

FOREST OF BOWLAND

Area of Outstanding Natural Beauty

**AONB Unit Business Plan
DRAFT April 2017**

AONB Unit Business Plan 2017-2020

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 rural 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 Partnership is funded by eight local authorities (Craven District Council, Lancashire County Council, Lancaster City Council, North Yorkshire County Council, Pendle Borough Council, Preston City Council, Ribble Valley Borough Council, Wyre Council), United Utilities and the Department for Environment, Food and Rural Affairs (Defra).

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 AONB Unit comprises seven staff members (6.8FTE) and an office/administration volunteer, with additional support from Lancashire County Council Senior Environmental Project Officer.

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 AONB 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 heritage is sympathetically managed and contributes to a sustainable and vibrant local economy. The management of the AONB has improved the quality of the landscape for all."

The AONB Unit is working towards four key outcomes, in accordance with the AONB Management Plan 2014 - 2019:

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 2017 - 2020. 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 is 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, culture and heritage
- 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 2017 - 2020

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>OL1 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>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 skills associated with these traditional boundaries.</p> <p>OL3 Co-ordinate partner activity in conserving and enhancing biodiversity and in developing better understanding and management of ecosystems services with the AONB.</p> <p>OL4 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>SC1 Continue to support and develop local parish lengthsman schemes within the AONB to assist in the management and maintenance of key community assets.</p> <p>SC2 Support and promote local businesses and products to maintain their viability.</p> <p>SC3 Continue to support the management of Champion Bowland Grants Funds; whilst also responding to local community requests for advice and support on funding, project management and volunteering.</p> <p>SC4 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>PL1 Develop, improve, and promote countryside access and recreational opportunities for a diverse range of people.</p> <p>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.</p> <p>PL3 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>AP1 Work with others to maximise the successful delivery of the AONB Management Plan and effectively monitor progress.</p> <p>AP2 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

EL – Elliott Lorimer, Principal AONB Officer

HB – Hetty Byrne, Sustainable Tourism Officer

SS – Sandra Silk, Projects and Events Officer

LRS – Lorraine Ritchen-Stones, Development and Funding Lead (contract to September 2017)

CT – Charlotte Taylor, Office/Admin Assistant (volunteer)

Project staff

CH – Cathy Hopley, Pendle Hill Landscape Partnership Development Officer (secondment to September 2017)

JA – Jayne Ashe, Pendle Hill Landscape Partnership Assistant Development Officer (contract to September 2017)

SR – Sarah Robinson, Bowland Haytime Officer / Biodiversity Lead (contract to March 2018)

Lancashire County Council Countryside Service and Environment and Community Projects

TB – Tim Blythe, Countryside Service Manager

DP – Dave Padley, Senior Environmental Projects Officer

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:	2017/18	2018/19	2019/20	AONB MP 2014 – 2019 Objectives	Unit lead and support
OLI.1 Provide advice, guidance and encouragement to land managers on sustainable land management of the AONB landscape	Hold regular CS liaison meetings with local Natural England team	Hold regular CS liaison meetings with local Natural England team	Hold regular CS liaison meetings with local Natural England team	1.1, 1.2, 2.1	EL/SR
	Continue to support the development of Pendle Hill Farmers Network	Continue support and funding for Pendle Hill Farmers Network through the Pendle Hill Landscape Partnership delivery phase	Continue support and funding for Pendle Hill Farmers Network through the Pendle Hill Landscape Partnership		CH/SR
	Apply to Natural England's Countryside Stewardship Facilitation Fund to support PHF Network				CH/SR/EL
	Assist implementation				

	and testing of Northern Upland Chain LNP Result-based Agri-environment Payments Scheme pilot				SR/EL
OLI.2 Liaise with woodland planting and management initiatives to encourage and support appropriate woodland extension, creation and management within the AONB landscape	<p>Respond to Forestry Commission consultations regarding felling licences, woodland management plans and woodland grant applications</p> <p>Develop visitor-giving initiative with BEx businesses to support future replacement of 'landscape' or 'veteran' trees lost due to age/tree disease</p>	Respond to Forestry Commission consultations regarding felling licences, woodland management plans and woodland grant applications	Respond to Forestry Commission consultations regarding felling licences, woodland management plans and woodland grant applications	I.I	<p>EL</p> <p>SS/HB</p>

OL1.3 Engage with River Catchment Partnerships for Ribble, Wyre and Lune to encourage catchment management for both biodiversity and landscape.	Regular attendance at River Catchment Partnership Board meetings	Regular attendance at River Catchment Partnership Board meetings	Regular attendance at River Catchment Partnership Board meetings	1.1, 1.2, 1.3, 1.4	EL
	Commence joint project delivery and support for 'Ribble Life Together' Project				SS/HB/EL
	Support groups established in the AONB under Natural England's Natural Flood Management Facilitation Fund				EL/SR
	Work jointly with 'Living Lune' Catchment Partnership on 'Slow the Flow' funded, natural flood management study				EL/SR
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					

We will:	2017/18	2018/19	2019/20	AONB MP 2014 – 2019 Objectives	Unit lead and support
OL2.1 Provide training opportunities and competitions in hedge-laying and walling (including support for vocational training)	At least 6 training days provided Annual competition held	At least 6 training days provided Annual competition held	At least 6 training days provided Annual competition held	1.1, 1.6, 2.1	SS/DP
OL2.2 Develop and deliver a traditional boundaries project as part of the Pendle Hill Landscape Partnership	Work with Dry Stone Walling Association (DSWA) and Lancashire and Westmoreland Hedgelaying Association to develop project to offer training, grants and support for farmers and landowners for Pendle Hill	Support delivery by DSWA of Pendle Hill Traditional Boundaries Project	Support delivery by DSWA of Pendle Hill Traditional Boundaries Project	1.1, 1.6, 2.1	CH/JA
OL3 Co-ordinate partner activity in conserving and enhancing biodiversity and in developing a better understanding and management of ecosystem services within the AONB					
We will:	2017/18	2018/19	2019/20	AONB MP 2014 – 2019	Unit lead and support

				Objectives	
<p>OL3.I Hold regular meeting of the AONB Biodiversity Working Group to support the delivery of Biodiversity 2020 'outcomes'</p> <p><i>(Refer to Annual Delivery Plan for further details)</i></p>	<p>Annual meeting held</p> <p>Annual Delivery Plan reviewed and updated</p> <p>At least 1 local species recovery plans developed</p> <p>Delivery of established local species recovery plans (juniper, globeflower and greater butterfly orchid)</p> <p>Develop 'Natural Heritage' projects with lead project partners for inclusion in PHLP (e.g HNV farming, Summit project and woodlands and traditional boundaries)</p>	<p>Annual meeting held</p> <p>Annual Delivery Plan reviewed and updated</p> <p>At least 1 local species recovery plans developed</p>	<p>Annual meeting held</p> <p>Annual Delivery Plan reviewed and updated</p> <p>At least 1 local species recovery plans developed</p>	1.2, 1.3, 1.4	<p>SR</p> <p>CH/SR</p>

		Review ecosystems approach self-assessment (BD2020 Outcome 1C)			EL
OL3.2 Utilise the AONB 'Priority Peat' Report to identify and secure funding for peatland restoration works on blanket bog habitats within the AONB.	<p>Co-ordinate Lancashire Peat Partnership meetings at least once annually</p> <p>Support delivery of the Pennine Peat LIFE project activity at selected sites within the AONB</p> <p>Peatland restoration works at Brown Syke South, Mallowdale completed</p>	<p>Attend Lancashire & Pennine Peat Partnership meetings</p> <p>Support delivery of the Pennine Peat LIFE project activity at selected sites within the AONB</p>	<p>Attend Lancashire & Pennine Peat Partnership meetings</p> <p>Support delivery of the Pennine Peat LIFE project activity at selected sites within the AONB</p>	1.2, 1.3, 2.1	<p>SR/EL</p> <p>EL/SR</p> <p>SR</p>
OL3.3 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 Countryside Stewardship	<p>Hold regular meetings with local NE Land Management Advisors</p> <p>Liaise with NE and moorland owners to</p>	<p>Hold regular meetings with local NE Land Management Advisors</p> <p>Liaise with NE and moorland owners to</p>	<p>Hold regular meetings with local NE Land Management Advisors</p> <p>Liaise with NE and moorland owners to</p>	1.2, 1.3, 2.1	<p>EL/SR</p> <p>EL</p>

	assist with implementation of Bowland Fells SSSI/SPA Framework Agreement	assist with implementation of Bowland Fells SSSI/SPA Framework Agreement	assist with implementation of Bowland Fells SSSI/SPA Framework Agreement		
OL3.4 Encourage good practice in upland heather burning and alternatives; helping to develop a fire prevention strategy and fire plans for the area	Attend regular AONB-wide fire operations group meetings and exercises	Attend regular AONB-wide fire operations group meetings and exercises	Attend regular AONB-wide fire operations group meetings and exercises	2.1, 3.2	EL
OL3.5 Delivery of 'Bowland Haytime' Project (up to end March 2018) to help conserve and enhance species-rich grassland within the AONB	<p>Conserve, restore and create 15ha of species-rich grassland</p> <p>Continue work with community groups and smallholders to develop sustainable restoration projects for species-rich grassland and small sites</p> <p>Carry out monitoring of project restoration</p>	Continue joint species-rich grassland restoration project with Yorkshire Dales Millenium Trust (subject to funding being secured)	Continue joint species-rich grassland restoration project with Yorkshire Dales Millenium Trust (subject to funding being secured)	1.3, 2.3	SR/LRS

	<p>sites</p> <p>Hold 3 community engagement events</p> <p>Submit joint funding bids with Yorkshire Dales Millennium Trust to support costs of an AONB species-rich grassland restoration project in 2017/18 and beyond</p>				LRS/SR
OL3.6 Support Bowland Land Managers Forum to develop collaborative land management project	<p>Work with GWCT to progress licence application to NE for translocation of black grouse to Bowland Fells</p> <p>Hold meeting with Black Grouse England BAP Group to discuss project aims and objectives</p>			1.4, 2.1	<p>EL</p> <p>EL</p>

	Submit funding bids to support Bowland Black Grouse Project	Delivery of project commences (subject to funding being secured)	Continue project delivery and monitoring		EL/LRS
OL3.7 Develop proposals for AONB woodland project to involve woodland owners/managers and communities in improving and increasing woodland management, supporting traditional skills such as coppicing	Hold AONB conference/seminar for landowners, farmers and community groups on opportunities for improving woodland management			1.2, 1.3	LRS
OL3.8 Support local actions to provide suitable conditions to re-establish hen harrier as a breeding species in the AONB, in line with the government's Hen Harrier Joint Action Plan	<p>Work with Natural England and local partners to develop local actions to support the implementation of the Joint Hen Harrier Action Plan</p> <p>Active participation in the 'Northern England Protected Landscapes Hen Harrier Group' meetings to annually agree and implement</p>	<p>Work with Natural England and local partners to develop local actions to support the implementation of the Joint Hen Harrier Action Plan</p> <p>Active participation in the 'Northern England Protected Landscapes Hen Harrier Group' meetings to annually agree and implement</p>	<p>Work with Natural England and local partners to develop local actions to support the implementation of the Joint Hen Harrier Action Plan</p> <p>Active participation in the 'Northern England Protected Landscapes Hen Harrier Group' meetings to annually agree and implement</p>	1.4	EL

	(where necessary) response and communications protocols for breeding HH in England	(where necessary) response and communications protocols for breeding HH in England	(where necessary) response and communications protocols for breeding HH in England		
OL3.8 Work with Northern Upland Chain Local Nature Partnership (and other LNPs where appropriate) to develop LNP-wide initiatives to conserve and enhance biodiversity and management of the area's natural capital	<p>Regularly attend NUC LNP board meetings and annual forum</p> <p>Active involvement of AONB unit and local farmers in NUCLNP High Nature Value Farming Group</p> <p>Chair and lead the work of the NUCLNP Hay Meadows Group</p> <p>Develop and disseminate best practice advice and guidance with NUC LNP for species-rich grassland restoration</p>	<p>Regularly attend NUC LNP board meetings and annual forum</p> <p>Active involvement of AONB unit and local farmers in NUCLNP High Nature Value Farming Group</p>	<p>Regularly attend NUC LNP board meetings and annual forum</p> <p>Active involvement of AONB unit and local farmers in NUCLNP High Nature Value Farming Group</p>		<p>EL</p> <p>SR/EL</p> <p>EL</p> <p>SR/EL</p>

	and management				
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					
We will:	2017/18	2018/19	2019/20	AONB MP 2014 – 2019 Objectives	Unit lead and support
OL4.1 Provide appropriate advice, support and formal responses to development proposals and consultations on policies/strategies that affect the AONB and its setting (in particular planning applications, local plan consultations and other local, sub-national and national strategies)	Appropriate responses provided	Appropriate responses provided	Appropriate responses provided	1.1, 1.7	EL
OL4.2 Continue working with Electricity Northwest to deliver a programme of projects to underground overhead power lines in the AONB	At least 2 UVA projects delivered	At least 2 UVA projects delivered	At least 2 UVA projects delivered	1.1, 1.7	EL
OL4.3 Liaise with local authority planning officers on relevant AONB planning concerns (landscape character, wind energy, tourism business development, energy efficiency in older buildings)	Planning and development seminar held		Planning and development seminar held	1.1, 1.2, 1.7	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:	2017/18	2018/19	2019/20	AONB MP 2014 – 2019 Objectives	Unit lead and support
SCI.1 Support Parish Councils to continue to fund and manage existing lengthsman schemes	AONB grant offer made to Parish Councils/Meetings	AONB grant offer made to Parish Councils/Meetings	AONB grant offer made to Parish Councils/Meetings	2.3, 4.2	SS/DP
SCI.2 Work with Parish Councils to develop best practice (e.g. record-keeping) to help demonstrate best value	Meetings held with Parish Clerks for AONB-supported schemes Scheme monitoring information received from Parish Councils/Meetings	Scheme monitoring information received from Parish Councils/Meetings	Scheme monitoring information received from Parish Councils/Meetings	2.3	SS

SC2 Support and promote local businesses and products to maintain their viability					
We will:	2017/18	2018/19	2019/20	AONB MP 2014 – 2019 Objectives	Unit lead and support
SC2.1 Support local businesses, via provision of advice, signposting, funding opportunities (e.g. LEADER), training, networking opportunities and events	One-to-one business advice / support provided	One-to-one business advice / support provided	One-to-one business advice / support provided	2.2, 2.3, 2.4	HB/EL
SC2.2 Continue to provide support for Bowland Experience Ltd. (BEx)	<p>BEx board meetings held (min. 2/year)</p> <p>Work alongside YDMT to provide secretariat for BEx board</p> <p>Investigate, plan and implement (if agreed) the reform of BEx to new governance arrangements to reduce administration and offer cost savings</p>			2.2, 2.4	<p>HB</p> <p>HB</p> <p>LRS/HB</p>

	Regular tourism business bulletin produced and distributed	Regular tourism business bulletin produced and distributed	Regular tourism business bulletin produced and distributed		HB
	2 training events for businesses held and evaluated	2 training events for businesses held and evaluated	2 training events for businesses held and evaluated		HB
SC2.3 Continue to support the development, management and promotion of the Champion Bowland	<p>Work alongside YDMT to provide secretariat for Champion Bowland board of trustees</p> <p>Champion Bowland trustees meetings held (min. 2/year)</p> <p>Investigate, plan and implement (if agreed) the reform of CB to new governance arrangements to reduce administration and offer cost savings</p> <p>Apply to Charities</p>	<p>Work alongside YDMT to provide secretariat for Champion Bowland board of trustees</p> <p>Champion Bowland trustees meetings held (min. 2/year)</p>	<p>Work alongside YDMT to provide secretariat for Champion Bowland board of trustees</p> <p>Champion Bowland trustees meetings held (min. 2/year)</p>	2.2, 2.3, 2.4	<p>LRS/CH</p> <p>LRS/CH</p>

	<p>Commission to become a Registered Charity (including required supporting documents)</p> <p>Manage and administer Champion Bowland Small Grants Fund</p> <p>Delivery of AONB 'Farm Visit Transport Fund' through Champion Bowland</p>				<p>LRS</p> <p>LRS</p> <p>SS</p>
SC2.5 Support the continued development of 'Bowland Land Managers Forum'	<p>Forum meeting held at least annually</p> <p>Involve Forum members in the Northern Upland Chain LNP High-Nature Value Farming Group and LEADER LAGs</p> <p>Hold meeting with farming forum</p>	<p>Forum meeting held at least annually</p> <p>Involve Forum members in the Northern Upland Chain LNP High-Nature Value Farming Group and LEADER LAGs</p>	<p>Forum meeting held at least annually</p> <p>Involve Forum members in the Northern Upland Chain LNP High-Nature Value Farming Group and LEADER LAGs</p>	2.1, 2.2, 4.2	EL

	members to discuss local representation on- and communication with Northern Hill Farmers Panel				
SC2.6 Develop and support apprenticeship schemes in countryside management, heritage and traditional rural skills	Develop apprenticeships scheme as part of PHLP Development Phase	Commence delivery of apprenticeships scheme as part of PHLP Delivery Phase	Continue delivery of apprenticeships scheme as part of PHLP Delivery Phase		LRS/CH
SC3 Continue to support the management and administration of Champion Bowland Small Grants Fund; whilst also responding to local community requests for advice and support on funding, project management and volunteering					
We will:	2017/18	2018/19	2019/20	AONB MP 2014 – 2019 Objectives	Unit lead and support
SC3.1 Support management and administration of the Champion Bowland Small Grants Fund to support small-scale, community-based projects in the AONB	CB Small Grants Fund grants administered, as required	CB Small Grants Fund grants administered, as required	CB Small Grants Fund grants administered, as required		LRS/SS
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)	5 community groups advised 3 community projects supported	5 community groups advised 3 community projects supported	5 community groups advised 3 community projects supported	2.3	SS/LRS

	(Bentham CRP, Pendle Hill gateway signs & River Roeburn projects)				
	Continue to co-ordinate and deliver a programme of awareness-raising activities (where resource allow) e.g. talks, attendance at local shows and events	Continue to co-ordinate and deliver a programme of awareness-raising activities (where resource allow) e.g. talks, attendance at local shows and events	Continue to co-ordinate and deliver a programme of awareness-raising activities (where resource allow) e.g. talks, attendance at local shows and events		HB/All
SC4 Continue to develop, support and promote local tourism businesses; building on the AONB's reputation as an internationally-recognised destination for sustainable tourism					
We will:	2017/18	2018/19	2019/20	AONB MP 2014 – 2019 Objectives	Unit lead and support
SC4.1 Promote the strong 'brand identity' for AONB visitors, working closely with tourism organisations, visitor information centres, businesses and gateway towns	AONB branding used in variety of formats (e.g. publications, website, exhibition panels, pop-up banners)	AONB branding used in variety of formats (e.g. publications, website, exhibition panels, pop-up banners)	AONB branding used in variety of formats (e.g. publications, website, exhibition panels, pop-up banners)	3.4, 3.5	HB
	Continue collaboration	Continue collaboration	Continue collaboration		

	with Marketing Lancashire, Welcome to Yorkshire and district tourism partners to effectively promote AONB as a sustainable tourism destination	with Marketing Lancashire, Welcome to Yorkshire and district tourism partners to effectively promote AONB as a sustainable tourism destination Develop branding for Pendle Hill Landscape Partnership, which complements and adds to AONB branding	with Marketing Lancashire, Welcome to Yorkshire and district tourism partners to effectively promote AONB as a sustainable tourism destination		HB HB
SC4.2 Support sustainable tourism projects in the AONB	At least 1 sustainable tourism project delivered, (including 'business cluster' projects) Ensure AONB businesses involvement in RDPE/LEADER LAGs (potential applicants & project ideas)	At least 1 sustainable tourism project delivered, (including 'business cluster' projects) Ensure AONB businesses involvement in RDPE/LEADER LAGs (potential applicants & project ideas)	At least 1 sustainable tourism project delivered, (including 'business cluster' projects) Ensure AONB businesses involvement in RDPE/LEADER LAGs (potential applicants & project ideas)	2.2, 2.4, 3.4C	HB

	<p>Produce AONB Discovery Guide 2018. Review and reprint if funding permits and tourism businesses support</p> <p>Develop interpretation at- and linked activity from rail stations with Northern Rail and Community Rail Partnerships (e.g. Bentham Dementia Friendly project)</p>	Produce AONB Discovery Guide 2019. Review and reprint if funding permits and tourism businesses support	Produce AONB Discovery Guide 2020. Review and reprint if funding permits and tourism businesses support		SS
SC4.3 Continue to support and develop tourism business by holding an annual Forest of Bowland Sustainable Tourism Forum	ST Forum held	ST Forum held	ST Forum held	2.2, 2.4	HB
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)	Complete Pendle Hill Tourism Study to prioritise sustainable tourism development activity as part of PHLP			2.2, 2.4	HB

	Continue to liaise with Marketing Lancashire and local authority tourism officers to gather visitor economy, where required and funding allows	Continue to liaise with Marketing Lancashire and local authority tourism officers to gather visitor economy, where required and funding allows	Continue to liaise with Marketing Lancashire and local authority tourism officers to gather visitor economy, where required and funding allows		
SC4.5 Promote and share good practice of the AONB, as a Protected Landscape leading the development of sustainable tourism in UK and Europe	Continue to work with NAAONB, other Protected Landscapes, Visit England and Green Tourism to share best practice and develop sustainable tourism collaboration amongst AONBs and National Parks	Continue to work with NAAONB, other Protected Landscapes, Visit England and Green Tourism to share best practice and develop sustainable tourism collaboration amongst AONBs and National Parks	Continue to work with NAAONB, other Protected Landscapes, Visit England and Green Tourism to share best practice and develop sustainable tourism collaboration amongst AONBs and National Parks	2.2, 2.4, 4.4	HB/SS

SC4.6 Continue to work with and promote local producers	<p>Manage, review and update local produce database</p> <p>AONB attendance at at least 2 agri. shows/ local produce events per year</p>	<p>Manage, review and update local produce database</p> <p>Regularly review AONB future involvement in agri. shows/ local produce events</p>	<p>Manage, review and update local produce database</p> <p>Regularly review AONB future involvement in agri. shows/ local produce events</p>	2.1, 2.2	HB/SS
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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:	2017/18	2018/19	2019/20	AONB MP 2014 – 2019 Objectives	Unit lead and support
PL1.1 Work in partnership with key stakeholders to manage, maintain, and improve access in the wider countryside of the AONB;	Regular meetings of local stakeholder groups (e.g. Pendle Hill Advisory Group, Stocks and Gisburn Forest) to address access and recreation issues or concerns	Regular meetings of local stakeholders (e.g. Pendle Hill Advisory Group, Stocks and Gisburn Forest) to address access and recreation issues or concerns	Regular meetings of local stakeholders (e.g. Pendle Hill Advisory Group, Stocks and Gisburn Forest) to address access and recreation issues or concerns	3.1, 3.2, 3.3	EL
PL1.2 Carry out regular reviews of existing AONB promoted routes to maintain route condition, furniture, signage etc.	Continue to support volunteer monitoring system for existing AONB promoted routes Contract works to carry out small-scale improvement and maintenance of promoted routes,	Continue to support volunteer monitoring system for existing AONB promoted routes Contract works to carry out small-scale improvement and maintenance of promoted routes,	Continue to support volunteer monitoring system for existing AONB promoted routes Contract works to carry out small-scale improvement and maintenance of promoted routes,	3.1, 3.2, 3.3	SS SS/ C'side Mgt. Contract

	where resources allow	where resources allow	where resources allow		
PLI.3 Review, rationalise and develop downloadable promoted routes as required	<p>Review and prioritise promoted routes up to 2 times/year (review based on seasonal promotion, route condition, maintenance)</p> <p>Create new downloadable promoted route cards where appropriate and manageable</p>	<p>Review and prioritise promoted routes up to 2 times/year (review based on seasonal promotion, route condition, maintenance)</p>	<p>Review and prioritise promoted routes up to 2 times/year (review based on seasonal promotion, route condition, maintenance)</p>	3.1, 3.2, 3.3	HB/SS
PLI.4 Develop, maintain and promote 'Access for All' routes	<p>1 project/route maintained, improved or created (subject to funding availability)</p> <p>Review and update 'Access for All' information on website</p> <p>Develop 'Access for All' events in Festival</p>	<p>1 project/route maintained, improved or created (subject to funding availability)</p>	<p>1 project/route maintained, improved or created (subject to funding availability)</p>	3.1, 3.2, 3.3	SS/HB

	Bowland programme (e.g. buggy walks)				
PL1.5 Investigate opportunities to improve access as part of habitat restoration work (e.g flagged paths on blanket bog)	Access and habitat improvement projects delivered (where appropriate and subject to funding availability)	Access and habitat improvement projects delivered (where appropriate and subject to funding availability)	Access and habitat improvement projects delivered (where appropriate and subject to funding availability)	1.3, 3.1, 3.2	EL
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					
We will:	2017/18	2018/19	2019/20	AONB MP 2014 – 2019 Objectives	Unit lead and support
PL2.1 Co-ordinate and review Festival Bowland (FB)	<p>Co-ordinate FB Steering Group</p> <p>Evaluation of customer feedback completed</p> <p>At least 10 FB events organised by AONB Unit</p> <p>Comprehensive review and evaluation of aims,</p>	<p>Co-ordinate FB Steering Group</p> <p>Evaluation of customer feedback completed</p> <p>At least 10 FB events organised by AONB Unit</p> <p>Annual review and evaluation of aims and</p>	<p>Co-ordinate FB Steering Group</p> <p>Evaluation of customer feedback completed</p> <p>At least 10 FB events organised by AONB Unit</p> <p>Annual review and evaluation of aims and</p>	3.4, 3.5	SS

	objectives and content of FB carried out (with view to refresh of format and events)	content of FB completed and acted upon	content of FB completed and acted upon		
PL2.2 Publicise Festival Bowland programme	<p>FB brochure produced, as part of the Discovery Guide</p> <p>Monthly FB events posters and 6 press releases/year produced</p> <p>Update Google calendar and LOIS database with FB events</p>	<p>FB brochure produced, as part of the Discovery Guide</p> <p>Monthly FB events posters and 6 press releases/year produced</p> <p>Update Google calendar and LOIS database with FB events</p>	<p>FB brochure produced, as part of the Discovery Guide</p> <p>Monthly FB events posters and 6 press releases/year produced</p> <p>Update Google calendar and LOIS database with FB events</p>	3.4, 3.6	SS
PL2.3 Support and promote external events and tourism businesses that help to deliver AONB objectives	Maintain LOIS database for partner-led events and accommodation listings on Marketing Lancashire's AONB destination guide	Maintain LOIS database for partner-led events and accommodation listings on Marketing Lancashire's AONB destination guide	Maintain LOIS database for partner-led events and accommodation listings on Marketing Lancashire's AONB destination guide	3.4, 3.6	HB/SS
PL2.4 Management and implementation of the Forest of Bowland AONB communications, branding and graphic	Carry out review and update branding	Maintain and update branding guidelines for	Carry out review and update branding	3.4, 3.5, 4.4	HB

standards	<p>guidelines for partnership organisations and businesses</p> <p>Review and update AONB Communications Strategy, using PHLP Communications Strategy to inform this review</p>	partnership organisations and businesses, where required	guidelines for partnership organisations and businesses		HB
PL2.5 Refurbish or replace AONB boundary signs at key visitor 'gateways' to the AONB	2 boundary signs refurbished or replaced (if funding allows)	2 boundary signs refurbished or replaced (if funding allows)	2 boundary signs refurbished or replaced (if funding allows)	2.3, 3.5	SS
PL2.6 Manage and maintain stocks of printed AONB publications (including 'Take One Media' brochure and leaflet distribution service)	<p>Review current printed publications and update/rationalise as appropriate</p> <p>Quarterly review of Take One Media reports to help manage stocks held by AONB</p>	<p>Review current printed publications and update/rationalise as appropriate</p> <p>Quarterly review of Take One Media reports to help manage stocks held by AONB</p>	<p>Review current printed publications and update/rationalise as appropriate</p> <p>Quarterly review of Take One Media reports to help manage stocks held by AONB</p>	3.4, 4.4	SS/HB SS

	Unit and TOM.	Unit and TOM.	Unit and TOM.		
PL2.7 Regularly review and update the content of AONB website, in line with AONB Management Plan objectives and actions	<p>Periodic review and update of web content completed</p> <p>Quarterly website data analysis completed and disseminated</p>	<p>Periodic review and update of web content completed</p> <p>Quarterly website data analysis completed and disseminated</p>	<p>Periodic review and update of web content completed</p> <p>Quarterly website data analysis completed and disseminated</p>	1.5A, 1.6D, 1.7B, 3.4, 3.5, 4.4	<p>HB</p> <p>HB</p>
PL2.8 Review design of AONB website	Carry out review/refresh of AONB website design	Update in line with current projects/activities	Update in line with current projects/activities	3.4, 3.5, 4.4	HB
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>Research new technologies for use in communications and interpretation to develop a wider audience for AONB</p>	<p>Continue to develop use of social media to promote AONB (e.g. Twitter, Facebook)</p> <p>Pilot use of new technologies in communications and interpretation as part of the Pendle Hill LP</p>	Continue to develop use of social media to promote AONB (e.g. Twitter, Facebook)	3.4, 4.4	<p>HB/SS</p> <p>HB/JA</p>

	projects and activity (e.g. PHLP)				
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>At least 10 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>At least 10 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>At least 10 AONB press releases per year produced</p>	3.4, 4.4	<p>HB</p> <p>SS</p> <p>SS</p>
PL3 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					
We will:	2017/18	2018/19	2019/20	AONB MP 2014 – 2019 Objectives	Unit lead and support
PL3.1 Support the development of the 'Friends of Bowland', to co-ordinate and support volunteers for the AONB	Where appropriate, provide updates on AONB activity and attend 'Friends' committee meetings to act as liaison with	Where appropriate, provide updates on AONB activity and attend 'Friends' committee meetings to act as liaison with	Where appropriate, provide updates on AONB activity and attend 'Friends' committee meetings to act as liaison with	2.3	SS/EL

	<p>AONB Unit/Partnership</p> <p>Assist 'Friends' in development of events/activities programmes</p> <p>Develop at least one joint project/event with 'Friends'</p> <p>Use the Pendle Hill LP Volunteers Toolkit to develop AONB strategies/policies relating to volunteers</p>	<p>AONB Unit/Partnership</p> <p>Assist 'Friends' in development of events/activities programmes</p> <p>Develop at least one joint project/event with 'Friends'</p>	<p>AONB Unit/Partnership</p> <p>Assist 'Friends' in development of events/activities programmes</p> <p>Develop at least one joint project/event with 'Friends'</p>		<p>SS/JA</p> <p>JA</p> <p>JA/SS</p>
<p>PL3.2 Develop the Pendle Hill Landscape Partnership scheme, working towards HLF LPS Stage 2 Award and Delivery Phase</p> <p><i>(Refer to Pendle Hill Landscape Partnership Project Plans for further details)</i></p>	<p>Draft Partnership memorandum of understanding to be signed by Partnership Board Members</p> <p>Complete audience development plan and pilot new audience</p>	<p>Commence with Year 1 Delivery Phase for Pendle Hill LP (subject to Stage 2 pass)</p> <p>Recruit LP team and establish LP office base</p>	<p>Commence with Year 2 of Delivery Phase for Pendle Hill LP (subject to Stage 2 pass)</p>	<p>1.1, 1.2, 1.3, 1.5, 1.6, 2.1, 2.2, 2.3, 2.4, 3.1, 3.3, 3.5</p>	<p>CH/JA/EL/ HB</p>

	<p>engagement through Gatherings' and People Enjoying Nature (PEN) Project</p> <p>Complete PHLP Landscape Conservation Action Plan</p> <p>At least Year 1 Delivery Phase match-funding secured</p> <p>Submit Pendle Hill LPS Stage 2 application</p>				
PL3.3 Continue development of community outreach activities to encourage new audiences that traditionally do not know about or visit the AONB	Deliver pilot community outreach activities as part of PHLP Development Phase	Deliver community outreach activities as part of PHLP Delivery Phase	Deliver community outreach activities as part of PHLP Delivery Phase	3.6	JA/CH
PL3.4 Produce on-line resources for use by schools and investigate feasibility to support group visits to AONB farms with educational access and other suitable sites	Investigate other AONB online educational resources and analyse AONB	Review online educational resources and improve/amend as appropriate	Review online educational resources and improve/amend as appropriate	3.4, 3.6, 4.4	SS/CT

	<p>website data to develop ideas for driving traffic to web pages</p> <p>Review online educational resources and improve/amend as appropriate</p>				
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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:	2017/18	2018/19	2019/20	AONB MP 2014 – 2019 Objectives	Unit lead and support
API.1 Participate in a range of fora and networks to represent AONB interests (e.g. Local Nature Partnerships, Local Enterprise Partnerships, RDPE/LEADER LAGs)	On-going	On-going	On-going	4.1, 4.4	All
API.2 Review the AONB Management Plan, in accordance with national guidance	<p>Develop Partnership Advocacy Plan (in conjunction with review of AONB Communications Strategy)</p> <p>Continue to liaise with local authorities, utility company and other government agencies to raise awareness of AONB Management Plan and its delivery</p>	<p>Continue to liaise with local authorities, utility company and other government agencies to raise awareness of AONB Management Plan and its delivery</p>	<p>Continue to liaise with local authorities, utility company and other government agencies to raise awareness of AONB Management Plan and its delivery</p>	4.1, 4.4C	<p>EL</p> <p>EL</p>

	Produce scoping report on the review of the AONB Management Plan in 2018/19				EL
API.3 Ensure effective and inclusive consultation is carried out on all major AONB strategies and activity	On-going	On-going	On-going	2.3, 4.4	EL
API.4 Manage and promote the interactive management plan (IMP) to ensure regular monitoring of partnership delivery of actions	IMP regularly updated by Unit and partners	IMP regularly updated by Unit and partners	IMP regularly updated by Unit and partners	4.1, 4.4	HB/EL
API.5 Produce a clear and concise AONB Annual Report	Annual Report produced by end of Quarter 2 each year	Annual Report produced by end of Quarter 2 each year	Annual Report produced by end of Quarter 2 each year	2.2, 3.4, 4.4	SS
API.6 Produce quarterly progress reports on business plan delivery	Quarterly reports produced	Quarterly reports produced	Quarterly reports produced	4.4	EL
API.7 Develop a 'State of the AONB' Report to monitor and evaluate landscape change within the AONB, monitor delivery of the AONB Partnership outcomes and provide a sound evidence base for future project development and funding bids		Produce 'State of the AONB Report' update		4.3	EL
API.8 Work with, and support National Association for AONBs (NAAONB) and other Protected Landscapes to share best practice and strengthen the status of AONBs locally and	NAAONB and Northern Group events attended	NAAONB and Northern Group events attended	NAAONB and Northern Group events attended	4.4	All

nationally	Responses made to NAAONB information and consultation requests, where appropriate	Responses made to NAAONB information and consultation requests, where appropriate	Responses made to NAAONB information and consultation requests, where appropriate		
API.9 Support and maintain co-ordinated delivery of services and projects in the AONB in partnership with local authority countryside and environmental projects teams	LCC E&C Projects and Countryside staff attend/invited to AONB team meetings, where appropriate Periodic meetings held with local authority and United Utilities countryside staff	LCC E&C Projects and Countryside staff attend/invited to AONB team meetings, where appropriate Periodic meetings held with local authority and United Utilities countryside staff	LCC E&C Projects and Countryside staff attend/invited to AONB team meetings, where appropriate Periodic meetings held with local authority and United Utilities countryside staff	4.1, 4.4	EL/TB EL
AP2 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.					
We will:	2017/18	2018/19	2019/20	AONB MP 2014 – 2019 Objectives	Unit lead and support
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 partnership funders group and regular	2 JAC meetings, 3 to 4 partnership funders group and regular	2 JAC meetings, 3 to 4 partnership funders group and regular	4.1	EL

	working group meetings held	working group meetings held	working group meetings held		
AP2.2 Review membership of the AONB Joint Advisory Committee for non-statutory organisations and non-funding partners	Review of current JAC membership for non-statutory organisations and non-funding partners completed			4.1	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	<p>Regular Partnership Funders Group meetings held</p> <p>Arrange regular meetings/briefings for local authority officers and members on AONB Partnership activity</p> <p>Hold AONB conference/seminar</p>	<p>Regular Partnership Funders Group meetings held</p> <p>Arrange regular meetings/briefings for local authority officers and members on AONB Partnership activity</p>	<p>Regular Partnership Funders Group meetings held</p> <p>Arrange regular meetings/briefings for local authority officers and members on AONB Partnership activity</p> <p>Hold AONB conference/seminar</p>	4.1	<p>EL</p> <p>LRS</p>
AP2.3 Continue to support and liaise with NAAONB (as part of the tri-partite agreement with Defra and Natural England) to lobby for retention of secure, long-term funding	NAAONB meetings, seminars and conferences attended,	NAAONB meetings, seminars and conferences attended,	NAAONB meetings, seminars and conferences attended,	4.4	EL

arrangements for AONBs	where appropriate	where appropriate	where appropriate		
AP2.4 Review fund-raising strategy for the AONB partnership	<p>Review strategy and continue implementation, in response to changing funding environment</p> <p>Develop a grant funding database and protocol for updating by AONB Unit</p>			4.2	LRS/CH
AP2.6 Aim for excellence in management of the AONB Unit	<p>Productive fortnightly team meetings, 1-to-1 meetings, employee PDRs and team building activities carried out</p> <p>Develop a staff induction pack for new team members/officer volunteers</p>	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	4.1	<p>EL/TB</p> <p>LRS</p>
AP2.7 Provide structured training opportunities to AONB Unit	Staff training identified	Staff training identified	Staff training identified	4.1	EL

and representatives	and attended	and attended	and attended		
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	4.1	EL
AP2.9 Develop and update AONB Unit policies as required, e.g. Environmental, Volunteering, Procurement	Review AONB Unit Environmental and Volunteering policies, with new actions and targets set as appropriate			4.1	EL