



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 9<sup>th</sup> May 2023 at 10.00am**

**Meeting Room at Chilterns Conservation Board, 90 Station Road, Chinnor, OX39 4HA  
and by remote video conferencing Chinnor, OX39 4DH**

The session will be open from 9.45am

**Agenda**

1. Apologies
2. Declaration of Interest
3. Notice of urgent business
4. Minutes of the previous meeting (14.02.23)
5. Matters Arising
6. Marlow Film Studios
7. Public Questions
8. Chair's update
9. Chief Executive's update
  - HR Strategy update
10. Business Plan 2023-24
11. Finance and Budget report
12. Head of Operations' update
  - Mend the Gap
13. Governance & Policies
14. EDI update
15. Urgent Business
16. Agenda items for 13 June Board meeting and AGM

## 17. Time and date of next meeting

**2023 meeting dates:**

<b>Board meetings</b>	<b>Executive Committee</b>	<b>Planning Committee</b>
13 <sup>th</sup> June 2023 plus AGM	9 <sup>th</sup> May 2023	12 <sup>th</sup> April 2023
12 <sup>th</sup> September 2023	11 <sup>th</sup> July 2023	26 <sup>th</sup> July 2023
12 <sup>th</sup> December 2023	14 <sup>th</sup> November 2023	18 <sup>th</sup> October 2023
<i>Location TBC</i>	<i>Location Chinnor</i>	<i>Location Chinnor</i>

Elaine King, CEO



**MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE of the Chilterns  
Conservation Board HELD ON Tuesday 14<sup>th</sup> February 2023 at the CCB offices, The  
Lodge, 90 Station Road, Chinnor OX39 4HA commencing at 10.00 am**

Present:

Cllr Charles Hussey	Board Member
Cllr Lynn Lloyd	Board Member
Paul Mains	Board Member-Chair
Cllr Richard Newcombe	Board Member
John Nicholls	Board Member- Deputy Chair

In attendance:

Deirdre Hansen	Clerk to the Board
Carol Hatcliff	HR Advisor – for part of the meeting
Graham Hurst	Finance Officer
Elaine King	Chief Executive Officer
Matt Thomson	Head of Strategy and Planning

**22/23 15. Apologies for absence.**

Apologies for absence were received and accepted from the following Board members: Cllr John Griffin, Cllr Sue Rowland and \*Cllr Sir Hector Sants.

*(Those \* observed the meeting online)*

**22/23.16. Declarations of interest**

None.

**22/23.17 Notice of Urgent Business**

None

**22/23.18 Minutes of the previous meeting 01/11/22**

The minutes of the meeting 01/11/22 were approved as a true record and signed by the Chair.

**22/23.19 Matters Arising**

No items not included in the agenda.

**22/23.20 Chair's update**

1. The Chair reported that responses have been received from most Local Authorities (LAs) on the letters sent out by the CEO in January. An annual letter to the LAs who are legally members of our Board would be useful reminder.
2. He proposed a follow up with an annual forum with all LA's Chairs, Chief Executives and Leaders of Councils plus some board members to brief LAs on the CCB's plans. It was suggested end June/early July, after May elections, might be a suitable time. CEO to investigate suitable date and location.
3. Planning Committee: Cllr Sue Rowland, Chair Planning Committee has recruited Board Member, Cllr Jon Tankard on to the Planning Committee. She will ask Cllr Sally Symington to join the Planning Committee too. These two will fill the vacancies on the Planning Committee.
4. Defra has advertised the two Secretary of State vacancies on the Board. The dates for sifting of applications and interviews have been agreed.
5. He has spent time with the CEO on Budgets, HR Strategy and Business Planning. The CCB needs to improve its timetable for Business Plan preparation. He also had discussions with the Head of Strategy and Planning. All items are on the agenda for discussion.
6. Boundary review: He is still a member of Natural England's Management Advisory Group. He has also spoken with a group from Burnham Beeches who are keen to get involved with the Boundary Review.
7. There is work to be completed on Policies and procedure with the Clerk, and with the Senior Administration Officer on Teams and access to files for Board Members.

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

**22/23.21 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 CCB has gone out to recruit for three positions: Head of Landscape, Head of Operations and Executive Assistant, recruitment closed 13/02/23. Shortlists are being prepared for interviews.
2. Recruitment for the two Secretary of State upcoming vacancies closes 20/02/23. The CEO has had conversations with a few interested parties. The Clerk has also been contacted by several people interested in the vacancies. The CCB is particularly interested in applications from farmers and academics, alongside ensuring greater diversity on the Board.
3. Mend the Gap: Hedges are going in the ground this week. The Project Support Officer, Fran Crowther, has done a very good job in overseeing the programme. The new Programme Manager, Ruth Staples-Rolfe, joins the team 27/02/23. It was noted that the Board should continue to have visibility of the project.
4. Defra has confirmed that the Farming in Protected Landscape programme (FiPL) will receive a guaranteed 4<sup>th</sup> year funding and the FiPL Officer, Gareth Clay, has issued his report to Defra.
5. Green Finance: Consultants have carried out research to explore potential projects suitable to attract corporate and private investment.
6. EDI: good progress is being made. A draft Strategy and Vision Statement have been drafted.

Members had some questions:

- a. Will the legacy of "Beacons of the Past" be outward facing, especially enabling volunteers to see the outcomes? A website is being build that will be a long-term legacy of the project.
- b. Chalkscapes update: The CEO reported that consultants have finalised their report for the Development phase. The National Lottery Heritage Fund (NLHF) and its advisors are pleased with the report. The Project Support Officer, Fran Crowther, will assist on the next stages. The

CEO has agreed with the NLHF that we apply for a number of smaller projects rather than one large one.

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

**22/23.22 Finance Report**

The Finance Officer, Graham Hurst, reported on the Core and Project activities for the year ending 31<sup>st</sup> December 2022.

**Finance:**

1. Core income for the period was £849,156, including the full annual Defra grant. This is higher than anticipated due to receipt of the Defra Access grant £226,959. This grant does not contribute to Core costs and must be spent by 31<sup>st</sup> March 2023 on approved Access projects, with any unspent balance being returned to Defra.
2. Core expenditure for the period was £567,845 which is higher than budgeted. This is due to payroll costs being higher than budgeted and Defra Access grant expenditure to date of £68,077.
3. Core activities generated a £281,297 surplus, which includes the Defra annual payment and the Access payments in advance of £333,263. Overall, for the nine months there is a deficit of approximately £25,000. The outturn for the year 2022/23 is expected to be breakeven.
4. Project income received for the period was £677,571 of which £368,130 was from the Chess Smarter Water Catchment Project, funded by Thames Water, and £67,354 from Chalk, Cherries and Chairs.
5. Project expenditure was £1,195,693 resulting in a cash shortfall of £518,121 which has been met from CCB reserves. The Chalk, Cherries & Chairs project is still not up to date with its claims and is temporarily being funded by the Board by £373,780.
6. The Finance Officer (S151 Officer) Graham Hurst explained the complexities of CCB funding. Although the first nine months show a deficit, expenditure has been upfront. For the full year to 31<sup>st</sup> March, we expect to breakeven. Defra and most Local Authority funding is received in advance, which then can show a surplus of income over expenditure earlier in the year. Project funding generally is claimed after the expenditure has been made. This can then show as an overspend, but once the claims have been made there is a breakeven or maybe an underspend.
7. Although for the nine months of this year we are showing a loss, once the claims have been made and received, we will be again at a breakeven point.
8. There are concerns with projects, in particular with Chalk Cherries and Chairs. Financial claims cannot be submitted until the Project Manager has submitted his report. The CEO has given previous instruction in this regard. Members discussed the problem which presented unacceptable risk to finances and reputation. The CEO will continue to chase for the report to be submitted and ensure all files are accessible on the CCB main server.
9. It was noted that the NLHF funded Beacons of the Past project has been completed successfully and will soon be in surplus once final claims have been received.

**Audit Report:**

The external audit report was issued 12 December 2022. It states that there are no matters that give them cause for concern. The report has been published on the CCB website.

The Chair thanked the Finance Officer.

**1. The Committee NOTED the CCB Financial Position on 31<sup>st</sup> December 2022.**

**22/23.23 Budget Report 2023/24**

The Finance Officer, Graham Hurst, presented a draft deficit budget 2023/24 for discussion.

He noted that it had been a difficult budget to generate, with 80% of expenditure is on salaries and not enough income is visible yet.

- a. 80% of Core funding comes from Defra. Local Authorities should contribute the further 20%. Not all LAs contribute the full amount they should contribute. As mentioned before, there is a fixed formula for LA contributions.
- b. Defra Access Funding can only be used for capital projects and does not contribute to core expenditure.
- c. NHLF projects do not contribute to Core costs either. Other funders do.
- d. A consultancy specialising in Green Finance has been commissioned to advise of potential funders and the type of projects in the Chilterns AONB that they may fund.
- e. Since the agenda papers were published, several potential new funders have come in sight. As well as further recharging project costs for Core costs.
- f. There is new income expected, but until it has been agreed it can't be spent. This has made the Finance Officer and CEO more confident of the budget including postponing several planned expenses for 2023/24. He expects to be able to provide a more complete budget for the March Board meeting.

There was discussion on the recruitment of new permanent staff and the three project staff now appointed as permanent staff.

*11.00 The HR Advisor joined the meeting, and this discussion was adjourned.*

**22/23.24 HR Strategy**

The HR Advisor, Carol Hatcliff, had put before the Committee a draft HR Strategy and a proposed Implementation Plan for discussion and approval.

The HR Advisory Group (HRAG), the Chair Paul Mainds, the Vice-Chair John Nicholls, the CEO Elaine King and the HR Advisor Carol Hatcliff had met in December 2022 and discussed and developed the draft HR Strategy.

There had been complex HR issues to manage in the last 12 months and now is a good opportunity to move forward.

The proposed HR Strategy intends to support compliance and effective management of employees, which in turn support a positive working environment, develops skills and delivers the desired outcome.

The HR Strategy was in principle agreed. A timetable for implementing the HR Strategy was presented and discussed. Some amendments were suggested.

The Chairman notified the meeting that he with assistance of the HR Advisor intends to put forward abbreviated Terms of Reference for the HRAG. He will circulate them to the Committee before taking them to the Board.

Carol Hatcliff was thanked for her work and left the meeting.

**1. The Committee APPROVED the HR Strategy.**

**2. The Committee APPROVED the Implementation Plan for the HR Strategy once some amendments had been made.**

*The Committee returned to 22/23.23 Budget Report 2023/24*

It was noted that the CCB must produce a budget, but this is not required to be a balanced budget.

Although the CEO and Finance Officer are looking to the years ahead, this might not be clear. It would be beneficial to make that clear and explicit to the Board. They were asked to look at the draft budget and present a more balanced budget to the next Board meeting.

The Committee were not comfortable with the Development Reserve being earmarked to fund staff costs in 2023/24. The reserves policy had been agreed to be recommended to the Board at the Committee's meeting of the 1<sup>st</sup> November. It had been agreed that the Development Reserve to be earmarked for the continued development of activities not financed from core funding. This wording is open to interpretation. The CEO explained that the intention was to use a small amount of funds for one post as an interim measure for the coming financial year, with the role being self-funded in future.

It was suggested that the Board should look at the reserves policy for all reserves at the next Board meeting.

- 1. The Committee DID NOT AGREE to put the proposed budget to the Board in March.**
- 2. The Committee ASKED the CEO and the Finance Officer to review and rework the proposed budget for presentation to the Board in March as a more balanced budget.**

**2022/23.25 CCB Business Plan- a new approach to preparation, reporting and review.**

The Head of Strategy and Planning, Matt Thomson, presented a report proposing a new approach for the preparation, reporting and review of the CCB's annual Business Plan.

The Business Plan needs more visibility about how it fits in with the Management Plan, the CCB's Statutory Duties and purposes, projects and ultimately staffs' objectives. Allowing all parties to position what they are doing along this golden thread.

The Business Plan is a key aspect of the evidence the CCB submits to Defra as part of our claim for the core grant.

The Business Plan should be used to monitor progress against objectives, reporting to the Board and reviewing any adjustments to the Plan. It should be linked to the budget setting process timetable for preparation and reporting to the Executive Committee for ultimate approval by the Board.

It is proposed that the Executive Committee is delegated the authority by the Board to oversee the development of the Business Plan alongside the Budget. Reviewing and monitoring of the Business Plan will be a regular key priority for the Executive Committee.

A proposed timetable, starting in September the preceding year, was discussed, and approved. It was noted that the process for 2023/24 would be a hybrid process as we are now in February.

The Committee discussed the proposals and recommended them for approval to the Board.

The CEO, Elaine King, and the Head of Strategy and Planning, Matt Thomson, were thanked for their work.

- 1. The Committee DISCUSSED the proposals and RECOMMENDED them for approval to the Board.**

#### **22/23.26 Business Plan 2023-24**

The Head of Strategy and Planning, Matt Thomson, presented a paper setting out the key priorities for the 2023-24 Business plan.

The Business Plan guides the work of the CCB and its staff for that year. It also is the main document submitted to Defra as part of the claim for our Core grant.

The main strategy for the Business Plan 2023-24 is to roll forward the priorities and objectives of the 2022-23 Business Plan. The strategic priorities, objectives and activities remain relevant for 2023-24. Those Strategic Priorities are:

- Organising for the Future,
- Deliver Existing Commitments,
- Leadership and Influence.

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

#### **22/23.27 Constitution Review.**

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

The question was raised if we should include our arrangement with our sponsors in the constitution. Clerk to speak to Cllr Sir Hector Sants about this.

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

#### **22/23.28 Risk Register**

The CEO, Elaine King, presented the Risk Register for review. The Committee was asked to review the updated Risk Register and send any comments to the CEO by the end of February.

Clerk to remind members.

- 1. The Committee to REVIEW the Risk Register and SEND any comments to the CEO.**

#### **22/23.29 Mend the Gap**

The CEO, Elaine King, informed the Committee that the new Programme Manager will start 27<sup>th</sup> February 2023. The Project Support Officer, Fran Crowther, has done a very good job at kept the project moving. Once the new Programme Manager has started the work will pick up a pace.



Board Member John Nicholls, Vice-Chair and Cllr John Griffin have been supporting the project. Cllr Lynn Lloyd has volunteered to assist the project as well.

**1. The Committee NOTED the update.**

**22/23.30 Update on Chilterns Access Projects**

The Head of Engagement and Partnerships had presented a report on the Defra Access funding, how year 1 (2022/23) funds have been allocated, promotional opportunities and the next steps.

**1. The Committee NOTED the update.**

**22/23.31 Urgent Business**

1. The question was asked how Board Members can get together and be updated on the staff's activities? Committee Members were asked to consider this request.
2. Cllr Lynn Lloyd notified the meeting that she will not be standing for re-election of her council seat on South Oxfordshire District Council in May.

**22/23.32 Next meeting: 9<sup>th</sup> May 2023- at the CCB offices in Chinnor.**

Future meetings: 11<sup>th</sup> July 2023, and 14<sup>th</sup> November 2023.

The Chairman.....

Date.....





**Chilterns Conservation Board**

**Outline Business Plan 2023–2024**

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## 1.0 INTRODUCTION

The Chilterns Conservation Board (CCB) is an independent body established by Parliamentary Order in July 2004, and has 27 members, all drawn from local communities.

The Board's statutory role is to promote the conservation, enhancement, understanding and enjoyment of the special qualities of the Chilterns AONB, while fostering the social and economic well-being of the area's communities.

The Board has a duty to prepare and publish, in partnership with interested parties, a Management Plan for the AONB, and to promote its implementation by stakeholders, including local authorities, government agencies, community groups and landowners.

While the Management Plan is a plan for the Chilterns AONB as a whole which relies on the full range of stakeholders for its implementation, the Business Plan focuses on CCB as an organisation and on its own activities to both deliver and support others with the delivery of the Management Plan.

### Our Aspiration

CCB's aspiration is to drive and facilitate delivery of positive impacts for the Chilterns AONB, consistent with the vision, policies and actions set out in the Chilterns AONB Management Plan.

We will achieve this aspiration by:

1. **Leading the development of a longer-term vision** for the future of the Chilterns AONB that is shared by our key partners and stakeholders, and which encourages organisations and individuals to participate in its achievement.
2. Being **innovative and ambitious**, and inspiring people to care for the Chilterns through our knowledge and enthusiasm.
3. Taking a **collaborative approach** that builds trust internally, with local partners and stakeholders, and at the national level.
4. Providing a **high-quality working environment** with a motivated, healthy and effective team of staff and volunteers.

### CCB's External Context

The key external factors that determined the Strategic Priorities for our Business Plan for 2022-23 continue to apply:

- How and when the Government decides to implement the Glover Landscapes Review.
- The outcomes of Natural England's designations programme.
- Changes to government legislation and policy, e.g. potential planning policy reforms and roll out of agriculture schemes.
- Poor understanding of and support for AONBs across wider government.
- The strength and quality of partner/stakeholder relationships.
- Political decisions impacting on our future including funding arrangements.
- Further impacts of the Covid pandemic.

Many of the factors above are unpredictable, in both outcomes and timescales, and so the CCB will conduct regular horizon scans and reviews of the analyses to inform our work on an ongoing basis.

### **Approach to this year's Business Plan**

We set an ambitious programme of activities in our Business Plan for 2022-23, and recognised that many elements of this programme would take more than a single year to deliver. The Strategic Priorities that we set then, in response to the analysis of our internal and external context as well as the aims of the Management Plan, have proved to be robust. Our new Business Plan for 2023-24 therefore takes the Priorities and work programme and rolls them forward into the new year.

However, we have ambitious thoughts on improving how we prepare, report on, and review the Business Plan in future years, and this iteration of the Plan reflects these by including some presentational and organisational changes helping to move towards those improvements. Key aspects of these changes are that the Business Plan:

- Demonstrates and facilitates a Golden Thread (*see annex 1*). The Golden Thread connects 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 also be evident in quarterly/annual reporting at all levels, and explicitly linked to the Budget including in: (a) the core CCB budget for ongoing activities and overheads, (b) individual approved project budgets, and (c) proposals and projects under development, including fundraising.
- Articulates the Board's Strategic Priorities. The Board sets Strategic Priorities for action: reviewed annually, but potentially having a longer timescale. Priorities are 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.
- Sets 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.
- Accounts for how the organisation may consider and accommodate new areas of work and opportunities.

## **2.0 STRATEGIC PRIORITIES**

CCB's Strategic Priorities are set by the Board to help focus activities for the year ahead. Individual Priorities may apply for a number of years, and are reviewed annually. Consistently with rolling forward the work programme from our Business Plan for 2022/23, the Strategic Priorities for this Plan represent a gentle evolution on the previous year.

Our Strategic Priorities for 2023/24 are:

- SP1. Building organisational resilience**
- SP2. Delivering the workstreams to which we are committed**
- SP3. Providing leadership and securing influence**

### **SP1: BUILDING ORGANISATIONAL RESILIENCE**

The CCB has grown rapidly since its establishment. In 2005 it had eight staff, an annual income of £270,000, and no external funding. Now, it is one of the largest AONB teams with 26 staff and an annual income of £1.1m, which includes 11 members of staff working on externally funded projects to a total annual value of £425,000.

The increase in income and staff means that CCB is delivering more impact for the Chilterns AONB, but some operational elements of the organisation have not kept pace with this growth, and we now need to review, update, create and make visible policies and procedures that better support the organisation that the CCB has become.

In addition to the growth of the staff team, we also need to ensure the CCB is equipped to operate both flexibly and effectively in a fast-paced environment that has a high degree of uncertainty.

#### **Golden Thread:**

- **Statutory:** to put CCB in the best position to deliver its purposes and powers defined by s.87 of the CRoW Act 2000 and under its Establishment Order.
- **Management Plan:** to secure in perpetuity the 13 prerequisites identified as being necessary for delivery set out on p.86 of the Management Plan.

### **SP2: DELIVERING THE WORKSTREAMS TO WHICH WE ARE COMMITTED**

This strategic priority is set in the recognition that the CCB has a large number of key workstreams that it is committed to deliver. Most of these workstreams are time-limited projects that are externally funded and/or delivered in partnership, with well-defined programmes and clear objectives. It is neither desirable nor expedient to alter them.

Given the many uncertainties of our external environment, and our aspiration to be innovative and ambitious, we need the ability to anticipate, respond to and build on opportunities that enables the CCB to maximise its impact and deliver transformational change. This may involve initiating new areas of work or developing and scaling up existing activities. The latter is particularly important where we want to continue to build on and expand existing workstreams and projects.

In both cases, it will be vital to establish a set of criteria by which work will be prioritised and assessed. More detail on these criteria is set out at section 6.4 below.

#### **Golden Thread:**

- **Statutory:** to deliver its purposes and powers defined by s.87 of the CRoW Act 2000.
- **Management Plan:** to deliver those aspects of the Management Plan that are best delivered by the CCB itself, or the CCB working in partnership with others.
- Each workstream or project will specify the key aspects of CCB's duties and/or the Management Plan objectives it is intended to deliver.

### **SP3: PROVIDING LEADERSHIP AND SECURING INFLUENCE**

The CCB has the aspiration and ability to provide leadership and influence for the benefit of the Chilterns AONB, the CCB, the network of protected landscapes the wider environment. This includes providing thought-leadership and challenge, facilitating and convening, and showcasing innovation through practical delivery.

#### **Golden Thread:**

- **Statutory:** to deliver its purposes and powers defined by s.87 of the CRoW Act 2000.
- **Management Plan:** to deliver, or seek the delivery of, those aspects of the Management Plan that are best delivered by the CCB itself, or the CCB working in partnership with others.
- Each workstream or project will specify the key aspects of CCB's duties and/or the Management Plan objectives it is intended to deliver.

### 3.0 REVIEW OF 2022-23

- This section is set out in a separate document – Business Plan Review of 2022-23.

### 4.0 DELIVERY PLAN 2023-24

- This section is set out in a separate document – Delivery Plan for 2023-24.

### 5.0 LOOKING AHEAD: 2024-27

- This section will flow from the Delivery Plan for 2023-24 and set out the work that will continue beyond 2023-24.

### 6.0 ASSESSING PROPOSALS FOR NEW WORK

When assessing proposals for work, CCB applies a set of criteria by which work will be prioritised and assessed. These criteria are applied both to work that is to be programmed through the Business Plan, and incidental or unscheduled new projects that arise during the year. The criteria are set out below. Inevitably, any new or expanded work may result in a need to de-prioritise existing programmed activities. Any decision to take on new work that might displace existing programmed activities will have regard to (but may not necessarily be determined wholly by) a comparison between how different workstreams meet these criteria, in the context of a parallel assessment of the relative urgency of those workstreams.

#### Critical criterion which must be met:

1. The work must either:
  - a) demonstrably lead to the **achievement of CCB's statutory purposes and duties** (this may be satisfied with reference to the delivery of objectives of the Management Plan), or
  - b) result in a clear **improvement to our operational ability** to achieve our statutory purposes/duties (e.g. by addressing one or more of the prerequisites for deliver set out on p.86 of the Management Plan).

#### Additional assessment criteria:

2. The project is consistent with the achievement of CCB's current Strategic Priorities.
3. There is an external requirement to deliver, e.g. an externally funded project or to deliver a Defra, Natural England or other relevant government objective.
4. We have the people (capacity), including within core staff for the administration of project overheads, etc.
5. We have the money (resources), including for project overheads that might need to be absorbed by CCB's core function.
6. We are best placed to do the work (rather than others, e.g. our partners).
7. It is essential for delivering impact at scale.

8. It is core to creating a foundation for organisational resilience.
9. There is significant risk of not doing the work, including a reputational risk, whether to CCB or to the concept of AONBs generally.

## **7.0 IMPLEMENTATION AND MONITORING**

This Business Plan includes a statement of Strategic Priorities, a review of progress with the previous Business Plan, a strategic forward look, and a broad Delivery Plan for the current year of CCB's activities. The Delivery Plan is supported by more detailed project plans that apply to most of our existing and programmed workstreams, as well as a variety of team plans and individual objectives. Each project or team plan has its own implementation and monitoring arrangements, and individual officers' objectives are supported and monitored through Performance Development and Review procedures.

For internal, operational purposes, the Key Performance Indicators (KPIs) for the Business Plan are the achievement of the milestones or delivery of outputs outlined in the Plan, on time and within budget.

When reporting on quarterly progress with the Business Plan to Executive Committee, and annually to the Board, indications will be given as to whether delivery of the Business Plan is having the anticipated wider impacts. Where individual projects or workstreams have defined their own KPIs, which is usually the case for our externally funded projects, those KPIs will be referred for this purpose.

It must always be recognised that:

- a) much of CCB's operational work may only have discernible impacts after years of sustained effort, and
- b) it can be difficult to ascribe wider impacts directly to CCB's activities given the complexity of the environment and the multiplicity of actors operating in that environment.

Leading on the design and delivery of the monitoring and reporting infrastructure will be a key role for the new Head of Operations.

There are two related and parallel sets of indicators that will be recorded alongside reporting on the delivery of the Business Plan, discussed below.

### **7.1 Defra KPIs**

All AONB partnerships and Conservation Boards report annually to Defra on a number of KPIs designed to demonstrate to Defra and other partners the range and value of work they deliver.

Inevitably, the KPIs cannot capture all the work carried out by AONB teams and the framework therefore provides an indicative snapshot. To ensure consistency of reporting, each of the six indicators has its own metric, each of which comprises two to seven measurements.

The six indicators are as follows:

1. Caring for natural beauty
2. Caring for heritage
3. Engaging with people
4. Power to convene



5. Sustainable development
6. Value for money

Through its 25 Year Environment Plan, the government has committed to bringing forward a comprehensive set of [Outcome Indicators](#)<sup>1</sup> under 11 themes, with 6-8 or so indicator sets under each theme. One of the themes is entitled “Natural Beauty and Engagement”, and it is likely that there will be indicators of relevance to us under other themes, including “Air”, “Water”, “Wildlife”, “Natural Resources”, etc. The indicators are currently being developed (some have been agreed), and the CCB is actively contributing to Defra workshops on each of the themes. It is reasonable to assume that these indicators will replace the Defra KPIs in due course.

## **7.2 Management Plan Indicators**

The Management Plan presents a set of ‘Core Monitoring Indicators’ and ‘Theme Indicators’ on pp.88-89, and notes on p.87 that gathering evidence to inform the monitoring of indicators under previous iterations of the Plan had been “an ongoing challenge”; for example work has required a consistency of approach and a commitment to gathering the relevant data across all our partners, including local authorities, government agencies, etc., which it has not proved possible to achieve. This situation continues, even with the simplified set of indicators developed in response to that challenge.

The emerging new Outcome Indicators under the 25 Year Environment Plan may help to resolve the unsatisfactory situation with monitoring CCB’s impacts and the wider impacts of delivering the Management Plan, since it will be a requirement for public bodies to contribute to the collection of data, rather than an agreement between hard-pressed partners, as is the current situation. We look forward to this improved context for monitoring the conservation and enhancement of the special qualities of the Chilterns AONB, and the wider environment.

## **8.0 Development of annual Business Plans**

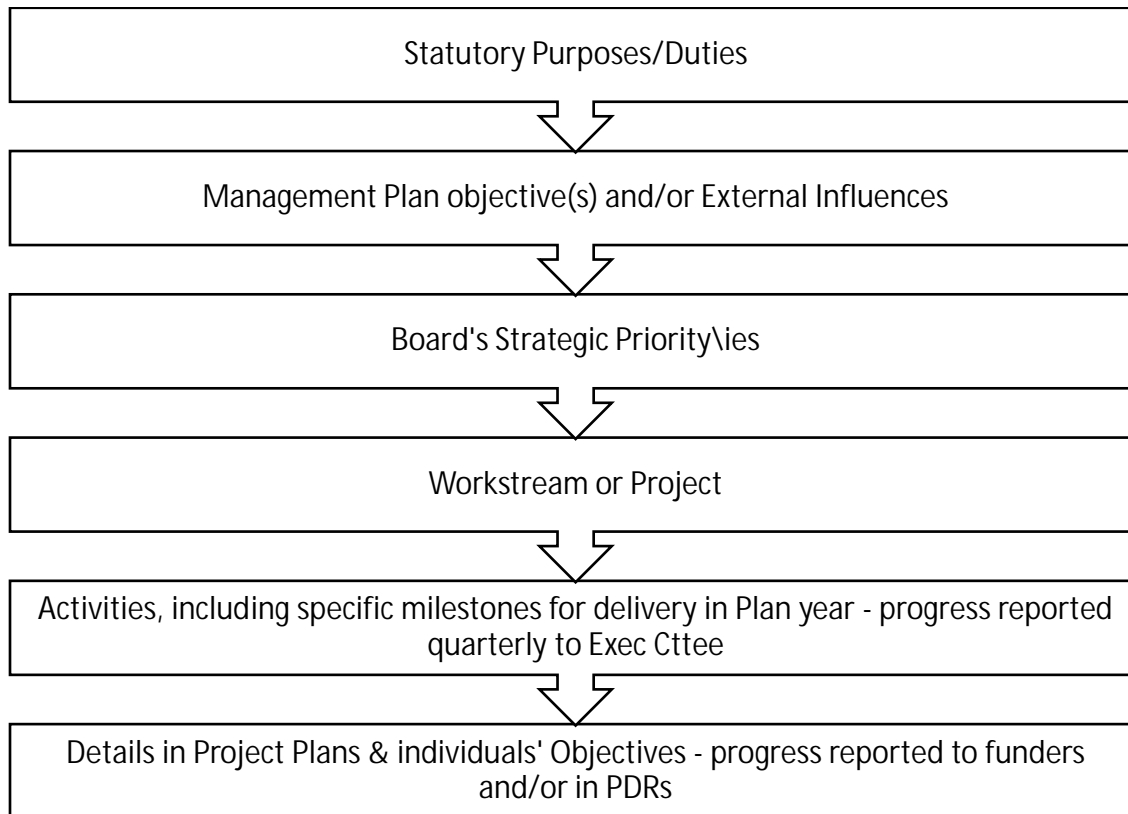
Annex 2 comprises the process by which Business Plans will be developed each year, as agreed at the Board meeting on 14 March 2023.

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<sup>1</sup> Outcome Indicator Framework for the 25 Year Environment Plan: <https://oifdata.defra.gov.uk/>

## ANNEX 1: Stitching the Golden Thread: essential actions to support future iterations of the Business Plan

### The Golden Thread



### Purposes and Duties mapping:

- All activities in the Business Plan should be mapped onto one or more of CCB's statutory purposes and duties, which may be characterised as:
  - a) Conserving natural beauty
  - b) Enhancing natural beauty
  - c) Increasing the understanding of the area's special qualities
  - d) Increasing the enjoyment of the area's special qualities
  - e) Foster the economic well-being of communities within the AONB
  - f) Foster the social well-being of communities within the AONB
- Noting that:
  - Greater weight is to be attached to (a) and/or (b) if there is a conflict with (c) and/or (d). Hence, CCB should not plan for activities intended to increase the understanding and enjoyment of the special qualities of the AONB that do not also conserve and/or enhance the area's natural beauty.
  - The duties in both (e) and (f) do not stand alone, but are only to be considered as part of activities under (a)-(d), and may be achieved through co-operation with others, such as local authorities, who do have a standalone duty to promote the social and economic well-being of communities. Hence, CCB should not plan for activities that foster the social and/or economic well-being of communities unless these are part of an activity that promotes the conservation, enhancement, understanding and/or enjoyment of the AONB.

**Management Plan mapping:**

- Identify which Management Plan objectives, policies and p.86 prerequisites are (a) entirely intended for CCB to deliver; (b) intended for CCB to deliver jointly or severally with other stakeholders; and (c) intended for other stakeholders to deliver, without necessarily having direct support or input from CCB.
- Identify which activities in the Business Plan
- Identify which stakeholders or groups of stakeholders are intended to deliver (b) and (c) and how.

**Management Plan internal consistency:**

- Compare all of the Plan's objectives and policies to identify those that reinforce each other, and those that might conflict.
- This is probably more important for the Management Plan review, but could inform actions in the Business Plan, e.g. addressing key tensions.

**ANNEX 2: Process for developing and agreeing the Business Plan**

(Note that this has not been 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"> <li>• Undertake a review of progress on those parts of the AONB Management Plan that are – or could be – CCB's responsibility to deliver;</li> <li>• Develop recommendations for Strategic Priorities for the next Business Plan (which may roll forward existing Priorities) and other significant workstreams (new or existing);</li> <li>• Identify budget, fundraising and/or business development implications.</li> </ul>
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).

## Business Plan 2023-24: Section 3- review of 2022-23

Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP1 Organising for the Future	People: Supporting Staff	Elaine King	<ul style="list-style-type: none"> <li>• A new CCB HR Strategy has been developed (approved by Exec Committee Feb 23).</li> <li>• A new HR Strategy Implementation Plan (also approved by the Exec Committee in Feb 23) comprises a timetable of activities in 2023/24 including an updated employee handbook and HR policies, clear recruitment and onboarding processes, streamlined performance management/review procedures, training for line managers and a staff survey which will include a focus on health and wellbeing.</li> <li>• Project legacy will improve through recruitment of a Head of Operations (Feb/March 2023).</li> <li>• Training and development opportunities are provided to staff, with the budget being maintained into 2023/24.</li> <li>• The administrative support required to deliver the CCB's functions continues to be kept under review.</li> </ul>	G	Delivery of HR Strategy Implementation Plan during 2023-24, including induction of new Head of Operations. Other aspects ongoing.
SP1 Organising for the Future	People: Culture	Elaine King / Annette Weiss	<ul style="list-style-type: none"> <li>• Researched and reviewed options for EDI training and will organise for this to take place in April/May 2023 for staff/Board members.</li> <li>• Progressed the EDI work through a CCB Task Group. Drafted an Ambition Statement (circulated with Board papers for 14 March Board meeting).</li> <li>• Drafted a three-year action plan and draft CCB Engagement Plan.</li> <li>• EDI is an increasing focus for much of our work and now a standing item at Board meetings.</li> <li>• Circulated the Board members skills mapping which was produced and recently updated by John Nicholls. This is proving very useful and there has been an increase in Board member involvement.</li> </ul>	G	Delivery against EDI Aspiration Statement and on Action Plan and Engagement Plan. Other aspects ongoing.

Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP1 Organising for the Future	People: Volunteers	Annette Weiss / Elaine King	<ul style="list-style-type: none"> <li>• A wide range of volunteering opportunities are being delivered through the Projects and partners. There have been cross-project collaborations to encourage and recruit new citizen science volunteers and share learning.</li> <li>• The volunteering pages on the new Chilterns AONB website are a big step forward to providing a central point for Chilterns-wide volunteering.</li> <li>• The draft EDI engagement strategy is looking at ways to diversify volunteering and we are making progress with new partnerships and pilot initiatives.</li> </ul>	A	Ongoing

<p>SP1 Organising for the Future</p>	<p>People: Systems</p>	<p>Elaine King / Vicki Pearce / Lynne Cordice</p>	<p><u>Communications</u></p> <ul style="list-style-type: none"> <li>• The Communications Manager and wider team have been identifying system that can improve internal communications, including:</li> <li>• A review of the Hubspot contact management system and training for staff (in collab with Vicki, Helen and Lynne)</li> <li>• Implementation of social media management platform for sore and project staff to access for complete visibility of all upcoming planned posts.</li> <li>• Implementation of a regular email to Board members sharing updates and interesting conservation and environmental based news.</li> <li>• Research into Teams Intranet solution (Vicki and Lynne) for internal staff to access and share information.</li> </ul> <p><u>Admin support &amp; systems</u></p> <ul style="list-style-type: none"> <li>• Increased capacity for finance and administrative support by employing new Administration Officer full time (previously part time).</li> <li>• Exploring use of Hubspot across the whole staff team, using Teams for file sharing with staff and Board members, keeping ICT systems under review.</li> <li>• Salaries and benefits will be benchmarked as part of new HR Strategy (see SP1 Supporting Staff).</li> <li>• Chalkscapes – submitted R4C Consultants final report and pulling together the final financial transactions to reclaim from NLHF, just waiting on a couple of final invoices before the claim can be submitted. This needs to be done asap as the NLHF portal will be closed for updates from 29<sup>th</sup> March and the project will be migrated to the new portal.</li> <li>• Green Recovery Challenge Fund – pulling together spend v budget so that spend can be maximised for the final weeks of the project.</li> <li>• FIPL – making sure all application detail is up to date in the monitoring form for the end of the financial year.</li> <li>• File sharing with Board – there are still some wrinkles to iron out as access isn't proving to be straightforward for some members of the Board.</li> <li>• Annual leave – most of the team are now set up in Brightpay for requesting annual leave through the Brightpay portal rather than using the Excel spreadsheet.</li> </ul>	<p>A</p>	<p>Yes, implementation of outstanding initiatives identified during 2022-23 to be prioritised in 2023-24, benefiting from additional capacity arising from appointment of new Head of Operations.</p>
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Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP1 Organising for the Future	Policies & Strategies	Elaine King / Lynne Cordice	<ul style="list-style-type: none"> <li>The HR Implementation Plan (<i>see SP1 People: Supporting staff above</i>) includes establishing a way for staff to influence and comment on policies and procedures.</li> <li>Over the past quarter the Communications Manager has been focussing on creating a formal communications strategy. She has spent time with a marketing consultant who has assisted with planning for the development of the strategy.</li> <li>Develop an equality, inclusion and diversity strategy: <i>see SP1 People and Culture above</i></li> </ul>	G	Ongoing
SP1 Organising for the Future	Governance: Effective Board engagement	Elaine King / Deirdre Hansen by Deirdre Hansen / Matt Thomson	<ul style="list-style-type: none"> <li>Four Board, three executive committee and four planning committee meetings, and the AGM in June successfully arranged in accordance with CCB's standing orders and legal requirements; including liaising with administrative and other officers.</li> <li>Minutes taken and distributed accurately and on time.</li> <li>Business support provided to the Board and standing committees in collaboration with the CEO, the Planner and the Monitoring Officer.</li> <li>Appointment and induction of new Board and Committee members provided in collaboration with the CEO and Board Chair and Deputy Chair.</li> </ul>	G	Ongoing
SP1 Organising for the Future	Governance: Effective Governance structures	Matt Thomson / Deirdre Hansen	<ul style="list-style-type: none"> <li>Review of CCB's constitution started (completion of first stage anticipated June 2023).</li> <li>The Governance TFG's recommendations for a 'two-tier' structure that had been approved in March 2022 were progressed in that               <ol style="list-style-type: none"> <li>Executive Committee have taken on a more operational role supporting the CEO and staff body;</li> <li>While the Board has taken on a more strategic role, this has not yet been supported by a wider advisory group of stakeholders – this element is on hold pending the SP2 Enhanced Management and Governance Arrangements project with Natural England.</li> </ol> </li> <li>The Governance TFG worked with Planning Committee to develop, formalise and implement a new definition of the Committee's functions and a new approach to delegating responses on planning matters to officers.</li> <li>Officers have worked with the Governance TFG and the Board to ensure connection between internal thinking on governance and the wider external context following the Glover Review, work on which is ongoing.</li> </ul>	G	Yes. Timescales for internal governance review are partially linked to external issues (see e.g. SP2 AONB Extension & Enhanced Management & Governance Arrangements projects, and SP3 Glover Response).

Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP1 Organising for the Future	Financial resilience	Elaine King / Graham Hurst / (Claire Readey)	<ul style="list-style-type: none"> <li>• CEO wrote to CEOs, Leaders and Chairs of all nine local authorities in Jan 23, regarding their 20% contribution to core funds.</li> <li>• Meeting to bring the above people together is planned for end of May/June 2023.</li> <li>• Meetings held through the year with various LA officials eg monthly meetings with Head of Environment &amp; Planning at Bucks Council.</li> <li>• Created opportunities to influence and inform key Defra/Government officials eg informal discussions with Deputy Director, Defra Future Landscapes and his team, ongoing discussions with Natural England Directors/senior managers.</li> <li>• Advocated for a modern funding formula for AONBs as part of CCB's response to the Government's response to the Landscape 'Glover' Review, and associated media activities (eg Defra has advised informally that CCB social media on this issue secured more attention than any other protected landscape.</li> <li>• Worked with other AONBs and others to explore potential new sources of income, including NAAONB green finance annual conference and exploring funding through Big Chalk partnership.</li> <li>• Commissioned consultant to explore GF opportunities in the Chilterns AONB, in addition to exploring further funding from water companies.</li> <li>• Identifying and approaching potential new funding sources.</li> </ul>	A	Ongoing. Capacity to develop additional funding sources, especially for core funds, anticipated to be enhanced through recruitment of Heads of Operations and of Landscape.
SP2 Deliver existing commitments	Chilterns AONB Extension	Neil Jackson (with Matt Thomson)	<ul style="list-style-type: none"> <li>• Very wide initial draft 'area of search' agreed</li> <li>• NE team taken on 3-day familiarisation visits,</li> <li>• Management Advisory Group, MAG, (NE and CCB) set up, may be extended.</li> <li>• Technical Advisory Group, TAG (NE, CCB, local authorities) set up.</li> <li>• Consultants, LUC, appointed December. Hope to refine and agree area of search by May 2023, proposing areas for inclusion by October 2023.</li> </ul>	G	Yes. Q1: Fieldwork. Q2: Targeted stakeholder engagement. Q4: Proposed revised boundaries. 2024-25: Formal statutory procedures, aiming for submission of variation order in Q3 2024-25.



Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP2 Deliver existing commitments	Enhanced management & governance arrangements	Matt Thomson	<ul style="list-style-type: none"> <li>Q2: Project formally started with support from Natural England.</li> <li>Q3: Consultants (CBA) appointed.</li> <li>Q4: Initial stakeholder mapping completed and first key stakeholder meeting arranged for March.</li> </ul>	G	Yes. Stakeholder engagement programme to be finalised in Q1 2023-24; future evolution of project to be developed, including relationship with SP2 Chilterns Partnership and SP3 25-Year Vision workstreams.
SP2 Deliver existing commitments	Convene and facilitate the Chilterns Partnership	(Kath Daly) by Matt Thomson	<ul style="list-style-type: none"> <li>Convening the Chilterns Partnership is now on hold pending the outcome of the SP2 Enhanced Management and Governance Arrangements project which will help to update our understanding of the stakeholders we need to engage with through the Partnership.</li> </ul>	A	Ongoing. Also note potential development of relationship with SP2 EMAGA and SP3 25-Year Vision workstreams.
SP2 Deliver existing commitments	Develop Nature Recovery Plan	(Kath Daly) by Neil Jackson	<ul style="list-style-type: none"> <li>Weekly working groups set up.</li> <li>Aiming to produce high level document by the end of March.</li> <li>Initial contacts made with local authorities due to commence writing their Local Nature Recovery Strategies, LNRS, from April 2023. Likely to be an 18 month process.</li> </ul>	A	High level document produced by 31/3/23. Full NRP to be released alongside local authority LNRSs – October 2024?
SP2 Deliver existing commitments	Develop Climate Mitigation Plan	(Kath Daly) by Neil Jackson	<ul style="list-style-type: none"> <li>CCB representatives attend 2 NAAONB working groups – Agriculture (HB), Nature Based Solutions (NJ)</li> </ul>	A	Ongoing
SP2 Deliver existing commitments	Develop Volunteer Strategy	Annette Weiss	<ul style="list-style-type: none"> <li>After consideration determined that a separate Volunteer Strategy was unnecessary, because (a) the draft EDI engagement strategy is looking at ways to diversify volunteering, and (b) workstreams that engage volunteers regularly have their own volunteering policies/strategies, or use those of partner organisations, e.g. Chiltern Rangers.</li> </ul>	G	No, but issue to be kept under review as part of EDI, HR and individual workstreams.
SP2 Deliver existing commitments	Promote sustainable tourism	Annette Weiss	<ul style="list-style-type: none"> <li>Delivered Open for Business (see 'Open for Business' further down)</li> <li>Organised 4 Chilterns Tourism Network meetings and workshops</li> <li>Developing a Chess Valley visitor guide and visitor itineraries focusing on sustainable visiting – due to be launched May 2023. Promoted rail walks at Marylebone Station.</li> <li>Developed new and improved pages on Chilterns AONB website.</li> <li>Developed partnerships to support and develop sustainable tourism, including the Ridgeway Partnership, Chilterns Tourism Network, Visit Bucks, Chiltern Railways and wide range of businesses and organisations.</li> </ul>	G	Ongoing

Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP2 Deliver existing commitments	Support local businesses and local economy	Annette Weiss (with Neil Jackson)	<ul style="list-style-type: none"> <li>• Support for deer processing and venison marketing (FiPL and newsletter) to aid management of burgeoning deer numbers impacting forestry, crops, woodland biodiversity and increasing risk of road traffic accidents.</li> <li>• Supported new experience providers through business support, invitations to workshops/networking meetings, initiating collaborations between businesses.</li> <li>• Regular blogs and social media promoting local business.</li> <li>• Collaborating with Visit Bucks and Chilterns Tourism Network for the benefit of the sector –eg planning joint campaigns.</li> <li>• On-going contribution to Buckinghamshire’s emerging Visitor Strategy.</li> <li>• Organised celebration of Chilterns Food &amp; Drink October 2022</li> </ul>	G	Ongoing

SP2 Deliver existing commitments	Internal and external Communications	Vicki Pearce	<p><b>Outstanding Magazine</b>  In 2022 <a href="#">Outstanding Chilterns magazine</a> was published on 27 July and achieved record advertising sales for the 3rd year in a row. We increased circulation by 50% (to 30k) due to popular demand by the distribution company. We also expanded the distribution to areas beyond the existing AONB boundary including, Luton &amp; Dunstable, Windsor &amp; Slough, Hitchin, Hertfordshire, Rickmansworth, Uxbridge &amp; Denham, Hillingdon and Milton Keynes. The next edition will be published at the end of May 23 and we will sustain the increased volume and distribution</p> <p><b>News articles and campaigns</b>  This quarter we have published a series of destination and leisure-based news items to promote local businesses and the area as a whole. This was funded through the Open For Business project in collaboration with Annette and included a lifestyle focus around "<a href="#">how to beat the winter blues in the Chilterns</a>", experiences for Valentine's day in "<a href="#">With love from the Chilterns this Valentine's</a>" a family friendly, "<a href="#">Broaden their horizon's this half term</a>" and inspirational things to do in "<a href="#">Leap into Spring</a>".</p> <p>We also published articles on:</p> <ul style="list-style-type: none"> <li>• a <a href="#">Mend the Gap funded project being run by the Earth Trust</a> to bring those at risk of homelessness and disadvantage closer to nature,</li> <li>• an innovative groundwater flooding project being run in the Chilterns, called <a href="#">Project Groundwater</a>,</li> <li>• <a href="#">A new film showcasing the National Hedgelaying Championships</a>, which was held in the Chilterns, an <a href="#">update on the Boundary Review project</a> and helped to promote a new book published on the <a href="#">reintroduction of red kites</a>.</li> </ul> <p><b>Annual Review</b>  We published the <a href="#">annual review for 2021-2022</a> in August which we promoted in our monthly newsletter (sent to all partners, stakeholders, local authorities and MPs) and on social media. The review was published in a digital format and designed inhouse saving approx. £2k in associated costs. We intend to proceed with the review for 2022-23 in the same way.</p> <p><b>Website</b>  The website was the primary focus for the comms team throughout 2022. The new <a href="#">Chilternsaonb.org</a> was launched on 4<sup>th</sup> October and it continues to evolve and improve over time. We are still constantly updating and</p>	G	Ongoing
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		<p>creating new content as well as working with the project teams to support them with their own sites. We have carried out training sessions with the project teams and hold regular meetings to share best practice and answer any questions or assist with page creation or development. We have also reviewed our privacy and cookie consent policies in line with new GDPR compliance rules.</p> <p>Since the website has gone live we have identified a number of key areas of focus for the upcoming financial year. This includes:</p> <ul style="list-style-type: none"> <li>• Improving SEO (search engine optimisation) including training for the comms team and wider project teams and ensuring web pages have all basic SEO information required</li> <li>• Improving accessibility information</li> <li>• Installing the new GA4 (google analytics) and better understanding the reports available to us so that we can use the information to inform future content creation and campaigns</li> <li>• Making some technical development enhancements that will enable the admin of the site to be used in a more efficient way</li> </ul> <p>Ensuring that 3<sup>rd</sup> party integrations (such as Mailchimp – newsletters and Hubspot – contact database) are working harmoniously with the site and as they should be to ensure efficiency.</p> <p>Website stats Chilternsaonb.org received 550,000 page views from April 2022 to end-Feb 2023. which is a decrease in views year on year. However, we are seeing more new users on a monthly basis since the new site was launched (21k vs 19k), which is positive. We will continue to monitor the analytics data so that we can improve pages and signposting where necessary.</p> <p>The Chess Valley Walk continues to be our most popular page, and approximately 75% of traffic (up from approximately 50% prior to the switch) on the new site is from a mobile device. The site is optimised for mobile use and the images and other assets are responsive.</p> <p>Social media We have been keeping our followers UpToDate with the latest project, local and conservation news, upcoming events and leisure activities over the past quarter and year. Kim-lin has focussed a lot of time on our</p>		
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		<p>channels ensuring that we keep the feeds relevant and timely. Some high-level stats over the past financial year include:</p> <ul style="list-style-type: none"> <li>• 419% increase in Facebook page reach in 22-23 compared to 21-22 (364,884)</li> <li>• 19% increase in Instagram page reach in 22-23 compared to 21-22 (12,452)</li> <li>• 113% increase in Facebook page and profile visits year on year (4,355)</li> <li>• 27% decrease in Instagram page and profile visits year on year (1,757)</li> <li>• 294 new Facebook followers (63% increase compared to last year) - total of 5,178</li> <li>• 384 new Instagram followers (no data for previous years) - total 2,920</li> <li>• The majority of our followers on Facebook are Female aged 45-54</li> <li>• The majority of our followers on Instagram are female aged 35-44</li> <li>• The majority of Facebook followers live in High Wycombe, Aylesbury and Chesham</li> <li>• The majority of Instagram followers live in Aylesbury, High Wycombe and Chesham</li> </ul> <p>Newsletter Mailchimp (Apr 22- Feb 23)</p> <p>Since April 2022 we have sent ten emails out to the main CCB mailing list via mailchimp. These comprised monthly newsletters plus a special email to inform people about the new website launch and another one about a recruitment drive. The open rate during these dates is up 3.6% on the previous period and the unsubscribe rate is down slightly. The open rate of 40% is considered very high (the average newsletter open rate is 21%) according to <a href="#">mailmodo</a>. There is a relatively even split of desktop (51%)/mobile (49%) usage.</p> <p>Strategy, planning and processes</p> <p>Over the past quarter the Communications Manager has been focussing on creating a formal communications strategy. She has spent time with a marketing consultant who has assisted with planning for the development of the strategy, which will cover internal and external comms as well as the creation of a robust audience messaging framework. The framework will allow anyone within the organisation to look for a particular audience</p>		
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Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
			<p>type (a farmer for example) and quickly and easily view and understand what the agreed organisational call to action and messaging will be. In addition to the above, the following is also being reviewed and either updated or put in place (deadlines tba):</p> <ul style="list-style-type: none"> <li>• Enhanced content plan with planned, targeted content and campaigns up 6 months in advance</li> <li>• A comprehensive set of reports across all comms including web, mail and socials that will enable us to use the insights to drive forward future campaigns</li> <li>• An updated set of brand guidelines and a toolkit/best practice guidelines for project teams</li> <li>• A bank of branded assets to use throughout the year, including email signatures and social media posters/covers</li> <li>• Introduction of a social media planning tool to be used by core and all project teams to give complete visibility of all CCB and project related posts scheduled that will help teams share each other's content and the ability for others to step in to help a project with socials if the project manager is unavailable</li> <li>• Deliver training to the staff team on Hubspot and ensure it is being used</li> <li>• A complete review and restructure of the CCB Photo library</li> <li>• Creation (and utilisation) of an awareness days calendar</li> </ul>		

Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP2 Deliver existing commitments	Mitigate harmful impacts of HS2	Neil Jackson	<ul style="list-style-type: none"> <li>• Continued examination and critique of HS2 design proposals and mitigation aiming to reduce impacts and secure improvements.</li> <li>• Ongoing liaison to improve bridge design to maximise green verges and opportunity for wildlife connectivity.</li> <li>• Consistent attention to potential impacts on aquifer and chalk streams through tunnelling operations (including passage beneath Misbourne at Chalfont St Giles and Shardeloes Lake), interruption of chalk springs (Wendover), and discharge of wastewater to overcapacity sewage treatment plants.</li> <li>• Improved design secured for Amersham vent shaft head house buildings – removal of obtrusive anodised fins and dominant corten steel wall to be replaced with flint faced structure. Advice given on suitable construction techniques.</li> <li>• Support for local groups arguing for improved protection of mature oaks and bat populations (Leather Lane).</li> <li>• Continue to push for access improvements to be created through design ('North Link' and 'Wendover Link' as identified in the 'Chilterns Enhancement and Integration Plan – Part 2')</li> </ul>	G	Ongoing
SP2 Deliver existing commitments	Develop farmer clusters	Nick Marriner (with Neil Jackson)	<ul style="list-style-type: none"> <li>• Continued support for Christmas Common Farm cluster which reached 28 members in 2022 with a range of farms stretching from Watlington across the AONB to Shiplake. The facilitator, Alison Cross, has arranged training including hedgerow management, pond management and restoration and farm carbon accounting.</li> <li>• The Christmas Common cluster was funded through short term (3 year) CS Facilitation Funding which ended in December. The group has reapplied for further funding but won't know if they are successful until June 2023.</li> </ul>	G	Ongoing

Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP2 Deliver existing commitments	Access and visitor management	Annette Weiss	<ul style="list-style-type: none"> <li>• See below- allocated £227,000 of Defra Access funding to improve Access for All.</li> <li>• Contributed to the revitalisation of the Chess Valley Walk, with new signage, interpretation and an accessibility survey to identify future improvements.</li> <li>• Updated and wrote new content for the Access and Walks &amp; Rides sections of the new Chilterns AONB website and new content for the interactive map- went live 4 Oct.</li> <li>• Produced regular blogs and articles in Outstanding Chilterns to promote walks, rides, nature for health, access for all etc.</li> <li>• Commissioned an audit and schedules for new Chilterns Cycleway signage. Now seeking funding for signage production &amp; installation.</li> </ul>	G	Ongoing
SP2 Deliver existing commitments	Equality, inclusion and diversity	Annette Weiss	<ul style="list-style-type: none"> <li>• Allocated £227,000 of Defra Access funding to support and develop access partner and CCB initiatives to improve access for all. See Board reports on projects supported. There will be a lot of learning, follow-up activity and new opportunities as a result of this funding.</li> <li>• Work in this area is progressing and gaining momentum overseen and supported by the EDI task group. The draft EDI Ambition statement is now being circulated, there is a 3 year action plan, and there are plans for staff/Board training in April/May. EDI is now underpinning much of our work. It is a standing item at all Board meetings.</li> <li>• New diverse partnerships have been developed, new collaborations including piloting walks and events for the Chilterns Walking Festival.</li> </ul>	G	Ongoing
SP2 Deliver existing commitments	Health & wellbeing/green and social prescribing	Annette Weiss	<ul style="list-style-type: none"> <li>• This has not been pursued as a discreet work area, but health and wellbeing underpins much of our work. Annette attended social prescribing training and has shared the learning, at present some of our partners have worked with social prescribers rather than CCB directly.</li> </ul>	A	Ongoing
SP2 Deliver existing commitments	Chalk, Cherries & Chairs (18 projects!)	Lachlan Stuart	<ul style="list-style-type: none"> <li>• Highlights from some of the live projects that contribute to the Chalk Cherries and Chairs workstream are set out below.</li> </ul>		
SP2 Deliver existing commitments	CCC A1 Landscape Connections	Nick Marriner by Fran Crowther	<ul style="list-style-type: none"> <li>• Manor Farm, Bradenham (Andrew Stubbings) designated as a whole farm Local Nature Reserve Sept 22</li> <li>• Secured further funding from FIPL for 7km hedgerow work in cluster for winter 22/23</li> </ul>	G	Ongoing



Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP2 Deliver existing commitments	CCC A6 Tracking the Impact	Nick Marriner by Fran Crowther	<ul style="list-style-type: none"> <li>• New Shoots continued success – 12 young people involved in May 22 group 2</li> <li>• Two successful Tracking the Impact events in partnership with Smarter Water Catchment Project in Feb 23</li> <li>• Online map and full species assemblage packs for birds, butterflies and plants no completed and webpage live – Feb 23</li> <li>• Project won 'Marsh Award' for community engagement, presented at Mall Galleries in London by BTO</li> <li>• Recruited two project conservation trainees in placement at Chiltern Rangers</li> <li>• New Shoots won Best Community Group in Pride of Bucks Awards</li> <li>• Tom Fordice won Best Individual Contribution in Pride of Bucks Awards and one for CCC Tracking the Impact wildlife surveys</li> </ul>	G	Ongoing
SP2 Deliver existing commitments	CCC B1 Woodlanders Lives and Landscapes (BNU)	Helena Chance (BNU) by Fran Crowther	<ul style="list-style-type: none"> <li>• Bodgers pub tour ran – 30<sup>th</sup> June</li> <li>• Winchmore Hill Walking Tour</li> <li>• Hidden Hands exhibition at Wycombe Museum, running from March-Oct 23</li> <li>• 'In Their Own Words' videos and books produced for Womens Conference on 8<sup>th</sup> March 23</li> </ul>	G	Ongoing
SP2 Deliver existing commitments	CCC B2 Celebrating Crafts and Heritage Skills	Helena Chance (BNU) by Fran Crowther	<ul style="list-style-type: none"> <li>• Bobbin lace taster day – 7<sup>th</sup> March 22</li> <li>• Straw Plaiting Workshop with 30 participants 23/10/22</li> <li>• Lace day at BNU on 7<sup>th</sup> May great success and had a significant impact on engagement in lacemaking In the county – watched 16,000 times</li> <li>• Volunteer leader Veronica won a BEM award for lacemaking</li> </ul>	G	Ongoing
SP2 Deliver existing commitments	CCC C1 Neighbourhood Plans Toolkit (aka Planning for the Future)	Matt Thomson	<ul style="list-style-type: none"> <li>• Text script, infographics, multimedia (videos) all completed, ready for upload.</li> <li>• Assumptions for how the web toolkit would be designed to work turned out not to be compatible with CCB's new web design platform; it has been difficult to find the capacity to address this.</li> </ul>	A	Anticipated completion of web resource during Q1 2023-24. Anticipated completion of project by end of 2024. Ongoing legacy resources maintained & promoted by CCB planning team.
SP2 Deliver existing commitments	CCC C2 Chilterns Champions	Lachlan Stuart by Fran Crowther	<ul style="list-style-type: none"> <li>• Art exhibition and writing competition (for Art and Book festival) has engaged 10 schools in Chilterns Champion Awards</li> </ul>	G	Ongoing

Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP2 Deliver existing commitments	CCC C3 Echoed Locations	Lizzie Krupa by Fran Crowther	<ul style="list-style-type: none"> <li>• Music Video created 'Ivinghoe Beacon' by John Cameron with Ivinghoe Community Choir 21/10/22</li> </ul>	G	Ongoing
SP2 Deliver existing commitments	CCC C4 CCC Festival	Lizzie Krupa by Fran Crowther	<ul style="list-style-type: none"> <li>• Chilterns Landscape Art Festival – 24<sup>th</sup> April – 1<sup>st</sup> May 2022, showcasing Chilterns landscape, featuring fine art, local contemporary art submissions and winners from local school competition</li> <li>• Metroland event with Julian Barnes, 13<sup>th</sup> November 2022 – 200 online and in person participants</li> <li>• 'The Ballad of Bodgers Wood' book launch – 90 adults and children attended, involving children activity and book reading from author along with woodland walk and an adult event discussing the meaning of the book</li> <li>• Sour Cherry Soup play workshops with the playwright – variety of groups running from 18<sup>th</sup> Jan 23 – 2<sup>nd</sup> March 23</li> <li>• Chilterns Women's Conference – 8<sup>th</sup> March 2023 (International Woman's Day)</li> </ul>	G	Ongoing

<p>SP2 Deliver existing commitments</p>	<p>Chilterns Chalk Streams Project</p>	<p>Allen Beechey</p>	<p>Project development</p> <ul style="list-style-type: none"> <li>• Prof. Kate Heppell's secondment extended to Sept 2023</li> <li>• Laura Silverstone and Adrian Porter transferred across to CCSP team from Chiltern Society in Sept 2022</li> <li>• Josh Biddle joined as Chess Valley Farming Advisor in October</li> <li>• Hannah Parry-Wilson joined as Citizen Science Coordinator in November 2022</li> <li>• Fran Crowther working 1 day a week as Project Support Officer</li> </ul> <p>25<sup>th</sup> Anniversary celebrations</p> <ul style="list-style-type: none"> <li>• New website for the Project launched in October 2022 <a href="http://www.chilternstreams.org">www.chilternstreams.org</a></li> <li>• New Project logo created</li> <li>• Celebrating 25 Years of the Chilterns Chalk Streams Project report published in September</li> <li>• 25-year celebration event held in October</li> <li>• Quarterly Project e-newsletter launched - <a href="#">sign up here</a>.</li> </ul> <p>Education &amp; Education Programme</p> <ul style="list-style-type: none"> <li>• The 'Trout in the Classroom' project is being delivered in 11 schools (covering Chess, Wye and Ewelme Brook three rivers) during 2022-23 engaging 273 pupils</li> <li>• School visits and outreach workshop programme delivered engaging 1172 pupils.</li> <li>• New educational programmes have been developed and delivered with Chiltern Rangers on the River Wye, and with the Ver Valley Society on River Ver</li> <li>• New water efficiency-based programme developed as part of Chess SWC initiative</li> </ul> <p>Chess Smarter Water Catchment pilot (Coordinated by Steph Horn)</p> <ul style="list-style-type: none"> <li>• Project logo developed and website launched in September: <a href="http://www.chesssmarterwatercatchment.org">www.chesssmarterwatercatchment.org</a></li> <li>• Year 2 action plan delivered within budget (£850,000) and evidence portfolio for milestone delivery reported to Ofwat.</li> <li>• Year 3 action plan and budget (£900,000) agreed in February</li> <li>• Two new posts created &amp; secondment extended (see above for details)</li> <li>• Two new sondes added to water quality sonde network to fill gaps in understanding</li> <li>• Integrated River restoration plan created for R. Chess</li> </ul>	<p>G*</p>	<p>Ongoing</p> <p>* Consideration needed on succession planning ahead of Prof Kate Heppell's secondment ending in Sep 2023.</p>
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		<ul style="list-style-type: none"> <li>• Track the Impact landscape survey rolled out in Chess catchment</li> <li>• 225 hectare arable reversion project funded at Latimer</li> <li>• Riverside fencing at Latimer installed (600m of river protected)</li> <li>• Boardwalk replacement at Meades Water Gardens supported</li> <li>• Erosion and runoff risk in catchment mapped utilising SCIMAP modelling tool</li> <li>• Walkover methodology to ground-truth mapping developed for delivery in 2023</li> <li>• 12 contacts made and demonstration meeting organised for a potential new farmer cluster in Chess catchment</li> <li>• £10,000 funding secured from Affinity Water’s INNS Out scheme for delivery of INNS control programme in Chess catchment in 2023</li> <li>• Worked with Buckinghamshire Council and Jacobs to produce water quality technical report on urban runoff in Chesham</li> <li>• Monitoring suspended sediment transport throughout R. Chess on monthly basis to identify critical areas of sediment input</li>   <li>• Key challenge to SWC will be how to fill the gap in skill and experience left by Prof. Heppell when her secondment comes to an end in Sept 2023</li>   <li>Citizen Science (led by Prof. Kate Heppell)</li> <li>• Citizen Science monitoring strategy for the Chess developed</li> <li>• 5 new Citizen Science initiatives trialled in Chess catchment in 2022 including MudSpotter, MoRPh, NOSES, Emerging Contaminants and SmartRivers</li> <li>• &gt;40 volunteers recruited and trained in at least 1 technique</li> <li>• Citizen Science Coordinator (CSC) trained in delivery of initiatives in future to ensure knowledge and skills are transferred to CCSP staff</li> <li>• Raising profile of CCSP work through supporting R. Crane SWC initiative (helping to interpret water quality sensor data) and presentations about our Citizen Science activities to R. Pang, R. Ver, R. Itchen chalk stream groups, annual ARMI riverfly conference &amp; Vitacress Conservation Trust</li> <li>• Recorded 2 podcasts for Affinity Water &amp; filmed for ITV Meridian News at Ewelme Brook</li> <li>• Research on water quality sensor data published in Scientific Reports and iScience academic journals</li> <li>• CSC scoped out new on-line portal to streamline communications with Citizen Scientists</li> </ul>		
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SP2 Deliver existing commitments	Chalk Streams and Wetland Meadows	Allen Beechey	<p>Partnership Project with the Chiltern Society and Chiltern Rangers. £394,000 project (£294,000 through the government's Green Recovery Challenge Fund).</p> <ul style="list-style-type: none"> <li>• Six-month extension to the project (to end of March 2023) secured in August, enabling additional time to deliver river restoration schemes</li> <li>• Latimer Park water vole habitat enhancement scheme – Scheme completed in November. 900m of chalk stream habitat restored. &gt;100 volunteers engaged in delivery and monitoring of scheme</li> <li>• Restoration of the Wye Back Stream – Scheme completed on 28<sup>th</sup> February – 290m of chalk stream habitat restored, 1 weir removed and 30m of bank re-naturalised. &gt;120 volunteers engaged in delivery. Project delivered in partnership with Chiltern Rangers</li> <li>• Hamble Brook Restoration Project - £50,000 of additional funding from the Environment Agency's WFD Chalk Rivers Fund has been secured to increase project scope to incorporate additional 800m of chalk stream restoration. Project due to be delivered in March pending final approval from Environment Agency</li> <li>• R. Chess, Moor Recreation Ground River Restoration Project – 110m chalk stream to be re-naturalised and public access improved. Detailed design completed, contractor appointed, public consultation completed, £50,000 additional funding obtained from Defra Access Fund to fund replacement footbridge. Project stopped due to Bucks Council's requirement for flood modelling. Not possible to complete modelling and deliver project by end of March and so funding for its delivery to be returned to Lottery.</li> <li>• Ewelme Brook Community Project – Project completed. 200m chalk stream enhanced &gt;30 volunteers from local community engaged in delivery. Chalk stream management advice guide published.</li> <li>• Chess Valley Walk Restoration – Project completed. 11 new interpretation boards installed, walk signage replaced, footpath improved at Latimer, Canon Mill Meadow and at Meades Water Gardens, walk leaflet updated and walk advertisement posters produced. Launch of walk held in February</li> <li>• Wye Interpretation Project – Nine panels have been produced and will be installed in situ by the end of March. Work led by Chiltern Rangers</li> <li>• Schools Education Programme – Project completed (See Chilterns Chalk Streams Project for details) targets exceeded</li> </ul>	G*	<p>Ongoing.</p> <ul style="list-style-type: none"> <li>* Hamble Brook dependent on EA approval.</li> <li>* R Chess, Moor Rec Ground project cannot be delivered due to Bucks Council intervention.</li> </ul>
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Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP2 Deliver existing commitments	Mend the Gap	(Jo Watson) by Fran Crowther	<ul style="list-style-type: none"> <li>• Mitigation planting started in South Stoke – 2 sites being planted on this planting season, hopefully will be more for next planting season. Hedges and a few trees</li> <li>• Otter Holt in Lower Basildon, due to be completed end of March 23</li> <li>• Earth Trust awarded grant for kick starter project, directly engaging with a new beneficiary audience</li> <li>• Hardwick estate – offered grant for feasibility study for Artisan workshop, community kitchen/butchery and deer larder</li> <li>• New Programme Manager started 27<sup>th</sup> Feb 23</li> </ul>	G	Ongoing
SP2 Deliver existing commitments	Beacons of the Past	Wendy Morrison	<ul style="list-style-type: none"> <li>• Project complete – Final external evaluation report available upon request</li> <li>• Project legacy – Not Bourne Yesterday second EOI submission prepared for 15MAR23 submission</li> <li>• Project legacy – developed a three-year business plan and secured Board underwrite to develop Chilterns Heritage and Archaeology Partnership (CHAP)</li> </ul>	G	No. Workstream ended and evolved into new workstreams for 2023-24 and beyond (NBY & CHAP).
SP2 Deliver existing commitments	Additional Projects (HS2)	Neil Jackson	<ul style="list-style-type: none"> <li>• CCB led 'Landscape and Biodiversity Connectivity Project' continues to engage farmers securing hedgerow rejuvenation, tree planting and willow pollarding.</li> <li>• Increased emphasis on whole farm plans to identify range of achievable landscape and habitat improvements and secure further funding through FiPL and DEFRA Countryside Stewardship grants.</li> <li>• Support for other applicants to the AP fund including work to upgrade the towpath of the Wendover Arm of the Grand Union Canal, Ridgeway National Trail proposals to connect sections suitable for cyclists and horse riders, Sustrans Plans to create a safe riding and walking route between Great Missenden and Wendover.</li> </ul>	G	Ongoing

Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP2 Deliver existing commitments	Farming in Protected Landscapes	Gareth Clay	<ul style="list-style-type: none"> <li>• 70 enquiries received in Year 2 of the FiPL programme.</li> <li>• 35 applications made</li> <li>• 32 applications approved</li> <li>• Approved project delivery allocation of £474,545 on course to be spent</li> <li>• The distribution of projects per county is roughly proportional to the % AONB that county has, e.g. Buckinghamshire 56% of projects and 50% of AONB area but more projects sought in Hertfordshire and Bedfordshire.</li> <li>• Projects cover all FiPL themes (Nature, Climate, People , Place)</li> <li>• Challenges include: extreme weather, promoting the project and finding match funding where FiPL rates are inadequate. A recent uplift in DEFRA rates for standard agri-environment items should help.</li> <li>• <u>Delivery headlines year 2:</u></li> <li>• 98.6 ha managed with regenerative farming techniques</li> <li>• 3.7ha orchard creation</li> <li>• 5351m of hedgerow planted</li> <li>• 107 ha of habitat improvement for biodiversity</li> <li>• 2 projects delivering educational visits</li> <li>• 3 projects making the landscape more inclusive for visitors</li> <li>• 2 projects to conserve/enhance historic structures</li> <li>• 20 projects increasing the resilience of nature friendly farm businesses.</li> </ul>	G	Now extended. The FiPL programme will now end 31 March 2025.
SP2 Deliver existing commitments	Chilterns Walking Festival	Annette Weiss	<ul style="list-style-type: none"> <li>• Walking Festivals were held in May &amp; October 2022 each one offering a programme of around 60 walks.</li> <li>• 1,034 attended bookable events plus additional participants on third party events.</li> <li>• 53% used local businesses</li> <li>• Over 40 organisations and walk leaders involved</li> <li>• <a href="#">SEE HERE</a> for report on Oct 2022 Festival with headline stats</li> </ul>	G	Ongoing

Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP2 Deliver existing commitments	Chalkscapes	(Claire Readey) by Elaine King and Lynne Cordice	<ul style="list-style-type: none"> <li>Chalkscapes Development phase (funded by NLHF) was completed at the end of February 2023 with submission of R4C Consultants' Development report.</li> <li>Final financial transactions collated to reclaim from NLHF (waiting on a couple of final invoices) – NLHF system being migrated to new portal at end of March.</li> <li>CCB and NLHF agreed a series of smaller, targeted funding applications will be made once the CCB has recruited key staff and discussed potential next steps with partners.</li> </ul>	A	Future project development dependent on recruitment of new staff and partner commitment.
SP2 Deliver existing commitments	Open for Business	Annette Weiss	<ul style="list-style-type: none"> <li>Delivered Open for Business project supporting tourism businesses in central Chilterns. Focused on promoting Chilterns Experiences with digital social media campaigns, and business support.</li> <li>5 networking events held.</li> <li>Over 60 businesses participated in the Open for Business programme.</li> <li>36 bookable visitor experiences have been added to our website and promoted.</li> <li>A digital media campaign was carried out.</li> <li>Project funded till autumn 2023.</li> <li>A Chess Valley Visitor Guide has been produced, to be launched 27 May with the revitalised Chess Valley walk.</li> </ul> <p><a href="#">See here</a> for report on Open for Business with headline stats.</p>	G	Ongoing
SP2 Deliver existing commitments	Prepare for review of Management Plan in 2023/24	Matt Thomson	<ul style="list-style-type: none"> <li>See SP3 "Start the process of reviewing the AONB Management Plan" below.</li> </ul>	G	As workstream under SP3.
SP2 Deliver existing commitments	Develop, plan for & resource workstreams for 2023/24 & beyond	Elaine King / (Claire Readey)	<ul style="list-style-type: none"> <li>NB: Development of future elements of individual workstreams, including legacy projects, is noted against the relevant workstreams.</li> </ul>	G	Ongoing



Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP2 Deliver existing commitments	Review existing & publish new planning and development guidance	Matt Thomson	<ul style="list-style-type: none"> <li>Draft of new statement on the Lighting impacts of development written. Highly technical nature of material justified seeking a review by an experienced consultant. Consultant appointed in Q4, expected to report ahead of Planning Committee meeting in April 2023.</li> <li>Initial audit of existing published guidance and position statements suggests that work to provide factual updates (including especially updated references to national legislation and policy) would be significantly more intensive than previously thought. A different approach is required if our published advice is to remain relevant.</li> </ul>	A	Lighting Position Statement anticipated to be recommended for approval by the Board in June 2023. Updates of existing guidance/advice ongoing.
SP3 Leadership & influence	Provide leadership to government on the Glover Review	Matt Thomson	<ul style="list-style-type: none"> <li>We submitted our response to the Government's consultation on its response to the Glover Landscapes Review in April 2022.</li> <li>Officers have continued engaging with Defra, Natural England and the NAAONB on implementing the review's recommendations.</li> <li>See also the SP2 Enhanced Management and Governance Arrangements project, which addresses issues identified by Glover on pp.120-121 of his report.</li> </ul>	G	Ongoing.
SP3 Leadership & influence	Start the process of reviewing the AONB Management Plan	Matt Thomson	<ul style="list-style-type: none"> <li>Executive Committee in November 2022 approved the principle of rolling forward main policy content of the existing Management Plan. The necessary review will need to be undertaken by October 2024, with preparation for this during 2023-24.</li> </ul>	G	Anticipated completion October 2024.
SP3 Leadership & influence	Lead the development of a longer-term vision for the AONB	Matt Thomson	<ul style="list-style-type: none"> <li>Vision TFG set up, chaired by Sir Hector Sants; has met 5 times during Q3/4.</li> <li>Paper on collaborative approach to developing the Vision taken to Board in March 2023. Evolution and timescales for the project likely to be influenced by other workstreams, including SP2 Enhance Management and Governance Arrangements, SP2 AONB Extension, SP3 Management Plan Review and others.</li> </ul>	G	Timescales for completion dependent on other workstreams. Aim to work with stakeholders on a working draft provisional 'concept' vision by the end of March 2024.
SP3 Leadership & influence	Ensure equality, inclusion and diversity is central to the next Management Plan	Annette Weiss	<ul style="list-style-type: none"> <li>On-going EDI work will contribute to this- see above</li> <li>Involved with Defra Access deep dive and Nature Recovery looking at what EDI outputs and monitoring.</li> <li>Planning an Access for All/Welcome All conference early 2024 focusing on EDI, opportunity to develop Chilterns wide strategic opportunities and priorities which can contribute to the next MP.</li> </ul>	G	Ongoing

Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP3 Leadership & influence	Build and nurture relationships with our partners	Elaine King / (Kath Daly)	<ul style="list-style-type: none"> <li>Stakeholder engagement continues through many different channels, often related to other workstreams (see above).</li> <li>Engagement with host local authorities undertaken directly through the Board, and CEO correspondence and regular meetings.</li> <li>Enhanced future engagement to be developed through the SP2 EMAGA and Chilterns Partnership workstreams.</li> </ul>	G	Ongoing
SP3 Leadership & influence	Promote the value of the AONB for the local economy, communities and environment	Elaine King / Vicki Pearce	<ul style="list-style-type: none"> <li>Promotion of the value of the AONB and the CCB undertaken through other workstreams, co-ordinated through our Communications function.</li> </ul>	G	Ongoing
SP3 Leadership & influence	Influence development and infrastructure planning decisions and policies at local, regional and national levels	Matt Thomson / Neil Jackson	<ul style="list-style-type: none"> <li>Responses to national, regional and local policy casework consultations as reported quarterly to Planning Committee.</li> <li>Responses to consultations on development proposals, including infrastructure proposals, as reported quarterly to Planning Committee.</li> <li>Undergrounding of electricity infrastructure: Latest scheme between Latimer and Chenies, through the Chess Valley is now well under way aiming to complete 3 of the 4 phases by the end of March. 8.72km of overhead line and 100 wooden poles will be removed and replaced by 11km of underground cables when the project is complete. This will prevent the frequent bird strikes, enhance the popular Chess Valley Walk and provide a more reliable electricity supply to local residents. We continue to work with UKPN to identify new proposals suitable for this OFGEM approved scheme to enhance protected landscapes.</li> <li>See also SP2 Mitigate harmful impacts of HS2.</li> </ul>	G	Ongoing.
SP3 Leadership & influence	Engage and secure support from local stakeholders to (eg NGOs, MPs, farmers)	Elaine King (with Neil Jackson)	<ul style="list-style-type: none"> <li>Promotion of the value of the AONB and the CCB undertaken through other workstreams, co-ordinated through our Communications function.</li> <li>Active member of the Bucks Rural Forum highlighting the work of the CCB and promoting the AONB. The forum has been held online since the beginning of the Covid Lockdown but now reaches farmers, MPs, county councillors, parish councils and others from across the whole of Buckinghamshire.</li> </ul>	G	Ongoing

Strategic Priority	Workstream	Lead officer and/or reporting officer	Milestones met in 2022-23 (Key achievements, highlights and challenges)"	Traffic light analysis (R/A/G)	Does the workstream continue?
SP3 Leadership & influence	Influence, inspire and inform Defra, Natural England and other parts of government	Elaine King	<ul style="list-style-type: none"> <li>• Direct engagement by CEO and other officers with Defra, NE, etc., including through <i>ad hoc</i> groups, project groups related to the Landscapes Review, and indirectly through the Lead Officers' group of NAAONB.</li> <li>• Formal and informal contributions to government consultations and other engagement channels on legal and policy reform.</li> </ul>	G	Ongoing
SP3 Leadership & influence	Help strengthen the national AONB network	Elaine King / Matt Thomson / Annette Weiss / (Kath Daly)	<ul style="list-style-type: none"> <li>• Direct engagement by CEO and other officers working with NAAONB in discussion correspondence with Defra, NE, etc.</li> </ul>	G	Ongoing

# Business Plan 2023-24: Section 4 – Delivery Plan

SP1: Building Organisational Resilience							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
1. Empowered People	MP p.86	Andy	Agree operational effectiveness approach / Communicate approach to staff / Undertake discovery phase and internal review	Agree implementation plan, priorities and quick wins / Resolve quick wins / start implementation of priority areas	Implement	Implement	Ongoing
2. Engaging Communications	MP p.86	Vicki	Plan Internal Comms Strategy	Roll out Phase 1 of Internal Comms Strategy	Continue to roll out Phase 1 and plan Phase 2 of Internal Comms Strategy	Roll out Phase 2 of Internal Comms Strategy	Ongoing – iterative process, moving from planning/ implementation to fully embedding
3. Supportive Policies & Procedures	MP p.86	Andy with HR adviser and Deidre	Refer to milestones in HR Strategy Establish & approve delivery plan for other policies and procedures	Approve, launch and implement policies in line with plans	Approve, launch and implement policies in line with plans	Approve, launch and implement policies in line with plans	Ongoing
4. Effective (Internal) Governance	MP p.86	Matt with Deirdre	Explore integration between parallel governance and management workstreams eg links to NE projects at SP2 (22 and 23)	Implementation (tbc)	Implementation (tbc)	Implementation (tbc)	Ongoing

SP1: Building Organisational Resilience							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
5. Financial Resilience (Develop, plan for & resource workstreams for 2023-24 & beyond, including Funding Strategy)	MP p.86	Elaine with Graham (s151 officer)	Exec Cttee reports (finance & budget)  Develop Funding Strategy	Exec Cttee reports (finance & budget)	Exec Cttee reports (finance & budget) Start budget planning for 2024-25	Exec Cttee reports (finance & budget) Board to agree budget for 2024-25	Ongoing.
6. Effective business planning, reporting and review	MP p.86	Matt and later Andy	Exec Cttee: update report on BP process.	Exec Cttee: report on Q1 progress. Initiate background work on BP 24-25.	Exec Cttee: (a) report on Q2 progress (b) Outline draft BP 24-25.	Exec Cttee: (a) report on Q3 progress. (b) report on draft Business Plan. Board: approves BP 24-25.	Ongoing.
7. Facilities and Infrastructure, including new offices	MP p.86	Lynne	Identify key issues to be addressed.	Implement according to prioritised plan.	Implement according to prioritised plan. Develop plan for new offices.	Implement according to prioritised plans.	Ongoing Lease on the Lodge ends Oct 2024.

SP2: Delivering The Workstreams To Which We Are Committed							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
1. Associated Projects (HS2)	P&E DP9, DP10	Neil	Identify projects for funding.  Implement and manage projects.	Identify projects for funding.  Implement and manage projects.	Identify projects for funding.  Implement and manage projects.	Identify projects for funding.  Implement and manage projects.	Ongoing
2. Not Bourne Yesterday		Wendy	Upon invitation from NLHF, plan the Development Phase application	Write the Dev Phase Application	Submit the Development Phase Application (Expect to submit Dec 2023)	Set up project, assuming funding is secured	Ongoing
3. Chalk, Cherries & Chairs (the 'live' sub-projects of this programme are disaggregated below, prefixed 'CCC')	NO1 NO2 NO4 NO6 NO7 HO2 HO3 LO1 LO2 LO3 EO2 EO4 GP3 GP4	Andy	Bring historical reporting up to date / Rebudget & replan with renewed focus on outcomes delivery / Re-establish effective project management / Continue implementation	Establish and embed effective programme management governance / Implement in line with revised plan from Q1	Implement in line with revised plan from Q1	Implement in line with revised plan from Q1	Currently ending at end of Q4 FY 2023-24 but extension being submitted to end of Q2 FY 2024-25
4. CCC A1 Landscape Connections	NO1 NO2 LO1 LO2 LO3 EO4	Nick	Continue implementation / Replan as part of programme replanning	Implement according to revised plan from Q1	Implement in line with revised plan from Q1	Implement in line with revised plan from Q1	Ongoing (end date dependent on revised planning but ending no later than Q2 FY 2024-25)

SP2: Delivering The Workstreams To Which We Are Committed							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
5. CCC A2 Rough Around the Edges (BBOWT leading)	NO7 LO1 EO\$	Nick	Continue implementation / Replan as part of programme replanning	Implement according to revised plan from Q1	Implement in line with revised plan from Q1	Implement in line with revised plan from Q1	Ongoing (end date dependent on revised planning but ending no later than Q2 FY 2024-25)
6. CCC A3 Water in a Dry Landscape	NO4 NO6 LO1 LO3 LO5	Nick	Continue implementation / Replan as part of programme replanning	Implement according to revised plan from Q1	Implement in line with revised plan from Q1	Implement in line with revised plan from Q1	Ongoing (end date dependent on revised planning but ending no later than Q2 FY 2024-25)
7. CCC A4 Chilterns Orchards (BBOWT leading)	HO3 LO2 EO4	Nick	Continue implementation / Replan as part of programme replanning	Implement according to revised plan from Q1	Implement in line with revised plan from Q1	Implement in line with revised plan from Q1	Ongoing (end date dependent on revised planning but ending no later than Q2 FY 2024-25)
8. CCC A6 Tracking the Impact	NO7 EO2 EO4	Nick	Continue implementation / Replan as part of programme replanning	Implement according to revised plan from Q1	Implement in line with revised plan from Q1	Implement in line with revised plan from Q1	Ongoing (end date dependent on revised planning but ending no later than Q2 FY 2024-25)

SP2: Delivering The Workstreams To Which We Are Committed							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
9. CCC B1 Woodlanders Lives and Landscapes (BNU leading)	HO3 LO6 EO4	Andy / New PM ?	Continue implementation / Review as part of programme replanning	Close out project	n/a	n/a	Project due to finish in Q2 (dependent on replanning)
10. CCC B2 Celebrating Crafts and Heritage Skills (BNU Leading)	HO3 LO3 EO4	Andy / New PM ?	Continue implementation / Review as part of programme replanning	Close out project	n/a	n/a	Project due to finish in Q2 (dependent on replanning)
11. CCC B4 Routes to the Past	HO2 HO3 EO4	Wendy	Develop and agree new plan / Integrate into overall programme planning	Implement according to revised plan from Q1	Implement in line with revised plan from Q1	Implement in line with revised plan from Q1	Ongoing (end date dependent on revised planning but ending no later than Q2 FY 2024-25)
12. CCC B5 The Mystery of Grim's Ditch (Bucks CC Leading)	HO2 HO3 EO4	Andy / New PM (tbc)	Continue implementation / Replan as part of programme replanning	Implement according to revised plan from Q1	Implement in line with revised plan from Q1	Implement in line with revised plan from Q1	Ongoing (end date dependent on revised planning but ending no later than Q2 FY 2024-25)
13. CCC B6 People and Mills of the River Wye (Chiltern Ranger Leading)	HO2 HO3 EO2 EO4	Andy / New PM (tbc)	Continue implementation / Review as part of programme replanning	Close out project	n/a	n/a	Project due to finish in Q2 (dependent on replanning)



SP2: Delivering The Workstreams To Which We Are Committed							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
14. CCC C1 Neighbourhood Plans Toolkit (aka Planning for the Future)	P&E HP5, DO2	Matt	Complete uploading of toolkit to website. Develop comms programme.	Deliver dissemination activities, including supporting users. Maintain and/or update toolkit info.	Deliver dissemination activities, including supporting users. Maintain and/or update toolkit info.	Deliver dissemination activities, including supporting users. Maintain and/or update toolkit info.	Project technically ends in 2024. Develop legacy programme 2024-25; maintain thereafter.
15. CCC C2 Chilterns Champions (Lead by ADF Contractor working for CCB)	NO5 NO7 HO3 EO2 EO4	Andy / New PM (tbc)	Develop and agree new plan / Integrate into overall programme planning	Implement according to revised plan from Q1	Implement in line with revised plan from Q1	Implement in line with revised plan from Q1	Ongoing (end date dependent on revised planning but ending no later than Q2 FY 2024-25)
16. CCC C3 Echoed Locations (Will be in the interim by ADF Contractor working for CCB)	EO4	Lizzie (Andy)	Review as part of programme replanning	Close out project (dependent on Q1 review)	n/a	n/a	Project potentially finishing in Q2 (dependent on replanning)
17. CCC C4 CCC Festival (Lead by ADF Contractor working for CCB)	HO3 EO4	Andy / New PM (tbc)	Continue implementation / Replan as part of programme replanning	Implement according to revised plan from Q1	Implement in line with revised plan from Q1	Implement in line with revised plan from Q1	Project potentially finishing in Q2 (dependent on replanning)
18. CCC C5 Coming Alive (Will be lead in the interim by ADF Contractor working for CCB)	HO3 EO4	Lizzie (Andy)	Develop and agree new plan / Integrate into overall programme planning	Implement according to revised plan from Q1	Implement in line with revised plan from Q1	Implement in line with revised plan from Q1	Project potentially finishing in Q2 (dependent on replanning)

SP2: Delivering The Workstreams To Which We Are Committed							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
19. CCC C6 Understanding the Central Chilterns (Lead by ADF Contractor working for CCB)	EO4	Andy / New PM (tbc)	Continue implementation / Replan as part of programme replanning	Implement according to revised plan from Q1	Implement in line with revised plan from Q1	Implement in line with revised plan from Q1	Project potentially finishing in Q2 (dependent on replanning)
20. Chalkscapes		Andy/Elaine	Review and agree next steps, including promoting work delivered and re-engaging partners	Develop revised plan & approach / Submit revised project for funding	tbc dependent on funding application	Tbc dependent on funding application	Ongoing
21. Chilterns Heritage an Archaeology Partnership (CHAP)	P&E, U&E HO	Wendy	Deliver Bledlow Cross project Deliver SWC commissions	Write heritage research framework for the Chilterns Develop the CHAP partnership – focussing on NE and HE	Plan 2024 Excavations Review and publish new heritage guidance for landowners and managers	Continue partnership working across heritage organisations n AONB	Ongoing
22. Chilterns AONB Extension (Natural England Designations Programme)	GP2	Neil	NE consultants complete fieldwork.	NE undertake targeted stakeholder engagement. CCB promote and respond.	NE/consultants identify potential qualifying areas.	NE/consultants identify proposed revised boundaries.	Estimated submission of variation order: end of 2025.
23. Enhanced Management & Governance Arrangements (Natural England Designations Programme)		Matt	Work with NE on developing next stage of the programme.	tbc	tbc	tbc	tbc

SP2: Delivering The Workstreams To Which We Are Committed							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
24. Chilterns Chalk Streams Project (CCSP) 1 – Coordinate the delivery of Year 3 of R. Chess Smarter Water Catchment Plan		Steph Horn	Delivery of Yr 4 action plan milestones	Delivery of Yr 4 action plan milestones	Delivery of Yr 4 action plan milestones, Develop Yr 5 action plan & budget	Deliver Yr 4 action plan milestones  Finalise and submit Yr 4 milestone completion evidence to Ofwat,  Confirm Yr 5 action plan and budget	Funded 1 <sup>st</sup> 5-year period ends 2025 (Chess SWC pilot ends 2031)
25. CCSP2 – Chess SWC, lead delivery of milestones under Water quality theme		Kate Heppell	Co-ordinate delivery of milestones under water quality theme and develop programme	Co-ordinate delivery of milestones under water quality theme and develop programme	To be decided by SWC Steering Committee: Co-ordinate delivery of milestones under water quality theme and develop programme	To be decided by SWC Steering Committee: Co-ordinate delivery of milestones under water quality theme and develop programme	March 2024
26. CCSP3 – Deliver Invasive Non- Native Species Management plan across Chilterns Rivers including delivery of milestones under Invasive Non-Native theme of Chess SWC		Allen	Develop control programme	Deliver control programme	Complete delivery of control programme  Develop Yr5 control programme	Submit milestone completion evidence  Submit Proposal for Yr 5 milestones	March 2024
27. CCSP4 Co-hosting of Colne & Thames & South Chilterns Catchment partnerships. Develop evidence-based, integrated catchment plans. Submit applications for inclusion in SWC roll-out from 2025		Allen	Work with partners to develop applications for inclusion in SWC roll out	Finalise and submit applications for inclusion in SWC roll out from 2025	-	-	Dec 2024 application deadline (Application process will be competitive)
28. CCSP5 – Habitat restoration & enhancement – deliver at least three practical schemes		Adrian Porter	Development of detailed plans & tender docs	Contract tendering & consent applications	Delivery of schemes	Delivery of schemes, Land management plans & Project evaluation	March 2024

SP2: Delivering The Workstreams To Which We Are Committed							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
29. CCSP6 - Support water companies in delivery of morphological improvement programmes on selected rivers (Ver, Gade, Bulbourne, Chess, Misbourne, Wye)		Allen	Agree collaborative agreements for restoration projects being delivered by CCSP. Commission Flood Risk Model for Moor Rec. Project. Shafford Mill – Initiate monitoring programme, publish tender for capital works	Moor Rec Project - Submit consent application Lead Local Flood Authority. Shafford Mill – agree design & submit consent application to EA	Deliver Moor Rec project. Shafford Mill – Secure consent for works & deliver scheme.	Complete outstanding capital works. Development and agree Land management plans.	March 2025 for AMP7 programme (programme will continue in AMP8 – 2025-2030)
30. CCSP7 – Lead delivery of citizen science strategy across Chilterns Chalk Streams (including leading citizen science milestones in Chess SWC)		Hannah Parry-Wilson	Delivery volunteer training courses	Deliver volunteer training courses  Support trained volunteers in establishment of monitoring sites	Support trained volunteers in establishment of monitoring sites  Develop 2024-25 Citizen science programme	Confirm 2024-25 citizen science programme	Ongoing
31. CCSP8 – Work with partners to deliver protected species monitoring and support recovery/management schemes		Allen	Train volunteers in water vole surveying	Delivery of Chess Water vole survey	Delivery of Chess Water vole survey  Collation of survey results	Completion of survey report to landowners	Ongoing (biennial survey)
32. CCSP9 – Deliver Chalk Streams Education and Engagement programme including leading delivery of education milestones under Chess SWC		Ceri Groves	Deliver Trout in the Classroom and River Schools Programme	Delivery of River Schools programme	Development of autumn/winter education programme3	Delivery of Trout in the Classroom	Ongoing (funded to 2025)
33. CCSP10 – Develop Chalk Streams Access Strategy		Ceri Groves	Draft strategy produced		Funding options for phase 1 identified	Applications for phase 1 funding submitted	Ongoing

SP2: Delivering The Workstreams To Which We Are Committed							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
34. Chilterns Walking Festival (CWF)		Annette	Deliver and promote May CWF	Plan October CWF - new partners, walks and opportunities.	Deliver and promote October CWF	Plan May 2024 Festival, new partners, walks, opportunities.	Ongoing
35. Defra Access Fund Projects		Annette	Promote and build on new access initiatives.	Deliver delayed project – installation of accessible bridge at Chesham Moor Sep 2023	Promote new access initiatives and plan/consult/promote 2024/25 access projects ideas	Promote new access initiatives. Plan 2024/25 access projects.	New Defra funding in 2024/25
36. Develop farmer clusters		Nick and Neil / Head of Landscape from (Q2)	Support and develop existing and new farmer clusters.	Develop strategy to engage all farmers/landowners in the Chilterns	Support and develop existing and new farmer clusters.	Support and develop existing and new farmer clusters.  Develop strategy to engage all farmers/landowners in the Chilterns	Ongoing
37. Farming in Protected Landscapes		Gareth with Lynne	Allocate £246,595  Seek to allocate grants equitably across the AONB.  Promote FiPL (e.g. article, event attendance, other comms)	Allocate £246,595  Seek to allocate grants equitably across the AONB.  Promote FiPL (e.g. article, event attendance, other comms)	Allocate £246,595  Seek to allocate grants equitably across the AONB.  Promote FiPL (e.g. article, event attendance, other comms)	Allocate any remaining spend by 31.3.24.  Seek to allocate grants equitably across the AONB.  Promote FiPL (e.g. article, event attendance, other comms)	March 2025

SP2: Delivering The Workstreams To Which We Are Committed							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
38. Mend the Gap	N01 N02 NO3 LO1 LO3 LO4 EO3 EO5 GP3 GP4	Ruth with Fran	Refine vision and scope with the new PM for tranche two	Consult and develop tranche two of the programme	Deliver community engagement programme and celebration of completed projects from tranche one	Onboard Tranche two projects	Ongoing
39. Open for Business		Annette	Deliver programme -events, tourism promotion, business engagement.	Promote and support businesses with digital media campaign and new visitor itineraries.	Complete project and reporting. Funding for project ceases – investigate new opportunities to continue activities.	Promote the results of the Open for Business programme – case studies, learning, achievements.	31 October 2023
40. Review existing & publish new planning and development guidance		Matt	Board to approve new Lighting Position Statement. Develop programme of reviews and keep up-to-date.	Implement review programme.	Implement review programme.	Implement review programme.	Ongoing.

SP3: Providing leadership and securing influence							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
1. Access: Access and visitor management Liaise, collaborate and advise on strategic access and visitor Management. Support and identify opportunities to improve access, minimise visitor impacts and improve the visitor experience. Improve accessibility information.		Annette	Lead, advise and develop this area of work.	Lead, advise and develop this area of work.	Lead, advise and develop this area of work.	Lead, advise and develop this area of work.	ongoing
2. Access: Health & wellbeing/green and social prescribing		Annette	Explore potential and support pilot initiatives	Explore potential	Explore potential	Explore potential	Ongoing
3. Economic & Social Well-being: Promote sustainable tourism		Annette	Lead, develop and promote sustainable tourism initiatives	Lead, develop, promote tourism	Lead, develop, promote tourism	Lead, develop, promote tourism	Ongoing
4. Economic & Social Well-being: Support local businesses and local economy		Annette	Lead, develop and promote this area of work. Seek funding and new opportunities.	Lead, develop, promote this area of work. Seek funding.	Lead, develop, promote this area of work.	Lead, develop, promote this area of work. Seek funding.	Ongoing
5. EDI Engagement: strengthen CCB's EDI engagement, develop EDI partnerships and opportunities, secure additional resource for EDI engagement		Annette and Kim-Lin	Lead and develop EDI Engagement strategy and opportunities. Agree strategy & action plan	Lead EDI Engagement	Lead EDI engagement	Lead EDI engagement	Ongoing
6. Engagement: Build and nurture relationships with our partners - delivery partners, influencers, collaborators etc.		Annette	Develop and nurture access, tourism, EDI partnerships.	Develop and nurture relationships	Develop and nurture relationships	Develop and nurture relationships	Ongoing
7. Engagement: Help strengthen the national AONB network and actively support the network on a range of areas including planning policy, the Glover Review and sourcing additional funds		Elaine and Matt	Explore key issues with NAAONB.	To be determined.	To be determined.	To be determined.	Ongoing
8. Engagement: Influence, inspire and inform Defra, Natural England and other parts of government		Elaine and Matt	Keep up-to-date with NE/Defra and maintain engagement.	Keep up-to-date with NE/Defra and maintain engagement.	Keep up-to-date with NE/Defra and maintain engagement.	Keep up-to-date with NE/Defra and maintain engagement.	Ongoing

SP3: Providing leadership and securing influence							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
9. Planning: Ensure that planning and related decisions on development and infrastructure <u>proposals</u> take proper account of the statutory purposes of the AONB, the Management Plan, and CCB's published advice and guidance.		Matt	Respond as required	Respond as required	Respond as required	Respond as required	Ongoing
10. Planning: Ensure that planning and related <u>policies</u> , strategies and plans at local, regional and national levels take proper account of the statutory purposes of the AONB, the Management Plan, and CCB's published advice and guidance.		Matt	Respond as required	Respond as required	Respond as required	Respond as required	Ongoing
11. Planning: Mitigate harmful impacts of HS2 by continuing to input into emerging designs and advocating best practice		Neil with Matt	Respond as required	Respond as required	Respond as required	Respond as required	Ongoing
12. Planning: Support Chiltern Society with delivering the Chilterns Buildings Design Awards – no capacity to deliver awards in 2023-24	DP7	Matt	-	Develop new Awards format with Chiltern Society for 2024-25	Continue developing new Awards format	Continue developing new Awards format	tbc
13. Strategy: Develop and advocate CCB Cultural Heritage Ambition Statement		Wendy with Matt	Initial consultations for Cultural Heritage Ambition statement (CHAS)	Draft and develop CHAP	Make CHAS visible and integrated with Cultural Heritage ongoing works	Make CHAS visible and integrated with Cultural Heritage ongoing works	ongoing
14. Strategy: Develop and advocate CCB Equality, Inclusion and Diversity Ambition Statement, Engagement Strategy and Action Plan		Annette	Make EDI Ambition Statement public and visible. Develop EDI Engagement Plan.	Agree Engagement Plan- promote. Provide staff training.	Promote Engagement Plan. Provide staff training.	Promote EDI Engagement work. Plan Conference March 2024.	Ongoing
15. Strategy: Develop and advocate CCB Nature Recovery Ambition Statement		Head of Landscape	Tbc – Head of Landscape joins CCB in July 2023	tbc	tbc	tbc	Ongoing
16. Strategy: Develop and advocate Climate Mitigation Ambition Statement		Head of Landscape	Tbc - Head of Landscape joins CCB in July 2023	tbc	tbc	tbc	Ongoing



SP3: Providing leadership and securing influence							
Workstream	Golden Thread: source	Lead officer	Headline activities or outputs 2023-24				Workstream end date (or 'ongoing')
			Q1	Q2	Q3	Q4	
17. Strategy: Lead the development of a longer-term vision for the AONB		Matt	Explore integration between parallel governance and management workstreams eg links to governance work (eg NE projects at SP2 (22 and 23)	Develop a 25 Year Vision	Develop a 25 Year Vision	Draft 25 Vision by end of March 2024	tbc
18. Strategy: Prepare for and/or start the interim review of the Management Plan (the interim review is intended to roll forward the policy content of the existing MP pending the amendment of the AONB boundary through the Chilterns AONB Extension project – SP2.22)		Matt	New Defra/NE MP guidance should be issued	Develop plan for interim review rolling forward existing MP content.	Progress interim review. If AONB Extension project has progressed sufficiently, develop plan for new MP for the amended boundary.	Progress interim review. If AONB Extension project has progressed sufficiently, develop plan for new MP for the amended boundary.	Interim Review completed by July 2024
19. Strategy: Provide leadership to government on implementing the Glover Landscapes Review		Elaine and Matt	Explore and map out opportunities to engage Defra/NE on implementing review recommendations.	Engage with Defra/NE	Engage with Defra/NE	Engage with Defra/NE	Ongoing



**Profit and Loss**  
**Chilterns Conservation Board**  
**1 April 2022 to 31 March 2023**

	Core	Projects	Combined	
<b>Income</b>				
Access Grant	£207,594.81	0	£207,594.81	All spent
Advertising Income	£6,220.26	0	£6,220.26	Years income
DEFRA	£513,895.61	563993.8	£1,077,889.41	
Donations Received	£12,000.00	0	£12,000.00	Futher donation from David Younghusband
Fee Income	£56,000.00	0	£56,000.00	MTG, FIPL, GRC see Project recharges below
Interest Income	£5,535.85	17000	£22,535.85	Interest rates have increased
Local Authority Contribution	£118,735.00	108942.29	£227,677.29	Core - all paid
Project Income	£0.00	1014308.69	£1,014,308.69	
Sale of merchandise	£553.43	0	£553.43	
<b>Total Income</b>	<b>£920,534.96</b>	<b>£1,704,244.78</b>	<b>£2,624,779.74</b>	
<b>Gross Profit</b>	<b>£920,534.96</b>	<b>£1,704,244.78</b>	<b>£2,624,779.74</b>	
<b>Less Operating Expenses</b>				
Access grant expenditure	£207,594.81	0	£207,594.81	Funded from Access Grant
Advertising & Marketing	£0.00	17896.3	£17,896.30	Mainly BLEF and Waking Festival
Bank Fees	£103.10	3.15	£106.25	
Board Meetings	£358.50	0	£358.50	
CCB recharges	£0.00	56000	£56,000.00	Shown as CCB Core income
Chess SWC Landowner Grant	£0.00	5180	£5,180.00	
Cleaning	£1,543.25	96.64	£1,639.89	
Computer and IT Equipment	£654.48	2593.56	£3,248.04	
Consulting	£56,235.45	88030.33	£144,265.78	Core is mainly HR and Planning
Employers National Insurance	£40,002.68	19554.54	£59,557.22	
Event costs	£2,366.84	12921.28	£15,288.12	Hire of rooms etc
Finance costs	£2,400.00	0	£2,400.00	
FIPL Grant	£0.00	216653.2	£216,653.20	Grants paid
General Expenses	£6,758.64	321313.3	£328,071.94	Projects are sub analysed
HLF Digital Outputs	£0.00	9543.85	£9,543.85	
HLF Equipment and materials (activity)	£0.00	21492.89	£21,492.89	
HLF Equipment and materials (capital)	£0.00	112907.94	£112,907.94	
HLF Evaluation	£0.00	3129.45	£3,129.45	
HLF Full Cost Recovery	£0.00	31519.5	£31,519.50	
HLF Irrecoverable VAT	£0.00	79214.06	£79,214.06	
HLF New building work	£0.00	8171.27	£8,171.27	
HLF New Staff Costs	£0.00	319664.44	£319,664.44	
HLF Other costs	£0.00	14590.88	£14,590.88	
HLF Other costs (activity)	£0.00	20692.95	£20,692.95	
HLF Other costs (capital)	£0.00	103460.6	£103,460.60	
HLF Paid Training Placements	£0.00	12600.61	£12,600.61	
HLF Professional fees relating to any of the at	£0.00	126203.76	£126,203.76	
HLF Professional fees relating to any of the at	£0.00	10739.96	£10,739.96	
HLF Publicity and promotion	£0.00	14337.74	£14,337.74	
HLF Recruitment	£0.00	1814	£1,814.00	
HLF Repair and conservation work	£0.00	132948.63	£132,948.63	
HLF Training for staff	£0.00	312	£312.00	
HLF Training for volunteers	£0.00	7798.54	£7,798.54	
HLF Travel and expenses for volunteers	£0.00	705.73	£705.73	
HLF Travel for staff	£0.00	6051	£6,051.00	
Insurance	£6,808.39	0	£6,808.39	As expected
IT Software and Consumables	£7,520.43	1718.83	£9,239.26	As expected
IT support and maintenance	£7,433.45	706.2	£8,139.65	As expected
Legal Expenses	£840.00	0	£840.00	
Light, Power, Heating	£2,066.83	0	£2,066.83	Possible accrual required
Magazine costs	£16,506.00	0	£16,506.00	Large print runs
Medical Insurance	£4,820.46	0	£4,820.46	
Members Allowances	£5,556.21	0	£5,556.21	
Nature Recovery	£4,088.17	0	£4,088.17	
Office Equipment	£30.94	144	£174.94	
Pensions Costs	£61,492.75	33127.62	£94,620.37	
Postage, Freight & Courier	£455.89	268.72	£724.61	
Printing & Stationery	£1,571.57	1318.99	£2,890.56	
Project donations	£2,000.00	2400	£4,400.00	Ridgeway and CSWC
Rates and Water rates	£5,394.40	0	£5,394.40	
Recruitment	£2,985.49	4150.1	£7,135.59	
Rent	£18,500.00	2600	£21,100.00	
Repairs & Maintenance	£9,029.69	0	£9,029.69	New Boiler and Inverter
Research and survey expenditure	£24.00	77752.65	£77,776.65	
Salaries	£416,174.58	195805.92	£611,980.50	
Staff expenses	£1,509.12	470.21	£1,979.33	
Staff Training	£4,406.36	999.18	£5,405.54	
Subscriptions	£3,680.00	77.88	£3,757.88	
Telephone & Internet	£3,450.42	1674.83	£5,125.25	
Travel Expenses	£2,059.85	3052.03	£5,111.88	
Website running costs	£10,484.00	1603.12	£12,087.12	New website costs
<b>Total Operating Expenses</b>	<b>916906.75</b>	<b>2106012.38</b>	<b>3022919.13</b>	
<b>Net Profit</b>	<b>£3,628.21</b>	<b>-£401,767.60</b>	<b>-£398,139.39</b>	

**Item 14****Update on Equality, Diversity and Inclusion (EDI)**

**Author:** Annette Weiss, Head of Engagement & Partnerships

**Summary:** To update the Executive Committee on EDI progress since the last meeting

**Update since last meeting**

- The Chilterns EDI Ambition statement was approved at the March Board meeting and is due to be added to Chilterns AONB website.
- Board member, Dr Geeta Ludhra, facilitated a staff EDI meeting on 24 February which generated valuable learning, discussions and helped capture insights which are contributing to the EDI Engagement Plan.
- We have discussed and agreed a programme of EDI training for staff and Board members led by Dr Anjana Khatwa. Anjana has over 20 years working in the natural heritage sector and holds numerous strategic Board and EDI Taskforce roles and has led training for other protected landscapes and museums.
- Staff and Board members are being encouraged to attend a half-day introductory EDI training. The first takes place on 26 June and will be repeated on 5 July with a further date to be confirmed in the autumn. Contact me at [AWeiss@chilternsaonb.org](mailto:AWeiss@chilternsaonb.org) if you would like more information.
- In addition to the introductory training, two 'Skills into Practice' workshops focusing on EDI engagement have been offered to staff, which will benefit the team in many ways:
  - Staff feel confident and empowered to champion inclusion in all aspects of their work
  - Enhanced knowledge and capability to review and create internal and external content through a lens of inclusion
  - Confidence and ability to develop EDI resources and approaches within the CCB
- We continue to deliver EDI engagement through our projects, partnerships and communications and this is gathering pace. Having a dedicated Engagement Officer that can focus on EDI would enable us to do so much more and a priority is to identify ways to resource this.

**Next steps**

See the Gantt chart below for key activities and milestones over the next 12 months.

	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
EDI Key activities and milestones												
EDI Ambition statement and strategy/plan												
EDI Ambition statement (agreed at March Board meeting) to be added to Chilterns AONB website												
Draft EDI Engagement Plan and discuss at staff EDI meeting 19 May.												
Staff EDI meetings, training and workshops												
Staff/EDI task group meeting 19 May 10-12												
Staff/EDI task group meeting 8 Sep 10-12												
Staff and Board EDI awareness introductory half-day training- 26 June & 5 July (morning)												
Engagement staff EDI follow-on skills workshops 26 June & 5 July (afternoon)												
EDI contacts and partnerships												
Diversify recruitment - promote to EDI contacts												
Connect and develop partnerships with EDI groups												
Identify funding for EDI engagement officer												
Comms												
Plan EDI focused Comms and new website content. EDI case studies to go on website												
Promote Chalkscapes research on engagement with Luton's diverse communities												
Defra Access Funding and Access for All												
Use results from Accessibility surveys to plan future work and improve online information												
Plan Widening the Welcome workshop 2024												
Scope opportunities for 2024/25 Access funding												
New Opportunities												
Identify Collaborative Targeted Outreach Programme in the Luton area following on from Chalkscapes												
NAAONB Arts Council project, submit EOI												