



<b>Committee and Date</b> Shropshire Hills AONB Partnership  22 March 2016	<b>Item</b>  <b>4</b>
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**COMMUNICATIONS STRATEGY**

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**Summary**

This paper presents to members an updated Communications Strategy for the AONB Partnership.

**Recommendation**

The Partnership is recommended to endorse the updated Communications Strategy.

**Background**

The updated Strategy has been developed from an earlier one of 2010. The trend towards greater use of electronic communication and less printed material has continued, along with further declines in budgets available.

The Strategy proposes a more strategic focus for communications over the coming years, with an emphasis on securing ongoing funding and influencing key decision makers. These areas have arguably been given insufficient attention in recent years. Giving this area a greater focus will provide material which can also be used for more general, public-oriented awareness raising activity.

The Strategy does not contain all the detailed operational decisions for communications work in the coming years, but will be used by the team as a guiding document. It is hoped that it will also be useful to members of the Partnership to develop their role as advocates for the AONB. Comments would be welcome on what support members would appreciate with regard to developing this role.

<b>List of Background Papers</b> None
<b>Human Rights Act Appraisal</b> The information in this report is compatible with the Human Rights Act 1998.
<b>Environmental Appraisal</b> The recommendation in this paper will contribute to the conservation of protected landscapes.
<b>Risk Management Appraisal</b> Risk management has been appraised as part of the considerations of this report.
<b>Community / Consultations Appraisal</b> The topics raised in this paper have been the subject of earlier consultations with Partnership members.
<b>Appendices</b> AONB Partnership Communications Strategy, draft at 11 March 2016

# Shropshire Hills AONB Partnership Communications Strategy

Draft at 11 March 2016



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## 1. Introduction

This Strategy updates one which has been in place since March 2010. Its purpose is to guide the activities of the AONB Partnership in communicating to raise awareness of both the AONB (the designated area) and the Partnership's work. The Strategy is not just about communicating the AONB Partnership as an organisation and its work. The related topics for communication that make up the AONB entity as a whole are as follows:

- The special qualities of the **Shropshire Hills** landscape (including biodiversity, heritage, etc)
- The **AONB** designation and how it works, issues affecting the landscape, and how the area can be looked after (by many different people and organisations)
- The **AONB Partnership** as an organisation and what it does (including Partnership structures and the staff team)

The AONB Partnership as an organisation exists only to support the AONB as designated area, but the Partnership has only existed since the 1990s, not nearly as long as the designation (1958), and holds in reality only a modest influence over the area. Therefore the Partnership is not simply 'the AONB', and it is sometimes necessary to be clear whether the designated area or the organisation is being referred to.

The Strategy may also be of use to partners, but other documents will be aimed more specifically at guiding how others communicate about the AONB.

Since the last Strategy was produced, developments in information and communications technology and how society uses it have continued rapidly, including:

- Developments in the use of mobile platforms such as smartphones and tablets
- Availability (or not) of Wi Fi, Broadband, 3G and 4G mobile networks
- Changes in the use of the internet and developments in social media, bespoke information and communication applications (apps)
- An emphasis on the availability of virtual information in place of print, and the immediacy or expectation that this should be available immediately and regularly updated
- Issues with rurality and the availability of the networks and signals on which this technology depends

In addition there have been changes in the AONB Partnership's working, management and communications environment. These include:

- Changes in staff structure, resources, partnerships and activities, including within Shropshire Council as the Partnership's host authority
- Co-ordination of national AONB promotion by the National Association of AONBs under the 'Landscapes for Life' branding
- Development of tourism structures with the AONB Partnership as a key stakeholder – the Shropshire Hills Destination Partnership (DDP) and its marketing strategy and branding, and websites and publications by Shropshire Hills Tourism and others
- The Stiperstones and Corndon Hill Country Landscape Partnership Scheme operates as a sub-unit of the AONB Partnership team based from its own office in Chirbury. The Scheme has its own identity, which is not strongly linked to 'Shropshire Hills' partly as the Scheme area extends into Wales.
- Increased planning and development pressures on the AONB
- Development of cross-border working relationships as part of the Walking with Offa/Irresistible Offa project
- Greater strategic prominence to natural environment and biodiversity through the confirmation of AONBs as IUCN (International Union for the Conservation of Nature) Category V Protected Landscapes.

Considerable progress has been made with awareness raising over recent years. However the 2014-19 AONB Management Plan highlights that:

*"many people's connection with the landscape of the Shropshire Hills is strong, but awareness of the AONB designation and activity to manage the area is generally not so good."*

This Strategy aims to clarify:

- Who the AONB Partnership's audiences are and how we can best reach them
- What the AONB Partnership's key messages are
- What goals the AONB Partnership is aiming to achieve through communication
- What methods and media the AONB Partnership will employ to help us meet those goals
- How we will evaluate our success

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<sup>1</sup> Shropshire Hills AONB Management Plan 2014-19 p51

## 2. Summary of current promotional / communication activity

On-line/ electronic	Current format	Comment
Shropshire Hills AONB website <a href="http://www.shropshirehillsaonb.co.uk">www.shropshirehillsaonb.co.uk</a>	Content rich, multifaceted web portal, in easy to update WordPress template (cheap but has limitations in formatting available)	Main headings recently reorganised. Requires upgrade to be mobile friendly. Content requires regular refreshing.
Stiperstones and Corndon Landscape Partnership website <a href="http://www.stiperstonesandcorndon.co.uk">www.stiperstonesandcorndon.co.uk</a>	WordPress template	Scheme runs to April 2018
AONB E-News bulletin – aimed at 4 times/year	Quick review of activity and upcoming events. Now through .govdelivery newsletter system	Proposed to be every 2 monthly, more newsy and responsive
Facebook <a href="https://www.facebook.com/pages/Shropshire-Hills-Area-of-Outstanding-Natural-Beauty/103513872530">https://www.facebook.com/pages/Shropshire-Hills-Area-of-Outstanding-Natural-Beauty/103513872530</a>  <a href="https://www.facebook.com/stiperstonesandcorndon/">https://www.facebook.com/stiperstonesandcorndon/</a>	Classified as 'Attraction/Things To Do'. A Facebook 'page' not a 'person'  LPS Facebook page	1,181 likes. Regular posts with photos.  510 likes.
Twitter - @ShropsHillsAONB and @ShropSustainBiz (Buy Local Scheme)	Branded organisation Twitter accounts, well connected and interactive	2,341 followers 1,599 followers. Less often used
TripAdvisor listing <a href="http://www.tripadvisor.co.uk/Attraction_Review-g504098-d7364807-Reviews-Shropshire_Hills_Area_of_Outstanding_Natural_Beauty-Craven_Arms_Shropshire_Englan.html">http://www.tripadvisor.co.uk/Attraction_Review-g504098-d7364807-Reviews-Shropshire_Hills_Area_of_Outstanding_Natural_Beauty-Craven_Arms_Shropshire_Englan.html</a>	Tourism/visitor oriented, mostly user-generated review content	Set up by us in 2015. Currently 10 reviews and high ratings. Low input required.
Google listing <a href="http://www.google.co.uk/maps/place/Shropshire+Hills/@52.470943,-2.9727197,11.05z/data=!4m2!3m1!1s0x48700d96693f476f0xac102fb6adae6e6c">www.google.co.uk/maps/place/Shropshire+Hills/@52.470943,-2.9727197,11.05z/data=!4m2!3m1!1s0x48700d96693f476f0xac102fb6adae6e6c</a>	Instigated by Google, we have 'claimed' the listing and improved info, with address and weblink. User reviews.	Currently 26 reviews and 4.9 out of 5 score. AONBs are now prominently shaded and labelled on Google maps, which is very widely used. This will be a very significant route to better general awareness of the AONB name and geography.
LinkedIn	Personal profiles and connections of a number of staff members help visibility of the AONB Partnership	Annual Review has previously been posted through this, reaching additional audiences

<b><u>Key on-line resources controlled by others</u></b>		
Shropshire Hills Tourism website <a href="http://www.visitshropshirehills.co.uk">www.visitshropshirehills.co.uk</a>	New website recently gone live. Visitor oriented.	Destination branding to add. Good input to editorial content
Shropshire's Great Outdoors <a href="http://www.shropshiresgreatoutdoors.co.uk/">http://www.shropshiresgreatoutdoors.co.uk/</a>	Relatively new, still being added to.	Build on cross-linkages
Wikipedia <a href="https://en.wikipedia.org/wiki/Shropshire_Hills_AONB">https://en.wikipedia.org/wiki/Shropshire_Hills_AONB</a>	Reasonably accurate factual page	Updates can be submitted if necessary
<b>Publications</b>	<b>Current format</b>	<b>Comment</b>
AONB Management Plan 2014- 2019	Web-based print on demand (POD) document (text only at present, full pdf delayed)	Revised every 5 years
Annual Review	Web and POD document (previously printed)	Produced annually (2014-15 slipped)
General AONB leaflet	DL 6 panel leaflet	Limited remaining stock, dated
Great Days in the Shropshire Hills visitor guide 2016	A2 fold out	Produced with Shropshire Hills Tourism
Shropshire Hills Shuttles timetable leaflets	6 page DL, 14,000 cps	Produced annually, 2 page feedback form added for 2015
Teme Rivers Water Friendly Farming leaflet	A4 6 page full colour	Stock remaining. Specialist target audience but very good publication
Shropshire Hills 'souvenir' booklet	Glossy booklet	Gordon Dickins/ Keith Pybus (sold at £3.95/ copy), stock remaining, slightly dated but OK
Walking with Offa leaflets	6 page DL – full colour	High demand, limited stock remaining, no stock of most popular.
Walking with Offa walks booklet (1-18)	Wire bound A5 half Canadian, full colour booklet	Stock remaining, sold at (£2.95) Free to retailers

Clun Valley Walks (owned by Clun Walking Group)	Wire bound A5 full colour	Some stock remaining, possible reprint
Clun Catchment Septic Tank Leaflet	6 page DL	Stock remaining
Case Studies and numerous reports available electronically on website	On demand	
WREN Project briefing	A4 note to farmers	
Shropshire Hills & Ludlow Brand Guidelines	A4 briefing for tourism businesses	
Mobile displays	Current Format etc	Comments
2 x AONB pop-up mobile displays	Standard 'Barracuda' style 1.8 x 1m pop-up roller banners	Produced 2007/8. Worn and slightly dated.
4 x Shropshire Hills Shuttles pop-ups	Full colour	2 new Shuttles banners produced for 2015 season for use in VICs and Youth Hostels
1 x Buy Local pop-up		
4 x 'local products' pop-ups		Content becoming dated
1 x Friends of the Shropshire Hills pop-up and flag		New
Other means of communication		
Media / Press releases	Have been approx monthly in the past	Activity reduced recently. Have tended to be focused on events. Need to broaden content
Articles into others' publications	Variable, on-line and print. Can be effective low cost method	No control, sometimes no input
Office communication – telephone, emails, letters	'AONB Partnership' used, and AONB logo. Email footer has simple message & links to web/ social media	Increased use of logo. Straplines could be more consistent

Office itself – signage, appearance, entrance lobby	Pop-ups placed inside window of new office	Scope for improved signage
AONB logo on office cars, stationery, clothing etc.	'AONB Partnership' used on clothing	
Stalls at Events / shows etc	Burwarton most regular, then Minsterley	Effective but very time consuming
Shuttles signs, posters, logo on bus	Large magnetic 'stickers' on buses. Logo links visibly to AONB logo	
Church Stretton & Pontesbury licensed use of the Shropshire Hills branding	Roadside signs	Good visibility, helps co-ordinated appearance to visitors
Roadside boundary signs on A488, A489, A458, A4169	3 Wooden signs, 2 metal signs	Visibility of wooden signage an issue No signs on A49
<b><u>Visitor Centres: (run by others)</u></b>		
Shropshire Hills Discovery Centre	Under new management by Grow Cook learn	
Carding Mill Valley (National Trust)	Panel in outdoor information area. Joint promotion of Shuttles and other initiatives	
Bog Visitor Centre	Displays. Promotes Shuttles and other print	

## Resources available:

### Staff

All staff play an important role in communications. Particular resources include:

Promotions Officer (Stephanie Hayes) 3 days/week, currently 1 day/week working for Landscape Partnership Scheme

Sustainable Business Officer (Nigel McDonald) Full time, focus on tourism, overview of communications

Administrator (Alison Scimia) Full time. Does most of website updating.

### Budget

Core budget for Promotions has come down from c£14,000 pa 2007-8 to around £2,500 pa 2015-16.

### 3. SWOT analysis of current situation

#### Strengths

- Strong partnership with high levels of engagement and support
- AONB Management Plan guiding activity for 2014-19
- Dedicated and experienced staff team with knowledge and understanding
- Established identity, and strong link to 'Shropshire Hills' tourism destination identity. Family of related logos including partners (Buy Local, Shuttles, Destination logo, Discovery Centre, Friends, etc)
- Effective, content-rich website, easy to update and develop
- Good quality publications over a period – Annual Review, events booklet, etc
- Some good mobile displays – flexible use, relatively cheap to replace and update
- New funding and funding led activity – grants, LPS – raising awareness through direct involvement and press & local media coverage.
- Project work providing direct contact with landowners (Rivers), and direct contact with visitors (Shuttles), John Muir Award (schools).
- Strong legacy and reputation from previous project work, including Blue Remembered Hills, Farming Project, Sustainable Development Fund
- Shropshire Hills now a destination to rival Ironbridge, Shrewsbury and Ludlow
- 2013 visitor survey provides good information about visitors and perceptions
- Local area partnerships – Wrekin Forest, Clee Hill, Clun, LPS

#### Weaknesses

- Limited and partial awareness and understanding of AONB – what it is, what it means, issues affecting it and how it is looked after
- Recognition of the area's 'natural beauty' sometimes overshadows its deeper natural and historic value. Can affect planning decisions (e.g. over focused on visual aspects)
- Engagement with key groups (e.g. farmers) not consistent across the area
- Complex organisational structure, 'hosting' arrangement with Council not well understood
- AONB has low profile or no profile at some key visitor sites and locations (e.g. Bury Ditches, Stiperstones, Bishop's Castle Town Hall, Ludlow)
- Distribution of publications is difficult to achieve without regular, sustained effort
- Low profile in Shrewsbury – important as county town, also low in Telford, Wolverhampton and Kidderminster
- Roadside boundary signs on A49 refused by Highways Agency, Shropshire Hills not signposted from the A5
- Style of roadside boundary signs is not consistent/distinctive
- Mixed understanding of the size and shape of the AONB and what is included within it
- Lack of good contacts with businesses as potential sponsors; Lack of tax efficient giving mechanisms



## Opportunities

- Shropshire Hills AONB Conservation Fund, especially as a CIO
- Seek greater AONB recognition through Landscape Partnership Scheme activities, especially through site interpretation which will outlast project, and in Scheme legacy.
- Develop and integrate the AONB identity
- Simplify function and focus on AONB purposes following transfer of LEADER to SC
- Develop, plan and target social media output to raise awareness, virtual advocacy
- Improve use of electronic mailing lists and develop contacts database
- Strengthened staff team structure – core management group
- Cost effective print (fewer publications, bigger print runs) and timing of publications
- Make more of the NAAONB branding and partnership opportunities with the NAAONB
- Build involvement and active support for Partnership to develop partners as advocates for the AONB
- Potential for more general AONB talks to community/ specialist groups
- River Clun Recovery project
- Awareness of our role through planning responses
- Renewal of the European Charter for Sustainable Tourism
- Make better use of volunteers as advocates for the AONB
- Developing partnerships and partnership funding
- Develop greater understanding of ecological functions of AONB, e.g. catchment management and flood attenuation

## Threats

- Profile from good printed publications becoming lost as these reduce (e.g. Annual Review, Management Plan). May have reduced too far?
- Risk of competing or confusing branding – LPS, Destination, Charity, Shropshire Hills Discovery Centre, Wrekin (potentially) – poorly coordinated/managed communication
- Lack of IT connectivity limiting ability to keep up to date with technology and communications.
- Reluctance by some to distinguish the Shropshire Hills or the AONB
- Other organisations working to different geographical boundaries e.g. Shropshire wide or Southern Shropshire – important to retain identity of the 'Shropshire Hills' and key messages in terms of protected landscape
- Some Shropshire level promotion by others favours use of South Shropshire
- Limited budgets available and potential future funding cuts
- Organisational change and funding cuts at Shropshire Council
- Potentially unpopular actions – e.g. planning issues, wildlife and land management
- Public expectations sometimes unrealistic e.g. of Partnership's influence in planning
- Risk of disenchantment where people are rejected e.g. for grants or Partnership membership. Need to handle these situations sensitively.

## 4. Relevant extracts from AONB Management Plan 2014-19

### **Strategic Priority “Raising Awareness and Participation - Especially among Young People”**

Many people’s connection with the landscape of the Shropshire Hills is strong, but awareness of the AONB designation and activity to manage the area is generally not so good. Progress has definitely been made in recent years in raising the profile of the AONB and understanding of it. The challenge for the coming five years is to extend this awareness and understanding, and to help people to value the AONB for the benefits provided by its landscape.

Enjoyment of the AONB should be for all sections of society. Young people are however a particular priority in this Plan, as there are many factors contributing to a downward trend in their contact with nature and the outdoors. In addition to lost opportunities for enjoyment, development and wellbeing, this has been described as a ‘time bomb’ in terms of possible future attitudes to the natural environment and conservation.

#### **Awareness**

Improving understanding of the special qualities of the AONB is a key part of increasing support for conservation. At the same time, most people’s enjoyment will be enhanced by greater knowledge. Many people seem to have more confidence with heritage than in relation to wildlife or geology. Improving and broadening access to, and understanding of, local heritage and historic sites can therefore be a valuable springboard to a wider understanding of the landscape. There is also a need to continue opportunities to experience and learn about wildlife and geology, and much scope to raise awareness of both environmental issues and food and farming. Focusing on specific topics is worthwhile as the detailed knowledge of specialists and amateur enthusiasts can capture interest.

Awareness of the work of the AONB Partnership and its member organisations is also important. People who have had direct contact with the AONB Partnership and its work are generally much more positive and supportive than those who have not. Improving contact and knowledge is therefore an important means of increasing support.

Awareness raising needs to target decision makers as well as the public. The AONB needs to become a stronger part of Shropshire’s identity. The designation is commonly perceived to be just about visual amenity, and the contribution of the AONB’s high quality environment to the economy and wellbeing of the area and its surroundings, needs to be better acknowledged and promoted.

#### **Sense of Place and Community**

The hills and landscape of the AONB are central to most people’s attachment to the area. A clear identity for the area has not however historically been strong, perhaps due to its diversity and the variety of local authority areas. Local residents’ attachment tends to be focussed on their particular locality, or to Shropshire in general. Increased local working may help to translate this into support and action.

Along with raising awareness of the AONB itself, the Partnership has been promoting more consistent use of the ‘Shropshire Hills’ identity. This will help to strengthen the area’s sense of place, to support sustainable tourism by associating this with environmental quality and sensitivity, and ultimately to lead to more support for conservation of the AONB. The ‘Shropshire Hills’ identity has grown in prominence in recent years, but this does need continual reinforcement.

Communities are strengthened and their capacity and cohesion built by broadening participation in community activity. Community involvement and participation can be both motivated by and contribute to a sense of place. People's involvement through local projects such as those funded by the Sustainable Development Fund 106 and LEADER 107 has demonstrated this. The Friends of the Shropshire Hills AONB 108 enables people to support and connect with the AONB, and has potential to develop a much larger membership.

**AONB Management Plan Policy for Tourism promotion (under Supporting Enjoyment and a Visitor Economy in Harmony with the AONB)**

Countryside attractions and walks should be linked where possible to settlements where services and public transport facilities exist and can be promoted, helping to maximise economic benefits, especially from day visitors.

Promotion of the area for tourism should aim to minimise car travel. Towns and locations best served by public transport should receive the main promotion as 'gateways' to the Shropshire Hills, in preference to locations where access is only possible by car.

Opportunities should be should be taken to strengthen the integrity and identity of the Shropshire Hills for its exceptional landscape value. Consistent use of the 'Shropshire Hills' identity should be given greater prominence in tourism and other forms of promotion, along with the special qualities of the AONB and opportunities for visitors to adopt a sustainable approach.

Opportunities and promotion aimed at both visitors and the local community should encourage people to experience the AONB's countryside more fully in more sustainable and less potentially damaging or disruptive ways.

## 5. AONB Family Messages (from NAAONB Strategic Plan 2012-2015)

### **Core Messages about AONBs:**

#### **1. People are passionate about Areas of Outstanding Natural Beauty and care deeply about their future.**

*Conserve and enhance the natural and cultural heritage of the UK's Areas of Outstanding Natural Beauty, ensuring they can meet the challenges of the future*

#### **2. Areas of Outstanding Natural Beauty are some of the most beautiful and cherished landscapes in Britain. They require careful management, now and in the future.**

*Support the economic and social well-being of local communities in ways which contribute to the conservation and enhancement of natural beauty*

#### **3. Areas of Outstanding Natural Beauty are dynamic, living landscapes that underpin the economy and the health and wellbeing of society.**

*Promote public understanding and enjoyment of the nature and culture of Areas of Outstanding Natural Beauty and encourage people to take action for their conservation.*

#### **4. Areas of Outstanding Natural Beauty are vibrant landscapes, they offer a wealth of opportunities for everyone to enjoy them and help in their conservation.**

*Value, sustain, and promote the benefits that the UK's Areas of Outstanding Natural Beauty provide for society, including clean air and water, food, carbon storage and other services vital to the nation's health and well-being*

#### **5. Areas of Outstanding Natural Beauty deliver benefits for people and wildlife at a landscape scale.**

### **Core messages about AONB Partnerships:**

There are 46 AONBs in England, Wales and Northern Ireland:

**AONBs are nationally protected landscapes cared for by locally accountable partnerships that promote and support effective long term management to keep them special.**

AONB partnerships, with dedicated teams:

- **make things happen, translating vision and national policy into local action.**
- **engage with local communities and foster their skills, knowledge and energy.**
- **provide value for money by leveraging in additional funding, resources and project partners.**
- **use innovative approaches to deliver sound results through good practice and genuine collaboration.**
- **promote sustainable rural prosperity that conserves and enhances the natural environment for the benefit of society and the economy.**

## 6. Agreed Values and Messages for tourism promotion, from [the Shropshire Hills and Ludlow Destination Development Partnership Marketing Strategy](#)

Through a Sustainable Tourism Strategy for the area, and associated Marketing Strategy, a high priority has been agreed to strengthen the identity of the destination and its associated values.

### Values

Tourism promotion for the Shropshire Hills and Ludlow should convey:

- An authentic experience of a stunning landscape and exceptional historic towns,
- A reputed centre for local food and drink and environmentally conscious businesses.

### Messages

- The Shropshire Hills Area of Outstanding Natural Beauty and its surrounds are a diverse area, based on its uniquely varied geology, with wild hills and gentle valleys.
- A range of different market towns all have their own character, and there are many pretty villages. Ludlow has a national reputation as a market town of outstanding character and for its food.
- There are fantastic views, tranquillity and dark skies, along with excellent opportunities for walking to suit all abilities, and for both challenging and relaxing activities.
- The area is unspoilt due to its 'off the beaten track' location on the English-Welsh border, but is nevertheless relatively accessible to many parts of England (and Wales), and well linked to transport networks, including public transport.
- There is a great richness of wildlife (particularly from the mix and transitions of upland and lowland) and of heritage and historic features (especially hillforts, Offa's Dyke, castles associated with the border location, mining relics and a great variety of traditional buildings).

*N.B. The wording of these messages is not necessarily intended to be used verbatim, but rather to inform and guide promotional text.*

## 7. Priorities

Priority communication area	Who	How
Demonstrating the <b>value of the work of the AONB Partnership</b> and Shropshire Council's role in supporting that, to encourage the <b>Council to continue funding</b> and hosting the Partnership team.	Cabinet members, other Councillors. Senior Council officers	Send 'So Much More Than the View' publication with letter. Invitation to Portfolio Holder(s) for guided visit about our work? Annual Review. Regular Comms meetings for relevant team members to focus priorities.
Contributing fully to the reporting and communication programmes of the <b>National Association for AONBs</b> , especially to <b>demonstrate to Defra the value of their funding</b> and its continuation.	Defra	Annual Review. Input to new NAAONB reporting indicators.
Demonstrating the <b>value to Shropshire of the AONB landscape and its active protection and management</b> , especially to secure better <b>planning decisions</b> .	Planning Officers and Committee members, developers, other planning consultees	Complete Management Plan pdf and State of AONB report. Briefing session with Planning Committee members and planning officers. Consultation responses to individual planning applications. Talks to public, community groups and Parish Councils. More content on special qualities and issues in social media output.
<b>Broadening and deepening the base of support</b> for the AONB and its management, and mobilising this through <b>fundraising and active support</b> .	All groups and people in AONB structure (400+), other partners and contacts, general public	Increase content from three areas above into general comms output – Enewsletter, social media, etc. Revitalise Annual Review. Improve co-ordination of direct email communication. Boost Friends membership. Establish visitor giving scheme. New AONB pop-up banners and improved office signage. Support voluntary roles and involvement. Developing better relationships with key businesses - as potential supporters and as a channel of information to their staff.
Providing <b>practical guidance to land managers</b> on managing the special qualities of the AONB landscape.	Land managers	Improve and add to web guidance page and promote its use. Project delivery, especially rivers, plus tie-in and legacy of LPS. Conservation Fund grant process.
Communicating to <b>tourism businesses</b> the special qualities of the AONB, the value of conserving the AONB's landscape and sustainable tourism approaches, and the benefits of co-ordination in tourism promotion.	Tourism businesses	Engagement through Destination Partnership and Shropshire Hills Tourism. Consultation over Sustainable Tourism Strategy and Charter renewal. Sustainable Business Network.

# Shropshire Hills AONB Partnership structure

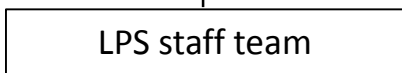


Stiperstones & Corndon Hill Country  
Landscape Partnership Scheme

HLF funded 5 year scheme, with the AONB Partnership as lead partner and Shropshire Council as accountable body



Governance structure for HLF project



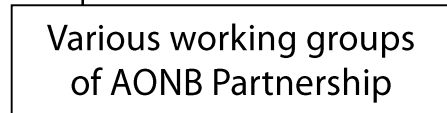
Sub-unit of AONB staff team



Formal 'Joint Advisory Committee' to the two local authorities and AONB governance body



Delegated sub-group of the AONB Partnership providing scrutiny and support role to team



Team funded by Defra, local authorities and project funders, working on behalf of the AONB Partnership, with Shropshire Council as accountable body



Grant scheme, proposed as CIO charitable structure, with representation from AONB Partnership, and support from team



Core funder



Host authority and core funder



Core funder



Membership scheme run by AONB team



Membership scheme administered by AONB Team, subscriptions supporting Conservation Fund

