

Agenda Item 8 - Fundraising Strategy



FOREST OF BOWLAND

Area of Outstanding Natural Beauty

AONB Unit
April 2013

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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 50th 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 be 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

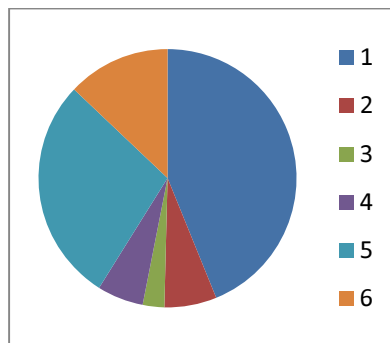
Appendix C sets out some potential options for a LPS bid for the Forest of Bowland. LPS are generally restricted in area to 200 square km and this should be an area with a defined character and cohesiveness – hence our proposed options.

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

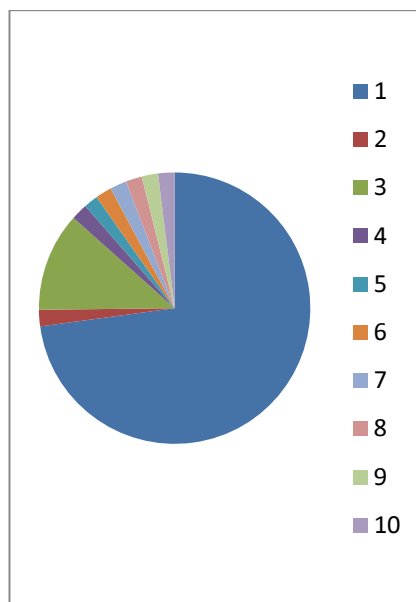
Expenditure 2011/12

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	



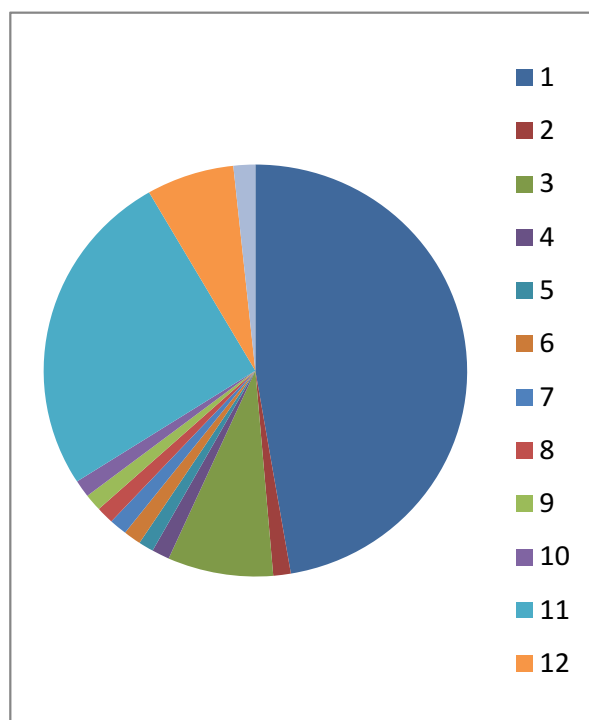
Expenditure 2012/13

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
TOTAL	506200	



Appendix B: Funding Options Matrix

Applicant	Benefits	Issues	Eligibility for grant schemes or donations				
			HLF	?	Landfill Tax	Charitable Trusts	Charitable donations
Apply as LCC	<ul style="list-style-type: none"> Profile for AONB/LCC LCC can deal with finances and cover cash flow issues Policies & procedures in place for staff and projects Match funds available 'in house' Track record of success 	<ul style="list-style-type: none"> Difficulties employing staff/creating new posts at present Procurement and payment issues LCC concern over liabilities Employment costs perceived as high by some funders Statutory body not seen as being as 'needy' by some funders 	yes		no	no	no
Apply as CHAMPION BOWLAND	<ul style="list-style-type: none"> Eligible to apply for funds as a charity Can subcontract AONB Unit or other organisations to deliver projects on its behalf Can register with ENTRUST for Landfill Tax grants Can roll forward funds at year end Increased profile for Champion Bowland as a local charity Procurement and payment simplified 	<ul style="list-style-type: none"> Currently no policies or procedures in place to employ staff Reserves are limited so difficulties if grants are claimed in arrears Currently no staff to deal with finances or procurement Management fee may be required limited track record of success 	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"> Eligible to apply for funds as a not-for-profit organisation 	<ul style="list-style-type: none"> Not VAT registered No staff or procedures as above Limited track record 					
Apply via partner eg YDMT or LWT etc	<ul style="list-style-type: none"> Can offer technical expertise Can appoint and manage staff and provide financial, and procurement services good track record maybe perceived as more worthy or needy as applicants; offering better value for money 	<ul style="list-style-type: none"> Will usually require a management fee in addition to match funds Will be reluctant to enter bids which may be in competition with their own projects Branding of project/ loss of AONB profile/ownership 	yes		yes	yes	yes

Appendix C: Landscape Partnership Scheme Options

Forest of Bowland AONB - Landscape Partnership Scheme	Geographical Area			
	Pendle Hill (Barley, Roughlee, Newchurch, Sabden, Downham, Twiston, Pendleton, Worston)	Northern Arc (Wray, Tatham, Roeburndale, Hyndburndale, Lowgill, Mewith, Bentham, Keasden) Melling	Lower Lune Valley (Halton, Crook O'Lune, Caton, Cloughton, Hornby, Littleddale, Gressingham, Arkholme)	Western edge (Garstang, Cloughton-on-Brock, Scorton, Beacon Fell, Inglewhite, Caldervale, Bleasdale, Chipping)
Potential partners	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;

Key people (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;
Match-funding	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
Level of existing AONB activity	High	Low/Medium	Medium	High
Proximity with larger urban centres	East Lancashire towns	Morecambe, Lancaster	Morecambe, Lancaster	Preston, Blackpool, Fleetwood
Local authority corporate priorities (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
Key assets and opportunities	Pendle Hill	Northern Arc	Lower Lune Valley	Western edge
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			