



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 11<sup>th</sup> July 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 9.45am

**Agenda**

1. Election of Chair
2. Apologies
3. Declaration of Interest
4. Notice of Urgent Business
5. Minutes of the Previous Meeting (09.05.23)
6. Matters Arising
7. Public Questions
8. Chair's Update
9. Chief Executive's Update
10. Budget:
  - Quarter 1 Financial Update
  - Business Plan (linking Delivery Plan 2023-24 to Budget and Resource Plan)
  - Report on Quarter 1 Delivery
11. Governance:
  - Governance Review – Next Steps
  - HR Advisory Group and HR Strategy
  - Resourcing Governance Workstreams
12. Funding Strategy
13. Equality, Diversity and Inclusion Update

14. Beacons of the Past Update
15. Urgent Business
16. Agenda items for 12 September Board Meeting
17. Time and Date of Next Meeting

**Forthcoming meeting dates:**

<b>Planning Committee</b>	<b>Executive Committee</b>	<b>Board</b>
26 <sup>th</sup> July 2023	11 <sup>th</sup> July 2023 (today)	12 <sup>th</sup> September 2023
18 <sup>th</sup> October 2023	14 <sup>th</sup> November 2023	12 <sup>th</sup> December 2023
<i>Location: Chinnor</i>	<i>Location: Chinnor</i>	<i>Location TBC</i>



MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE of the Chilterns Conservation Board  
HELD ON Tuesday 9<sup>th</sup> May 2023 at **CCB offices, The Lodge, 90 Station Road, Chinnor OX39  
4HA commencing at 10.00 AM.**

Present:

Cllr John Griffin	Board Member
Cllr Charles Hussey	Board Member
Cllr Lynn Lloyd	Board Member
Paul Mainds	Board Member-Chair
Cllr Richard Newcombe	Board Member
John Nicholls	Board Member- Deputy Chair
Cllr Sue Rowland	Board Member
Cllr Sir Hector Sants	Board Member

In attendance:

Andy Brock-Doyle	Head of Operations
Deirdre Hansen	Clerk to the Board
Graham Hurst	Finance Officer
<i>Matt Thomson</i>	<i>Head of Strategy &amp; Planning observed the meeting online</i>
Elaine King	Chief Executive Officer
Eloise Small	Administration Assistant
Annette Weiss	Head of Engagement & Partnerships

*Representing Marlow  
Film Studios*

Robert Harrison	Planning consultant Arrow Planning
Robert Laycock	CEO of the project
Penelope Tollitt	Planning Advisor

**22/23 33. Apologies for absence.**

No apologies received from board members.

**22/23.34. Declarations of interest**

Cllr Richard Newcombe made a declaration of interest as follows:

"I a member of the Buckinghamshire Council Strategic Sites Committee which is likely to be the planning committee which considers the Marlow Film Studios planning application which is on the agenda of the Executive today. It is important that I am not pre-determined in relation to that application when it is heard by Strategic Sites. I have had no part in preparing the Board's objections to the

application. I will listen to the applicant's presentation without comment. I will then leave the meeting in order that I take no part in the discussion. I should be grateful if my departure and return could both be minuted so that there can be no suggestion that I might have expressed an opinion on this application."

### **22/23.35. Notice of Urgent Business**

The Chair notified the meeting of two items of urgent business to be discussed in closed session.

### **22/23.36 Minutes of the previous meeting 14/02/23**

The minutes of the meeting 14/02/23 were approved as a true record and signed by the Chair.

### **22/23.37 Matters Arising**

- The Finance Officer, Graham Hurst, informed the meeting that the budget had been amended as agreed at the March board meeting, but the business plan had not yet been reconciled with the Budget. This will be completed for the June Board meeting.

### **22/23.38 No public present**

### **22/23.39 Chair's update**

1. The Chair welcomed Andy Brock-Doyle, the new Head of Operations, to the Executive Committee meeting.
2. The Chair informed the meeting that interviews for two new Secretary of State appointments to the Board had taken place over three days. Three suitable candidates had been presented to the Secretary of State for the two vacancies.
3. He had attended a Natural England Governance session online.
4. He had had good discussions with Cllrs Lynn Lloyd and Gareth Williams for plans to meet with Local Authorities. An event in the autumn might be possible, after local elections.
5. Local Authority elections will see some board changes. We have been notified that Cllrs Lynn Lloyd and Paul Duckett will be leaving the Board.
6. He has spent time on several internal issues, e.g., planning issues, fundraising strategy, CCB Business Planning, 25-year vision, for which a further meeting will be scheduled.
7. He has supported the Heritage and Archaeology Manager, Wendy Morrison with developing a project with MERL at Reading University.

#### **1. The Committee NOTED the Chair's update.**

### **22/23.40 Presentation by Penelope Tollitt for Marlow Film studios**

Marlow Film Studios had requested to present to the CCB on their project to develop a site in the greenbelt adjacent to the AONB (planning application 22/06443/FULEA submitted to Buckinghamshire Council in summer 2022). The Executive Committee observed the presentation.

*Cllr Richard Newcombe left the meeting.*

Members had the opportunity to ask questions.

The Chair thanked the Marlow Film Studios Team for coming to the meeting and their professional presentation. They left the meeting.

*Cllr Richard Newcombe returned to the meeting.*

### **Chief Executive's update**

The CEO, Elaine King, had issued a comprehensive report to members. She highlighted the following:

1. Restructuring of the team. The Head of Operations, Andy Brock-Doyle joined the CCB on 4<sup>th</sup> April and Kate Heppell will take up the post of Head of Landscape on 18<sup>th</sup> July.
2. The CEO has been line managing 11 members of staff. With the appointments of the Head of Operations and the Head of Landscape the direct line for the CEO will be reduced to seven members of staff.
3. HR strategy. The revised updated staff handbook is being reviewed, using more accessible language. This work is slightly behind schedule. The next step is training for managers to ensure consistent and transparent implementation. HRAG membership was formalised at the last Board meeting, however there will be some changes and we need to formalise how the HRAG works with the other HR work going on. Clerk to note this for the next Board agenda. The Executive Committee asked to have sight of the updated staff handbook.
4. The Head of Operations, Andy Brock-Doyle has been prioritising oversight and support for the projects Mend the Gap and Chalk, Cherries and Chairs. Time will be spent on Chalkscapes in due course.
5. Chilterns Chalkstream project, the new Head of Landscape, Kate Heppell will take over the management of this project once she joins. The project has been busy with a wide variety of events please see the website <https://www.chilternstreams.org/>
6. Green Recovery Challenge Fund. The Chalkstreams and Wetlands meadow project was completed and submitted on time.
7. 25-year vision work is ongoing, and she is exploring how it will integrate with all the other governance and stakeholder engagement work been done, including reviewing the Management Plan, Natural England's designations programme and the CCB's internal governance review.
8. Meetings are taking place with Natural England on their Enhanced Management and Governance project for AONBs. CEO and the Head of Strategy and Planning attend these. NE has advised that less funds are available for phase two of the work and needs to meet certain criteria including adding value to other AONBs. Some discussion took place on this project as NE, does not provide resources to cover CCB staff capacity for either this project or its boundary review project. It was felt important that NE knows the CCB's views on its potential future governance arrangements and is supporting the CCB in engaging with our stakeholders. The CEO was asked to provide more information to the Chair, Deputy Chair and Cllr Sir Hector Sants on how the EMAGA project was developed with NE.

**1. The Committee NOTED the CEO's update.**

**22/23.41 Business Plan**

The Head of Strategy and Planning presented the final Business Plan 2023-24 as approved in principle by the Board in March 2023 with a more detailed Delivery Plan for 2023-24.

The Committee asked for more detail on linking the business plan deliverables with the available resources. It was agreed that this would be presented to the board at its June meeting. The work will include identifying work for which funding will need to be sourced.

The Committee considered the Business Plan for 2023-24 and made some observations.

The CEO made the observation that this year 2023/24 the Business Plan is a hybrid plan and going forward the Business Plan will connect more closely with the Resources Plan.

*Annette Weiss left the meeting.*

- 1. The Committee CONSIDERED the Business Plan 2023-24 as set out, PROVIDED some observations, and AUTHORISED the CEO to finalise the Business Plan as a single working document matching the resources.**

## **22/23.42 Finance Report**

The Finance Officer, Graham Hurst, reported the draft accounts for the year ending 31<sup>st</sup> March 2023. The final accounts will be presented with the Annual Governance and Accountability Return to the Board for formal approval at the June Board meeting prior to external audit.

### **Finance:**

1. Core income closely matched core expenditure with a small surplus of £3,628.
2. The draft accounts show an overall deficit of nearly £400,000 entirely due to outstanding claims for project expenditure incurred.
3. NLHF funded Beacons of the Past project has been completed successfully and no call for funds has been made on the CCB.
4. Chilterns Chalk Streams Project budget is still in draft and showing a surplus.
5. Chalk Cherries Chairs deficit built up over the last two years is £560,000. The Committee is aware of the action being taken to bring the project up to date.
6. Chalkscapes development stage was finalised in February.
7. Chess Smarter Water Catchment is currently in surplus due to advance funding.
8. Green Recovery Challenge Fund project is in deficit, but this will be repaid in our current claim. We claim after incurring expenditure.
9. Mend the Gap is funded in advance.
10. The internal auditors' visit is due, with the accounts being finalised for the June Board meeting. *(subsequent to this meeting we have discovered that the internal auditors will not visit until after the June Board meeting)*

The Chair thanked the Finance Officer.

- 1. The Committee NOTED the CCB Financial Position on 31<sup>st</sup> March 2023.**

## **22/23.43 Head of Operations Update**

The Head of Operations, Andy Brock-Doyle Finance Officer, gave a verbal report on the projects he is responsible for.

1. The Chalk Cherries and Chairs project submitted an outstanding narrative report which has been accepted by NLHF and this part of the project reporting is now up to date. There are some queries outstanding on the financial report, but the report is due to be submitted in the next two weeks, which brings us up to date to Quarter 1. He is looking at reprofiling of the project and has had an initial planning session, reaching out to partners. He is also working on an extension of the project, possibly six months. There is approximately £1m left to spend over the next year and it is vital to get a clear plan and budget in place, approved by the steering group, key partners the NLHF. Although reporting on this project has been problematic, causing claiming funds to fall behind, the project has many good elements, and a lot of good work has been done.
2. Mend the Gap, the new manager, Ruth Staples-Rolfe, is looking at stakeholder and partner engagement, planning a proper project framework, which can also be used for future projects. We need to make sure there is a clear plan going forward and we report appropriately on

projects, while making sure we have a robust framework in place. The Mend the Gap Manager, Ruth Staples-Rolfe has met with Board members John Nicholls and Cllr John Griffin, who have been helping the project. Cllr John Griffin had recently met informally with the South Stoke Steering Group who told him that they are happier with the progress now and very pleased with the work that the new project manager is doing.

3. Chalkscapes meeting with CEO in the diary.

Members commented that the Head of Operations is getting to grips with the problems and that lessons learned should be documented and kept up to date.

- 1. The Committee NOTED the report for the Head of Operations.**

#### **22/23.44 Governance and Policies**

The Clerk, Deirdre Hansen, updated the Committee on the ongoing work on updating our constitution and policies.

1. The role of the monitoring officer in our constitution has now been updated.
2. Contract Standing Orders have been updated and are currently with the monitoring officer for final approval to bring to the Board in June.
3. Updating our Governance procedures will take time.
4. The CCB's procedures are nearly identical to Local Authority procedures.
5. Like LA's, the CCB has three statutory officers, Monitoring Officer, S151 Officer, and CEO who is also Head of Paid Services.
6. Policies: we have many policies in place, they need to be placed in one file and updated where appropriate. A schedule of policies will be presented to the Board.

- 1. The Committee NOTED the ongoing work to update the CCB's Constitution.**

#### **22/23.45 Equality, Diversity, and Inclusion (EDI) update**

The Head of Engagement and Partnerships had presented a progress report and a Gantt chart for key activities and milestones over the next 12 months.

Highlights:

- EDI training for staff and Board Members is scheduled for 26<sup>th</sup> June and 5<sup>th</sup> July.
- Skills into Practice training
- Continued development in delivering EDI engagement through our projects, partnerships and communications.

- 1. The Committee to NOTED the EDI update.**

The meeting went into closed session under the Public Bodies (Admission to meetings) Act 1960 to discuss personnel and Board matters. The Head of Operations and the Administrative Assistant were asked to leave the meeting.

**22/23.32 Next meeting: 11<sup>th</sup> July 2023- at the CCB offices in Chinnor.**

Future meetings: 14<sup>th</sup> November 2023.

The Chairman.....

Date.....



**Item 10**                      **Finance Report****Author:**                      Graham Hurst, Finance Officer**Summary:**                      Finance Report 30 June 2023

1. The Quarter 1 financials to 30 June 2023 are submitted as a separate document as an appendix to this report (see 10.2 Chilterns Conservation Board – Financials Quarter 1 June 23)
  
2. Core Quarter 1 summary:
  - Income was only £32k as our first half DEFRA grant of £257k was not received until 03 July. If it had been received by 30 June our income would be showing £128k higher.
  
  - Recharges of Core staff costs and overheads have been budgeted as income. Our accounting software cannot show the recharge of staff costs as income, instead these recharges reduce Core employment expense and allocates the cost to projects. The net effect of this is that both income and expenditure are reduced. We had budgeted for £46k of recharges which equates to the £50k reduction in Core employment costs. I am looking at alternative ways to report this in future.
  
  - The Core deficit of £128k would have been £nil, and in line with budget, if we had been in receipt of the DEFRA funds by 30 June.
  
3. Projects Quarter 1 summary
  - Project Income relates to:
    - i. Green Recovery Challenge Fund £197k
    - ii. HS2 Community and Environment Fund (Chalk, Cherries and Chairs) £57k
    - iii. Chalk, Cherries and Chairs partner contribution £16k
    - iv. Affinity (Chilterns Chalk Streams Project) £10k
  
  - Project expenditure was £160k and a deficit of £101k made. This was either met from the Project's own reserves £62k or the CCB £39k. The CCB will be reimbursed from Project funding.
  
  - Chalk, Cherries and Chairs is progressing with the CEF funding received and HLF funding claims in the final stages before submission.

4. Headcount:

The CCB is budgeted to employ:

Full time staff: Core 8, Projects 9  
Part time staff: Core 6, Projects 3

Current staff numbers are in line with budget. There will be several vacancies arising with one member of the Core team transferring to Projects, and one team member leaving us.

5. The Budget financials noted at the March 2023 Full Board meeting have been reforecast as part of the reconciliation with resources exercise:

- Core income recharges were originally budgeted at £155k. Detailed work has now been undertaken to analyse staff time in relation to recharges to projects and we now calculate recharges will be £29k higher at £184k.
- Local authority income has been reduced by £20k as it had been assumed that our Local Authority partners would be able to increase contributions but that has not always been the case.
- Staff costs have been increased by £14k mainly due to the adjustments in start / leave dates.
- Staff costs remain 80% of Core costs followed by Office costs 6% and consultant's costs 4%.

**Recommendation**

1. **To note the CCB financial position at 30 June 2023**

**Profit and Loss**

Chilterns Conservation Board  
For the year ended 31 March  
2024 (at 28 June 2023)

**Actual Qtr 1 to 30 June 2023**

	<u>Combined</u>	<u>Core</u>	<u>Projects</u>	<u>Notes</u>
<b>Income</b>				
Local Authority Contribution	24,581.00	24,581.00	0.00	DEFRA first half year received after accounts date £257k Only Herts CC, Dacorum BC and Oxford CC paid
Other Revenue	160.00	0.00	160.00	
Project Income	283,007.77	0.00	283,007.77	GRCF £197k, CEF (CCC) £57k CCC £16k, Affinity (CCSP) £10k
Sale of merchandise	8,213.36	8,206.37	6.99	Advertising in OS Chilterns £8k to tfr to advertising income
<b>Total Income</b>	<b>315,962.13</b>			
<b>Administrative Costs</b>		0.00	0.00	
Advertising & Marketing	4,999.20	0.00	4,999.20	
Bank Fees	18.78	18.78	0.00	
Chess SWC Landowner Grar	4,200.00	0.00	4,200.00	
Cleaning	664.21	664.21	0.00	
Computer and IT Equipment	2,624.40	2,624.40	0.00	
Consulting	8,185.80	6,985.80	1,200.00	Core: Planning and HR
Employers National Insuranc	16,041.34	8,204.83	7,836.51	
Event costs	1,799.47	595.53	1,203.94	
Finance costs	672.00	672.00	0.00	
FiPL Grant	99,348.74	0.00	99,348.74	
FiPL Grant Year 3 23/24	6,102.40	0.00	6,102.40	
General Expenses	47,704.31	221.39	47,482.92	
HLF Equipment and material	4,508.29	0.00	4,508.29	
HLF Equipment and material	12,179.51	0.00	12,179.51	
HLF Evaluation	2,263.15	0.00	2,263.15	
HLF Full Cost Recovery	3,120.00	0.00	3,120.00	
HLF Irrecoverable VAT	6,407.41	0.00	6,407.41	
HLF New Staff Costs	56,800.53	0.00	56,800.53	
HLF Other costs	2,757.87	0.00	2,757.87	
HLF Other costs (activity)	3,680.25	0.00	3,680.25	
HLF Other costs (capital)	11,238.89	0.00	11,238.89	
HLF Professional fees relatin	7,940.85	0.00	7,940.85	
HLF Professional fees relatin	2,651.50	0.00	2,651.50	
HLF Publicity and promotion	1,244.37	0.00	1,244.37	
HLF Repair and conservation	(15,430.24)	0.00	(15,430.24)	Landowner contributions invoiced
HLF Training for staff	165.00	0.00	165.00	
HLF Training for volunteers	225.00	0.00	225.00	
HLF Travel and expenses for	253.70	0.00	253.70	
HLF Travel for staff	1,839.65	0.00	1,839.65	
Insurance	6,051.42	6,051.42	0.00	
IT Software and Consumable	2,412.74	1,975.06	437.68	
IT support and maintenance	980.21	866.21	114.00	
Light, Power, Heating	2,378.69	2,378.69	0.00	
Magazine costs	11,994.00	11,994.00	0.00	Print run costs for year
Medical Insurance	1,193.49	1,193.49	0.00	
Members Allowances	1,448.24	1,448.24	0.00	
Nature Recovery	(2,500.00)	0.00	(2,500.00)	Landowner contributions invoiced
Office Equipment	47.81	23.81	24.00	
Pensions Costs	31,164.70	16,380.10	14,784.60	
Postage, Freight & Courier	21.88	19.63	2.25	
Printing & Stationery	350.98	350.98	0.00	
Rates and Water rates	740.40	740.40	0.00	
Rent	5,375.00	4,625.00	750.00	
Repairs & Maintenance	1,270.79	1,270.79	0.00	
Research and survey expend	8,417.74	0.00	8,417.74	
Salaries	165,600.24	84,754.86	80,845.38	
Staff expenses	673.96	165.65	508.31	
Staff Training	1,410.83	1,211.25	199.58	
Subscriptions	2,999.24	2,978.00	21.24	
Telephone & Internet	1,206.78	896.14	310.64	
Travel Expenses	2,105.50	327.68	1,777.82	
Website running costs	5,667.22	963.22	4,704.00	
<b>Total Administrative Costs</b>	<b>545,218.24</b>	<b>160601.56</b>	<b>384,616.68</b>	
<b>Surplus / (deficit)</b>	<b>(229,256.11)</b>	<b>(127,814.19)</b>	<b>(101,441.92)</b>	

<b>Chilterns Conservation Board</b>					
<b>1 April 2023 to 31 April 2024</b>					
<b>Actual Qtr 1 to 30 June 2023</b>					
<i>Version June 2023.</i>					
<b>Reforecast June 2023</b>					
<b>CORE</b>	<i>Original Budget</i>	<b>Reforecast 2024</b>	<b>Budget for Qtr 1 (reforecast)</b>	<b>Actual to June</b>	<b>Notes</b>
<b>Income</b>					
Advertising Income	6,250	6,250	1,563		Advertising income £8k included in Sale of merchandise below
DEFRA	513,895	513,895	128,474		DEFRA first half year received 3/7/23 after accounts produced
DEFRA Access grant	-	-	-		
Fee Income and recharge to projects	155,809	183,719	45,930		Payroll recharged monthly, overheads periodically, fees when invoiced
Interest Income	500	500	125		
Local Authority Contribution	126,776	106,521	26,630	24,581	Only Herts CC, Dacorum BC and Oxford CC paid
Sale of merchandise	550	550	138	8,206	Includes advertising
<b>Total Income</b>	<b>803,780</b>	<b>811,435</b>	<b>202,859</b>	<b>32,787</b>	
<b>Less Operating Expenses</b>					
Advertising & Marketing	150	150	38	-	
Bank Fees	150	150	38	19	
Board Meetings	1,800	1,800	450		
Cleaning	2,800	2,800	700	664	
Computer and IT Equipment	3,500	3,500	875	2,624	Front loaded expenditure
Consulting	31,200	31,200	7,800	6,986	
DEFRA capital projects	-	-	-		
Employers National Insurance	47,960	49,264	12,316	8,205	Actual is less recharged to Projects
Event costs	2,000	2,000	500	596	
Finance costs	9,000	9,000	2,250	672	
General Expenses	3,946	2,000	500	221	
Insurance	5,000	5,000	1,250	6,051	Annual cost, note greater than budget, some recharge possible
IT Software and Consumables	10,000	10,000	2,500	1,975	
IT support and maintenance	7,000	7,000	1,750	866	
Legal expenses	750	750	188		
Light, Power, Heating	6,500	6,500	1,625	2,379	Includes Gas to March 2023
Magazine costs	12,000	12,000	3,000	11,994	Full year printing costs inv in advance
Medical Insurance	5,200	5,200	1,300	1,193	
Members Allowances	7,500	7,500	1,875	1,448	
Nature Recovery	5,000	5,000	1,250	-	
Office Equipment	1,500	1,500	375	24	
Pensions Costs	87,028	89,003	22,251	16,380	Actual is less recharged to Projects
Postage, Freight & Courier	1,000	1,000	250	20	
Printing & Stationery	1,100	1,100	275	351	
Rates and Water rates	6,825	6,825	1,706	740	
Recruitment	2,000	5,000	1,250	-	
Rent	20,500	20,500	5,125	4,625	
Repairs & Maintenance	2,000	2,000	500	1,271	Annual testing and monitoring fees
Research and survey expenditure	5,000	5,000	1,250	-	
Salaries	490,371	499,818	124,954	84,755	Actual is less recharged to Projects
Staff expenses	1,000	1,000	250	166	
Staff Training	5,000	5,000	1,250	1,211	
Subscriptions	5,000	5,000	1,250	2,978	Na for AONB £2985 annual fee
Telephone & Internet	5,000	5,000	1,250	896	
Travel Expenses	1,500	1,500	375	328	
Website running costs	7,500	7,500	1,875	963	
<b>Total Operating Expenses</b>	<b>803,780</b>	<b>817,560</b>	<b>204,390</b>	<b>160,602</b>	
<b>Net Loss / Profit</b>	<b>- 0</b>	<b>-6,125</b>	<b>-1,531</b>	<b>-127,814</b>	
<b>Summary % of Core Costs</b>					
Employment costs	80%	655,785	163,946	111,982	
Office costs	6%	52,225	13,056	17,021	
Consultants costs	4%	31,200	7,800	6,986	
IT costs	3%	20,500	5,125	5,466	
Magazine and social media	2%	19,500	4,875	12,957	
Audit and Actuary costs	1%	9,000	2,250	672	
Other	4%	29,350	7,338	5,518	
	100%	817,560	204,390	160,602	
<b>Head Count</b>					
		<b>Core</b>	<b>Projects</b>		
Full Time			8	9	
Part time			6	3	
			14	12	
Budget			14	12	

**Chilterns Conservation Board****1 April 2023 to 31 April 2024**

Version June 2023.

**Actual Qtr 1 to 30 June 2023**

<b>PROJECTS</b>	<b>Income</b>	<b>Expenditure</b>	<b>Surplus/(Deficit)</b>	
BLEF Tourism ex 460	0	5120.31	-5120.31	
Chalk Streams Education and Engagement ex 253	0	23.94	-23.94	Tfr to / from from project reserves
Chalk Streams Project ex 251	10000	40566.9	-30566.9	Tfr to / from from project reserves
Chalk, Cherries & Chairs A1 Landscape Connections ex 701	17657.6	13408.05	4249.55	
Chalk, Cherries & Chairs A2 Rough Around the Edges ex 702	250	18305.07	-18055.07	
Chalk, Cherries & Chairs A4 Chilterns Orchards ex 704	190	0	190	
Chalk, Cherries & Chairs A5 Rock Around the Chilterns ex 705	160	0	160	
Chalk, Cherries & Chairs A6 Tracking the Impact ex 706	0	433.7	-433.7	
Chalk, Cherries & Chairs B1 Woodlanders Lives and Landscapes ex	0	144	-144	
Chalk, Cherries & Chairs B2 Celebrating Crafts ex 708	0	5079.14	-5079.14	
Chalk, Cherries & Chairs B3 Cherry Talk ex 709	0	1465	-1465	
Chalk, Cherries & Chairs C4 CCC Festival ex 716	0	6774.95	-6774.95	
Chalk, Cherries & Chairs Overall Scheme Costs ex 700	57118.99	51939.5	5179.49	
Chalkscapes ex 501	0	155.1	-155.1	
CHAP	0	11429.73	-11429.73	
Chess Smarter Water Catchment	0	48404.07	-48404.07	Tfr to / from from project reserves
Chiltern Walking Festival ex 451	655.08	206.97	448.11	
Farming in Protected Landscapes	0	141386.8	-141386.8	Tfr to / from from project reserves
Green Recovery Fund	197143.1	4000	193143.09	Tfr to / from from project reserves
HS2 Additional projects ex 271	0	622.5	-622.5	
HS2 Review ex 270	0	7.5	-7.5	
Mend the Gap ex 310	0	35143.45	-35143.45	Tfr to / from from project reserves
	<b>283174.8</b>	<b>384616.68</b>	<b>-101441.92</b>	
<b>Tfr to / from from project reserves</b>			<b>-62382.07</b>	
<b>Financed by CCB</b>			<b>-39059.85</b>	
			<b>-101441.92</b>	

## Item 10c Report on Quarter 1 Delivery

**Author:** Andy Brock-Doyle, Head of Operations**Summary and purpose:** This paper identifies progress that has been made against Delivery Plan workstreams & delivery lines during the first quarter of 2023, as well as identifying key risks & issues and the RAG status

Delivery Line	Identified Q1 Output	Progress	Key Risks & Issues	RAG Status
<b>SP1 BUILDING ORGANISATIONAL RESILIENCE</b>				
Operating Model				
1.1 Empowered People	Agree operational effectiveness approach / Communicate approach to staff / Undertake discovery phase & internal review	<ul style="list-style-type: none"> <li>Discovery phase approach identified &amp; socialised with staff team</li> <li>Initial meetings held with some staff (but these have been put on hold due to pressures of project work)</li> </ul>	Issue: Lack of capacity means any significant progress in this area has been put on hold until work on supporting Chalk, Cherries & Chairs & Mend the Gap has been undertaken & deadlines agreed with the Board on improving the robustness of the business plan may not be met	In progress (significantly delayed / limited in effectiveness)
1.3 Supportive Policies & Procedures	Refer to milestones in HR Strategy / Establish & approve delivery plan for other policies & procedures	<ul style="list-style-type: none"> <li>HR staff handbook rewritten with updated personnel related policies</li> <li>Handbook circulated to staff for feedback</li> <li>Delivery plan for other policies &amp; procedures identified &amp; approved by the Board in June</li> <li>Training to Staff Handbook for managers scheduled 16 August</li> </ul>	Issue: Differing messaging coming from CCB governance bodies is causing confusion in terms of delivery in this area around improving the robustness of business planning	In progress (slightly delayed / limited in effectiveness)
1.6 Effective Business Planning, Reporting & Review	Update report on business planning process to Executive Committee	<ul style="list-style-type: none"> <li>Following request from ExCo in May, a plan to increase robustness of current year business plan was presented to the Board &amp; agreed in June</li> <li>Business plan has been repackaged to enable more effective management oversight / reporting</li> <li>Work underway to identify resource &amp; financial issues in delivering the business plan &amp; to clarify resource focus</li> </ul>	Issue: Current content of delivery plan does not effectively identify the way in which work in this area is being approached	In progress (slightly delayed / limited in effectiveness)

1.7 Facilities & Infrastructure	Identify key facilities, systems & infrastructure issues that need to be addressed & develop plan	<ul style="list-style-type: none"> <li>Some information on systems issues has been captured as part of the operational effectiveness work but nothing specifically started against this delivery line</li> </ul>	Risk: There is a risk that having started this work & then having to suspend it because of lack of capacity that staff may become disengaged from it	Not started
Organisation Governance				
1.4 Effective Organisational Level Governance	Explore integration between parallel governance & management workstreams	<ul style="list-style-type: none"> <li>Relationship between workstreams further explored in parallel workstreams paper (updated July 2023) and CEO's paper item 11.3, which include recommendations for next steps</li> </ul>	Risk: Board/ExCo not seeing benefits of integration & wishing to pursue individual objectives separately	In progress (on track)
Financial Resilience				
1.5 Financial Resilience	Exec Committee reports (finance & budget) Develop Funding Strategy	<ul style="list-style-type: none"> <li>Initial Budget for FY 2023-24 presented (Mar Board)</li> <li>Reported on year-end figures FY 2022-23 (May ExCo)</li> <li>Final 31 March Outturn Accounts for FY2022-23 noted (Jun Board)</li> <li>Annual Governance &amp; Accountability Return signed off (Jun Board)</li> <li>Agreed to make budget more robust &amp; show clear alignment with Business Plan (Jun Board)</li> <li>Work undertaken to clarify CCB staff recharges to projects (Jun)</li> <li>Q1 actuals against budget to be presented in Jul ExCo</li> </ul>	<p>Issue: Budget not yet approved for FY2023-24</p> <p>Risk: There is a risk that Thames Water (which funds the Smarter Water Catchment and donates to the CCSP project to value of c. £500k for FY23-24) may go into special care &amp; withdraw funding for projects</p> <p>Risk: Lack of clear fundraising strategy / plan means that opportunities may be not be prioritised as required</p>	In progress (slightly delayed / limited in effectiveness)
Engaging Communications				
1.2 Engaging Communications	Plan Comms Strategy / Deliver SEO & Social Media Training to relevant staff / Publish Outstanding Chilterns Magazine /	<ul style="list-style-type: none"> <li>Outstanding Magazine published (May) with record advertising sales for the 4th year in a row with sustained increased circulation (30k). Online advertising included for first time &amp; newsletter sent out (Apr / Jun).</li> </ul>	Issue: With Comms Officer leaving in July & another not working as it will be holiday time there will be significantly reduced capacity whilst a new Comms Officer is recruited & brought on board	In progress (slightly delayed / limited in effectiveness)

	<p>Publish Annual Review / Create new content to drive engagement &amp; share relevant news to audiences / Continue to grow social channels / Continue to enhance &amp; improve the website Provide comms support to the project teams</p>	<ul style="list-style-type: none"> <li>• News articles / blogs published throughout quarter (inc response to the HS2 sinkhole, intro to Colin Courtney, interview with a Muslim Women’s walking group etc).</li> <li>• Creation of new content plan with social &amp; digital campaigns underway to increase interest in area &amp; encourage new visitors.</li> <li>• Search Engine Optimisation training undertaken &amp; currently implementing lessons learned inc updating interactive map</li> <li>• Explore the Chess Valley hub created to support public launch of revamped Chess Valley Walk</li> <li>• Social media workshop held for internal staff identifying issues. Following training experimented with creating more value &amp; inspiration focussed, community building content &amp; encouragement of inbound content</li> <li>• Full comms strategy work underway inc. creation of audience personas, value of social media, project best practice &amp; enhanced content plan with tangible KPIs</li> <li>• Continued support across organisation with comms (e.g. FIPL year 2 drive, Mend the Gap comms guidelines, CCC microsite, CCSP publicity for Heritage Day / Chess Valley Walk launch)</li> </ul>	<p>Issue: Comms team are under pressure to deliver, with significant time taken supporting projects &amp; reacting to ad-hoc or unforeseen issues. This has impacted ability to deliver strategy &amp; other important business issues.</p> <p>Issue: There are areas we could push forward with if we had budget inc for a copywriter (e.g. completing website - planning section, farming hub, improving accessibility pages, further enhancements to the website)&amp; looking at a social media platform to help streamline processes &amp; reduce admin time.</p>	
<p><b>SP2 DELIVERING THE WORKSTREAMS TO WHICH WE ARE COMMITTED</b></p>				
<p>Major Programmes</p>				
<p>2.3 Chalk, Cherries &amp; Chairs</p>	<p>Bring historical reporting up to date / Rebudget &amp; replan with renewed focus on outcomes delivery / Re-establish effective project management Continue implementation</p>	<ul style="list-style-type: none"> <li>• CEF funding claims submitted / approved ensuring full £221,000 funding secured &amp; paid. Full review of expenditure for FY2021-22 &amp; 2022-23 covering outstanding claim undertaken &amp; improved classification will enable more effective financial management. Claim to NHLF for outstanding £0.5 million ready to be submitted during first 2 weeks of July.</li> <li>• NHLF narrative reporting for last year submitted &amp; information received. New cycle of reporting established in project for Q1.</li> </ul>	<p>Issue: Project management time &amp; resource capacity continues to be limited, especially due to the high level of historic work taking place to get the project back on track</p> <p>Issue: Monitoring &amp; Evaluation: There are gaps in the monitoring information that need to be addressed</p>	<p>In progress (slightly delayed / limited in effectiveness)</p>



		<ul style="list-style-type: none"> <li>• High level budget agreed with partners, further work ongoing to produce detailed budget by the end of July.</li> <li>• New position of Assistant Project Manager created in project with current Project Support Officer promoted (increases capability in CCB) and clarifies roles &amp; capacity in project.</li> <li>• New cross themed working groups agreed in line with evaluation findings for greater focus on outcomes &amp; legacy.</li> <li>• Successful tour of Sour Cherry Soup, a new play for the Chilterns undertaken attracting almost 300 people over 9 performances.</li> <li>• Hidden Hands 6-month long exhibition / events held at Wycombe Museum highlighting role of women's work in the Chilterns in the 19th century &amp; impact on the local economy</li> <li>• Work ongoing around conservation &amp; repair under Landscape Connections .</li> <li>• Routes to the Past delivery that had been delayed has now begun.</li> </ul>	<p>Issue: Information Management is poor &amp; with hand over to new project management continues to slow down project management &amp; reporting</p> <p>Issue: Comms / EDI roles agreed with NHLF are vacant so work is not progressing in these areas</p> <p>Risk: Resignation of evaluator means additional time spent on recruiting new evaluator with risk in finding suitable evaluator</p> <p>Risk: NLHF financial claim for past 21 months still outstanding as are submission of budget / extension</p> <p>Risk: Cross themed working groups will require significant impetus &amp; therefore there is a risk that these may not be fully effective</p>	
<p>2.13 Mend the Gap</p>	<p>Refine vision &amp; scope for Phase 2</p>	<ul style="list-style-type: none"> <li>• Strategy document developed &amp; reviewed to establish project delivery approach. Benefits realisation plan &amp; projected budget shared with Steering Group</li> <li>• Proposals being discussed for larger packages of work for financial year of 2024/25</li> <li>• Small grants programme (enhancement) &amp; community work Goring Gap Environmental Organisation) continuing to be undertaken. Agreement for South Stoke Park project in place with Parish Council</li> </ul>	<p>Issue: There is a need to continue to improve the strategic alignment of core partners / Steering Group</p> <p>Risk: There is a risk that landowner &amp; core partner onboarding will take a significant amount of time</p>	<p>In progress (slightly delayed / limited in effectiveness)</p>

<p>2.8 Chilterns Chalk Streams Project &amp; Smarter Water Catchment</p>	<p>CCSP1: Deliver Year 3 action plan milestones                  CCSP2: Co-ordinate delivery of milestones under water quality theme &amp; develop programme                  CCSP3: Develop control programme                  CCSP4: Work with partners to develop applications for inclusion in Smarter Water Catchment roll out from 2025                  CCSP5: Develop detailed plans &amp; tender documents                  CCSP6: Agree collaborative agreements for restoration projects being delivered by CCSP / Commission flood risk model for Moor Recreation Project / Initiate monitoring programme &amp; publish tender for capital works at Shafford Mill                  CCSP7: Deliver volunteer training courses                  CCSP8: Train volunteers in water vole surveying</p>	<p>CCSP work programme developed. Funding agreement in place for Affinity Water contribution but not currently for Thames Water. Still awaiting confirmation of final project outturn from previous financial year</p> <ul style="list-style-type: none"> <li>• CCSP1 Smarter Water Catchment Plan Co-ordination: Year 3 budget agreed and legal agreement with Thames Water signed. Delivery of action plan in progress</li> <li>• CCSP2 Water Quality: Delivery of milestones in progress</li> <li>• CCSP3 Invasive Non-Native Species Management: Action plan for INNS control developed with control work in progress on Misbourne, Chess and Gade</li> <li>• CCSP4 Co-host Colne, Thames and South Chilterns Catchment: Catchment readiness work for Smarter Water Catchment roll out in progress for both partnerships as part of requirements of Thames Water's CaPs funding. Year 2 CaPs funding confirmed.</li> <li>• CCSP5 Habitat Restoration and Enhancement: Detailed plans in development for two projects. Project design for further project (Dodd's Mill) delayed due to landownership change</li> <li>• CCSP6 Morphological Improvement: Collaborative agreement for Shafford Mill project (revised version) drafted. Flood model for Moor Rec. Project commissioned. Project supporting Affinity Water on identification and development of projects on Misbourne and Bulbourne</li> <li>• CCSP7 Citizen Science: MorPh, NOSES and ARMI training courses held.</li> <li>• CCSP8 Monitoring &amp; Recovery Management: Water vole survey training event held in April. 50% of survey packs distributed to volunteers and surveying has now commenced</li> </ul>	<p>Issue (Overall): Lack of clarity on project finances with associated reputational risk around potential impact on funding of project.</p> <p>Risk (Overall): Uncertainty over Thames Water's financial status with potential loss of funding from key partner that would have a significant impact on the the SWC programme and the CCSP's sustainability</p> <p>Issue (CCSP1): Wildlife Corridor theme has no designated lead organisation resulting in continued delays to delivery of key milestones under this theme, which could affect scale of delivery</p> <p>Risk (CCSP4): Thames Water's Water Resources Management Plan is rejected by OFWAT. Implication could be the rowing back or cancellation of Smarter Water Catchment roll-out or one or both CP's fail to be included in Smarter Water Catchment roll out.</p> <p>Risk (CCSP5): New landowner does not support restoration project at Dodd's Mill (an alternative project has been identified for inclusion in work programme if Dodd' Mill does not proceed)</p>	<p>In progress (slightly delayed / limited in effectiveness)</p> <p>Note that CCSP 2,3,5,6,7,8,9 are on track and CCSP 1 and 4 are In progress (slightly delayed)</p>
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	CCSP 9: Deliver Trout in the Classroom to 10 schools / Deliver River Schools Programme CCSP 10: No activity	<ul style="list-style-type: none"> <li>CCSP9: Trout in the Classroom season concluded in April (10 schools took part). Summer term river schools programme underway</li> <li>CCSP10: No activity as per plan</li> </ul>		
Projects & Programmes in Development				
2.2 Not Bourne Yesterday	Plan Development Phase application (on invitation from NLHF)	<ul style="list-style-type: none"> <li>EOI accepted by NLHF &amp; invitation to apply for Development Phase was offered</li> <li>Development Phase application being drafted – planned submission is December 2023</li> <li>Meeting scheduled for early Q2 with NLHF to get specialist guidance to ensure a successful application</li> </ul>	Risk: NHLF decides not to approve application (2.2)	In progress (on track)
2.4 Chalkscapes	Review & agree next steps / Promote work delivered / Re-engage partners	<ul style="list-style-type: none"> <li>Discussion taken place between CEO &amp; Head of Operations around way forward but yet to be acted on</li> </ul>	Risk: Lack of capacity to take this forward means that it has been de-prioritised with risk that partners become disengaged from working with CCB (2.4)  Note there is no financial risk	In progress (significantly delayed / limited in effectiveness)
Mitigation Focused Projects				
2.1 HS2 Additional Projects	Identify projects for funding / Implement & manage projects	<ul style="list-style-type: none"> <li>Support provided to CCB colleagues &amp; external stakeholders to identify &amp; bring forward suitable projects</li> <li>Landscape &amp; Biodiversity Connectivity project including phase 2 of joint Additional Projects/Chalk, Cherries &amp; Chairs hedgerow project continuing to be undertaken</li> </ul>	None identified	In progress (on track)
Farming Focused Projects				
2.11 Develop Farmer Clusters	Support existing / develop new farmer clusters	<ul style="list-style-type: none"> <li>In Central Chilterns Phase 2 hedgerow project completed on time &amp; budget (over 2 years 18 farms, 15km hedge planted, 5km coppiced &amp; £275k partnership funding secured</li> </ul>	Issue: CCB capacity to facilitate the North Chilterns cluster needs to be identified & secured (2.11)	In progress (on track)

		<ul style="list-style-type: none"> <li>Submitting application to Companies House in July 2023 to incorporate Central Chilterns farmer cluster as CIC &amp; working on Landscape Recovery bid as legacy from CCC</li> <li>North Chilterns completed phase 1 FiPL funded project (15 farmers); submitted 2-year (£372k) application to FiPL for further hedgerow, carbon &amp; ecology work</li> <li>Drawing together new cluster within SWC project area in Chess Valley</li> <li>In Christmas Common supporting project development &amp; funding with cluster embarking on 2nd round of CS facilitator funding for c. 28 farms</li> </ul>	<p>Risk: Chalk, Cherries &amp; Chairs into final year &amp; there is a risk to legacy in this area if future funding not secured (2.11)</p> <p>Issue: Southern &amp; Central Chilterns are disproportionately represented but a large north Chilterns farm cluster project is being developed which will help to counter-balance that (2.12)</p>	
2.12 Farming in Protected Landscapes	Allocate £246,595 grants / Promote FiPL	<ul style="list-style-type: none"> <li>Approved projects total so far is £295,458 across 25 projects.</li> <li>Of the 4 FiPL themes, 'Nature' is the most frequently occurring. reflecting fact that most projects have a land management dimension with other themes fairly evenly represented.</li> </ul>		In progress (on track)
Heritage Focused Projects				
2.5 Chilterns Heritage & Archaeology Partnership	Deliver Bledlow Cross project / Deliver SWC commissions	<ul style="list-style-type: none"> <li>DEFRA Access Project (3 Augmented Reality apps in stages of completion)</li> <li>Beacons of the Past Legacy (Hillfort book nearing first proofing stage &amp; Citizen Science book – 5/7 chapters written &amp; submitted with interpretation panels for 3 sites in production)</li> <li>Three candidate locations identified for annual (income generating) field school, to be narrowed down in Q2</li> <li>Bledlow Cross on track for dating in Q2/3 dependant on consultant capacity &amp; Bledlow Cross Management Plan writing in progress to be delivered end of Q2.</li> <li>Education &amp; outreach (3 public talks on Chilterns archaeology delivered, 20 international academics hosted on a 4 day tour/conference of 11 Chiltern Hillforts &amp; a collaborative project with MERL &amp; Univ Reading established)</li> </ul>	<p>Risk: External consultants' abilities to deliver to time</p> <p>Risk: Obtaining materials (interpretation panels/publishers etc) may slow down delivery</p>	<p>In progress (slightly delayed / limited in effectiveness)</p> <p><i>Note new work in this area is on track with only a couple of the legacy items such as Defra Access being slightly delayed</i></p>

		<p>&amp; will be piloted by testing concepts in new design of Routes to the Past.</p> <ul style="list-style-type: none"> <li>• Plan for delivering Routes to the Past for Chalk, Cherries &amp; Chairs created &amp; budget submitted and book for Grims Ditch / Chilterns Stories project workflow created &amp; begun.</li> <li>• CHAP public launch prepared for 24 July (in conjunction with the National Festival of British Archaeology).</li> </ul>		
<b>Access, Economy &amp; Social Wellbeing Focused Projects</b>				
2.9 Chilterns Walking Festival (CWF)	Promote & deliver May Chilterns Walking Festival	<ul style="list-style-type: none"> <li>• May Walking Festival delivered (65 walks with over 500 participants) inc new walks &amp; collaborations, supporting EDI groups 7 author-led wellbeing walks.</li> <li>• Digital media campaign run tied in with Mental Health Awareness week.</li> </ul>	None identified	In progress (on track)
2.10 Defra Access Fund Projects	Promote & build on new access initiatives	<ul style="list-style-type: none"> <li>• Reported to Defra on how Access funding spent, outputs achieved &amp; feedback from grant recipients.</li> <li>• Now planning to launch the 2024/25 access fund &amp; organise a Widening the Welcome workshop in the autumn to convene partners 7 community groups.</li> </ul>		In progress (on track)
2.14 Open for Business	Deliver programme (events, tourism promotion, bus. engagement)	<ul style="list-style-type: none"> <li>• On-going delivery including digital marketing campaigns, business support &amp; promoting bookable Chilterns experiences.</li> </ul>		In progress (on track)
<b>SP3 PROVIDING LEADERSHIP &amp; SECURING INFLUENCE</b>				
<b>Strategy Development</b>				
2.6 Chilterns AONB Extension	Natural England consultants complete fieldwork	<ul style="list-style-type: none"> <li>• Natural England consultants (Land Use Consultants) completed desk study &amp; fieldwork to determine Natural Beauty status of initial draft 'Area of Search'.</li> <li>• Awaiting submission of report to NE (slightly delayed).</li> <li>• Awaiting updated programme from NE.</li> </ul>	Issue: Project owners are Natural England. Progress dependent on external factors out of our control (2.6).	In progress (slightly delayed / limited in effectiveness)
2.7 Enhanced Management & Governance Arrangements	Work with Natural England on developing next stage of programme	<ul style="list-style-type: none"> <li>• Natural England's consultants delivered final report.</li> <li>• Discussions held with NE on how to progress the project, but NE's available resources for this are less than anticipated.</li> </ul>	Issue: Progress dependent on either (a) increased resources from NE, or (b) successful integration with other governance workstreams (see 1.4)	In progress (slightly delayed / limited in effectiveness)

3.17 AONB Longer Term Vision	Explore integration between parallel governance & management workstreams (see NE projects SP2.6 & 2.7)	<ul style="list-style-type: none"> <li>Following Board decision in March to proceed as recommended by the TFG, Senior Management Team have been working with ExCo to identify how to resource work on the Vision with view that it needs to be integrated with the wider governance work</li> </ul>	Risk: Inability to persuade stakeholders to align with substantive policy roll-forward (3.18)	In progress (on track)
3.18 Management Plan Interim Review	New DEFRA guidelines should be issued	<ul style="list-style-type: none"> <li>No substantive progress in Q1 as still awaiting DEFRA guidelines. Recommended that progress will be made through integrating with other governance work</li> </ul>		Not started
Strategic Engagement				
3.7 AONB Network Engagement	Explore key issues with the National Association	<ul style="list-style-type: none"> <li>CEO has engaged with the Lead Officers group across a range of issues (e.g. funding and national rebranding)</li> </ul>	Issue: Work is time intensive but CCB is a small voice & therefore outcomes do not always match effort	In progress (slightly delayed / limited in effectiveness)
3.8 DEFRA, Natural England & Government Engagement	Keep up to date with DEFRA & Natural England Maintain engagement	<ul style="list-style-type: none"> <li>DEFRA &amp; NE actively engaged over issues such as greater funding &amp; open channels maintained but without a great deal of success in terms of outcomes</li> </ul>		In progress (slightly delayed / limited in effectiveness)
3.19 Glover Landscapes Review	Explore / map opportunities to engage DEFRA & Natural England on implementing review recommendations	<ul style="list-style-type: none"> <li>DEFRA has been encouraged to implement recommendations through Levelling Up &amp; Regeneration Bill</li> </ul>		In progress (slightly delayed / limited in effectiveness)
Planning				
2.15 Existing & New Planning Guidance	Gain Board approval for new Lighting Position Statement Develop programme of reviews & keep up to date	<ul style="list-style-type: none"> <li>Feedback on model policy from Planning Committee in April, &amp; subsequent peer review, meant Lighting PS not able to be taken to Board in June. Looking to do this in September.</li> <li>No further progress on updating existing Position Statements etc. due to capacity</li> </ul>	Issue: Lack of capacity in planning team (partly as a result of added Corporate Strategy work) means that Position Statement updates & some engagement on areas such as local plan progress is not getting the focus it needs with a risk of delay or elements not being addressed. This	In progress (significantly delayed / limited in effectiveness)
3.9 Development &	Respond as required	See PC reports		In progress (on track)

Infrastructure Proposals			could be even greater when dealing with major proposals (e.g. Luton Airport, HS2 etc). See plans to improve capacity in CEO paper item 11.3.	
3.10 Planning and Related Policies	Respond as required	See PC reports		In progress (slightly delayed / limited in effectiveness)
3.11 HS2 Impact	Respond as required	Keeping up with sch.17 applications & continue to hold HS2 to account on emergent issues, e.g. Shardeloes sinkhole		In progress (on track)
3.12 Chilterns Building Society Awards	No activity	Early conversations with Chiltern Society. Agreed to begin preparation for 2024 Awards in Q4.		In progress (on track)
Landscapes Approach				
3.15 Nature Recovery Ambition Statement	No activity (Head of Landscapes joins CCB in July)	<ul style="list-style-type: none"> <li>Developing Chilterns Nature Recovery Plan, committed to as part of the NAAONB 'Colchester Declaration'.</li> <li>Engaging development of Local Nature Recovery Strategies led by local authorities.</li> </ul>	None identified	In progress (on track)
3.16 Climate Mitigation	No activity (Head of Landscapes joins CCB in July)	<ul style="list-style-type: none"> <li>Continued contribution to NAAONB Climate Change Action Groups - Agriculture &amp; Nature Based Solutions</li> </ul>		In progress (on track)
3.13 Cultural Heritage	Hold Initial consultations around the Cultural Heritage Ambition Statement (CHAS)	<ul style="list-style-type: none"> <li>Attended various <i>fora</i> for heritage across the AONB as the CCB rep (Bucks Heritage Forum/Chiltern Society Heritage Group/Luton Council Heritage Strategy Group).</li> <li>Liaison with Natural England &amp; Historic England on management of Hexton Hills, a new NE purchase with one of the AONB's largest &amp; least understood hillforts.</li> </ul>		In progress (on track)
Access, Economy & Social Wellbeing Approach				
3.1 Access & Visitor Management	Lead, advise & develop this area of work	<ul style="list-style-type: none"> <li>Planning started for autumn Widening the Welcome workshop.</li> <li>Advice, support &amp; consultation with partners / projects over access &amp; visitor management inc Ridgeway National Trail, Bucks Local Access Forum, National Trust Ashridge Estate.</li> </ul>	None identified	In progress (on track)

		<ul style="list-style-type: none"> <li>Contributed to launch of Chess Valley Walk &amp; future improvements (Sustrans access survey).</li> </ul>		
3.2 Health & Wellbeing / Green & Social Prescribing	Explore potential Support pilot initiatives	<ul style="list-style-type: none"> <li>Supported CCB projects (Mend the Gap - investigating Forest Bathing opportunities).</li> </ul>		In progress (on track)
3.3 Sustainable Tourism	Lead, develop & promote sustainable tourism initiatives	<ul style="list-style-type: none"> <li>Advised &amp; supported CCB projects &amp; partners.</li> <li>Partnership working with Chilterns Tourism Network &amp; Visit Bucks.</li> <li>Contributed to Visit Bucks tourism strategy &amp; Visit Oxfordshire tourism strategy.</li> </ul>		In progress (on track)
3.4 Local Business & Local Economy	Lead, advise & develop this area of work / Seek funding & new opportunities	<ul style="list-style-type: none"> <li>Delivery of Open for Business &amp; sustainable tourism.</li> <li>New businesses inc on our website &amp; tourism programmes.</li> </ul>		In progress (on track)
<b>Engagement Approach</b>				
3.5 EDI Engagement	Develop EDI engagement strategy & opportunities / Agree strategy & plan	<ul style="list-style-type: none"> <li>Contact made with several new EDI groups, supporting them &amp; promoting them.</li> <li>Supported Mend the Gap project on EDI.</li> </ul>	None identified	In progress (on track)
3.6 Partnership Engagement	Develop & nurture access, tourism & EDI partnerships	<ul style="list-style-type: none"> <li>Partnership engagement work continued throughout the quarter.</li> </ul>		In progress (on track)
3.14 Equality, Diversity & Inclusion Approach	Make EDI Ambition Statement public & visible Develop EDI Engagement Plan	<ul style="list-style-type: none"> <li>EDI training organised for staff / Board members.</li> <li>EDI Engagement Plan progressed &amp; draft Plan shared with staff.</li> </ul>		In progress (on track)

## Recommendation

**That the committee NOTES the progress made in Q1 along with the identified risks and issues**



- Item 11a Governance Review – next steps
- Author:** Matt Thomson, Head of Strategy & Planning
- Summary and purpose:** This paper sets out steps to further develop and implement the Governance Task and Finish Group's recommendations to review the Code of Governance and develop a scheme of delegation and enhance the strategic role of the Board and the operational role of Executive Committee. The Committee is recommended to request the TFG to further consider and oversee these next steps.

### **Background**

1. The work of the Governance Task and Finish Group (GTFG) was summarised by the Group's chair, John Nicholls, in a paper to the Board in December 2022 (item 8, minute 22/23.38(3)). Further substantive work on developing and implementing the Governance Review was put on hold, pending progress with wider related issues, notably Defra and Natural England's response to the proposals of the Glover Landscapes Review.
2. This paper proposes some steps that may now be taken in key areas to progress the GTFG's recommendations taking account of several developments.
3. The GTFG's membership is currently: John Nicholls (chair), Colin Courtney, Charles Hussey, Richard Newcombe, Hector Sants, and Adrian Watney, and formerly included Lynn Lloyd. Officer support is provided by the Head of Strategy & Planning and the Clerk/Deputy Monitoring Officer.

### **Delegation**

4. 'Delegation' refers to the means by which the Board's functions may be discharged by Committees, sub-Committees and officers. Committees and officers are only empowered to act on behalf of the Board if functions are formally delegated to them, either by statute or by a decision of the Board.
5. Currently, many matters of delegation are embedded within our statutory requirements (e.g. the CROW Act and our Establishment Order) and the Code of Governance (CofG), last reviewed in 2021. The GTFG and staff team have identified a number of areas in which delegation was not clear, including some conflicts.
6. This was highlighted with regard delegation to the Planning Committee and planning officers, and the GTFG worked with that Committee to identify a solution, included in the December 2022 Board paper. This now informs the operation of the planning function (but is not yet included in the CofG), and provides a basis on which to consider delegation matters more widely. The Clerk has also started analysis as part of her work on updating the documents that make up CCB's wider constitution (see item 13 of the Board meeting June 2023).
7. At this year's Annual General Meeting, the CofG was amended to allow future amendments of the CofG to be agreed at any meeting of the 'full' Board, enabling action to be taken in this regard more responsively.
8. Further analysis is needed to fully understand the statutory position on the delegation of the Board's functions, and gaps or internal conflicts in current

delegations to Committees or to officers. Further to an informal meeting on 31<sup>st</sup> May with the outgoing and incoming Board chairs and the chairs of the Governance and Vision TFGs, with officers, it was agreed that the chair of the GTFG should be invited to coordinate this analysis with officers, and subsequently Executive Committee could request that the GTFG develop recommendations for a new scheme of delegation.

### **Strategic Role of the Board**

9. The GTFG recommendation that the Board should be more strategic with Executive Committee having a more operational and decision-making role has started to be put into practice. Significant progress was made by codifying Executive Committee's role in developing, reviewing and monitoring the Budget and Business Plan. Further clarification of the Committee's role may be achieved through the review of delegation outlined above.
10. Empowering Executive Committee as a more responsive decision-making body of the full Board will address the Glover Review's concerns that Boards were too large for efficient decision-making, while retaining in the Board the experience, technical expertise, democratic accountability and geographical representation that could be lost by cutting its size to 10-12 people.
11. The GTFG had also recommended that the Board's strategic nature, and 'ownership' of the Management Plan by stakeholders, could be enhanced by opening up some strategic decision-making to a wider group of representatives in the form of a 'Board Advisory Group' (BAG) drawn from the Board's various partners. The Board had agreed that implementing this recommendation could be premature in advance of outcomes of the Glover Review, Natural England's 'Enhanced Management and Governance Arrangements' (EMAGA) project for the Chilterns AONB, and the AONB Extension.
12. Defra has not progressed far with responding to Glover, but the EMAGA and AONB Extension projects have increased understanding of our stakeholders. In addition, there is the statutory requirement to review the Management Plan, combined with the Board's aspiration to develop a new long-term vision for the AONB. All these provide the impetus to progress with engaging stakeholders in developing the BAG concept in more detail.
13. This approach aligns with early understandings of how protected landscape partnerships might evolve. The EMAGA project was intended to empower CCB to develop its own solutions to the Chilterns-specific issues identified by Glover, and provide thought leadership for the governance of other protected landscapes. However, there remain risks in progressing, as Defra might still choose to go down a completely different route.
14. Engaging with stakeholders fully to achieve the potential of the Board's ambition will be resource-intensive, and therefore expensive. However, there are also savings to be made by integrating the engagement necessary to review the Management Plan, deliver the AONB Extension, develop a new vision, etc. into one co-ordinated package. Hence, the achievement of this recommendation of the GTFG may be dependent upon securing additional resources, including those sought under item 11c of this meeting's agenda.
15. The Governance TFG would be well-placed to help identify which stakeholders should be engaged with the Board Advisory Group, and how, and to guide

officers on the coordination of the various 'parallel governance workstreams' that relate to this.

### **Recommendations**

- 1. That the Committee INVITES the chair of the Governance Task and Finish Group to work with officers to analyse requirements for, tensions between and gaps within matters relating to the discharge of the Board's functions by its Committees and Officers.**
- 2. That the Committee REQUESTS that the Governance Task and Finish Group considers the outcome of that analysis and develops recommendations for a scheme of delegation (or similar) to be approved as part of the Code of Governance by the Board.**
- 3. That the Committee REQUESTS that the Governance Task and Finish Group draws up recommendations for the potential membership of the 'Board Advisory Group' and for how partners could be engaged in that process.**
- 4. That the Committee INVITES Board members to volunteer to participate in the work of the Governance Task and Finish Group and AUTHORISES the TFG's Chair to call on the input of officers and co-opted members with appropriate skills and experience at the Group's discretion.**

Parallel Workstream	PW1: CCB Internal Governance Review	PW2: CCB Review of Chilterns AONB Management Plan	PW3: CCB 25-Year Vision project	PW4: NE AONB Extension	PW5: NE EMAGA	PW6: Defra/NE: wider post-Glover reforms	PW7: CCB Green Finance
Key milestones							
Aug 2023				Targeted engagement with TAG on assessed candidate areas.			
Oct 2023				Assess evidence and desirability of designation of candidate areas and revise proposals.			
Jan 2024		Earliest time at which we might know the new boundary of the AONB well enough to begin work on a MP for the new AONB.	Earliest time at which we might know the new boundary of the AONB well enough to begin work on a vision for the new AONB.	Proposed boundaries identified.			
Jul 2024		MP <u>review</u> to be completed (5 years from <u>publication</u> of current MP. or Publication of "one-page" vision, summary and objectives document (Benyon).	Earliest point a new AONB Vision could be useful - if taking the Benyon option.	Statutory public consultation on proposed boundaries. ("Spring/Summer")  Formal notice (consultation) on Variation Order. ("Summer/Autumn")			
Dec 2024		<u>Publication</u> of rolled-forward MP. (NB: estimate only - no statutory limitation on this.)		Submission of designation order to Sec of State. [No certainty of decision timescales after this point.]			
Jul 2025		Publication of new light-touch amended MP (Benyon).					
Dec 2025		Completion of <u>review</u> of new MP published in July. (Benyon).					

**Item 11c**      **Resourcing Key Workstreams: Supplemental paper from Planning Committee Chair in support of increased resourcing for CCB's planning function.**

**Author:**        Cllr Sue Rowland, Planning Committee Chair

**Summary:**      Planning Committee has recently discussed and noted its concerns that the current intensity of corporate strategic work and of demands on the Board's planning function requires additional resources in order to deliver agreed objectives. Planning Committee expressed a desire to share those concerns with the Executive Committee and the Board.

**Purpose:**        This paper expresses Planning Committee's concerns about capacity in our planning function and asks Executive Committee to note those concerns when considering the resourcing of key strategic workstreams.

**Background**

1. At its meeting of Wednesday 12<sup>th</sup> April 2023, the Planning Committee discussed the capacity of CCB's planning function – comprising the head of strategy and planning and part-time planning adviser – to deliver on planning objectives. The following issues were noted.
2. The head of strategy and planning's role is split between planning and wider corporate strategy activities. The latter of these had been unusually demanding recently with the combination of reduced capacity in the Senior Team and outcomes from the Glover Landscapes Review, including the AONB extension and enhanced management and governance arrangements projects. Balancing these with core planning activities (i.e. responding to planning and related consultations) has meant that the delivery of other objectives, including the Planning Committee 'Real-Time System' and updates to CCB's published planning guidance, have been delayed.
3. The intensity of work on corporate strategic activities is about to increase with the review of the AONB Management Plan, the review of our governance arrangements and the development with partners of a new long-term vision for the AONB. At the same time, the planning workload continues to intensify, with the application to expand London Luton Airport, and many of our host and neighbouring authorities starting work on new development plans.
4. While the planning adviser (who normally works up to three days a week) has some additional capacity, his expertise lies mainly within the field of development management (i.e. responding to planning and similar applications) and neighbourhood planning.
5. The Committee noted that the planning function is a vital element of CCB's work, and concluded that there was a need to pass on their concerns to the Executive Committee or the Board.

**Recommendation**

1. **That the Executive Committee NOTES the concerns of the Planning Committee about capacity and resources in the Board's planning function, and takes these into account when considering the CEO's proposals for resourcing key workstreams.**

<b>Item 14</b>	Beacons of the Past – End of Project Review
<b>Author:</b>	Wendy Morrison
<b>Summary and purpose:</b>	This paper is in response to a request from the Executive Committee to have an end of project update on the Beacons of the Past project

The Beacons of the Past Project ended on 31 October 2022, but the long-term benefits of the project are far ranging and there are lasting legacies that range from material (interpretation panels) to strategic (greater partnership working with national public bodies).

Below is a brief synopsis of the outcomes of the project and the legacies being carried forward. Headings relate to the NLHF (National Lottery Heritage Fund) deliverables as set out at the time of the grant award (2017).

**Complete a LiDAR (Light Detection and Ranging) survey for an area of approximately 1,000km<sup>2</sup> to produce digital, hill shaped, 3-D files of the data**

- 1440 km<sup>2</sup> were flown at the highest commercially viable resolution to produce the UK's largest bespoke archaeological survey.

**Initial archaeological assessment of the identified features and production of GIS maps**

- Initial assessment of a dataset in excess of 64 billion data points made it apparent that the wealth of data called for a Citizen Science approach. [A bespoke web app](#) (The Portal) was designed by the project team and commissioned to launch in 2019.
- Between Aug 2019 and June 2022, more than 12,000 volunteers joined from around the globe to create more than 18,000 records of features. ([see Legacy](#))

**Train community groups and volunteers in identification of archaeology in wooded areas, geophysics, field walking and measured surveys, archive and archive research, GIS and database management**

- Pre pandemic workshops and training events were held in person across a variety of tasks from topographic mapping to geophysical survey and GIS mapping.
- During the pandemic, much of this training went online and the web portal was highly successful in this period of lockdowns, allowing both engagement with the project and social interaction through the portal's chat forum and online 'Mapathon' events.

**Landscape Heritage Officer (LHO) and volunteers undertake walk-over 'ground truthing'**

- Ground truthing ran from late 2019 until national lockdowns, and briefly in the break between lockdowns.
- The LHO left the project in early 2021 but trained a cohort of National Trust volunteers at Ashridge who continue to work through the LiDAR identified features in ground truthing exercises.

**6-8 sites will have further archaeological investigation**

- Covid interrupted many plans for investigative work including fieldwalking and more geophysics. However, some works were still carried out to good effect, including:
  - Ivinghoe Beacon – geophysical survey
  - Desborough Castle – geophysical survey
  - Seven Ways Plain – two community excavations on associated features

- Seven Ways Plain - [one solo excavation](#) of ramparts by project manager
- Cholesbury Camp – geophysical survey

#### **Perform a study of Ivinghoe Beacon to better understand the impact of visitors and management of access**

- With the impact of visitors obvious on this site (Ivinghoe Beacon's (in)famous white scar), resources were focussed on supporting mitigation. Working with Historic England and the Monument Management Scheme, the project facilitated a (currently in progress) plan to change the route to the top of the Beacon, rehabilitate damaged paths and do long term maintenance and monitoring to ensure the better health of the site (both archaeologically and ecologically) in the face of heavy visitor traffic.

#### **Improve interpretation on the hillforts, to include apps and online materials, and physical interpretation on sites**

- 17 interpretative artistic reconstructions of sites commissioned.
- Interpretation panels designed for 15 sites, with QR links to webpages which have supplementary information and video tours.
- Custom Augmented Reality app created for Seven Ways Plain (Burnham Beeches).
- 80-pg booklet on hillforts of the Chilterns (in production – [see Legacy](#)).

#### **Deliver workshop to bring teachers and education professionals together to explore ideas for working with schools and pilot resources**

- In Mar 2019 a workshop of educators was held to co-produce a way forward to assist teachers meaningfully deliver the national curriculum mandate on local British prehistory. Two main things were identified – a need for reliable and easily located information (not teachers googling information and being unsure of its credibility) and support in how to deliver in the classroom (i.e. how to make prehistory as fun as the Romans).
- What followed was a plan to create an Online Learning Zone (OLZ) for teachers and to offer INSET-day training.

#### **Deliver a formal education programme including new downloadable resources and hands-on activities for primary schools**

- One of the victims of COVID-19, the OLZ planned and partially designed in the early stages of the programme was superseded by a host of sites which emerged in the need for UK education to 'go online'.
- INSET days occurred in a few schools between Nov 2019 and Feb 2020 and were very successful, but again, COVID changed the landscape for working in schools and the project did not revisit this in later 2021/22 as things were winding down ([see Legacy](#)).

#### **Provide Informal learning opportunities**

- Over the course of the project more than 3000 people were engaged with public talks and lectures, guided walks, Pop-up Prehistory heritage days, and online webinars.

#### **Deliver seminars, workshops and conferences**

- From the Cultural Heritage and New Technologies conference in Vienna (2019) to the Chiltern Champion online Conference (2020) in the pandemic, the Project participated in a range of conferences and workshops to highlight not only the work being done but also the potential for bringing cultural heritage to the wider landscape conservation table.
- A very well-received Farmers Webinar in collaboration with the Chalk Cherries and Chairs NLHF project to open conversations with farmers about heritage assets ([see Legacy](#)).

**Carry out conservation and enhancement works on sites**

- Scrub bashing undertaken on many of the hillforts.
- Construction of anti-biking hurdles on Pulpit Hill.
- Removing fly tipping with Chiltern Rangers / dangerous tree removal at Desborough Castle.
- Scrub maintenance with Chiltern Society and dangerous tree removal to bring Cholesbury Camp into condition to be removed from Historic England's *At Risk* register.

**Work with local authorities, constabularies and Historic England to address heritage crime and establish Heritage Watch schemes**

- Only deliverable that was entirely scrapped from 2020 onwards, with full consent of NLHF. Although early on there were plans to develop a Heritage Crime reporting app, along the lines of that used in Kent, pandemic forced constabularies to focus on different priorities, and the deliverable was seen to be a bridge too far. It is intended to be revisited in the future ([see Legacy](#)).

**Legacy**

Project legacy is multi-stranded. Perhaps the greatest achievement is the proof of concept that archaeology and heritage require a permanent presence in CCB's core team. The establishment of the Heritage & Archaeology Manager (HAM) post is a first in any AONB and will hopefully serve as a model for others.

**LiDAR data availability**

- The Portal will remain operational until Dec 2027
- Raw data is held by CCB and available on request for non-commercial use

**Information accessibility**

- Bespoke pages linked to individual hillforts on CCB website (these are WIP and dynamic)
- Hillfort booklet will be a 1000 print run with a copy given to every school in AONB environs – a second run will be available for general sale in 2024.
- Eight [Video hillfort tours](#) will be hosted on the CCB YouTube in addition to being linked to their panels

**Strengthened relationships with HERs, Historic England (HE), Natural England (NE) and Forestry Commission (FC)**

- Collaborative working with NE, HE, and FC on the management of nationally significant site at Ravensburgh Castle near Barton le Clay.

**Chilterns Heritage & Archaeology Partnership**

- Will build on relationships formed with farmers and local groups to offer advice.
- Will deliver projects with partners and volunteers funded through a variety of sources (Farming in Protected Landscapes / Smarter Water Catchment etc)
- Will offer INSET day training to schools
- Will conduct Pop-up Prehistory events around the Chilterns
- Will re-open conversations around a Chilterns Heritage Watch scheme



**Not Bourne Yesterday**

- Building on the LiDAR data and the lessons learned from BotP, a £3m proposal to NLHF for a suite of 12 projects in a landscape scale programme to look at past, present and future of chalk streams in the Chilterns is being developed

**Key Statistics**

- 1,440 km<sup>2</sup> flown in LiDAR ( highest resolution)
- 18,000 citizen science records created
- 7,200+ review records created
- 479 significant sites sent to Historic Environment Records
- 2,000+ hours spent by volunteers
- More than 40 people trained up into highly competent LiDAR analysts
- 1 New Hillfort discovered!
- 1 Feature on BBC's Countryfile (resulting in the portal crashing twice from new users registering to volunteer!)
- 1 series of daily videos allowing viewers to discover what happens at an archaeological dig
- Minimum of 10 separate news articles in local and national media including The Daily Telegraph, BBC and radio interviews with BBC Three Counties
- 1 "Highly Commended" Award for the Buckinghamshire Archaeological Society's Joan Elding Prize.
- 5 GIS workshops (in person) to 76 people.
- 12 "Intro to LiDAR" events to 125 individuals in person, and 2 to 23 people online
- 6 "Improving interpretation" workshops to 69 people, all remote
- 9 "Review Portal" training sessions to 75 individuals (first two in person)
- 3 management plans created and delivered
- 25 mapathons to 241 attendees (first 3 in person, rest online).
- 6 LiDAR sessions to 72 NT volunteers (all in person).
- 7 sessions with SOAG with 78 attendees (all remote).
- 77 public talks – over 2900 attendees
- 25 guided walks
- 8 'Pop-up' Prehistory events to over 1000 attendees

**Recommendations**

**That the Committee NOTES the outcomes and legacy of the Beacons of the Past project**