



<p><u>Committee and Date</u>          Shropshire Hills AONB Partnership           19<sup>th</sup> June 2018</p>	<p><u>Item</u>   <b>5</b></p>
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**RESILIENT HERITAGE PROJECT - BUSINESS PLAN AND INCOME GENERATION**

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**Summary**

This paper updates Partnership members on the Heritage Lottery funding received for two years for the Partnership and Shropshire Hills AONB Trust to work collaboratively on development of Business Plans and income generation.

**Recommendation**

The Partnership is recommended to note and comment on the project.

**Background**

HLF’s ‘Resilient Heritage’ funding stream is to help organisations involved with heritage to develop themselves and their future capacity. We were successful in March with a second application for this, jointly between the AONB Partnership and Shropshire Hills AONB Trust. The grant is for £38,100 over two years and the activities are as follows:

- Develop two Business Plans** - for the AONB Partnership and for the AONB Trust, identifying complementarity and areas of collaborative working between the two. Business Plans to include fund-raising strategy, work priorities, financial targets, and risk assessment against the achievement of the Plans.
- Develop one formal Memorandum of Agreement** between the AONB Partnership and the AONB Trust, to set out the relationship, responsibilities and framework for financial interactions.
- Establish and implement two linked Communications and Engagement Plans** for the AONB Partnership and for the AONB Trust, identifying complementarity and areas of collaborative working. The public profile of the AONB Trust needs to achieve the right balance of connection with the existing AONB organisation and the Trust’s independent role. Following some key decisions early on, implementing communications and engagement runs through the full two years of the project, underpinning other elements. Activities currently proposed include portable displays, leaflets, promotion of Friends scheme, supporter giving appeal, business engagement scheme and legacy scheme.
- Skills Audit for 24 individuals**  
 AONB Partnership staff, Transition Board members and Trustees will undertake a skills audit against future skills identified as required to fulfil the Business Plans.

**Training and development for 25 individuals** – ensuring the relevant people have the key skills required in a small organisation. Training topics will be identified from the skills audit, but for Board members this may include training related to the AONB remit and involvement with national AONB events; for staff may include management, business and fund-raising skills; for Trustees may include trustees' legal responsibilities and fund-raising.

**Developing income generation -  
Promotion and recruitment drive on Friends of the Shropshire Hills AONB scheme.**

A new leaflet will be printed and promotion undertaken.

**Target: 75 new Friends members recruited.**

**Developing income generation -  
Pilot a 'supporter giving' appeal scheme.**

A specific, locally-focused fundraising appeal will be launched by the Trust for a project aiming to address serious path erosion on the popular hill of Caer Caradoc in the Stretton Hills.

**Target: £3,000 raised.**

**Developing income generation -  
Launch business sponsorship scheme.**

With external specialist consultancy advice, a business sponsorship scheme will be established for the AONB Trust. Where appropriate, members of the team may be involved e.g. to offer volunteering opportunities if businesses wish to get involved in ways other than financial support.

**Target: 20 businesses engaged.**

**Developing income generation -  
Establish legacy scheme.**

With external specialist consultancy advice, a legacy scheme will be established for the AONB Trust.

**Developing income generation -  
Expand trading activity.**

External specialist consultancy advice will be sought for trading activities by the AONB Partnership. Where charitable status will not make a difference, trading has the potential to contribute directly to the core AONB budget.

**Target: 2 new products developed and on-line trading mechanism established.**

**Developing income generation -  
Explore establishing one consultancy operation.**

External specialist consultancy advice will be sought on the possibility of establishing a consultancy operation by the AONB Partnership. This would be a development from existing modest levels of fee-earning work which are secured only on a reactive basis.

**Funding and Programmes Officer role**

A new 24 month 1.5 days/week post in the AONB team will be created to focus on the development of new projects and securing external funding for these, working with other team members and partners. Known priorities for project development include:

- A youth engagement project rolling out the John Muir Award and Youth Rangers around the AONB.
- Proposals to take advantage of the National Grid Landscape Enhancement Initiative in the Wrekin area.
- Rivers and catchment work to follow on from the current WREN-funded River Clun Recovery Project.
- Additional funding for Caer Caradoc path erosion project.
- A project on road verge management for biodiversity.

**Target: Four project grant funding applications submitted.**

**Evaluation**

An evaluation process will be established at the start, alongside the Business Planning exercise. The process will be used throughout the project to evaluate success and plan further activity. Expert advice will support development of a detailed evaluation plan, facilitate workshops, potentially undertake surveys with stakeholders, reporting and recommendations. The Resilient Heritage Strength Checker tool will be used further as one means of monitoring and evaluating progress.

**List of Background Papers**

Papers of the Management Board on this topic are available at <http://www.shropshirehillsaonb.co.uk/aonb-partnership/partnership/management-board-meetings/>.

**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**

None