

Item 6. Proposed new Funding & Programmes Officer post and reapplication for Resilient Heritage funding

1. Summary

This paper outlines proposals for a new part time post for the AONB team, and for reapplication to HLF's Resilient Heritage programme.

2. Background

An application for £98,000 of HLF Resilient Heritage funding was made in February 2017, jointly between the AONB Partnership and the AONB Trust. This was to develop the AONB Trust and a new Conservation Board, and collaborative working between the two, including:

- Business Plans with strategies for sustainable long term funding for the Partnership and Trust,
- a Memorandum of Agreement between the Partnership and Trust,
- skills audit with training and development, for staff, Board members and trustees
- a programme of income-generation activities,
- new project development
- practical set-up for the Conservation Board
- enhanced communication and engagement

The application was unsuccessful, with the feedback from HLF that the uncertainty around not having a decision from Defra was a problem, and the proposed new post was not well enough defined. A reapplication would however be welcomed.

Subsequent discussions with the Transition Board and AONB Trust Trustees have suggested putting less of the budget into consultancy and more into the post. It has also been suggested to continue working on the reapplication, so that it can be ready to go in as soon as possible after the Defra decision (the actual content may vary according to Defra's decision, but the need for development and extra resources will apply either way). The key thing which is needed to demonstrate to HLF is how their funding will achieve a step change in organisational capacity and why this is needed now.

A job description has been prepared for a new full time post of Funding & Programmes Officer. The intention was to link this with legacy plans for the Landscape Partnership Scheme and the desire to provide new employment for some of the LPS team. It is likely that recruitment to this post could have been ring-fenced to Joy Howells LPS Manager, whose contract ends at the end of March 2018. (A request is being made to HLF to extend the contracts of some of the LPS team by a few months to assist with completing outputs, winding up, final claims and reporting, etc).

The very recent news of Joy Howells' appointment 3.5 days/week to the Upland Commons project creates the alternative possibility of employing her for 1.5 days/week on AONB funding and new projects work. Though providing much less additional capacity than a full time role, this is much more affordable at the current time than a full time post, and working alongside other members of the team is still enough time to make a real difference. The cost of this for two years would be c£27,000. The job description would need amending to suit 1.5 days/week rather than full time. The focus should remain on funding (including income generation) as well as developing and bidding for projects, in conjunction with other team members. The suggested change, as in the attached version, is to remove the item on organisational development activities.

Though the Transition Board had indicated support for committing some earned income (and/or reserves) to a new post developing income and projects, it would still be desirable to secure HLF Resilient Heritage grant towards this post if possible. A suggested revised draft budget for a reapplication for this is shown. The post costs of £27,000 are reduced on those of £37,000 for a

part-time post in the earlier application (and c.f. a full time post for 2 years would cost £96k). In this budget, other items are also reduced or removed in order to make a smaller application with a greater chance of success, and not dependent on the Defra decision. This could therefore be submitted as soon as possible.

3. RECOMMENDATION:

The Transition Board is recommended to comment on the proposals.

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Appendix 1 Draft Job Description, Funding & Programmes Officer post

Appendix 2 Revised draft budget for Resilient Heritage reapplication

Job Description and Particulars of Appointment

1a. Details of Post

- Job Title: **Programmes & Funding Officer**, Shropshire Hills AONB Partnership Amendments shown for change to 0.3FTE (1.5 days/week)
- Post Number: tbc
- Grade and SCP: Band 11, SCP 35-39 (to be confirmed)
- Salary: £29,123 - £32,672 (pro rata)
- Corporate Function: Commissioning, Shropshire Hills AONB Partnership
- Fixed term appointment for two years

1b. Service Area & Team

The AONB Partnership team is hosted by Shropshire Council but operates relatively independently, with the AONB Partnership as the advisory governance body.

The Shropshire Hills Area of Outstanding Natural Beauty (AONB) is a national designation with the principal purpose of conserving and enhancing the natural beauty of the landscape. A legal duty to prepare and review a statutory AONB Management Plan rests with two unitary authorities, who act jointly in a formal structure called the Shropshire Hills AONB Partnership, comprising 41 members in total. The AONB covers 804km² (approx. 23% of Shropshire) from the Wrekin to the Clun Forest and the Stiperstones to the Clee Hills. The AONB Partnership is hosted by Shropshire Council, and funded in addition by Defra, Telford & Wrekin Council and project funders.

The AONB Partnership's staff team has a number of key roles:

- To secure funding for projects in support of the AONB's aims, and to work with partners to implement them.
- To influence the policies and activities of a wide range of organisations in support of delivering AONB purposes.
- To have an overview of the issues affecting the landscape of the AONB, report on its condition and directions of change, and seek to improve co-ordination of activity to conserve and enhance it.
- To raise awareness of the special qualities of the AONB and to act as a champion for the area.
- To provide a bridge between government agencies / authorities and the community, and facilitate balance between local needs and the national value of the area.

An independent charity, the Shropshire Hills AONB Trust, was created in 2016, which works alongside the AONB Partnership. The Trust is focused on generating income from donations and giving small grants to projects to benefit the AONB. The AONB Partnership and the two Councils have made a formal request to Defra to create an independent Conservation Board for the AONB. If this goes ahead, it is expected that

all AONB team members will be transferred to the new organisation at that time under TUPE transfer arrangements.

2. Level & Purpose of Post

To work collaboratively with members of the AONB team and other partners to develop new programmes and projects for the Shropshire Hills AONB Partnership.

To work with the AONB team and the AONB Trust in securing funding and income generation, ~~and supporting organisational development.~~

To promote the objectives of the AONB and support the work of the Shropshire Hills AONB Team in the implementation of the AONB Management Plan.

3. Key Responsibilities

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.

4. Main Duties

1. Working closely with other members of the AONB team, to lead and support the development of new programmes and projects to address agreed priorities implementing the AONB Management Plan. This will involve making bids to secure external funding for project delivery directly by the AONB Partnership, and in conjunction with partners.
2. To support the development of income generation activities, including working in partnership with trustees of the Shropshire Hills AONB Trust.
- ~~3. To support organisational development activities for the AONB Partnership and AONB Trust, including Business Planning, skills audits and training, monitoring and evaluation.~~
- 4.3. To manage delivery of any programmes allocated, including ~~staff~~, budgets, grants, contracts and reporting as appropriate.
- 5.4. To assist with processes of engagement, communication and consultation in support of AONB purposes and activities.
- 6.5. To contribute to development of strategy and actions for the AONB Partnership, including new ways of working and partner liaison.
- ~~7. To support the transition process of the AONB Partnership to an independent body or alternative governance arrangements.~~

~~8.6.~~ 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~~may include representing the AONB Partnership at both a local and strategic level.

~~9.7.~~ 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.

~~10.8.~~ To be aware of the Council's core values, supporting and promoting them wherever appropriate.

~~11.9.~~ To maintain an awareness and contribute as appropriate to developments in the postholder's professional field which are relevant to the post.

~~12.10.~~ To understand and implement the Council's policies for health and safety, equal opportunities and the environment and to be aware of personal responsibilities within each of these policies.

~~13.11.~~ To undertake such training and personal development as may be considered necessary by the line manager.

~~14.12.~~ To be aware of personal responsibilities under the Council's Code of Conduct.

~~15.13.~~ To undertake other comparable duties within the service consistent with the level of seniority of the post.

These duties are illustrative and not exhaustive. The post holder will be expected to become involved in a range of work to enable the service to respond effectively to the changing requirements of the Council and changes affecting the workforce.

5. Performance & Customer Focus

The post holder will ensure that they:

- adopt a customer focused approach when delivering their service, ensuring engagement with service users and maintenance of an appropriate personal profile,
- act as an advocate for their service and work collaboratively with colleagues across the whole Council to meet the needs of the people of Shropshire,
- meet individual, service and personal development targets agreed through the Personal Development Review Process, learn from experience and are committed to continuous improvement individually and as an employee of the Council,
- work with colleagues to meet the team's key performance indicators, support a culture of team working and ensure the team functions successfully in support of the Council's corporate and service objectives.

- meet the behaviours and competencies adopted by the Council in the way in which they achieve their objectives and carry out their work.

6. Conditions of Service

- a) The conditions of service are those laid down by Shropshire Council, which have been adopted and amended as necessary from those laid down by the National Joint Council for Local Government Services.
- b) The post is based at the Shropshire Hills AONB Partnership office at Unit 9 Drovers House, The Auction Yard, Craven Arms, SY7 9BZ.
- c) This post is subject to the following:
 - The post is on a two years contract, for ~~37~~3711.1 hours per week.
 - A scheme of flexible working is in place, but a normal pattern of working hours is encouraged and approval must be sought for days or half days taken as flexi leave. Occasionally work may be required in evenings and at weekends, for which time off in lieu will be granted.
 - The post is subject to the Council's Flexible Working Hours Scheme.
- d) This post carries eligibility to join the Local Government Pension Scheme. Information about this will be sent with any formal offer of appointment.
- e) Annual leave entitlement is x days per year plus additional days for long service. Bank holidays also apply. A concessionary day at Christmas Bank Holiday is at the Council's discretion.
- f) The appointment is subject to two months' notice in writing on either side.
- g) The appointment is subject to six months' satisfactory probationary service during which time the notice period will be one week on either side.
- h) Smoking is not allowed in Council buildings, in Council vehicles or in any Council place of work.
- i) It is a condition of your appointment that you provide a suitable vehicle for the performance of your duties and that this is readily available for use during normal working hours. You are entitled to claim for reimbursement of the costs of travel on council business at the rate of 45 pence per mile.

7. Pre-employment Requirements

The appointment is subject to receipt of the following pre-employment checks;

1. Satisfactory employment references,
2. Medical report,
3. Evidence of the qualifications required for the post/listed on your application form.

Shropshire Hills AONB Resilient Heritage project budget - draft at 30 Nov 17

Breakdown of Expenditure

Cost heading	Description including breakdown of cash costs	Budget in Feb 2017 bid	Revised budget	Total element spend made up of:			
				HLF cash contribution	Cash match	In kind match (staff and volunteer time)	TOTAL including in kind
Develop Business Plans and Memorandum for joint working	Expert support – mentoring, facilitation and advice to support developing Business Plans and joint-MOU. Budget equivalent to 11 days at £900/day or 15 days at £650 (including expenses). See attached.	£9,900.00	£1,000.00	£1,000	£0	£10,313	£11,313
Communication and engagement planning	Expert support/advice/mentoring equivalent to 8 5 days@£600/day including expenses, for communication and engagement planning	£4,800.00	£3,000.00	£2,000	£1,000	£3,268	£6,268
Communication and engagement delivery (AONB Trust and Partnership over two years)	Design and guidance for AONB Trust identity £1,000 Website improvements £2,500 Portable displays £1,500 Leaflets £1,500 Engagement events (room hire, refreshments) £800 Other promotion and engagement costs £2,700 (NB. further specific costs for promotion are included in some of the budget lines below)	£10,000.00	£5,500.00	£4,000	£1,500	£5,116	£10,616
Skills audit	Expert support to design and oversee process for 8 trustees, 10 Board members and 8 staff (equivalent to 1 day @£600). In house	£600.00	£0.00	£0	£0	£2,275	£2,275
Training and development	For 8 trustees, 10 Board members and 8 staff 6 3 sessions @ £650/session plus training budget of £250 for 24 individuals	£9,900.00	£1,950.00	£1,500	£450	£13,650	£15,600
Promotion of Friends scheme	New leaflet, promotion costs and volunteer recruiter expenses	£2,000.00	£2,000.00	£1,500	£500	£7,892	£9,892
Pilot supporter giving appeal	Promotion costs including printed material, posters, events	£1,500.00	£1,500.00	£1,000	£500	£2,908	£4,408
Launch business engagement scheme	Expert advice/support 6 3 days @ £500/day, plus publicity of £1,500 including web and printed resources, events.	£4,500.00	£3,000.00	£2,500	£500	£3,058	£6,058
Establish legacy scheme	Expert advice/support/mentoring 2 days @ £500/day, plus promotion and admin costs of £1,000, including leaflet.	£5,000.00	£2,000.00	£1,500	£500	£4,686	£6,686
Expand trading activity	Expert advice/support for market research, product development, trading mechanisms, licensing, design and piloting 8 4 days @ £500/day ???	£4,000.00	£2,000.00	£1,500	£500	£1,406	£3,406
Explore establishing consultancy operation	Expert advice/support for specific skills audit, market and feasibility assessment including defining necessary processes. 5 3 days @ £500/day. ???	£2,500.00	£1,500.00	£1,000	£500	£1,654	£3,154
Project Development Funding & Programmes Officer role	24 months at full time 1.5 days/week (0.3 FTE) at Band 11 (£32,999) and on costs (NI, Superannuation, Pension lump sum, Travel & subsistence)	£37,331.00	£27,319.64	£22,300	£5,019	£1,240	£28,559
Essential set-up and operating processes for new independent Conservation Board	IT server and 8 laptops (£7,500), software and licences (£3,500), actuarial valuation (£3,500), legal advice (£1,500)	£16,000.00	£0.00	-	-	-	-
Evaluation	Expert advice to support development of evaluation plan, facilitate workshops, potentially undertake surveys with stakeholders, reporting and recommendations. Equivalent to 8 2 days @£500/day	£4,000.00	£1,000.00	£500	£500	£4,097	£5,097
Project management & admin	(In kind time only)				£0	£1,660	£1,660
TOTAL EXPENDITURE		£112,031.00	£51,769.64	£40,300	£11,469	£63,223	£114,992

Breakdown of Income

Source of funding	Description			% of total
Grant sought from HLF	Resilient Heritage grant	£98,000.00	£40,300.00	77.8%
Cash match	Cash match from AONB Partnership budget	£14,031.00	£11,469.00	22.2%
In-kind funding			£51,769.00	
AONB Trust trustee and Transition Board volunteer time	13 professionally skilled volunteers at £350/day, 124.5 days (time counted is specific to the project, not routine work as Board members/trustees)	£67,900.00	£43,575.00	
AONB Partnership staff time	AONB Manager 37 days @ £248/day Senior team members 54 days @ £168/day Administrator 20 days @ £70/day (5hr day) Time counted is specific to the project	£24,867.00	£19,648.00	
TOTAL INCOME			£114,992.00	