



Members of the Executive Committee of the Conservation Board for the Chilterns Area of Outstanding Natural Beauty are hereby summoned to a meeting of the

Executive Committee

On Tuesday 14th February 2023 at 10.00am
Meeting Room at, Chilterns Conservation Board, 90 Station Road, Chinnor, OX39 4HA
and by remote video conferencing.
The session will be open from 9.30 am

Agenda

1. Apologies
2. Declaration of Interest
3. Notice of urgent business
4. Minutes of the previous meeting (01.11.22)
5. Matters Arising
6. Chair's update
7. Chief Executive's update
8. Finance report
9. Draft Budget 2023-24
10. HR Strategy
11. CCB Business Plan- a new approach to preparation, reporting and review
12. Business Plan 2023-24
13. Constitution Review
14. Risk Register
15. Mend the Gap
16. Update on Chilterns Access Projects
17. Urgent Business

18. Agenda items for 14 March Board meeting
19. Time and date of next meeting

2023 meeting dates:

Board meetings	Executive Committee	Planning Committee
14 th March 2023	14 th February 2023	11 th January 2023
13 th June 2023 plus AGM	9 th May 2023	12 th April 2023
12 th September 2023	11 th July 2023	26 th July 2023
12 th December 2023	14 th November 2023	18 th October 2023 Note change of dates for July and October
<i>Location TBC</i>	<i>Location Chinnor</i>	<i>Location Chinnor</i>

Item 4



MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE of the Chilterns Conservation Board HELD ON Tuesday 1st November 2022 at Chinnor Village Centre, High Street, Chinnor OX39 4DH commencing at 10.00 am

Present:

Cllr John Griffin	Board Member
Cllr Charles Hussey	Board Member from 10.25
Cllr Lynn Lloyd	Board Member
Paul Mains	Board Member-Chair
John Nicholls	Board Member- Deputy Chair

In attendance:	
Deirdre Hansen	Clerk to the Board
Graham Hurst	Finance Officer
Elaine King	Chief Executive Officer

22/23.1a. Election of Chairman

Paul Mains was proposed and unanimously elected as Chair of the Executive Committee for the year 2022/23.

22/23 1.b. Election of Deputy Chairman

John Nicholls was proposed and unanimously elected as Deputy Chair of the Executive Committee for the year 2022/23.

22/23 2. Apologies for absence.

Apologies for absence were received and accepted from the following Board members: *Cllr Richard Newcombe, Cllr Sue Rowland and Cllr Sir Hector Sants.
(Those * observed the meeting online)

22/23.3. Declarations of interest

None.

22/23.4 Notice of Urgent Business

The CEO notified the chair of an item of urgent business.

22/23.5 Minutes of the previous meeting 03/05/22

The minutes of the meeting 03/05/22 were reviewed, approved as a true record, and signed by the Chair after the following amendments were made:

- 21/22.36.2 “and Chair” were removed from the first sentence.
- 21/22.38.1 after £636,670, “which is”, was included.
- 21/22.39 first paragraph ‘s’ was added to area.
- 21/22.39. a. in the second sentence wide was replaced with “made”.

22/23.6 Matters Arising

None

22/23.7 Chair’s update

1. The 25 Year Vision TFG chaired by Cllr Sir Hector Sants has met and have held discussions. Members of this TFG are Cllr Sir Hector Sants (Chair), Matt Thompson (Planner), John Nicholls (Deputy Chair CCB), Joe Stewart (CCB Board Member) and Cllr Robert Carington (CCB Board member). The TFG will report at the next Board meeting 6th December. The work on the 25-year vision is expected to be done during 2023 with a draft document to be completed by the end of 2023. It will require a dedicated person to work on this for a year, involving our stakeholders. Funding to come from reserves. Staffing to be progressed with CEO.
2. EDI TFG chaired by Geeta Ludhra is continuing to work on EDI and will report at the next Board Meeting.
3. HR TFG chaired by Cllr Carl Jackson will also report at the next Board Meeting.
4. John Nicholls, the Chair of the Governance TFG has circulated a summary report. The Chair thanked him for his work.
5. He had attended a meeting of the advisory group for the Boundary Extension.
6. He has been in touch with Defra about recruitment for two new suitable replacement Secretary of State appointed Board Members. Ian Waller and Elizabeth Wilson will step down after 9 years in June 2023. Both were appointed by the Defra Secretary of State. He has met with Ian Waller who has confirmed that he will be happy to continue to chair the FIPL committee and agrees that this is a separate role to being a board member.

10.25 Cllr Charles Hussey arrived

7. He had visited ‘Discover Bucks’ (the old ‘County Museum’ in Aylesbury) with the Wendy Morrison, Beacons of the Past Project Manager. In her new role, she is going to try to bring together various historical strands of the Chilterns and consider a joint project with three partners- CCB, MERL (Reading) and Discover Buckinghamshire.
8. He will be attending a literary event with Julian Barnes, author of Metroland in Amersham organised by the CCC project on 13/11/22.

22/23.8 Chief Executive’s update

The Elaine King, CEO had issued a comprehensive report to members. To note:

1. EDI, she will be meeting with Geeta Ludhra and Annette Venters, the People and Society Officer and John Shaw (Board member and Director of Chiltern Rangers) in the next few weeks. The People and Society Officer is developing an Engagement Strategy and Plan, the new website makes it easier to connect. She will report to the Board in December.
2. We have received another uplift in grant from Defra of £229k in 2022/23, with further funding expected in 2024/25 (none in 2023/24). This is for Capital spend improving access to the AONB for people from all backgrounds, ages, and abilities. The People and Society Officer is leading on this, and it is her priority for the coming months. We have projects in the pipeline, which can easily be brought on stream to meet the requirement to spend the funds and deliver the work by year end.

- a. The Chair asked if with the Boundary Review in mind if we could consider and cost new signage for the Chilterns. The existing signage is not in a good state. The CEO will instigate a scoping report if this is possible and report to the Executive Committee and the Board. It was noted that the National Trust will need to be involved. Members discussed new signage.
- b. It was asked if the leaflets that we provide for visitors can be translated into other languages and it was agreed that this should be explored as part of the Engagement Plan.
3. Mend the Gap programme: we are recruiting for a new Programme Manager, interviews arranged. John Nichols, Deputy Chair and Cllr John Griffin expressed an interest to be more involved with this programme. The CEO will introduce them to Fran Crowther, Project Support Officer. It was noted that the governance arrangements for the Steering Group could be reviewed, in part to ensure we draw on expertise of more people.
4. Policies and Procedures. Deirdre Hansen, Clerk to the Board, is continuing to work on this and will report at the next Board meeting.
5. File sharing. This is still being worked on, no progress to report. The CEO will put Cllr Lynn Lloyd in Contact with Lynne Cordice, Senior Administration Officer, who has been investigating this facility for Board members.
6. Personnel and Recruitment.
 - a. The Administration and Communications function from 9th August 2022 is the CEO's responsibility.
 - b. The Development and Funding Manager left the CCB at the end of September.
 - c. The Admin Officer left at the end of August. A replacement has been recruited, due to start 7th November.
 - d. Dr Wendy Morrison, Project Manager Beacons of the Past, has joined the CCB as a permanent member of staff as of 1st November. The Beacons of the Past Project has come to completion at the end of October 2022. Having a staff member with suitable skills in the cultural heritage and historic field adds strength to the staff team. It was noted that Historic England is very interested in the work being done in this area.
 - e. A Citizen Science Coordinator joined the Chilterns Chalk Streams project on 31st October. The Chalk Streams team continues to grow, currently standing at eight members.
 - f. Laura Silverstone and Adrian Porter who were employed for 12 months on our collaborative Green Recovery Challenge Fund Chalkstreams project have moved from the Chiltern Society to become permanent members of the CCB staff team. They will continue in the same roles.

The members discussed personnel and funding. It was acknowledged that the differing moving parts on the staff team need to be built into a resilient staff team.

7. New Board Members. Cllr Reena Ranger, Hertfordshire County Council has left the Board and has been replaced by Cllr Paula Hiscocks. Cllr Fatima Begum, Luton Borough Council has been replaced by Cllr Robert Roche. He has been a CCB Board member before.
8. Members asked if the "Skills Audit" carried out by John Nicholls, Deputy Chair, could be shared with members. CEO will discuss with the Deputy Chair.

1. The Committee NOTED the CEO's report.

22/23.9 Finance Report and Budget Update

The Finance Officer, Graham Hurst, reported on the Core and Project activities for the year ending 30th September 2022.

9.1 Finance:

1. Core income for the period was £540,261. It includes our full annual Defra grant.
2. Core expenditure for the period was £340,572 which is higher than budgeted. Largely due to an increase in payroll costs.
3. Core activities generated a £199,689 surplus, which includes a Defra payment in advance of £259,950.
4. Project income received for the period was £420,016, of which £266,056 was from the Chess Smarter Water Project and £74,591 from Beacons of the Past.
5. Project expenditure was £596,970 resulting in a cash shortfall of £176,953 which has been met from CCB reserves.
6. Two projects are still giving cause for concern, all other projects are comfortable.
 - a. Chalk, Cherries & Chairs: a timetable has now been agreed to catch up with the delayed claims. By Christmas a year's claims will be coming through and by 31st March 2023 all the claims will be up to date. Concern was expressed that this could happen again. It was noted that this is a different project to the usual format of projects and safeguards will be in place.
 - b. Chalkscapes. Outside contractors are now supporting the CCB in completing this project. The CEO reported that the National Lottery will honour all the monies owed. The development phase is to be completed, a line will be drawn under the project and a new claim submitted.

9.2 Audit Report:

The external audit report has still not been finalised, an interim report advising as such has been issued and published on the CCB website.

9.3 Budget:

The Finance Officer presented a draft budget, which members questioned and discussed. The increase in salary and pension costs was noted. Any surplus in 2022-23 will be used for any deficits in 2023-24. A certain amount of staff costs can be recharged to projects.

A skeleton 2023-24 budget will be presented at the December board meeting as well as a five-year budget plan forward.

9.4 Treasury and Investment Management:

The CCB's current investment policy is to invest surplus funds in deposit accounts at major banking institutions where the risk is minimal.

It is proposed and was agreed to add parent local authorities, those not under a S114 order, to those bodies the CCB can deposit surplus funds.

9.5 Reserves Policy Review:

The Finance Officer proposed amending the Reserves Policy to bring the Revenue Reserve into the General Reserve amounting to a combined reserve sufficient to meet the quarterly liabilities as they fall due, considering that most of our projects are finance by quarterly claims. Defra pay our core grant half yearly in advance.

The Development Reserve to be earmarked for the continued development of activities not financed from core funding. The meeting discussed this proposal and agreed to recommend approval to the Board.

The Chair thanked the Finance Officer.

- 1. The Committee NOTED the CCB financial position on 30 September 2022.**
- 2. The Committee ACCEPTED the revised Treasury and Investment Policy.**
- 3. The Committee AGREED to recommend the revised Reserves Policy to the Board.**

22/23.10 Board Meeting 6th December

The Board meeting will be held in Chesham. Alex Nelms 4 Counties Chair of the NFU has been invited and Stephen Rudd, Natural England is to be invited. Allen Beechey, the Chalk Streams Project Manager, has been invited to speak and arrange a “Chalk Streams” site visit.

22/23.11 AONB Management Plan

In July this year the Defra Minister Rt Hon Lord Benyon wrote to all Protected Landscapes Management Plan Partnerships advising those required under S89 of the CRoW Act to review their Management Plans during 2023 and 2024 that they would have the option to delay publication of their Plan by up to one year.

The existing guidance on preparation and review of a Management Plan is significantly out-of-date and it is Defra and Natural England’s intention to publish new guidance in the context of the Landscapes Review. This is one of the reasons for the option to delay publication of the reviewed plans for up to a year.

Matt Thomson, the Planner, had presented a paper on the time limited option to delay the review of the Management Plan for up to a year. Under S89 of the CRoW Act the review is due before October 2024.

In view of the various reforms, reviews, designations programme, internal governance review, internal organisational restructurings, the 25-year vision for the Chilterns Task and Finish Group and the team’s full work programme it is suggested to roll the existing policy content of the current Management Plan forward. It is recognised that some aspects of the current Management plan require additional attention and an appendix will be provided. Engagement with stakeholders remains a vital aspect of each review. The Board could commit to undertaking a comprehensive review ahead of the next five-year cycle as soon as the boundary review and other outcomes of ongoing work are clearer.

- 1. The Committee CONSIDERED the issues relating to the review of the Management Plan outlined in the report.**
- 2. The Committee APROVED the principle of working on the basis that the most expedient form of review will be one that focusses on rolling the existing Plan’s policy content forward and undertaking a comprehensive review as soon as other work- principally the boundary review- indicates that there is a stable strategic context in which to proceed. This would enable the proposed Board Advisory group to make an input.**

Under the Public Bodies (Admission to meetings) Act 1960 a resolution was passed to exclude the public

22/23.12 HR Issues- discussed

The meeting reopened

22/23.13 Urgent Business

1. The Finance Officer has been notified by the Chiltern Society that costs that were being incurred under Green Recovery Challenge project could reach £185,000 in January/February 2023 and that financial assistance may be sought from the CCB under the partnership agreement that was in place.
2. Chalk Streams: Allen Beechey, Chalk Stream Project Officer and Professor Kate Heppell, Chalk Streams Project Research Lead have given evidence to an inquiry by Buckinghamshire Council's Select Committee on Chalk Streams. Buckinghamshire Councillor Robert Carington, also a CCB board Member led on this for Buckinghamshire Council. They have produced a report with many welcome recommendations. The CEO will send members the link to this report.

22/23.14 Next meeting: 14th February 2023- Location Chinnor, Village Centre.

Future meetings: 9th May 2023, 11th July 2023, and 14th November 2023.

The Chairman.....

Date.....

Profit and Loss
Chilterns Conservation Board
1 April 2022 to 31 December 2022

	Core	Projects	Total
Income			
Access Grant	£226,959.21	£0.00	£226,959.21
Advertising Income	£6,220.26	£0.00	£6,220.26
DEFRA	£513,895.61	£0.00	£513,895.61
Interest Income	£10,393.94	£0.00	£10,393.94
Local Authority Contribution	£91,228.00	£46,562.32	£137,790.32
Project Income	£0.00	£631,009.05	£631,009.05
Sale of merchandise	£459.07	£0.00	£459.07
Total Income	£849,156.09	£677,571.37	£1,526,727.46
Less Operating Expenses			
Access grant expenditure	£68,077.00	£0.00	£68,077.00
Advertising & Marketing	£0.00	£17,268.80	£17,268.80
Bank Fees	£82.91	£24.11	£107.02
Board Meetings	£358.50	£0.00	£358.50
Chess SWC Landowner Grant	£0.00	£5,180.00	£5,180.00
Cleaning	£3,069.56	£0.00	£3,069.56
Computer and IT Equipment	-£5,573.52	£1,228.80	-£4,344.72
Consulting	£35,366.90	£77,529.13	£112,896.03
Employers National Insurance	£33,010.10	£13,736.28	£46,746.38
Event costs	£1,448.24	£6,245.17	£7,693.41
FiPL Grant	£0.00	£37,327.58	£37,327.58
General Expenses	£6,542.72	£166,900.34	£173,443.06
HLF Digital Outputs	£0.00	£9,208.85	£9,208.85
HLF Equipment and materials (activity)	£0.00	£12,603.64	£12,603.64
HLF Equipment and materials (capital)	£0.00	£73,445.08	£73,445.08
HLF Evaluation	£0.00	£3,129.45	£3,129.45
HLF Full Cost Recovery	£0.00	£14,073.60	£14,073.60
HLF Irrecoverable VAT	£0.00	£40,147.59	£40,147.59
HLF New building work	£0.00	£7,691.83	£7,691.83
HLF New Staff Costs	£0.00	£227,263.01	£227,263.01
HLF Other costs	£0.00	£16,008.81	£16,008.81
HLF Other costs (activity)	£0.00	£11,651.63	£11,651.63
HLF Other costs (capital)	£0.00	£13,758.85	£13,758.85
HLF Paid Training Placements	£0.00	£974.43	£974.43
HLF Professional fees relating to any of the above (activity)	£0.00	£97,290.04	£97,290.04
HLF Professional fees relating to any of the above (capital)	£0.00	£10,588.47	£10,588.47
HLF Publicity and promotion	£0.00	£34,301.79	£34,301.79
HLF Repair and conservation work	£0.00	£38,268.32	£38,268.32
HLF Training for staff	£0.00	£262.00	£262.00
HLF Training for volunteers	£0.00	£6,038.58	£6,038.58
HLF Travel and expenses for volunteers	£0.00	£316.50	£316.50
HLF Travel for staff	£0.00	£3,750.05	£3,750.05
Insurance	£5,381.97	£0.00	£5,381.97
IT Software and Consumables	£5,147.83	£1,315.98	£6,463.81
IT support and maintenance	£4,857.96	£453.20	£5,311.16
Legal Expenses	£770.00	£0.00	£770.00
Light, Power, Heating	£1,750.34	£0.00	£1,750.34
Magazine costs	£12,018.00	£0.00	£12,018.00
Medical Insurance	£3,626.97	£0.00	£3,626.97
Members Allowances	£4,133.97	£0.00	£4,133.97
Nature Recovery	-£9,711.83	£0.00	-£9,711.83
Office Equipment	£30.64	£144.00	£174.64
Pensions Costs	£48,593.86	£24,629.02	£73,222.88
Postage, Freight & Courier	£259.04	£237.71	£496.75
Printing & Stationery	£986.17	£393.99	£1,380.16
Project donations	-£11,464.00	£0.00	-£11,464.00
Rates and Water rates	£4,846.40	£0.00	£4,846.40
Recruitment	£1,248.30	£4,150.10	£5,398.40
Rent	£13,875.00	£1,850.00	£15,725.00
Repairs & Maintenance	£5,480.69	£0.00	£5,480.69
Research and survey expenditure	£0.00	£72,617.10	£72,617.10
Salaries	£310,812.55	£137,786.50	£448,599.05
Staff expenses	£1,363.73	£351.83	£1,715.56
Staff Training	£4,406.36	£999.18	£5,405.54
Subscriptions	£3,645.00	£63.72	£3,708.72
Telephone & Internet	£2,667.74	£1,318.69	£3,986.43
Travel Expenses	£1,699.74	£1,634.84	£3,334.58
Website running costs	£9,050.00	£1,534.76	£10,584.76
Total Operating Expenses	£567,858.84	£1,195,693.35	£1,763,552.19
Net Deficit / Profit	£281,297.25	-£518,121.98	-£236,824.73

Core Profit and Loss
Chilterns Conservation Board
1 April 2022 to 30 September 2022

	31/12/2022			
	Actual	Budget - 9 mths	Variance	
Income				
Access Grant	£226,959.21	£0.00	£226,959.21	DEFRA Access grant was received August 2022- see expenditure
Advertising Income	£6,220.26	£3,159.00	£3,061.26	Advertising income received once a year
DEFRA	£513,895.61	£339,514.00	£174,381.61	Full Defra grant rec'd in full. Income in advance £174381
Fee Income	£0.00	£33,600.00	-£33,600.00	Invoiced annually
Interest Income	£10,393.94	£101.00	£10,292.94	Trfr to MTG required
Local Authority Contribution	£91,228.00	£84,083.00	£7,145.00	All but one LA received.
Sale of merchandise	£459.07	£375.00	£84.07	
Total Income	£849,156.09	£460,832.00	£388,324.09	
Gross Profit	£849,156.09	£460,832.00	£388,324.09	
Less Operating Expenses				
Access grant expenditure	£68,077.00	0	£68,077.00	DEFRA Access grant unspent will be refunded to DEFRA, we should spend all or most
Advertising & Marketing	£0.00	£152.00	-£152.00	
Bank Fees	£82.91	£114.00	-£31.09	
Board Meetings	£358.50	£1,226.00	-£867.50	
Cleaning	£3,069.56	£2,055.00	£1,014.56	
Computer and IT Equipment	-£5,573.52	£2,474.00	-£8,047.52	Accrued for Computer equipmt from Defra addl 2022 topup
Consulting	£35,366.90	£12,941.00	£22,425.90	Additional HR, planning
Employers National Insurance	£33,010.10	£24,311.00	£8,699.10	
Event costs	£1,448.24	£1,370.00	£78.24	
Finance costs	£0.00	£12,363.00	-£12,363.00	Awaiting audit and accutary fees
General Expenses	£6,542.72	£3,426.00	£3,116.72	
Insurance	£5,381.97	£3,730.00	£1,651.97	
IT Software and Consumables	£5,147.83	£7,408.00	-£2,260.17	Accrued for Computer equipmt from Defra addl 2022 topup
IT support and maintenance	£4,857.96	£3,823.00	£1,034.96	
Legal expenses	£770.00	£761.00	£9.00	
Light, Power, Heating	£1,750.34	£1,370.00	£380.34	
Magazine costs	£12,018.00	£6,471.00	£5,547.00	Additional costs agreed - large print run for last magazine
Medical Insurance	£3,626.97	£3,654.00	-£27.03	
Members Allowances	£4,133.97	£2,664.00	£1,469.97	
Office Equipment	£30.64	£2,741.00	-£2,710.36	
Nature Recovery	-£9,711.83	£0.00	-£9,711.83	2022 Accural not spent
Pensions Costs	£48,593.86	£42,706.00	£5,887.86	Budgeted pay increase increased following late increase in DEFRA grant
Postage, Freight & Courier	£259.04	£2,093.00	-£1,833.96	
Printing & Stationery	£986.17	£761.00	£225.17	
Project donations	-£11,464.00	£0.00	-£11,464.00	Accrued for Access projects from Defra addl 2022 topup
Rates and Water rates	£4,846.40	£4,326.00	£520.40	
Recruitment	£1,248.30	£761.00	£487.30	
Rent	£13,875.00	£15,375.00	-£1,500.00	
Repairs & Maintenance	£5,480.69	£2,055.00	£3,425.69	
Research and survey expenditure	£0.00	£4,568.00	-£4,568.00	
Salaries	£310,812.55	£252,316.00	£58,496.55	Verbal update, includes One off payments
Staff expenses	£1,363.73	£639.00	£724.73	
Staff Training	£4,406.36	£2,284.00	£2,122.36	
Subscriptions	£3,645.00	£2,809.00	£836.00	
Telephone & Internet	£2,667.74	£3,426.00	-£758.26	
Travel Expenses	£1,699.74	£396.00	£1,303.74	
Website running costs	£9,050.00	£3,806.00	£5,244.00	
Total Operating Expenses	£567,858.84	£431,375.00	£136,483.84	
Net Profit	£281,297.25	£29,457.00	£251,840.25	

Profit and Loss
Chilterns Conservation Board
All Projects
1 April 2022 to 31 December 2022

	Beacons of the Past ex 280	BLEF Tourism ex 460	Chalk Stream	Chalk Streams Project summary	Chalk, Cherries & Chairs At Landscape Connections ex 701	Chalk, Cherries & Chairs Overall	Chalkscapes ex 501	CHAP	Chess Smarter Water Catchment	Chiltern Walking Festival ex 451	Farming in Protected Landscapes	Green Recovery Fund	HS2 Additional projects ex 271	HS2 Review ex 270	Mend the Gap ex 310	Small Projects	Net Projects
Income																	
Access Grant	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
DEFRA	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Interest Income	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Local Authority Contribution	£0.00	£0.00	£0.00	£350.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£46,212.32	£0.00	£0.00	£0.00	£46,562.32
Other Revenue	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Project Income	£74,591.00	£19,646.00	£0.00	£425.00	£17,953.99	£67,354.14	£70,584.38	£0.00	£368,130.55	£2,220.03	£2,665.00	£22,642.95	£2,750.00	£0.00	£0.00	£0.00	£631,009.05
Sale of merchandise	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Total Income	£74,591.00	£19,646.00	£0.00	£775.00	£17,953.99	£67,354.14	£70,584.38	£0.00	£368,130.55	£2,220.03	£2,665.00	£22,642.95	£48,962.32	£0.00	£0.00	£0.00	£677,571.37
Gross Profit	£74,591.00	£19,646.00	£0.00	£775.00	£17,953.99	£67,354.14	£70,584.38	£0.00	£368,130.55	£2,220.03	£2,665.00	£22,642.95	£48,962.32	£0.00	£0.00	£0.00	£677,571.37
Less Operating Expenses																	
Access grant expenditure	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Advertising & Marketing	£0.00	£13,821.50	£0.00	£906.30	£0.00	£0.00	£0.00	£0.00	£600.00	£1,537.00	£404.00	£0.00	£0.00	£0.00	£0.00	£0.00	£17,268.80
Bank Fees	£0.00	£0.00	£0.00	£0.00	£0.00	£20.96	£0.00	£0.00	£0.00	£3.15	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£24.11
Board Meetings	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Chess SWC Landowner Grant	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£5,180.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£5,180.00
Cleaning	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Computer and IT Equipment	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,228.80	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,228.80
Consulting	£0.00	£9,200.00	£0.00	£875.00	£0.00	£0.00	£0.00	£0.00	£54,097.00	£0.00	£420.00	£0.00	£7,308.00	£0.00	£1,500.00	£4,129.13	£77,529.13
Employers National Insurance	£0.00	£0.00	£0.00	£4,060.95	£0.00	£0.00	£0.00	£676.28	£4,123.41	£0.00	£3,284.00	£456.91	£0.00	£0.00	£1,134.73	£0.00	£13,736.28
Event costs	£0.00	£92.40	£0.00	£5,130.60	£0.00	£0.00	£0.00	£3,450.00	£4,224.92	£31.25	£216.00	£0.00	£0.00	£0.00	£0.00	£0.00	£6,245.17
FIP/L Grant	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£37,327.58	£0.00	£0.00	£0.00	£0.00	£0.00	£37,327.58
General Expenses	£240.00	£141.00	£0.00	£3,959.65	£0.00	£0.00	£0.00	£0.00	£53,862.79	£1,606.56	£67,579.59	£0.00	£24,317.95	£0.00	£15,192.80	£0.00	£166,900.34
HLF Digital Outputs	£9,208.85	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£9,208.85
HLF Equipment and materials (ac	£688.00	£0.00	£0.00	£0.00	£5,649.58	£11,835.64	£80.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£12,603.64
HLF Equipment and materials (ca	£25,763.84	£0.00	£0.00	£0.00	£40,982.71	£46,605.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,076.24	£0.00	£0.00	£0.00	£73,445.08
HLF Evaluation	£3,000.00	£0.00	£0.00	£0.00	£0.00	£129.45	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£3,129.45
HLF Full Cost Recovery	£0.00	£0.00	£0.00	£0.00	£1,792.00	£6,877.60	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£14,073.60
HLF Irrecoverable VAT	£11,704.74	£0.00	£0.00	£0.00	£11,817.60	£15,356.64	£7,071.57	£0.00	£0.00	£0.00	£0.00	£0.00	£5,012.64	£0.00	£0.00	£0.00	£40,147.59
HLF New building work	£0.00	£0.00	£0.00	£0.00	£7,340.83	£7,691.83	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£7,691.83
HLF New Staff Costs	£23,346.21	£0.00	£0.00	£0.00	£10,544.65	£146,939.64	£40,028.12	£0.00	£0.00	£0.00	£0.00	£0.00	£14,949.04	£0.00	£0.00	£0.00	£227,263.01
HLF Other costs	£246.33	£0.00	£0.00	£0.00	£1,428.78	£136.53	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£14,197.17	£0.00	£0.00	£0.00	£16,008.81
HLF Other costs (activity)	£0.00	£0.00	£0.00	£0.00	£1,108.54	£10,428.01	£1,037.88	£0.00	£0.00	£0.00	£0.00	£0.00	£185.74	£0.00	£0.00	£0.00	£11,651.63
HLF Other costs (capital)	£2,475.00	£0.00	£0.00	£0.00	£6,450.00	£8,695.05	£0.00	£0.00	£1,258.80	£0.00	£0.00	£1,330.00	£0.00	£0.00	£0.00	£0.00	£13,758.85
HLF Paid Training Placements	£0.00	£0.00	£0.00	£0.00	£0.00	£974.43	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£974.43
HLF Professional fees relating to	£35,466.10	£0.00	£0.00	£0.00	£12,959.85	£32,325.03	£27,871.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,627.91	£0.00	£0.00	£0.00	£97,290.04
HLF Professional fees relating to	£4,195.50	£0.00	£0.00	£0.00	£1,422.00	£6,392.97	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£10,588.47
HLF Publicity and promotion	£47.20	£0.00	£0.00	£0.00	£13,586.84	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£20,667.75	£0.00	£0.00	£0.00	£0.00	£34,301.79
HLF Repair and conservation wor	£22,420.00	£0.00	£0.00	£0.00	£3,367.90	£3,646.90	£3,375.00	£0.00	£0.00	£0.00	£0.00	£8,826.42	£0.00	£0.00	£0.00	£0.00	£38,268.32
HLF Training for staff	£0.00	£0.00	£0.00	£0.00	£102.00	£262.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£262.00
HLF Training for volunteers	£0.00	£0.00	£0.00	£0.00	£0.00	£6,038.58	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£6,038.58
HLF Travel and expenses for volu	£0.00	£0.00	£0.00	£0.00	£0.00	£316.50	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£316.50
HLF Travel for staff	£263.81	£0.00	£0.00	£0.00	£173.74	£2,672.83	£270.80	£0.00	£0.00	£0.00	£0.00	£5,542.61	£0.00	£0.00	£0.00	£0.00	£3,750.05
Insurance	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
IT Software and Consumables	£0.00	£27.87	£1.87	£291.80	£0.00	£0.00	£0.00	£39.27	£499.33	£231.64	£119.37	£0.00	£0.00	£0.00	£106.70	£0.00	£1,315.98
IT support and maintenance	£0.00	£0.00	£0.00	£108.00	£0.00	£0.00	£0.00	£10.80	£86.40	£0.00	£48.60	£150.80	£0.00	£0.00	£48.60	£0.00	£453.20
Legal Expenses	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Light, Power, Heating	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Magazine costs	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Medical Insurance	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Members Allowances	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Nature Recovery	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Office Equipment	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£144.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£144.00
Pensions Costs	£0.00	£0.00	£0.00	£7,991.14	£0.00	£0.00	£0.00	£0.00	£7,462.19	£0.00	£5,547.66	£1,617.70	£0.00	£0.00	£2,010.33	£0.00	£24,629.02
Postage, Freight & Courier	£0.00	£0.00	£0.00	£72.00	£0.00	£0.00	£8.31	£0.00	£49.20	£94.20	£14.00	£0.00	£0.00	£0.00	£0.00	£0.00	£237.71
Printing & Stationery	£0.00	£0															

Final External Auditor Report and Certificate 2021/22 in respect of Chilterns Conservation Board OT0011

Respective responsibilities of the body and the auditor

Our responsibility as auditors to complete a **limited assurance review** is set out by the National Audit Office (NAO). A limited assurance review is **not a full statutory audit**, it does not constitute an audit carried out in accordance with International Standards on Auditing (UK & Ireland) and hence it **does not** provide the same level of assurance that such an audit would. The UK Government has determined that a lower level of assurance than that provided by a full statutory audit is appropriate for those local public bodies with the lowest levels of spending.

Under a limited assurance review, the auditor is responsible for reviewing Sections 1 and 2 of the Annual Governance and Accountability Return in accordance with NAO Auditor Guidance Note 02 (AGN 02) as issued by the NAO on behalf of the Comptroller and Auditor General. AGN 02 is available from the NAO website – <https://www.nao.org.uk/code-audit-practice/guidance-and-information-for-auditors/>.

This authority is responsible for ensuring that its financial management is adequate and effective and that it has a sound system of internal control. The authority prepares an Annual Governance and Accountability Return in accordance with Proper Practices which:

- summarises the accounting records for the year ended 31 March 2022; and
- confirms and provides assurance on those matters that are relevant to our duties and responsibilities as external auditors.

External auditor report 2021/22

On 28 September 2022, we issued a report detailing the results of our limited assurance review of Sections 1 and 2 of this authority's Annual Governance & Accountability Return for the year ended 31 March 2022. We explained that we were unable to certify completion of the review at that time. We are now in a position to certify completion of the review.

The external auditor report given in Section 3 of the Annual Governance & Accountability Return requires amendments as follows:

On the basis of our review of Sections 1 and 2 of the Annual Governance and Accountability Return (AGAR), in our opinion the information in Sections 1 and 2 of the AGAR is in accordance with Proper Practices and no other matters have come to our attention giving cause for concern that relevant legislation and regulatory requirements have not been met.

Other matters not affecting our opinion which we draw to the attention of the authority:

None

External auditor certificate 2021/22

We certify that we have completed our review of Sections 1 and 2 of the Annual Governance & Accountability Return, and discharged our responsibilities under the Local Audit and Accountability Act 2014, for the year ended 31 March 2022.



PKF Littlejohn LLP
12/12/2022

Item 11 CCB's Business Plan – a new approach to preparation, reporting and review

Author: Matt Thomson, Head of Strategy & Planning

Summary: A new approach is proposed for the preparation, reporting and review of CCB's annual Business Plan, ensuring processes are known to the Board and officers, and that connections between our purposes, the Management Plan, the Business Plan and project plans and individual objectives are clear.

Purpose of the report: To outline a proposed new approach to the preparation, reporting and review of the annual Business Plan and seek the Committee's observations on the approach in advance of its consideration and approval by the Board.

Background

The CCB produces an annual Business Plan to guide the staff team's work for the coming year. The Business Plan is a key aspect of the evidence we submit to DEFRA as part of the claim for our core grant.

To be effective, a Business Plan must be grounded in its context. It must:

- provide operational links from the external context and the organisation's strategic aims to the project plans and individual objectives that are intended to deliver on those aims in the plan year;
- reflect available resources, connecting objectives to available budgets;
- direct resources to what can be achieved in the plan year, while providing flexibility to respond to external pressures, and identify opportunities to increase resources; and
- be measurable, so that progress in meeting its objectives can be reported, and adjustments made where necessary.

The need for a proposed new approach arises from a recognition that the connections between the strategic context we work within, our budget and other resources, and our operational project plans and staff objectives are not always as clear as they could be. Reporting lines are not always coordinated, meaning that monitoring progress can be inefficient, and it is sometimes unclear how outcomes of monitoring can be fed back into programmes of future action.

Work on preparing or reviewing the Business Plan needs to start earlier in the working year, to fully account for the Board's aspirations, and to facilitate the staff team in developing future activities and the resources to support them. The proposed new approach will therefore be built into our 2023-24 Business Plan for implementation during that year.

While work has started on preparing the new Business Plan, this has not followed the proposed timescales. Officers' intention for the 2023-24 Plan is that this will largely be an extension of 2022-23 Plan, recognising the prolonged nature of many of our existing commitments and the resources available to deliver them. More details on the proposed content of the rolled-forward Business Plan will be reported separately.

Proposal

Please see the attached appendix for a paper setting out the proposals in detail.

Recommendation

- That the Committee considers the proposals and subject to any changes or observations, recommends them for approval by the Board.

CCB's Business Plan – a new approach to preparation, reporting and review

The purpose of this document is to set out proposals for a new approach to preparing CCB's annual Business Plan, monitoring progress against its objectives, reporting progress to Board members and reviewing subsequent iterations of the Plan.

The proposed approach has been developed out of conversations between the Chair and Vice-Chair of the Board, the CEO and officers of the Senior Team of the staff body, and is hereby presented to the Executive Committee for their consideration, to recommend, with any changes or observations, for approval by the Board.

Summary of the proposed approach

Givens:

- An annual Business Plan is a requirement of our relationship with Defra and Natural England. It is an essential component of budgeting for CCB's core functions and providing necessary information for other existing and potential funders.
- The Business Plan is the work plan/programme for CCB's activities. It is a, not the, delivery plan for the AONB Management Plan, setting out what aspects of the Management Plan CCB itself will deliver, and activities necessary for CCB's own operational effectiveness.

Proposals:

- The Business Plan will assist CCB's work by providing an open and accountable context within which the Board can give strategic direction to their officers, allocate budgetary and other resources, and empower the officers to deliver the Board's priorities with flexibility and autonomy.
- The Business Plan will be approved by the Board, but the Board will delegate to the Executive Committee the lead role in overseeing the development, monitoring and review of the Plan.
- Progress against the objectives of the Business Plan will be reported quarterly to Executive Committee, so that action can be taken to acquire new or redirect existing resources where necessary, and/or modify expectations of the Plan's delivery.
- Work will begin each September on considering the Board's priorities for and detailed content of the Business Plan, with a consistent programme of Plan development (including a progress report to Executive Committee and then the Board in November/December) leading to its approval by the Board, alongside the annual Budget, in March.
- The Business Plan will comprise a review of progress in the preceding year, a detailed delivery programme for the plan year, and a higher-level look ahead to the next 3 years.
- The detailed delivery programme will include a table of workstreams, with indications of their resources and lead officers, plus a summary of key outputs/milestones for the plan year. (Each workstream may still have their own more detailed project plans, and workstream priorities may also be fed into individual officers' annual objectives.)

Executive Committee's proposed role

It is proposed that the Board will delegate to the Executive Committee the responsibility for overseeing the development of the Business Plan alongside the Budget.

Each meeting of the Executive Committee will consider (in addition to other business):

- Detailed reports on up-to 6 topical/timely points of the Business Plan agreed at the previous meeting, or arising from discussions between the Chair and CEO, focusing on any areas of underperformance, with the CEO’s recommendations for action.
- Progress reports on programmed HR processes, including confirmation of progress with key appointments and with the cycle of PDRs, with the CEO raising issues of concern and seeking the Committee’s guidance on recommendations for action.
- A progress report on the key workstreams in the Business Plan, and their main components, summarised with a traffic-light system, with recommendations for action and areas where the Committee’s guidance is requested.
- Approval of (including retrospectively) proposals for taking on new workstreams as per the protocol for doing so agreed through the Governance Review, and included in the Business Plan.
- Progress against the agreed Budget.
- Progress against the agreed fundraising/development programme.
- Progress on the development of internal systems and organisational improvements, as agreed in the Business Plan.

Proposed process for developing and agreeing the Business Plan

(Note that this will not be possible in full for the 2023/24 Business Plan. This is to be accommodated by rolling forward the high-level priorities and objectives of the 2022/23 Business Plan as the basis for 2023/24, and picking up the processes and timescales set out below.)

Each year:

Sep	CEO and officers begin background research for Budget and Business Plan.
Oct	CEO and officers: <ul style="list-style-type: none"> • Undertake a review of progress on those parts of the AONB Management Plan that are – or could be – CCB’s responsibility to deliver; • Develop recommendations for Strategic Priorities for the next Business Plan (which may roll forward existing Priorities) and other significant workstreams (new or existing); • Identify budget, fundraising and/or business development implications.
Nov	Executive Committee considers an outline draft Business Plan, based on the above, plus a progress report on Plan preparation, and provides guidance to the CEO and officers.
Dec	The Board considers the progress report on Plan preparation and outline draft Plan, including observations from Executive Committee.
Dec/Jan	Officers develop the Budget and Business Plan in active dialogue with the Chair and Executive Committee, with the CEO seeking Committee guidance on any areas of contention or uncertainty.
Feb	Executive Committee considers reports outlining the draft Budget and Business Plan for onward recommendation to the Board in March.
Mar	The Board approves the Business Plan alongside the Budget and an outline programme of fundraising/business development for the year (which may be included within the Business Plan).

Proposed revised/clarified purpose for the Business Plan

It is proposed that the Business Plan should:

- Demonstrate and facilitate a Golden Thread from our purposes/duties, the Management Plan and the Board’s Strategic Priorities, through the Business Plan, into project plans and

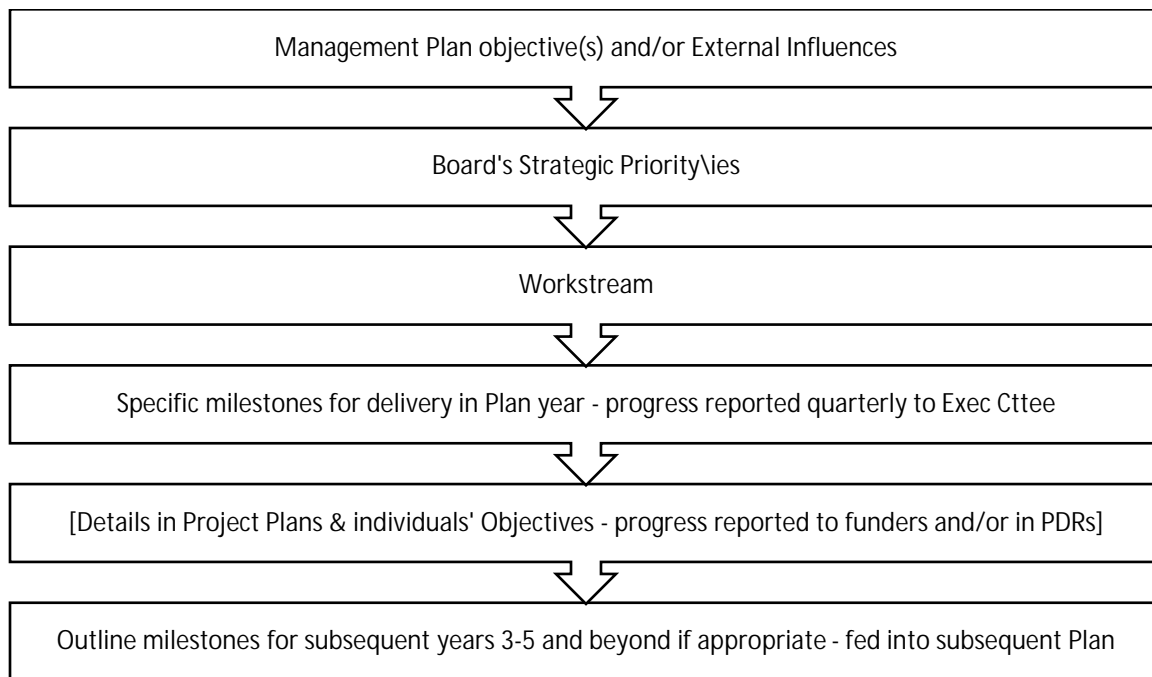
individual officer's objectives. This Golden Thread will be evident in quarterly/annual reporting at all levels, and explicitly linked to the Budget: (a) the core CCB budget for ongoing activities and overheads, (b) individual approved project budgets, and (c) proposals and projects under development, including fundraising.

- Articulate the Board's Strategic Priorities. The Board will set Strategic Priorities for action: reviewed annually, but potentially having a longer timescale. Priorities will be mainly drawn from analysis of the Management Plan, but may also be influenced by external factors or new opportunities. The Business Plan will articulate these Priorities and how they will be reviewed.
- Set a 5-Year Context for a 1-Year Delivery Plan (included in the Business Plan). The Business Plan will focus on what aspects of the Strategic Priorities will be delivered in the Business Plan year, in a 5-year rolling context in which:
 - "Year 1" will be a review of previous year – "have we fulfilled the previous year's objectives?".
 - "Year 2" will be the plan year, with links to the detailed Budget (to be approved at the same time as the Plan).
 - "Years 3-5" will outline an overview of longer-term commitments and activities, including proposals and projects under development, setting out dependencies on funding and development, and providing the opportunity for Board oversight of this longer-term view.
- Account for how the organisation may consider and accommodate new areas of work and opportunities.

Proposed Business Plan content and template

Short contextual introduction

- Referring to, but not repeating, relevant material from the Management Plan and external influences.
- A summary of the Board's Strategic Priorities and their identification through:
 - Analysis of Management Plan objectives for CCB to deliver;
 - Current projects and initiatives; and/or
 - Analysis of key contemporary drivers not already quantified in the Management Plan.
- An indication of how the Strategic Priorities might change in subsequent years.
- Explanation/definition of the Golden Thread (see diagram).



Review of progress with previous Business Plan ("year 1")

- A clear, and preferably visually appealing, summary of progress with implementing the Delivery Plan from the previous year. This may be a 'traffic light' presentation, similar to that proposed to be used for reporting to Executive Committee.

Delivery Plan: detailed plan for current (the plan) year ("year 2")

- A clear, and preferably visually appealing, delivery plan, probably in tabular form, with activity lines against quarters; showing key outputs or milestones; relating each activity to the Golden Thread, and identifying the responsible CCB team or officer.

Forward look ("years 3-5")

- A less granular overview of longer-term activities, informing preparatory action (including business development) in the coming year. Mostly presented as a continuation of existing workstreams, but some activities may stand alone initially.

Monitoring and Review

Proposed to include:

- A summary of how progress with the Business Plan will be monitored and reviewed (i.e. the "Executive Committee's role" section above).
- The procedure for how proposals for new activities will be assessed, prioritised or selected (i.e. the criteria-based approach previously identified through the Governance Review) and how resources will be managed (additional capacity or ending/delaying other activities).
- A rolling list of fundable activities (to proactively seek funding opportunities or be called on should opportunities arise).
- Positive presentation of CCB as a unit of AONB expertise managing (billable) resources – potentially as a consultancy.

- Item 12: Business Plan 2023-24
- Author: Matt Thomson, Head of Strategy & Planning, on behalf of Elaine King, CEO
- Summary: To set out key priorities for the CCB's 2023/24 Business Plan.
- Purpose: To provide proposals and a rationale for the Committee to consider and discuss.

Background

The CCB produces an annual Business Plan to guide the staff team's work for the coming year. The Business Plan is a key aspect of the evidence we submit to DEFRA as part of the claim for our core grant.

The Business Plan for 2023-24 will be approved alongside the Budget by the Board in March, and subsequent iterations of the Plan will be produced in line with the proposed new approach which is the subject of agenda item 11 for this Committee.

In the context of current priorities and resources, officers have been working on a Business Plan for 2023-24 that mainly rolls forward the priorities and objectives of the 2022-23 Business Plan, but whose presentation and content will take steps towards the new format proposed under the 'new approach' outlined in agenda item 11.

Proposal

An outline draft of the Business Plan 2023-24 is being developed by officers, and will be circulated to the Committee for their consideration in advance of its meeting.

A key factor that will help officers frame the Plan is securing agreement for the overall principle of rolling the 2022-23 Plan forward, alongside consideration of that Plan's Strategic Priorities and whether there is any benefit to changing those priorities or shifting the emphasis within them.

The rationale for rolling the 2022-23 Business Plan forward is that the Plan's Strategic Priorities, objectives and activities remain relevant for the coming year. This is partly a result of the robust nature of that Plan, which had set out an ambitious work programme that was recognised to encompass a wide range of workstreams, most of which were expected to extend beyond that Plan year (in many cases significantly beyond).

In addition, CCB operates in the context of considerable ongoing external flux (much of which should be positive). A stable work programme will help us to engage fully with these ongoing changes, which include ongoing reforms to the management and governance of protected landscapes following the Glover Review, reforms to planning and other environmental management and funding regimes, as well as the required review of our Management Plan in the next couple of years.

Strategic Priorities

It is therefore proposed to continue with the current three strategic priorities for the Business Plan (i.e. "building organisational resilience", "delivering existing workstreams to which we are committed", and "leadership and influence"), noting the following observations:

1. Building organisational resilience

- Build and consolidate a strong, high-performing and happy CCB staff team – this includes on-boarding new staff, training and developing the existing team and ensuring we can keep valuable project staff, coupled with having all the necessary policies and procedures in place and that they are understood and being used by all the staff. Continuing to develop a positive organisational culture is key to success.
- Inclusion and diversity links to engagement, volunteering and supporting people in enjoying, understanding and benefitting from the Chilterns. is highlighted in more than one section of this Business Plan – this needs to sit clearly at the top as one of our most important priorities

2. Delivering existing workstreams

- Key elements comprise:
 - Completing projects --delivering them on time and on budget: Chalk Cherries and Chairs (end date is likely to be September 2024, though this will be phased for different strands of work
 - Parallel governance workstreams - delivering/contributing to a range of separate but related governance project/workstreams eg Natural England's boundary review, NE's Enhanced Management and Governance project, and the CCB's internal governance review
 - Financial resilience – this must be a top priority and revolves around securing sufficient funds to support our work and staff team beyond this financial year. The Green Finance project is part of this, along with explicit recognition that the CEO will take strategic oversight of fundraising and be specifically involved in securing certain sources of funding.

3. Leadership and Influence

- Some of the workstreams included under this Priority in 2022-23 are now committed projects (including the AONB boundary extension, enhanced management and governance arrangements project), but this does not reduce the significance of this priority.
- A key aspect going forward will be evolving those elements of the former plan relating to building and nurturing relationships with partners and other stakeholders and promoting the value of the AONB to local communities, all of which will be essential components necessary for, and simultaneously important outcomes of, developing a new 25-year vision for the (extended) Chilterns and, of course, reviewing the Management Plan.

Recommendation

- That the Committee considers the approach to rolling forward the Business Plan, the Strategic Priorities outlined in the paper, and the draft outline Business Plan (circulated separately) and offers observations for action by officers in advance of the Plan being submitted to the Board for approval.

Item 13 Constitution Review**Author:** Deirdre Hansen, Clerk**Summary:** To update the Executive Committee on the ongoing work to update our constitution.**Background**

The CCB's Constitution was approved at the Board meeting 21 January 2005 and consisted of the following documents:

1. Role of the Monitoring Officer
2. Code of Conduct
3. Register of Interests
4. Standing orders on Financial Regulations
5. Standing Orders on Financial Instructions
6. Contract Standing Orders
7. Standing Orders on Regulation of the Meetings and Procedures of the Board
8. Feedback and Complaints Procedure
9. Members allowances
10. Scheme of Delegation

At the board meeting on 21-06-2017 items 7 and 10 were repealed (Standing Orders on Regulation of the Meetings and Procedures of the Board and Scheme of Delegation) and replaced with a document: *The Statutory Requirement and the Code of Governance*.

The Role of the Monitoring Officer has not formally been reviewed since 2005 and was informally reviewed 2016, 2021 and 2022.

The Code of Conduct was updated 07-09-21

The Register of Interests was updated May 2021 (the form itself to confirm with updated legislation)

The Financial Regulations and Instruction were updated Feb 2022

The Contract Standing Orders have not yet been updated nor has the Feedback and Complaints Procedure

Members allowances were reviewed and updated in 2016.

The updated documents were not compiled in one document, the Constitution. Although they do form part of the constitution. The Contract Standing Orders as approved in 2005 still stand, however, legislation and practice have overtaken these standing orders. Cllr Richard Newcombe is helping the Clerk with the review of this document, which is due to be discussed with the Monitoring Officer March 2023.

Next steps

1. Update Contract Standing Orders and obtain Board approval. June 2023.
2. Review the role of the Monitoring Officer and obtain Board approval. June 2023.
3. Placing all the individual updated documents in the constitution and add our constitution to our website. Summer 2023.

1. **The Board to note the ongoing work to update the CCB's Constitution.**

Item 16**Update on Chilterns Access Projects**

Author: Annette Weiss, Head of Engagement & Partnerships

Summary: To update the Executive Committee on the Defra Access funding, how the Year 1 2022/23 funds have been allocated, promotional opportunities and next steps.

Background

Defra has provided the CCB with additional funding for capital spend that **improves access to the Chilterns AONB for more people of all ages, abilities and backgrounds**. We received £227,000 to be spent and delivered by 31 March 2023, no funding in 2023/24, and we will receive a further £261,000 in 2024/25. The funding was restricted to capital funding.

The CCB only received confirmation of the funding in October 2022 and the Year 1 funding had to be spent and activities delivered by 31 March 2023. The tight turnaround for this grant meant for the Yr 1 funding we focused on reaching out to our close partners and CCB-led initiatives for potential projects, rather than promoting the opportunities far and wide. It also precluded the larger and more ambitious projects (eg new access trails) as they couldn't get the necessary consents and be delivered in time. Despite not reaching out more widely, we still received a good range of expressions of interest.

We convened a project selection panel on 25 November comprising myself, Elaine, John Nicholls, Graham Simpson from Team Beds & Luton, and Andrew Clark from Bucks Disability Service (BuDs) which provided valuable feedback. See table below for a summary of the projects and organisations that have received funding. The funding has now been fully allocated and is supporting a really valuable mix of projects which we can build on for future years.

We have already received some wonderful letters of thanks and feedback from grant recipients. The Chiltern Rangers vehicle is in regular use, and we are gathering images and feedback so that we can promote this work in earnest once more projects have been delivered – and once Defra has lifted the embargo on announcing the funding.

We see this Year 1 funding as an important stepping stone to a more strategic and larger-scale approach for future years.

Next steps

- Maximise the promotional and comms opportunities – launch events for new access trails and facilities, public events, photo opportunities.
- Update the Chilterns AONB website with new online information once the access surveys have been completed
- Nurture the new contacts and partnerships developed through these projects, eg with BuDS. Benefit from their expertise and look at opportunities for wider initiatives.
- Follow up on longer term project ideas which couldn't be delivered in year 1. Could these be delivered in Year 3, could they link with wider initiatives in the area, is there scope for a much larger strategic Chilterns-wide initiative.
- We would like to hold a workshop/conference to look at accessibility and inclusion in the Chilterns in the autumn 2023. This would enable us to reach out to wider partners regarding the 2024/25 access funding opportunities, to gather and develop ideas.

Summary of Defra 2022/23 Access funding allocated (£227k budget)		
Organisation/Project	Project description	Amount of funding
1) Chiltern Rangers	Purchase of 7 seater electric vehicle and tools, providing additional capacity for conservation volunteering for special needs young people, those with dementia, and range of other participants for whom lack of transport is a barrier.	£35,479
2) Access improvements along the Chess Valley walk at Chesham Moor	New fully accessible bridge on Chess Valley Walk, Chesham Moor. Plus access survey along length of CVW to look at longer term opportunities to improve accessibility.	£48,000 bridge works Access Survey to look at wider access improvements (Sustrans) £3,000
3) National Land Access Centre at Aston Rowant Nature Reserve	Range of mobility vehicles for the NLAC centre, the country's first ever specialist access centre. Will be running regular training courses and events. This is a high profile initiative and an exciting opportunity to work with NE to raise awareness, expertise and develop new opportunities.	£48,584
4) Chiltern Open Air Museum	Installation of a portable disabled toilet unit. This will help ensure disabled visitors can come to COAM, making it welcoming for all.	£15,689
5) BBOWT College Lake	New and enhanced access for all facilities at College Lake Nature Reserve. Includes replacing and resurfacing 200m ² of path surface, installing several tramper/buggy friendly livestock gates, and the purchase of 2 new tramper vehicles.	£38,000
6) CCB Chilterns Heritage and Archaeology Partnership	Development of 3 augmented reality apps at for 3 hillfort sites. This semi-immersive experience will allow wide and diverse audiences to experience the ancient sites in a new and innovative way. Advice is being sought on how to make it as accessible as possible for those with sight or hearing impairments.	£25,560
7) Access Surveys and provision of new online accessibility information for Chilterns AONB and partner websites	Access surveys to be undertaken at 3 popular countryside sites managed by the Chiltern Society– Whiteleaf Hill, Brush Hill and Captains Wood – with a view to improving online information about these sites. By BUDS.	£3,312
9) Wendover Canal towpath upgrade	Contribution towards the upgrade of the Wendover Canal towpath which will provide greatly improved accessibility for local communities, especially those with limited mobility.	£10,000