



FOREST OF BOWLAND

Area of Outstanding Natural Beauty

**AONB Unit Business Plan
DRAFT April 2016**

AONB Unit Business Plan 2016-2019

Introduction

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

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

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

The AONB Partnership and Unit

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

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

The AONB Unit is the staff team, who are employed on behalf of the AONB Partnership, to prepare and implement the statutory AONB Management Plan. The AONB Unit comprises four people (4 FTE) and two project staff (1.6FTE), with additional support from Lancashire County Council Senior Environmental Project Officer.

A Plan for the Future

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

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

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

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

The Business Plan

This plan will guide the work of the AONB Unit from 2016 - 2019. The actions within it link directly to the implementation of the statutory AONB Management Plan and links are shown against each action. It is designed to be a rolling 3-year plan, which is reviewed and updated annually.

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

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

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

Strategic Priorities 2016 - 2019

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

AONB Unit

EL – Elliott Lorimer, Principal AONB Officer

HB – Hetty Byrne, Sustainable Tourism Officer

SS – Sandra Silk, Projects and Events Officer

DFO – Vacant, to be recruited March/April 2016 – Development and Funding Officer (up to 18-month temporary cover)

Project staff

CH – Pendle Hill Landscape Partnership Development Officer (up to 18-month secondment)

SR – Sarah Robinson, 'Wildflowers in the Meadows' Project Officer

Lancashire County Council Countryside and Environmental and Community Projects

DP – Dave Padley, Environmental Projects Officer

TB – Tim Blythe, Countryside and AONB Service Manager

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:	2016/17	2017/18	2018/19	AONB MP 2014 – 2019 Objectives	Unit lead and support
OLI.1 Provide advice, guidance and encouragement to land managers on sustainable land management of the AONB landscape	On-going	On-going	On-going	1.1, 1.2, 2.1	DP/SR/EL
	Hold regular CS liaison meetings with local NE Land Management Advisors	Hold regular CS liaison meetings with local NE Land Management Advisors	Hold regular CS liaison meetings with local NE Land Management Advisors		SR/EL/DP
	Countryside Stewardship Facilitation Group for Pendle Hill LPS area established (subject to successful application to NE CSFFund) Assist development of NUCLNP Result-based Agri-environment				SR/CH/EL SR/EL

	Payments Scheme pilot				
OLI.2 Liaise with woodland planting and management initiatives to encourage and support appropriate woodland extension, creation and management within the AONB landscape	<p>On-going</p> <p>Respond to FC consultations regarding felling licences, woodland management plans and woodland grant applications</p> <p>Develop visitor-giving initiative with BEx businesses to support future replacement of 'landscape' or 'veteran' trees lost due to age/tree disease</p>	<p>On-going</p> <p>Respond to FC consultations regarding felling licences, woodland management plans and woodland grant applications</p>	<p>On-going</p> <p>Respond to FC consultations regarding felling licences, woodland management plans and woodland grant applications</p>	I.1	<p>EL</p> <p>SS/HB</p>
OLI.3 Develop design guidance notes for riverside and moorland fencing	Draft guidance notes developed	Guidance notes published		I.1	EL/DP
OLI.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 River Catchment Partnership meetings	Regular attendance at River Catchment Partnership meetings	Regular attendance at River Catchment Partnership meetings	I.1, I.2, I.3, I.4	EL/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:	2016/17	2017/18	2018/19	AONB MP 2014 – 2019 Objectives	Unit lead and support
OL2.1 Deliver an annual programme of traditional boundaries projects	At least 2 projects delivered	At least 2 projects delivered	At least 2 projects delivered	1.1, 1.6, 2.1	DP
OL2.2 Provide training opportunities and competitions in hedge-laying and walling (including schools and vocational training)	4 training days provided 1 event held	4 training days provided 1 event held	4 training days provided 1 event held	1.1, 1.6, 2.1	DP/SS
OL3 Co-ordinate partner activity in conserving and enhancing biodiversity and in developing a better understanding and management of ecosystem services within the AONB					
We will:	2016/17	2017/18	2018/19	AONB MP 2014 – 2019 Objectives	Unit lead and support
OL3.1 Hold regular meeting of the AONB Biodiversity Working Group to support the delivery of Biodiversity 2020 'outcomes' <i>(Refer to Annual Delivery Plan for further details)</i>	2 meetings held per year Annual Delivery Plan reviewed	2 meetings held per year Annual Delivery Plan reviewed	2 meetings held per year Annual Delivery Plan reviewed	1.2, 1.3, 1.4	SR/DFO

	<p>At least 2 local species recovery plans developed</p> <p>Delivery of established local species recovery plans (juniper, globeflower and greater butterfly orchid)</p> <p>Continue surveying for additional priority habitats to help restoration and creation projects</p> <p>Complete ecosystems approach self-assessment (BD2020 Outcome 1C)</p> <p>Develop summary outlining Bowland's peatland, woodland and grassland investment</p>	<p>At least 2 local species recovery plans developed</p> <p>Continue surveying for additional priority habitats to help restoration and creation projects</p>	<p>Review ecosystems approach self-assessment (BD2020 Outcome 1C)</p>		<p>EL</p> <p>EL/SR</p>
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	opportunities to accompany NUCLNP Natural Capital Investment Plans				
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>Attend Lancashire & Pennine Peat Partnership meetings</p> <p>Commence delivery of the Pennine Peat LIFE project activity in the AONB and wider Lancashire (subject to funding being secured)</p> <p>Continue photographic and vegetation survey monitoring programme at restoration project sites involving local volunteers</p>	<p>Attend Lancashire & Pennine Peat Partnership meetings</p> <p>Continue delivery of the Pennine Peat LIFE project activity in the AONB and wider Lancashire (subject to funding being secured)</p> <p>Continue photographic and vegetation survey monitoring programme at restoration project sites involving local volunteers</p>	<p>Attend Lancashire & Pennine Peat Partnership meetings</p> <p>Continue delivery of the Pennine Peat LIFE project activity in the AONB and wider Lancashire (subject to funding being secured)</p> <p>Continue photographic and vegetation survey monitoring programme at restoration project sites involving local volunteers</p>	1.2, 1.3, 2.1	DP/EL
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	Hold regular meetings with local NE Land Management Advisors	Hold regular meetings with local NE Land Management Advisors	Hold regular meetings with local NE Land Management Advisors	1.2, 1.3, 2.1	SR/DP

Countryside Stewardship					
OL3.4 Encourage good practice in upland heather burning and alternatives; helping to develop a fire prevention strategy and fire plans for the area	Chair regular AONB-wide fire operations group meetings and exercises	Chair regular AONB-wide fire operations group meetings and exercises	Chair regular AONB-wide fire operations group meetings and exercises	2.1, 3.2	EL
OL3.5 Delivery of 'Wildflowers for the Meadows' (up to end March 2017) to help conserve and enhance species-rich grassland within the AONB <i>(Refer to 'Wildflowers for the Meadows' Project Plan for further details)</i>	Continue work with community groups to develop sustainable restoration projects for species-rich grassland and small sites Continue with 'field-scale' meadow restoration Carry out monitoring of project restoration sites Conserve, restore and create 10ha of species-rich grassland			1.3, 2.3	SR/DFO

	<p>Hold 7 community engagement events</p> <p>Develop best practice advice and guidance with NUC LNP for species-rich grassland restoration and management</p> <p>Submit funding bids to continue and AONB species-rich grassland restoration project in 2017/18 and beyond</p>	Continue species-rich grassland restoration project (subject to funding being secured)			
OL3.6 Support Bowland Land Managers Forum to develop collaborative land management project	<p>Carry out further feasibility and IUCN assessment for restoration of Black grouse to Bowland Fells</p> <p>Subject to feasibility report, submit funding bids to support Black grouse translocation</p>	Delivery of project commences (subject to funding being secured)		1.4, 2.1	<p>EL</p> <p>EL/DFO</p>

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

	breeding HH in England	for breeding HH in England	breeding HH in England		
OL3.8 Work with Northern Upland Chain Local Nature Partnership (and other LNPs where appropriate) to develop LNP-wide initiatives to conserve and enhance biodiversity and management of the area's natural capital	<p>Regulaly attend NUC LNP board meetings and annual forum</p> <p>Active involvement of AONB unit and local farmers in NUCLNP High Nature Value Farming Group</p> <p>Chair and lead the work of the NUCLNP Hay Meadows Group</p>	<p>Regulaly attend NUC LNP board meetings and annual forum</p> <p>Active involvement of AONB unit and local farmers in NUCLNP High Nature Value Farming Group</p>	<p>Regulaly attend NUC LNP board meetings and annual forum</p> <p>Active involvement of AONB unit and local farmers in NUCLNP High Nature Value Farming Group</p>		<p>EL</p> <p>SR</p> <p>EL</p>
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:	2016/17	2017/18	2018/19	AONB MP 2014 – 2019 Objectives	Unit lead and support
OL4.1 Provide appropriate advice, support and formal responses to development proposals and consultations on policies/strategies that will affect the AONB and its setting (in particular planning applications, local plan consultations and	Appropriate responses provided	Appropriate responses provided	Appropriate responses provided	1.1, 1.7	EL

other local, sub-national and national strategies)					
OL4.2 Continue working with Electricity Northwest to deliver a programme of projects to underground overhead power lines in the AONB	At least 2 UVA projects delivered	At least 2 UVA projects delivered	At least 2 UVA projects delivered	1.1, 1.7	DFO/EL
OL 4.3 Develop AONB design guides (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)	Guiding principles and position statement Partner consultation held	AONB draft design guide published for consultation Awareness- raising event(s) held	AONB draft design guide published	1.1, 1.7	EL
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)	Planning and development seminar held			1.1, 1.2, 1.7	EL

Resilient and sustainable rural communities (SC)

SCI Continue to support and develop local parish lengthsman schemes within the AONB to assist in the management and maintenance of key community assets

We will:	2016/17	2017/18	2018/19	AONB MP 2014 – 2019 Objectives	Unit lead and support
SCI.1 Support Parish Councils to continue to fund and manage existing lengthsman schemes	AONB grant offer made to Parish Councils/Meetings	AONB grant offer made to Parish Councils/Meetings	AONB grant offer made to Parish Councils/Meetings	2.3, 4.2	DP/SS
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	SS

SC2 Support and promote local businesses and products to maintain their viability					
We will:	2016/17	2017/18	2018/19	AONB MP 2014 – 2019 Objectives	Unit lead and support
SC2.1 Support local businesses, via provision of advice, signposting, funding opportunities (e.g. LEADER), training, networking opportunities and events	One-to-one business advice / support provided	One-to-one business advice / support provided	One-to-one business advice / support provided	2.2, 2.3, 2.4	HB/EL
SC2.2 Continue to provide support for Bowland Experience Ltd. (BEx)	<p>BEx board meetings held (min. 2/year)</p> <p>Work alongside YDMT to provide secretariat for BEx board</p> <p>Regular tourism business bulletin produced and distributed</p> <p>2 BEx training events held and evaluated</p> <p>Develop a network of</p>	<p>BEx board meetings held (min. 2/year)</p> <p>Work alongside YDMT to provide secretariat for BEx board</p> <p>Regular tourism business bulletin produced and distributed</p> <p>2 BEx training events held and evaluated</p>	<p>BEx board meetings held (min. 2/year)</p> <p>Work alongside YDMT to provide secretariat for BEx board</p> <p>Regular tourism business bulletin produced and distributed</p> <p>2 BEx training events held and evaluated</p>	2.2, 2.4	HB

	BEx businesses willing to offer advice/guidance on best practice in sustainable tourism				
SC2.3 Continue to support the development, management and promotion of the Champion Bowland	<p>Work alongside YDMT to provide secretariat for Champion Bowland board of trustees</p> <p>Champion Bowland trustees meetings held (min. 2/year)</p> <p>Manage and administer Champion Bowland Small Grants Fund</p> <p>Delivery of AONB 'Farm Visit Transport Fund' through Champion Bowland</p>	<p>Work alongside YDMT to provide secretariat for Champion Bowland board of trustees</p> <p>Champion Bowland trustees meetings held (min. 2/year)</p>	<p>Work alongside YDMT to provide secretariat for Champion Bowland board of trustees</p> <p>Champion Bowland trustees meetings held (min. 2/year)</p>	2.2, 2.3, 2.4	<p>DFO/HB</p> <p>DFO/SS</p> <p>SS</p>
SC2.5 Support the continued development of 'Bowland Land Managers Forum'	Regular forum meetings held	Regular forum meetings held	Regular forum meetings held	2.1, 2.2, 4.2	EL

	<p>Hold 'Upland Management' seminar for wider land management sector in AONB</p> <p>Involve Forum members in the Northern Upland Chain LNP High-Nature Value Farming Group and LEADER LAGs</p>	<p>Involve Forum members in the Northern Upland Chain LNP High-Nature Value Farming Group and LEADER LAGs</p>	<p>Involve Forum members in the Northern Upland Chain LNP High-Nature Value Farming Group and LEADER LAGs</p>		
SC2.6 Develop and support apprenticeship schemes in countryside management, heritage and traditional rural skills	<p>Liaise and support YDMT 'Green Futures' Apprenticeship Scheme</p> <p>Develop apprenticeships scheme as part of PHLP Development Phase</p>		<p>Deliver apprenticeships scheme as part of PHLP Development Phase</p>		<p>EL</p> <p>CH</p>

SC3 Continue to manage the Sustainable Development Fund and Champion Bowland Small Grants Fund; whilst also responding to local community requests for advice and support on funding, project management and volunteering					
We will:	2016/17	2017/18	2018/19	AONB MP 2014 – 2019 Objectives	Unit lead and support
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.	Funded projects completed and monitoring information returned, as required SDF Annual Report produced			2.2, 4.2	CH/DFO
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 Continue to co-ordinate and deliver a programme of awareness-raising activities (where resource allow) to promote work of the AONB within local communities e.g. talks,	10 community groups advised/supported Continue to co-ordinate and deliver a programme of awareness-raising activities (where resource allow) to promote work of the AONB within local communities e.g. talks,	10 community groups advised/supported Continue to co-ordinate and deliver a programme of awareness-raising activities (where resource allow) to promote work of the AONB within local communities e.g. talks,	2.3	DFO/SS/SR HB/All

	attendance at shows and events	attendance at shows and events	attendance at shows and events		
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:	2016/17	2017/18	2018/19	AONB MP 2014 – 2019 Objectives	Unit lead and support
SC4.1 Promote the strong 'brand identity' for AONB visitors, working closely with tourism organisations, visitor information centres, businesses and gateway towns	<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, Welcome to 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, Welcome to 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, Welcome to Yorkshire and district tourism partners to effectively promote AONB as a sustainable tourism destination</p>	3.4, 3.5	<p>HB/CH</p> <p>HB</p>
SC4.2 Support sustainable tourism projects in the AONB	At least 1 sustainable tourism projects	At least 1 sustainable tourism projects	At least 1 sustainable tourism projects	2.2, 2.4, 3.4C	HB

	<p>delivered, (including 'business cluster' projects)</p> <p>Ensure AONB businesses involvement in RDPE/LEADER LAGs (potential applicants & project ideas)</p> <p>Re-issue AONB Discovery Guide 2017. Review and reprint if funding permits and tourism businesses support</p> <p>Develop promotions, publicity and interpretation at rail stations with Northern Rail and Community Rail Partnerships</p>	<p>delivered, (including 'business cluster' projects)</p> <p>Ensure AONB businesses involvement in RDPE/LEADER LAGs (potential applicants & project ideas)</p> <p>Re-issue AONB Discovery Guide 2018. Review and reprint if funding permits and tourism businesses support</p>	<p>delivered, (including 'business cluster' projects)</p> <p>Ensure AONB businesses involvement in RDPE/LEADER LAGs (potential applicants & project ideas)</p> <p>Re-issue AONB Discovery Guide 2019. Review and reprint if funding permits and tourism businesses support</p>		
SC4.3 Continue to support and develop sustainable tourism, including support for Sustainable Tourism Forum	ST Forum held	ST Forum held	ST Forum held	2.2, 2.4	HB

SC4.4 Carry out evaluation and monitoring of visitor and tourism enterprise information, in particular visitor pressure, patterns and future markets (including occupancy and satisfaction data)	<p>Work with Marketing Lancashire to gather visitor survey data, as part of Lancashire's Destination Management Plan</p> <p>Review of tourism business monitoring research to focus more on AONB data needs and carry out initial survey research</p>	<p>If agreed, continue tourism business monitoring research on tourism business 'health-check' and 'importance of AONB' data</p>	<p>Work with Marketing Lancashire to gather visitor survey data, as part of Lancashire's Destination Management Plan</p> <p>If agreed, continue tourism business monitoring research on tourism business 'health-check' and 'importance of AONB' data</p>	2.2, 2.4	HB
SC4.5 Promote and share good practice of the AONB, as a Protected Landscape leading the development of sustainable tourism in UK and Europe	Continue to work with NAAONB, other Protected Landscapes & Visit England to develop sustainable tourism collaboration amongst AONBs			2.2, 2.4, 4.4	HB

SC4.6 Continue to promote local produce and farming	<p>Manage, review and update local produce database</p> <p>AONB attendance at at least 2 agri. shows/ local produce events per year</p>	<p>Manage, review and update local produce database</p> <p>Regularly review AONB future involvement in agri. shows/ local produce events</p>	<p>Manage, review and update local produce database</p> <p>Regularly review AONB future involvement in agri. shows/ local produce events</p>	2.1, 2.2	HB
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A strong connection between people and the landscape (PL)

PL1 Develop, improve and promote access and recreational opportunities for a diverse range of people					
We will:	2016/17	2017/18	2018/19	AONB MP 2014 – 2019 Objectives	Unit lead and support
PL1.1 Work in partnership with key stakeholders to manage, maintain, and improve access in the wider countryside of the AONB;	Regular meetings of local stakeholders (e.g. Pendle Hill Advisory Group, Stocks and Gisburn Forest) to consider access and recreation issues	Regular meetings of local stakeholders (e.g. Pendle Hill Advisory Group, Stocks and Gisburn Forest) to consider access and recreation issues	Regular meetings of local stakeholders (e.g. Pendle Hill Advisory Group, Stocks and Gisburn Forest) to consider access and recreation issues	3.1, 3.2, 3.3	EL/DP/CH
PL1.2 Carry out regular reviews of existing AONB promoted routes	Continue to support volunteer monitoring system for existing AONB promoted routes Review and prioritise promoted routes up to 4 times/year (review based on seasonal promotion, route condition,	Continue to support volunteer monitoring system for existing AONB promoted routes Review and prioritise promoted routes up to 4 times/year (review based on seasonal promotion, route condition,	Continue to support volunteer monitoring system for existing AONB promoted routes Review and prioritise promoted routes up to 4 times/year (review based on seasonal promotion, route condition,	3.1, 3.2, 3.3	SS/DP

	maintenance)	maintenance)	maintenance)		
PLI.3 Review, rationalise and develop downloadable promoted routes as required	Review, rationalise and create new downloadable promoted route cards where required	Review, rationalise and create new downloadable promoted route cards where required	Review, rationalise and create new downloadable promoted route cards where required	3.1, 3.2, 3.3	HB/SS/DP
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)	Feasibility study for new combined on/off-road route from Gisburn Forest to Settle	If commence improvement work for first sections of Gisburn Forest to Settle link route		3.1, 3.2	DP/EL
PLI.5 Develop 'tramper' access projects	1 project/route maintained, improved or created	1 project/route maintained, improved or created	1 project/route maintained, improved or created	3.1, 3.2, 3.3	DP
PLI.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	DP/SR

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:	2016/17	2017/18	2018/19	AONB MP 2014 – 2019 Objectives	Unit lead and support
PL2.1 Co-ordinate and review Festival Bowland (FB)	<p>Co-ordinate FB Steering Group</p> <p>Evaluation of customer feedback completed (via incentivised postcard scheme)</p> <p>At least 10 FB events organised by AONB Unit</p> <p>Annual review and evaluation of aims and content of FB completed and acted upon</p>	<p>Co-ordinate FB Steering Group</p> <p>Evaluation of customer feedback completed (via incentivised postcard scheme)</p> <p>At least 10 FB events organised by AONB Unit</p> <p>Annual review and evaluation of aims and content of FB completed and acted upon</p>	<p>Co-ordinate FB Steering Group</p> <p>Evaluation of customer feedback completed (via incentivised postcard scheme)</p> <p>At least 10 FB events organised by AONB Unit</p> <p>Annual review and evaluation of aims and content of FB completed and acted upon</p>	3.4, 3.5	SS
PL2.2 Publicise Festival Bowland programme	FB brochure produced	FB brochure produced	FB brochure produced	3.4, 3.6	SS

	<p>Monthly FB events posters produced and distributed</p> <p>6 press releases/year produced to promote FB events</p> <p>Update Google calendar and LOIS database with FB events</p>	<p>Monthly FB events posters produced and distributed</p> <p>6 press releases/year produced to promote FB events</p> <p>Update Google calendar and LOIS database with FB events</p>	<p>Monthly FB events posters produced and distributed</p> <p>6 press releases/year produced to promote FB events</p> <p>Update Google calendar and LOIS database with FB events</p>		
PL2.3 Support and promote external events and tourism businesses that help to deliver AONB objectives	Maintain LOIS database for partner-led events and accommodation listings on Marketing Lancashire's AONB destination guide	Maintain LOIS database for partner-led events and accommodation listings on Marketing Lancashire's AONB destination guide	Maintain LOIS database for partner-led events and accommodation listings on Marketing Lancashire's AONB destination guide	3.4, 3.6	HB/SS
PL2.4 Management and implementation of the Forest of Bowland AONB communications, branding and graphic standards	Maintain branding guidelines for partnership organisations and businesses, where required	Carry out review and update branding guidelines for partnership organisations and businesses	Maintain and update branding guidelines for partnership organisations and businesses, where required	3.4, 3.5, 4.4	HB

	Develop Communications Strategy and Action Plan for Pendle Hill Landscape Partnership	Use PHLP Communications Strategy template to review overall AONB Communications Strategy			HB
PL2.5 Refurbish or replace AONB boundary signs at key visitor 'gateways' to the AONB	2 boundary signs refurbished or replaced (if funding allows)	2 boundary signs refurbished or replaced (if funding allows)	2 boundary signs refurbished or replaced (if funding allows)	2.3, 3.5	DP
PL2.6 Manage and maintain stocks of printed AONB publications (including 'Take One Media' brochure and leaflet distribution service)	Review current printed publications and update/rationalise as appropriate Regular review of Take One Media reports	Review current printed publications and update/rationalise as appropriate Regular review of Take One Media reports	Review current printed publications and update/rationalise as appropriate Regular review of Take One Media reports	3.4, 4.4	SS/HB
PL2.7 Regularly review and update the content of AONB website, in line with AONB Management Plan objectives and actions	Periodic review and update of web content completed Website data analysis completed and disseminated	Periodic review and update of web content completed Website data analysis completed and disseminated	Periodic review and update of web content completed Website data analysis completed and disseminated	1.5A, 1.6D, 1.7B, 3.4, 3.5, 4.4	HB HB

	Develop web content and resources on geodiversity and historic environment	Develop web content and resources on geodiversity and historic environment			SS/DFO
PL2.8 Review design of AONB website	Update in line with current projects/activities	Carry out review/refresh of AONB website design	Update in line with current projects/activities	3.4, 3.5, 4.4	HB
PL2.9 Research good practice in use of emerging technology to help interpret and promote the AONB	Continue to develop use of social media to promote AONB (e.g. Twitter, Facebook)	Continue to develop use of social media to promote AONB (e.g. Twitter, Facebook) Research new technologies for use in communications and interpretation to develop a wider audience for AONB projects and activity (e.g. PHLP)	Continue to develop use of social media to promote AONB (e.g. Twitter, Facebook) Develop new technologies for use in communications and interpretation to develop a wider audience for AONB projects and activity (e.g. PHLP)	3.4, 4.4	HB/SS CH/HB
PL2.10 Source and promote newsworthy stories that promote the AONB and work of the partnership	Quarterly e-bulletin produced and promoted	Quarterly e-bulletin produced and promoted	Quarterly e-bulletin produced and promoted	3.4, 4.4	HB

	Contacts maintained within local, regional and national media	Contacts maintained within local, regional and national media	Contacts maintained within local, regional and national media		SS
	At least 10 AONB press releases per year produced	At least 10 AONB press releases per year produced	At least 10 AONB press releases per year produced		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:	2016/17	2017/18	2018/19	AONB MP 2014 – 2019 Objectives	Unit lead and support
PL3.1 Support the development of the 'Friends of Bowland', to co-ordinate and support volunteers for the AONB	Where appropriate, attend 'Friends' committee meetings as liaison with AONB Unit/Partnership	Where appropriate, attend 'Friends' committee meetings as liaison with AONB Unit/Partnership	Where appropriate, attend 'Friends' committee meetings as liaison with AONB Unit/Partnership	2.3	SS/EL
	Assist 'Friends' in development of events/activities programmes	Assist 'Friends' in development of events/activities programmes	Assist 'Friends' in development of events/activities programmes		SS
	Develop at least one joint project/event	Develop at least one joint project/event	Develop at least one joint project/event		SS

	with 'Friends'	with 'Friends'	with 'Friends'		SS
	Work with Friends and LCC Volunteer Ranger Service and other volunteer groups to develop an AONB volunteering strategy/plan				
PL3.2 Develop the Pendle Hill Landscape Partnership scheme, working towards HLF LPS Stage 2 Award and Delivery Phase <i>(Refer to Pendle Hill Landscape Partnership Project Plans for further details)</i>	Commence Pendle Hill Landscape Partnership scheme development phase Appoint PHLP Development Officer and Graduate Trainee Complete contracts for research and consultancy support Complete arts-based community consultation and audience development	Draft joint-working agreement and get signed by all required partners Complete PHLP Landscape Conservation Action Plan Year 1 Delivery Phase match-funding secured Submit Pendle Hill LPS Stage 2 application	Commence Delivery Phase of Pendle Hill LPS (subject to Stage 2 pass)	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/EL/HB/DP

	activities				
PL3.3 Continue development of community outreach activities to encourage new audiences that traditionally do not know about or visit the AONB	Develop community outreach activities as part of PHLP Development Phase	Develop community outreach activities as part of PHLP Development Phase	Deliver community outreach activities as part of PHLP Development Phase	3.6	CH
PL3.4 Produce on-line resources for use by schools and investigate feasibility to support group visits to AONB farms with educational access and other suitable sites	<p>Review uptake of online educational resources and improve/amend as appropriate</p> <p>Deliver a series of supported group visits to AONB educational access and other suitable sites</p>	Review uptake of online educational resources and improve/amend as appropriate	<p>Review uptake of online educational resources and improve/amend as appropriate</p> <p>Develop work to be carried out with schools for fieldwork and outdoor education for 14-18 year olds in</p>	3.4, 3.6, 4.4	<p>SS</p> <p>SS</p> <p>CH</p>

			Pendle Hill LPS Development Phase		
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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:	2016/17	2017/18	2018/19	AONB MP 2014 – 2019 Objectives	Unit lead and support
API.1 Participate in a range of fora and networks to represent AONB interests (e.g. Local Nature Partnerships, Local Enterprise Partnerships, RDPE/LEADER LAGs)	On-going	On-going	On-going	4.1, 4.4	All
API.2 Review the AONB Management Plan, in accordance with national guidance	Continue to liaise with local authorities, utility company and other government agencies to raise awareness of AONB Management Plan and its delivery	Develop Partnership Advocacy Plan (in conjunction with review of AONB Communications Strategy) Continue to liaise with local authorities, utility company and other government agencies to raise awareness of AONB Management Plan and its delivery	Continue to liaise with local authorities, utility company and other government agencies to raise awareness of AONB Management Plan and its delivery	4.1, 4.4C	EL

API.3 Ensure effective and inclusive consultation is carried out on all major AONB strategies and activity	On-going	On-going	On-going	2.3, 4.4	EL
API.4 Manage and promote the interactive management plan (IMP) to ensure regular monitoring of partnership delivery of actions	IMP regularly updated by Unit and partners	IMP regularly updated by Unit and partners	IMP regularly updated by Unit and partners	4.1, 4.4	HB/EL
API.5 Produce a clear and concise AONB Annual Report	Annual Report produced	Annual Report produced	Annual Report produced	2.2, 3.4, 4.4	SS
API.6 Produce quarterly progress reports on business plan delivery	Quarterly reports produced	Quarterly reports produced	Quarterly reports produced	4.4	EL
API.7 Develop a 'State of the AONB' Report to monitor and evaluate landscape change within the AONB, monitor delivery of the AONB Partnership outcomes and provide a sound evidence base for future project development and funding bids			Produce 'State of the AONB Report' update	4.3	DFO
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 Responses made to NAAONB information and consultation requests, where appropriate	NAAONB and Northern Group events attended Responses made to NAAONB information and consultation requests, where appropriate	NAAONB and Northern Group events attended Responses made to NAAONB information and consultation requests, where appropriate	4.4	All

API.9 Support and maintain co-ordinated delivery of services and projects in the AONB in partnership with local authority countryside and environmental projects teams	LCC E&C Projects and Countryside staff attend/invited to AONB team meetings, where appropriate Periodic meetings held with local authority and United Utilities countryside staff	LCC E&C Projects and Countryside staff attend/invited to AONB team meetings, where appropriate Periodic meetings held with local authority and United Utilities countryside staff	LCC E&C Projects and Countryside staff attend/invited to AONB team meetings, where appropriate Periodic meetings held with local authority and United Utilities countryside staff	4.1, 4.4	EL/TB
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:	2016/17	2017/18	2018/19	AONB MP 2014 – 2019 Objectives	Unit lead and support
AP2.1 Ensure effective and productive functioning of AONB Joint Advisory Committee and its working groups, with agreed terms of reference	2 JAC meetings, 3 to 4 partnership funders group and regular 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 Committee for non-statutory organisations and non-funding partners	Review of current JAC membership for non-statutory organisations and non-funding			4.1	EL

	partners completed				
	Investigate potential for JAC members to act as portfolio-holders and AONB champions				
AP2.2 Hold regular meetings and correspondence with AONB funding partners to ensure AONB Partnership and Unit are delivering against partners' key corporate objectives	<p>Regular Partnership Funders Group meetings held</p> <p>Arrange regular meetings/briefings for local authority officers and members on AONB Partnership activity</p> <p>Hold AONB conference/seminar</p>	<p>Regular Partnership Funders Group meetings held</p> <p>Arrange regular meetings/briefings for local authority officers and members on AONB Partnership activity</p>	<p>Regular Partnership Funders Group meetings held</p> <p>Arrange regular meetings/briefings for local authority officers and members on AONB Partnership activity</p> <p>Hold AONB conference/seminar</p>	4.1	<p>EL</p> <p>DFO/SR</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	NAAONB meetings, seminars and conferences attended, where appropriate	NAAONB meetings, seminars and conferences attended, where appropriate	NAAONB meetings, seminars and conferences attended, where appropriate	4.4	EL

AP2.4 Ensure that Memorandum of Understanding (MoU) is in place for AONB partners	Consider options for new Partnership memorandum of understanding for 2016/17 and beyond New MoU signed by all partners	New MoU signed by all partners		4.1, 4.4	EL/TB
AP2.5 Develop a fund-raising strategy for the AONB partnership		Review strategy and continue implementation, as appropriate		4.2	DFO
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	EL/TB
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	EL/TB
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 Implement AONB Unit environmental policy and action plan	Review AONB Unit Environmental Policy, with new actions and targets set Carbon reduction targets achieved (including move to new premises)	Review AONB Unit Environmental Policy, with new actions and targets set Carbon reduction targets achieved (including move to new premises)	Review AONB Unit Environmental Policy, with new actions and targets set Carbon reduction targets achieved (including move to new premises)	4.1	DFO
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