

# 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

<b>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</b>					
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	<p>wide fire operations group meetings and exercises</p> <p>Develop detailed fire plans for key moorland blocks within the AONB</p>	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)	<p>Restore or enhance 23ha of upland hay meadow habitat</p> <p>Secure funding for continuation of Bowland Haytime Project beyond September 2013</p>	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)

SC1 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)
SC1.1 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
SC1.2 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	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

	banners)  Collaboration with Visit Lancashire, Visit Yorkshire and district tourism partners to effectively promote AONB as a sustainable tourism destination	banners)	banners)		
SC4.2 Support sustainable tourism projects and continue to support GTBS with tourism businesses in the AONB	4 sustainable tourism projects delivered  6 GTBS business supported within AONB and 2km buffer  Review charter business status in relation to green accreditation in the AONB	4 sustainable tourism projects delivered  6 GTBS businesses supported within AONB and 2km buffer	4 sustainable tourism projects delivered  6 GTBS businesses supported within AONB and 2km buffer	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

	<p>guidelines to graphic standards</p> <p>Review communications strategy</p>				
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	<p>Periodic review and update of route downloads completed</p> <p>Website data analysis completed and disseminated</p>	<p>Periodic review and update of route downloads completed</p> <p>Website data analysis completed and disseminated</p>	<p>Periodic review and update of route downloads completed</p> <p>Website data analysis completed and disseminated</p>	6.4C, 6.6A, 6.6B, 6.6C, 6.6H	HB
PL2.8 Review design of AONB website		<p>Web design support contracted</p> <p>Web design 'refresh'</p>		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