

Key areas*	Principles*	Task Group conclusion: What we do well	Task Group conclusion: What we could do better
<i>Legitimacy, participation and voice</i>	• <i>Acceptance in society</i>	+ Broad representation on JAC & good attendance + Events for public & partners + Public value of 'landscape' 'countryside' 'natural beauty' + Have strong 'brands'	➤ Feedback to nominating bodies. ➤ Challenge People's preconceptions of what an AONB is. ➤ Promote message of AONB to public. ➤ Resolve issue of acronym & recognition of 'AONB'.
	• <i>Representation and participation</i>	+ Good attendance at events + JAC debates & discussions open & decisions based on consensus	➤ Promote message & outputs/outcomes of AONB Partnership & JAC to public.
		+ Strong volunteer support groups	➤ Hard to get Land management representation but diversification helps, eg tourism
		+ AONB & JAC events open & accessible	➤ Do we promote accessibility/openness enough eg Public Questions? ➤ JAC agenda setting could be more open. Make public more aware of process. ➤ JAC minutes could be easier to find for public. ➤ Produce a 'briefing' on JAC meeting for members to feedback to nominating bodies. ➤ no 'national level' representation on AONBs.
	• <i>Active dialogue and consensus</i>	+ JAC debates & discussions open & decisions based on consensus	➤ Move beyond 'dialogue' to action & feedback. ➤ dynamic 'tweeting' & use of social media for messages from JAC.
• <i>Subsidiarity</i>	+ Close to respective organisations at right level.	➤ not all parts of LAs, Town/Community councils & Welsh Gov/agencies recognise or understand AONB.	
<i>Developing and implementing a strategic vision for the area</i>	• <i>Inspiring and consistent vision</i>	+ Management Plan (& every AONB has one)	➤ is it inspiring or just good/right? ➤ is Vision generic or relevant and place specific?
	• <i>Consistent with national outcomes</i>	+ Ties in with Wellbeing & future generations + Positive involvement in Public sector agenda + Integrity of national voice (DLs/PLs/NAAONB)	➤ challenge to relate national outcomes/agendas to the local level.
	• <i>Reflect obligations</i>	+ Try to please everybody most of the time! + Reporting structure + Balance competing obligations	➤ report on achievements of Section 85 Bodies (& lack of them?). ➤ ensure LA CEOs & senior officers reflect obligations

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		+ Well scrutinised Management Plan, including public consultation	➤ broaden recognition of AONB & Management Plan, including through Management Plan consultation.
	• <i>Adaptive management and innovation</i>	+ Agility of AONB teams + Breadth of AONB partnership	➤ keep abreast or ‘ahead of the curve’ in land use change & landscape management.
<i>Effective performance management</i>	• <i>Management effectiveness</i>	+ Good scrutiny by JAC of work programme + AONB partnerships’ breadth bring leverage	➤ get fuller buy in from partners.
	• <i>Learning culture, skills and knowledge</i>	+ AONBs’ ‘power to convene’ provides opportunity for insight & innovative collaboration + AONB partnerships’ breadth bring insight + sharing between AONBs	➤ raise knowledge, skills & understanding of LA Cllr, Town/Parish/Community councils & other AONB Partnership members/bodies. ➤ skills development & training for AONB Partnership members/bodies.
	• <i>Advocacy and outreach</i>	+ knowledge transfer, including local history & landscape management + Ambassador schemes	➤ make full use of local Ambassador schemes.
	• <i>Acknowledging and addressing weakness or poor performance</i>	+ report progress against Management Plan	➤ chase / follow up lack of attendance at JAC. ➤ ensure Management Plan is recognised throughout LAs & Sect 85 bodies.
	• <i>Efficient use of financial resources</i>	+ measure & report to funders + AONB Unit leverage of budgets & report to JAC + Public surveys + deliver Management Plan... with modest budgets + governed by LA accountability	➤ highlight leverage, outputs & outcomes to public & partners in public, private & voluntary sectors.
<i>Accountability and transparency</i>	• <i>Integrity and commitment</i>	+ experience & dedication of AONB staff & within Partnerships	➤ chase / follow up lack of attendance at JAC. ➤ ensure LAs, Town/Community councils & Welsh Gov/agencies recognise & understand AONB and reflect obligations (eg Section 85)
	• <i>Decision making and reporting</i>	+ JAC decisions invariably based on consensus + report progress against Management Plan & to funders	➤ JAC agenda setting could be more open. Make public more aware of process. ➤ JAC minutes could be easier to find for public.

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			➤ Produce a 'briefing' on JAC meeting for members to feedback to nominating bodies.
	• <i>Allocation of resources</i>	+ experience & capacity to bid for grants + cost/benefit analysis of risk of bids + sound priorities & network base	➤ [issue of AONB contribution being part of un-hypothecated LA grant] ➤ refine processes & procedures for risk assessing bids & grants.
	• <i>Communication</i>	+ AONB & JAC events open & accessible + Strong volunteer groups & Ambassador schemes	➤ Do we promote accessibility/openness enough eg Public Questions? ➤ JAC agenda setting could be more open. Make public more aware of process. ➤ JAC minutes could be easier to find for public. ➤ Produce a 'briefing' on JAC meeting for members to feedback to nominating bodies. ➤ Social media (balanced with traditional formats & 1:1).
<i>Fairness and rights</i>	• <i>Ethical and fair decision making</i>	+ JAC decisions invariably based on consensus + support local produce & producers	➤ support local produce & producers.
	• <i>Impartial and without discrimination</i>	+ LA policies & grant conditions	➤ relate more to 'hard to reach' sectors not usual AONB visitors/users.
	• <i>Respectful of language and culture</i>	+ LA policies & grant conditions	➤ engage with and relate more to 'hard to reach' sectors not usual AONB visitors/users.
	• <i>Respect rights</i>	+ LA policies & grant conditions	➤ identify where rights might be infringed.
	• <i>Active engagement</i>	+ AONB volunteers + walking for health + school / young people programmes + know what we have to offer visitors/users	➤ understand & relate more to 'hard to reach' sectors not usual AONB visitors/users, including removing barriers (psychological &/or physical).

* from the 'Principles of Good Governance for Designated Landscapes' as outlined in Future Landscapes: Delivering for Wales (May 2017): (see page 11. Table 1. in <http://gov.wales/docs/desh/publications/170508-future-landscapes-delivering-for-wales-en.pdf>)