

Key areas*	Principles*	Task Group conclusion: What we could do better	<u>Recommendations</u>	Who to action
<i>Legitimacy, participation and voice</i>	• <i>Acceptance in society</i>	➤ Feedback to nominating bodies.	1. Prepare brief ‘JAC contact report’ for nominees to feedback to their respective nominating bodies annually (or after each JAC?)	AONB Unit (& JAC Clerk)
		➤ Challenge People’s preconceptions of what an AONB is. ➤ Promote message of AONB to public. ➤ Resolve issue of acronym & recognition of ‘AONB’.	2a. Increase level of information for, & communication with, general public about AONB, JAC, Management Plan, AONB Unit & actions.	AONB Unit
	• <i>Representation and participation</i>	➤ Promote message & outputs/outcomes of AONB Partnership & JAC to public.	2b. Highlight need to enhance national profile of AONBs through Review of Designated Landscapes in England & Wales.	
		➤ Hard to get Land management representation but diversification helps, eg tourism	3. Ensure AONB Partnership retains relevant, broad & active participation (through ‘relevant, broad & active’ meetings, actions & outcomes) and appropriate projects	AONB Unit / TOWP / JAC
		➤ Do we promote accessibility/openness enough eg Public Questions? ➤ JAC agenda setting could be more open. Make public more aware of process.	4. Communicate & disseminate JAC procedures, opportunities & outcomes, including:- <ul style="list-style-type: none"> • Public Questions • JAC agenda setting • JAC papers 	AONB Unit, JAC Clerk & JAC members
		➤ JAC minutes could be easier to find for public.	5. Make web links to JAC minutes more accessible	AONB Unit, JAC Clerk & JAC members
		➤ Produce a ‘briefing’ on JAC meeting for members to feedback to nominating bodies.	See 1. above	
		➤ no ‘national level’ representation on AONBs.	6. Review guidance and criteria for all JAC co-opted nominees to emphasise ‘national’ connections	AONB Unit / TOWP / JAC

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			7. review criteria for 3 co-opted 'County Voluntary Conservation Sector representatives' to align more to a national context	
	<ul style="list-style-type: none"> • <i>Active dialogue and consensus</i> 	<ul style="list-style-type: none"> ➤ Move beyond 'dialogue' to action & feedback. ➤ dynamic 'tweeting' & use of social media for messages from JAC. 	8. Promote actions of AONB Unit & partners more regularly – through website, social media & press (local & commercial).	AONB Unit & JAC
	<ul style="list-style-type: none"> • <i>Subsidiarity</i> 	<ul style="list-style-type: none"> ➤ not all parts of LAs Town/Community councils & Welsh Gov/agencies recognise or understand AONB. 	9. Establish more training events, seminars etc. for LAs/Town/Parish/Community councils & Gov/agencies 10. Highlight need for more training through Review of Designated Landscapes in England & Wales.	AONB Unit
<i>Developing and implementing a strategic vision for the area</i>	<ul style="list-style-type: none"> • <i>Inspiring and consistent vision</i> 	<ul style="list-style-type: none"> ➤ is it inspiring or just good/right? ➤ is Vision generic or relevant and place specific? 	11. Review Vision as part of AONB Management Plan review	AONB Partnership
	<ul style="list-style-type: none"> • <i>Consistent with national outcomes</i> 	<ul style="list-style-type: none"> ➤ challenge to relate national outcomes/agendas to the local level. 	12. Address connection between 'national' & 'local' agendas & outcomes through Review of Designated Landscapes in England & Wales and AONB Management Plan review	AONB Partnership
	<ul style="list-style-type: none"> • <i>Reflect obligations</i> 	<ul style="list-style-type: none"> ➤ report on achievements of Section 85 Bodies (& lack of them?). 	13. Report to JAC on achievements of Section 85 Bodies	JAC
	<ul style="list-style-type: none"> • <i>Adaptive management and innovation</i> 	<ul style="list-style-type: none"> ➤ keep abreast or 'ahead of the curve' in land use change & landscape management. 	14. Progress 'land management' engagement through projects, Farming Awards, Wye Catchment Partnership, NAAONB and development of post-Brexit agri-environment schemes with Welsh Government & Defra See also 3. above	AONB Partnership
<i>Effective performance management</i>	<ul style="list-style-type: none"> • <i>Management effectiveness</i> 	<ul style="list-style-type: none"> ➤ get fuller buy in from partners. 	See 1 - 5 above	AONB Unit / TOWP / JAC

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	<ul style="list-style-type: none"> • <i>Learning culture, skills and knowledge</i> 	<ul style="list-style-type: none"> ➤ raise knowledge, skills & understanding of LA Cllr, Town/Parish/Community councils & other AONB Partnership members/bodies. ➤ skills development & training for AONB Partnership members/bodies. 	See 1, 2 & 9. above	AONB Unit / TOWP / JAC
	<ul style="list-style-type: none"> • <i>Advocacy and outreach</i> 	<ul style="list-style-type: none"> ➤ make full use of local Ambassador schemes. 	15. Strengthen collaboration with local Ambassador schemes and diversify effectiveness of AONB Volunteers	AONB Unit
	<ul style="list-style-type: none"> • <i>Acknowledging and addressing weakness or poor performance</i> 	<ul style="list-style-type: none"> ➤ chase / follow up lack of attendance at JAC. 	16. Publish annual JAC attendance figures and enforce JAC Agreement Clause 9(5) - review appointment if 3 or more consecutive meetings missed.	JAC
		<ul style="list-style-type: none"> ➤ ensure Management Plan is recognised throughout LAs & Sect 85 bodies. 	See 8 - 13. above	AONB Unit / TOWP / JAC
	<ul style="list-style-type: none"> • <i>Efficient use of financial resources</i> 	<ul style="list-style-type: none"> ➤ highlight leverage, outputs & outcomes to public & partners in public, private & voluntary sectors. 	See 1, 2, 8, 14. above	AONB Unit / TOWP / JAC
<i>Accountability and transparency</i>	<ul style="list-style-type: none"> • <i>Integrity and commitment</i> 	<ul style="list-style-type: none"> ➤ chase / follow up lack of attendance at JAC. 	See 16. above	JAC
	<ul style="list-style-type: none"> • <i>Decision making and reporting</i> 	<ul style="list-style-type: none"> ➤ 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. 	See 1, 4 & 5. above	AONB Unit / TOWP / JAC
	<ul style="list-style-type: none"> • <i>Allocation of resources</i> 	<ul style="list-style-type: none"> ➤ [issue of AONB contribution being part of un-hypothecated LA grant] 	See 12. above	AONB Unit / TOWP / JAC
		<ul style="list-style-type: none"> ➤ refine processes & procedures for risk assessing. 	17. Grant & bid risk assessments &/or SWOT analyses prepared by AONB Unit and shared with project partners, TOWP & JAC as appropriate	AONB Unit / TOWP / JAC

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	<ul style="list-style-type: none"> • <i>Communication</i> 	<ul style="list-style-type: none"> ➤ 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). 	See 1 – 5 & 8. above	AONB Unit / TOWP / JAC
<i>Fairness and rights</i>	<ul style="list-style-type: none"> • <i>Ethical and fair decision making</i> 	<ul style="list-style-type: none"> ➤ support local produce & producers. 	18. Consolidate policy to use local produce wherever possible. See also 14. above	AONB Unit
	<ul style="list-style-type: none"> • <i>Respect rights</i> 	<ul style="list-style-type: none"> ➤ identify where rights might be infringed. 	19. Work with Local authorities and other partners to deliver Equalities Plans/policies	AONB Partnership
	<ul style="list-style-type: none"> • <i>Impartial and without discrimination</i> 	<ul style="list-style-type: none"> ➤ relate more to 'hard to reach' sectors not usual AONB visitors/users. 	20. Develop engagement projects with 'hard to reach' sectors and communicate opportunities & outcomes See also 2, 3, 8, 15, 17 & 19. above	AONB Partnership
	<ul style="list-style-type: none"> • <i>Respectful of language and culture</i> 	<ul style="list-style-type: none"> ➤ engage with and relate more to 'hard to reach' sectors not usual AONB visitors/users. 	See 20. above	AONB Partnership
	<ul style="list-style-type: none"> • <i>Active engagement</i> 	<ul style="list-style-type: none"> ➤ understand & relate more to 'hard to reach' sectors not usual AONB visitors/users, including removing barriers (psychological &/or physical). 	See 20. above	AONB Partnership

* 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>)