

# Shropshire Hills AONB Partnership

## Business Plan 2019-2022

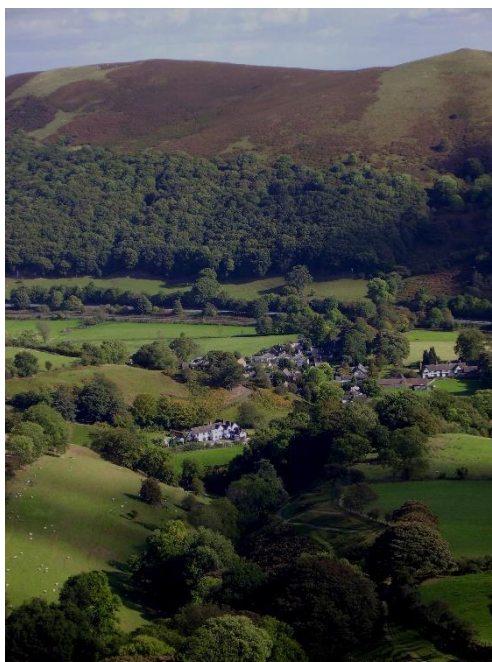
Version at 4 June 2019



## Executive Summary

The AONB Partnership and its staff team work to conserve and enhance the natural beauty of the Shropshire Hills.

The team are employed by Shropshire Council to work under the guidance of the Partnership, a Joint Advisory Committee to two local authorities. The team and Partnership itself play a leading role in delivering the statutory AONB Management Plan, but also support, facilitate and help to co-ordinate the activity of others.



The Partnership will seek over the next three years to:

- increase project delivery, balancing this with strategic and advisory roles
- improve communications and engagement – to show the value of the AONB landscape and our work
- improve its influence in planning
- achieve a good geographical spread of activity across the AONB
- work more with young people
- develop the Partnership, the staff and team, and joint working with the AONB Trust, with the two Councils, and the national AONB network
- strengthen the status of the organisation

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## 1. Introduction

### 1.1 Purpose of the Business Plan

This Business Plan sets out the priority activities and directions of the Shropshire Hills AONB Partnership and its staff team from April 2019 to March 2022. It is the organisational plan for the AONB Partnership - by which we mean the staff team and the collective actions of the Joint Advisory Committee. The starting point is those actions from the new 2019-24 AONB Management Plan for which the AONB Partnership has a lead role. This three year Business Plan will inform the more detailed AONB team Annual Work Programme as submitted to Defra.

This Plan has been prepared through a facilitated process involving the AONB team and the Partnership's Strategy & Performance Committee. It is supported by funding from the National Lottery Heritage Fund's 'Resilient Heritage' programme in a project to build capacity and joint working for the AONB Partnership and the Shropshire Hills AONB Trust.

### 1.2 AONB purposes

The single statutory purpose of AONB designation is **to conserve and enhance the natural beauty of the AONB.**

Additional secondary purposes have been provided in national guidance:

*In pursuing the primary purpose of designation, account should be taken of the needs of agriculture, forestry, and other rural industries and of the economic and social needs of local communities. Particular regard should be paid to promoting sustainable forms of social and economic development that in themselves, conserve and enhance the environment.*

*Recreation is not an objective of designation, but the demand for recreation should be met so far as this is consistent with the conservation of natural beauty and the needs of agriculture, forestry and other uses.*

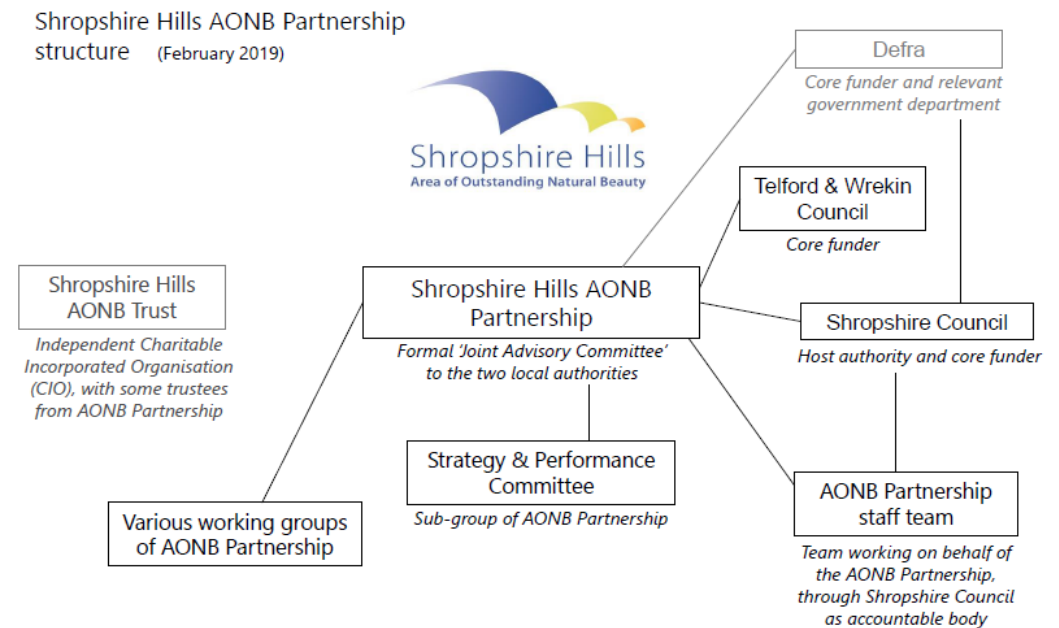
## 2. Our organisation

### 2.1 The AONB Partnership

The AONB Partnership is a Joint Advisory Committee to Shropshire Council and Telford & Wrekin Council, formed to co-ordinate the management of the Shropshire Hills AONB. The AONB Partnership staff team's work is guided by the Partnership, but Shropshire Council as the host and accountable body holds legal and contractual responsibilities. The Partnership with the team operates as an 'organisation' but is not a corporate entity, and is reliant on the Council hosting arrangement.

The Shropshire Hills AONB Trust, a registered charity formed in 2016, plays a complementary role to the Partnership, and is closely linked through trustee appointments and joint working. This Business Plan seeks to maximise synergies with the Trust.

The structure and key relationships of the Partnership are shown below:



The Terms of Reference for the AONB Partnership have been revised during 2018-19, bringing the number of members to 36. The Strategy & Performance Committee is a sub-group to guide the work of the team on behalf of the Partnership.

## 2.2 National accountability and networks

The AONB is a national designation but local authorities have the main legal duty for its management. Core funding is provided by Defra for delivery of 'core functions' (see Appendix 1). The Defra funding contribution is bid for and claimed annually on provision of a work programme and reporting. Defra support for AONBs is strong and their funding is currently increasing after previous cuts. Defra operate a trusting, relatively arm's length relationship with AONBs.

The National Association for AONBs is an umbrella organisation providing roles of advocacy and sharing good practice. It is an active and effective network and provides national context and links for the Partnership's work. The NAAONB has defined these objectives for the AONB Family:

- *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,*
- *Support the economic and social wellbeing of local communities in ways which contribute to the conservation and enhancement of natural beauty,*
- *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,*
- *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 wellbeing.*

## 2.3 The AONB team

The AONB team currently has eight posts, four of which are part-time, making a total Full Time Equivalent of 6.175 FTE. With the Landscape Partnership Scheme in place from 2013 to 2018, the team peaked at 15 people. The current staffing is:

AONB Partnership Manager – Phil Holden, full time  
Community & Landscape Officer – Cath Landles, full time  
Natural Environment Officer – Mike Kelly, full time  
Sustainable Tourism Officer – Nigel McDonald, 0.6FTE  
Funding & Programmes Officer – Joy Howells, 0.3 FTE  
Promotions Officer – Stephanie Hayes, 0.6 FTE  
Clun Catchment Officer – Alison Jones, 0.8FTE  
Administrator - Alison Kay, 0.67FTE

The team's work programme is structured under three headings:

- **TAKING ACTION** – on the ground with communities to conserve and enhance natural beauty and promote enjoyment and understanding
- **INFLUENCING OTHERS** – collaborative grassroots and policy work to champion the AONB and the benefits it provides
- **MANAGING OUR BUSINESS** – developing capacity and ensuring a robust, effective and financially sustainable AONB organisation

We try to balance tangible, visible activity and more strategic, 'behind the scenes' work, both of which are important.



## 2.4 Budget summary

Turnover in 2018-19 was £480,099, of which the core budget makes up £278,357 and the remainder is project work. Staff and office costs make up the majority of the core budget. A summary budget is in Appendix 2.

### Core funding

- The Defra contribution is currently under a four year funding offer up to 2019-20, with a 1.5% annual increase in this period. A funding settlement for the next period is expected this year.
- Funding from the Councils has recently become agreed annually, after the system of a Memorandum of Agreement with Defra lapsed. An MOA between the Councils would be desirable.
- The core funding supports most of our 'influencing others' work. Other external funding is secured to implement projects, which make up most of our 'taking action' work.
- Staff costs and some office costs are currently rising faster than core funding contributions, creating budget pressures.

### Project funding

- Some projects can earn a management fee as income into the core budget, but many require a cash contribution from us.

### Other income

- Fee-earning work is carried out where this is compatible with our overall aims, and is a vital source of unattached income. This tends to be discrete items of contract work for partner organisations – we do not currently publicise chargeable 'services'.

### Reserves

- Financial reserves are held on behalf of the Partnership by Shropshire Council, currently comprising £211,464, of which £79,581 is held forward for known commitments. The reserves help to protect the accountable body against risk, but are also used to provide cash match funding to project bids.

## 2.5 Recent achievements since 2014

- The **Stiperstones & Corndon Hill Country Landscape Partnership Scheme** invested £2.32m in the area, working on 8 built heritage sites, habitat work on 6 sites, managing 20ha of meadows, involving 53 farmers in curlew conservation, given 43 small grants, involved 491 volunteers, completed four 12-month traineeships, 47 skills courses, 10 sites with improved access and interpretation, 129 public events, over 600 schoolchildren involved and many local groups supported.
- **Partnership project working in the Clun catchment** has included the SITA & Natural England funded Freshwater Pearl Mussel project, the four year River Clun Recovery project (funded by WREN and others) and the Environment Agency's 'Unmuddying the Waters' project.
- After a successful pilot, the National Lottery Heritage Fund is now supporting the national '**Our Common Cause' upland commons project**. The two year development phase connects upland commons work in four areas of England. The AONB team provides an Area Facilitator role and leads the Area Group for the project.
- The **Wrekin Forest Plan** was renewed and the Wrekin Forest was defined as a 'Strategic Landscape' in Telford & Wrekin's Local Plan.
- Facilitated the Shropshire Hills **Destination Partnership**, and led the production of a new **Sustainable Tourism Strategy** and renewal of the **European Charter** for Sustainable Tourism in Protected Areas.
- Continuation and improvement of the **Shropshire Hills Shuttles**.
- Delivery of the **John Muir Award** with schools.
- Raised profile of the AONB through celebrating its **60<sup>th</sup> anniversary** in 2018, and co-hosted the national AONB Conference in 2016.
- Supported the creation of the **Shropshire Hills AONB Trust**, submitted a formal bid to Defra for creation of a **Conservation Board**, and secured National Lottery Heritage Fund **Resilient Heritage funding**.
- Secured a two year **Water Environment Grant** project, in partnership with Severn Rivers Trust.

## 2.6 Our current activities

### TAKING ACTION:

**River Clun Catchment** – 2 year continuation of work with Environment Agency and Woodland Trust funding.

**Our Common Cause** upland commons project (HLF) – development phase

**Sustainable tourism** - Shuttle buses, Caering for Caradoc project

**Water Environment Grant** – farm advice project with Severn River Trust

**Stepping Stones project** – active partner in National Trust-led project

**Projects in development** – Monumental Volunteers, Youth project, Trees Outside Woods, Road Verges, Social Forestry

### INFLUENCING OTHERS:

**AONB Management Plan** review – new plan for 2019-24 completed

**Joint work with AONB Trust**, including Conservation Fund grant scheme, Friends of the Shropshire Hills AONB and Fix the Fort appeal

**Planning** – input to policy and selectively to casework

**Sustainable Tourism Strategy** and Destination Partnership, European Charter for Sustainable Tourism in Protected Areas

**Local area partnerships** – Clun Catchment, Wrekin Forest

**Landscape guidance** document – contracted out

**Communications and promotion** – website, newsletters, social media, etc

**Support** for initiatives and projects led by others

### MANAGING OUR BUSINESS:

**Hosting and governance** – Conservation Board request on hold, building relationships with the Councils and developing the Partnership

**Resilient Heritage capacity building** project

**National Association for AONBs** – active involvement

## 2.7 How we work and our values

- The Partnership seeks to engage people in support of the AONB's purposes. It helps to bring different interests together, raise understanding and break down barriers.
- We will seek to develop the roles of partners and promote the value of the landscape. We look to partners to champion the AONB and contribute expertise and experience to the work of the Partnership.
- We work at a landscape level and seek to apply the ecosystem approach. Our remit includes biodiversity, heritage, sustainable land management, recreation and tourism.
- The AONB Partnership team works through support, advice and facilitation with landowners, community groups and other organisations. We don't own or manage any land directly.
- Covering a wide area with a small team, we work collaboratively and complement the activity of other organisations. We have built expertise over time in areas such as rivers and catchment work, farmer engagement, the John Muir Award and sustainable tourism.



## 3. Moving forwards

### 3.1 Issues and Opportunities

The Management Plan sets out issues affecting the AONB, including new agricultural policies and funding, pressures on the landscape including declines in biodiversity, tree diseases, development, recreation pressure, increased urgency on resource protection and ecosystem functioning.

The main current organisational issues for the Partnership are:

- Influencing land management, with potential new roles for AONB teams in agri-environment funding
- Influence of the Glover Review on our Conservation Board proposal
- Communicating – improving recognition of the value of the AONB landscape and ecosystems to the economy and to people’s health and wellbeing, and influencing attitudes
- Increasing competition for funding, and lack of priority given to landscape and natural environment
- Need to have more influence with planners and developers

The main opportunities for developing our work are:

- Defra 25 Year Environment Plan, Environment Bill, Agriculture Bill, Environmental Land Management System, payment for public goods
- Likely positive changes for AONBs resulting from the Glover Review
- Renewed commitment from Shropshire Council on hosting
- Growing capacity of the Shropshire Hills AONB Trust and harnessing more volunteer support
- National awareness of climate change and biodiversity issues
- New Shropshire Rural Strategy and Shared Prosperity Fund

### 3.2 Our aspiration

is for the AONB Partnership to:

- **Involve and inspire people**
- **Work for our special landscapes**
- **Enhance natural and cultural assets**
- **Delivering better outcomes for the AONB.**

### 3.3 Development priorities

The following priorities emerged from workshop sessions:

- More time/ capacity to develop project funding bids, including in partnership with other organisations
- Strategic work vs on the ground delivery – getting the balance right
- Achieving geographical spread of activity, especially east of the A49
- Improved communications and engagement – to show the value of the AONB landscape and our work
- Improved engagement and influence in planning, e.g. design guidance for better development
- Working with young people
- Development of the Partnership, staff and team development
- Joint working with the Shropshire Hills AONB Trust and with the two Councils, and the national AONB network
- Strengthening the status of the organisation, along with governance and partner engagement

### 3.4 Actions

The priority activities for 2019-22 identified in the workshops are below:

	Land Management	Sustainable Economy and Communities	People Enjoying and Caring
<b>Taking Action</b>	<ul style="list-style-type: none"> <li>Stepping Stones project</li> <li>Our Common Cause Delivery phase</li> <li>Clun Catchment</li> <li>Trees Outside Woods</li> <li>Social forestry</li> <li>Other area projects</li> </ul>	<ul style="list-style-type: none"> <li>Down to Earth and supporting community projects</li> <li>Planning Officer capacity</li> </ul>	<ul style="list-style-type: none"> <li>Shuttles</li> <li>Young People's Pathway Project, including John Muir Award</li> <li>Monumental Volunteers</li> <li>Urban outreach</li> </ul>
<b>Influencing Others</b>	<ul style="list-style-type: none"> <li>New Environmental Land Management System (ELMS)</li> <li>Developing relationships in the farming community and influencing perceptions</li> <li>Responding to consultations and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Planning influence - landscape and design guidance, relationships with planning officers and developers, case studies</li> <li>Building the case for natural capital and value of the AONB</li> <li>Shropshire Council – at senior level, including Rural Strategy</li> <li>Parish &amp; Town Councils</li> </ul>	<ul style="list-style-type: none"> <li>Encouraging responsible recreation - Duke of Edinburgh and activity centres, families</li> <li>Health &amp; wellbeing</li> <li>Tourism Strategy &amp; Destination Partnership</li> <li>Examples of sustainability</li> </ul>

While we must prioritise, we also have to push forward on many fronts. Actions from the Management Plan with the AONB Partnership identified as the lead are shown in Appendix 3, with commentary on the next steps.

Some more generic targets for the next three years are:

- By March 2022 increase level of project delivery to £400k/year,
- By March each year meet income levels required for core budget,
- By March 2022 achieve a 50% increase in levels of volunteer activity.

### 3.5 Fund-raising strategy

Core funding - We need to actively make the case nationally and locally for continuation and enhancement of core AONB funding from Defra and local authorities, working with NAAONB.

Project grants - Continuing to raise funds for delivery projects will remain a central activity, and helps to reduce our reliance on exchequer funding.

Income generation - We currently have around 20 sources of income, which is healthy and spreads risk, but some sources bring in small amounts of money, and the return on time invested is very variable. Through the Resilient Heritage project we will explore further development of income generating opportunities including fee-earning contracts, consultancy work and trading. Prioritisation is necessary, and not all of these may be taken forward.

The AONB Trust is raising funds mainly for distribution through the Conservation Fund and a few other restricted income streams. This is currently relatively small but will hopefully increase through sponsorship / legacies and donations. The Trust helps to secure resources to benefit the AONB but is not seen as a source of income for the AONB Partnership in the short term.

### 3.6 Communications and engagement

Communications and engagement are seen as a vital and cross-cutting part of achieving the Partnership's ambition, and a Communications and Engagement Strategy will be developed to accompany this Business Plan.



## 4. Performance and Monitoring

Review and monitoring of performance is carried out in different ways by the AONB team themselves and by the Partnership, especially through the Strategy & Performance Committee. We also report nationally to Defra.

### 4.1 Reporting and Key Performance indicators

The National Association has just agreed a new set of national Key Performance Indicators to aid reporting to Defra, as follows:

1. **Caring for natural beauty** - Land where natural beauty has been conserved or enhanced through the work of AONB Teams

- Hectares of habitat conserved or enhanced for biodiversity
- Hectares of land conserved for geodiversity
- Hectares of land where the heritage asset condition or setting has been conserved or enhanced
- Hectares of landscape enhanced via the removal of overhead power lines

2. **Caring for heritage** - Heritage assets where the condition or setting has been conserved or enhanced by the work of AONB Teams

- Number of Scheduled Monuments where the condition or setting has been conserved or enhanced
- Number of other designated sites where the condition or setting has been conserved or enhanced
- Number of non-designated heritage assets where the condition or setting has been conserved or enhanced

3. **Engaging with people** - People engaged through the work of AONB Teams

- Number of volunteers
- Attendance at events convened/ organised by AONB Teams
- Number of young people (<18) engaged with via school visits, activities, etc
- Number of people engaged with via activities linked to the Health & Wellbeing agenda
- Number of members of the public engaged with during Management Plan review

- Number of people engaged with via AONB promotional publications –eNews, Royal Mail Door-to-Door deliveries, free AONB Newspapers, etc

4. **Power to convene** - Number of partnerships/ initiatives influenced by the AONB Team to deliver AONB Management Plan objectives

- Number of partnerships where the AONB Team is part of the project/team/ steering group lead
- Number of partnerships where the AONB Team is a supporting partner

5. **Sustainable development** – Strategies, plans, policy, guidance documents, development and land management schemes appraised or developed by AONB Teams

- Number of strategies, plans, policy or guidance documents appraised or developed by the AONB Team
- Number of Major 'development schemes' appraised – LPA planning applications
- Number of non-Major 'development schemes' appraised – LPA planning applications
- Number of other 'development schemes' appraised – Highways, Environment Agency, BT, DNO, private sector, etc
- Number of National Infrastructure Projects (NSIPs) appraised
- Number of 'land management schemes' appraised – woodland management, Catchment Sensitive Farming, Countryside Stewardship, Natural Flood Management, etc

6. **Value for money** - Total value of work delivered directly or secured by the work of AONB Teams

- Amount of Local Authority funding received (Core funding)
- Amount of non-Local Authority funding received (Core funding)
- Value of other 'external' grants or contributions received for projects/non-core activity
- Value of external projects substantially influenced /generated by the AONB Team
- Value of volunteer days

Case studies are also submitted and collated at

<http://www.landscapesforlife.org.uk/about-aonbs/aonb-work/>.



## 4.2 Risk Management

Risk Management is carried out for Shropshire Council as part of the host authority procedures. Below is a summary of the most recent version from May 2019.

Description of Risk	Residual Risk Rating (with current controls)			Risk Exposure High/ Medium/ Low/ Very Low
	Likelihood	Impact	Risk Rating	
Loss of services, e.g. electricity, heating, IT network, telephones	2	2	4	V Low
Interruption to work due to damage/ fire at office.	2	3	6	Low
Disruption of work due to interruption in Shirehall services (e.g. finance, IT support)	2	3	6	Low
Loss of or damage to equipment (by accident/ theft)	3	2	6	Low
Loss of data (by accident/ malice)	2	3	6	Low
Risk to staff due to hazards on premises	2	3	6	Low
Risk to staff due to faulty or poorly maintained equipment	2	3	6	Low
Loss of funding from Defra and local authority partners	2	4	8	Med
Poor value for money from expenditure	2	3	6	Low

Description of Risk	Residual Risk Rating (with current controls)			Risk Exposure High/ Medium/ Low/ Very Low
	Likelihood	Impact	Risk Rating	
Failure to comply with regulations	2	3	6	Low
Difficulty with recruitment and/ or retention of staff	2	3	6	Low
Interruption to work due to staff sickness, including stress/ welfare issues	3	3	9	Med
Poor co-ordination/ internal communication	2	2	4	V Low
Poor conduct of staff	1	4	4	Low
Failure to meet targets/ service standards	2	3	6	Low
Unrealistic expectations from partners and public	4	2	8	Med
Inadequate performance by contractors	2	2	4	V Low
Inadequate supervision or support for volunteers	1	2	2	V Low
Risk to staff especially when lone working, including natural and people hazards	2	3	6	Low

## **Appendix 1 AONB team 'core functions'** (defined nationally by Defra)

### **1. MANAGEMENT PLAN**

- 1.1 Developing reviewing, preparing and publishing the AONB vision and the Management Plan
- 1.2 Promoting the AONB vision and Management Plan to help distinguish the AONB from adjacent countryside
- 1.3 Advising upon, facilitating and co-ordinating implementation by others of the Management Plan
- 1.4 Accessing resources for management activities
- 1.5 Developing an involvement by the community in the management of the AONB
- 1.6 Providing a management role to co-ordinate AONB protection through the actions of the AONB unit, the AONB Partnership and other partners at a local and strategic level
- 1.7 Problem solving with the unit acting as co-ordinator and facilitators

### **2. ADVISORY / ADVOCACY**

- 2.1 Advising Local Authorities and other partners on their activities within AONBs, to encourage them to attain the highest possible standards in AONBs
- 2.2 Working with and contributing to the NAAONB activities, sharing advice and best practice nationally and regionally.
- 2.3 Providing landscape related planning advice (to local planning authorities and in conjunction with Natural England as appropriate in line with, and underpinned by protocols)
- 2.4 Financial support for NAAONB

- 2.5 Contribution and support to activity between AONBs and protected landscapes to strengthen the status of the AONBs individually and collectively.

### **3. MONITORING**

- 3.1 To monitor and report on progress against Management Plans and Annual Business Plans to the Partnership.
- 3.2 To provide monitoring and reporting information to Defra in accordance with any guidance issued by Defra



## Appendix 2 Budget summary table

Expenditure	2017-18	2018-19	2019-20	2020-21
<b>Core budget</b>				
Staff costs (inclusive of NI, pension, training, T&S)	£197,566	£214,476	£229,985	£234,139
Office costs	£30,707	£24,378	£25,675	£25,870
Support services	£31,290	£31,290	£31,290	£31,290
Promotional Activity	£915	£402	£3,090	£600
Strategic & development		£519	£10,100	£1,000
Partnership running costs	£4,294	£4,012	£4,050	£4,100
Capacity building project		£3,280	£19,670	
<b>Core total</b>	<b>£264,772</b>	<b>£278,357</b>	<b>£323,860</b>	<b>£296,999</b>
<b>Projects</b>				
Rivers	£91,523	£165,856	£87,339	£86,247
Water Environment Grant			£113,223	£106,627
Sustainable Tourism		£5,516		
Shuttles	£17,113	£30,370	£31,256	£31,256
Stiperstones & Corndon Landscape Partnership Scheme	£684,753			
<b>GRAND TOTAL</b>	<b>£1,058,161</b>	<b>£480,099</b>	<b>£555,678</b>	<b>£521,129</b>

Income	2017-18	2018-19	2019-20	2020-21
<b>Core budget</b>				
Defra AONB Single Pot	£189,623	£192,884	£196,202	£196,202
Shropshire Council (gross - support services £31k)	£40,830	£56,830	£56,830	£56,830
Telford & Wrekin Council	£2,694	£2,694	£2,694	£2,694
HLF Resilient Heritage		£19,050	£19,050	
Earned income match funding into core budget	£31,625	£6,899	£49,084	£41,273
<b>Core total</b>	<b>£264,772</b>	<b>£278,357</b>	<b>£323,860</b>	<b>£296,999</b>
Project funding, various sources (including in kind)	£793,389	£185,367	£225,645	£208,877
Project funding match from earned income	£0	£16,375	£6,173	£15,253
<b>GRAND TOTAL</b>	<b>£1,058,161</b>	<b>£480,099</b>	<b>£555,678</b>	<b>£521,129</b>

	2017-18	2018-19	2019-20	2020-21
Project funding match from earned income	£0	£16,375	£6,173	£15,253
Earned income match funding into core budget	£31,625	£6,899	£49,084	£41,273
Surplus (+) or deficit (-) to reserves	£26,113			
<b>Total earned income required/ achieved</b>	<b>£57,738</b>	<b>£23,274</b>	<b>£55,257</b>	<b>£56,526</b>

### Appendix 3 Management Plan 2019-24 actions with AONB Partnership identified as lead

Ref	Action	Type	Lead & partners	2019-2021 aspiration/ next steps
	<b>Actions led by AONB Partnership - High priority:</b>			
LM5	Continue to improve habitat and water quality in the River Clun for Freshwater pearl mussel	Ongoing	AONB, EA, NE, SRT	Complete two year contracted delivery for EA Unmuddying the Waters project. Plan further work following this.
PL5	Continue to foster links and understanding between Partnership and planning officers and committee members	Ongoing	AONB, LAs	Increase level of direct communication.
PL6	Support activities contributing to a low carbon Shropshire Hills, compatible with the AONB's special qualities	Ongoing	AONB, LAs	Use this as a key strand of communication, especially for tourism and land management
EC2	Actively engage partners to develop the role and influence of the Destination Partnership, especially to oversee implementation of the Sustainable Tourism Strategy	Ongoing	AONB, SHT and partners	Vary format and location of DP meetings to encourage attendance, engage with redevelopment of a Shropshire DMO
EC5	Continue to operate Shropshire Hills Shuttles, seeking new funding and refining service	Ongoing	AONB, SC, NT	Seek funding to enable 2020 and 2021 service to go ahead.
LM1	Work with Defra, NAAONB and local partners to ensure new Environmental Land Management Schemes deliver Management Plan priorities in the AONB	New action	AONB, NE, NT, SWT, NFU, CLA	Engage with Defra development of ELMS, including through Stepping Stones test/trial.
LM8	Establish a large programme of planting of trees outside woodlands, partly to help offset losses from Ash dieback disease	New action	AONB, WT & partners	Work with Woodland Trust to submit NLHF application for a Trees Outside Woods project.
LM11	Develop a 'Monumental Volunteers' project for management of historic sites	New action	AONB, HE	Resolve priorities with Historic England and submit project funding application.
PL2	Expand capacity within the AONB team for work on planning consultations	New action	AONB	Cost options for a new post within the team and for hiring in specialist support for key cases.
PL3	Develop Design Guidance and a checklist for domestic development	New action	AONB, LAs	Develop a project brief and scope when Landscape Guidance is completed.
PL4	Develop a Landscape Guidance document	New action	AONB, LAs, NE	Complete external contract and promote, use and disseminate guidelines document. Seek to develop interactive on-line version.
EC1	Develop a youth engagement project incorporating the John Muir Award, Young Rangers, and traineeships	New action	AONB and partners	Submit project funding application.
LM3	Implement 'Our Common Cause' upland commons project with local and national partners (subject to delivery phase approval)	In progress	AONB, FCL, NT, NE	Support submission of Stage 2 funding application, and if successful bid for Area Co-ordinator contract for Delivery phase.

Ref	Action	Type	Lead & partners	2019-2021 aspiration/ next steps
LM2	Develop further web-based guidance material for land managers – about landscape features and about utilising environmental assets sustainably	Aspiration	AONB	Scope this out in consultation with land managers once new website is in place.
PL1	Press for stronger status for AONB structures as a statutory consultee in planning and the necessary resources to fulfil duties which go with this	Aspiration	AONB, NAAONB, NE, LAs	Case made through input to Glover Review. Continue to encourage where opportunities arise.
new	Adopt and implement recommendations from the Glover Review, and encourage implementation of actions led by others, e.g. government, local authorities.	New action	AONB, NAAONB	Awaiting report of Review Panel.
LM7	Work with landowners through the Water Environment Grant	New action	AONB, SRT	Complete recruitment and get project delivery under way towards target outputs.
	<b>Other actions led by AONB Partnership:</b>			
PL13	Demonstrate value of landscape to economy through tourism	Ongoing/Aspiration	AONB, LAs	Collaborate with partners to gain up to date evidence.
LM15	Support actions to manage hay meadows, species-rich grassland	Ongoing	AONB, SWT, NE	An integral element of Stepping Stones project.
LM16	Expand and support community projects managing road verges for biodiversity	Ongoing	AONB, SWT, SC	Support current partnership project application and seek further development.
LM18	Promote training for land management and conservation, and seek to address gaps in provision where identified	Ongoing	AONB, NE, NT, HE	An element in proposed youth project.
LM21	Continue network of Shropshire Hills Uplands Forum linking with national Uplands Alliance	Ongoing	AONB and partners	Develop farmer network with Uplands Alliance. Repeat Uplands Forum as national policy and schemes evolve.
LM22	Collate environmental data relevant to the AONB	Ongoing	AONB, NE, SC	Complete State of the AONB report.
PL8	Continue to foster stronger links with other relevant planning consultees – including Natural England, CPRE and other Council departments	Ongoing	AONB	Build relationships through casework.
PL9	Support new Community Led Plans to take the AONB fully into account	Ongoing	AONB	Find out where these are going on and engage pro-actively.
EC4	Publicise the European Charter for Sustainable Tourism in Protected Areas and use it as tool for engagement, including possible Charter Part II with businesses	Ongoing	AONB, SHT and partners	Build on momentum of the 2019 Tourism Expo, working with the DP and at county level.
EC16	Expand membership of Friends of the Shropshire Hills AONB	Ongoing	AONB & Trust	Support Trust and volunteers with recruitment, seek to improve admin, especially of Direct Debits.

<b>Ref</b>	<b>Action</b>	<b>Type</b>	<b>Lead &amp; partners</b>	<b>2019-2021 aspiration/ next steps</b>
LM12	Work with landowners on restorative management of Plantations on Ancient Woodland sites (PAWS)	New action	AONB, WT, FC	Not currently top priority for Woodland Trust.
PL10	Make the case for an Article 4 Direction to remove permitted development rights for motorsports in the AONB	New action	AONB	Pursue discussions with Council and interested stakeholders.
EC6	Establish a new sustainable tourism business network for the Shropshire Hills	New action	AONB, SHT	Scope out proposal.
EC13	Repeat five yearly visitor survey	New action	AONB, SHT	This is due now. Seek to pursue with partners.
EC15	Promote the area's best qualities to the business community and encourage an 'ambassador' approach	New action	AONB, SHT	Build on recent discussions at 2019 Tourism Expo.
EC20	Improve roadside signage marking AONB at entry points	New action	AONB, LAs	No current activity yet on this.
EC21	Foster links with the Shrewsbury University Centre and other HE and FE institutions	New action	AONB	Seek opportunities to develop links.
EC22	Improve links with Duke of Edinburgh Award and other outdoor activity providers to raise awareness of the AONB	New action	AONB and partners	No current activity yet on this.
EC12	Pursue 'Caering for Caradoc' fund-raising appeal and explore possibilities to replicate this, perhaps at the Wrekin	In progress	AONB & Trust	Continue to promote Fix the Fort appeal.
LM10	Develop an Upper Teme project – including expanding tree and woodland cover and enhancing the river SSSI	Aspiration	AONB, NE, SRT, EA, NRW	A target area within proposed Trees Outside Woods project.
LM13	Develop a social forestry project with funded officer capacity, and a hub linking service providers and users	Aspiration	AONB and partners	Continue discussions with partners and seek to support a funding application.
PL11	Develop guidance on management and design of roads in the AONB	Aspiration	AONB, LAs	No current activity yet on this.
PL12	Undertake work to identify key viewpoints within the AONB, and looking into it from surrounding areas	Aspiration	AONB and partners	No current activity yet on this.
EC23	Demonstrate value of landscape to health and wellbeing	Aspiration	AONB, LAs	Gather evidence and use as a theme in communications.
EC24	Develop an interpretation plan for the AONB	Aspiration	AONB & partners	No current activity yet on this.