

# **The National Association for Areas of Outstanding Natural Beauty**

## **Business Plan 2023 – 2024**

### **Registered Office**

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Company number 4729800  
Charity number 1158871

# 1. The National Association for AONBs

## 1.1. Charitable Objectives

The National Association for Areas of Outstanding Natural Beauty (NAAONB) is a Charitable Company limited by guarantee. It has three objects for **Place, People, & Partnerships**:

- to promote the conservation and enhancement of natural beauty including the physical, natural, cultural and built environment in and around Areas of Outstanding Natural Beauty, other Protected Areas, and those areas for which such designation might be pursued,
- to advance the education, understanding and appreciation of the public in relation to the conservation and enhancement natural beauty including the physical, natural, cultural and built environment of Areas of Outstanding Natural Beauty, other Protected Areas and those areas for which such designation might be pursued, and
- to promote the efficiency and effectiveness of those organisations promoting or representing Areas of Outstanding Natural Beauty, other Protected Areas and those areas for which such designation might be pursued.

## 1.2. Membership

Members are those involved in the planning and management of 8000 square miles of the UK's most beautiful and cherished landscapes. Membership includes all of the Area of Outstanding Natural Beauty (AONB) partnerships<sup>1</sup> in England and Wales, the two independent AONB Conservation Board, as well as some of those Local Authorities with statutory responsibility for AONBs, and a number of voluntary bodies and individuals with an interest in the future of these iconic landscapes.

## 1.3. Strategy

The "National Association for Areas of Outstanding Natural Beauty Strategy 2021 – 23" was adopted at the Annual General Meeting in November 2021. The Strategy was developed during a period of continued uncertainty for the Association as the Government's response to the Landscape Review was still awaited. Whilst the Government has now published a response to the Review, this has taken the form of a consultation, meaning the period of uncertainty still hangs over the preparation of this Business Plan.

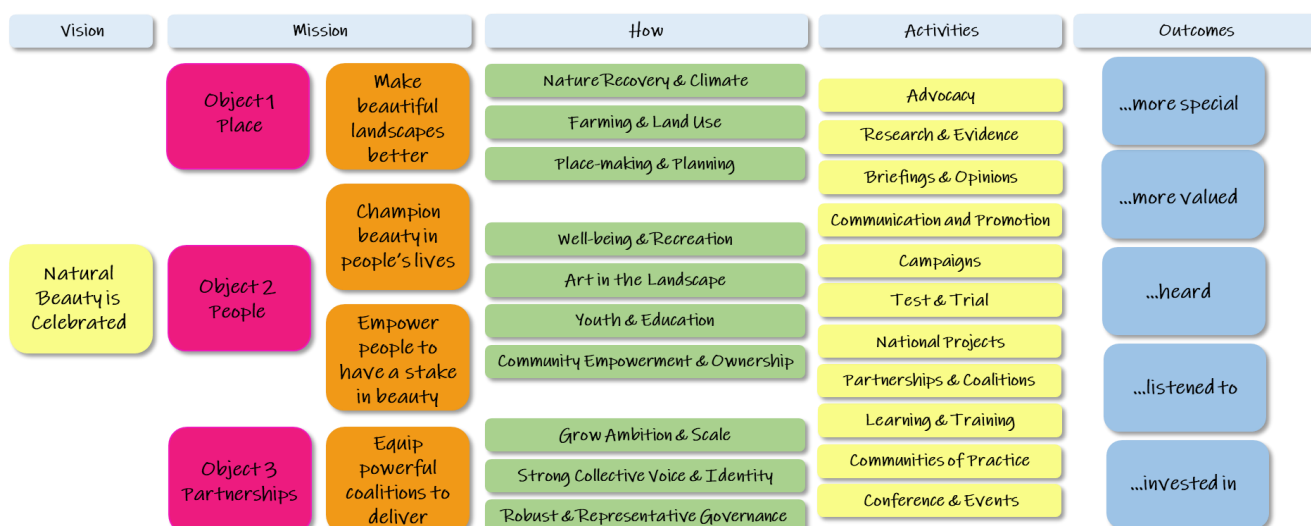
At the AGM in November 2022 the membership resolved to pursue a rebrand and renaming of the NAAONB to National Landscapes. A new strategy reflecting this decision, encompassing the values and priorities of this new identity, will need to be prepared to make it a meaningful transition. This is an opportunity for the Association to move with confidence, clear in our knowledge and understanding of what needs to be done, without letting the government's handling of Landscapes Review further prolonged uncertainty. This shift is a demands leadership from the Board and the Association staff.

The Board have adopted the guiding framework in Diagram 1 as the basis for developing this interim business plan and a more detailed strategy for adoption at the AGM 2023.

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<sup>1</sup> AONB partnership in this instance includes any management Partnership, Conservation Board, Joint Advisory Committee or Joint Committee.

Diagram 1: Strategic Framework



## 2. The operating context

### 2.1. Positioning of the NAAONB

The NAAONB has established itself as the voice of the AONB Partnerships and Conservation Boards by working closely with them, and with Local Authorities, statutory agencies, central governments and other interested bodies. By doing so it delivers the multiple wellbeing benefits for the public of beautiful, accessible, landscapes and furthers the work of AONB Partnerships and Conservation Boards, helping them deliver their statutory responsibilities.

The NAAONB

- has a mission to deliver across all of its charitable objects
- is an influential, trusted organisation that is accepted as the voice of the AONB network,
- encourages and harnesses the collective experience, enthusiasm and goodwill of the AONB network,
- brings the AONB network together as a cohesive and coherent entity,
- develops and supports collaboration across all designated landscapes,
- celebrates the unique identity of its individual members,
- collaborates with others to achieve shared objectives,
- is a vital point of contact with the AONB network for governments.

The rebrand and renaming to National Landscapes will help signal the renewal of AONB as the landscape designation of choice for the 21<sup>st</sup> century. An opportunity to build on the legacy and learning of AONB and amplify the ambition and delivery of local teams through a stronger collective and individual profile. New logos and visual identity will be a noticeable, high-profile change, but these will be symbolic of the transformative change which AONBs have known are needed for many years, an opportunity to deliver on long frustrated ambitions.

## **2.2. Managing change**

The NAAONB is operating within a period of continued public-sector reform and enhanced devolution. The Landscapes Review is yet to conclude. The government has published its Environmental Improvement Plan which has improving nature as its “apex goal”. Whilst this offers some clarity on the priorities of this government, the delivery picture for AONB at national and local level is complex. A commitment to a National Land Use Framework alongside refresh of National Planning Policy Framework and the development of Natur Recovery Strategies will all play in to the thinking and decisions of a great number of AONBs whose Management Plans are due to be renewed.

The NAAONB will work flexibly, using a mix of approaches to delivery. It will maintain a small team to deliver its core work programme, continue to support and co-ordinate AONB staff working on national issues, collaborate with others on the delivery of shared objectives, and buy in external support where this is most cost-effective.

The NAAONB supports enhanced devolution and tailors its approach to suit the specific needs of the membership in each of the devolved nations.

## **2.3. Corporate Risk**

The NAAONB prepares a risk register and reviews this quarterly. This allows the charity to assess and monitor potential and possible risks in its day-to-day activities, project work and within the wider context of the AONB network.

To maximise flexibility around income levels, the budget for the delivery of this plan incorporates a small contingency around grant aid and membership income.

# **3. Delivery**

## **3.1 The Functions of the NAAOB**

The functional activity of the NAAONB in support of the strategy is represented below. These are not mutually exclusive, where addressing each of the Strategy’s Key Actions will require a varying mix of functions. Their value lies in demonstrating the virtuous relationship between the national and local delivery context, with the execution of the functions enabling the Association to amplify the outcomes and impact of its membership which in turn boosts their ambition and opportunities.



## Building and Sustaining Collaborative Behaviour

### We will:

- Enable collaborative behaviors across landscape work, supporting and encouraging AONB teams and partners to work more effectively together and with others
- Support and develop a wide range of expertise within the AONB network to foster innovation and collective action
- Ensure AONBs benefit fully from the development opportunities and exchange of good practice provided by the NAAONB nationally
- Ensure the AONB network and the national and international networks of protected areas are well connected and informed on respective activity
- Help the AONBs to engage a more diverse and representative audience to actively participate in shaping priorities.

<i>Ref</i>	<i>Activity</i>	<i>Milestone</i>	<i>By when</i>
1.1	Growing a broad and tailored professional development offer for members and non-members	Produce and publish an initial suite of professional development opportunities, promoted and published on the website	Nov 23

1.2	Connect ideas, people and resources across the AONB family in order to provide personal and professional development opportunities, and to aid local and national delivery.	Roll out plans for thematic communities of practice across the year, supported by hubs on the National Landscapes Platform as trial of how well it can support this way of working.  Audit National Landscapes Platform – seek feedback from users on functionality. Consider options for future use.	March 2024  July 23
1.3	Drive delivery of the Colchester Declaration, supporting Colchester Declaration Pilots as required.	Undertake a process and impact review of the Declaration and its delivery. Set up and coordinate Big Chalk Topic Workgroups; Help Coastal Cluster develop a Vision and Terms of Reference.	Sep 23
	Help AONBs engage with and influence the relevant Local Nature Recovery Strategy processes.	Establish a time-bound LNRS Community of Practice group to support AONB officers with information, knowledge sharing and practical help.	Ongoing
	Support the introduction of Nature Recovery Plans across the AONB network, helping the transition into delivery activity.	50% of Nature Recovery Plans finalised and published and a further 40% in a final draft form. The timing of the latter will be tied into the relevant LNRS timelines.	Mar 24
1.5	Maintain regular dialogue with Lead Officer, facilitating the flow of intelligence and developing robust shared positions	Host regular Lead Officer Online Forums to provide briefing on the Association’s activities and share intelligence.	Ongoing
1.6	Work with Defra and partners to establish a National Landscapes, Parks and Trails Partnership	Contribute to development of workstream plans; recruitment of partnership chair; recruitment of funded posts	Oct 23



## Policy and Advocacy

### We will:

- provide insight and intelligence to Defra, Natural England, Welsh Government, Natural Resources Wales on all aspects of AONBs
- improve our policy making processes and decisions by engaging AONB members in constructive debate about priority topics, and developing systems to crystallise commonalities across the network
- support policy making processes and decisions through meetings with Ministers and other senior figures
- use the wide range of expertise within the AONB network to inform policy development affecting AONBs
- provide technical support to AONB partnerships/conservation boards, government agencies, and the public
- developing accords with organisations around shared objectives and develop work with those we are already aligned

<b>Ref</b>	<b>Activity</b>	<b>Milestone</b>	<b>By when</b>
	Improve policy and advocacy systems and ways of working	<p>Develop and agree a policy-advocacy-communications strategy for presentation to June Board</p> <p>Test approach by producing policy statements and/or new publications using new strategy and reflect on possible improvements to way of working</p> <p>Enhance capacity and system for horizon scanning and stakeholder analysis</p>	<p>June 2023</p> <p>April 2024</p> <p>July 2023</p>
	Raise awareness of the work of AONB teams in preparation for next general election (i.e. no later than Jan 2025)	<p>Prepare and support delivery of an advocacy plan to engage policymakers, politicians and public during 2023 and 2024</p> <p>Contribute to organising a profile-raising event, attended by parliamentarians and MPs from across the political spectrum, as well as peer organisations and NGOs.</p>	<p>From June 2023 to April 2024</p> <p>April 2024</p>
	Enhance the quality of debate and discussion around protected area management in the UK and internationally	<p>Produce guidance for advocacy/comms outputs that can be easily used by NAAONB and AONB teams – with clear protocols for peer review and sign off</p> <p>Organise at least one workshop to bring together AONB network to reflect and share knowledge on policy coherence within shifting political, legal and regulatory landscape.</p> <p>Prepare and support delivery of an advocacy plan around agriculture / ELMs / FiPL</p> <p>Support planning and regenerative agriculture groups to convene</p> <p>Contribute to development of refreshed KPIs</p>	<p>Sept 2023</p> <p>April 2024</p> <p>May</p> <p>Ongoing</p> <p>Oct 2023</p>
	Lead thinking and advocate for AONB vision of how AONBs/Protected	Develop a think piece based on analysis of the Colchester Declaration targets, National Targets and individual AONB	June 23

	Landscapes should contribute to meeting 30by30.	targets from their Nature Recovery Plans. Use this to influence Defra and Natural England.	
2.3	Further the positive impact of the NE/NAAONB/NPE Tripartite agreement.	Host a face-to-face meeting of the Chairs of the Tripartite to showcase AONB delivery	May 22
2.4	Support AONBs to develop impactful Management Plans, working in partnership with Natural England to produce meaningful guidance	Publish Guidance, with Natural England	Mar 23
2.5	Support AONBs to adopt or maintain robust governance which respects the integrity of the national designation,	Publish Guidance with Natural England	Mar 23
2.7	Instigate regular meetings with Ministers, MPs, MS's and civil servants to highlight the value of the AONB designation, AONB partnerships and Conservation Boards to society	Develop a clear schedule and implement a 'back to the office' reporting system to maintain and share intelligence.	Ongoing
2.11	Foster and support relations with CPRE, CNP, LI and key eNGO (RSPB, WT, NT)	Regular meetings between CX and counterparts/senior officials. Minimum annual meeting with Chairs	Ongoing



## Generating Resources

We will:

- Strengthen the relationship with existing funding partners and work to establish additional funding partnerships.
- Proactive development of large-scale high impact funding projects with partners which spread and scale action for nature and people
- Grow opportunities for diversifying funding streams and a sustainable funding model

<b>Ref</b>	<b>Activity</b>	<b>Milestone</b>	<b>By when</b>
3.1	Increasing the financial resilience of NAAONB, developing a strategic approach to diversifying sources of income	Develop and adopt a Resourcing Strategy as part of the Green Funding and Finance Accelerator Programme	Dec 23
	Deliver a Green Funding and Finance Accelerator Programme to support AONBs to navigate and maximise opportunities from private investment	Complete initial audit of green finance capability and opportunity to inform a work programme.  Recruit central team	July 23  Aug 23



	in nature and other funding opportunities.		
3.2	Proactive national funding bids to build further resilience within the NAAONB and AONB network	Successful application for Art in the Landscape festival to include activities for all AONB teams during 2025.  Ginkgo Prize 2022 awarded and three new commissions delivered.	August 2023
3.3	Strengthen relationships with national funding organisations and trusts Lottery trusts NE WG	Meetings/project visits with Heritage Lottery, Natural England, Welsh Government	Ongoing
3.4	Organise a paid-for national conference to explore key issues of the day	Three day residential conference held in Bath in early September	Sep 23
3.5	An annual programme of paid-for events to explore issues, challenge and inspire, and innovate	A minimum of a two paid for events, including a Chairs Conference.	Nov 22



## Communication

### We will:

- Boost the public facing activities of AONBs, amplifying good practice locally, nationally, and internationally
- Maintain and develop AONB network's public profile at conferences and seminars
- Share with external stakeholders, topical news, learning and career opportunities

<b>Ref</b>	<b>Activity</b>	<b>Milestone</b>	<b>By when</b>
4.1	Rebrand the NAAONB as National Landscapes	Have in place a narrative and brand guidelines including tone of voice for the new National Landscapes brand for use by all AONB teams and the NAAONB. New logos signed off and in place for all AONBs and NAAONB. Revised website for NAAONB ready. Launch date to be confirmed	June 2023
4.2	Produce a short and practical Communications Plan, incorporating audience segmentation, channels, events, with clear links into Government priorities and external hooks	Communication Plan, integrating and supporting an Advocacy Plan in place.	Jul 22

4.2	Produce and lead on the delivery of externally focused communication highlighting the work of the AONB network and the NAAONB	Regular bulletin to members and stakeholders directing them to new information and resources on the website, complimenting other channels such as social media.	Ongoing
4.3	Lead on the design, planning, and execution of innovative national campaigns to support the delivery of key messages	Comms Plan will determine key themes alongside brand value work. A 'landscapes for life week' tbc. Website will be built to host such activity.	Ongoing
4.4	Provide an annual report for Defra, based on key metrics linked to the 25 YEP, showcasing positive outcomes from AONB Partnership and Conservation Board work	Produce Annual Report '22	April 23
	Climate Change Communication Group	Coordination of a toolkit for use by all AONB staff and NAAONB on how to talk about climate change in a way that does not scare, that generates action, that demonstrates the contribution of the AONB family and individual partnerships and that can be built into project development plans.	July 2023



## Governance and Operations

### We will:

- Support effective governance and management

<b>Ref</b>	<b>Activity</b>	<b>Milestone</b>	<b>By when</b>
5.1	Produce the first National Landscapes strategy involving members and stakeholders, reflecting the new values, vision and mission.	Adoption of the first National Landscapes Strategy by the Members at the AGM	Nov 23
5.2	Actively improve equity of opportunity in relation to the work of the NAAONB and the AONB network	Develop and publish an EDI Strategy	Sep 22
5.3	Improve and manage admin systems.	Ensure correct HR documentation is in place and being maintained/updated appropriately.  Ensure IT systems are up to date, useful and functioning. Maintain relationship with IT support contract.	Ongoing

		<p>Ensure finance and procurement systems are robust and resilient. Incorporate the annual budget into Xero to improve monitoring and reporting.</p> <p>Ensure GDPR systems are appropriate, functioning and being adhered to.</p>	
5.4	Support a diverse Board of trustees to have the necessary information, knowledge and skills to lead the organisation.	<p>Run an inclusive recruitment campaign for up to 4 trustees, for appointment at the AGM</p> <p>Ensure correct governance documentation is in place and being maintained/updated appropriately.</p> <p>Create annual system to ensure updates happen regularly.</p>	November 2023
5.5	Review and improve the membership services structures and comms, including induction for members and staff	Consolidate member offer and benefits, with proactive and clear relationship management	Jun 23
	Improve recruitment and induction process.	<p>Check smooth running of current systems and gather feedback from newest employees.</p> <p>Create and improve staff desk instructions/training.</p> <p>Ensure adequate employee exit process.</p>	<p>Apr 2023</p> <p>Apr 2023</p> <p>September 2023</p>



## Wales

### We will:

Activity	Milestone	Date
Evaluate current Welsh AONB funding and support to better understand opportunities for reform and identify barriers to implementation.	Deliver SDF evaluation exercise with the appointed consultant.	June 2023
	Evaluate WG & NRW funding model in view of providing recommendations to WG and NRW in advance of the 25/26 financial year.	March 2024

	Improve collaborative working between AONBs with a view to addressing national priorities through local action.	In partnership with a consultant deliver a development programme for AONB staff built around the Lumina Spark model. Building on the carbon calculator reports developed by "Small World Consulting" the AONB cohort will investigate how they can take this forward on a localised and national level.	Dec 23
	Work with partners to deliver a series of workshops within AONBs to inform future policy thinking around the Sustainable Farm Scheme and its interaction with these landscapes.	Bring together a group of land managers within each AONB to deliver a series of workshops to inform what voluntary actions would be optimal within AONB landscapes. This would take place through the delivery of a pilot workshop, followed by a proof of concept before rolling out workshops to the wider AONB family.	March 2024

### 3. Monitoring and review

#### 3.1. The review cycle

In light of a rapidly changing internal and external context the NAAONB Board of Trustees will undertake its next business plan review in one year, to pursue the new strategy which will be developed and adopted in 2023. This will enable a re-alignment of business plan delivery with longer term aims set out in this medium to long term Strategy. Performance will be reviewed quarterly against business plan targets.

This Business Plan identifies expected income and expenditure over a one-year period.

#### 3.2. Monitoring and review of the plan

Progress on this plan will be reported to the NAAONB Board at each meeting. Papers and minutes of all meetings will be freely available to both members and the public on the Landscapes for Life website's Board page. An annual review of progress will be reported to the full membership at the AGM.

### 4. Funding the 2023 – 2024 Business Plan

The budget summary is at Annex 1. Expenditure has been forecast against implementing the Work Plan. The summary shows that:

- the work programme as outlined is affordable,
- the uncertainties of the near future around income have been taken into account so far as is possible and reasonable, and
- against current assumptions, a prudent level of reserves will be maintained. The NAAONB Reserves Policy is regularly reviewed at each AGM.

## **5. Corporate Governance**

The NAAONB became a Charitable Company limited by guarantee on 14th October 2014 having previously operated as an incorporated controlled company limited by guarantee. As a charitable company, the NAAONB is required to apply Statement of Recommended Practice (SORP) for accounting and reporting – including reporting on public benefit with regards its charity Objects.

National Association for AONBs: Board Budget Summary 23-24

Core	Budget	Budget	Budget	Budget	Total	Forecast	Forecast
	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	23/24	24/25	25/26
	£	£	£	£	£	£	£
<b>Core Income</b>							
Core	211,997.83	1,000.00	78,173.00	1,000.00	292,170.83	293,969.06	283,234.95
Support	16,220.00	-	-	-	16,220.00	14,430.00	-
<b>Total Core Income</b>	<b>228,217.83</b>	<b>1,000.00</b>	<b>78,173.00</b>	<b>1,000.00</b>	<b>308,390.83</b>	<b>308,399.06</b>	<b>283,234.95</b>
<b>Core Expenditure</b>							
Core Costs	- 64,193.63	- 66,143.63	- 60,693.63	- 60,143.63	- 251,174.52	- 246,021.76	- 253,177.41
Support Costs	- 15,091.50	- 9,626.50	- 10,211.50	- 15,726.50	- 50,656.00	- 47,661.00	- 47,481.00
<b>Total Core Expenditure</b>	<b>- 79,285.13</b>	<b>- 75,770.13</b>	<b>- 70,905.13</b>	<b>- 75,870.13</b>	<b>- 301,830.52</b>	<b>- 293,682.76</b>	<b>- 300,658.41</b>
<b>Core SURPLUS/(Deficit)</b>	<b>148,932.70</b>	<b>- 74,770.13</b>	<b>7,267.87</b>	<b>- 74,870.13</b>	<b>6,560.31</b>	<b>14,716.31</b>	<b>- 17,423.46</b>

Projects (Unrestricted)	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Total	24/25	25/26
	£	£	£	£	£	£	£
<b>Income</b>							
National Conference	58,000.00	20,255.00	-	-	78,255.00	81,045.00	81,045.00
Chairs' Conference	-	-	2,500.00	-	2,500.00	2,500.00	2,500.00
National Landscape Rebrand	-	-	-	-	-	-	-
Collaboration and Partnerships	-	-	-	-	-	-	-
<b>Total Projects (Unrestricted) Income</b>	<b>58,000.00</b>	<b>20,255.00</b>	<b>2,500.00</b>	<b>-</b>	<b>80,755.00</b>	<b>83,545.00</b>	<b>83,545.00</b>
<b>Expenditure</b>							
National Conference	- 30,750.00	- 6,950.00	- 24,750.00	- 2,750.00	- 65,200.00	- 66,200.00	- 67,200.00
Chairs' Conference	-	- 500.00	- 500.00	-	- 1,000.00	- 1,000.00	- 1,000.00
National Landscape Rebrand	- 10,000.00	- 10,000.00	- 5,000.00	-	- 25,000.00	- 20,000.00	-
Collaboration and Partnerships	- 12,151.00	- 12,151.00	- 12,151.00	- 5,000.00	- 41,453.00	- 15,000.00	-
<b>Total Projects (Unrestricted) Expenditure</b>	<b>- 52,901.00</b>	<b>- 29,601.00</b>	<b>- 42,401.00</b>	<b>- 7,750.00</b>	<b>- 132,653.00</b>	<b>- 102,200.00</b>	<b>- 68,200.00</b>
<b>Projects Unrestricted SURPLUS/-Deficit</b>	<b>5,099.00</b>	<b>- 9,346.00</b>	<b>- 39,901.00</b>	<b>- 7,750.00</b>	<b>- 51,898.00</b>	<b>- 18,655.00</b>	<b>15,345.00</b>

<b>Total Core &amp; Projects (Unrestricted) SURPLUS/-Deficit</b>	<b>154,031.70</b>	<b>- 84,116.13</b>	<b>- 32,633.13</b>	<b>- 82,620.13</b>	<b>- 45,337.69</b>	<b>- 3,938.69</b>	<b>- 2,078.46</b>
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Projects (Restricted)	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Total	24/25	25/26
	£	£	£	£	£	£	£
B/F							
<b>Income</b>							
Green Funding and Finance	67,040.00	239,773.00	-	239,773.00	-	546,586.00	506,953.00
Wales Officer	47,986.00	-	37,500.00	-	37,500.00	122,986.00	93,392.20
Art in Landscape	17,920.00	-	-	-	-	17,920.00	920.00
ELMs Advocacy	5,768.00	-	-	-	-	5,768.00	268.00
Nature Recovery	10,406.00	-	-	-	-	10,406.00	783.00
Climate Change	22,554.00	-	-	-	-	22,554.00	54.00
<b>Total Projects (Restricted) Income</b>	<b>171,674.00</b>	<b>239,773.00</b>	<b>37,500.00</b>	<b>239,773.00</b>	<b>37,500.00</b>	<b>726,220.00</b>	<b>602,370.20</b>
<b>Expenditure</b>							
Green Funding and Finance	- 132,052.00	- 115,832.00	- 115,831.00	- 115,831.00	- 479,546.00	- 439,913.00	-
Wales Officer	- 25,523.45	- 25,523.45	- 28,023.45	- 25,523.45	- 104,593.80	- 93,392.20	-
Art in Landscape	- 5,000.00	- 7,500.00	- 4,500.00	-	- 17,000.00	-	-
ELMs Advocacy	-	-	- 5,500.00	-	- 5,500.00	-	-
Nature Recovery	-	-	-	- 9,623.00	- 9,623.00	-	-
Climate Change	- 7,250.00	- 7,250.00	- 4,000.00	- 4,000.00	- 22,500.00	-	-
<b>Total Projects (Restricted) Expenditure</b>	<b>- 169,825.45</b>	<b>- 156,105.45</b>	<b>- 157,854.45</b>	<b>- 154,977.45</b>	<b>- 638,762.80</b>	<b>- 533,305.20</b>	<b>-</b>
<b>Projects (Restricted) SURPLUS/-Deficit</b>	<b>171,674.00</b>	<b>69,947.55</b>	<b>- 118,605.45</b>	<b>81,918.55</b>	<b>- 117,477.45</b>	<b>69,065.00</b>	<b>69,065.00</b>

Notes on the Budget	23/24		24/25	25/26
	Reserves	£	£	£
Reserves Policy currently £125,000. Six months core costs £152,000 Defra Core Grant confirmed Year 1, indicative Year 2, and estimate Year 3 Assumes agreement on Green Funding & Finance. Immediate reprofile required Bid in prep. to Defra to increase overall pot for National Landscapes Rebrand Bid preparation for Arts Council England and a charitable trust for Arts Landscape Parks and Trails Partnership negotiations in progress, next 6 months	<b>Unrestricted Funds</b>			
	Net movement	- 45,337.69	- 3,938.69	- 2,078.46
	Balance at start of year	201,130.00	155,792.31	151,853.62
	Year End Forecast	155,792.31	151,853.62	149,775.16
	<b>Restricted Funds</b>			
	Net movement	- 84,216.80	- 18,392.20	-
	Balance at start of year	171,674.00	87,457.20	69,065.00
	Year End Forecast	87,457.20	69,065.00	69,065.00
	<b>Total Reserves</b>			
	Net Movement	- 129,554.49	- 22,330.89	- 2,078.46
Balance at start of year	372,804.00	243,249.51	220,918.62	
<b>Year End Forecast</b>	<b>243,249.51</b>	<b>220,918.62</b>	<b>218,840.15</b>	

