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The National Association for Areas of Outstanding Natural Beauty

Draft Business Plan 2011 – 2014

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Executive Summary

This plan sets out the work programme for the National Association for Areas of Outstanding Natural Beauty (NAAONB) over the period 2011 – 2014 (Appendix 4.). The budget required to deliver this work programme over this period is £665,630.

This plan outlines how the NAAONB will move from a mainly government funded organisation to one funded by its membership.

The NAAONB has four clear priorities over the plan period.

- Influencing national decision makers and evaluating the effectiveness of the NAAONB.
- Developing clear and consistent messages about AONBs.
- Sharing and disseminating best practice.
- Establishing opportunities for collaborative working

This priority action will be delivered through, and supported by, activity across four distinct workstreams.

- Supporting policies for conserving natural beauty
- Developing understanding of AONB Partnerships and the issues they face
- Improving the way in which AONB Partnerships and the NAAONB work
- Securing and managing adequate resources

This business plan is the means by which we translate the strategic aims and direction of the NAAONB into costed action.

Progress on this plan will be reported to the NAAONB Board at each meeting. An annual review of progress will be reported to the full membership at the AGM.

1.0 The National Association for AONBs

The National Association for Areas of Outstanding Natural Beauty (NAAONB) is a voluntary body whose membership includes all the AONB Partnerships in England and Wales, as well as many of the local authorities with statutory responsibility for AONBs, the Trust which manage AONBs in Northern Ireland, as well as a number of voluntary bodies and individuals with an interest in the future of these iconic landscapes.

It was formed as an unincorporated body in December 1998. Its creation was the result of efforts by officers responsible for a number of AONBs who believed it was essential to raise the public and political profile of designated AONBs if the long term objectives of designation were to be achieved.

The NAAONB has now established itself as the voice of the AONB partnerships in England, Wales and Northern Ireland and, in doing so, represents those involved in the planning and management of 8000 square miles of the UK's finest landscapes.

1.1 The team

Currently the work of the NAAONB is delivered by a network of people comprising the CEO, the Communications and Development Manager, input from the Regional Co-ordinators working for the SE and SW Regional Protected Landscape Fora, NAAONB board members working in an operational capacity, and individual AONB lead officers and staff. In addition the NAAONB buys in a low level of administrative support on a contractual basis.

This plan reflects the requirement for a greater level of administrative support and will be adapted to accommodate changes in the relationship between the NAAONB and the way the Regional Protected Landscape Posts operate. These latter discussions are on-going but will be complete by the end of the plan consultation period.

1.2 Achievements to date

Since establishment, the NAAONB and its forerunner, the AAONB have

- Represented the AONB family at
 - Meetings with DEFRA ministers
 - Meetings with Welsh Assembly Ministers
 - Meetings with NI Legislative Assembly Ministers,
 - Over 30 APPGs (All Party Parliamentary Group) meetings
- Lobbied successfully for inclusion of AONBs in the CRoW Act 2000, resulting in the first new legislation for AONBs in 50 years leading to more financial stability for AONB partnerships,
- Created and maintained close working relationships with the Countryside Agency/Natural England and the Countryside Council for resulting in 75% core funding settlements in England and Wales in 2001, and a rolling 3 year single pot funding arrangement in 2008
- Lobbied successfully for SDF to be extended to AONBs resulting in funding of £19.2m for AONB projects
- Created and maintained a close working relationship with Defra playing a key role in developing the NAAONB / NE / DEFRA tripartite relationship including direct AONB sponsorship
- Held 10 national annual conferences (including AGMs) attended by over 1600 delegates
- Responded to over 107 national policy consultations on behalf of the AONB Family
- Organised 74 training days, attended by over 2190 staff and elected members
- Produced a bilingual AONB Partnership Member and Staff Induction Pack in conjunction with the Countryside Agency and the Countryside Council for Wales
- Developed and improved communications between organisations such as CADW/English Heritage, the Forestry Commission, the Mobile Operators

Association, Ofgem with regular meetings leading to formal accords or influencing of Protected Areas policy

- Developed and improved a close working relationship with CNP, ENPAA, EAI and UKANPA, especially jointly working with UKANPA on the Countryside Agency's Protected Areas Awareness Campaign (2002) and with CNP, ENPAA and UKANPA on the 60th Anniversary of the 1949 National Parks and Access to Countryside Act (2009).
- Developed and improved communications between the staff and members of AONB Family with 44 editions of e-news - AONB News, Briefing Notes (CRoW Act 2000, Rural White Paper, post-election), www.aonb.org.uk, Position Statements, producing a PR strategy and leading on the Family celebrations for the 50th Anniversary of the first AONB designation and its associated website www.visitaonb.org.uk
- Initiated, developed and implemented a new AONB Family in close consultation with members, lead officers and communications officers
- Developed and improved communication with external audiences with biannual production of publications Explore your Natural Beauty, Outstanding, AONB E-News; attendance at events Game Fair, Outdoors Show, LGA conferences
- Advised the IUCN UK Committee on behalf of the AONB Family on the Cat V definition debate

2.0 Priorities for 2011 – 2014

2.1 The operating context

Since the current business plan (2007 – 11) was written there have been a number of significant changes to the scientific, political, and fiscal environments within which AONB Partnerships operate. These include

- Greater emphasis on delivering ecosystem services
- Wider interest in food and energy security
- Acceptance of the need factor climate change resilience into decision making
- Increased recognition of the value of a landscape approach
- Increased devolution for Wales and Northern Ireland
- Loss of regional structures in England
- A move towards increased localism in England
- A change in sponsorship arrangements
- Greater political profile for AONBs and the NAAONB
- Budgetary constraints

The role of the NAAONB must change to reflect this and continue to work effectively to support the AONB Family to achieve its purpose.

In developing this plan account has been taken of current workload and existing staff resources. This plan seeks to ensure that future workload is matched with available resources and expectations are managed accordingly.

2.2 Priorities for Delivery

AONB Partnership Lead Officers have identified four clear priorities for the NAAONB over the plan period.

- Influencing national decision makers and evaluating the effectiveness of the NAAONB.
- Developing clear and consistent messages about AONBs.
- Sharing and disseminating best practice.
- Establishing opportunities for collaborative working

This priority action will be delivered through, and supported by, activity across four distinct workstreams identified by NAAONB Board members.

Supporting policies for conserving natural beauty

This workstream encompasses our advocacy work, the action we take to influence decision makers and the work we carry out to providing national leadership

Developing understanding of AONB Partnerships and the issues they face

This workstream includes the planning and delivery of a national training programme, our work to facilitate learning and the exchange of good practice, the provision of technical support and advice, and all of our communications work.

Improving the way in which AONB Partnerships and the NAAONB work

This workstream includes our work to develop collaborative projects both within the AONB Family and across the protected landscape network, our work to improve governance within the NAAONB, and our work to maintain cohesion between the AONB Family and the NAAONB.

Securing and managing adequate resources

This workstream includes raising funds to facilitate the work of the NAAONB, the administration and management of the resources available to the NAAONB including its people, and taking a national lead on promoting innovative approaches to future resourcing.

Burning issues

In the short term, however, AONB Partnership Lead Officers have identified a number of specific issues that must drive the delivery of our priority work including establishing the NAAONB / DEFRA / NE tripartite relationship, maintaining profile and influence in relation to Local Authority partners, helping to ensure adequate funding is available to AONB Partnerships, influencing a changing planning system and influencing reform of the Common Agricultural Policy.

3.0 The Business Planning process

3.1 The links between the Strategic Plan and the Strategic Plan

The NAAONB is currently consulting on its draft Strategic Plan 2011-2014. This sets out our vision and objectives for the plan period and defines the relationship between the work of the NAAONB and that of the AONB partnerships.

The Business Plan is the means by which the Strategic Plan is translated into a detailed work programme.

The work plan for this business plan period is outlined in Appendix 4. and is set out under workstreams outlined in 2.2. Each action is also cross referenced to the objectives for the NAAONB set out in the Strategic Plan. Actions are accompanied by clear outputs.

Actions are then set out according to priority over three years.

3.2 Three Year timetable

The NAAONB Board undertakes its Business Plan review on a three year cycle, with additional annual reviews of performance. This enables the NAAONB Board to assess the efficacy of actions and review annual work programmes in light of changing circumstances. The Business Plan identifies income and expenditure over a three year period but these are liable to change depending on circumstances. The annual budget is agreed by the Board and presented to the AGM for agreement from the full membership.

3.3 Prioritisation of the three year work programme

In addition to the broad prioritisation under 2.2 the actions outlined in the Business Plan have been further prioritised by AONB Partnership Lead Officers and NAAONB Board members. Those actions deemed to be the highest priority have been front loaded into the three year work programme.

3.5 Monitoring and review of the plan

Progress on this plan will be reported to the NAAONB Board at each meeting. Papers and minutes of all meetings will be freely available to both members and the public on the NAAONB website. An annual review of progress will be reported to the full membership at the AGM.

4.0 Funding the 2011 – 2014 Business Plan

The period of this Business Plan marks a fundamental change in the way the NAAONB will operate. The budgets reflects the very real need for the NAAONB to become better resourced to do the work expected of it and moves it away from the unsustainable model that is currently in operation. Fundamental to this is adequate funding to support the

administrative requirements of the core staff team, and a more focussed work plan that better reflects the resources available.

Importantly, this plan presents a funding model that will ultimately ensure that the membership has the greatest influence on the NAAONB s activities.

It is, however, predicated on a shifting of resources from government departments to the AONB Partnerships and a commensurate increase in subscription fees for AONB Partnership members.

4.1 Expenditure and Income

This is outlined in the following three year budget summary, and in detail in both the annual budget spreadsheets (Appendices 1-3) and accompanying budget narratives (Appendices 1a-3a).

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4.2 NAAONB 3 Year Budget Summary

This summary outlines the significant changes in the NAAONB budget over the lifetime of this business plan. It highlights the necessary changes in income and expenditure as a consequence of addressing the prioritised needs of the AONB Family, and it highlights the changing relationship between government grant and membership subscriptions.

	2011/12	2012/13	2013/14
Income	£218,500	£224,630	£223,210
Expenditure	£218,500	£224,630	£222,500
Grants			
CCW	£24,000	£24,000	£0
DEFRA	£75,000	£0	£0
EANI	£0	£0	£0
AONBs	£15,000	£0	£0
External	£0	£0	£10,000
Subscriptions			
AONB Partnerships	£600	England £ 3,415 Wales £ 1,140 NI £ 1,140	England £3,415 Wales £3,415 NI £1,140
Total others	£13,700	£13,700	£13,700

5.0 Corporate Governance

This plan will be supported by a detailed governance handbook

Appendix 1a – Budget narrative 2011 – 12

To accompany Appendix 1 detailed budget

Budget narrative

2011 – 2012

In view of the changing circumstances and the priority work outlined in the business plan it is necessary to view the FY 2011-12 as the first of two transition years. Business plan priorities will only be achievable if there is an increase in funds to cover a) the reduction in subscription income from LAs b) the costs directly associated with the additional work required by the AONB Family, and c) adequate administrative support to operational activities.

The delivery of the business plan over this year will require an **additional one-off payment** of £15,000. This equates to a one off payment of £385 per AONB in addition to its subscription fee of £600.

In summary the support required from each AONB to deliver the business plan over the year 2011/12 is £985

Income

Subscriptions	£37,100	(Assumes a loss of 6 LA members)
DEFRA	£75,000	
CCW	£24,000	
One off	£15,000	One off payment from the AONBs
Press Cutting	£ 3,500	
Training	£ 8,900	
Conference	£55,000	

Total £218,500

Expenditure

Admin/ hosting	£28,480	
Core costs	£80,560	increased to includes adequate admin support plus adequate t&s for staff
Comms	£47,760	increased to include website development
Conference	£45,000	
Outstanding	£ 8,400	
Training	£ 8,300	

Total £218,500

For a detailed breakdown of cost see Annex 1

Appendix 2a – Budget narrative 2012 – 13

To accompany Appendix 2 detailed budget

Budget narrative

2012 – 2013

Consistent with the intention of the NAAONB to move to a position where it is funded completely through its membership subscriptions (with additional one-off projects attracting external funding) it is assumed that DEFRA now pay the grant that had previously been given to the NAAONB directly to the 33 AONBs in England i.e. the grant of £75,000 is paid equally to each AONB (£2,275 each). This is then added to the subscription paid by the AONBs in England to the NAAONB.

AONBs in Wales	£600	
AONBs in Northern Ireland	£600	
AONBs in England	£2,875*	*£600 plus £2,275 (33/£75,000 from DEFRA)

The subscription fee for LA members, non-AONB members, and associate members would remain the same as current.

This would provide a total subscription income of

Wales	5 x £600	£3000
Northern Ireland	1 x £600	£600
England	33 x £2,875	£94,875
Others		£13,700
Total		£112,175

Accepting that the AONB Family has identified priority work for this year this would leave a budget shortfall of £21,055 which would be evenly distributed over the 39 AONB partnership members (£540 each) and added to the subscription fee identified above.

The subscription fee for the FY 2012/13 would therefore be

AONBs in Wales	£1140
AONBs in NI	£1140
AONBs in England	£3415

This would provide a total subscription income of

Wales	5 x £1140	£5700
Northern Ireland	1 x £1140	£1140
England	33 x £3415	£112,695
Others		£13,700
Total		£133,235

It is accepted that the subscription fee for AONBs in Northern Ireland will currently require a different approach so it is proposed that these remain under review at £1,480 per annum.

Subscriptions for Local Authority members, non-AONB Partnership members, and Associate members will remain the same as currently stand.

Budget summary

Income

Subscriptions	£133,235
CCW	£24,000
Press Cutting	£ 3,500
Training	£ 8,900
Conference	£55,000

Total **£224,630**

Expenditure

Admin/ hosting	£28,480
Core costs	£80,690 increased to include £130 contingency
Comms	£47,760 maintained to include website maintenance and PR strategy
Conference	£45,000
Outstanding	£ 8,400
Training	£ 8,300
Branding	£ 6,000 added to develop brand strategy and support brand management

Total **£224,630**

For a detailed breakdown of cost see Annex 2

Appendix 3a – Budget narrative 2013 – 14

To accompany Appendix 3 detailed budget

Budget narrative

2013 – 2014

Consistent with the intention of the NAAONB to move to a position where it is funded completely through its membership subscriptions (with additional one-off projects attracting external funding) it is assumed that CCW now pay the grant that had previously been given to the NAAONB directly to the 5 AONBs in Wales at a rate consistent with that given by DEFRA i.e. the grant has reduced to a total of £11,375 and is paid equally to each AONB (£2,275 each). This is then added to the subscription paid by the AONBs in Wales to the NAAONB.

The subscription fee for AONBs in England and Wales will now be £3,415 per annum.

It is accepted that the subscription fee for AONBs in Northern Ireland will currently require a different approach so it is proposed that these remain under review at £1,140 per annum.

Subscriptions for Local Authority members, non-AONB Partnership members, and Associate members will remain the same as currently stand.

This would provide a total subscription income of

Wales	5 x £3,415	£17,075
Northern Ireland	1 x £1,140	£ 1,140
England	33 x £3,415	£112,695
Others		£13,700
	Total	£144,610

Budget summary

Income

Subscriptions	£144,610
1 x ext. funded project	£10,000
Press Cutting	£ 3,500
Training	£10,100
Conference	£55,000
Total	£223,210

Expenditure

Admin/ hosting	£28,480
Core costs	£86,560 increased to include £1000 contingency, £5000 transfer to reserves
Comms	£45,260 maintained to include website maintenance
Conference	£45,000
Outstanding	£ 8,400
Training	£ 8,300
Branding	£ 500 reduced to solely support brand management
Total	£222,500

For a detailed breakdown of cost see Annex 3

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Appendix 4. Workstreams and Three Year Work Programme

Workstream 1					
Supporting policies for conserving natural beauty					
NAAONB Objective	Action	Output	Key milestones	By when	Lead
5,7	<i>Seek regular meetings with Ministers and other senior figures of Government and Opposition parties, as and when sufficiently important matters affecting AONBs arise.</i>	<i>Support for members' effective contact at constituency level with MPs, AMs, MLAs and Members of the House of Lords</i> <i>Direct contact with MPs, AMs, MLAs Lords nationally</i>		On going	
5,7	<i>Provide briefing and support to the AONB Family on issues that are of national¹ importance</i>	<i>Briefings issued as and when appropriate</i>		On going	
5	<i>Support the APPG on AONBs</i>	<i>Reinvigorate the APPG on AONBs</i>		March 2013	

¹ 'national' means England, Wales, or Northern Ireland

Appendix 4. Workstreams and Three Year Work Programme

5,7	<i>Use the wide range of expertise within the AONB Family to prepare written responses to all Government consultations judged to be particularly relevant to AONBs.</i>	<i>Transfer the web-based consultation pilot to the L4L website Responses as and when required</i>		On going	
5	<i>To build and maintain alliances with other organisations sharing interests in protected landscapes.</i>	<i>Develop / update accords with English Heritage / CADW Woodland Trust Wildlife Trusts ANPA</i>		EH/CADW End 2011 WT End 2011 Wildlife Trusts End 2012 ANPA End 2012	
7	<i>Periodically collate high level feedback on AONB partnership performance monitoring for DEFRA</i>	<i>To be decided with DEFRA</i>		On going	
8	<i>Explore mechanisms for closer working with NPAs to drive efficiencies and improve environmental outcomes</i>	<i>Draw on national and regional collaboration work to form a plan of work Meetings with DEFRA / ENPAA / NE</i>		Mid 2012	

Appendix 4. Workstreams and Three Year Work Programme

		<i>Meetings with CCW/WANPA</i>			
5,7,9	<i>Disseminate advice on the discharge of duty to have regard to the AONB purpose</i>	<i>Develop advice to DEFRA</i> <i>Support the development of a circular</i> <i>Provide clear leadership and consistency in our response</i> <i>Investigate the Silkin Test</i>		End 2011	
5	<i>Provide technical support to government agencies as and when required</i>	<i>Support provided as and when required</i>		On going	
5,7	<i>Actively engage in policy making processes and decisions at international, national and regional levels.</i>	<i>Engagement in IUCN Cat V debate and pilot</i> <i>Engagement with Cat V task force</i> <i>Engagement in national policy discussions as and when appropriate</i>		On going	

Appendix 4. Workstreams and Three Year Work Programme

Workstream 2					
Developing understanding of AONB Partnerships and the issues they face					
NAAONB Objective	Action	Output	Key milestones	By when	Lead
7	<i>Support the Communications sub-group in developing a communication strategy around key messages</i>	<i>National communications strategy</i>		Dec 2011	
7	<i>Develop and manage the Landscapes for Life brand</i>	<i>Brand strategy Set of brand values</i>		July 2012	
7	<i>Develop www.landscapesforlife.org</i>	<i>Branded, interactive website including reference library resource</i>		Mar 2012	
7	<i>Produce 'Outstanding'</i>	<i>Produce two copies of Outstanding annually featuring articles of general interest to a wide</i>		May / Sept annually	

Appendix 4. Workstreams and Three Year Work Programme

		<i>audience of both members and non-members seeking to communicate key messages</i>			
7	<i>Support the Communications subgroup to develop effective PR nationally</i>	<i>National PR strategy</i>		July 2012	
5	<i>Provide advice to DEFRA on all aspects of AONB Partnerships as appropriate</i>	<i>Advice as and when required</i>		On going	
6, 9	<i>Organise annual NAAONB Conference</i>	<i>One annual conference aimed at raising the awareness of, and developing strategies for dealing with, issues of national importance</i>		July On going	
8,7	<i>Organise schedule of possible Ministerial visits</i>	<i>Schedule offered to DEFRA highlighting a representative spread of AONBs and issues</i>		March annually	

Appendix 4. Workstreams and Three Year Work Programme

9	<i>Deliver a national programme of training and development is delivered, focusing on AONB Units and JAC members but also seeking to involve appropriate people from other organisations.</i>	<i>National training programme devised in consultation with government agencies comprising 3 regional events, 2 national training events, 4 lead officer and chairman meetings.</i>		On going	
5,6,7	<i>Use the wide range of expertise within the AONB Family to produce national position statements</i>	<i>Position statements as and when required</i>		On going	

Appendix 4. Workstreams and Three Year Work Programme

Workstream 3					
Improving the way in which AONB Partnerships and the NAAONB work					
NAAONB Objective	Action	Output	Key milestones	By when	Lead
7	<i>Produce regular E-newsletters to highlight and share best practice</i>	<i>6 AONB News produced annually</i>		On going	
6,8	<i>Work with DEFRA, PLFs, NE, CCW, and EANI to review working arrangements for regional co-ordinator posts</i>	<i>Revised working arrangements reflected in a new framework for regional / NAAONB working</i>		Sept 2011	
6,7	<i>Provide national overview to AONB Family direction and shared objectives</i>	<i>Agree a NAAONB strategic plan to underpin our activities</i>		Oct 2011	
5	<i>Advise on development of management plan guidance</i>	<i>Management Planning sub-group</i> <i>Meetings with NE / DEFRA</i>		End 2012	

Appendix 4. Workstreams and Three Year Work Programme

10	<i>Conduct an annual review and evaluation of the business plan to assess the effectiveness of the NAAONB and fine tune as appropriate.</i>	<i>Annual Report to AGM Progress reports to NAAONB Board</i>		On going	
6,8	<i>Facilitate opportunities for collaborative working</i>	<i>Further development of the NAAONB /ENPAA collaboration agenda Development of NAAONB/WANPA collaboration agenda</i>		End 2011	
9,6	<i>Establish a programme and means of mentoring and mutual support between AONBs</i>	<i>Establish a support network of 'fixers' with identified and transferable skills Develop a web based database</i>		End 2013	
All	<i>Review NAAONB Board member portfolios in line with strategic plan requirements</i>	<i>Board paper on portfolios Sub group set up to agree actions (if necessary)</i>		Dec 2011	

Appendix 4. Workstreams and Three Year Work Programme

Workstream 4					
Securing and managing adequate resources					
NAAONB Objective	Action	Output	Key milestones	By when	Lead
10,6	<i>Co-ordinate views of AONB partnerships on the review of the AONB funding formula, contribute overview</i>	<i>Funding sub group to look at funding formula</i>		End 2011	
10	<i>Maintain engagement with existing funding partners, work to establish additional funding partnerships</i>	<i>Regular meetings with DEFRA, NE, CCW, EANI Review of membership subscription fee Targeted work with the private sector</i>		On going	
10,6	<i>Lead on large scale external funding bids</i>	<i>National funding bid to charitable trust to roll out national objectives and the Landscapes for Life brand</i>		Mid 2012	

Appendix 4. Workstreams and Three Year Work Programme

All	<i>Rolling review of governance arrangements for the NAAONB</i>	<i>Production of a Governance Handbook for board members and prospective board members</i>		July 2011	
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Appendix 4. Workstreams and Three Year Work Programme

Year 1 – 2011/12	
Action	Output
<p><i>Seek regular meetings with Ministers and other senior figures of Government and Opposition parties, as and when sufficiently important matters affecting AONBs arise.</i></p>	<p><i>Support for members' effective contact at constituency level with MPs, AMs, MLAs and Members of the House of Lords</i></p> <p><i>Direct contact with MPs, AMs, MLAs Lords nationally</i></p>
<p><i>Provide briefing and support to the AONB Family on issues that are of national² importance</i></p>	<p><i>Briefings issued as and when appropriate</i></p>
<p><i>Use the wide range of expertise within the AONB Family to prepare written responses to all Government consultations judged to be particularly relevant to AONBs.</i></p>	<p><i>Transfer the web-based consultation pilot to the L4L website</i></p> <p><i>Responses as and when required</i></p>

² 'national' means England, Wales, or Northern Ireland

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<p><i>To build and maintain alliances with other organisations sharing interests in protected landscapes.</i></p>	<p><i>Develop / update accords with</i></p> <p><i>English Heritage / CADW</i></p> <p><i>Woodland Trust</i></p>
<p><i>Periodically collate high level feedback on AONB partnership performance monitoring for DEFRA</i></p>	<p><i>To be decided with DEFRA</i></p>
<p><i>Disseminate advice on the discharge of duty to have regard to the AONB purpose</i></p>	<p><i>Develop advice to DEFRA</i></p> <p><i>Support the development of a circular</i></p> <p><i>Provide clear leadership and consistency in our response</i></p> <p><i>Investigate the Silkin Test</i></p>
<p><i>Provide technical support to government agencies as and when required</i></p>	<p><i>Support provided as and when required</i></p>
<p><i>Actively engage in policy making processes and decisions at international, national and regional levels.</i></p>	<p><i>Engagement in IUCN Cat V debate and pilot</i></p> <p><i>Engagement with Cat V task force</i></p> <p><i>Engagement in national policy discussions as and when appropriate</i></p>
<p><i>Support the Communications sub-group in developing a communication strategy</i></p>	<p><i>National communications strategy</i></p>

Appendix 4. Workstreams and Three Year Work Programme

<i>around key messages</i>	
<i>Develop www.landscapesforlife.org</i>	<i>Branded, interactive website including reference library resource</i>
<i>Produce 'Outstanding'</i>	<i>Produce two copies of Outstanding annually featuring articles of general interest to a wide audience of both members and non-members seeking to communicate key messages</i>
<i>Provide advice to DEFRA on all aspects of AONB Partnerships as appropriate</i>	<i>Advice as and when required</i>
<i>Organise annual NAAONB Conference</i>	<i>One annual conference aimed at raising the awareness of AONB staff and members of issues of national importance</i>
<i>Organise schedule of possible Ministerial visits</i>	<i>Schedule offered to DEFRA highlighting a representative spread of AONBs and issues</i>
<i>Deliver a national programme of training and development is delivered, focusing on AONB Units and JAC members but also seeking to involve appropriate people from other organisations.</i>	<i>National training programme devised in consultation with government agencies comprising 3 regional events, 2 national training events, 3 lead officer and chairman meetings.</i>
<i>Use the wide range of expertise within the AONB Family to produce national position statements</i>	<i>Position statements as and when required</i>

Appendix 4. Workstreams and Three Year Work Programme

<i>Produce regular E-newsletters to highlight and share best practice</i>	<i>6 AONB News produced annually</i>
<i>Work with DEFRA, PLFs, NE, CCW, and EANI to review working arrangements for regional co-ordinator posts</i>	<i>Revised working arrangements reflected in a new framework for regional / NAAONB working</i>
<i>Provide national overview to AONB Family direction and shared objectives</i>	<i>Agree a NAAONB strategic plan to underpin our activities</i>
<i>Conduct an annual review and evaluation of the business plan to assess the effectiveness of the NAAONB and fine tune as appropriate.</i>	<i>Annual Report to AGM Progress reports to NAAONB Board</i>
<i>Facilitate opportunities for collaborative working</i>	<i>Further development of the NAAONB /ENPAA collaboration agenda Development of collaboration agenda with WANPA</i>
<i>Review NAAONB Board member portfolios in line with strategic plan requirements</i>	<i>Board paper on portfolios Sub group set up to agree actions (if necessary)</i>
<i>Maintain engagement with existing funding partners, work to establish additional funding partnerships</i>	<i>Regular meetings with DEFRA, NE, CCW, EANI Review of membership subscription fee Targeted work with the private sector</i>

Appendix 4. Workstreams and Three Year Work Programme

<i>Rolling review of governance arrangements for the NAAONB</i>	<i>Production of a Governance Handbook for board members and prospective board members</i>
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Appendix 4. Workstreams and Three Year Work Programme

Year 2 – 2012/13	
Action	Output
<i>Seek regular meetings with Ministers and other senior figures of Government and Opposition parties, as and when sufficiently important matters affecting AONBs arise.</i>	<i>Support for members' effective contact at constituency level with MPs, AMs, MLAs and Members of the House of Lords Direct contact with MPs, AMs, MLAs Lords nationally</i>
<i>Provide briefing and support to the AONB Family on issues that are of national³ importance</i>	<i>Briefings issued as and when appropriate</i>
<i>Support the APPG on AONBs</i>	<i>Reinvigorate the APPG on AONBs</i>

³ 'national' means England, Wales, or Northern Ireland

Appendix 4. Workstreams and Three Year Work Programme

<p><i>Use the wide range of expertise within the AONB Family to prepare written responses to all Government consultations judged to be particularly relevant to AONBs.</i></p>	<p><i>Responses as and when required</i></p>
<p><i>To build and maintain alliances with other organisations sharing interests in protected landscapes.</i></p>	<p><i>Develop / update accords with</i></p> <p><i>Wildlife Trusts</i></p> <p><i>ANPA</i></p>
<p><i>Periodically collate high level feedback on AONB partnership performance monitoring for DEFRA</i></p>	<p><i>To be decided with DEFRA</i></p>
<p><i>Explore mechanisms for closer working with NPAs to drive efficiencies and improve environmental outcomes</i></p>	<p><i>Draw on national and regional collaboration work to form a plan of work</i></p> <p><i>Meetings with DEFRA / ENPAA / NE</i></p> <p><i>Meetings with CCW/WANPA</i></p>
<p><i>Provide technical support to government agencies as and when required</i></p>	<p><i>Support provided as and when required</i></p>
<p><i>Actively engage in policy making processes and decisions at international, national and regional levels.</i></p>	<p><i>Engagement in IUCN Cat V debate and pilot</i></p> <p><i>Engagement with Cat V task force</i></p> <p><i>Engagement in national policy discussions as and when appropriate</i></p>

Appendix 4. Workstreams and Three Year Work Programme

<i>Develop and manage the Landscapes for Life brand</i>	<i>Brand strategy Set of brand values</i>
<i>Produce 'Outstanding'</i>	<i>Produce two copies of Outstanding annually featuring articles of general interest to a wide audience of both members and non-members seeking to communicate key messages</i>
<i>Support the Communications sub-group to develop effective PR nationally</i>	<i>National PR strategy</i>
<i>Provide advice to DEFRA on all aspects of AONB Partnerships as appropriate</i>	<i>Advice as and when required</i>
<i>Organise annual NAAONB Conference</i>	<i>One annual conference aimed at raising the awareness of AONB staff and members of issues of national importance</i>
<i>Organise schedule of possible Ministerial visits</i>	<i>Schedule offered to DEFRA highlighting a representative spread of AONBs and issues</i>
<i>Deliver a national programme of training and development, focusing on AONB Units and JAC members but also seeking to involve appropriate people from other organisations.</i>	<i>National training programme devised in consultation with government agencies comprising 3 regional events, 2 national training events, 3 lead officer and chairman meetings.</i>

Appendix 4. Workstreams and Three Year Work Programme

<i>Use the wide range of expertise within the AONB Family to produce national position statements</i>	<i>Position statements as and when required</i>
<i>Produce regular E-newsletters to highlight and share best practice</i>	<i>6 AONB News produced annually</i>
<i>Advise on development of management plan guidance</i>	<i>Management Planning sub-group Meetings with NE / DEFRA</i>
<i>Conduct an annual review and evaluation of the business plan to assess the effectiveness of the NAAONB and fine tune as appropriate.</i>	<i>Annual Report to AGM Progress reports to NAAONB Board</i>
<i>Co-ordinate views of AONB partnerships on the review of the AONB funding formula, contribute overview</i>	<i>Funding sub group to look at funding formula</i>
<i>Maintain engagement with existing funding partners, work to establish additional funding partnerships</i>	<i>Regular meetings with DEFRA, NE, CCW, EANI Targeted work with the private sector</i>
<i>Lead on large scale external funding bids</i>	<i>National funding bid to charitable trust to roll out national objectives and the Landscapes for Life brand</i>

Appendix 4. Workstreams and Three Year Work Programme

Year 3 – 2013/14	
Action	Output
<i>Seek regular meetings with Ministers and other senior figures of Government and Opposition parties, as and when sufficiently important matters affecting AONBs arise.</i>	<i>Support for members' effective contact at constituency level with MPs, AMs, MLAs and Members of the House of Lords Direct contact with MPs, AMs, MLAs Lords nationally</i>
<i>Provide briefing and support to the AONB Family on issues that are of national⁴ importance</i>	<i>Briefings issued as and when appropriate</i>
<i>Use the wide range of expertise within the AONB Family to prepare written responses to all Government consultations judged to be particularly relevant to AONBs</i>	<i>Responses as and when required</i>

⁴ 'national' means England, Wales, or Northern Ireland

Appendix 4. Workstreams and Three Year Work Programme

<i>Periodically collate high level feedback on AONB partnership performance monitoring for DEFRA</i>	<i>To be decided with DEFRA</i>
<i>Provide technical support to government agencies as and when required</i>	<i>Support provided as and when required</i>
<i>Actively engage in policy making processes and decisions at international, national and regional levels.</i>	<i>Engagement in IUCN Cat V debate and pilot</i> <i>Engagement with Cat V task force</i> <i>Engagement in national policy discussions as and when appropriate</i>
<i>Produce 'Outstanding'</i>	<i>Produce two copies of Outstanding annually featuring articles of general interest to a wide audience of both members and non-members seeking to communicate key messages</i>
<i>Provide advice to DEFRA on all aspects of AONB Partnerships as appropriate</i>	<i>Advice as an when required</i>
<i>Organise annual NAAONB Conference</i>	<i>One annual conference aimed at raising the awareness of AONB staff and members of issues of national importance</i>
<i>Organise schedule of possible Ministerial visits</i>	<i>Schedule offered to DEFRA highlighting a representative spread of AONBs and issues</i>
<i>Deliver a national programme of training and development is delivered, focusing on AONB Units and JAC members but also seeking to involve appropriate</i>	<i>National training programme devised in consultation with government agencies comprising 3 regional events, 2 national training events, 3 lead officer and chairman meetings.</i>

Appendix 4. Workstreams and Three Year Work Programme

<i>people from other organisations.</i>	
<i>Use the wide range of expertise within the AONB Family to produce national position statements</i>	<i>Position statements as and when required</i>
<i>Produce regular E-newsletters to highlight and share best practice</i>	<i>6 AONB News produced annually</i>
<i>Conduct an annual review and evaluation of the business plan to assess the effectiveness of the NAAONB and fine tune as appropriate.</i>	<i>Annual Report to AGM Progress reports to NAAONB Board</i>
<i>Establish a programme and means of mentoring and mutual support between AONBs</i>	<i>Establish a support network of 'fixers' with identified and transferable skills Develop a web based database</i>
<i>Maintain engagement with existing funding partners, work to establish additional funding partnerships</i>	<i>Regular meetings with DEFRA, NE, CCW, EANI Targeted work with the private sector</i>