



Shropshire Council  
Legal and Democratic Services  
Shirehall  
Abbey Foregate  
Shrewsbury  
SY2 6ND

Date: Thursday, 2 June 2016  
My Ref:  
Your Ref:

**Committee:**  
**Shropshire Hills AONB Partnership**

**Date:** Tuesday, 14 June 2016  
**Time:** 10.00 am  
**Venue:** Norbury Village Hall, Norbury, Nr Bishops Castle SY9 5EA

You are requested to attend the above meeting.  
The Agenda is attached

Claire Porter  
Corporate Head of Legal and Democratic Services (Monitoring Officer)

**Members of Shropshire Hills AONB Partnership**

James Williamson (Chairman)	Sarah Bury
George Chancellor (Vice Chairman)	Lee Chapman
Cecilia Motley (Vice Chairman)	Veronica Cossons
Heather Kidd	Ian Dormor
Robert Tindall	Patrick Edwards
David Turner	Carol Griffiths
Chris Turley	Alan Jones
Mr Andy Boddington	Sue Jones
Alison Caffyn	Jenny Joy
Mr John Pritchard	Bill Klemperer
Mr Tom Whiteman	Sue Lee
Mr John Woolmer	Marc Liebrecht
Ms Hilary Claytonsmith	Hazel MacDowell
Janine Hayter	Mr David Mills
Yvonne Holyoak	Ronald Repath
Mr Clive Leworthy	Ridley
Steve Pennington	David C. Smith
Mr John Tucker	Leo Smith
Caroline Bedell	Ms Donna Tavenor
Gillian Binks	Michael Whithouse

Your Committee Officer is:

**Tim Ward** Committee Officer

Tel: 01743 257713

Email: [tim.ward@shropshire.gov.uk](mailto:tim.ward@shropshire.gov.uk)

# AGENDA

**1 Welcome and Apologies for Absence**

To receive apologies for absence

**2 Minutes of the last meeting (Pages 1 - 4)**

The note of the meeting held on 18 April 2016 is attached for confirmation

**3 Approval of Conservation Board as Preferred Model for Independence  
(Pages 5 - 8)**

This paper sets out the case for a Conservation Board for the Shropshire Hills AONB, and seeks formal support from the Partnership to pursue this structure.

**4 Creation of a Shadow Board (Pages 9 - 12)**

This paper presents draft Terms of Reference and a process of appointment for a Shadow Board as a transition structure to an intended independent Shropshire Hills AONB organisation.

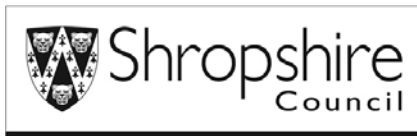
**5 Budgets (Pages 13 - 18)**

This paper presents current AONB Partnership budgets for 2015-18.

**6 Date of Next meeting**

Members are reminded that the next scheduled meeting of the Partnership will be held on Tuesday 15 November 2016

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Shropshire Hills AONB  
Partnership

14 June 2016

Item

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Public

## MINUTES OF THE SHROPSHIRE HILLS AONB PARTNERSHIP MEETING HELD ON 18 APRIL 2016 9.30 - 11.00 AM

**Responsible Officer:** Tim Ward  
Email: [tim.ward@shropshire.gov.uk](mailto:tim.ward@shropshire.gov.uk) Tel: 01743 257713

### Present

#### Local Authorities

Shropshire Council

Cllr Heather Kidd  
Cllr Cecilia Motley (Vice Chair)  
Cllr David Turner  
Cllr Chris Turley

Telford & Wrekin Council

#### Statutory/Voluntary Agencies & Individual members

Individual Member	Andy Boddington
Individual Member	George Chancellor (Vice Chair)
Individual Member	John Pritchard
Individual Member	James Williamson (Chair)
Town & Parish Council representative	Janine Hayter
Town & Parish Council representative	Yvonne Holyoak
Town & Parish Council representative	Clive Leworthy
British Horse Society	Ronald Repath
Campaign to Protect Rural England	Sarah Bury
English Heritage	Bill Klemperer
Longmynd & District Bridleways Association	Sue Lee
National Trust	Peter Carty
Natural England	Emma Johnson
	Hazel McDowall
Ramblers Association	Sue Jones
Shropshire Geological Society	David C Smith
Strettons Civic Society	Ian Dormor
Shropshire Wildlife Trust	Veronica Cossons
The Strettons Civic Society	Ian Dormor
Upper Onny Wildlife Group / Shropshire Ornithological Society	Leo Smith

#### Observers/Officers

National Association for AONBs	Howard Davies (Chief Executive)
Shropshire Council	Neil Willcox (Locality Commissioning Manager) Tim Ward (Committee Officer)
Shropshire Hills AONB Partnership staff team	Phil Holden (AONB Partnership Manager)

## **1. Welcome and Apologies for Absence**

- 1.1 The Chair welcomed everyone to the meeting. He advised that there would be an additional presentation on the Stepping Stones project which was held over from the last meeting.
- 1.2 Apologies for absence were received from Caroline Bedell (CLA), Gill Binks (Caring for God's Acre), Alison Caffyn (Individual Member), Lee Chapman (Shropshire Hills Tourism), Hilary Claytonsmith (Town & Parish Council Rep), Rhona Goddard (Butterfly Conservation), Joy Greenall (Land, Life & Livelihoods), Cllr Robert Tindall (Shropshire Council), Michael Whithouse (Land, life & Livelihoods) and John Woolmer (Individual Member).

## **2. Minutes of the last meeting**

- 2.1 The note of the meeting held on 22 March 2016 had been circulated.
- 2.2 Mr L Smith asked that with regard to minute 22.3 it be noted that he had agreed to circulate details of an appeal that he was organising and confirmed that he had done this after the meeting.

## **3. Alternatives to Shropshire Council's Management Restructure**

- 3.1 Members considered the report of the AONB Partnership Manager which set out options for future structures for the Shropshire Hills AONB and the recommendations of the Management Board. All Members present confirmed that in addition to the report that had received copies of the Chairman's letter to the Director of Commissioning and the Director of Commissioning's response.
- 3.2 The Local Commissioning Manager emphasised that Shropshire Council had always valued the work that the AONB Partnership did. He referred to the report and stated that the Council had always been open to other ways of achieving the necessary savings and informed the meeting that, subject to receiving some clarification, the Council was happy to consider the proposal put forward by the Management Board.
- 3.3 The Chief Executive of the National Association of Areas of Outstanding Natural Beauty (NAAONB) commented that the Association had been working to reduce the reliance of AONBs on DEFRA funding. He went on to say that the general direction of travel for AONBs was to a position of greater independence.
- 3.4 The Chair advised members that the Management Board had agreed that Shropshire Council should recharge the AONB for support costs in the 2016/17 budget which were currently covered by the Council, a figure of £31,290.
- 3.5 Ms Hayter asked whether there would be a transition period for the move to the new structure. The Chair advised that the Management Board would be looking for a two year transition period.
- 3.6 In response to a question, the AONB Partnership Manager confirmed that the Management Plan would still need to be adopted by the Councils. Mrs Bury commented

it was important that the Councils continued to recognise the importance of the AONB and the Management Plan.

3.7 Ms Hayter asked whether the 40 day redundancy consultation on the AONB Partnership Manager's post had been halted. The Chair informed the meeting that the consultation was still active but that he was meeting with representatives of Shropshire Council later in the week and would be pressing for the suspension of the consultation period during the negotiations towards the new structure.

3.8 Following further discussion around the potential structure of the new organisation it was **RESOLVED:**

That the Partnership endorse the Management Board's recommendations for a move towards an independent AONB organisation, as either an independent charity or Conservation Board or similar structure, and to support the terms of the Chair's potential agreement with Shropshire Council.

#### **4. Stepping Stones Project**

4.1 The Meeting received a presentation from Peter Carty on the proposed Stepping Stones Project, a landscape scale conservation initiative for the Long Mynd – Stiperstones area.

#### **5. Date of Next Meeting**

5.1 Members were reminded that the next meeting of the AONB Partnership would be held on Tuesday 14 June 2016 and that it would be followed by the Annual Tour.

Signed ..... (Chairman)

Date:

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## APPROVAL OF CONSERVATION BOARD AS PREFERRED MODEL FOR INDEPENDENCE

**Responsible Officer** Phil Holden, AONB Partnership Manager  
e-mail: [phil.holden@shropshire.gov.uk](mailto:phil.holden@shropshire.gov.uk) Tel: 01743 254741

### Summary

This paper sets out the case for a Conservation Board for the Shropshire Hills AONB, and seeks formal support from the Partnership to pursue this structure.

### Recommendation

The Partnership is recommended to endorse Conservation Board as the preferred model for an independent AONB structure, and to support a formal request to Defra by the two Councils and the Partnership to initiate the process of creating a Conservation Board for the Shropshire Hills AONB.

### Background

The Management Board meeting of 11<sup>th</sup> May 2016 unanimously supported a recommendation to the Partnership for Conservation Board as the preferred model for an independent AONB structure.

The Management Board minutes state:

*"The options for an independent structure were discussed in some detail, and there was unanimous support from the Management Board for Conservation Board as the preferred option. It was agreed to take this as a recommendation to the 14<sup>th</sup> June Partnership meeting, and to encourage the two Councils to make the formal request to Defra to initiate the process of creating a Conservation Board as soon as possible after the Partnership meeting. It was also agreed to continue the informal dialogue with Defra, hopefully with a face to face meeting before 14<sup>th</sup> June."*

A meeting with Defra is being held in Craven Arms on Thursday 9<sup>th</sup> June, falling between the circulation of this paper and the Partnership meeting. The progress and outcome from this meeting will be updated verbally.

Key factors around the different options for independent structures were presented in papers for the last Partnership meeting. A case for the Conservation Board model is presented at Appendix 1.

<b>List of Background Papers</b>
Management Board minutes 11 <sup>th</sup> May 2016, Partnership minutes 18 <sup>th</sup> April 2016.
<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.

**Risk Management Appraisal**

Risk management has been appraised as part of the considerations of this report.

**Community / Consultations Appraisal**

The topics raised in this paper have been the subject of earlier consultations with Partnership members.

**Appendices**

Appendix 1 Shropshire Hills AONB – case for a Conservation Board

## Appendix 1 Shropshire Hills AONB – case for a Conservation Board

The Shropshire Hills AONB is believed to be the largest AONB falling almost wholly within one unitary authority. This is dissimilar to the two existing Conservation Boards with many local authorities, but this situation does create its own particular issues of administrative complexity:

- **Vulnerability** to loss of local authority funding (as almost all of this comes from one source) and to potential sudden financial and/or organisational change.
- Longstanding operational issues around **adequate separation from the Council** for the Partnership and team to speak with a strong voice on behalf of the AONB on planning matters (since unusually for AONBs, the vast majority of planning decisions are made by the host authority).
- In the current situation and foreseeably, **being caught up in service cuts and restructuring** within a Council facing a very serious budget situation and potential decommissioning and/or deep cuts in many services. The option of amalgamating the AONB team within broader Council services may perhaps be seen as an efficient form of 'integration', but in all probability would erode the distinctive and dedicated work of the AONB team and lead to reduced delivery for the AONB due to competing pressures in other parts of the county. Transfer of AONB funding to other Council services which have been delivered within the AONB for many years without this funding and are now threatened, may technically be 'eligible' under the rules of Defra AONB funding, but would create no additionality, and would result in corresponding loss of capacity and delivery by the AONB team.
- **Erosion of traditional 'host authority' role.** The Council has over recent years streamlined 'back-office' services and created an internal market in many functions, and can no longer offer the corporate support of many back-office functions without charge. The ability and willingness of the Council to act as accountable body for externally funded projects is also considerably reduced through loss of capacity and continued organisational change. There is a risk that the now significant financial reserves earned by the AONB team towards future delivery for the AONB may at some point no longer be regarded as ring-fenced, and be redirected to other Council purposes. The Council may also increasingly see the AONB team and its significant external funding more as a tool to deliver its own corporate priorities and other statutory duties rather than putting the interests of the AONB area first.

The **established trust of the AONB Partnership team** in the community is a result of continuity of its work and staff, and a **perception of some independence** under the current model. The fact that the team are not perceived to be 'Council staff' is a major contributor to its effectiveness in building relationships.

**The strong Partnership structure and engagement** has very limited legal status and unfortunately appears to not be valued by the Council or Defra to the extent that would be expected for what is described as the AONB's 'governance structure'. The acute financial pressures facing the Council over coming years may therefore under the current structure result in executive decisions being made by the Council which would alienate the Partnership and its members and as a result significantly undermine future AONB work. On the other hand, the strong engagement of partners does however provide an excellent foundation in which to build a new independent structure. The necessary capacity in the Shropshire Hills for an independent body (in terms of roles and responsibilities of Board members, etc) is clearly present.

**At this point, the ability to build on the AONB team's successful work of recent years to diversify income streams, to champion the AONB and to engage local people in delivery is likely to be seriously hampered by the major structural changes and financial reductions going on within Shropshire Council over the coming years.**

The Council acknowledge that the views of the Partnership were not sought in developing the proposal of March 2016, and that this should have been handled differently. With the general approach of a 'commissioning authority', the Council is now fully supportive of a move to an independent AONB body. The possible but untested model of an independent charity is judged to be less favourable, due to lack of status in relation to statutory AONB functions, and risk (to the

charity) of being sidelined by possible decisions of local and central government. Instead, the opportunity is seen for a new and fresh approach to application of the Conservation Board model set out in the CROW Act, taking the advantages of the statutory status of this structure but avoiding potential disadvantages. The current public sector reforms make this a highly relevant time to rethink this model for the needs of a new era.

A Conservation Board for the Shropshire Hills AONB would:

- Be a relevant, progressive and locally determined model, supported by both Councils, as well as partner organisations and stakeholders within the AONB, and offering much better long term stability.
- Build on the existing strong engagement of partner organisations and individuals, and indeed energise this through providing greater responsibility and autonomy, and therefore more reason for people to get involved on a voluntary basis.
- Be a simple, streamlined and efficient structure with a relatively small executive Board of 10-14 members. The appointments and administrative processes for this would be simple, while providing strong involvement of the two local authorities and an optimum size for decision making.
- Allow more secure business planning in terms of fund-raising, project bids, trading and development of strategic work strands, due to undistracted organisational focus solely on the needs of the AONB.
- Considerably raise the profile of the AONB and public perception of its importance, also with the benefits of being easier to understand, enhancing the ability to raise funds for the AONB and providing a stronger voice for its interests in decision making, especially planning.
- Provide a long term, secure and appropriate governance solution for an AONB which is the landscape 'jewel in the crown' for Shropshire and the region, and enable the team to continue to perform at a high level in terms of funding, innovation, co-operation and delivery.
- Work effectively alongside a charitable structure currently in development with the simpler purpose of fund-raising for the benefit of the AONB.
- Be better able to collaborate across the AONB Family, due to lack of competing demands from a host organisation with its main priorities outside the AONB area and remit.



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## CREATION OF A SHADOW BOARD

**Responsible Officer** Phil Holden, AONB Partnership Manager  
e-mail: [phil.holden@shropshire.gov.uk](mailto:phil.holden@shropshire.gov.uk) Tel: 01743 254741

### Summary

This paper presents draft Terms of Reference and a process of appointment for a Shadow Board as a transition structure to an intended independent Shropshire Hills AONB organisation.

### Recommendation

The Partnership is recommended to endorse the Shadow Board Terms of Reference (with any comments) and to approve appointments so that the Board can begin to function.

### Background

The Management Board meeting of 11<sup>th</sup> May 2016 supported the proposal to create a Shadow Board, which was also circulated to Partnership members in an email on 5<sup>th</sup> May. Some comments received have influenced the refined proposal here.

Draft Terms of Reference for the Shadow Board are at Appendix 1. It is proposed that this will replace the current Management Board through the transition period up to April 2018.

Nominations are now invited from Partnership members for membership of the Shadow Board. All appointments to the Shadow Board will be new, so existing Management Board members need to be nominated too if they wish to stand. **Members standing for the Shadow Board must be nominated by another member of the Partnership, either in writing (by email to Phil) before the Partnership meeting on 14<sup>th</sup> June, or in person at the meeting.** We will ask nominees to explain very briefly at the Partnership meeting what they can offer and contribute to the Shadow Board. (If you are being nominated but cannot attend the meeting, a very short written statement which can be read out would be useful).

The skills and experience sought across the membership of the Shadow Board include:

- Knowledge of AONB purposes and delivery
- Administration of small independent organisations
- Finances, especially for small organisations including e.g. pensions
- Knowledge of local authorities and government

(not all members need knowledge of all these areas).

**List of Background Papers**

Email to Partnership members 5<sup>th</sup> May 2016 with Shadow Board proposal

**Human Rights Act Appraisal**

The information in this report is compatible with the Human Rights Act 1998.

**Environmental Appraisal**

The recommendation in this paper will contribute to the conservation of protected landscapes.

**Risk Management Appraisal**

Risk management has been appraised as part of the considerations of this report.

**Community / Consultations Appraisal**

The topics raised in this paper have been the subject of earlier consultations with Partnership members.

**Appendices**

Appendix 1 Draft Terms of Reference for Shropshire Hills AONB Shadow Board

## **Shropshire Hills AONB Shadow Board**

### **Terms of Reference**

DRAFT



The purpose of the Shadow Board is:

**To support the detailed work of setting up an independent governance body for the Shropshire Hills AONB. The Shadow Board is a transitional structure which is intended to be replaced within two years by the full executive Board of the new independent organisation.**

**The Shadow Board will report back to the Shropshire Hills AONB Partnership (Joint Advisory Committee), and refer to the Partnership, to the two Councils and to Defra as necessary for decisions of strategic importance. It is however established in order to make operational level decisions regarding an independent body which go beyond the purposes for which the Partnership was set up.**

In particular the Shadow Board will:

1. Guide and support the Chair and Lead Officer in relation to discussions with the two local authorities and Defra, including financial negotiations.
2. Support the development of constitutional and operational arrangements for a new independent governance body for the Shropshire Hills AONB, including representation and decision making, budgets, staffing, offices, etc.
3. Take a scrutiny role on the budgets and activities of the AONB Partnership team over the transition period, and advise and recommend to the Partnership and Shropshire Council as the host authority on these matters.
4. Take decisions or agree positions on behalf of the AONB Partnership as delegated, and consider the appropriate place and involvement for other significant decisions.
5. The Shadow Board will comprise up to 10 members appointed by the AONB Partnership, and including ideally a balance of members from categories:
  - The Chair of the AONB Partnership
  - Elected members representing both Shropshire Council and Telford & Wrekin Council;
  - Organisational and individual members of the Partnership.
  - Representatives of Town and Parish Councils.
6. The Shadow Board may itself co-opt up to 3 additional members from outside the AONB Partnership membership where relevant skills and expertise are identified.
7. The Shadow Board may assign certain members to advise on particular topics to provide additional support to the Chair and Lead Officer.

8. The Shadow Board will review its membership and function as necessary, in consultation with the AONB Partnership. A Chair and Vice-Chair will be elected annually or as necessary by the members of the Shadow Board. Members will represent the interests of the proposed independent AONB body in a quasi-trustee role rather than 'representing' the interests of their own organisation. Members will have regard to typical guidance on the role and responsibilities of trustees, though legally defined Board or trustee roles will not come into effect until the new organisation is actually formed.
9. The Shadow Board is expected to schedule meetings monthly, or as agreed, but meetings may be cancelled if there is insufficient business. Agendas and any papers will as far as possible be circulated at least a week before meetings. Some decisions or votes may be made by email correspondence where appropriate.
10. The Shadow Board may establish sub-groups as required.
11. The Shadow Board will have a quorum of five members for decision-making and the Chair will have a casting vote (at meetings and for email decisions). However, in the event of decisions not receiving wide or unanimous support, the Board will have regard to the need to further consultation or discussion.

### **Declaration of interests**

Members of the Board and any of its sub-groups shall declare an interest in a meeting where a matter discussed may affect:

- their own wellbeing or financial position, or
- the wellbeing or financial position of a family member, close associate, or
- the financial position of an employer/business of the member, their family member or close associate, or
- the financial position of a charitable body, association or other group with which they are closely associated.

*(The meaning of 'wellbeing', 'financial position', 'family member' and 'close associate' will be as defined in the [Standards for England Guidance on the Code of Conduct](#)).*

If the group is making a material decision in relation to such a declared interest (e.g. approval of a grant) the member must leave the meeting for discussion of that item and the decision, but may make a brief statement of information before leaving. If the Chair decides that the discussion or decision is more general and not materially affecting the interest declared, then the member is entitled to remain and participate in the discussion, but not vote.

### **Withdrawal of membership**

In the event of conduct or alleged conduct of a member which is not consistent with the Board's Terms of Reference, every effort will be made to resolve the issue by informal negotiation. The Board as a body may however in last resort resolve to withdraw membership in a serious case after due consideration.





<u>Committee and Date</u> Shropshire Hills AONB Partnership  14 June 2016
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<u>Item</u>  <b>5</b>
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## BUDGETS

**Responsible Officer** Phil Holden, AONB Partnership Manager  
e-mail: [phil.holden@shropshire.gov.uk](mailto:phil.holden@shropshire.gov.uk) Tel: 01743 254741

### Summary

This paper presents current AONB Partnership budgets for 2015-18.

### Recommendation

The Partnership is recommended to comment on the budgets presented.

### Background

The budgets are looked at in detail by the Management Board, and are presented to the Partnership more for information. Some notes are included below.

- i. **Staff costs** – The pension lump sum charged by Shropshire Council has gone up 39% from 2015-16, and National Insurance costs have also increased 39% from 2015-16 following the Government’s amendments on ‘contracted out’ pensions.
- ii. **Office costs** include the first full-year costs for Drovers House. Ongoing running costs are still not exactly known, but it appears the new office is very slightly cheaper than the previous one overall, though the difference is small. Heating bills are much lower but the business rates are significantly higher. Broadband installation cost spread over three years is included.
- iii. **Project budgets** for 2016-17 are more or less self-contained, apart from some small income contributions to the ‘core’ budget, and/or cash match contributions needed from us. Not all of the figures here are fully up to date with the latest detailed project budgets held separately.
- iv. **Earned income.** The ‘Income and Balances detail’ block near the bottom of the table shows the repayment to the Council for support services agreed in principle for 2016-17 and proposed for 2017-18. It also shows an allowance for one-off set-up costs for an independent organisation. This does show a predicted shortfall in the current year, and the need to work hard on additional earned income. The national bid for the Upland Commons project, which was a potential income earner for some years ahead, was unfortunately not successful.
- v. **Reserve.** The AONB Partnership’s reserve of previously earned income held on our behalf by Shropshire Council can be seen in the lower part of the table. The committed part of this is an accounting means of holding early contributions for particular projects, and is not available for other purposes. The unattached reserve has been built gradually over some years and is needed to cover contingencies including possible redundancy costs which are not covered by the Defra grant, project grants or by Shropshire Council. It is also vital sometimes to use as a source of cash match funding for external funding bids.

**List of Background Papers**

None

**Human Rights Act Appraisal**

The information in this report is compatible with the Human Rights Act 1998.

**Environmental Appraisal**

The recommendation in this paper will contribute to the conservation of protected landscapes.

**Risk Management Appraisal**

Risk management has been appraised as part of the considerations of this report.

**Community / Consultations Appraisal**

The topics raised in this paper have been the subject of earlier consultations with Partnership members.

**Appendices**

Appendix 1 Shropshire Hills AONB Partnership Budgets 2015-18

## Shropshire Hills AONB Partnership Budget 2015-18

<u>Expenditure</u>	2015-16	2016-17	2016-17	2017-18
	Year end outturn	outline budget	revised budget	outline budget
<b>Staff costs (inclusive of NI, pension, training, T&amp;S)</b>	<b>£200,055</b>	<b>£201,655</b>	<b>£207,794</b>	<b>£207,794</b>
AONB Partnership Manager	£52,283	£52,440	£54,322	£54,322
Natural Environment Officer	£35,083	£35,499	£36,086	£36,086
Sustainable Business Officer	£35,493	£35,699	£36,881	£36,881
Community & Landscape Officer	£34,364	£35,549	£36,681	£36,681
Promotions Officer	£19,130	£19,265	£19,831	£19,831
Administrator	£23,203	£23,203	£23,993	£23,993
Cleaner	£499			
<b>All posts by subjective</b>	<b>£200,055</b>	<b>£201,655</b>	<b>£207,794</b>	<b>£207,794</b>
Salary	£158,327	£158,597	£158,597	£158,597
NI	£10,907	£10,987	£14,480	£14,480
Superannuation	£21,047	£21,410	£21,410	£21,410
Pension lump sum	£8,320	£8,360	£11,361	£11,361
Travel & Subsistence	£792	£1,350	£996	£996
Training	£662	£950	£950	£950
Recruitment				
<b>Office costs</b>	<b>£34,056</b>	<b>£33,128</b>	<b>£36,028</b>	<b>£31,328</b>
Rent & Services	£16,401	£10,700	£15,400	£10,700
Rates	£2,776	£6,100	£6,100	£6,100
Waste & cleaning	£891	£860	£860	£860
Office equipment & maintenance	£3,314	£700	£700	£700
Office move	£549			
Printing & stationery	£2,082	£1,750	£1,750	£1,750
Postage, telecommunications & broadband	£1,874	£6,418	£6,418	£6,418
Office vehicles	£6,169	£6,600	£4,800	£4,800
<b>Support services</b>	not charged	not charged	£31,290	£31,290
<b>Promotional Activity</b>	<b>£2,083</b>	<b>£1,550</b>	<b>£550</b>	<b>£550</b>
Events publicity	£1,783	£200	£0	£0
Website development	£300	£300	£200	£200
Annual Review	£0	£350	£0	£0
Other promotion	£0	£500	£200	£200
Friends of the Shropshire Hills AONB	£0	£200	£150	£150
<b>Meeting and Partnership costs</b>	<b>£3,825</b>	<b>£4,200</b>	<b>£4,000</b>	<b>£4,000</b>
AONB Partnership and sub-groups	£782	£1,200	£1,000	£1,000
Subscriptions (NAAONB, Europarc Federation, etc)	£3,043	£3,000	£3,000	£3,000
<b>sub total</b>	<b>£240,019</b>	<b>£240,533</b>	<b>£279,662</b>	<b>£274,962</b>
<b>RIVERS</b>				
Staff costs (inclusive of NI, pension, training, T&S)	£18,211	£18,727	£18,727	£19,304
Office costs and management	£176	£4,452	£4,452	£4,452
WREN Third party contribution				
WREN prep work, Management plans, contracted out	£9,375			
WREN recruitment				
Habitat restoration	£30,292	£46,500	£46,500	£46,500
Training & volunteer support	£0	£1,000	£1,000	£1,000
Survey	£101			
Woodland creation	£2,073	£5,000	£5,000	£5,000
Volunteer activity (in kind)	£2,751	£2,751	£2,751	£2,751
Landowner contributions (in kind)	£2,406	£2,406	£2,406	£2,406
Natural England match activity	£54,077	£54,077	£54,077	£54,077
FARMSCOPER trial (contracted out)	£3,495			
<b>Total</b>	<b>£122,957</b>	<b>£134,913</b>	<b>£134,913</b>	<b>£135,490</b>
<b>SHUTTLES</b>				
Long Mynd & Stiperstones service operating costs	£19,740	£19,740	£19,740	£20,000
Castle Connect service operating costs	£12,250			
Promotion (in season)				
Leaflet for next season	£1,310	£1,100	£1,100	£1,100
Misc		£300	£300	£300
Extra promotion	£346			
Management fee	£1,665	£1,057	£1,057	£1,500
<b>Total</b>	<b>£35,311</b>	<b>£22,197</b>	<b>£22,197</b>	<b>£22,900</b>

<u>Expenditure</u>	2015-16 Year end outturn	2016-17 <i>outline budget</i>	2016-17 <i>revised budget</i>	2017-18 <i>outline budget</i>
<b>SUSTAINABLE BUSINESS NETWORK</b>				
Events	£165	£200	£200	<b>£200</b>
Marketing	£346	£300	£300	<b>£300</b>
Volunteer expenses for renewals				
Management fee	£535	£500	£700	<b>£700</b>
<b>Total</b>	<b>£1,046</b>	<b>£1,000</b>	<b>£1,200</b>	<b>£1,200</b>
<b>CORE TOTAL</b>	<b>£399,333</b>	<b>£398,643</b>	<b>£437,972</b>	<b>£434,552</b>
<b>CONSERVATION FUND</b>				
Grants	£25,300	£23,000	£23,000	to come under new charity
<b>TOTAL</b>	<b>£25,300</b>	<b>£23,000</b>	<b>£23,000</b>	
<b>STIPERSTONES &amp; CORNDON HILL COUNTRY LANDSCAPE PARTNERSHIP SCHEME</b>				
Delivering conservation outcomes to natural heritage	£108,316	£115,359	£115,359	<i>not yet entered</i>
Delivering conservation outcomes to built heritage	£90,805	£121,222	£121,222	
Delivering community participation outcomes	£27,596	£35,808	£35,808	
Volunteer time	£49,000	£10,000	£10,000	
Delivering access outcomes	£20,495	£48,078	£48,078	
Delivering learning outcomes	£8,201	£172,768	£172,768	
Delivering training & skills outcomes	£8,784	£56,770	£56,770	
Overheads: Staff team	£140,036	£137,056	£137,056	
Overheads: Professional fees	£5,963	£0	£0	
Overheads: Scheme office	£9,758	£8,244	£8,244	
Other Scheme costs & overheads (project equipment)	£24,784	£4,037	£4,037	
<b>Total</b>	<b>£493,738</b>	<b>£709,341</b>	<b>£709,341</b>	
<b>GRAND TOTAL</b>	<b>£918,371</b>	<b>£1,130,984</b>	<b>£1,170,313</b>	<b>£434,552</b>
<b>INCOME &amp; BALANCES DETAIL</b>				
<u>Cash contributions needed</u>				
Core contribution	£22,210	£10,593	£18,432	£15,295
Landscape Partnership Scheme contribution	£5,000	£5,000	£5,000	£5,000
Rivers match funding		£6,627	£6,627	£4,690
Repayment to SC for support services			£31,290	£31,290
One-off set-up costs for independent body (estimate)			£8,000	£12,000
Tourism Strategy, evaluation and European Charter match		£4,300	£0	
Contribution to Upland Commons project		£200	£0	
<b>Total</b>	<b>£27,210</b>	<b>£26,720</b>	<b>£69,349</b>	<b>£68,275</b>
<b>RESERVE</b>				
Unattached reserve	£143,624			
Held forward for future commitments	£33,550			
<b>TOTAL</b>	<b>£177,174</b>			



