



ACONB Unit Business Plan 2012- 2015

FOREST OF BOWLAND

Area of Outstanding Natural Beauty

AONB Unit Business Plan 2012-2015

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 area 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 landowners, farmers, voluntary organisations, wildlife groups, recreation groups, local councils 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 (4.3 full-time equivalents), with additional support from two LCC Environmental Project Officers (formerly Countryside Officers).

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 2012 - 2015. 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 2012 - 2015

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 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 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>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 - Staff Leads

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, Site Access & AONB Manager

SS – Sandra Silk, Projects and Events Officer

Lancashire County Council Environmental Projects - Staff Leads

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 advice, training and support to promote sustainable land management practices; helping to safeguard the natural and cultural landscape of the AONB					
We will:	2012/13	2013/14	2014/15	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		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		4.1B, 4.3A	DP/TW
OLI.3 Encourage and support woodland extension, creation and management	England Woodland Grant Scheme training held	England Woodland Grant Scheme training held		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		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		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
OLI.7 Strengthen working relationships with key stakeholders	Regular liaison	Regular liaison		5.1A, 5.2A	EL/DP

for river catchment management (e.g. Environment Agency, United Utilities and River and Catchment Trusts) to encourage sensitive management of riverbank habitats for biodiversity and landscape.	meetings held	meetings held			
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:	2012/13	2013/14	2014/15	AONB Mgmt. Plan Links	Staff lead(s)
OL2.1 Deliver an annual programme of traditional boundaries projects	6 projects delivered	6 projects delivered		1.2H, 1.4J, 2.4B, 3.2C, 4.1A	DP/TW
OL2.2 Promote training opportunities in hedge-laying and walling (including schools and vocational training)	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		13.1B	DP/TW
OL2.4 Respond to community desire to restore roadside railings	As requests are received	As requests are received		14.2A	DP/TW

OL3 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 in the AONB Climate Adaptation Plan					
We will:	2012/13	2013/14	2014/15	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	Attend Lancashire Peat Partnership (LPP) meetings Analyse 'Lancashire Upland Peat Restoration Plan' to guide future implementation Monitor and update data	Attend LPP meetings Monitor and update data		2.1A	CH/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	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 alternatives; helping to develop a fire prevention strategy and fire plans for the area	Establish an AONB-wide fire operations group			2.2B, 2.2H	NO/DP/TW

OL3.4 Co-ordinate volunteer and professional surveys to identify and monitor species-rich grassland within the AONB	Volunteers trained and carrying out surveys Secure funding for upland hay meadow restoration project	Volunteers trained and carrying out surveys		3.1A	CH
OL3.5 Identify potential project sites for species-rich grassland creation and enhancement; leading to the development of projects to conserve and enhance this priority habitat, alongside community engagement and education activities	Surveyor contracted to survey and prioritise identified project sites 1 project delivered	2 projects delivered		3.1A	CH
We will:	2012/13	2013/14	2014/15	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, LDF 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	1 project delivered	1 project delivered	1 project delivered	12.3D	EL/DP/TW
OL 4.3 Develop an AONB design guide (based on the	Outline design guide	AONB design guide		1.4K, 3.2G,	EL/CH

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)	produced Partner consultation held	published Awareness- raising event(s) held		8.1F, 9.5A, 12.1A, 12.1D	
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)

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:	2012/13	2013/14	2014/15	AONB Mgmt. Plan Links	Staff lead(s)
SCI.1 Support Parish Councils to continue to fund and manage existing lengthsman schemes	AONB service level agreements developed and agreed with Parish Councils			8.1E, 10.1C, 16.1C	TW/DP
SCI.2 Prepare an evaluation report on existing parish lengthsman schemes in the AONB		Evaluation completed		8.1E, 10.1C, 16.1C	TW
SCI.3 Work with Parish Councils to develop best practice (e.g. record-keeping) to help demonstrate best value				8.1E, 10.1C, 16.1C	TW/DP
SCI.4 Contribute to the development of new pilot schemes being created by Lancashire County Council				8.1E, 10.1C, 16.1C	TW/DP

SC2 Support and promote local businesses and products to maintain their viability					
We will:	2012/13	2013/14	2014/15	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	<p>One-to-one advice provided</p> <p>2 training events provided</p>	<p>One-to-one advice provided</p> <p>2 training events provided</p>	<p>One-to-one advice provided</p> <p>2 training events provided</p>	6.2D, 10.1B, 10.2A, 11.2A, 11.2B, 17.1A, 19.3D	MP
SC2.2 Continue to provide support for Bowland Experience Ltd. (BEx)	<p>BEx board meetings held (min. 2/year)</p> <p>Secretariat provided for BEx</p> <p>Investigate information- sharing opportunities for BEx members (e.g. Basecamp)</p> <p>'March of the Hares' Project developed and delivered through BEx (subject to funding)</p>	<p>BEx board meetings held (min. 2/year)</p> <p>Secretariat provided for BEx</p> <p>Provision of information- sharing forum for BEx members (if appropriate)</p>	<p>BEx board meetings held (min. 2/year)</p> <p>Secretariat provided for BEx</p>	7.6E	MP

	2 BEx events held	2 BEx events held			
SC2.3 Continue to support the development, management and promotion of the Bowland Tourism Environment Fund (BTEF)	Secretariat for BTEF provided	Secretariat for BTEF provided	Secretariat for BTEF provided	16.2B	MP
SC2.4 Support business 'cluster' development within the AONB	Investigate potential for 'educational farms' cluster	??	??	7.1B	HB/MP
SC2.5 Bowland Landowners and Farmers Network...	??				EL
We will:	2012/13	2013/14	2014/15	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.	SDF panel meetings held All SDF funds committed Funded projects complete and return monitoring information, as required	SDF panel meetings held All SDF funds committed Funded projects complete and return monitoring information, as required	SDF panel meetings held All SDF funds committed Funded projects complete and return monitoring information, as required	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 availability of advice and assistance	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
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:	2012/13	2013/14	2014/15	AONB Mgmt. Plan Links	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	Sense of Place themes and branding used in variety of formats (e.g. website, exhibition panels, pop-up banners) Investigate and implement means of	Sense of Place themes and branding used in variety of formats (e.g. website, exhibition panels, pop-up banners)	Sense of Place themes and branding used in variety of formats (e.g. website, exhibition panels, pop-up banners)	6.2D, 6.3B, 18.4j	HB

	wider dissemination of AONB information and communications with tourism marketing organisations (e.g. Marketing Lancashire, Green Traveller)				
SC4.2 Support sustainable tourism projects and continue to support GTBS with tourism businesses in the AONB	<p>4 sustainable tourism projects delivered</p> <p>Business advisory visits made</p> <p>6 GTBS accreditations supported within AONB and 2km buffer</p>	<p>4 sustainable tourism projects delivered</p> <p>Business advisory visits made</p> <p>6 GTBS accreditations supported within AONB and 2km buffer</p>	<p>4 sustainable tourism projects delivered</p> <p>Business advisory visits made</p> <p>6 GTBS accreditations supported within AONB and 2km buffer</p>	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 Isles section)	<p>ST Forum held</p> <p>Attend EAI/Europarc meetings, as appropriate</p>	<p>ST Forum held</p> <p>Attend EAI/Europarc meetings, as appropriate</p>		7.6B, 7.6I	HB/MP

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)	Business enterprise survey carried out Trial of new visitor survey methodology carried out Commission monitoring study on tourism business data	Business enterprise survey carried out Visitor survey carried out	Business enterprise survey carried out	8.3B, 8.3C, 18.3B, 18.3C, 18.3D	HB
SC4.5 Deliver familiarisation visits and study tours for tourism businesses and organisations	'Access for all' familiarisation visit held	One familiarisation visit held	One familiarisation visit held	19.1D	HB
SC4.6 Promote and share good practice of the AONB, as a lead partnership in supporting sustainable tourism within Europe's protected areas	Hold EUROPARC Atlantic Isles seminar – 'The Bowland Symposium' Plan sustainable tourism co-operation project with EUROPARC partners	Sustainable tourism co-operation project visit held		9.6D, 18.4B, 18.4C, 18.4G, 18.4J	CH/HB
SC4.7 Continue to promote local produce and farming	Manage, review and update local produce database	Manage, review and update local produce database	Manage, review and update local produce database	6.6D, 6.9D, 10.2C	HB

	Review AONB future involvement in local food festivals/shows				
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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:	2012/13	2013/14	2014/15	AONB Mgmt. Plan Links	Staff lead(s)
PL1.1 Work in partnership with key stakeholders to improve access in the wider countryside of the AONB; including support for implementation of PRow Improvement Plans	Regular meetings of Access and Recreation Working Group held	Regular meetings of Access and Recreation Working Group held		8.1B, 8.1C, 8.1N, 8.1D, 8.1P, 8.2A, 8.3A	NO/TW/DP
PL1.2 Carry out a review of existing AONB promoted routes	Work with volunteers to development an annual monitoring system for existing AONB promoted routes Annual review of routes completed and acted upon	Annual review of routes completed and acted upon		6.6G, 8.1J	TW/DP/HB
PL1.3 Develop new promoted routes as website downloads	4 routes completed	4 routes completed		7.1G, 8.1H, 8.1L	TW/DP/HB
PL1.4 Develop bridleway links between Gisburn Forest and Settle (Pennine Bridleway National Trail), for North Lancs Bridleway Phase 2 sections and Whitendale bridleway network	Commence landowner negotiations	Development of route and fund-raising strategy	Commence construction of first sections of bridleway	8.1L	TW/DP

PL1.5 Develop 'tramper' access projects	2 projects delivered	2 projects delivered		8.1H, 8.2A	TW/DP
PL1.6 Co-ordinate delivery of Fiensdale erosion control project	Phase one completed ???	???		2.1B, 2.1C, 2.1D	TW
PL1.7 Review effectiveness and data from pedestrian counters on PRow	Review completed and acted upon			8.1A, 8.1C	TW/DP
PL1.8 Ensure use of appropriate PRow signposts in the AONB	Guidance note and agreement in place			8.1F, 8.1P	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:	2012/13	2013/14	2014/15	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 postcard scheme) Annual review and evaluation of aims and content of FB	Co-ordinate FB Steering Group Evaluation of customer feedback completed (via incentivised postcard scheme) Annual review and evaluation of aims and content of FB		7.1A	SS

	completed and acted upon	completed and acted upon			
PL2.2 Publicise Festival Bowland effectively	<p>FB brochure produced</p> <p>Monthly FB events posters produced and distributed</p> <p>10 press releases/year produced to promote FB events</p> <p>Update Google calendar and LOIS database with FB events</p>	<p>FB brochure produced</p> <p>Monthly FB events posters produced and distributed</p> <p>10 press releases/year produced to promote FB events</p> <p>Update Google calendar and LOIS database with FB events</p>	<p>FB brochure produced</p> <p>Monthly FB events posters produced and distributed</p> <p>10 press releases/year produced to promote FB events</p> <p>Update Google calendar and LOIS database with FB events</p>	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	Annual review of leaflet stock completed, with option to update and print, where appropriate	Annual review of leaflet stock completed, with option to update and print, where appropriate	Annual review of leaflet stock completed, with option to update and print, where appropriate	6.1A, 6.1B, 6.2A, 6.4A, 6.4D, 6.8B, 14.2E	HB/SS

	<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 and add guidelines to graphic standards</p>	<p>Periodic review of AONB promotional materials against environmental standards</p>	<p>Periodic review of AONB promotional materials against environmental standards</p>		
PL2.5 Encourage display of AONB website and information in Tourist Information Centres (TICs) and other public venues	Suitable TICs with touch-screen and/or electronic display facilities identified	AONB information included on touch-screen and/or electronic display facilities		6.7B	HB/SS
PL2.6 Update and replace AONB boundary signs at key visitor 'gateways' to the AONB	4 boundary signs replaced	4 boundary signs replaced	???	16.1C	DP/EL
PL2.7 Maintain Brochurelink service	Periodic review of Brochurelink reports	Periodic review of Brochurelink reports	Periodic review of Brochurelink reports	6.3C	HB

	carried out	carried out	carried out		
PL2.8 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>'Educational farms' web resources developed including farm profiles</p> <p>'Family activities' webpage developed</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
PL2.9 Review design of AONB website	<p>Web design support contracted</p> <p>Web design 'refresh' completed</p>		<p>Web design support contracted</p> <p>Web design 'refresh' completed</p>	6.4C, 6.6A, 6.6B, 6.6C, 6.6H	HB
PL2.10 Research good practice in use of emerging technology to help interpret and promote the AONB	<p>GPS downloads generated for all walking routes</p>			6.7A	HB

	<p>Develop use of social media on AONB and partner organisations (e.g. BEx) websites</p> <p>Investigate the potential to introduce audio trails for promoted routes</p>	<p>Audio trails produced for promoted routes</p>			
<p>PL2.11 Source and promote newsworthy stories that promote the AONB and work of the partnership</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>	<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>6.10C, 14.1C, 18.4A, 18.4F</p>	<p>HB/SS</p>

PL3 Support local communities and visitors to conserve, restore, enjoy and learn about the heritage of the AONB; and develop programmes of activity which provide opportunities to engage people with the landscape					
We will:	2012/13	2013/14	2014/15	AONB Mgmt. Plan Links	Staff lead(s)
PL3.1 Friends of Bowland					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>Develop a suite of landscape heritage projects (e.g. Deer Parks)</p> <p>Develop Heritage Lottery Fund bids to support and deliver landscape heritage projects, where appropriate (inc. AONB 50th anniversary project)</p> <p>Work with LCC Young Peoples Services to develop AONB activities for young people</p>	<p>Delivery of landscape heritage projects</p> <p>Commence delivery of AONB 50th anniversary project</p>		1.4, 2.4D, 6.9A, 7.11, 13.1B, 14.2A, 14.2B	CH/SS



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:	2012/13	2013/14	2014/15	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	Review commenced	Consultation held SEA/AA completed Review completed	AONB Management plan 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	IMP updated by Unit and partners	IMP updated by Unit and partners	IMP updated by Unit and partners	17.1E, 18.1B	HB
API.5 Produce a clear and concise AONB Annual Report	Annual Report produced	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		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 and United Utilities countryside staff	LCC Env Projects staff attend AONB team meetings, where appropriate Periodic meetings held with local authority and United Utilities countryside staff	LCC Env Projects staff attend AONB team meetings, where appropriate Periodic meetings held with local authority and United Utilities countryside staff	14.2C, 15.1, 17.1G	EL/NO
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.					
We will:	2012/13	2013/14	2014/15	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 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, investigating closer working with neighbouring protected areas on strategic funding bids (e.g. sustainable tourism and/or biodiversity) and sharing of resources.	Review of AONB governance arrangements and its relationships with parallel organisations completed Fund-raising strategy action plan completed and implementation commenced Joint AONB funding bids developed, where	Review of fund-raising strategy completed and acted upon		15.1A, 16.2A	CH/EL

	appropriate				
AP2.6 Aim for excellence in management of the AONB Unit	Productive fortnightly team meetings, 1:1 meetings, employee PDRs and team building activities carried out	Productive fortnightly team meetings, 1:1 meetings, employee PDRs and team building activities carried out	Productive fortnightly team meetings, 1:1 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	Carbon reduction targets met Solar PV installed at AONB office (subject	Carbon reduction targets met	Carbon reduction targets met	19.1J	CH

	to planning consent)				
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