scheme eg funds are commonly raised via Natural England's HLS grants to landowners.

As a LPS bid is complex and time-consuming -and we have a limited team resource - we may need to appoint a freelance facilitator or professional bid writer to assist the development of an application, this will incur a cost in the 2013/14 financial year, and possibly into 2014/15. If a stage 1 bid is successful HLF can fund a development phase which can include staff costs. Any successful scheme at round 2 is expected to include a number of staff posts (manager + 2 to 3 officers) and these could be employed by the host authority/responsible body or by appropriate partners.

Landscape Partnership schemes need to contribute towards all of the nine outcomes listed below.

### Outcomes for heritage

With our investment, heritage will be:

- better managed
- in better condition
- identified/recorded

### Outcomes for people

With our investment, people will have:

- developed skills
- learnt about heritage
- volunteered time

### Outcomes for communities

With our investment:

- environmental impacts will be reduced
- more people and a wider range of people will have engaged with heritage
- your local area/community will be a better place to live, work or visit

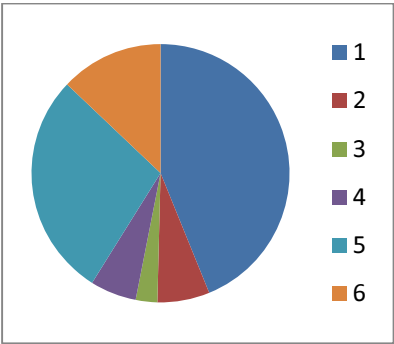
Appendix C sets out some potential options for a LPS bid for the Forest of Bowland. LPS are generally restricted in area to 200 square km and this should be an area with a defined character and cohesiveness – hence our proposed options.

**ACTION 8:** We will seek JAC approval for a draft proposal to be developed as a stage 1 bid to LPS, and discuss this with partners and Heritage Lottery Fund staff by the end of September 2013. A final proposal will then be taken to the JAC in October 2013, and we will prepare a bid for May 2014.

# Appendix A: AONB Unit Income and Expenditure

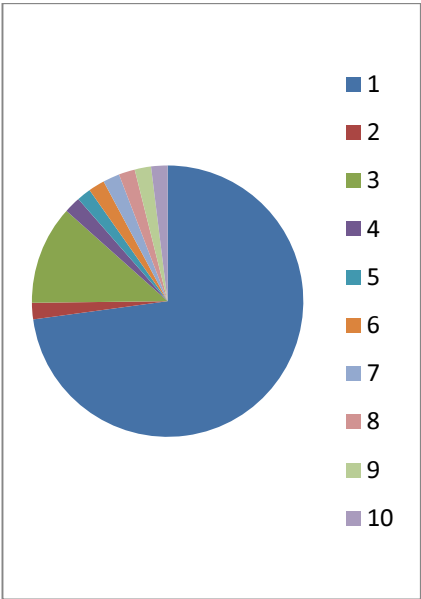
## Expenditure 2011/12

spend	2011/12	
Staff	152812	1
premises	22835	2
T&S	9441	3
Core costs	20208	4
Projects	98318	5
SDF	45000	6
TOTAL	348614	



## Income 2011/12

income	2011/12	
Defra	254000	1
United Utilities	6800	2
LCC	41087	3
NYCC	6800	4
Craven	5900	5
Lancaster	6800	6
Pendle	6800	7
preston	6800	8
Ribble Valley	6800	9
Wyre	6800	10
TOTAL	348587	



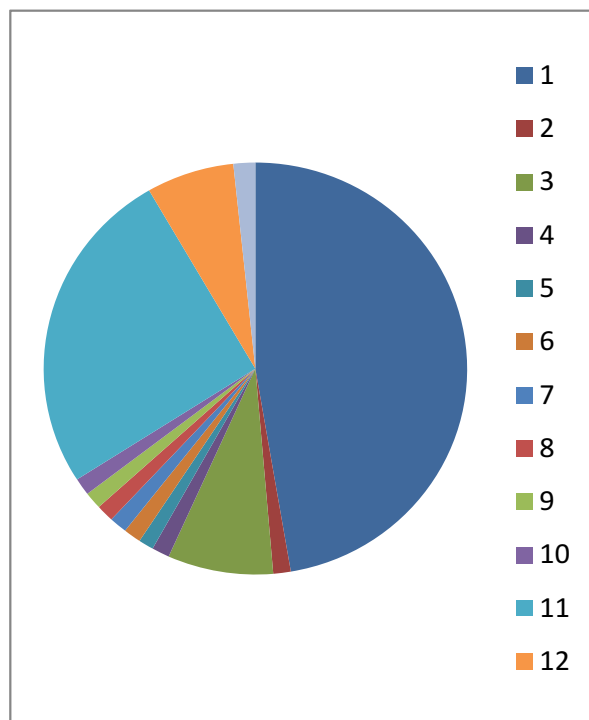
## Expenditure 2012/13

Details to be added on completion of AONB accounts for 2012/13

## Income 2012/13

Provisional end of year figures

income	2012/13	
Defra	239500	1
United Utilities	6800	2
LCC	40800	3
NYCC	6800	4
Craven	5900	5
Lancaster	6800	6
Pendle	6800	7
Preston	6800	8
Ribble Valley	6800	9
Wyre	6800	10
Env Agency	130000	11
Witches Way	34000	12
Natural England	8400	13
<b>TOTAL</b>	<b>506200</b>	



## Appendix B: Funding Options Matrix

Applicant	Benefits	Issues	Eligibility for grant schemes or donations				
			HLF	?	Landfill Tax	Charitable Trusts	Charitable donations
<b>Apply as LCC</b>	<ul style="list-style-type: none"> <li>Profile for AONB/LCC</li> <li>LCC can deal with finances and cover cash flow issues</li> <li>Policies &amp; procedures in place for staff and projects</li> <li>Match funds available 'in house'</li> <li>Track record of success</li> </ul>	<ul style="list-style-type: none"> <li>Difficulties employing staff/creating new posts at present</li> <li>Procurement and payment issues</li> <li>LCC concern over liabilities</li> <li>Employment costs perceived as high by some funders</li> <li>Statutory body not seen as being as 'needy' by some funders</li> </ul>	yes		no	no	no
<b>Apply as CHAMPION BOWLAND</b>	<ul style="list-style-type: none"> <li>Eligible to apply for funds as a charity</li> <li>Can subcontract AONB Unit or other organisations to deliver projects on its behalf</li> <li>Can register with ENTRUST for Landfill Tax grants</li> <li>Can roll forward funds at year end</li> <li>Increased profile for Champion Bowland as a local charity</li> <li>Procurement and payment simplified</li> </ul>	<ul style="list-style-type: none"> <li>Currently no policies or procedures in place to employ staff</li> <li>Reserves are limited so difficulties if grants are claimed in arrears</li> <li>Currently no staff to deal with finances or procurement</li> <li>Management fee may be required</li> <li>limited track record of success</li> </ul>	yes		yes	yes	yes

Applicant	Benefits	Issues	Eligibility for grant schemes or donations				
			HLF	?	Landfill Tax	Charitable Trusts	Charitable donations
Apply as BEx	<ul style="list-style-type: none"> <li>Eligible to apply for funds as a not-for-profit organisation</li> </ul>	<ul style="list-style-type: none"> <li>Not VAT registered</li> <li>No staff or procedures as above</li> <li>Limited track record</li> </ul>					
Apply via partner eg YDMT or LWT etc	<ul style="list-style-type: none"> <li>Can offer technical expertise</li> <li>Can appoint and manage staff and provide financial, and procurement services</li> <li>good track record</li> <li>maybe perceived as more worthy or needy as applicants; offering better value for money</li> </ul>	<ul style="list-style-type: none"> <li>Will usually require a management fee in addition to match funds</li> <li>Will be reluctant to enter bids which may be in competition with their own projects</li> <li>Branding of project/ loss of AONB profile/ownership</li> </ul>	yes		yes	yes	yes

## Appendix C: Landscape Partnership Scheme Options

Forest of Bowland AONB - Landscape Partnership Scheme	Geographical Area			
	<b>Pendle Hill</b> (Barley, Roughlee, Newchurch, Sabden, Downham, Twiston, Pendleton, Worston)	<b>Northern Arc</b> (Wray, Tatham, Roeburndale, Hyndburndale, Lowgill, Mewith, Bentham, Keasden) Melling	<b>Lower Lune Valley</b> (Halton, Crook O'Lune, Caton, Cloughton, Hornby, Littleddale, Gressingham, Arkholme)	<b>Western edge</b> (Garstang, Cloughton-on-Brock, Scorton, Beacon Fell, Inglewhite, Caldervale, Bleasdale, Chipping)
<b>Potential partners</b>	Lancashire County Council, Pendle Borough Council, Ribble Valley Borough Council, Pendle Forest History Group, Ribble Rivers Trust, Pendle Graziers, Downham Estate, United Utilities, Higherford mill and artists, NW Heritage trust, Mid Pennine Arts; parish councils; Downham History Group; RSPB; Craven & Pendle Geological Society; Groundwork Pennine Lancashire? Pennine Lancashire Poetry Stanza; Uclan (Archaeology); Lancaster Uni;	Lancashire County Council, Lancaster City Council, Craven District Council, North Yorkshire County Council, Yorkshire Dales Millennium Trust, Lune Rivers Trust, Commons Associations, Abbeystead Estate, Middlewood Trust, Green Close studios, Lune Valley studios/artists, Chrysallis Arts, Looking Well, Sustrans, Tatham Local History group, parish councils; RSPB?; Uclan (Archaeology); Craven College; Lancaster Uni;	Lancashire County Council, Lancaster City Council, Lune Rivers Trust; Gresgarth, Hornby and Quernmore estates; Green Close studios; parish councils; RSPB?; Uclan (Archaeology); Kendal College?; Lancaster Uni;	Lancashire County Council, Preston City Council, Wyre Borough Council, Ribble Valley Borough Council, United Utilities, Bleasdale Estate, Leagram Estate; Wyresdale and Wyreside estates, Duchy?; Fitzherbert-Brockholes estate; Chipping Local History Society; Artroom Gallery (Garstang); Uclan (Archaeology); Lancaster Uni;



<b>Key people</b> (e.g. project champions/activists)	Councillor James Starkie, County Councillor Albert Atkinson; Anita Burrows; Jo Ardern/Carol Perry (teachers); Ian & Emma @ Gazegill; Ralph Assheton?	Colin Price, Andrew Taylor, Rod Everett, Sue & Pete Flowers, Steve Loy	Halton community centre/parish; LESS and co-op housing group; Hornby Institute - Ann Shaw & Ian Porter	Councillor Roger Brooks; Bleasdale - Gardeners, Jean Fone, Clarks; Millers @ Cobble Hey; Alison Boden; Chipping History group, Jeremy Duckworth? Geoff Whitley, Jonti Collinson; parish councils; Muriel Lord;
<b>Match-funding</b>	RDPE/LEADER, Higher Level Stewardship, Lancashire Environment Fund, United Utilities	RDPE/LEADER, Higher Level Stewardship, Lancashire Environment Fund, Environment Agency	RDPE/LEADER, Higher Level Stewardship, Lancashire Environment Fund,	RDPE/LEADER, Higher Level Stewardship, Lancashire Environment Fund, UU, EA
<b>Level of existing AONB activity</b>	High	Low/Medium	Medium	High
<b>Proximity with larger urban centres</b>	East Lancashire towns	Morecambe, Lancaster	Morecambe, Lancaster	Preston, Blackpool, Fleetwood
<b>Local authority corporate priorities</b> (e.g. priority neighbourhoods, public health)	Some of the Burnley PN's will be in striking distance	Some of the Lancaster PN's will be in striking distance	Some of the Lancaster PN's will be in striking distance	Some of the Preston PN's will be in striking distance
<b>Key assets and opportunities</b>	<b>Pendle Hill</b>	<b>Northern Arc</b>	<b>Lower Lune Valley</b>	<b>Western edge</b>
Landscape heritage	Pendle Witches, archaeology (ancient settlement) legends (giants apron), farming and coal mining, Quakers origins, non conformism, Halloween, radical cyclists, hand loom weaving and industrialisation of textiles, impact and history of old Estates, eg Downham; water-gathering; limestone geology (and assoc. lime making);	Small/medium-scale traditional farming practices, rural industries - textiles, iron works, coppicing, basket making. Wray flood; Great Stone of Fourstones; Clintsfield Colliery (SM), Wennington; Roeburndale Chapel; Camp House moated site (SM), Wray; Smeer Hall, Cragg Hall and Outhwaite nr Wray;	Turner landscapes; geological/glacial impacts on landscape; history of water power around Caton - Castle mill at Quernmore in need of restoration; brick making at Claughton; motte and bailey castle at Hornby & castle/grounds; Quernmore Forest & deer park; Halton motte and bailey; Castlesteads (Hornby); pre-historic enclosure	Cheese-making. Estate history and Bleasdale reformatory; Bleasdale timber circle; Calder vale industrial village; water gathering & extractions and hydro power; Claughton-on-Brock estate; Garstang (Greenhalgh) castle;

## Fundraising Strategy

			(SM), Caton; Quernmore Park Hall; Quernmore Roman kilns (SM); Askew Heights (SM), Quernmore;	
Biodiversity	migratory birds, increasing heather coverage, hedgelaying and walling; bog bean site; some hay meadows;	Blanket bog, upland hay meadows, potential black grouse habitat, good wader habitats, clough woodlands (many ancient)	Riverside and aquatic environments	migratory and breeding waders; wet woodlands, forestry, roadside verges; hedgerow restoration; heronry @ Cloughton Hall
Sustainable tourism	good network of businesses; Pendle Hill and Downham v popular;	less well developed, some farm diversification	local produce: Gressingham duck? Cycleways, Lune valley way	Wyre & Ribble valley tourism associations; good wildlife tourism, established assets; Garstang a focus and gateway to Bowland
Access network	good network and links to towns, history of access for walkers and cyclists from nearby towns; Pendle Way;	Lots of PRowWs around Tatham/Mewith;	Way of the Roses, Millennium cycle way and extension to Wray; Lune valley way; Clougha; Lune Valley Ramble;	Tramper work; Scorton Millennium footpath, Nicky Nook
Farming	Clitheroe/Gisburn auction marts;	Bentham auction mart;	Lancaster auction mart	
Others...	hydro potential			