

#### **Item 4. Draft application to HLF Resilient Heritage Fund**

##### **1. Summary**

This paper presents the current draft application to the Heritage Lottery Fund's Resilient Heritage programme.

##### **2. Background**

During December and January, three meetings have been held of a steering group to develop this application, including members of the AONB team, Transition Board and AONB Trust trustees. The application is at the second full draft stage, with one significant supporting document still to prepare (outline briefs for externally let contracts).

Discussion at the last steering group meeting on 10<sup>th</sup> January focused on the budget and how best to optimise the bid while remaining under the threshold of a £100k grant, which will mean the application is decided at a regional level rather than nationally by HLF.

It has been anticipated that the AONB Trust would be the applicant for the joint application on behalf of both organisations, and the application is currently written with that assumption. A final decision however needs to be made on this (jointly with the Trust). The majority of the grant money would be spent through the AONB Partnership and routing the grant through the Trust may add unnecessarily to administration.

##### **3. RECOMMENDATION:**

**The Transition Board is recommended to comment on the draft Resilient Heritage application to HLF.**

This paper has been prepared by Phil Holden, AONB Partnership Manager. For further details contact 01588 674088/ [phil.holden@shropshire.gov.uk](mailto:phil.holden@shropshire.gov.uk).

##### **Appendices –**

**Resilient Heritage draft application**

**Project Plan**

**Budget spreadsheet**

**Timescale and schedule**

**Partnership agreement**

**Outline job description, Project Development Officer role**

**Outline evaluation plan**



**Project Plan for Resilient Heritage application Reference number RH-16-04056**

**A new generation of organisations for the Shropshire Hills AONB**

<b>When?</b>	<b>What?</b>	<b>Where?</b>	<b>Who will carry out the activity?</b>	<b>Who is the activity for?</b>	<b>What will you achieve?</b>
<i>Give us the dates you expect the activity to start and end. Please list you activities in chronological order.</i>	<i>List the individual activities you will do to achieve your project outcomes. Use target numbers where possible.</i>	<i>Tell us where the activity will take place.</i>	<i>Tell us who will be responsible for managing the activity (for example, project officer, young people, or a named partner organisation).</i>	<i>Tell us who the activity is aimed at (for example, a particular group of people, local schoolchildren, visitors to a museum etc.).</i>	<i>Explain in detail what you will achieve by doing the activity.</i>
1. April – Sept 2017	<p><b>Develop Business Plans</b> for the AONB Trust and for the AONB Partnership/ Conservation Board, identifying complementarity and areas of collaborative working. Business Plans to include fund-raising strategy, work priorities, financial targets, and risk assessment against the achievement of the Plans.</p> <p><b>Develop a formal Memorandum of Agreement</b> between the AONB Partnership/ Conservation Board and the AONB Trust, to set out the relationship and responsibilities and framework for any financial interactions.</p>	Operational base for the AONB organisations is at Craven Arms	An external consultant will be contracted to facilitate and mentor the process, working with the charity Trustees and the AONB Transition Board and Team, and including jointly where appropriate. The Trustees, Board and Team will, with expert support, prepare the Business Plans in order to harness existing skills while raising capacity.	The Business Plans for the Trust and the AONB Partnership/Conservation Board will enable the organisations to deliver better outcomes for the AONB, for the benefit of local people and visitors to the AONB.	Strategic direction and clarity for both organisations, increased involvement and motivation of Trustees/Board/team, better co-ordination, improved financial sustainability and performance, reduced risk, contingency plans established and responsibilities assigned where appropriate.

When?	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?
2. April 2017 – March 2019	<p><b>Establish and implement Communications and Engagement Plans</b> for for the AONB Trust and for the AONB Partnership/ Conservation Board, identifying complementarity and areas of collaborative working.</p> <p>A visual identity and key messages for the AONB Trust will need to be decided, achieving the right balance of connection with the existing AONB organisation and the Trust’s independent role.</p> <p>Following some key decisions early on, implementing communications runs through the full two years of the project, underpinning other elements.</p>	Craven Arms	External consultant to facilitate, working with the charity Trustees and the AONB Transition Board and Team, and including jointly where appropriate.	Communication will be aimed at key target audiences - including partner organisations and Partnership members, Friends members, local community, visitors, policy makers etc. Engagement will focus on the more active ways in which people can become involved, especially through volunteering.	Improved understanding and continued strengthening of stakeholder and public support for the purposes of the AONB and the activity of the two organisations. Active engagement of new people and enhanced fundraising.
3. Oct - Dec 2017	<p><b>Skills Audit</b></p> <p>AONB Trustees, Partnership staff and Transition Board members will be reviewed for their current skills audit and future skills requirement needed to fulfil the business plans.</p>	Craven Arms	External consultant, working with relevant individuals.	Charity trustees, AONB Partnership staff, and Transition Board members	Each person will have a clear development plan which supports the organisations achieving their short and long term business plans

When?	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?
4. Jan 18 – Mar 2019	<p><b>Training and development</b> – ensuring the relevant people have the key skills required in a small organisation. Training topics will be identified from the skills audit, but for Trustees this may include trustees’ legal responsibilities and fund-raising, for Board members may include training related to the AONB remit and involvement with national AONB events and for staff may include management, business and fund-raising skills.</p>	Craven Arms, and courses elsewhere as appropriate	Some training may be commissioned in, if enough people have the same need. Otherwise people may go on external courses. Also, there will be some structured mentoring where possible.	Charity trustees, AONB Partnership staff, and Transition Board members	More effective and motivated people all engaged in achieving the aims of the Conservation Board and Trust
5. April 2017 - Sept 2017 and onwards	<p><b>Developing income generation - Promotion drive on Friends scheme.</b> New banking arrangements will be put in place (Direct Debits), a new leaflet printed and promotion undertaken.</p>	AONB-wide	Trustees, staff team, volunteers	New Friends	More people will get involved through the Friends scheme. More beneficiaries will be able to benefit from grants from the Trust. More understanding of and support for the AONB.
6. July 2017 - Mar 2018 and onwards	<p><b>Developing income generation - Pilot a ‘supporter giving’ appeal scheme.</b> A specific, locally focused fund-raising appeal will be launched by the Trust for a ‘Caring for Caradoc’ project, aiming to address serious path erosion on the popular hill of Caer Caradoc in the Stretton Hills.</p>	Church Stretton area	Trustees, staff team, volunteers	Primarily aimed at people in the Church Stretton area, both locals and visitors.	While the project will address a specific need, it will also establish a new way of working (i.e. specific targeted fund-raising for a local project), which hopefully will have wider applicability.



When?	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?
7. Oct 2017 - June 2018 and onwards	<p><b>Developing income generation - Launch business sponsorship scheme.</b></p> <p>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.</p>	AONB-wide	Consultancy support with Trustees and team members.	Businesses in and around the AONB.	Through extra income, more beneficiaries will be able to benefit from grants from the Trust. More understanding of and support for the AONB.
8. Jan 2018 - Sept 2018 and onwards	<p><b>Developing income generation - Establish legacy scheme.</b></p> <p>With external specialist consultancy advice, a legacy scheme will be established for the AONB Trust.</p>	AONB-wide	Consultancy support with Trustees and team members.	People living in and around the AONB, or those who have a strong connection with the area.	Through extra income, more beneficiaries will be able to benefit from grants from the Trust. More understanding of and support for the AONB.
9. April 2018 - Mar 2019	<p><b>Developing income generation - Expand trading activity.</b></p> <p>External specialist consultancy advice will be sought for trading activities by the AONB Partnership/ Conservation Board.</p>	AONB-wide	Consultancy support with team members, and possibly Transition Board members.	Beneficiaries of all core activity of the AONB Partnership/ Conservation Board. Customers for specific products.	Trading has the potential to earn unattached income for the Conservation Board, which will be needed to match core and project funds. Also more understanding of and support for the AONB.



When?	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?
10. July 2017 - Mar 2019	<p><b>Developing income generation - Explore establishing consultancy operation.</b></p> <p>External specialist consultancy advice will be sought on the possibility of establishing a consultancy operation by the AONB Partnership/ Conservation Board.</p>	AONB-wide	Consultancy support with team members, and possibly Transition Board members.	Beneficiaries of all core activity of the AONB Partnership/ Conservation Board. Clients for specific pieces of work.	Consultancy could earn unattached income for the Conservation Board, which will be needed to match core and project funds. It could also improve skills and experience of team members and raise the profile of the Board.
11. April 2018 - Mar 2019	<p><b>Project Development Officer role.</b></p> <p>A new 20 month 3 day/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.</p>	AONB-wide	Project Officer to be appointed.	Beneficiaries of project activity of the AONB Partnership/ Conservation Board.	Significant externally funded projects will remain an important part of the business model of the Conservation Board and its delivery. This dedicated role will enable the achievement of projects at a significantly greater level than would be possible otherwise.

When?	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?
12. April 2018 - Mar 2019	<p><b>Set-up and operating processes for Conservation Board.</b></p> <p>The Conservation Board needs to establish its processes and practical operation – e.g. set up accounting systems, buying new IT equipment, servers, etc. There will be a need to write a Constitution adding detail to the Establishment Order, along with writing standing orders, policies and procedures. An allowance is made for an actuarial valuation in relation to pensions transfer and for a limited amount of legal advice. Preparing for transfer of functions from Council hosting to independent body.</p> <p>The new Partnership group will be formed to sit alongside the Conservation Board as an advisory body and forum for wider involvement of partners.</p> <p>The Trust's constitution will also need to be reviewed to update the process for appointed trustees.</p>	Craven Arms	Consultancy support with team members, and Transition Board members.	Beneficiaries of all core activity of the AONB Partnership/ Conservation Board.	A fully functioning new organisation.
13. April 2017 and onwards	<p><b>Evaluation.</b></p> <p>An evaluation process will be established at the start and used in the latter stages of the project to evaluate success and plan further activity.</p>	AONB-wide, Craven Arms based.	Consultancy support with Trustees, Transition Board and team members.	Principally for Trustees, Transition Board and team members. Beneficiaries of all activity of the AONB organisations.	Focus on outcomes to guide delivery phase of project. Clear understanding of progress and ongoing issues for future action.

## Resilient Heritage Application Form £10,000 - £250,000

### Notes on completion

Overall word limit 6,000 words, 2,192 words in questions. Current 4,642-2,192=**2,450**

#### Summary

Name of your Organisation **Shropshire Hills AONB Trust**

#### Project title

In no more than 15 words, please choose a title which you think best describes your project. This will be seen externally, on our website and by our decision takers so please ensure that you choose a title that you are happy for a wide range of people to see.

**A new generation of organisations for the Shropshire Hills AONB**

Reference number **RH-16-04056**

#### Project summary

In no more than 200 words, summarise your project. We will use this text to tell people about your project, including our decision takers who will see your description as part of the assessment process.

**After a long period of operating under the same structure, the Shropshire Hills AONB will soon have two new independent organisations which need to work well together and with other partners. The Shropshire Hills AONB Trust has recently been formed principally to raise and distribute funds in support of AONB purposes. The established AONB Partnership and its two local authorities have recently agreed that due to continued public spending cuts and structural change, the interests of the AONB are now best served by creating an independent 'Conservation Board'. The project will develop the AONB Trust and the Conservation Board, and collaborative working between the two, including Business Plans with strategies for sustainable long term funding, a Memorandum of Agreement, skills audit with training and development, a programme of income-generation activities, project development and practical set-up. This will be supported by enhanced communication and engagement throughout.**

**This grant will help us build a stronger relationship between two new organisations. Working together we will be better able to meet the challenges faced by our special landscape in the future, and help us deliver long term benefits for people who live and work in the AONB, and those who visit it.**

**(200 words)**

Have you received any advice from us before making your application? **Yes**

Is this your first application to the Heritage Lottery Fund? **Yes**

#### Section one: Your organisation

1a Address of your organisation:

Address line 1 **Shropshire Hills AONB Trust**

Address line 2 **Unit 9 Drovers House**

Address line 3 **The Auction Yard**

Town / city **CRAVEN ARMS**  
County **Shropshire**  
Postcode **SY7 9BZ**

1b Is the address of your project the same as the address in 1a? **Yes**

1c Details of main contact person

Name **Phil Holden**

Position **Trustee of AONB Trust (and AONB Partnership Manager)**

Is the address of the main contact person the same as the address in 1a? **Yes**

Daytime phone number, including area code **01743 254740**

Alternative phone number

Email address **phil.holden@shropshire.gov.uk**

1d Describe your organisation's main purpose and regular activities

**The Trust is newly formed, but its main activities in the short term will be fund-raising and the giving of small grants to projects which support the charitable objects.**

**The objects of the Trust are:**

**“To promote the conservation and enhancement of the natural beauty, landscape, wildlife and historic value of the Shropshire Hills Area of Outstanding Natural Beauty (AONB), for the benefit of the public, and**

**To advance understanding, education and awareness, in and around the AONB, of the natural beauty, landscape, wildlife and historic value of the Shropshire Hills AONB, for the benefit of the public.”**

1e The legal status of your organisation

Please select one of the following:

If your organisation is any of the following, please provide the information shown.

Company - give registration number

Registered Charity in England, Scotland or Wales - give registration number **1168432**

Charity recognised by HM Revenue and Customs in Northern Ireland - give reference number

1f Will your project be delivered by a partnership?

**Yes - a partnership of the AONB Trust with the Shropshire Hills AONB Partnership, which is currently hosted by Shropshire Council. Because the change of the AONB Partnership to a Conservation Board has not yet been finally approved by DEFRA, the Partnership has established a Transition Board.**

1g Are you VAT registered? **Not yet, but intending to.**

## Section two: The heritage

In this section, tell us about the heritage your project focuses on and why it is valued.

2a What is the heritage your project focuses on?

**The focus of the project is the Shropshire Hills Area of Outstanding Natural Beauty (AONB). This is a nationally important designated landscape, covering 23% of Shropshire and part of Telford & Wrekin. Its special qualities include the diversity and contrast of its landscape; its hills, farmland, woods and rivers; the important geology, wildlife and heritage they hold; plus scenic quality and views, tranquillity, culture and**

**opportunities for enjoyment. The character and quality of the Shropshire Hills landscape continue to be of high importance, but are under increasing pressure, and the condition of a number of the special qualities of the AONB is declining. Improvements resulting from conservation activity, e.g. on Sites of Special Scientific Interest and through agri-environment schemes, are threatened by wider declines in biodiversity, especially bird, plant and invertebrate populations. Land management practices are a crucial determining factor, and economic forces are increasing development pressure whilst reducing public sector resources for positive management, leading to more deterioration of features by neglect. The AONB landscape is very highly regarded, and to achieve the level of management justified, will require accessing a broader range of income sources.**

2b Does your project involve work to physical heritage, such as buildings, collections, landscapes or habitats?

**The work of this Resilient Heritage project is focused on organisational development, which will enable the two organisations to act more effectively in support of conserving and enhancing the landscapes and habitats of the Shropshire Hills AONB. The AONB organisations do not own or manage any land directly, and achieve their work by working in partnership especially with land managers and local communities through advice, support and in some cases funding. Activity is guided by the statutory AONB Management Plan which sets out priorities for managing the area, and is prepared and reviewed every five years by the AONB Partnership with the local authorities.**

2c Does your project involve the acquisition of a building, land or heritage items? **No.**

### Section three: Your project

In this section, tell us about your project. Make sure you include all your planned activities, and capital works if applicable.

#### 3a Project plan

You must submit a Project Plan as part of your application; this is where you can provide us with information on what your project will do. Please read the programme application guidance for more information.

You will need to create your own project plan and attach it as a supporting document at the end of this form. A template document can also be found on the HLF website.

#### **Attached**

3b Explain what need and opportunity your project will address

**Two new organisations for the AONB are in the process of forming so this is a period of big change which will greatly affect the way the AONB is managed and resourced. The AONB Trust results from several years of exploring the possibilities for a charity to support the AONB, and has been influenced by the experience in some other AONBs. This came to fruition in 2016 at much the same time as an unfavourable restructure proposed by Shropshire Council prompted the need for a different governance arrangement for the AONB Partnership and its staff team. A review of options by the Partnership and the Councils led over the summer of 2016 to the proposal to replace the AONB Partnership with a Conservation Board. This is a statutory body specific to AONBs with delegated local authority responsibilities, and is created by government through a Statutory Instrument. It is the only mechanism in use for an independent**

**AONB structure within England and Wales, and has been in place in two AONBs, the Cotswolds and the Chilterns, since 2004.**

**The AONB Partnership plays a championing role for the AONB, preparing and co-ordinating delivery of the AONB Management Plan. It undertakes projects with landowners, the local community, undertakes advice and support, advocacy and input into planning, along with a grant scheme. Outcomes for the AONB as an area from this are conserving and enhancing natural beauty, and optimising public benefits. The Trust has been established to add value to this – to do things that the AONB Partnership cannot do. It will focus on raising funds, maximising donations through Gift Aid, businesses, etc.**

**Specific gaps in the organisations' capabilities identified include the need to diversify funding sources – this is an opportunity to create long term sustainable delivery at a time of funding uncertainty. The project will support the processes of transition, helping the charity and the new Conservation Board to work well together. There is also an opportunity to increase relevance and to create widespread understanding and support for the AONB and the work of the organisations.**

**The Project Development Officer post complements other areas of the project by focusing on significant scale delivery projects. These may or may not contribute income into the core budgets e.g. through management fees or contributions to overheads, this depends largely on the funder. However, even where they do not contribute income, they are a key part of maintaining levels of delivery which are important to the reputation and credibility of the organisation. These in turn improve the prospects of other fund-raising activities.**

**If Resilient Heritage funding is not received, the transition process will be less smooth and less effective. There will be a risk that the two organisations will not work well together, leading to difficulties with funding and failure to achieve the objectives of either.**

3c What work and/or consultation have you undertaken to prepare for this project?

**The application has been prepared by a steering group consisting of AONB Trust trustees, and members of the AONB Partnership's Transition Board and staff team (some individuals having more than one of these roles). The full groups of the trustees, Transition Board and AONB Team have also been involved at stages. The thinking has developed from the formation process of the AONB Trust and the process of transition which the AONB Partnership has been involved with. This has included much contact with the two existing AONB Conservation Boards in the Cotswolds and the Chilterns, the two AONB Trusts in Northern Ireland and AONBs which have charities including the North Pennines, Forest of Bowland, Surrey Hills and Tamar Valley. Consultation on the proposed Conservation Board has been led through the broad AONB Partnership, but also publicly (see <http://www.shropshirehillsaonb.co.uk/aonb-partnership/proposed-conservation-board/>). The Trust formation has also been publicised (<http://www.shropshirehillsaonb.co.uk/a-special-place/shropshire-hills-aonb-trust/>) and four new trustees recently appointed.**

**The AONB Partnership has actively been involved for many years in the National Association for AONBs, and the AONB Manager and other have attended previous**

workshops on external funding, broadening income sources, different organisational structures and other relevant topics. This learning, and continued good networking with the AONB family, has contributed to the proposals of the project.

The AONB Management Plan, the over-arching strategy for the area, is currently in the middle of its five year term and its Action Plan has recently been updated. We have looked in detail at various governance options for both the charity and the public sector AONB governance body. The project therefore does not go over these stages again, but seeks now to implement them.

We have looked at the Resilient Heritage Strength Checker tool, but found for the AONB Trust as a brand new organisation that it would have very limited applicability. The tool has been used for the current AONB Partnership, and though many questions were not applicable to the local authority hosted arrangement, there were some valuable insights from this.

3d What outcomes will your project achieve?

#### **Heritage will be better managed**

Our project will enable the nationally important landscape of the Shropshire Hills Area of Outstanding Natural Beauty to be better managed. This will come from the development of an effective charity which will raise funds and support worthy projects, alongside the formation of a strong body to champion the interests of the AONB, guide its management and deliver on the ground working with landowners and local communities. The effective transition from the Council-hosted AONB Partnership to an independent Conservation Board will ensure that the AONB Management Plan continues to be effectively delivered and that the heritage of the AONB is secured for the future. Extra staffing capacity to offset recent cuts will help to ensure continued a good level of direct delivery of conservation projects through the AONB team.

Through this project, organisational development support will enhance the capacity of the AONB Trust and the new Conservation Board to work together to achieve improved security of long term funding and so to protect and conserve this special landscape.

Awareness raising of the AONB designation and the establishment of the AONB Trust and Conservation Board will promote this special landscape and help people to identify how they might play a positive part in its conservation.

#### **People will have developed skills**

The overlapping groups of people involved with the two organisations (trustees, Board members, staff, Partnership members and volunteers) will have considerably developed their skills in relevant areas of business management, both as individuals and more importantly collectively. Greater numbers of volunteers will have been engaged and gained understanding of and skills to support the AONB.

Training will include business planning, IT, finance, fundraising and charity legal requirements. Specific training requirements will be identified through an initial skills audit at the beginning of the project, and training may take the form of internal/external short courses, mentoring, job shadowing or a combination of all these things.

### **The organisations will be more resilient**

**The project will achieve strategic direction and clarity for both organisations, good co-ordination between the two, sound operational structures and improved financial sustainability.**

**The people who live within the Shropshire Hills Area of Outstanding Natural Beauty generally recognise and acknowledge its intrinsic value to their quality of life. The work completed through this project will enable local people to actively contribute to the conservation of the special qualities of the AONB through a business sponsorship programme, supporter giving appeal scheme, Friends of the Shropshire Hills scheme, and a Legacy scheme.**

**This project will enable the new AONB Trust and Conservation Board together to:**

- **Better withstand threats and to adapt to changing circumstances**
- **Achieve stronger governance through structures which function to support the achievement of the AONB purposes**
- **Increase management and staff skills both within the AONB team and AONB Trust**
- **Work in partnership, in a collaborative and complementary way, and involve new people who may bring new skills and expertise, and a fresh perspective**
- **Generate new sources of income from commercial activity, development of 'Giving' and 'Legacy' schemes and new fundraising opportunities.**
- **Deliver more of the aspirations of the AONB Management Plan.**

3e What are the main groups of people that will benefit from your project?

**The broadest group of beneficiaries is the general public who benefit from the AONB landscape being well managed – this includes those who live and work in and near to the area, and those who visit. 19,000 people live within the AONB and a further 150,000 live within five miles of it. Some people will derive economic benefit, e.g. tourism businesses who rely on a high quality landscape, and farmers, landowners and local organisations who receive grants. Many will also gain health and wellbeing benefits from enjoyment of the landscape.**

**Approximately 400 people are involved in the AONB organisations (trustees, Board members, staff, working group members and volunteers). Many of these will also gain real benefits to their wellbeing through their engagement, sense of belonging and contribution, development of skills, and getting to know people around a common purpose.**

We need to understand the range of audiences that you are planning to attract with your project. We use this information to assess your plans for your project - we do not prioritise projects for any particular group. We also use the information to report on the benefits of our funding and to help decide what action we will take to overcome barriers to involving people with heritage.

If your project aims to benefit a wide range of people and is not specifically targeted at any particular group, tick this box **TICK**

Age

Disabled people

Ethnic Group

Marital or civil partnership status

People with dependants (for example, children or elderly relatives)

People living in households with incomes below the national average, or people living in the most deprived

local-authority wards in England, Scotland, Wales or Northern Ireland.

Community background (Northern Ireland only)

Religious belief

Gender

Sexual orientation

3f How many people will be trained as part of your project, if applicable? **Around 26**

3g How many volunteers do you expect will contribute personally to your project? **Around 35**

3h How many full-time equivalent posts will you create to deliver your project? **0.6**

## Section four: Managing your project

In this section, tell us how you will deliver your project.

4a How will your project be managed?

**The project will be managed by a steering group made up of representatives from the trustees of the AONB Trust, along with members of the AONB Partnership's Transition Board and staff team.**

**The lead contact for the project Phil Holden has experience of overseeing HLF projects including the Blue Remembered Hills Area Partnership project (2003-7) and the current Stiperstones & Corndon Hill Country Landscape Partnership Scheme. The trustees and Transition Board members bring a broad range of knowledge and expertise of public, private and voluntary sectors, and roles on other organisations including the National Association for AONBs.**

4b Tell us about any outside advice you have received or will receive to help you manage your project.

**The project involves a considerable amount of external advice for organisational development (including facilitation and mentoring) where the specific needs for this have been identified. There will also be much to learn from other partners in our local networks and the national AONB family.**

4c When do you expect your project to start and finish?

Project start date **April 2017**

Project finish date **March 2019**

4d How will you evaluate the success of your project?

**The success of our project will be evaluated against the outcomes we set out to achieve:**

- **Outcomes for heritage - Is the heritage better managed?**
- **Outcomes for people - Have people developed their skills?**
- **Outcomes for communities - Is our organisation more resilient?**

**See attached outline evaluation plan.**

4e Tell us what will happen to the things that your project has produced after the funding ends.

**The two organisations will be in a stronger, more resilient position, especially with regard to their ongoing income and funding. The Business Plans can continue to be implemented, and the skills will exist to renew and update them.**

4f If your project involves conservation of an item, land or property, tell us how you will maintain it so that people can continue to experience and enjoy it after the funding ends. **N/A**

## Section five: Project costs

### See spreadsheet budget

5a In this section, tell us how much it will cost to deliver your project.

There is a limit of 20 words per 'description' section when completing the cost tables. If you need to provide a more detailed explanation and breakdown of your costs there is a facility at the end of the application form to upload supporting documents.

Cost Heading Description How much (£) Non recoverable VAT Total (£)

Total

### 5b Project income

Please note that HLF rounds all grant requests down to the nearest £100. With this in mind, please make sure that the total project income exactly matches the total of your project costs or the system will not allow you to proceed.

Source of funding Description Secured? Value

Total

### 5c Financial summary

Total project costs

Total project income

HLF grant request

HLF grant %

5d Are there any non-cash contributions or volunteer time to help carry out your project?

Description of non-cash contributions Estimated value (£)

Description of volunteers' task Number of days £ per day (as per our guidance) Estimated value (£)

## Section six: Additional information and declaration

This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application. We encourage you to be as specific as possible about the people your organisation represents. If your organisation represents the interests of a particular group, such as young people or disabled people, tell us which by filling in the tables below.

If you are based in Northern Ireland, where legislation requires us to report in detail on the organisations we fund, please complete the tables in full, as applicable.

If you are based outside Northern Ireland and your organisation represents the interests of a wide range of people and not any particular group, mark this box only.

Age

Disabled people

Ethnicity

Marital or civil partnership status

People with dependants (for example, children or elderly relatives)

People living in households with incomes below the national average, or people living in the most deprived

local-authority wards in England, Scotland, Wales or Northern Ireland.

Community background (Northern Ireland only)

Gender

Sexual orientation

## Declaration

### a) Terms of Grant

You must read the standard terms of grant for this programme on our website.

By completing this Declaration, you are confirming that your organisation accepts these terms.

For partnership projects, all partners must confirm that they accept the standard terms of grant by adding a contact at the end of the declaration.

### b) Freedom of Information and Data Protection

We are committed to being as open as possible. This includes being clear about how we assess and make decisions on our grants and how we will use your application form and other documents you give us. As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000.

When you complete the Declaration at the end of the application form, you are confirming that you understand the Heritage Lottery Fund's legal responsibilities under the Data Protection Act 1998 and

the Freedom of Information Act 2000 and have no objection to us releasing sections 2 and 3 of the application form to anyone who asks to see them. If there is any information in these sections of the form that you don't want made publicly available, please explain your reasons below:

We will take these into account when we respond to any request for access to those sections.

We may also be asked to release other information contained elsewhere in the form and we will respond to these requests after taking account of your rights and expectations under the Freedom of Information Act 2000 and Data Protection Act 1998. In those cases, we will always consult you first.

The Heritage Lottery Fund will not be responsible for any loss or damage you suffer as a result of HLF meeting these responsibilities.

When you complete the Declaration you also agree that we will use this application form and the other information you give us, including any personal information covered by the Data Protection Act 1998,

for the following purposes:

- To decide whether to give you a grant.
- To provide copies to other individuals or organisations who are helping us to assess, monitor and evaluate grants.
- To share information with organisations and individuals working with us with a legitimate interest in Lottery applications and grants or specific funding programmes.
- To hold in a database and use for statistical purposes.
- If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of the grant and the activity it was for. This information may appear in our press releases, in our print and online publications, and in the publications or

websites of relevant Government departments and any partner organisations who have funded the activity with us.

· If we offer you a grant, you will support our work to demonstrate the value of heritage by contributing (when asked) to publicity activities during the period we provide funding for and participating in activities to share learning, for which we may put other grantees in contact with you.

We may contact you from time to time to keep you informed about the work of the Heritage Lottery Fund

Tick this box if you do not wish to be kept informed of our work

I confirm that the organisation named on this application has given me the authority to complete this application on its behalf.

I confirm that the activity in the application falls within the purposes and legal powers of the organisation.

I confirm that the organisation has the power to accept and pay back the grant.

I confirm that if the organisation receives a grant, we will keep to the standard terms of grant, and any further terms or conditions as set out in the grant notification letter, or in any contract prepared specifically for the project.

I confirm that, as far as I know, the information in this application is true and correct.

I confirm that I agree with the above statements.

Name

Organisation

Position

Date

Are you applying on behalf of a partnership?

## Section seven: Supporting documents

Please provide all of the documents listed unless they are not applicable to your project. You will be asked to indicate how you are sending these documents to us - as hard copy or electronically. If you attach more than 10 documents, or if the total size of the attachments exceeds 20 megabytes, you will not be able to save or submit your form. If you have more documents or very large documents, please email them to your local HLF office.

1. Copy of your organisation's constitution (formal rules), **unless you are a public organisation or registered charity**. If your application is on behalf of a partnership or consortium, please refer to the programme application guidance for more information on what you need to provide. **Partnership agreement included**

If you have sent a copy of your governing document with a previous grant application (since April 2008) and no changes have been made to it, you do not need to send it again. Tell us the reference number of the previous application.

2. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be managed (if applicable); **as above**

3. Copy of your organisation's accounts for the last financial year. This does not apply to public organisations. **None available**

4. Project Plan; **Included**

5. Calculation of Full Cost Recovery (if applicable); **?? Trust may be eligible for this but overhead costs are not incurred by it**

6. Briefs for internally and externally commissioned work; **We need to draft these.**

7. Job descriptions for new posts; **draft for Project Development Officer included**

8. A small selection of images that help illustrate your project. If your project involves physical heritage, please provide a selection of photographs, a location map and, if applicable, a simple site map or plan. It would be helpful if these are in digital format.

9. Letters of support (no more than six) **use letters of support for Conservation Board transition?**

10. A copy of the report from the Resilient Heritage strength checker, if you have used this tool. If you have completed other diagnostic tools or audits please include the documentation relating to these. Please now attach any supporting documents. **Report for AONB Partnership included**

**Other supporting documents:**

**Structure diagram – current and proposed**

**Outline Evaluation Plan**

When you have completed the form click the submit button to submit the form to the server. You can view what you have entered by clicking the draft print button above.

**A new generation of organisations for the Shropshire Hills AONB - HLF Resilient Heritage application**  
**Indicative timescales and scheduling**

<b>Activity</b>	<i>Pre-project work</i>	Apr-June 17	Jul-Sep 17	Oct-Dec17	Jan-Mar 18	Apr-June 18	Jul-Sep 18	Oct-Dec18	Jan-Mar 19	<i>Post - project</i>
<i>Overarching strategy for the area - AONB Management Plan</i>	<i>Management Plan 2014-19 in place. Progress update completed Oct 2016.</i>									
<i>Review of overall governance and preferred structures</i>	<i>Review from 2012. CIO registered July 2016 and Conservation Board formal proposal submitted Nov 2016.</i>									
<b>Develop Business Plans and Memorandum for joint working</b>										
<b>Communication and Engagement</b>										
<b>Skills audit</b>										
<b>Training &amp; development</b>										
<b>Developing income generation:</b>										
Promotion drive on Friends scheme										
Pilot visitor giving scheme										
Launch business sponsorship scheme										
Establish legacy scheme										
Expand trading activity										
Explore establishing consultancy operation										
<b>Project Development Officer post</b>										
<b>Detailed governance - Conservation Board constitution, set-up and operating processes. Review/amend</b>										
<b>Trust constitution</b>										
<b>Evaluation</b>										
<i>AONB Management Plan review for 2019-2024 Plan - to complete March 2019 (not included in application as this is a statutory function)</i>										
<i>Post-project activity from March 2019 onwards</i>										
Proposed Resilient Heritage project start date Apr 2017 ->		Apr 2019 planned Establishment date for Conservation Board ->								

Key: main period of activity continuation of activity

# **Partnership Agreement for Resilient Heritage Application**

## **A new generation of organisations for the Shropshire Hills AONB**

### **Ref RH-16-04056**

Name of all partner organisations.

- 1. Shropshire Hills AONB Trust (registered charity)**
- 2. Shropshire Hills AONB Partnership (a Joint Advisory Committee, whose staff team is employed by Shropshire Council as accountable body)**

Contact details of the nominated lead individual within each organisation, along with position within the organisation.

- 1. Anthony Morgan, Chair of AONB Trust**
- 2. Phil Holden, AONB Partnership Manager**

Partnership start and end dates.

**1 April 2017 to 31 March 2019.**

The role of each partner, and their activity or service description in the partnership.

**The AONB Trust and AONB Partnership are beginning a new process of working alongside each other in a complementary way, and the project will help to establish this ongoing relationship. The project will be overseen by a Steering Group comprising representatives of the AONB Trust, the AONB Partnership (and its successor organisation) and its staff team. The two organisations will work jointly on many aspects of the project, developing their Business Plans to provide the best possible synergies. In some of the areas of fundraising, the Trust as a charity will provide the vehicle for funds where this will optimise income, though many activities will also be supported by activity of the AONB Partnership and staff team.**

How funding will be managed between partners.

**The AONB Trust as the applicant will make the grant claims to HLF. Where external procurement contracts require bankrolling for cash flow, these will be let by the AONB Partnership through Shropshire Council as accountable body.**

Staff/volunteer time requirements for each partner.

**The project is of the highest priority for the AONB Partnership Manager who will lead the project as part of his work, on behalf of both organisations, with support and involvement of a broad range of people. The trustees of the AONB Trust will contribute voluntary input through the Chair, Treasurer and others. The AONB Partnership (and its successor organisation) will support the project as necessary. Additional support is available from other members of the AONB team, including the Administrator.**

Activity or service space and equipment requirements.

**The office rented by the AONB Partnership will be the functional base of the project. The AONB Trust can use space at the office for meetings without charge, subject to availability. A charge may be made for office services (e.g. printing and copying).**

How information will be shared between partners.

**The Steering Group will meet monthly or as necessary. Its representatives will feed back progress with the project to the AONB Trust trustees, and to the AONB Partnership, Transition Board and staff team. Both organisations undertake to share information as necessary to the success of the project, having regard to Data Protection issues.**

What will happen if a partner needs to leave the partnership before the end date of the partnership. (Will there be a notice period?).

**Consideration will be given to one partner taking on the rest of the project, possibly dropping some elements if it cannot complete these on its own. A period of three months of notice will be given if one partner needs to leave the project.**

Which partner will take responsibility for monitoring and evaluating your project, and reporting back to us.

**Monitoring and evaluation will be undertaken jointly. Reporting will also be prepared jointly, but communicated to HLF by the AONB Trust as the applicant.**

How you will communicate, for example, how often you will meet (if at all), where you will meet and who will organise the meetings.

**As above, the Steering Group will meet monthly or as necessary. The meetings will generally be held at the AONB Partnership office and organised by the AONB Manager as the project lead, unless agreed otherwise.**

How partners will resolve disputes.

**Disputes will be resolved as far as possible through routine meetings and discussion. The project itself will put in place a more detailed Memorandum of Understanding between the two organisations which should help both to avoid and resolve disputes. Meetings between all the Trustees and the Transition Board may be held, and mediation will be sought if necessary.**

How changes to the agreement will be made.

**Changes to the agreement will be discussed at the Steering Group and then agreed by both the Trustees and the Transition Board.**

Signatures of each partner.

**Anthony Morgan, Chair of AONB Trust**

**Phil Holden, AONB Partnership Manager**

## **Outline Job Description - Project Development Officer Shropshire Hills AONB Partnership**

Grade 10, SCP 32-34 Salary: £26,680 - £28,243 20 month contract at 3 days per week

### **Purpose of Post and reporting**

To secure external funding grants for delivery projects for the Shropshire Hills AONB Partnership team which implement the AONB Management Plan.

To support the process of transition for the AONB Partnership to become an independent body and joint working with the AONB Trust.

The post holder will be responsible to the Shropshire Hills AONB Partnership Manager, who is in turn responsible for the post holder's health and safety, training and development.

### **Main Duties**

1. Working with other members of the AONB team and partners, to lead the development of funding bids for projects to implement the AONB Management Plan.
2. To manage delivery of any projects allocated, including staff, budgets, grants and reporting as appropriate.
3. To support the transition process of the AONB Partnership to an independent body, and the review and delivery of the AONB Management Plan, contributing to strategy and delivery across all aspects of the AONB remit.
4. To contribute to liaison by the AONB Partnership with a wide variety of partners, including local authorities, statutory agencies, businesses and the community. This will include representing the AONB Partnership at both a local and strategic level.
5. To support liaison between protected landscapes and the work of the National Association of AONBs, and participate in exchange of good practice relevant to the work of the AONB Partnership.
6. To maintain an awareness and contribute as appropriate to developments in the postholder's professional field which are relevant to the post.
7. To understand and implement the policies for health and safety, equal opportunities and the environment and to be aware of personal responsibilities within each of these policies.
8. To undertake such training and personal development as may be considered necessary by the line manager.
9. To be aware of personal responsibilities under the Code of Conduct.
10. To undertake other comparable duties within the service consistent with the level of seniority of the post.

(Full details will be specified in the complete job description – this summary focuses on the main content of the job role, for the purposes of the HLF application)

## Resilient Heritage Application Ref RH-16-04056

### A new generation of organisations for the Shropshire Hills AONB

#### Outline Evaluation Plan

Outcome	What should be monitored?	What should be evaluated?
<b>Outcomes for heritage - Is the heritage better managed?</b>	<ul style="list-style-type: none"> <li>• Level and type of capacity building work carried out</li> <li>• Number/type of organisational development activity – business planning sessions, workshops, facilitated sessions etc</li> <li>• No of benchmarking, networking and opportunities for sharing good practice generated</li> <li>• Level and type of communications/PR activity delivered and whether/how this has been received by a range of audiences</li> </ul>	<ul style="list-style-type: none"> <li>• The extent to which the project has enabled the AONB Partnership/AONB Trust to work together</li> <li>• The extent to which the project has informed/supported business planning, Memorandum of Agreement, Governance structures and operating systems</li> <li>• The extent to which the project has communicated the process of transition to an independent structure to a range of audiences including the public, organisations and partners</li> </ul>
<b>Outcomes for people - Have people developed their skills?</b>	<ul style="list-style-type: none"> <li>• Skills audit completed</li> <li>• No of training opportunities provided in appropriate areas</li> <li>• No and type of people involved in training/skills development</li> </ul>	<ul style="list-style-type: none"> <li>• Achievement of training objectives against original skills audit</li> <li>• The extent to which individuals have learnt new and useful skills</li> </ul>
<b>Outcomes for communities - Is our organisation more resilient?</b>	<ul style="list-style-type: none"> <li>• Level and type of fundraising activity researched, scoped and developed</li> <li>• Involvement of others in the development process – e.g. involvement of specialists, advisors, staff, Trustees, volunteers in the process</li> <li>• No./type of workshop, facilitated session, learning visit, opportunities for sharing good practice generated</li> </ul>	<ul style="list-style-type: none"> <li>• Extent to which the AONB Partnership/AONB Trust is more resilient i.e. the potential for fundraising/commercial activity has been effectively developed</li> </ul>