



FOREST OF BOWLAND

Area of Outstanding Natural Beauty

AONB Unit Business Plan 2014-2017

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 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 Farming 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 team comprises six people (4.4 full-time equivalents), with additional support from the 'Networks of Nectar' Project Officer (funded up to September 2015), two LCC Senior Environmental Project Officers and LCC Ranger Service.

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:

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 2014 - 2017. 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 2014 - 2017

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 lengthsmen 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 promote and manage the Sustainable Development Fund; whilst also responding to local community requests for advice 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 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

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

Networks for Nectar Project

SR – Sarah Robinson, Project Officer

Lancashire County Council Environmental Projects and Countryside

DP – Dave Padley, Environmental Projects Officer (covering Craven, Pendle and Ribble Valley)

TW – Tarja Wilson, Environmental Projects Officer (covering Lancaster, Preston and Wyre)

AG – Andrew Greenwood, Head Ranger

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:	2014/15	2015/16	2016/17	AONB MP 2014 – 2019 Objectives	Staff lead(s)
OLI.1 Provide advice, guidance and encouragement to land managers on sustainable land management of the AONB landscape	On-going Regular meetings with local NE Land Management Team Ensure involvement in consultation on NELMS targetting for NW England	On-going Regular meetings with local NE Land Management Team	On-going Regular meetings with local NE Land Management Team	1.1, 1.2, 2.1	DP/TW CH/SR/TW/ DP/EL
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	1.3, 2.1	DP/TW
OLI.3 Liaise with woodland planting and management initiatives to encourage and support appropriate woodland extension, creation and management within the AONB	On-going Regular meetings/	On-going Regular meetings/	On-going Regular meetings/	1.1	DP/TW/EL

landscape	liaison with Forestry Commission re: landscape and WGS	liaison with Forestry Commission re: landscape and WGS	liaison with Forestry Commission re: landscape and WGS		
OL1.4 Develop design guidance notes for riverside and moorland fencing	Draft guidance notes developed	Guidance notes published		1.1	DP/EL
OL1.4 Engage with newly established River Catchment Partnerships for Ribble, Wyre and Lune to encourage sensitive management of riverbank habitats for biodiversity and landscape.	Regular attendance at RCP meetings Invite RCP members to attend planning and development seminar	Regular attendance at RCP meetings	Regular attendance at RCP meetings	1.1, 1.2, 1.3, 1.4	EL/TW/CH/ DP
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:	2014/15	2015/16	2016/17	AONB MP 2014 – 2019 Objectives	Staff lead(s)
OL2.1 Deliver an annual programme of traditional boundaries projects	At least 3 projects delivered Develop fund-raising plan for traditional boundaries programme (possible inclusion in HLF LPS)	At least 3 projects delivered	At least 3 projects delivered	1.1, 1.6, 2.1	DP/TW/EL

OL2.2 Promote training opportunities and competitions in hedge-laying and walling (including schools and vocational training)	2 training opportunities promoted 1 event held	2 training opportunities promoted 1 event held	2 training opportunities promoted 1 event held	1.1, 1.6, 2.1	DP/TW

OL3 Co-ordinate partner activity in conserving and enhancing biodiversity and in developing and better understanding and management of ecosystem services within the AONB					
We will:	2014/15	2015/16	2016/17	AONB MP 2014 – 2019 Objectives	Staff lead(s)
OL3.1 Hold regular meeting of the AONB Biodiversity Working Group to support the delivery of Biodiversity 2020 'outcomes'.	<p>At least 4 meetings held</p> <p>Annual Delivery Plan developed</p> <p>At least 2 local species recovery plans developed</p> <p>Carry out surveying for agreed priority habitat to help develop opportunity mapping for restoration and creation</p> <p>Carry out ecosystems approach self-assessment toolkit</p>	<p>At least 4 meetings held</p> <p>Annual Delivery Plan reviewed</p> <p>At least 2 local species recovery plans developed</p>	<p>At least 4 meetings held</p> <p>Annual Delivery Plan reviewed</p> <p>At least 2 local species recovery plans developed</p>	1.2, 1.3, 1.4	<p>CH/SR</p> <p>EL</p>

<p>OL3.2 Utilise the AONB Peatland Restoration Plan to identify and secure funding for priority peatland and blanket bog restoration works in the AONB.</p>	<p>Attend Lancashire & Pennine Peat Partnership meetings</p> <p>Ensure inclusion AONB priority peatland areas for restoration included in Pennine Peat LIFE+ funding bid</p> <p>One peatland restoration project commenced (subject to funding)</p> <p>Continue monitoring programme at Bleasdale Restoration Project involving local volunteers</p>	<p>Attend Lancashire & Pennine Peat Partnership meetings</p> <p>One peatland restoration project commenced (subject to funding)</p> <p>Continue monitoring programme at Bleasdale Restoration Project involving local volunteers</p>	<p>Attend Lancashire & Pennine Peat Partnership meetings</p> <p>One peatland restoration project commenced (subject to funding)</p> <p>Continue monitoring programme at Bleasdale Restoration Project involving local volunteers</p>	<p>1.2, 1.3, 2.1</p>	<p>SR/CH/TW</p>
<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 NELMS</p>	<p>Regular meetings with NE HLS advisors and landowners</p>	<p>Regular meetings with NE HLS advisors and landowners</p>	<p>Regular meetings with NE HLS advisors and landowners</p>	<p>1.2, 1.3, 2.1</p>	<p>DP/TW</p>
<p>OL3.4 Encourage good practice in upland heather burning and</p>	<p>Hold regular AONB-</p>	<p>Hold regular AONB-</p>	<p>Hold regular AONB-</p>	<p>2.1, 3.2</p>	<p>NO/AG/DP/</p>

<p>alternatives; helping to develop a fire prevention strategy and fire plans for the area</p>	<p>wide fire operations group meetings and exercises</p>	<p>wide fire operations group meetings and exercises</p> <p>Hold Upland Management Seminar, including good practice information on burning</p>	<p>wide fire operations group meetings and exercises</p>		<p>TW</p>
<p>OL3.5 Delivery of 'Networks for Nectar Project' (successor to Bowland Haytime up to end September 2015)</p>	<p>Carry out monitoring of 'Haytime Project' sites</p> <p>Commence work with farmers, landowners and community groups to develop species-rich grassland small sites projects</p> <p>Hold 5 community engagement events</p> <p>Develop advice and guidance for species-rich grassland</p>	<p>Carry out monitoring of 'Haytime Project' sites</p> <p>Conserve, restore and create 10ha of species-rich grassland</p> <p>Hold 5 community engagement events</p>		<p>1.3, 2.3</p>	<p>SR/CH</p>

	managemnt for small sites				
OL3.6 Support Bowland Land Managers Forum to develop collaborative land management project	Develop and agree priority project for year Identification of potential funding and applications made.	Delivery of project commences, subject to availability of funding		2.1	EL
OL3.7 Develop proposals for AONB 'Social Forestry' project to involve woodland owners/managers and communities in improving and increasing woodland management, supporting traditional skills and development of local woodfuel economy	Organise visit for local woodland owners/managers and community groups to Arnside and Silverdale AONB 'Social Forestry' and NIA woodlands projects	Establish small-scale pilot 'social forestry' pilot project in AONB.		1.2, 1.3	TW/DP/EL
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 emerging national species recovery plan	Work with partners to develop local actions with partners to support the re-establishment of breeding hen harrier in the AONB			1.4	EL

	Active participation in the 'Northern England Protected Landscapes Hen Harrier Group'				
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:	2014/15	2015/16	2016/17	AONB MP 2014 – 2019 Objectives	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, sub-national and national strategies)	Appropriate responses provided	Appropriate responses provided	Appropriate responses provided	1.1, 1.7	EL
OL4.2 Continue a programme of undergrounding of power lines in the AONB with Electricity Northwest	At least 2 UVA projects delivered	At least 2 UVA projects delivered	At least 2 UVA projects delivered	1.1, 1.7	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)	Include as discussion point for planning and development seminar Re-convene working group if agreed	Outline design guide developed Partner consultation held	AONB design guide published Awareness- raising event(s) held	1.1, 1.7	EL

<p>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)</p>	<p>Planning and development seminar held</p>		<p>Planning and development seminar held</p>	<p>1.1, 1.2, 1.7</p>	<p>EL</p>

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:	2014/15	2015/16	2016/17	AONB MP 2014 – 2019 Objectives	Staff lead(s)
SCI.1 Support Parish Councils to continue to fund and manage existing lengthsman schemes	<p>AONB grant offer made to Parish Councils/Meetings</p> <p>Develop funding plans with Parish Councils to accommodate reduction in AONB contributions</p>	AONB grant offer made to Parish Councils/Meetings	AONB grant offer made to Parish Councils/Meetings	2.3, 4.2	TW/DP
SCI.2 Work with Parish Councils to develop best practice (e.g. record-keeping) to help demonstrate best value	Scheme monitoring information received from Parish Councils/Meetings	Scheme monitoring information received from Parish Councils/Meetings	Scheme monitoring information received from Parish Councils/Meetings	2.3	TW/DP

SC2 Support and promote local businesses and products to maintain their viability					
We will:	2014/15	2015/16	2016/17	AONB MP 2014 – 2019 Objectives	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	2.2, 2.3, 2.4	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 training events held	BEx board meetings held (min. 2/year) Secretariat provided for BEx Regular tourism business bulletin produced and distributed 2 BEx training events held	BEx board meetings held (min. 2/year) Secretariat provided for BEx Regular tourism business bulletin produced and distributed 2 BEx training events held	2.2, 2.4	MP/HB/EL
SC2.3 Continue to support the development, management and	Secretariat for	Secretariat for	Secretariat for	2.2, 2.3, 2.4	MP/CH

<p>promotion of the Champion Bowland (formerly Bowland Tourism Environment Fund)</p>	<p>Champion Bowland provided</p> <p>Champion Bowland trustees meetings held (min. 2/year)</p> <p>Work with trustees to review Champion Bowland grant-giving (alongside AONB SDF) to maximise effectiveness and value</p> <p>Delivery of AONB 'Farm Visit Transport Fund' through Champion Bowland</p> <p>Launch 50th Anniversary 'visitor-giving' schemes for AONB</p>	<p>Champion Bowland provided</p> <p>Champion Bowland trustees meetings held (min. 2/year)</p> <p>Continue to develop 'visitor-giving' schemes for AONB</p>	<p>Champion Bowland provided</p> <p>Champion Bowland trustees meetings held (min. 2/year)</p> <p>Continue to develop 'visitor-giving' schemes for AONB</p>	<p></p>	<p>CH</p> <p>SS/MP</p> <p>HB/MP</p>
<p>SC2.5 Support the continued development of 'Bowland Land Managers Forum'</p>	<p>Regular Forum meetings held</p>	<p>Regular forum meetings held</p>	<p>Regular forum meetings held</p>	<p>2.1, 2.2, 4.2</p>	<p>EL</p>

	Involve Forum members in the development of RDPE/LEADER LAGs, targeting for NELMS and collaborative project development	Forum members involved in relevant RDPE/LEADER LAGs	Forum members involved in relevant RDPE/LEADER LAGs		
SC2.6 Raise awareness of the AONB's 50 th Anniversary by encouraging partners, communities and business to celebrate and link with the anniversary year.	Organise fund-raising activities to raise £5000 for Champion Bowland Involve businesses and communities in delivery of at least 3 anniversary events/activities			2.3	MP
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					
We will:	2014/15	2015/16	2016/17	AONB MP 2014 – 2019 Objectives	Staff lead(s)
SC3.1 Manage the Sustainable Development Fund (SDF) to	Implement			2.2, 4.2	CH

<p>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>	<p>recommendations following review of management arrangements for SDF with Champion Bowland</p> <p>SDF panel meetings held</p> <p>Funded projects complete and return monitoring information, as required</p> <p>SDF Annual Report produced</p>	<p>SDF panel meetings held</p> <p>Funded projects complete and return monitoring information, as required</p> <p>SDF Annual Report produced</p>	<p>SDF panel meetings held</p> <p>Funded projects complete and return monitoring information, as required</p> <p>SDF Annual Report produced</p>		
<p>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)</p>	<p>10 community groups advised/supported</p> <p>Develop and deliver a programme of awareness-raising activities to promote</p>	<p>10 community groups advised/supported</p> <p>Continue programme of awareness-raising activities</p>	<p>10 community groups advised/supported</p> <p>Continue programme of awareness-raising activities</p>	<p>2.2</p>	<p>SS/CH</p> <p>HB/SS</p>

	work of the AONB within communities				
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:	2014/15	2015/16	2016/17	AONB MP 2014 – 2019 Objectives	Staff lead(s)
SC4.1 Promote the strong 'brand identity' for AONB visitors, working closely with tourism organisations, visitor information centres, businesses and gateway towns	<p>Sense of Place themes and branding used in variety of formats (e.g. website, exhibition panels, pop-up banners)</p> <p>Continue collaboration with Marketing Lancashire, Visit Yorkshire and district tourism partners to effectively promote AONB as a sustainable tourism destination</p>	<p>Sense of Place themes and branding used in variety of formats (e.g. website, exhibition panels, pop-up banners)</p> <p>Continue collaboration with Marketing Lancashire, Visit Yorkshire and district tourism partners to effectively promote AONB as a sustainable tourism destination</p>	<p>Sense of Place themes and branding used in variety of formats (e.g. website, exhibition panels, pop-up banners)</p> <p>Continue collaboration with Marketing Lancashire, Visit Yorkshire and district tourism partners to effectively promote AONB as a sustainable tourism destination</p>	3.4, 3.5	HB
SC4.2 Support sustainable tourism projects and continue to support GTBS with tourism businesses in the AONB	4 sustainable tourism projects delivered, (including 'business	3 sustainable tourism projects delivered, (including 'business	3 sustainable tourism projects delivered, (including 'business	2.2, 2.4	HB

	cluster' projects) 6 GTBS business supported within AONB and 2km buffer	cluster' projects) 6 GTBS businesses supported within AONB and 2km buffer	cluster' projects) 6 GTBS businesses supported within AONB and 2km buffer		
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 Isles section)	ST Forum held Attend EAI/Europarc meetings, as appropriate AONB JAC decision on continued involvement in EUROPARC Charter for Sustainable Tourism	ST Forum held Attend EAI/Europarc meetings, as appropriate	ST Forum held Attend EAI/Europarc meetings, as appropriate	2.2, 2.4	MP/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)	Evaluate effectiveness of AONB visitor survey and if appropriate develop new approach.	Implement new approach to AONB visitor survey, if carried forward.		2.2, 2.4	HB/MP

	Continue tourism business monitoring research on tourism business 'health-check' data	Continue tourism business monitoring research on tourism business 'health-check' data			
SC4.5 Deliver familiarisation visits and study tours for tourism businesses and organisations	One familiarisation visit held	One familiarisation visit held	One familiarisation visit held	2.2, 2.4	HB
SC4.6 Promote and share good practice of the AONB, as a lead partnership in supporting sustainable tourism within Europe's protected areas	Work with NAAONB & Visit England to develop sustainable tourism collaboration amongst AONBs			2.2, 2.4, 4.4	HB
SC4.7 Continue to promote local produce and farming	Manage, review and update local produce database AONB attendance at at least 5 agri. shows/ local produce events for 50 th Anniversary 'Bowland Scrapbook' Project (subject to funding)	Manage, review and update local produce database Regularly review AONB future involvement in agri. shows/ local produce events	Manage, review and update local produce database Regularly review AONB future involvement in agri. shows/ local produce events	2.1, 2.2	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:	2014/15	2015/16	2016/17	AONB MP 2014 – 2019 Objectives	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 Active participation in the planned review of the Lancashire RoWIP	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	3.1, 3.2, 3.3	NO/DP/TW /EL
PL1.2 Carry out a review of existing AONB promoted routes	Continue to support volunteer monitoring system for existing AONB promoted routes Prioritise promoted routes and rotate twice a year (remove	Continue to support volunteer monitoring system for existing AONB promoted routes Prioritise promoted routes and rotate twice a year (remove	Continue to support volunteer monitoring system for existing AONB promoted routes Prioritise promoted routes and rotate twice a year (remove	3.1, 3.2, 3.3	HB/TW/DP

	and re-instate where appropriate based on download stats) Annual review of routes completed and acted upon	and re-instate where appropriate based on download stats) Annual review of routes completed and acted upon	and re-instate where appropriate based on download stats) Annual review of routes completed and acted upon		
PLI.3 Review, rationalise and develop downloadable promoted routes as required	Review and rationalise downloadable promoted route cards 3 new routes cards completed	Review and rationalise downloadable promoted route cards 3 new routes cards completed	Review and rationalise downloadable promoted route cards 3 new routes cards completed	3.1, 3.2, 3.3	TW/DP/HB
PLI.4 Develop strategic bridleway links within the AONB (e.g. Gisburn Forest to Settle, Lune Valley track and North Lancs Bridleway Phase 2 western sections)	Continued Development of Gisburn Forest to Settle route Hold meeting to discuss development of Lune Valley track between Farleton and Hornby	Commence construction of first sections of GF to S bridleway		3.1, 3.2	TW/DP

PL1.5 Develop 'tramper' access projects	1 project/route delivered	1 project/route delivered	1 project/route delivered	3.1, 3.2, 3.3	TW/DP
PL1.6 Investigate opportunities to extend access and habitat improvements on Bowland Fells (e.g. flagged paths, stiles, gates to assist in habitat restoration).	Access and habitat improvement project delivered (subject to funding availability)	Access and habitat improvement project delivered (subject to funding availability)	Access and habitat improvement project delivered (subject to funding availability)	1.3, 3.1, 3.2	TW/DP/SR
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		3.2	NO/TW/DP
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:	2014/15	2015/16	2016/17	AONB MP 2014 – 2019 Objectives	Staff lead(s)
PL2.1 Co-ordinate and review Festival Bowland (FB)	Co-ordinate FB Steering Group Evaluation of customer feedback completed (via incentivised postcard scheme) At least 10 FB events organised by AONB	Co-ordinate FB Steering Group Evaluation of customer feedback completed (via incentivised postcard scheme) At least 10 FB events organised by AONB	Co-ordinate FB Steering Group Evaluation of customer feedback completed (via incentivised postcard scheme) At least 10 FB events organised by AONB	3.4, 3.5	SS

	Unit Annual review and evaluation of aims and content of FB completed and acted upon	Unit Annual review and evaluation of aims and content of FB completed and acted upon	Unit Annual review and evaluation of aims and content of FB completed and acted upon		
PL2.2 Publicise Festival Bowland programme	50 th Anniversary 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	3.4, 3.6	SS

<p>PL2.3 Support and promote external events and tourism businesses that help to deliver AONB objectives</p>	<p>Agree new arrangements for AONB listings of accommodation, 'eateries', attractions and activities listings with Marketing Lancashire through LOIS</p> <p>Maintain LOIS database for partner-led events and accommodation</p>	<p>Maintain LOIS database for partner-led events and accommodation</p>	<p>Maintain LOIS database for partner-led events and accommodation</p>	<p>3.4, 3.6</p>	<p>HB</p>
<p>PL2.4 Management and implementation of the Forest of Bowland AONB brand and graphic standards</p>	<p>Review current printed publications and update/rationalise as appropriate</p> <p>Develop AONB 'wildlife' leaflet to replace current 'birding' leaflet</p> <p>Training on branding guidelines for partner</p>	<p>Review current printed publications and update/rationalise as appropriate</p> <p>Training on branding guidelines for partner</p>	<p>Review current printed publications and update/rationalise as appropriate</p>	<p>3.4, 3.5, 4.4</p>	<p>HB/SS</p>

	<p>organisations and businesses, where required</p> <p>Create web-friendly downloadable leaflets when producing new print and add guidelines to graphic standards</p> <p>Review communications strategy</p>	<p>organisations and businesses, where required</p> <p>Create web-friendly downloadable leaflets when producing new print and add guidelines to graphic standards</p>			
PL2.5 Update and replace AONB boundary signs at key visitor 'gateways' to the AONB	2 boundary signs replaced	2 boundary signs replaced (if funding allows)	2 boundary signs replaced (if funding allows)	2.3, 3.5	DP/EL
PL2.6 Manage and maintain 'Take One Media' brochure and 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	3.4, 4.4	HB

<p>PL2.7 Regularly review and update the content of AONB website, in line with AONB Management Plan objectives and actions</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>	<p>Periodic review and update of route downloads completed</p> <p>Website data analysis completed and disseminated</p>	<p>3.4, 3.5, 4.4</p>	<p>HB</p>
<p>PL2.8 Review design of AONB website</p>	<p>Web design support contracted</p> <p>Web design 'refresh' completed, including mobile-friendly companion site.</p>			<p>3.4, 3.5, 4.4</p>	<p>HB</p>
<p>PL2.9 Research good practice in use of emerging technology to help interpret and promote the AONB</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 AONB generally and for specific project information and interpretation, where</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 AONB generally and for specific project information and interpretation, where</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 AONB generally and for specific project information and interpretation, where</p>	<p>3.4, 4.4</p>	<p>HB</p>

	appropriate	appropriate	appropriate		
PL2.10 Source and promote newsworthy stories that promote the AONB and work of the partnership	Quarterly e-bulletin produced and promoted Contacts maintained within local, regional and national media 6 AONB press releases per year produced	Quarterly e-bulletin produced and promoted Contacts maintained within local, regional and national media 6 AONB press releases per year produced	Quarterly e-bulletin produced and promoted Contacts maintained within local, regional and national media 6 AONB press releases per year produced	3.4, 4.4	HB/SS
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:	2014/15	2015/16	2016/17	AONB MP 2014 – 2019 Objectives	Staff lead(s)
PL3.1 Support the development of the 'Friends of Bowland', to co-ordinate and support volunteers for the AONB	AONB representative attend 'Friends' committee meetings as advisor Assist 'Friends' in development of events/activities	AONB representative attend 'Friends' committee meetings as advisor Assist 'Friends' in development of events/activities	AONB representative attend 'Friends' committee meetings as advisor Assist 'Friends' in development of events/activities	2.3	CH

	programmes Develop at least one joint project/event with 'Friends'	programmes Develop at least one joint project/event with 'Friends'	programmes Develop at least one joint project/event with 'Friends'		
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>Prioritise and develop Heritage Lottery Fund bids to support and deliver landscape heritage projects, inc. Landscape Partnership Scheme (LPS)</p> <p>Development of Stage I bid ot HLF LPS</p> <p>Deliver AONB 50th anniversary 'Bowland Scrapbook' Project, (subject to HLF funding application)</p>	<p>Commence HLF LPS development phase if approved.</p>	<p>Submit HLF LPS Stage 2 bid</p> <p>Commence delivery of HLF LPS</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	CH
PL3.3 Produce on-line resources for use by schools and other	Review uptake of	Review uptake of		3.4, 3.6, 4.4	SS/CH

groups for AONB educational farm visits	<p>online educational resources and improve/amend as appropriate</p> <p>Review work carried out with schools on using AONB for fieldwork and outdoor education for 14-18 year olds in the AONB, and develop further if appropriate</p>	<p>online educational resources and improve/amend as appropriate</p>			
PL3.4 Continue development of community outreach activities to encourage new audiences that traditionally do not know about or visit the AONB	<p>Review pilot 'Bowland Outreach' project</p> <p>Funding secured for continuation of community outreach activities, if agreed following review</p>	Deliver community outreach activities		3.6	SS
PL3.5 Hold a series of special events and activities celebrating the 50 th Anniversary of the designation of the Forest of Bowland AONB	Launch event held on designation date (10 th February 2014)	Arts 2014 legacy project delivered (subject to funding)		2.2, 2.3, 2.4	All

	Arts 2014 project delivered				
	AONB 50 th Anniversary Awards				
	Clitheroe Real Ale Festival and special Bowland Brewery 'AONB 50 th Beer' visitor-giving scheme				
	Closing Gala event held				

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:	2014/15	2015/16	2016/17	AONB MP 2014 – 2019 Objectives	Staff lead(s)
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	AONB Management Plan adopted by local authorities and published			4.1	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	Implement review of IMP functionality and reporting IMP updated by Unit and partners	IMP updated by Unit and partners	IMP updated by Unit and partners	4.1, 4.4	HB/EL/CH
API.5 Produce a clear and concise AONB Annual Report	Annual Report	Annual Report	Annual Report	2.2, 3.4, 4.4	SS

	produced	produced	produced		
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	Agree priority base-line datasets and develop indicators Commence data collation and produce early draft report	Produce 'State of the AONB Report'		4.3	CH
API.8 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 and Northern Group events attended Support and assist in organisations of NAAONB Annual Conference and Northern Group visit to AONB in 2014 Responses made to NAAONB information	NAAONB and Northern Group events attended Responses made to NAAONB information and consultation	NAAONB and Northern Group events attended Responses made to NAAONB information and consultation	4.4	All

	and consultation requests, where appropriate	requests, where appropriate	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 staff attend AONB team meetings, where appropriate Periodic meetings held with local authority and United Utilities countryside staff	LCC E&C Projects staff attend AONB team meetings, where appropriate Periodic meetings held with local authority and United Utilities countryside staff	LCC E&C Projects staff attend AONB team meetings, where appropriate Periodic meetings held with local authority and United Utilities countryside staff	4.1, 4.4	EL/NO
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:	2014/15	2015/16	2016/17	AONB MP 2014 – 2019 Objectives	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 partnership funders group and regular working group meetings held	2 JAC meetings, 3 to 4 partnership funders group and regular working group meetings held	2 JAC meetings, 3 to 4 partnership funders group and regular working group meetings held	4.1	EL
AP2.2 Review membership of the AONB Joint Advisory	Review of current JAC			4.1	CH/EL

<p>Committee for non-statutory organisations and non-funding partners</p>	<p>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>				
<p>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>	<p>Regular Partnership Funders Group meetings held</p>	<p>Regular Partnership Funders Group meetings held</p>	<p>Regular Partnership Funders Group meetings held</p>	<p>4.1</p>	<p>EL</p>
<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 arrangements for AONBs</p>	<p>NAAONB meetings, seminars and conferences attended, where appropriate</p>	<p>NAAONB meetings, seminars and conferences attended, where appropriate</p>	<p>NAAONB meetings, seminars and conferences attended, where appropriate</p>	<p>4.4</p>	<p>EL/NO</p>
<p>AP2.4 Ensure that 'Memorandum of Agreement' (MoA) is in place between Defra and AONB funding partners</p>		<p>New MoA signed by all partners</p>		<p>4.1, 4.4</p>	<p>NO/EL</p>

AP2.5 Develop a fund-raising strategy for the AONB partnership	Monitor and update fund-raising strategy implementation on-going	Review strategy and continue implementation, as appropriate		4.2	CH
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	4.1	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	4.1	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	4.1	EL
AP2.9 Promote good practice in project management (incorporating best value, monitoring and evaluation, sustainability and involving volunteers)	Staff training identified and attended.	Staff training identified and attended.	Staff training identified and attended.	4.1	NO/EL
AP2.10 Implement AONB Unit environmental policy and action plan	Review AONB Unit Environmental Policy, with new actions and	Review AONB Unit Environmental Policy, with new actions and	Review AONB Unit Environmental Policy, with new actions and	4.1	CH

	targets set Carbon reduction targets achieved (including move to new premises)	targets set Carbon reduction targets achieved (including move to new premises)	targets set Carbon reduction targets achieved (including move to new premises)		
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