



# Chilterns National Landscape

Members of the Conservation Board for the Chilterns Area of Outstanding Natural Beauty are hereby summoned to an Annual General Meeting of The Chilterns Conservation Board on

**Thursday 20<sup>th</sup> June 2024 at 5.00pm at**

**Hexton Office, Unit 1, The Stables, Hexton Manor, Hexton, Hitchin, Herts, SG5 3JH**

**The online session will be available from 4.45pm**

## **AGENDA**

1. Election of Chairman and Deputy Chairman (p) (AGM item)
2. Apologies for absence
3. Declarations of interest in any of the agenda items
4. Notice of urgent business
5. Minutes of previous meetings
  - 5.1 AGM on 13.06.23 (p)
  - 5.2 Ordinary Board meeting on 14.03.24 (p)
6. Matters arising
7. Consideration of motions submitted by members
8. Public Questions
9. Appointment of Committee members (p) (AGM item)
10. Chairman's Update
11. Chief Executive Officer's Report (p)
12. Finance and Business Planning
  - 12.1 2023/24 Finance Report (p)
  - 12.2 2023/24 Quarter 4 Delivery Report (p)
  - 12.3 2024/25 Core Budget (p)
  - 12.4 2024/25 Delivery Plan (p)
  - 12.5 Funding Update (p)
13. Strategy and Governance
  - 13.1 Management Plan Review (p)
  - 13.2 Governance Review: proposed Chilterns Forum (p)
  - 13.3 Constitution Review (p)
  - 13.4 Vision Task & Finish Group update (p)
  - 13.5 Risk Register (p)
14. HR Strategy and Implementation Plan (p)

15. Minutes & Recommendations of Committees
- 15.1 Executive Committee meeting draft minutes (16.05.24) (p)

15.2 Planning Committee meeting draft minutes (25.04.24) (p)
16. Any urgent business
17. Handover to new Chair
18. Next meeting: Thursday 19<sup>th</sup> September 2024 at 1400hrs. Location tbc.

Future meeting dates 2024

Planning Committee Meetings	Executive Committee Meetings	Board Meetings
Thu 25 <sup>th</sup> July 2024 @ 5pm Location tbc	Thu 15 <sup>th</sup> August 2024 @ 2pm Chinnor	Thu 19 <sup>th</sup> September @ 2pm Location tbc
Thu 17 <sup>th</sup> October 2024 @ 2pm Location tbc	Thu 7 <sup>th</sup> November 2024 @ 2pm Chinnor	Thu 12 <sup>th</sup> December @ 10am Location tbc

Dr Elaine King, Chief Executive Officer

## Summary of Actions Required

Agenda number	Agenda item	Actions required
1	Election of Chairman and Deputy Chairman	<b>APPROVE</b>
2	Apologies for absence	
3	Declaration of interest in any of the agenda items	
4	Notice of urgent business	
5	Approve minutes of previous meetings (AGM on 13.06.23 and ordinary Board meeting on 14.03.24)	<b>APPROVE</b>
6	Matters arising	
7	Consideration of motions submitted by members	
8	Public Question Time	
9	Appointment of Committee members	<b>APPROVE</b>
10	Chairman's Update	
11	Chief Executive Officer's Update	<b>NOTE</b>
12	Finance and Business Planning	
12.1	2023/24 Finance Report	<b>NOTE</b>
12.2	2023/24 Quarter 4 Delivery Report	<b>NOTE</b>
12.3	2024/25 Core Budget	<b>APPROVE</b>
12.4	2024/25 Delivery Plan	<b>APPROVE</b>
12.5	Funding Update	<b>NOTE</b>
13	Strategy and Governance	
13.1	Management Plan Review	<b>NOTE</b>
13.2	Governance Review	<b>APPROVE</b>
13.3	Constitution	<b>APPROVE</b>
13.4	Vision TFG update	<b>NOTE</b>
13.5	Risk Register	<b>APPROVE</b>
14	HR Strategy update and HR Advisory Group	
14.1	HR Strategy and Implementation Plan	<b>APPROVE</b>
15	Minutes & Recommendations of Committees	
15.1	Executive Committee meeting draft minutes (16.05.24)	<b>NOTE</b>
15.2	Planning Committee meeting draft minutes (25.04.24)	<b>NOTE</b>
16	Any urgent business	
17	Handover to new Chair	
18	Next meeting	

**Item 1                      Election of Chairman and Deputy Chairman**

**Author:** Matt Thomson, Deputy Monitoring Officer

**Purpose of Report:** To elect the new Chairman and Deputy Chairman of the Board, and also to outline and explain a new format for the AGM being trialled this year.

### **Election of Chairman and Deputy Chairman**

1. In combination, our Establishment Order and the Countryside and Rights of Way (CROW) Act 2000 determine that the Board should elect from its members a Chairman and Deputy Chairman. Both roles are elected for a period of not more than one year, but with eligibility for re-election. The Code of Governance determines that these elections are held at the Annual General Meeting (AGM) of the Board.
2. The current Chairman Colin Courtney has indicated his intention not to stand for re-election this year.
3. The Chairman will announce his recommendations for the posts of Chairman and Deputy Chairman at the meeting. Board members may accept these recommendations, or they may nominate alternatives at the meeting. Any nominations, including those recommended by the Chairman, will require a formal nomination and seconding from the membership, and a vote held, either to determine the Board's preference or to confirm the Chairman's recommendations.
4. In a departure from established practice (see below), the meeting will continue under Colin Courtney's chairmanship. The chairmanship will then be handed over towards the end of the meeting (item 17), with the incoming Chairman (or Deputy in his/her absence) proposing a vote of thanks and closing the meeting.

### **Chairman and Deputy Chairman roles – for information**

5. The main duty of the Chairman is to preside at meetings of the Board, and the main duty of the Deputy Chairman is to deputise for and support the Chairman.
6. Both positions have a role in supporting officers, especially with the preparation of the agenda for meetings, and representing the Board with external stakeholders.
7. The Code of Governance includes some particular requirements and delegations of authority to the Chairman and Deputy Chairman. For example:
  - a) The Chairman is required to be a member of the Executive Committee (not necessarily the Committee's Chairman, but that can be beneficial).
  - b) The Chairman assists with the identification and selection of members of standing Committees.
  - c) The Deputy Chairman is required to be a member of the Human Resources Advisory Group.
  - d) The Chairman (or Deputy in their absence) have various responsibilities in terms of determining whether and when to hold extraordinary meetings, etc., and to be consulted by officers with regard to a variety of matters of urgency that cannot wait until a Board meeting can be held.
8. The Chairman and Deputy Chairman are entitled to claim special allowances in support of the additional responsibilities of their positions.

**Experimental new AGM format – to note**

9. The Board's established practice has been to hold the AGM immediately after an ordinary Board meeting as a separate meeting on the same day.
10. It is understood that a reason for holding the AGM as a separate meeting is so that an incoming Chairman is not put in the position of immediately having to chair a full meeting, the agenda for which they may not have been involved with, and without having had time to prepare. Instead, the incoming Chairman, elected at the AGM, only has to address the relatively short and largely administrative agenda of the AGM itself. Holding the AGM on the same day as a full ordinary meeting obviously has advantages in terms of attendance and relieving pressures on everyone's diaries.
11. However, the established arrangement also has its own problems:
  - a) The minutes of the AGM have to be held in draft for a full year for sign-off at the next AGM.
  - b) Having two meetings adds to the administrative burden for officers, especially with regard to statutory requirements for the meetings being unnecessarily duplicated.
  - c) Holding the AGM after a full Board meeting (and, frequently, a site visit, field trip, or similar) can mean that members and officers are less attentive to the AGM items, and some may have already had to leave the meeting if previous items have overrun.
12. There is also no statutory reason to hold the AGM separately from the consideration of other Board business.
13. In order to overcome the issue of a newly elected Chairman (or Deputy Chairman in their absence) having to chair a full Board meeting without the opportunity to prepare, the handover of chairmanship will take place towards the end of the meeting.
14. Following discussions with the current Chairman and Deputy Chairman, it has been recognised that there would be advantages, in terms of succession planning and gaining experience of the role, if the Deputy Chairman was elected on the general understanding that they would most likely, in the fullness of time, and subject to the support of the Board, progress to become the Chairman. The same might also apply to the Chairman and Deputy Chairman of the standing committees.
15. It is proposed that, if felt to be successful, officers work on proposals to codify the new AGM format and the practice for the succession of Chairmen for inclusion in the Code of Governance as part of the review of the Constitution (see also item 13.3), through the Governance Review Task & Finish Group.

**Recommendations**

1. **That the Board ELECTS from the Chairman's recommendations, and any nominations made at the meeting, a new Chairman of the Board for 2024/25.**
2. **That the Board ELECTS from the Chairman's recommendations, and any nominations made at the meeting, a new Deputy Chairman of the Board for 2024/25.**



## MINUTES OF THE ANNUAL GENERAL MEETING OF THE CONSERVATION BOARD FOR THE CHILTERN'S AREA OF OUTSTANDING NATURAL BEAUTY

**Held at the Paralympic Room, The Gateway Offices, Gatehouse Road, Aylesbury,  
Buckinghamshire HP19 8FF (Buckinghamshire Council Offices) on Tuesday 13<sup>th</sup>  
June 2023 following the Ordinary Meeting at 10.00am.**

### MEMBERS PRESENT

#### **Appointed by Local Authorities**

Cllr David Bartholomew  
Cllr Paula Hiscocks  
Cllr Steve Jarvis  
Cllr Jane MacBean  
Cllr Richard Newcombe  
Cllr Philip Spicer

#### **Appointing Body**

Oxfordshire County Council  
Hertfordshire County Council  
North Hertfordshire District Council  
Buckinghamshire Council  
Buckinghamshire Council  
Central Bedfordshire Council

#### **Appointed by the Secretary of State**

Colin Courtney  
Paul Mains  
Joe Stewart  
Elizabeth Wilson

Secretary of State  
Secretary of State  
Secretary of State  
Secretary of State

#### **Elected by Parish Councils**

Cllr John Griffin  
Cllr John Harfield  
Cllr Sue Rowland  
Cllr Sir Hector Sants

Oxfordshire  
Bedfordshire  
Oxfordshire  
Buckinghamshire

#### **CCB Staff**

Andrew Brock-Doyle  
Deirdre Hansen  
Graham Hurst  
Elaine King  
Eloise Small  
Matt Thomson  
Annette Weiss

Head of Operations  
Clerk to the Board  
Finance Officer (S151 Officer)  
Chief Executive Officer  
Administration Officer  
Head of Strategy & Planning  
Head of Engagement & Partnerships

#### **Other**

Sarah Wright

National Trails Project Officer

## CCB Board AGM

Tuesday 13<sup>th</sup> June 2023

The CEO, Elaine King opened the AGM. She thanked the outgoing Chair, Paul Mains, for all his support and help during a busy and sometimes challenging two years. He will be missed.

**1. Election of Chairman**

There had been one nomination for the post. Colin Courtney was proposed and seconded for the post of Chairman of the CCB for the year 2023/24.

**The Board RESOLVED that Colin Courtney be elected Chairman of the Board for the ensuing year.**

**Colin Courtney took the CHAIR.**

He thanked the members for electing him.

**2. Apologies for absence**

Apologies for absence were received and accepted from \*Cllr Robert Carington, Buckinghamshire Council, \*Cllr Lynn Lloyd, South Oxfordshire District Council, Geeta Ludhra, Secretary of State appointee, \* John Nicholls, Secretary of State appointee, Cllr Robert Roche, Luton Borough Council, \*John Shaw, Secretary of State appointee, Cllr Sally Symington, Dacorum Borough Council, Cllr Jon Tankard, Three Rivers District Council, Ian Waller, Secretary of State appointee, Cllr Adrian Watney, Hertfordshire Parish Councils and Cllr Gareth Williams, Buckinghamshire Council. (*Those \* listened in on the meeting online*)

Tom Beeston, CEO Chiltern Society and Simon Kearey, Chairman Chiltern Society.

**3. Election of Deputy Chairman**

There had been one nomination for the post. John Nicholls was proposed and seconded.

**The Board RESOLVED that John Nicholls be elected Deputy Chairman of the Board for the ensuing year.**

He thanked the members for electing him.

**4. Declarations of Interest**

No declarations of interest were made.

**5. Minutes of the meeting 14<sup>th</sup> June 2022**

The minutes had been approved as true record and signed at the board meeting 6<sup>th</sup> September 2022.

**6. Election/ Appointment of Members to the Executive Committee**

**The Board RESOLVED that the following members were appointed to the Executive Committee:**

Secretary of State Representatives  
Colin Courtney  
Paul Mains  
John Nicholls

**Local Authority Representatives**

Cllr Richard Newcombe

Cllr Philip Spicer

**Parish Council Representatives**

Cllr John Griffin

Cllr Charles Hussey

Cllr Sue Rowland

Cllr Sir Hector Sants

**7. Election/Appointment of members to the Planning Committee**

**The Board RESOLVED that the following members were appointed to the Planning Committee:**

**Secretary of State Representatives**

John Nicholls

**Local Authority Representatives**

Cllr Paula Hiscocks

Cllr Jane MacBean (to be confirmed)

Cllr Sally Symington

Cllr Jon Tankard

**Parish Council Representatives**

Cllr Charles Hussey

Cllr Sue Rowland

Cllr Adrian Watkins

One vacancy remaining.

**8. Variation to the Code of Governance.**

The Clerk, Deirdre Hansen, asked the Board to approve a variation to the Code of Governance agreed 21 April 2021. This will allow for additions or variations to be made at appropriate times, not limiting variations to the Code of Governance to the Annual General Meeting. The CCB's Code of Governance 2 b) "any motion to add or vary this Code of Governance shall be made, proposed and seconded at an Annual General Meeting of the Board". It is proposed to vary 2b) of the Code of Governance to state, "any motion to add or vary this Code of Governance shall be made, proposed and seconded at a full meeting of the Board".

- 1. The Board APPROVED the variation of 2 b) of the CCB's Code of Governance allowing additions and variations to be made at Full Board Meetings.**

**9. Date of next meeting**

The date of the next meeting June 2024 TBC



CCB Board AGM

Tuesday 13<sup>th</sup> June 2023

The Chairman.....

Date.....

CCB Board Meeting

Thursday 14<sup>th</sup> March 2024

**Chilterns  
National  
Landscape**

**MINUTES OF THE MEETING OF THE CONSERVATION BOARD FOR THE  
CHILTERNs AREA OF OUTSTANDING NATURAL BEAUTY**

**Held at the Paralympic Room, The Gateway Offices, Gatehouse Road,  
Aylesbury, Buckinghamshire HP19 8FF (Buckinghamshire Council Offices)**

**on Thursday 14<sup>th</sup> March at 10.00am**

**MEMBERS PRESENT**

**Appointed by Local Authorities**

Cllr Philip Spicer  
Cllr David Bartholomew  
Cllr Richard Newcombe  
Cllr Sally Symington

**Appointing Body**

Central Bedfordshire Council  
Oxfordshire County Council  
Buckinghamshire Council  
Dacorum Borough Council

**Appointed by the Secretary of State**

Colin Courtney  
Gemma Harper  
Paul Mainds  
John Nicholls  
Simon Mortimer  
Joseph Stewart  
Geeta Ludhra

Secretary of State  
Secretary of State  
Secretary of State  
Secretary of State  
Secretary of State  
Secretary of State  
Secretary of State

**Elected by Parish Councils**

Cllr Charles Hussey  
Cllr John Griffin  
Cllr John Harfield  
Cllr Sue Rowland

Buckinghamshire  
Oxfordshire  
Bedfordshire  
Oxfordshire

**CCB Staff**

Lorna Coldwell  
Graham Hurst  
Elaine King  
Matt Thomson  
Eloise Small  
Andrew Brock-Doyle

Clerk to the Board  
Finance Officer (S151 Officer)  
Chief Executive Officer  
Head of Strategy and Planning.  
Administration Officer  
Head of Operations

**Other**

Simon Kearey  
Tom Beeston

Chairman Chiltern Society  
Chief Officer Chiltern Society

## CCB Board Meeting

Thursday 14<sup>th</sup> March 2024

Professor Gurch Randhawa                      University of Bedfordshire  
No members of the public were present.

The Chairman welcomed those present in person and online. All those present introduced themselves.

**23/24.36 Apologies for absence**

Apologies for absence were received and accepted from \*James Norman, South Oxfordshire District Council, \*John Shaw, Secretary of State appointee, Cllr Adrian Watney, Hertfordshire Parish Councils, Cllr Hector Sants, Buckinghamshire Parish Councils, Cllr Paula Hiscocks, Hertfordshire County Council, Cllr Steve Jarvis, North Hertfordshire District Council, Cllr Jane MacBean, Buckinghamshire Council, Cllr Gareth Williams, Buckinghamshire Council.

Chilterns National Landscape Staff:

\*Kate Heppell, Head of Landscape.

*(Those \* listened in on the meeting online)*

**23/24.37 Declarations of Interest**

No declarations of interest on any agenda item were made.

**23/24.38 Notice of Urgent Business**

The Chair had an item of urgent business regarding the AGM in June.

**23/24.39 Minutes of the Board Meeting 12<sup>th</sup> December 2023.**

The minutes of the Board meeting 12<sup>th</sup> December 2023 were **approved** as a true record and signed by the Chair after the following amendment was made:

- The year in minute 23/24.27.2 was altered from 2014 to 2024.

**23/24.40 Matters Arising**

No matters arising, not covered by the agenda.

*The meeting was closed to allow for public questions.*

**23/24.41 Public Question Time.**

No public questions.

*The meeting was reopened.*

**23/24.42 Chair's Update**

The Chair, Colin Courtney, reported on his activities since the last meeting on 12<sup>th</sup> December 2023, highlighting the following:

1. Boundary Review – monthly meetings have continued with Natural England's Management Advisory Group. The public consultation was anticipated in the

## CCB Board Meeting

Thursday 14<sup>th</sup> March 2024

summer but has been delayed by approximately two months due to a lack of resources in DEFRA this FY. The work is expected to continue as planned in the upcoming FY. The upcoming General Election may also potentially impact on the timetable

2. He has had various correspondence with DEFRA regarding Secretary of State member appointments. He does not envisage any new appointments in 2024.
3. There has been lots of dialogue with the CEO, Elaine King, and the Senior Management Team over a raft of matters, which are covered later in the meeting. He and EK finalised the new logo, as authorised by the Board at its previous meeting. All should have received the details. Thanks were given to Vicki Pearce, Communications Manager for all her hard work on the rebranding.
4. He joined a staff training session on Disability and Equality, and thanked Annette Weiss, Head of Engagement and Partnerships for organising.
5. The February Executive Committee meeting focused on the 2024/2025 budget. The Risk Register will be carried forward for approval by the Board at its next meeting in June.
6. He gave thanks to Elaine and all the team for their hard work and commitment under challenging circumstances and despite lots of pressures, along with Board Members for their input and support.
7. Deirdre Hansen, the Clerk left after the December meeting. An exit interview was conducted in February. Lorna Coldwell joins as the new Clerk.
8. Apologies were given due to an administrative error meaning not all Board members received the agenda papers in a timely fashion. This will be rectified for the next Board meeting.

### 1. The Board NOTED the update.

### 23/24.43 Chief Executive's Update

The CEO, Elaine King, had given a comprehensive report on activities since the 12<sup>th</sup> December Board meeting. She highlighted the following:

1. EK currently line manages the four members of the Senior Management Team, plus the Clerk, Communications Manager, and the Senior Administration Officer. All mid-term reviews have been completed and, across the whole team, annual appraisals should be completed by the end of the financial year. The Senior Management Team (SMT) meet weekly to discuss a range of matters, and in particular elements of next year's business plan.
2. New staffing to note is Sarah Hebbes – Project Support Officer joined the Mend the Gap programme on 2<sup>nd</sup> January, and Lorna Coldwell as new Clerk to the Board on the same date.
3. Delays mentioned by the Chair to the Boundary Review is in part due to the scrutiny that they were asked to do by the Chilterns National Landscapes team. Whilst this is frustrating, it is due to the amount of additional work being done.

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4. Nick Graham, who d was the Board's Monitoring Officer since December 2021, has left Buckinghamshire Council. Thanks were given to him for his work.

He was supported by the Board's former Clerk, Deirdre Hansen in the role of Deputy Monitoring Officer. Buckinghamshire Council has offered the services of Jenny Caprio, Head of Non-Contentious Legal Services on similar terms. The CEO intends to appoint Matt Thomson, Head of Strategy and Planning, who already covers many of the DMO functions and is a good strategic fit as the new DMO. The MO is appointed by the Board, the DMO by the CEO in agreement with the MO.

5. External legal support has been explored for work such as developing and reviewing contracts and landowner agreements. A relationship has been established with a local law firm.
6. She has attended a range of meetings with partners and stakeholders including being invited this week, on International Women's Day, to speak with Board Member Geeta Ludhra at a webinar, giving their reflections on leadership in a protected landscape.
7. The rebranding, following approval of the new logo, was launched on 6<sup>th</sup> March, with a guidance toolkit supplied to over 800 contacts.
8. Thanks were given to the Senior Management Team for their support and hard work, and the whole staff team who are very busy with a huge amount of work being carried out. Thanks were given to the Chair and Vice-Chair for support, leadership, and insight on a wide range of matters.

The CEO was thanked by the Chair.

1. **The Board NOTED the update.**
2. **The Board APPROVED the appointing of Jenny Caprio as the Monitoring Officer, proposed by John Griffin and seconded by Philip Spicer**

## 23/24.44 Finance and Business Planning

### 1. Quarter 3 Finance Report:

The Finance Officer, Graham Hurst, had provided a summary report on core funding and project funding for the 10 months to 31<sup>st</sup> December 2023.

Core funding:

1. Core income was £591k in line with expectations.
2. Staff costs are £101k less than budget after adjusting for exceptional costs.
3. Exceptional costs of £70k as previously advised are included in staff costs and legal costs.
4. After exceptional costs there is a core deficit of £71k. If the exceptional costs were not incurred, the 10 month financials would be in line with the budget.

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Thursday 14<sup>th</sup> March 2024**Project Funding:**

Income received from projects year to date is £2.1m with costs of £1.4m leaving £693k to transfer to project reserves. This does not represent a surplus, but reimbursement of costs paid out in advance, as all projects are budgeted on a break-even basis.

**Audit:**

The external auditors in the 2022/23 report advised the independence of the internal auditors should be considered. The external auditors in the 2022/23 report advised that the Board independence of the internal auditors should be considered. This was discussed at the February Executive Committee meeting and no independence issues were noted.

- 1. The Board NOTED the financial position as of 31<sup>st</sup> January 2023**
- 2. The Board NOTED the independence of the Internal Auditor has been considered with no issues arising**

**2. Quarter 3 Delivery Report**

The Head of Operations, Andy Brock-Doyle, presented a report on the progress against the Delivery Plan in Quarter 3. A full report was presented and discussed at the Executive Committee in February.

Work is progressing well. The only area that has become significantly delayed since the previous quarter is communications, due to the need to focus on the rebrand. Highlights as follows:

- A new “Key Documents” folder giving staff a one-stop shop for all information requirements
- A new full time Communications Officer was appointed in October, which will increase operational communications and their alignment with projects
- Chalk, Cherries and Chairs – legacy planning has started for the project ending in November 2024.
- Mend the Gap: Community Hubs are now active in Pangbourne, Goring, Whitchurch South Stoke and Cholsey, with small grant projects in delivery and larger projects progressing to sign off.
- Chilterns Chalk Stream Project: action plan for Ewelme Brook completed, and for the Misbourne greenway. All training courses for volunteers are completed.
- Farmer Clusters/Farming in Protected Landscapes: a grant application for £200k to the Rothschild Foundation was successful. Year three FiPL funding is being delivered on track.

Key risks/issues remain the same as Quarter 2. The biggest risk is capacity constraints and therefore the SMT is scrutinising the efficiency of work and what is being prioritised.

CCB Board Meeting

Thursday 14<sup>th</sup> March 2024

The Board complimented the clear and easy to understand Delivery Progress table as a great way to keep the Board up to date and see what is happening in a concise way.

Reputational risk will be discussed at the next Executive Committee meeting when the risk register will have been reviewed.

### **1. The Board NOTED the Quarter 3 update and PROVIDED feedback**

### **3. 2024/2025 Core Budget**

The Finance Officer, Graham Hurst, and the Head of Operations, Andrew Brock-Doyle, had provided a report on the 2024/25 budget connecting the budget to the Business Plan alongside a balanced budget with a £84 surplus. The draft budget was initially presented to the Executive Committee in February, for recommendation to the Board.

It was requested that work that had been undertaken on a four (4) year outlook budget (next financial year and the three years after) be presented at the next Executive Committee meeting to enable a better understanding of the roles the organisation wants to recruit and ensure financial sustainability going forward.

### **1. The Board APPROVED the budget for 2024/2025**

### **4. 2024/2025 High-Level Delivery Approach and Plan**

The Head of Operations, Andy Brock-Doyle, presented a detailed paper on how the SMT and staff intend to structure the delivery plan, and monitor and report on the delivery of work completed. Key points to note include:

- The SMT holds regular strategy meetings.
- The new draft delivery model was presented to and endorsed by the Executive Committee in November 2023. Discussions include ensuring that we don't try to do too much, and identify where partners are in a better position to lead the work.
- The Head of Operations will work on developing a more detailed Delivery Approach and Plan building on the High Level Delivery Approach presented.
- Cllr Hussey commented on the role that partners play in developing and delivering the Management Plan, and pointed out the opportunities arising from a new understanding of the Management Plan following the rebranding, and the amendment to section 85 of the CROW Act 2000. New Natural England guidance on the Levelling Up and Regeneration Act 2023 will also set out how public bodies will have a statutory duty to further the objectives of the AONB Management Plan. Delivering the Management Plan may need a different skill set in future.

### **1. The Board APPROVED the High-Level Delivery Plan**

### **5. Funding Update**

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Thursday 14<sup>th</sup> March 2024

The CEO, Elaine King, presented a report updating on the funding strategy. Key points to note include:

- The process for assessing proposals for New Work and New Funding is now fully operational, which means that new work and funding streams have greater visibility and are being assessed and delivered more consistently.
- The Board decision in December 2023 to approve the principles of a Scheme of Delegation has further improved the decision-making process and enabled the CEO and SMT to make effective decisions in a more timely manner. Proposals are brought to the attention of the Executive Committee as required.
- Ensuring all staff are aware of the new process is work in progress, and the direction of travel is good. The new process has been applied for six potential funding sources, of which four have been taken forward with bids developed.
- Due diligence was carried out regarding applying for a grant from a corporate body. Part of the work included seeking advice from Defra lawyers on the circumstances under which the Conservation Board is permitted to raise funds, according to the legislation.

The Head of Landscape, Kate Heppell, gave a brief verbal report on other avenues of finance being explored with various partner organisations.

### 1. The Board NOTED the update

#### 23/24.45 Strategy and Governance

##### 1. Management Plan Review

A paper was tabled by Matt Thomson, Head of Strategy and Planning, which set out the work that has been undertaken by the Management Plan Review Task and Finish Group. Gemma Harper, the Group's Chair, gave thanks to members of the group, whose comments have been very helpful with regards to the "light touch review."

Natural England has confirmed that the resulting statement meets the requirements of Lord Benyon's letter to protected landscapes in July 2022; as a result, the current Management Plan has been extended until the end of March 2025.

The next stage will be to "refresh" the current plan, mainly with factual updates, to roll it forward to cover 2025-2030. When the new boundaries of the extended National Landscape are clearer the Board will be able to work with partners on a large scale review. Long term work to develop a vision is already underway, and this will incorporate any new areas resulting from the boundary review, once they are known.

1. The Board **APPROVED** the "light touch review" statement
2. The Board **AUTHORISED** the CEO to sign off any final edits
3. The Board **APPROVED** the MPR TFG Terms of Reference
4. The Board **APPROVED** the broad approach to the refresh of the current plan during 2024/2025



CCB Board Meeting

Thursday 14<sup>th</sup> March 2024**2 .Governance Review**

Matt Thomson, Head of Strategy and , along with John Nicholls, Chair of the Governance Review Task and Finish Group had supplied a comprehensive paper which outlines the work being undertaken by the TFG towards Governance Review.

New members are always welcome to join the group. Please contact John Nicholls directly. MT will continue work on reviewing and updating the Board's Constitution, which was begun by the outgoing MO and DMO working with ABD. One key task is to ensure all Constitution documents which define delegations accurately reflect the new Principles of Delegation agreed by the Board in December 2023.

Another key activity is to implement a "Board Advisory Group" to support the strategic work of the Board, as agreed in December 2022. Officers have begun work on identifying candidates for this group, with a view to have a pilot group to meet in June with the Board. This group would then assist with the Management Plan review.

- 1. The Board APPROVED the approach to the review of the Constitution**
- 2. The Board APPROVED the implementation of a Board Advisory Group**
- 3. The Board APPROVED the membership of the TFG**

**23/24.46. Strategy Update and HR Advisory Group****1. HR Strategy and Implementation Plan**

It was moved to set aside the proposal and the revised papers will be brought back to the June Board meeting, following a meeting of the HRAG in May. The SMT will rework the HR strategy and implementation plan, and develop a more realistic timetable that better accounts for limited capacity. The Group is always open to new members.

- 1. The Board NOTED this update and AGREED to defer until June**

**2. HR Advisory Group Update**

The CEO gave a verbal update.

1. The HR handbook is being refined by the HR advisor, who joined in July.
2. Many HR policies and procedures already exist in a completed form, others are being created or amended.
3. The new HR Strategy will be developed by the Senior Management Team, with advice being sought from the HR Advisory Group, then being brought to the Board.

The Chair gave thanks to all involved.

- 1. The Board NOTED the update**

CCB Board Meeting

Thursday 14<sup>th</sup> March 2024**23/24.47 Report of Planning Committee**

Matt Thomson, Head of Strategy and Planning, gave a verbal update in addition to the circulated paper.

1. No decisions were taken, as the meeting was not quorate. This continues to be an ongoing issue, albeit relieved with Simon Mortimer, a Secretary of State appointee, joining the Committee. Whilst attending online can be beneficial for travelling time, it is a statutory requirement for in-person attendance to ensure the Committee is quorate. An alternative is to have an “advisory group” to avoid the statutory constraints of committees, but it is recognised that having comments approved by a committee adds impact to any responses submitted. Notes of the meeting have not yet been circulated pending final checks by the planning officers.
2. Capacity in the planning team continues to be an issue, and recruitment for a part-time planning officer is ongoing.
3. Mike Stubbs, Planning Advisor, gave the staff team an excellent presentation regarding discussions at the examination on the proposed expansion of Luton Airport. Mike did a vast amount of work in supplying evidence, which resulted in the panel of Planning Inspectors requesting a “Special Qualities Assessment” which uses a new methodology developed with the Chilterns National Landscape and Natural England. This assessment is very innovative and has potential for national ramifications on future applications.
4. Recommendations on the application from the Inspectors must be reported to the Secretary of State for Transport in May, for a decision in August. The CEO will ask Mike Stubbs to do an online presentation for Board Members regarding this work, and commented to the Board what an asset he is.
5. The impacts of the Levelling Up and Regeneration Act 2023 on planning are still being assessed, and key impacts will be reported when possible.
6. Twelve comments were made on planning applications since the October committee meeting. Board members were advised that the list of types of planning applications that the Planning Committee will consider is listed in the Development Chapter of the Management Plan. Due to the sheer number of applications in the AONB, it is usually not possible to look at smaller householder applications. The larger applications are focused on. There is an agreed protocol with Local Authorities as to which applications they will consult the team on.
7. There was a discussion on SANGs (Suitable Alternative Natural Greenspace) and the way in which they can deflect pressure away from natural and heritage sites to other areas. This is currently an important issue in Dacorum, Herts, which also affects Buckinghamshire. The subject will be included on the agenda for the next Planning Committee meeting, along with biodiversity, as there is a big overlap between the two.

The Chair gave thanks to the planning team Matt Thomson and Mike Stubbs.

**1. The Board NOTED the report**

## CCB Board Meeting

Thursday 14<sup>th</sup> March 2024**23/24.48 Any urgent Business**

1. The Chair flagged that the AGM will be held before the Board meeting on 20<sup>th</sup> June starting at 5pm. A site visit is being arranged which will start approx. 2pm. He will not be standing for Chair again. Both the Chair and the Deputy-Chair will leave the Board in May 2025, following their nine year term. Whilst being Chair is a significant time commitment, it is very rewarding, and the Chair asked for members to consider the role.
2. Simon Kearey, the Chairman of the Chiltern Society, said that the Trails Officer at The Ridgeway National Trail has left, due to reduced funding. He will advise when the position has been filled. The Thames Path National Trail and Ridgeway Volunteer Co-ordinator have also left, and they are recruiting for replacements.

**2/24.49 Meeting dates.**

The next Board meeting is on Thursday 20<sup>th</sup> June 2024 at 5pm, location TBC. There will be a site visit beforehand, beginning at approx. 2pm. Further details are to come.

**Future meeting dates:**

<b>Planning Committee Meetings</b>	<b>Executive Committee Meetings</b>	<b>Board Meetings</b>
Thu 25 <sup>th</sup> April 2024 @ 10am Location TBC	Thu 16 <sup>th</sup> May 2024 @ 10am Chinnor	Thu 20 <sup>th</sup> June 2024 @ 5pm (site visit from 2pm) Location TBC
Thu 25 <sup>th</sup> July 2024 @ 5pm Location TBC	Thu 15 <sup>th</sup> August 2024 @ 2pm Chinnor	Thu 19 <sup>th</sup> September @ 2pm Location TBC
Thu 17 <sup>th</sup> October 2024 @ 2pm Location TBC	Thu 7 <sup>th</sup> November 2024 @ 2pm Chinnor	Thu 12 <sup>th</sup> December @ 10am Location TBC

The Chairman.....

Date.....

Following the meeting, Professor Gurch Randhawa, Professor of Diversity in Public Health & Director of the Institute for Health Research, University of Bedfordshire gave a presentation on their research report, commissioned by the

CCB Board Meeting

Thursday 14<sup>th</sup> March 2024

Chilterns National Landscape as part of its Chalkscapes project, *Co-creating Spaces for Supporting Diverse Communities to use Greenspaces and the Countryside*. The report will be published on 20<sup>th</sup> March..

The research is the UK's largest study exploring this subject. Community researchers were employed to gather information from the diverse communities of Dunstable and Luton. A total of 906 questionnaires were completed, and identified some of the barriers people face to accessing greenspace and the countryside. The next step is to co-create solutions with these communities. Funding is being sought to do this.

The Board considered the findings of the report and discussed ways to engage with diverse communities, encourage the use of green spaces, and best address the reasons for people feeling uncomfortable.

## **Item 9** **Appointment of Committee members**

**Author:** Matt Thomson, Deputy Monitoring Officer

**Purpose of Report:** To appoint members to the Board's standing committees: Executive Committee and Planning Committee, and inform members of opportunities to participate in other groupings.

### **Background**

1. The discharge of the Board's functions through standing and other committees is governed by our Establishment Order (mostly article 17), with reference to a multitude of provisions selected from various Local Government Acts, refined by the Code of Governance. However, some parts of the Code are not internally consistent, and other parts are inconsistent with the legislation – a key justification for the ongoing review of the Constitution (see item 13.3). As a result, the Board must always refer to the legislation before making decisions in the context of the Code.
2. A key element is paragraph 26 of the Code, which sets out how membership of the standing committees will be determined ("usually") at the AGM.
3. The Code refers to a process of "voting for membership" of committees and asks members "wishing to stand for election" to notify their preference to the "chairman" (unclear whether this is the Board or Committee chairman) not less than 14 days before the AGM. The actual process described in para 26 is, however, one of selection (by the "chairman") rather than election by the Board.
4. On 13 May 2024 we wrote to all existing Board members setting out the process and inviting members to express their interest in joining or continuing to serve on Executive Committee (ExCo) and Planning Committee (PlanCo<sup>1</sup>). To cover all bases with regard to the interpretation of "chairman" in the Code, we asked for expressions of interest to be shared with both Colin Courtney (as Chairman of both the Board and ExCo) and Sue Rowland (as Chairman of PlanCo).
5. General reminders and questions to specific members (especially those currently serving on a committee) were sent subsequently.
6. We are grateful to everyone who expressed an interest in committee membership.
7. The relevant committee Chairmen are reviewing the expressions of interest received, and will circulate their selections at the meeting at the latest. Although the Code of Governance does not set out a procedure for electing committee members where there are more volunteers than places available, the committee Chairmen may choose the option of an election. They may also call for more volunteers at the meeting, if there is a shortfall from any nominating group.

### **Constraints on Committee membership**

8. The law, including our Establishment Order, places some constraints on the size and composition of the Board's committees.

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<sup>1</sup> Since "ExCo" has become the generally accepted shorthand for Executive Committee, officers are experimenting with "PlanCo" for Planning Committee to avoid confusion with the use of "PC" as a shorthand for Parish Councils.

9. All committees must comprise at least one member from each nominating group (Local Authority, Secretary of State or Parish Council) – this is also part of the basis for meetings being quorate. The total size of committees is only limited by the total number of members of the Board: traditionally we have sought nine Board members on each committee. This is the minimum number allowed by our Code of Governance (although not by legislation) since paragraph 31 of the Code determines that one third of members must be present for a meeting to be quorate. As legislation requires at least one member from each of the nominating groups, i.e. a total of three, the minimum size for a committee has to be at least three times three, i.e. nine.
10. Critically, however, the law requires that the Board's committees comprise members selected from the different nominating groups in the same proportion (to the nearest whole number) as the proportions required for the Board as a whole. For both ExCo and PlanCo, both of which have nine Board members, that is determined as set out in the table below.

Nominating group	CROW Act requirement (sch.13, para 3(2))	CROW Act number (with 27 members)	Specification in Establishment Order	Composition if applied to committee of 9 members
Local Authorities	At least 40%	Min 10.8	13 <sup>2</sup>	4.3 → 4
Secretary of State	Whatever is left	Max 10.8	8	2.7 → 3
Parish Councils	At least 20%	Min 5.4	6	2.0 → 2

11. Technically, it is unlawful for the Board to appoint a different proportion of members to its committees, although it has done so in the past.
12. The principle is derived from the fact that the Conservation Board takes on duties and functions that are (largely) otherwise the prerogative of the directly democratically elected local authorities who originally chose to set the Board up. This is why the local authorities have a privileged position in terms of representation on the Board – to maintain a link to democratically elected bodies. A committee's authority to make decisions on behalf of the Board is in part derived from this.
13. The Code of Governance currently suggests that positions on committees may be filled by volunteers from other nominating groups if the above composition cannot be achieved. This is not correct. Your officers' advice is that unfilled positions are left vacant (vacancies are not unlawful), and that the Board seeks and encourages members from under-represented nominating groups to step forward.
14. Unselected volunteers from over-represented nominating groups could be co-opted onto the committee, especially if this would help to address a gap in skills, diversity or geographical distribution of members. (Co-opted members do not have voting rights.)

Contd./

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<sup>2</sup> This is derived from the number of local authorities, prior to Buckinghamshire Council becoming unitary. At that time, it was determined that Bucks Council should continue to appoint 5 members, rather than amend the balance of Board members, e.g. by bringing the number of SoS appointees up to the statutory maximum of 10, or reducing the overall size of the Board.

**Executive Committee**

15. See paras 63-66 of the Code of Governance.
16. In summary, Executive Committee (ExCo):
  - a) Regulates and controls the Board's finances, including budgets, accounts, insurance, etc.;
  - b) Monitors and reviews the implementation of the Board's policy and strategy, e.g. in the Management Plan and operational plans, making recommendations to the Board;
  - c) Prepares employment policies, including health and safety, and oversees all human resources matters (with the assistance of the HR Advisory Group);
  - d) Provides members for the Appeals Sub-Committee (see below);
17. Considers other matters of an organisational or administrative nature referred to it by the Board.
18. ExCo meets four times a year, usually in Chinnor in February, May, July and November.

**Planning Committee**

19. See paras 69-76 of the Code of Governance, subject to a "working re-definition" approved by the Board in December 2022.
20. In summary, Planning Committee (PlanCo):
  - a) Oversees all representations on behalf of the Board in relation to (a) national and local planning policy; planning applications and enforcement; policies of statutory bodies; transport planning and projects; infrastructure proposals; and any other proposals or policies relevant to physical development, all within the AONB and/or its setting. (In practice, preparation and submission of most such representations is delegated to officers, having regard to established Board policies and priorities, endorsed retrospectively by PlanCo.)
  - b) Developing CCB's own planning policies, including the planning input to the Management Plan, for recommendation for the Board's approval.
21. PlanCo meets four times a year, usually in Chinnor in January, April, July and September.

**Other groupings: sub-committees, advisory groups, task and finish groups**

22. In addition to the standing committees, the Board or its committees can convene sub-committees, and a variety of different non-statutory groups (panels, working parties, task and finish groups, etc.). The current membership of these groups is attached for information in the annex to this paper.
23. The Appeals Sub-Committee is not listed in the annex. This Sub-Committee is convened on an as-needed basis from members of the Executive Committee (or, if the matter at appeal concerns an ExCo decision, then from members not sitting on that committee) in accordance with paragraph 68 of the Code of Governance.
24. It is also possible that a new Finance Advisory Group (or similar) may be convened by Executive Committee.
25. These groups are not formally appointed at the AGM, and appointments are made according to different procedures depending on how the group was convened. However, most of the listed groups are permanently seeking additional

volunteers, and if members are interested in joining one or more of these groups, then they are encouraged to contact the chairman of the group and/or the chairman of the convening committee.

### **Recommendations**

1. That the Board **APPROVES** the membership of Executive Committee as proposed by the Chairman of that committee.
2. That the Board **APPROVES** the membership of Planning Committee as proposed by the Chairman of that committee.



**Annex: Other groupings**

In addition to the standing committees, the Board or its committees can convene sub-committees, and a variety of different non-statutory groups (panels, working parties, task and finish groups (TFG), etc.). The current membership of these groups is given here for information.

These groups are not formally appointed at the AGM, so there is no request or requirement for expressions of interest to be made to the Board chair. However, most of the listed groups are permanently seeking additional volunteers, and if members are interested in joining one or more of these groups, then they are encouraged to contact the chair of the group and/or the chair of the convening committee.

**Human Resources Advisory Group (HRAG)**

HRAG membership is selected by the chair of Executive Committee in consultation with the CEO.

- Paul Mains (chair)
- Colin Courtney
- Geeta Ludhra
- John Nicholls
- Robert Roche
- Sue Rowland

**Governance Review TFG**

- John Nicholls (chair)
- Charles Hussey
- Richard Newcombe
- Adrian Watney
- Lynn Lloyd (co-opted)

**Vision TFG**

- Hector Sants (chair)
- Joe Stewart
- John Nicholls
- Robert Carington

**Management Plan Review TFG**

- Gemma Harper (chair)
- Simon Mortimer
- Hector Sants
- Joe Stewart

**Item 10. CEO Update****Author:** Elaine King, CEO**Purpose of Report:** To update the Board on key areas of work and current issues.**Background**

This report covers another extremely busy period since the last Board meeting on 14 March. The Senior Management Team (SMT) continues to meet weekly to plan, monitor, and deliver work across a range of areas. As for previous reports, many of the areas of work that I am either overseeing, or contributing to, are addressed at specific items in the agenda. During this period, these items include business planning (budget, resource planning, and setting organisational priorities, HR Strategy, finance and fundraising, governance, external engagement, rebranding, and risk management.

This update covers areas of concern or for celebration that are either not already covered in the agenda or might benefit from a little more information. I will expand and take questions on this note at the meeting.

**Future Funding**

- One of the key issues facing all protected landscapes, is uncertainty over future government funding. This financial year marks the final year of a three-year flat settlement from Defra and, while the National Landscape Association and others are discussing a new funding formula with Defra officials, this process and various others, will be paused until after the General Election, confirmed on [date] as taking place on 4<sup>th</sup> July. In the meantime, our grant for 2025/26 and beyond is not clear, making future financial planning very challenging. We will continue to provide constructive challenge to Defra officials (which they welcome) and evidence to support the case for greater and more long-term funding.
- In March the Board approved a balanced budget for this financial year. This was largely achieved through our Head of Operations and Finance Officer analysing and refining every element of our finances to de-risk the budget as far as possible. This included maximising opportunities to recharge to core from projects and reducing expenditure.
- Defra confirmed in April that it would provide an additional £10m funding for Protected Landscapes, with £5m being split between the 34 National Landscapes in England. Our allocation is an uplift of £228,500, added to our basic settlement for this year. This uplift was originally allocated as capital spend, but we were advised in April that half (£114,249) could be used for core expenditure. The revised budget papers at item 12 therefore reflect further adjustments to the budget to account for these changes. In mid-May, Defra confirmed the criteria for the capital element of the uplift in our Change Control Notice and this has enabled the SMT to allocate the funds to a range of items including laptops and computers, field survey equipment and restoration work on the River Chess.

**Diversifying income**

- Inevitably, the uncertainty created by lack of future funding makes more urgent the need to diversify our sources of funding in the medium to long term. Key to this, is to secure funds that enable us to recharge to cover core overheads. During this period, considerable time has been spent by the team exploring and applying for funding for various areas of our work, in many cases in collaboration with partners. More details can be found at item 11.5.

- I am encouraged by our fundraising successes to date but must point out that the often-short-term nature of funding perpetuates challenges including being unable to offer permanent contracts, making posts more difficult to fill. It can also be difficult to secure full cost recovery (FCR) – for example from the National Lottery Heritage Fund (NLHF). In May, NLHF confirmed that it continues to take the view that we are not eligible for FCR. A glimmer of hope is that their new, 10-year landscapes grant programme, due to be launched in late July, may recognise the challenges for the CCB and other Protected Landscapes, and deem us eligible for FCR.
- In November 2023, Defra announced a fourth year of funding for **Defra's Farming in Protected Landscapes programme (FiPL)**. In years one to three we distributed over £1.35m of grants (more information [here](#)) to farmers and other land managers. Our allocation for this financial year is £1.12m. Ably delivered through Gareth Clay, our FiPL Officer, in collaboration with other members of the team, including Neil Jackson and Nick Marriner, the FiPL programme has been a gamechanger in terms of our profile and ability to support delivery of positive outcomes for people and the landscape. I'm therefore very pleased to report that, in May, Defra confirmed that funding would be made available for a further two years. The first six months is allocated to the existing FiPL Officer role with this evolving into a technical advisor role until March 2027, aimed at optimising the effectiveness and take-up of Environmental Land Management schemes in alignment with our Management Plan and the new Protected Landscapes Targets and Outcomes Framework.
- **Defra's Access for All programme** continues to be another gamechanger in the Chilterns National Landscape. Having distributed £280,973 in years one and two, our allocation for this year is £261,480. We have been able to award funding to a whole host of projects, helped in large part through our Head of Engagement and Partnerships' well-established networks and great work by our communications team to publicise the programme. Many of the grants awarded directly support and advance our ambitions to be an exemplar for access and inclusion – for example funding access audits, mobility vehicles and improved gates and footpath surfaces to ensure that more people, regardless of their abilities, age, or background, can experience and benefit from the Chilterns. More information [here](#).

## Chalkscapes

- As part of the Chalkscapes project, funded by the National Lottery Heritage Fund (NLHF), we commissioned the University of Bedfordshire to conduct research to help us ensure that more people can enjoy and benefit from the Chilterns National Landscape, particularly those from diverse communities. One of the authors, Professor Gurch Randhawa, presented the results of the findings at the Board meeting on 14<sup>th</sup> March, which was followed by publication of the report on 20<sup>th</sup> March.
- The research – the largest UK study on how diverse communities engage with greenspaces and the countryside - focussed on the communities of Luton and Dunstable. Key findings include a limited awareness of greenspaces and the countryside, and barriers including a lack of essential facilities, concerns about racism, discrimination, and safety, anxieties about unleashed dogs, and worries about the costs and availability of transport. This research should inform policies and action across local and central government, and the [press release and report](#) were shared with a wide range of partners and other organisations, including local authorities, government agencies and NGOs.
- We are now seeking funding to deliver a Collaborative Targeted Outreach Programme to co-create ways to increase access for underrepresented groups in Luton and High Wycombe to access greenspaces and the Chilterns countryside.

## Collaborating with other National Landscapes

- In recent months, the National Landscape Association (NLA) has expanded its staff team, largely with additional funding from Defra, and is in a better position to support and drive work with the network of National Landscapes. We are currently working with the NLA on a range of areas including Nature Recovery Planning, Defra's Targets and Outcomes Framework for Protected Landscapes, Inclusion and Diversity, statutory consultee status, and rebranding.
- On the [Targets and Outcomes Framework](#), we are currently liaising with the NLA over apportioning specific targets in the Chilterns. This work must be complete by July 2025 but will be completed as far as possible to ensure inclusion of some detail in the Chilterns AONB Management Plan by its completion date of March 2025.
- We have also been asked to supply data for a piece of social and economic research that will generate statistics on the value of Protected Landscapes and their ability to deliver on a national scale for climate, people, and nature. These statistics will be produced for each National Trail, National Landscape and National Park individually, and as totals. The results are intended to support our communications and advocacy work and, presumably, will also be used strategically to secure an increase in government funding in the next Comprehensive Spending Review.
- Collaboration with other National Landscapes will include attendance by several staff members at the NLA's annual conference in July, hosted by the Shropshire National Landscape. This is in part made possible through increasing further the training and development budget following the Defra uplift.

## Rebranding

- Further to the Board formally agreeing to join with other National Landscapes in rebranding, we rebranded as the Chilterns National Landscape on 7<sup>th</sup> March. An email announcement was circulated to over 800 contacts - including partners and stakeholders – with a guidance toolkit and presentation. The website and social platforms were refreshed with the new logo and descriptions, a news item was published, and social media posts went out across all platforms.
- The rebrand also provided an opportunity to implement new guidance, templates and communications related assets for the staff team. The communications team has done a fantastic job to communicate the rebrand to the team, in addition to creating branded documents such as: a new style guide, branding guidance, a tone of voice document, a PowerPoint presentation template, email templates and letterheads and a new banner for events. The team also now has branded polo shirts and badges. The rebrand is bedding in well, with a remarkably consistent approach being adopted very quickly across the whole team. Overall feedback from partners and the general public on social media has been positive and welcoming.

## Boundary Review

- The team - largely Neil Jackson and Matt Thomson - continues to support Natural England with its project to explore an extension to the Chilterns AONB boundary. Consultants have finalised the Natural Beauty Report and drafted the Desirability Report. At a technical expert workshop in November, no objections were raised to any areas proposed for inclusion, but there was some disagreement with the assessment of some discounted areas. Attendees therefore asked for other areas that hadn't been assessed to be fully considered – particularly areas between urban conurbations and the current boundary.
- Largely because of the need to conduct additional assessment work, the scheduled timeline has slipped. Natural England now expects the Statutory and Public consultation to take place in Autumn/Winter 2024 and, if fully resourced, to seek a variation order from the Secretary of

State in Winter 2025. Next steps include finalising the Desirability Report which will then be followed by the boundary setting stage. More information is on our website [here](#).

### Legal support

- After exploring external legal support earlier in the year - for work such as developing and reviewing contracts and landowner agreements – we commissioned a local firm to help us review two contracts, which proved to be a very valuable exercise.

### Risk management

- The SMT keeps a close eye on, and mitigates where possible, issues that present potential risk to the organisation. These largely focus on finance and personnel.
- 
- A considerable amount of time has been spent securing allocated funds from Thames Water for both the Chilterns Chalk Streams Project (CCSP) and the River Chess Smarter Water Catchment pilot (SWC). With the legal agreement now signed, the first Smarter Water Catchments payment of £547,557 has been received. Thames Water has been invoiced for the second instalment and an invoice will be raised for the third and final instalment in mid-June. We have also received £50,000 as contribution to the Chilterns Chalk Streams Project (CCSP) for 2023/24 and have invoiced for the 2024/25 payment.

### External Engagement

- This period has involved a range of meetings with partners and other stakeholders including the following:
  - Drew Bennellick (Head of Land, Seas, and Nature UK) and Eleanor Van Heyningen (Director of Strategy) at the NLHF (3 May). Several members of the team joined us to show Drew and Eleanor examples of projects that the NLHF funds in the Chilterns. We outlined their impact, the value of NLHF support and discussed ongoing challenges for us and for the network of National Landscapes.
  - Lesley Davies (CEO) and Tim Hill (Director of Conservation) at Herts and Middlesex Wildlife Trust (23 March). Kate Heppell (Head of Landscape) and I met with Lesley and Tim to discuss future collaboration and current issues.
  - Surrey Hills National Landscape (24 April). I joined the Surrey Hills team and guests, including Julian Glover, to celebrate National Landscapes and kick off the review of their Management Plan.
  - Estelle Bailey (CEO, BBOWT). Quarterly update meetings, including one on 8 May.
  - Mik Scarlet (CEO) and Libby Welsh, at PHAB (6 March). Mik and Libby delivered the second of two excellent disability training sessions for the staff team and Board members.
  - Attend Natural England's monthly Management Advisory Group meetings for the Chilterns Boundary review project (along with the CCB's Chair, Head of Strategy and Planning and Conservation and Landscape Officer)
  - Panel member of the CCB's Farming in Protected Landscapes panel - attend monthly meetings. Kate Heppell is also a member.
  - National Landscapes Association. Strategy development session (9 May)
  - National Nature Reserve Week at Aston Rowant NNR (23 May)
  - Attended [Future Countryside](#) event at Syon Park (4 June), organised by Julian Glover (co-founder and lead author of the Landscapes Review).
  - Martin Tett, Leader at Buckinghamshire Council (7 June)
  - Robin Porter, CEO at Luton Council (10 June)

### Recommendation:

1. To NOTE and provide feedback on the update

<b>Item: 12.1</b>	Annual Accounts and Annual Governance and Accountability Return 2023-24
<b>Author:</b>	Graham Hurst, Finance Officer
<b>Summary:</b>	The year end position shows an overall surplus income of £523,073
<b>Purpose of Report:</b>	To present the Annual Accounts for 31 March 2024 and the Annual Governance and Accountability (AGAR) Return for the financial year 2023-24.

### **Annual Accounts**

1. The CCB Annual Accounts for 31 March 2024, consisting of a Combined Profit and Loss Account together with Balance Sheet, are attached.
2. Overall, the CCB had a combined surplus of Income of £523,073. Core Activities had a deficit of £23,301 and Project surplus of £546,374.
3. The Core deficit is in line with expectations and as previously reported includes exceptional items. The Project surplus largely arises from the Chalk Cherries Chairs project claims to the NLHF being brought up to date. The project surplus represents a timing difference on receipt and payment of funds, all projects budget to break even.
4. The AGAR is required by the Local Audit and Accountability Act 2014 and subject to audit once it has been approved by the Board and subsequently published on the CCB's website. The Accounting statement of the AGAR is prepared under local government accounting principles which do not recognise deferred income and therefore income is recognised when funds are received rather than earned, hence the surplus on Projects.
5. The external auditor's report can only be completed once sections 1 and 2 of the AGAR have been approved by the Board. These accompany this paper. The external auditor's report will be made available at a subsequent Board meeting. The Internal auditors have not yet commenced their audit and a copy of their report will also be made available to the Board once their audit is complete.
6. The AGAR shows that the Board has overall Funds carried forward of £4,703,551 These are separately itemised on the CCB Balance Sheet. Note this figure excludes the Pension Reserve. The CCB has £5,186,841 cash reserves mainly arising from the Mend the Gap Project which has reserves of £3,324,850.

**Recommendation**

1. **The Board approves the Chilterns Conservation Board Annual Accounts for 31 March 2024.**
2. **The Board approves and signs the Annual Governance and Accountability Return for 2023-24.**

**Profit and Loss**

Chilterns Conservation Board

For the year ended 31 March 2024

Account	Mar-24			Mar-23		
	Combined	Core	Projects	Core	Projects	Combined
<b>Turnover</b>						
Access Grant	53,908	53,908	0	226,959	0	226,959
Advertising Income	8,166	8,166	0	6,220	0	6,220
DEFRA	1,316,720	513,896	802,824	513,896	563,994	1,077,889
Fee Income	113,312	112,979	333	0	22,000	22,000
Interest Income	85,416	18,792	66,624	82,258	0	82,258
Local Authority Contribution	174,635	124,448	50,187	5,233	17,896	23,129
Other Revenue	26,600	6,440	20,160	119,448	108,942	228,390
Project Income	2,051,035	13,320	2,037,715	0	1,027,200	1,027,200
Sale of merchandise	264	235	29	553	0	553
<b>Total Turnover</b>	<b>3,830,055</b>	<b>852,184</b>	<b>2,977,871</b>	<b>954,568</b>	<b>1,740,032</b>	<b>2,694,600</b>
<b>Administrative Costs</b>						
Access grant expenditure	53,908	53,908	0	226,523	0	226,523
Advertising & Marketing	10,017	496	9,521	0	17,896	17,896
Bank Fees	151	150	1	103	3	106
Board Meetings	828	828	0	359	0	359
Chess SWC Landowner Grant	43,515	0	43,515	0	5,180	5,180
Cleaning	3,305	3,305	0	2,723	97	2,820
Computer and IT Equipment	6,421	3,850	2,571	654	2,594	3,248
Consulting	155,151	42,425	112,726	52,698	88,177	140,875
Employers National Insurance	72,182	41,139	31,043	40,003	19,555	59,557
Event costs	15,666	866	14,800	2,367	13,067	15,434
Finance costs	5,880	5,880	0	2,400	0	2,400
FiPL Grant	116,024	0	116,024	0	252,670	252,670
FiPL Grant Year 3 23/24	511,189	0	511,189	502	328,498	329,000
FiPL Grant Year 4 24/25	10,941	0	10,941	0	9,349	9,349
General Expenses	451,208	7,043	444,165	0	0	104,207
HLF Equipment and materials	16,091	0	16,091	0	113,184	113,184
HLF Equipment and materials	13,311	0	13,311	0	3,129	3,129
HLF Evaluation	5,443	0	5,443	0	31,520	31,520
HLF Full Cost Recovery	23,348	0	23,348	0	84,615	84,615
HLF Irrecoverable VAT	21,366	0	21,366	0	8,171	8,171
HLF New building work	14,254	0	14,254	0	319,664	319,664
HLF New Staff Costs	248,942	31	248,910	0	14,591	14,591
HLF Other costs	4,185	0	4,185	0	21,007	21,007
HLF Other costs (activity)	11,024	0	11,024	0	119,169	119,169
HLF Other costs (capital)	16,133	0	16,133	0	12,601	12,601
HLF Paid Training Placement	31,040	0	31,040	0	126,204	126,204
HLF Professional fees relating	128,593	0	128,593	0	10,740	10,740
HLF Professional fees relating	31,093	0	31,093	0	14,338	14,338
HLF Publicity and promotion	2,737	0	2,737	0	1,814	1,814
HLF Repair and conservation	58,117	0	58,117	0	133,994	133,994
HLF Training for staff	452	0	452	0	312	312
HLF Training for volunteers	7,510	0	7,510	0	8,611	8,611
HLF Travel and expenses for	1,552	0	1,552	0	706	706
HLF Travel for staff	5,409	0	5,409	0	6,421	6,421
Insurance	15,944	15,944	0	6,808	0	6,808
IT Software and Consumables	10,664	7,594	3,069	7,566	1,719	9,284
IT support and maintenance	8,400	7,456	944	7,433	706	8,140
Legal Expenses	20,000	20,000	0	840	0	840
Light, Power, Heating	7,739	7,739	0	4,508	0	4,508
Magazine costs	16,506	16,506	0	16,506	0	16,506
Medical Insurance	5,146	5,146	0	4,820	0	4,820
Members Allowances	6,356	6,356	0	5,556	0	5,556
Nature Recovery	37,680	5,000	32,680	5,702	0	5,702
Office Equipment	797	312	485	31	144	175
Pensions Costs	136,993	77,893	59,100	61,493	33,128	94,620
Postage, Freight & Courier	669	475	193	456	269	725
Printing & Stationery	3,561	1,344	2,218	1,572	1,319	2,891
Project donations	26,925	27,000	-75	12,000	2,400	14,400
Rates and Water rates	6,127	6,127	0	5,394	0	5,394
Recruitment	2,909	2,909	0	2,985	4,150	7,136
Rent	23,500	20,500	3,000	18,500	2,600	21,100
Repairs & Maintenance	3,052	3,052	0	7,850	0	7,850
Research and survey expenditure	47,009	5,000	42,009	24	78,149	78,173
Salaries	782,141	458,943	323,198	422,440	195,806	618,246
Staff expenses	2,070	640	1,430	1,509	470	1,979
Staff Training	14,357	5,907	8,450	4,406	2,442	6,849
Subscriptions	5,983	5,898	85	3,680	78	3,758
Telephone & Internet	5,321	3,182	2,139	3,500	1,723	5,223
Travel Expenses	8,508	2,479	6,029	2,060	3,052	5,112
Website running costs	11,641	2,163	9,478	10,484	1,603	12,087
<b>Total Administrative Costs</b>	<b>3,306,983</b>	<b>875,485</b>	<b>2,431,498</b>	<b>946,456</b>	<b>2,201,841</b>	<b>3,148,296</b>
<b>Operating Profit</b>	<b>523,073</b>	<b>-23,301</b>	<b>546,374</b>	<b>8,112</b>	<b>-461,809</b>	<b>-453,697</b>



## Balance Sheet

Chilterns Conservation Board

As at 31 March 2024

Account	31 Mar 2024	31 Mar 2023
<b>Current Assets</b>		
<b>Total Cash at bank and in hand</b>	<b>5,186,841</b>	<b>4,540,788</b>
Accounts Receivable	175,588	273,969
Inventory	1,000	1,000
Prepayments	470	470
<b>Total Current Assets</b>	<b>5,363,899</b>	<b>4,816,227</b>
<b>Creditors: amounts falling due within one year</b>		
Accounts Payable	516,158	561,023
Accruals	142,311	59,933
Business Card	901	0
Wages /Payroll	979	14,793
<b>Total Creditors: amounts falling due within one year</b>	<b>660,349</b>	<b>635,749</b>
<b>Net Current Assets (Liabilities)</b>	<b>4,703,550</b>	<b>4,180,478</b>
<b>Total Assets less Current Liabilities</b>	<b>4,703,550</b>	<b>4,180,478</b>
<b>Creditors: amounts falling due after more than one year</b>		
Pension Scheme Liability	-534,000	-152,000
<b>Total Creditors: amounts falling due after more than one year</b>	<b>-534,000</b>	<b>-152,000</b>
<b>Net Assets</b>	<b>5,237,550</b>	<b>4,332,478</b>
<b>Capital and Reserves</b>		
Beacons of the Past: Earmarked Reserves	34,679	34,679
Chalk Cherries Chairs: Earmarked Reserves	-99,361	-564,608
Chalk Scapes: Earmarked Reserves	-6,844	-6,339
Chalk Streams Earmarked Reserve	164,798	193,749
Chess Smarter Water Catchment Earmarked Reserves	193,023	139,059
Commons: Earmarked Reserves	21,837	21,837
Current Year Earnings	-23,301	8,112
Earmarked Reserves: Other	56,217	22,689
Farm Advice: Earmarked Reserves	9,901	18,919
FIPL Earmarked Reserve	248,734	173,769
General Reserve	393,744	393,744
Green Recovery Fund	-35,770	-228,630
Mend the Gap: Earmarked Reserves	3,324,850	3,605,621
Pension Reserve	534,000	152,000
Red Kites Earmarked Reserve	5,859	5,859
Revenue Reserve	293,624	285,512
Younghusband Legacy Fund	76,505	76,505
CHAP	-54,945	0
Central Chilterns Conservation Agriculture	100,000	0
<b>Total Capital and Reserves</b>	<b>5,237,550</b>	<b>4,332,478</b>

## Section 1 – Annual Governance Statement 2023/24

We acknowledge as the members of:

Chilterns Conservation Board

our responsibility for ensuring that there is a sound system of internal control, including arrangements for the preparation of the Accounting Statements. We confirm, to the best of our knowledge and belief, with respect to the Accounting Statements for the year ended 31 March 2024, that:

	Agreed		‘Yes’ means that this authority:
	Yes	No*	
1. We have put in place arrangements for effective financial management during the year, and for the preparation of the accounting statements.	✓		<i>prepared its accounting statements in accordance with the Accounts and Audit Regulations.</i>
2. We maintained an adequate system of internal control including measures designed to prevent and detect fraud and corruption and reviewed its effectiveness.	✓		<i>made proper arrangements and accepted responsibility for safeguarding the public money and resources in its charge.</i>
3. We took all reasonable steps to assure ourselves that there are no matters of actual or potential non-compliance with laws, regulations and Proper Practices that could have a significant financial effect on the ability of this authority to conduct its business or manage its finances.	✓		<i>has only done what it has the legal power to do and has complied with Proper Practices in doing so.</i>
4. We provided proper opportunity during the year for the exercise of electors’ rights in accordance with the requirements of the Accounts and Audit Regulations.	✓		<i>during the year gave all persons interested the opportunity to inspect and ask questions about this authority’s accounts.</i>
5. We carried out an assessment of the risks facing this authority and took appropriate steps to manage those risks, including the introduction of internal controls and/or external insurance cover where required.	✓		<i>considered and documented the financial and other risks it faces and dealt with them properly.</i>
6. We maintained throughout the year an adequate and effective system of internal audit of the accounting records and control systems.	✓		<i>arranged for a competent person, independent of the financial controls and procedures, to give an objective view on whether internal controls meet the needs of this smaller authority.</i>
7. We took appropriate action on all matters raised in reports from internal and external audit.	✓		<i>responded to matters brought to its attention by internal and external audit.</i>
8. We considered whether any litigation, liabilities or commitments, events or transactions, occurring either during or after the year-end, have a financial impact on this authority and, where appropriate, have included them in the accounting statements.	✓		<i>disclosed everything it should have about its business activity during the year including events taking place after the year end if relevant.</i>
9. (For local councils only) Trust funds including charitable. In our capacity as the sole managing trustee we discharged our accountability responsibilities for the fund(s)/assets, including financial reporting and, if required, independent examination or audit.	Yes	No	N/A
			<i>has met all of its responsibilities where, as a body corporate, it is a sole managing trustee of a local trust or trusts.</i>

**\*Please provide explanations to the external auditor on a separate sheet for each ‘No’ response and describe how the authority will address the weaknesses identified. These sheets must be published with the Annual Governance Statement.**

This Annual Governance Statement was approved at a meeting of the authority on:

DD/MM/YYYY

and recorded as minute reference:

MINUTE REFERENCE

Signed by the Chair and Clerk of the meeting where approval was given:

Chair

SIGNATURE REQUIRED

Clerk

SIGNATURE REQUIRED

ENTER PUBLICLY AVAILABLE WEBSITE/WEBPAGE ADDRESS

## Section 2 – Accounting Statements 2023/24 for

## Chilterns Conservation Board

	Year ending		Notes and guidance
	31 March 2023 £	31 March 2024 £	
1. Balances brought forward	4,634,175	4,180,479	Total balances and reserves at the beginning of the year as recorded in the financial records. Value must agree to Box 7 of previous year.
2. (+) Precept or Rates and Levies	0	0	Total amount of precept (or for IDBs rates and levies) received or receivable in the year. Exclude any grants received.
3. (+) Total other receipts	2,694,600	3,830,055	Total income or receipts as recorded in the cashbook less the precept or rates/levies received (line 2). Include any grants received.
4. (-) Staff costs	1,104,278	1,254,669	Total expenditure or payments made to and on behalf of all employees. Include gross salaries and wages, employers NI contributions, employers pension contributions, gratuities and severance payments.
5. (-) Loan interest/capital repayments	0	0	Total expenditure or payments of capital and interest made during the year on the authority's borrowings (if any).
6. (-) All other payments	2,044,018	2,052,314	Total expenditure or payments as recorded in the cashbook less staff costs (line 4) and loan interest/capital repayments (line 5).
7. (=) Balances carried forward	4,180,479	4,703,551	Total balances and reserves at the end of the year. Must equal (1+2+3) - (4+5+6).
8. Total value of cash and short term investments	4,540,788	5,186,841	The sum of all current and deposit bank accounts, cash holdings and short term investments held as at 31 March – To agree with bank reconciliation.
9. Total fixed assets plus long term investments and assets	79,369	85,344	The value of all the property the authority owns – it is made up of all its fixed assets and long term investments as at 31 March.
10. Total borrowings	0	0	The outstanding capital balance as at 31 March of all loans from third parties (including PWLB).

For Local Councils Only	Yes	No	N/A	
11a. Disclosure note re Trust funds (including charitable)				The Council, as a body corporate, acts as sole trustee and is responsible for managing Trust funds or assets.
11b. Disclosure note re Trust funds (including charitable)				The figures in the accounting statements above exclude any Trust transactions.

I certify that for the year ended 31 March 2024 the Accounting Statements in this Annual Governance and Accountability Return have been prepared on either a receipts and payments or income and expenditure basis following the guidance in Governance and Accountability for Smaller Authorities – a Practitioners' Guide to Proper Practices and present fairly the financial position of this authority.

**Signed by Responsible Financial Officer before being presented to the authority for approval**

SIGNATURE REQUIRED

Date DD/MM/YYYY

I confirm that these Accounting Statements were approved by this authority on this date:

DD/MM/YYYY

as recorded in minute reference:

MINUTE REFERENCE

Signed by Chair of the meeting where the Accounting Statements were approved

SIGNATURE REQUIRED

**Item 12.2****Quarter 4 Summary Delivery Report****Author:**

Andy Brock-Doyle, Head of Operations

**Purpose of Report:**

To update the Board on CCB's progress in Quarter 4 against the Delivery Plan agreed for FY23/24

**Summary:**

Overall progress this quarter has generally remained on track or slightly delayed. Areas identified as significantly delayed are affected by the same issues as reported in Q3.

**Overall Progress**

- 22 delivery items are reported as complete or on track (up 1 from Q3)
- 10 delivery items are reported as slightly delayed / limited in effectiveness (down 1 from Q3).
- 5 delivery items are reported as significantly delayed / limited in effectiveness (up 2 from Q3).
- 4 delivery items are closed or suspended (up 1 from Q3)

**Key Changes:**

- On Hold: Climate Mitigation work is now on hold as we are waiting for the final management plan guidance from Defra. They have indicated that the plan needs to be developed by 2028.
- Amber to Red: The Delivery Plan which was due to be drafted by the February Executive Committee has been delayed due to capacity issues but will be presented at the May Executive Committee meeting.
- Red to Amber: Following the need to deliver the National Landscape rebranding - which was not in the original Communications Plan - the Communications Team is now refocused on delivery of the original communications plan.

Delivery Line	Q1	Q2	Q3	Q4
<b>SP1 Building Organisational Resilience</b>				
1.1 Empowered People				
1.3 Supportive Policies and Procedures				
1.6 Effective Business Planning, Reporting & Review				
1.7 Facilities & Infrastructure	<i>Not started</i>			
1.4 Effective Organisational Level Governance (Governance Review)				
1.5 Financial Resilience				
1.2 Engaging Comms				
<b>SP2 Delivering the Workstreams to which we are Committed</b>				
2.3 Chalk, Cherries and Chairs				

2.13 Mend the Gap				
2.8 CCSP / SWC				
2.2 Not Bourne Yesterday				
2.4 Chalkscapes				
2.1 HS2 Additional Projects				
2.11 Develop Farmer Clusters				
2.12 Farming in Protected Landscapes				
2.5 CHAP				
2.9 Chilterns Walking Festival				
2.10 Defra Access Fund Projects				
2.14 Open for Business				
SP3: Providing Leadership and Securing Influence				
2.6 Chilterns AONB Extension				
2.7 Enhanced Management & Governance Arrangements			Closed	Closed
3.17 AONB Longer Term Vision		On hold	On hold	On hold
3.18 Management Plan Review	Not started			
3.7 AONB Network Engagement				
3.8 Defra, NE and Govt Engagement				
3.10 Glover Landscape Review				
2.15 Existing & New Planning Guidance				
3.9 Development and Infrastructure Proposals				
3.10 Planning & Related Policies				
3.11 HS2 Impact				
3.12 Chiltern Society Building Awards				
3.15 Nature Recovery Ambition Statement				
3.16 Climate Mitigation				On hold
3.13 Cultural Heritage				
3.1 Access & Visitor Management				
3.2 Health and Wellbeing / Green and Social Prescribing			On hold	Closed
3.3 Sustainable Tourism				
3.4 Local Business & Local Economy				
3.5 EDI Engagement				
3.6 Partnership Engagement				
3.14 Equality, Diversity & Inclusion Approach				

Complete	In progress (on track)	In progress (slightly delayed / limited in effectiveness)	In progress (significantly delayed / limited in effectiveness)	No work
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*Note that delivery items reported as complete are those that have a specific end (therefore ongoing projects that achieve their targets in a year but are continuing the following year are reported as on track).*

#### **Key Elements Delivered in Q4**

**SP1 Building Organisational Resilience**

- HR Advisor contracted to supply enhanced support for at least 6 months and work has started on the redraft of the Staff handbook and 10 HR policies which have now been drafted
- 4 governance and 1 operational policy drafted
- Disability training provided to all staff
- New appointment of Monitoring Officer (Jenny Caprio – Bucks Council Head of Democratic Services) and Deputy Monitoring Officer (Matt Thomson)
- FY24-25 budget agreed
- Chilterns National Landscapes rebrand delivered

**SP2: Delivering the Workstreams to which we are Committed**

- CCC: First projects under Chalk, Cherries and Chairs finished delivery as project starts to enter final phase
- Mend the Gap: Over £600k committed to larger projects in MTG area and over 2000m of hedge / 120 trees planted in Year 2 mitigation work
- Chilterns Chalk Streams Project/ Chess Smarter Water Catchment pilot: Colstrop Farm wetland project completed (Hamble Phase 2) and water vole survey completed with programme for CCSP and SWC in FY24-25 identified (and agreed for SWC)
- Funding secured from Affinity Water for North Chilterns Farmer Cluster role and funding secured from the Environment Agency for restoration work on the Hamble Brook
- New farmer cluster in South Chilterns emerging with support from the Farming in Protected Landscapes programme and Mend the Gap, with a Steering Group set up and facilitator appointed
- Proposal submitted for landscape scale project Not Bourne Yesterday to the National Lottery Heritage Fund
- Chalkscapes Report on diverse communities accessing greenspace and the countryside published in March 2024
- £722,428 of FiPL funding spent (c. 90% of funding available)
- First Chilterns Archaeology and Heritage Partnership (CHAP) meeting held in January 2024 and work to restore Bledlow Cross delivered
- Chilterns Walking Festival delivered in March 2024
- Defra Access funding (£54,000) allocated

**SP3: Providing Leadership and Securing Influence**

- Light Touch Management Plan Review paper approved by Board and accepted by Natural England

- Additional Defra uplift funding secured with decision to attribute 50% to revenue, opposed to 100% capital expenditure
- Change in contractors on HS2 has improved design of Leather Lane overbridge
- First Nature Recovery Plan working group meeting held and plan drafting started
- Nature Calling project established

### **Key Risks and Issues**

A review of the key risks and issues identified by the Delivery Leads show that the most significant risks and issues that the organisation faces relate to lack of capacity (34%) and financial risk and uncertainty including loss of funding (22%). Note that although not identified as a risk / issue, project governance is on the Senior Management Team's radar.

Risk / Issue Type	Description	Number	%
Capacity	Lack of capacity	18	35%
Financial Risk and Uncertainty (inc Loss of Finance)	Financial risk / uncertainty	6	22%
	Loss of revenue	2	
	Lack of financial resource / need to secure funding	3	
Financial Operations / Planning	Understanding of cost / ability to forecast income and expenditure	3	8%
	Ability to track spend against budget	1	
Ability to Spend	Underspend against budget	2	4%
Engagement	Internal disengagement	1	8%
	Lack of external commitment	1	
	Partner alignment	1	
	Desire for over-engagement	1	
Staff / Roles	Misunderstanding / lack of clarity of roles	2	6%
	Loss of roles / capability	1	
Business Planning / Strategy Development	Lack of planning	1	6%
	Delays in external input	1	
	Need to request delays in deadlines	1	
Programme Management	Project delivery	4	10%
	Project closure	1	
Other	Future impact on landscape	1	2%
Total		51	100%

### **Recommendation:**

1. To NOTE the Quarter 4 update and provide feedback

**Item 12.3**                      **Budget Report****Author:**                      Graham Hurst, Finance Officer**Summary:**                      Core Budget 2024-25 revised

1.      This report comprises revisions to the 2024-25 Budget approved by the Board at its March 2024 meeting. The revision is necessary following Defra uplifting the annual settlement, the details of which were not available until after that meeting. The revised Budget was approved by the Executive Committee at its May 2024 meeting.

**2.      2024-25 Budget revision**

- The revised budget follows a Defra uplift to our 2024/25 settlement. Previously Defra uplifts have only been able to be used against capital expenditure, however this settlement allocates £114,249 to capital projects and £114,249 to core expenditure.
- Our additional funds must be spent in 2024/25, they cannot be carried forward and Defra is able to ask us to repay any underspend.
- The additional funding has enabled the CCB to revisit its previous spending plans and to increase expenditure where it will not have a negative impact on core expenditure going forward into 2025/26.
- The revised budget results in a surplus of £10,003.

**3.      Budgets 2025- 26**

- Budgets for 2025-26 remain uncertain and there is no update regarding the Defra settlement.

**Recommendation****1. To approve the revised budget**



**Chilterns Conservation Board**  
**1 April 2024 to 31 April 2025**  
*Version May-24*

**Revised Budget 2024/25**

	<i>2024 Original Budget</i>	<b>2024 ReBudgeted</b>	
<b>Income</b>			
Defra uplift		114,249	Total uplift £228498 of which £114249 is to be revenue items, the remainder is capital
Advertising Income	7,130	7,020	
DEFRA	513,895	513,895	Annual settlement prior to uplift
Fee Income and recharge to projects	132,787	117,428	Linked to Resource plan, costed by person / project / month
Interest Income	7,450	12,408	Net of MTG interest
Local Authority Contribution	120,826	120,826	Budget as previous year
Sale of merchandise	267	267	Books etc
<b>Total Income</b>	<b>782,355</b>	<b>886,093</b>	
<b>Less Operating Expenses</b>			
Advertising & Marketing	302	302	Nominal spend
Bank Fees	200	206	Nominal spend
Board Meetings	800	1,200	4 Board meetings refreshments
Cleaning	2,390	2,390	Office cleaning, waste disposal and gardening.
Computer and IT Equipment	-	-	To be financed by Defra capital spend uplift
Consulting	51,640	51,640	Planning, HR and Comms
Employers National Insurance	37,035	41,978	Approved staff numbers less recharges
Event costs	2,900	3,650	Farm cluster meetings
Finance costs	4,365	5,665	Internal and external audit fees , Actuaries fees
General Expenses	3,981	4,451	Expenditure that is not captured elsewhere
Insurance	10,794	10,794	Based on 23/24 and review of insurances
IT Software and Consumables	10,331	11,386	Specific software subscriptions
IT support and maintenance	5,064	5,064	IT maintenance, backups etc
Legal expenses	7,500	10,500	Est of legal costs to review contracts etc
Light, Power, Heating	7,659	7,866	Energy cost uplift
Magazine costs	16,750	16,750	Design and print costs
Medical Insurance	2,509	2,509	Based on headcount
Members Allowances	6,319	12,638	Increase in members claiming allowances
Nature Recovery	2,000	2,000	Nature Calling To review funding source
Office Equipment	220	220	To be financed by Defra capital spend uplift where possible
Pensions Costs	71,562	80,506	Approved staff numbers less recharges
Postage, Freight & Courier	459	459	Based on 23/24 actual
Printing & Stationery	1,545	1,545	Based on 23/24 actual
Rates and Water rates	8,253	8,200	Assumes inflationary increase
Recruitment and other staff costs	3,150	3,500	Calc per person
Rent	18,500	18,500	Rent of The Lodge Chinnor
Repairs & Maintenance	3,089	5,437	Annual maintenance plus identified essential repairs
Research and survey expenditure	-	-	None unless funded
Salaries	474,331	533,617	Approved staff numbers
Staff expenses	979	979	Based on 23/24 actual
Staff Training	10,005	13,019	Identified training needs
Subscriptions	7,015	7,015	National Assoc and other memberships
Telephone & Internet	3,776	4,156	Based on 23/24 actual
Travel Expenses	3,834	3,834	Based on 23/24 actual
Website running costs	3,016	4,116	Web hosting etc
<b>Total Operating Expenses</b>	<b>782,271</b>	<b>876,090</b>	
<b>Net Surplus</b>	<b>84</b>	<b>10,003</b>	

**Item 12.4****FY24-25 Delivery Plan Overview****Author:**

Andy Brock-Doyle, Head of Operations

**Purpose of Report:**

To bring the finalised Delivery Plan to the Board's attention and to identify the key changes that have been made to the Delivery Plan for FY24-25

**Summary:**

A draft delivery plan was presented to the Executive Committee in March which had a number areas that still needed to be closed out internally and made more robust. This has now been done and the full draft delivery plan can be seen in Appendix 2 (note that due to length of the full document this has been kept as a separate document)

**Background**

The articulation of the FY24-25 Delivery Plan builds on the process of reviewing the Delivery Model of the organisation that was undertaken across Q3 and Q4 last year. A draft version of the plan along with the updated Delivery Model was presented to the Executive Committee in May 2024.

**Delivery Model**

This new model identified 5 key elements against which the organisation was proposing to monitor progress and report to the Executive Committee:

1. Increasing Strategic Alignment
2. Improving Operational Effectiveness
3. Conserving and Enhancing the Natural Beauty of the National Landscape
4. Increasing the Understanding and Enjoyment of the National Landscape's Special Qualities (and Fostering Economic and Social Wellbeing)
5. Inspiring Communications

**Updated Delivery Model**

**CCB Delivery Model**

The diagram opposite identifies the underlying operating model of how CCB plans to deliver over the next 4 years

It identifies the need to be strategically aligned to understand what it is that we are delivering and why

It identifies the need to be operationally effective in order to deliver to our full potential

It also recognises that there are key technical delivery workstreams that specifically address our overarching purposes and duties but also cross-cutting delivery mechanisms that are critical in this delivery

*Note that this is not an organisational structure but a model showing the way in which we will deliver*



Enabling Workstream

Technical Delivery Workstreams

Cross Cutting Delivery Mechanisms



CCB Delivery Model showing Delivery Areas



Enabling Workstream

Technical Delivery Workstreams

Delivery Areas

## Delivery Plan Improvements

A number of key changes have been made from the Delivery Plan for FY23-24 to improve its robustness. These include:

1. **Mirroring of the Delivery Model.** This creates a golden thread between the way we actually deliver on the ground through to the Delivery Plan, the Management Plan and the purposes and duties of the Conservation Board. As such this provides more transparency and makes monitoring and evaluation against our purposes and duties simpler.
2. **Thematic Approach.** Rather than reporting against projects the new Delivery Plan means that reporting will be against themes (delivery areas). Therefore whilst heritage activity for example may be happening across multiple projects it will now all be reported together to enable a more holistic view of progress.
3. **Identification of Annual Outcomes.** In addition to the quarterly outputs identified in last year's Delivery Plan this year we have identified annual outcomes for the year against each delivery line. This provides improved clarity on what we are trying to achieve this year and an ability to understand whether the identified outputs in each quarter will result in the change that we are looking to drive.
4. **Identification of Outputs rather than Activity.** This year we have focused on ensuring that outputs are articulated as such rather than as an activity. This not only ensures more detail and improved clarity around how different delivery lines will progress throughout the year but also provides the Senior Management Team with a more accurate plan against which to monitor.
5. **Underpinned by a 3 year Outlook.** Although not presented in the FY24-25 Delivery Plan, the process undertaken for articulating the plan has included more work identifying delivery from FY25-26 through to FY27-28 giving a better understanding of the context of what has been identified to deliver this year and improved planning going forward

Note that it is recognised that there is further work to be undertaken going forward to make the Delivery Plan even more robust which will be reflected in next year's plan and includes:

- Making the Delivery Plan SMARTER with a greater level of quantifiable metrics that can be measured
- Improving the detail in the 3 year outlook
- Ensuring more consistency in the level of detail in different areas
- Ensuring greater clarity between the delivery of the CNL team and broader delivery of partners across the landscape

The full FY24-25 Delivery Plan is attached as a separate document

### Recommendation:

1. **To NOTE the Delivery Model and Plan and offer feedback.**

**Item 12.5****Funding Update**

**Author:** Elaine King, CEO

**Purpose of Report:** To update the Board on progress with delivering the Funding Strategy.

**Background**

At the end of last year, the Board approved a new Strategic Funding Model and a process by which the CCB identifies, develops, and signs off proposals for new work and new funding streams, along with a framework for documenting developing and submitted funding applications.

As set out in these earlier papers, a clear approach for assessing new work and funding sources provides improvements including: an early line of sight and greater visibility of funding proposals for the Senior Management Team (SMT) and the Executive Committee; a clearly documented process, which includes focus on how new work or funding proposals deliver CCB's strategic priorities; and clarity on when the Executive Committee is informed, consulted and asked to approve new work and/or sources of funding.

This paper provides an update on implementation of those areas of work and, in particular, sets out key observations on the current pipeline of externally funded projects.

**A process for assessing proposals for New Work and New Funding**

Now fully operational, the new process means that proposals for new work and new funding streams have greater visibility, are being developed and assessed more consistently, and work is being planned and delivered in line with deadlines and available staff capacity. In line with the agreed processes, this includes - in some cases - proposed new work or new sources of funding not being pursued.

Inevitably, changing the way staff develop and get approval for funding applications can take time. The key focus for the SMT is now to ensure that all staff follow the agreed process, which includes bringing proposals to the SMT at an early stage.

**Funding pipeline**

The Funding Pipeline is populated and regularly updated and reviewed by the SMT. The bullet points below highlight some key observations that we believe will be of interest to the Executive Committee, focussing especially on risk.

- **Affinity Water (Secured):** Funding has been secured for a Farming and Landowner Delivery Officer. Affinity Water will fund the new full-time role for 12 months to support the CCB's Nature Recovery Manager, Nick Marriner, in continuing to develop and deliver work with the emerging North Chilterns Farmer Cluster. The new role will be advertised shortly.
- **Rebel Restoration (Submitted, under evaluation):** As reported previously, Kate and Nick have developed a bid to Rebel Restoration (a charitable arm of Rebel Energy) to support continuation of the 'Tracking the Impact' citizen science monitoring programme, a project established through the Chalk, Cherries and Chairs project. The funding is intended to employ a member of staff to support the CCB's citizen science activities. We are also exploring Rebel Restoration's appetite to

provide longer-term funding. Discussions with Rebel Restoration are developing positively, and we expect to report further in due course.

**Risk:** The senior team considers that the risks to CCB of the applications above are relatively small. The applications were made because both the Rothschild Foundation bid to support Central Chilterns Cluster when CCC ends, and an earlier large FiPL bid to support a North Chilterns farmer cluster (which was submitted prior to our new approach) were both successful. Due diligence has also been carried out where required.

The main reason for the bids is to provide future support to Nick Marriner who is currently over-capacity. In the short term this may increase his workload, but in the longer term should reduce workload. A further risk is inability to recruit to short-term 12-month posts. Our Head of Landscape has, therefore, started discussions with Affinity Water, which has ambition and funds to develop and support farmer clusters in the Chilterns during their AMP8 funding period (2025-2030).

- **Rothschild Foundation (Secured):** An application for £200K to support the Central Chilterns Farmer Cluster in upskilling in climate adaptation measures (focused on soil health) and readiness for green finance was successful. This two-year project started in Jan 2024 and provides a menu of advice, monitoring, and evaluation opportunities for farmers. The grant includes two days/month of Nick Marriner's time for two years.
- **Thames Water, Chess Smarter Water Catchment project (Secured):** Kate Heppell and Harriet Bennett (HB) have secured £86K to support the continued development of the River Chess catchment farmer cluster, and to support nature recovery and runoff mitigation work on farmland in the catchment. This is in addition to existing staff costs covered by the Thames Water Smarter Water Catchment (SWC) programme.
- **Natural Environment Investment Readiness Fund Round 3 bid led by Pilio (Submitted, under evaluation):** the CCB has been invited to join Pilio in a NEIRF Round 3 application to co-design a commercial and governance model for aggregating demand and supply of ecosystem services in Buckinghamshire and associated catchment areas. The bid will comprise an 18-month long project worth £5,600 (14 days of staff time (Kate Heppell and Nick Marriner). The bid was submitted on 16 February with a letter of support from the CCB. We expect to hear the outcome of the bid this month.
- **HS2 Associated Projects (Under development):** Two Expressions of Interest have been drafted for HS2 AP funding (i) to create, connect, and improve woodland and wildlife friendly habitats across the Misbourne valley (including ecological assessments) and (ii) for river catchment planning. These were presented to the HS2 AP panel recently, which requested a single, combined application, which we are now developing. The first step will be developing a proposal to secure approval from the SMT. Timescales for evaluating any applications are unclear, so this funding may take some time to secure.
- **Big Chalk** is an ambitious programme that aims to restore a mosaic of habitats across 24,867 sq. km in the south of England, and includes a number of protected landscapes, including the Chilterns. The project will deliver nature recovery, climate change adaptation and a range of other benefits including supporting public health and wellbeing, and providing sustainable employment, carbon sequestration, a clean water supply, flood management and soil stabilisation. A programme lead has recently been employed by the National Landscapes Association to steer the direction of the initiative and is visiting the CCB on 4 March to discuss next steps.

- The CCB's Head of Landscape recently convened a meeting of all staff involved to ensure that our collective input adds value, is focussed, and best uses staff capacity. She has also worked with Bruce Winney (Nature Recovery Coordinator at National Landscape Association and David Hoccom (Big Chalk programme Lead) to produce a poster (presented at [ZSL Land Summit](#) on 16 April 2024) and oral presentation (to be presented at [BES Symposium 2024](#) on potential contribution of Chiltern National Landscape to 30x30. This forms part of planning for greater national visibility of Big Chalk initiative.

**Risk:** The CCB is not committed financially at this stage. There are implications in terms of staff capacity - a number of staff are involved in so far as the partnership is exploring the key priorities for the project and establishing potential sources of funding. The intention is to develop an application to the NLHF's new funding stream Landscape Connections, which we expect to be launched in July.

- **Environment Agency (Secured):** £15k was secured for restoration work at on the Hamble Brook at Hambleden: The funding was used to commission a topographic survey in support of our work to develop restoration options for this section of the river.
- **Water Restoration Fund (under consideration):** This fund intends to use fines and penalties paid by water companies to improve the environment and totals £11 million. Not all National Parks and National Landscapes are eligible, though the Chilterns National Landscape is, due to fines and penalties paid by Thames Water to a total value of £3.33m. We are currently discussing options for applications both internally and with our partners.

The Fund is described by Defra as offering grant funding on a competitive basis to support local groups, national parks and protected landscapes, farmers and landowners and community-led schemes, bolstering their capacity and capabilities for on-the-ground projects to improve the water environment. This could include activities that improve biodiversity and community access to blue and green spaces in areas where water companies have been issued with fines or penalties.

The Fund is being administered by the Rural Payments Agency (RPA) and the closing date for applications was 7 June. Further information is available in the [press notice](#) and the [application guidance](#). We decided not to lead any applications to this fund due to the tight deadlines and the requirement for costed quotes.

- **HORIZON application - implementing nature-based solutions across the Chilterns (Submitted, under evaluation):** The Centre for Ecology and Hydrology at Wallingford is submitting an expression of interest to the EU HORIZON programme on upscaling the implementation of nature-based solutions to enhance infiltration and mitigate against drought, called SpongeNets. We can be catchment learning partners on the bid and would be funded at £50K for inclusion in the learning elements of the programme (including modelling of nature recovery scenarios across the Chilterns area). We don't have to do anything at this stage but would be part of the bid-writing team over the summer for submission late September 2024. If successful funding would commence September 2025.
- **FDRI initiative - citizen science to support chalk stream management (Under development):** The Floods and Droughts Research Infrastructure team (CEH, Imperial, Uni Bristol, NERC) have visited the Chess which will be the location of one of the 3 national observatories. Anecdotally they tell us that the Chess was chosen because of the groundwater-fed nature of the river but also because of the citizen



science work that has been accomplished in the catchment. We are exploring future funding opportunities with the team.

### Heritage and nature recovery

- An application for the Development Phase of the CCB's proposed project, **Not Bourne Yesterday (Submitted, under evaluation)**, was submitted to the National Lottery Heritage Fund (NLHF) in February. We expect news on the application between 20th and 30th June. In the meantime, the CCB has approached the NLHF about its criteria for full cost recovery (FCR). Certain types of grantees are eligible to recover core costs eg admin, finance, IT, and management costs associated with NLHF projects. The CCB has historically not been eligible as, despite being not for profit, we are deemed to be a part of government. The CCB sought for the criteria to be reviewed and learned recently that we continue not to be eligible. This increases the costs to the CCB of any NLHF funded project and we are currently exploring the impact this will have on the Not Bourne Yesterday application.

### Equality, Inclusion and Diversity

- **Defra Access for All funding:** this programme is aimed at improving access to protected landscapes for people of all ages, abilities, and backgrounds. In the first year of the three-year programme (2022/23), the CCB distributed £227k and £54k in year 2. This financial year we will receive and distribute £261,480.
- An internal Defra report on Year 1 of the **Access for All programme** outlines results and lessons learned from the programme. The report shows that the Chilterns National Landscape was allocated the greatest amount across all protected landscapes in Years 1 and 2, in large part due to Defra's allocation criteria which take into account data on local populations and the Index of Multiple Deprivation.

**Risk:** The SMT consider risk to be low, in large part due to having engaged partners and others regarding the fund and demand likely to (again) exceed funding available. The CCB's Head of Engagement and Partnerships is leading this work.

- **Nature Calling:** The CCB is collaborating with the National Landscape Association (NLA) and other National Landscapes on this project. Arts Council England is providing £532k over two years and Defra has committed £300k match funding. The Chilterns is one of six 'hubs' and the project is aimed at improving access to AONBs for a wider range of people, especially those from BAME communities. Our focus area is Luton and this month we have interviewed artists and writers for the commission in the Chilterns.
- **Risk:** the CCB is required to contribute 40 days staff time over two years and each hub is required to contribute up to £20,000 match funding. The NLA and project partner, Activate Arts, will be fundraising and we expect not to need to contribute these funds. We are also currently exploring how we will provide the staff time required.

### Recommendation:

1. To **NOTE** and offer feedback on updates on delivering the Funding Strategy.

**Item 13.1****Management Plan Review**

**Author:** Matt Thomson, Head of Strategy & Planning

**Purpose of Report:** To report to the Board on progress with the Management Plan Review and the Task and Finish Group's proposals for taking the "refresh" of the Plan forward during 2024/25.

**Background – the story so far**

1. The Chilterns Conservation Board is required to "prepare and publish a plan which formulates their policy for the management of" the Chilterns National Landscape "and for the carrying out of their functions in relation to it" (a "management plan") and to review that plan at least every five years (ss.89-90 of the CROW Act 2000).
2. The current Chilterns AONB Management Plan 2019-2024 ("the current Plan") has been extended to cover the period to the end of March 2025 as a result of the "light-touch review" paper approved by the Board in March 2024, and subsequently submitted to Natural England and the Defra Secretary of State.
3. We are now required to review the current Plan with a view to publishing a reviewed Plan before the end of March 2025. In September 2023, the Board agreed that this review should comprise a "refresh" of the current Plan, with factual updates, rolling forward its policy content, embedding Defra's new Targets and Outcomes Framework, and emphasising certain current priorities for National Landscapes: nature recovery, climate adaptation and EDI. The "refreshed" Plan will cover the period 2025-2030, and its development would be overseen by a Management Plan Review Task and Finish Group (MPR TFG), chaired by Gemma Harper.
4. Part of the rationale for the "refresh" approach is to save resources to begin work on a new Management Plan for the new boundaries of the Chilterns National Landscape, as soon as these become more certain, which may be significantly in advance of the 2030 end-date of the "refreshed" Plan. That new Plan (and subsequent iterations) would be developed from scratch in the context of a Long-Term Vision for the new Chilterns National Landscape, also the subject of a separate project and Task and Finish Group (chaired by Hector Sants). The Management Plan Review and Long-Term Vision TFGs are already working closely together to coordinate activities.
5. Also in March 2024, the Board approved a broad phased approach proposed by the MPR TFG to the "refresh" of the current Plan:
  - I. Orientation or deep-dive phase: including the focused topic sessions, research/evidence gathering, and an officer evaluation of the factual updates needed; some focused stakeholder engagement on these elements.
  - II. Draft Plan generation: drafting amendments coming out of phase 1; some focused stakeholder engagement would be valuable.
  - III. Formal and informal stakeholder engagement and public consultation.
  - IV. Sign-off, adoption and publication (including endorsement by partners).
6. The rest of this paper sets out the MPR TFG's proposals for progressing the Review in greater detail, with reference to some external factors.

### **External factors**

7. Part of the rationale for Defra allowing protected landscapes to delay the publication of their reviewed Management Plans by up to a year was their assessment, in July 2022, of “the scale and significant implications” of ongoing reforms relating to Management Plans, including the production of updated and consolidated guidance for both National Parks and National Landscapes on the preparation of Management Plans, alongside the introduction of new targets and outcomes under the Environment Act 2021. Since then:
  - a) The Management Plan Guidance remains only published in draft form. Many questions remain unanswered (including the special status of Conservation Boards being overlooked, and the focus of the guidance on good practice, without clearly relating that back to what is actually required in the legislation).
  - b) Defra’s Protected Landscapes Targets and Outcomes Framework was only published in January 2024, in incomplete form, and much work still needs to be done to determine how the various measures will be applied to individual protected landscapes.
  - c) Late in 2023, the Levelling Up and Regeneration Act (LURA) unexpectedly introduced new measures relating to protected landscapes, specifically (for National Landscapes) the strengthening of the duty under section 85 of the Countryside and Rights of Way Act 2000 (the CROW Act – see item 11.3 of the December 2023 Board report), along with the commitment to produce secondary legislation clarifying that duty, especially in terms of how public bodies should assist with developing and delivering Management Plans. In advance of those regulations, Defra committed to producing “interim guidance”, originally anticipated early in 2024, and still awaited.
  - d) Some observers have suggested that the additional weight intended to be applied to Management Plans – and particularly to their delivery – as a result of the above could encourage some stakeholders to seek to water down the aspirations of the Plan, in order to reduce any requirements that the Plan might place upon them.
  - e) On 22 May 2024 the Prime Minister announced a General Election to be held on 4 July. The ‘pre-election period of sensitivity’ began on 25 May, and, as a result, no further strategic decisions will be made. The Management Plan Guidance and Defra’s interim guidance on the LURA provisions will therefore not be issued until after the Election.
8. Defra and Natural England have indicated that they are not minded to make any further concessions on the timing of Management Plan reviews, even with this additional uncertainty. We must therefore proceed with reference to a combination of the existing guidance on Management Plan preparation (published in 2001 and updated in 2006) and the current draft of the new guidance.
9. In this context it is helpful that the Board has already determined to undertake a “refresh” of the current Plan, focusing on factual updates, as follows:
  - a) The key requirement of the CROW Act (section 89(10)) is for us to determine “whether it would be expedient to amend the plan and what (if any) amendments would be appropriate”. In the current uncertainty, and with reference to the ongoing boundary review, there is a strong case in favour of determining that it would not be expedient to amend the Plan.

- b) The existing and draft Management Plan guidance documents advise that the amount of effort that needs to be put in to engaging stakeholders and to researching evidence to support a Management Plan is reduced if the proposals are unchanged.
  - c) The existing and draft guidance documents also note that protected landscape bodies should tailor their engagement and research activities to the resources and timescales available.
  - d) The same general principle applies to the application of statutory assessment procedures (Strategic Environmental Assessment and Habitats Regulations Assessments) that we must undertake alongside reviewing the Plan.
10. The statutory requirements under the CROW Act for the review of a Management Plan are light. We are required to “give notice” to our host local authorities and Natural England of our proposals to review, amend, adopt or publish the Plan, and to “take into consideration” any observations they make in response. As a Conservation Board, we adopt the Plan – there (currently) is no legal requirement for Natural England or our host authorities to approve it, nor can they prevent us from adopting it.
  11. As a result of all of the above, the MPR TFG is satisfied that we can proceed with confidence that the refresh can be undertaken and completed within the statutory timescales and with the resources available.
  12. The corollary, of course, is that there is – until Defra publishes its regulations under the LURA – no obligation on local authorities or Defra, or anyone else, to support or deliver the Plan. Hence, the more engagement we do, and the better and more up-to-date our supporting evidence (including statutory environmental assessments), the more robust the Plan will be, the more stakeholders will feel ownership of the Plan, and the more likely they are to align their activities with it.
  13. Overall, the process is a balance between having the time and resources to do things well, and just ticking the box of having a Plan in place. Fortunately, the current Plan is founded on robust evidence and significance public and stakeholder engagement – we are confident that we can bring our stakeholders with us.
  14. A key aspect of this is the need for Board members – especially those representing local authorities – to champion the Chilterns National Landscape and the importance of engaging with the Management Plan review, and to report back both to members and to officers of their own local authority (and other stakeholders as appropriate) on the review and how they can engage with it.
  15. Officers will put together an information pack to assist with this role, but in the meantime, a good starting point would be the materials that we sent to all local authority chief executives in December, which was copied to relevant local authority Board members at the time, and will be recirculated for information.

#### **Key elements in the “Refresh” – additional information**

16. We now have additional clarity about two of the current national priorities that we have committed to emphasising in the refreshed plan: nature recovery and climate adaptation.
17. In 2019, through the Colchester Declaration, all National Landscapes, including the Chilterns, committed to producing a **Nature Recovery** Plan (NRP) for their areas. That commitment was overtaken by wider events, including the statutory requirement for local authorities to produce Local Nature Recovery Strategies

(LNRSSs). Nonetheless, government have clarified that, while there is no statutory requirement for National Landscapes to produce NRPs, they could use such plans to help to influence, coordinate or deliver the LNRSSs that apply to their areas, and the latest advice is that an NRP could be embedded within or linked from the Management Plan. The Landscape Team have begun work on an NRP and convened a steering group from key stakeholders. The current expectation is that the NRP will be separate to, but linked from, the Management Plan, but with enhanced references in the Management Plan. It will also be important to coordinate engagement activity on both, and the NRP steering group have already indicated their willingness to be engaged on the Management Plan (which may also have implications to be fed in to convening a nature-related thematic group for the proposed Chilterns Forum – see item 13.2).

18. Guidance and regulations under the Environment Act 2021 also commit us to preparing a **Climate Adaptation** Management Plan (CAMP) by 2028. Again, the suggestion is that this can be embedded within, or linked from, the Management Plan, and again the intention is to provide enhanced references on climate adaptation within the refreshed Management Plan, from which we can link the future CAMP. It may also be possible to coordinate development of the CAMP with the long-term Vision and/or the preparation of the next Management Plan, if the boundary review project concludes swiftly.

### **Project Plan**

19. The MPR TFG have seen and commented extensively on an outline project plan presented to them by officers, which expanded on the agreed four-phase approach, and was based on a model timetable included in the Countryside Agency's (now Natural England's) 2006 publication *Guidance for the review of AONB management plans*.
20. A revised project plan will not be available in advance of the circulation of Board papers, and may be circulated for information in advance of the meeting, noting the following observations from the TFG that the project plan should:
  - a) Clarify the roles of the TFG, Executive Committee and the Board in the review of the Plan.
  - b) Identify risks and their mitigation, and feed significant risks, if any, into the corporate risk register.
  - c) Highlight points at which the Board (or its Committees) and members individually are intended to be involved, including the potential need for extraordinary meetings.
  - d) Ensure the TFGs are timetabled to be engaged as appropriate (Governance and Vision have a role, in addition to the MPR TFG).
  - e) Highlight points at which stakeholders, including those that have specific roles in the process, will be engaged.

### **Recommendation**

1. That the Board **NOTES** the proposed way forward prepared by the Management Plan Review TFG

**Item 13.2****Governance Review: the proposed Chilterns Forum**

**Author:** John Nicholls, Board deputy chairman and chairman of Governance Review Task & Finish Group

**Purpose of Report:** The Governance Task and Finish Group has resumed work, after a gap to accommodate governance work which was proposed by Defra and Natural England but which did not go as far as had been anticipated. The prime conclusion of its previous work was to establish a 'Board Advisory Group' to support CCB's strategic work. It has now developed this theme and defined a role for this group, suggested the name 'Chilterns Forum', and drafted Terms of Reference which are presented here for approval.

**The Purpose of Chilterns Forum**

1. A prime purpose of the Chilterns National Landscape is to promulgate a shared vision for the conservation, enhancement and management of the area and to coordinate a shared approach to its implementation, through the Chilterns Management Plan (CMP) and other strategies. The key purpose of the Chilterns Forum ("the Forum") is to enable the engagement and input of partners and experts in defining the shared aspirations of such strategies at an earlier stage, 'upstream' of any consultation draft. Such expertise will support and advise CCB in the forming, implementing and collective monitoring of strategy, including the CMP. It will also assist contributors which are public bodies to fulfil their statutory obligation to factor the CMP into their relevant decisions.

**How it would work**

2. Full detail is set out in the draft Terms of Reference (TORs) below. In summary, the Forum is envisaged initially as an informal and flexible marshalling of expertise, though there may be benefit in its eventual evolution into a more formal partnership. After consultation with relevant bodies, CCB will nominate an initial membership of 20-30: other routes for recruitment will evolve thereafter.
3. As well as contributing to strategy, it will provide a pool of expertise which CCB can draw on for *ad hoc* advice on particular topics. It will work through a series of informal topic groups, selected for their expertise and corresponding to the thematic areas of the CMP: as currently conceived, these are listed in the appendix to the TORs.
4. Working with relevant CCB staff and Board members, these groups will contribute to the development and review of policy and delivery actions on those topics during the drafting of the CMP. Each will nominate a leader, who will be invited to contribute on their behalf to our Board meetings, on a non-voting basis, when the CMP, or similar strategic matters as determined by the Board, are under discussion. However, CCB statutorily retains all decision-making on the CMP.
5. Recognising constraints on our resources, the aim is to keep these groups as 'self-propelled' as possible, arranging their own meetings and making their own notes and reports.

**Recommendation**

1. That the Board **APPROVES** the approach outlined in the paper and the terms of reference in the annex as the basis for engaging and recruiting members to the Chilterns Forum.

## **Annex: Chilterns Forum – proposed Terms of Reference**

### **1. Purpose**

1.1 The purpose of the Chilterns Forum ('the Forum') is to advise and work closely with the statutory Chilterns Conservation Board\* ('the Board') in the preparation, implementation and monitoring of the Chilterns Management Plan (CMP), and of any other strategic work which the Board may determine. While the aim is wider engagement and ownership, the formal adoption of such strategies remains, by statute, the responsibility of the Board.

1.2 This purpose recognises the role of the CMP as a shared aspiration for the Chilterns National Landscape as a whole, with statutory significance, rather than being solely the strategy of the Board.

### **2. Constitution**

2.1 While the Forum is intended to provide an authoritative, effective, comprehensive and valued input to the formulation, implementation, monitoring and periodic revision of relevant strategies for the Chilterns National Landscape, its status will initially be that of an informal advisory body to the Board. The aspiration is that, in due course, it will evolve into a more formal partnership and itself be involved in co-steering that process.

### **3. Membership**

3.1 The key qualifications for membership are expertise in a relevant topic area, or a role in the implementation of Chilterns-wide strategy, or experience as a user group.

3.2 At its inception, it is envisaged that the Forum will have an initial membership of 20-30, invited by the Board after informal consultation with potential member bodies. They will be selected to reflect thematic areas relevant to the CMP and will include relevant experts, bodies with a stake in implementation, and users. The Board will have a continuing right to initiate and terminate membership.

3.3 Subsequently, the Forum and its Topic Groups (section 4 below) will also be able to suggest further and/or replacement members and others will have the ability to nominate and self-nominate. Acceptance of such nominations will be at the discretion of the Board (who may delegate that authority to the Chairman of the Board if there is no convenient Board meeting), who will be advised by CCB staff and by the leaders of any Topic Groups relevant to that nomination. The total number of members may vary in the light of experience.

3.4 As Local Authorities are represented by their Members on the Board, they will not have separate representation on the Forum. Local authority Members and Officers may nevertheless be invited to join Forum by virtue of their particular expertise, applicable to the Chilterns as a whole, rather than as representatives of their Council.

3.5 To maximise the skills and representation available to the Forum, while maintaining a manageable size, members will be encouraged to consult widely in their sector of interest. Where there are several potential member bodies in such a sector, membership of CPF may be rotated by agreement between them.



#### **4. Topic Groups**

4.1 A major part of the business of the Forum will be conducted through Topic Groups. One of these will be established for each identified thematic area relevant to the CMP and of any other strategy on which the Board seeks the Forum's advice.

4.2 Each Topic Group will comprise those members of the Forum with the most expertise in the subject area and other experts which they may decide to invite. It will also include a CCB staff member with responsibility for that topic and any Board member who carries responsibility for it on the Board.

4.3 Each Topic Group will select its own leader, who will chair the Group and speak on its behalf at Board meetings (section 5 below).

#### **5. Relationship with the Board**

5.1 All Forum members will be invited to attend meetings of the Board as members of the public. One representative of each Topic Group will be invited on a personal and non-voting basis to attend, and be invited to speak at, meetings of the Board when any aspect of the CMP or other strategies with Forum involvement are under discussion, as determined by the Board. Normally this invitee will be the leader of the Topic Group, but substitutions can be agreed with CCB in advance. The frequency of such attendance will depend on the needs of strategy preparation, but two such meetings per year are envisaged.

#### **6. Meetings and management**

6.1 The Board places great importance on the successful development of the Forum and its input to Chilterns-wide strategy. However, the limited financial and staff resources available to the Board prevents it from organising and servicing every meeting and from incurring major costs in the Forum's operations.

6.2 It is envisaged that most of the detailed work in developing strategy will be conducted through the Topic Groups. These will be self-propelled, meeting at their own initiative and running their own meetings, including making and agreeing summary notes to pass to CCB staff. For that reason, meeting on-line will be the norm.

6.3 The attendance of Topic Group leaders, or agreed substitutes, at Board meetings, in person or online, will be organised by CCB staff and reasonable travel costs will be met. Other CPF members will be alerted to such meetings and may attend on the same terms as members of the public.

\*The 'Chilterns Conservation Board' remains the Board's statutory title, so is used here rather than the new operational title of the Chilterns National landscape.

**Appendix**

The areas proposed to form the basis on which the Forum's Topic Groups will be convened are based on the thematic chapters of the Chilterns Management Plan 2019-2024 (extended to 2025), with the addition of three priority areas being considered for special attention in the ongoing "refresh" of the Management Plan for 2025-2030. These are:

- Nature (CMP chapter 5) and Nature Recovery (Priority 1)
- Climate Adaptation (Priority 2)
- Historic Environment (CMP chapter 6)
- Land, Woodland and Water\* (CMP chapter 7)
- Enjoyment and Understanding (CMP chapter 8)
- Social and Economic Wellbeing (CMP chapter 9)
- Development (CMP chapter 10)
- Equalities, Inclusion and Diversity (Priority 3)

\* It may be appropriate to separate this topic area into two groups: (a) Farmland and Woodland, and (b) Water and Chalk Streams.

**Item 13.3****Constitution Review**

**Author:** Matt Thomson, Deputy Monitoring Officer

**Purpose of Report:** To seek the Board's in-principle approval for an approach to reviewing the Board's Constitution.

**Background**

1. According to section 1 of the Board's Constitution, "The role of the Monitoring Officer", which was updated and approved by the Board in March 2023, one of the roles of the Monitoring Officer is to ensure that "the CCB's Constitution is properly maintained, operates efficiently, and is adhered to". That section of the Constitution became out-of-date on the departure from CCB of the Monitoring Officer and the then Clerk, who was also Deputy Monitoring Officer (DMO). The new arrangements (which are yet to be completely finalised) place more reliance on the DMO to undertake most of the Monitoring Officer's functions, since these could not be expected to be fulfilled in the "around two days per year" estimated in section 1 of the Constitution.
2. The update to section 1 was the first stage in an intended review of the Constitution to be undertaken by then Clerk/DMO with the support of the Monitoring Officer. Responsibility for the review, and the DMO role was subsequently transferred to the Head of Strategy and Planning, since the latter was already involved in reviewing significant elements of the Constitution, especially those relating to delegation, through his involvement with the Governance Review TFG.
3. With the role of DMO came access to a "part-updated" Constitution document, not published in this form on the Board's website, nor distributed to officers, although it is understood that it may have been distributed to some members. Various sections of this Constitution are, however, available individually on the website. While these documents are superficially similar, it is not yet clear whether they are completely consistent versions. The Constitution document does not even describe itself in that way, but as "Standing Orders and Regulations".
4. The document is not appended to this paper since it is 83 pages long. It may be circulated on request.
5. What is clear, however, is that the Constitution (or this version of it) is poorly and inconsistently presented, difficult to navigate, internally inconsistent, and there are questions as to whether it contains everything that should be a part of the Constitution and, conversely, whether all of its content should be in a Constitution. Some aspects may be inconsistent with legislation.
6. A comprehensive review of the Constitution has already been recognised by the Board as necessary, and that duty now falls to the new Deputy Monitoring Officer.
7. This paper proposes a broad approach to that Review.

**Governance of the Review**

8. It is proposed that the Board determines which sections of the Constitution should be prioritised for review, or delegates that matter for determination by Executive Committee, on the basis of an initial assessment to be provided by the DMO. This assessment will include recommendations relating to:

- a) Those matters that would normally be matters for an organisation's Constitution, with reference, for example, to the Cotswolds National Landscape's constitution (updated in 2024) or Buckinghamshire Council's (updated in 2023).
  - b) Those matters that are most urgent for review, based on their clarity, consistency with statutory and other requirements, and the length of time since they were last reviewed, including those (such as the Code of Governance) where review is already (partially) underway.
  - c) Any parts of the Constitution which the Board has resolved to amend in recent years, but where the resolution has not been actioned in the document (which includes the *Delegation Principles* approved on the recommendation of the Governance TFG, the interim changes to the operation of and delegation to Planning Committee, and the Board's resolution at the AGM in 2023 to allow the Code of Governance to be amended at ordinary meetings of the Board and not just the AGM itself).
9. The recommendations below include a request for a decision on whether the Board would like to retain oversight on priorities and the matters to be included in the Constitution, or delegate that matter to Executive Committee, and for Executive Committee to recommend to the Board the approval of any consequent amendments to the Constitution (such decisions being reserved to the Board under paragraph 7 of the Code of Governance).
10. It is further proposed that the technical work of undertaking the review of each section so prioritised is delegated to an appropriate Committee, officer, advisory group or TFG, including the convening of new groups if necessary, with the support of a nominated officer or officers. For example, the financial standing orders and regulations might be reviewed by Executive Committee with the support of the Section 151 Officer and/or Head of Operations.
11. One objective would be to ensure that the documents that make up the Constitution are consistently formatted, and that all provisions that are set by statute are indicated as such with reference to the relevant instrument, whereas those parts that have been determined by the Board are similarly indicated with reference to the minute of the meeting at which the determination was made. This will help clarify what aspects of the Constitution are open for revision, and assist users and future decision-makers to understand the rationale for each provision.
12. The contents page of the current Constitution is included in Annex 1, alongside the contents of the Constitution as it was first approved in 2005 for comparison.

### **Initial notes on the current contents of the Constitution**

13. The following notes are early observations on the current contents of the Constitution:

**Section 1: Role of the monitoring officer:** As noted above, this was rendered out of date by the change of Monitoring Officer and Clerk in the year since it was updated in the Constitution. In addition, the stated workload for the Monitoring Officer is significantly underestimated.

**Section 2: Code of conduct:** This contains a mixture of text that is defined as being a part of the Constitution, and text that is explanatory and not "part of the Code". It is only a Code of Conduct for members. There is repetition of content between this and the Code of Governance, which involves a risk of conflict. Similar material is also included in the Establishment Order (itself referring to local government legislation). It also includes descriptions of officer functions, including the Deputy Monitoring Officer, which appear inconsistent with section 1.

**Section 3: Register of interests:** This section includes the register of interests form, which is different from that currently being issued to new members. It contains various typographical errors. The form would be better kept separate from the Constitution, enabling it to be updated if necessary without requiring a resolution of the Board. The form refers to “accompanying notes”, which are not present, other than a short glossary.

**Section 4: Financial Regulations:** This section was updated in 2022. Along with the subsequent two sections, it includes some matters, especially delegations, that might duplicate or conflict with delegations made elsewhere, including the more recently approved *Delegation Principles*.

**Section 5: Financial Instructions:** This section has not been updated since 2005. See also section 4.

**Section 6: Contract Standing Orders:** Updated in 2023. See also section 4.

**Section 7: Statutory Requirements and Code of Governance** (listed in the contents as “Code of Governance and Scheme of Delegation”). This does not include a scheme of delegation. The “statutory requirements” are cherry-picked from parts of the Establishment Order, and are by no means either complete or accurate. Updated in 2021 with the express intention of leading to a document that is “free of errors and inconsistencies of a grammar, formatting, style, and improved clarity”, the Code singularly fails in this purpose.

**Section 8: Feedback and Complaints Procedure** (not updated since Jan 2005). This is already on the DMO’s to-do list to review as a priority, part of the issue is with the negative framing of the procedure.

**Section 9: Members’ Allowances:** Last updated in 2016.

### **Recommendation**

1. That the Board **APPROVES** the proposed approach to reviewing the Constitution.
2. That the Board **DETERMINES** whether to retain oversight of the Constitution review, or to delegate oversight to Executive Committee, subject to final approval of any amendments by the Board.

**Annex 1: Constitution Contents (illustration only)**

<b><u>2005</u></b>	<b><u>2023</u></b>
<ol style="list-style-type: none"> <li>1. Role of Monitoring Officer</li> <li>2. Code of Conduct</li> <li>3. Register of Interests</li> <li>4. Standing Order on Financial Regulations</li> <li>5. Standing Order on Financial Instructions</li> <li>6. Contract Standing Orders</li> <li>7. Standing Orders on Regulating the Meeting and Proceedings of the Board.</li> <li>8. Feedback and Complaints Procedure</li> <li>9. Members Allowance</li> <li>10. Scheme of Delegation</li> <li>11. Personnel and Payroll – Service Level Agreement with Bucks CC</li> <li>12. Legal and Committee Services – Service Level Agreement with Bucks CC</li> </ol>	<ol style="list-style-type: none"> <li>1. Role of Monitoring Officer</li> <li>2. Code of Conduct</li> <li>3. Register of Interests</li> <li>4. Standing Order on Financial Regulations</li> <li>5. Standing Order on Financial Instructions (not updated since Jan 2005)</li> <li>6. Contract Standing Order</li> <li>7. Code of Governance and Scheme of Delegation</li> <li>8. Feedback and Complaints Procedure (not updated since Jan 2005)</li> <li>9. Members Allowances</li> </ol>

**Item 13.4****Vision Task and Finish Group update****Author:**

Matt Thomson, head of strategy &amp; planning

**Purpose of Report:**

To update the Board on the activities of the Vision Task and Finish Group.

**Update**

1. The Vision Task and Finish Group (TFG), chaired by Hector Sants, has been concentrating on developing materials to inform, and a programme to deliver, stakeholder engagement on the preparation of a long-term vision for the future of the Chilterns National Landscape, to be actively pursued as soon as we have greater clarity on the location and extent of the new areas proposed to be included within the designated AONB.
2. At its meeting on 11 June 2024, the TFG:
  - a. Agreed the main substance of a slide deck, prepared by Joe Stewart with contributions from the rest of the TFG, that will be the key vehicle for early engagement on the vision, including explaining what the vision will be used for, how it is intended to fit in with the Management Plan and other strategies and activities in the National Landscape, and how it is envisaged that stakeholders will be further engaged in the vision's development.
  - b. Agreed to run the content of the slide deck through CCB's Communications Team to ensure consistency of terminology and messaging with our branding etc.
  - c. Encouraged the officer team to make progress on identifying the stakeholder groups to engage with, recognising the relationship with both the Governance and Management Plan TFGs which are also involved in identifying stakeholder engagement groups (e.g. the proposed Chilterns Forum).
  - d. Requested the officer team to construct a rational timeline for the engagement process (even if dates are yet to be determined as a result of dependencies, e.g. on the boundary review), noting the need to coordinate this with other engagement, e.g. on the Management Plan refresh.
  - e. Set a date (to be confirmed) for the next meeting of the TFG to sign off the slide deck and work programme: 4.30pm on Tuesday 20 August 2024.

**Recommendation**

1. That the Board **NOTES** the TFG's progress with planning for stakeholder engagement on the Vision.

**Item 14****HR Strategy and Implementation Plan**

**Author:** Elaine King, CEO

**Purpose of Report:** To present the Board with an updated timetable for delivery of the HR Strategy and its Implementation Plan for 2024/25, and to seek feedback.

**Background**

This paper follows previous papers in which progress with an HR Strategy, an Implementation Plan and timetable have been outlined in detail. This paper does not repeat earlier information and focuses on more recent developments.

**Update**

The CEO, Head of Operations and Chair of the HR Advisory Group (Paul Mainds) met on the 19<sup>th</sup> April to review the HR Strategy and to explore a realistic delivery timetable, given the multiple pressures on the staff team.

Key points of discussion:

- To extend the timetable for bringing to the Board an Implementation Plan for the HR Strategy. The extension also applies to completing the staff HR Handbook and associated policies. The intention is to table documents at the Board meeting on 18 September, and not to this Board meeting as originally planned. The new proposed timetable is set out in Appendix I.
- Our HR Advisor continues to make progress with drafting the HR Handbook and reviewing and developing a suite of HR policies. The majority of policies are now drafted, and the CEO and Head of Operations have developed a timetable by which groups of them are being reviewed and finalised, alongside the draft Employee Handbook, and circulated to members of the HR Advisory Group for review and advice.
- Our HR Advisor connected us with a colleague with specific expertise in Health and Safety and who can advise on policies in this area. This will include the Lone Working Policy that Board members have discussed previously. The CEO and Head of Operations met with the advisor on the 29<sup>th</sup> May and are currently reviewing their proposal.
- The HR policies are embedded in a Scheme of Policies, which sets out all the CCB's policies, categorised under the headings Governance, Operational, Finance and HR. The Scheme of Policies also sets out the linkages between policies and processes, specifically stating where a policy requires a process and potentially a form to complete too (such as for an application for flexible working).
- Given the HR Advisory Group will be reviewing the Handbook and policies, the Executive Committee agreed at its meeting on the 16<sup>th</sup> May that the final documents be circulated directly to the Board for approval at its meeting on the 19<sup>th</sup> September.

**Recommendations:**

That the Board:



1. **APPROVES** the revised timetable for delivering the HR Strategy, including developing a staff Handbook and policies.
2. **APPROVES** the staff Handbook and HR policies being reviewed by the HR Advisory Group and then circulated to the Board for approval.

Chilterns Conservation Board - Draft HR Implementation Plan (Board 20/06/24)

Ref	Activity	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Notes
1	Agree Draft HR Implementation Plan (CEO)																
1.1	Review Draft HR Implementation Plan (HRAG)																HRAG meeting on 02 May
1.2	Approve and Sign Off Draft HR Implementation Plan (ExCo / Board)					ExCo	Board										Originally approved in Oct 23 but not taken to the Board
2	Complete and Roll Out New Employee Handbook (CEO)																
2.1	Develop Revised Version of Employee Handbook (HR Advisor)																
2.2	Review Draft Employee Handbook (SMT)																
2.3	Review Draft Employee Handbook (HRAG)																
2.4	Seek Employee Input on Draft Employee Handbook (SMT)																
2.5	Update Draft Employee Handbook based on Feedback (HR Advisor)																
2.6	Approve Employee Handbook and Sign Off (Board)							ExCo		Board							
2.7	Roll Out Employee Handbook (HR Advisor / SMT)																
3	Develop and Roll Out New HR Policies (Head of Ops)																This needs to be done in line with the Employee Handbook as there will be clear links and need to be consistent on where the staff handbook finishes and the policies begin so that we do not have information in 2 places
3.1	Identify HR Policies needed (Head of Ops / HR Advisor)																
3.2	Draft Policies (based on best practice and existing information in old handbook) (HR Advisor)																
3.3	Review Draft Policies (SMT)																
3.4	Review Draft Policies (HRAG)																
3.5	Seek Employee Input on Draft Policies (SMT)																
3.6	Update Policies based on Feedback (Head of Ops / HR Advisor)																
3.7	Approve and Sign Off HR Policies (Board)									Board							
3.8	Roll Out Employee Handbook (HR Advisor / SMT)																
3.9	Undertake Line Manager Training (HR Advisor / SMT)																
4	Configure and Embed New HR System (Head of Ops)																Note that there is a clear interdependency around go live with the system and the development of policies and procedures as they all to a certain degree impact on each other (ie the system and end-to-end processes must align and they must support the delivery of policy)
4.1	Agree Requirement and Budget for HR System (Head of Ops / CEO)		ExCo	Board													
4.2	Review Alternative Systems and Select System (Head of Ops / CEO)																

4.3	Procure System and Agree Phasing (Head of Ops / System Provider)																Agreeing of phasing may mean that the steps that follow may need to reflect a rolling go live of system capability but with the calendar identified below being either for the whole system or the key Phase 1 components
4.4	Configure and Test System (Head of Ops / HR Officer / System Provider)																
4.5	Transfer Data (HR Officer / Senior Administrator)																
4.6	Provide IT Administrator Training (System Provider)																
4.7	Roll Out Training (HR Officer)																
4.8	Go Live (Head of Ops)																
5	<b>Develop Processes and Procedures (Head of Ops)</b>																
5.1	Identify Processes and Procedures that Need Defining (Head of Ops)																
5.2	Develop Off-line Priority Templates (Head of Ops / HR Advisor)																As the system gets established and configures a key element will be that the templates will be in the system and therefore the development of any offline templates before the system is implemented will be on a basis of need
5.3	Map E2E Business Processes (HR Officer)																This should ensure alignment to the HR system and also reflect policies and the staff handbook
5.4	Review E2E Business Processes (Head of Ops)																
5.5	Update E2E Business Processes (HR Officer)																
5.6	Sign Off E2E Business Processes (Head of Ops)																
6	<b>Hire HR Officer (Head of Ops)</b>																
6.1	Identify requirement for HR Officer / HR Support Model (Head of Ops)																
6.2	Agree requirement and budget for HR Officer (ExCo / Board)		ExCo	Board													
6.3	Write Up JD and Advertise for HR Officer (Head of Ops)																Note that delay in recruitment lies on the basis of the basis for the agreement of the budget that we would not hire roles until we were clear that we could afford the roles and there has been a need to reforecast budgets in April based on late changes from Defra to the budget
6.4	Recruit HR Officer																
6.5	Onboard HR Officer																
7	<b>Keep Organisation Under Review (CEO)</b>																
7.1	Review organisation structure and cost to ensure resources and deliverables align and are affordable (SMT)																The Senior Management Team (SMT) will review quarterly & link to Budget. Any changes will be presented to ExCo
7.2	Review project deadlines and redeployment opportunities/notice requirements (SMT)																SMT review quarterly & link to Budget
7.3	Review implementation of hybrid working arrangements and revise as necessary																SMT review quarterly
7.4	Present any changes through updated organisation charts and in budget reforecasts (CEO)		ExCo			ExCo			ExCo			ExCo			ExCo		
7.5	Hold regular review sessions with HR Advisor (CEO / Head of Ops / HR Advisor)																
7.5	Review job descriptions to dovetail into new appointments (SMT)																SMT review annually
7.6	Implement annual salary benchmarking to inform reward strategies (Finance Officer / SMT)																SMT review annually
8	<b>Implement Staff Engagement Survey (CEO)</b>																

8.1	Develop staff engagement survey (Head of Ops / CEO / HR Advisor)																
8.2	Conduct staff engagement survey (Head of Ops / HR Advisor)																
8.3	Review staff engagement survey (SMT / HRAG)																
8.4	Implement quick wins / develop plan for implementation of longer term response (Head of Ops / HR Officer)																
9	Board / HRAG Liaison (CEO)																
9.1	Liaise with HRAG as required (CEO)																
9.2	Report to ExCo / Board		ExCo					ExCo				ExCo			ExCo		This includes submitting progress reports against plan to ExCo



# Chilterns National Landscape

**MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE of the Chilterns Conservation Board HELD ON Thursday 16<sup>th</sup> May 2024 in Chiltern Room 5 at Missenden Abbey, London Road, Great Missenden HP6 0BD commencing at 10.10 AM.**

Present:

Colin Courtney	Board Member – Chair
Cllr John Griffin	Board Member
Cllr Charles Hussey	Board Member
Paul Mainds	Board Member
Cllr Phillip Spicer	Board Member
Cllr Richard Newcombe	Board Member

In attendance:

Andrew Brock-Doyle	Head of Operations
Lorna Coldwell	Clerk to the Board and Minute taker
Kate Heppell	Head of Landscape
Graham Hurst	Finance Officer
Elaine King	Chief Executive Officer
Eloise Small	Administration Officer
Matt Thomson	Head of Strategy & Planning – online
Annette Weiss	Head of Engagement & Partnerships – online

The Chair welcomed all present.

**23/24.51. Apologies for absence**

Cllr Sue Rowland and John Nicholls.

**23/24.52. Declarations of interest**

No declarations of interest were made.

**23/24.53. Notice of Urgent Business**

The meeting was notified of some urgent business, namely alterations to the running order of the agenda to bring forward item 11, and a confidential paper to discuss where members of staff will be asked to temporarily leave the meeting.

**23/24.54. Minutes of the previous meeting 29/02/24**

The minutes of the meeting 29/02/24 were approved as a true record and signed by the Chair.

**23/24.55. Matters Arising**

All items are covered on the agenda. The Chair thanked the Administration Officer for the updated staff organogram that was circulated.

**23/24.56. Public Question Time**

No public present

## CCB Executive Committee Meeting 2024

Thursday 16<sup>th</sup> May 2024**23/24.57. Chairman's Update**

A verbal update from the Chairman was given.

1. A lot has been happening since the last Executive Committee meeting, and he gave thanks to all involved for their continuing hard work.
2. The pace seems to have slowed for the Boundary Review, due to a lack of resource capacity within Natural England. The public consultation is now expected in winter 2024/25.
3. He has received official confirmation from the Secretary of State that the term of appointee Dr Geeta Ludhra has been extended for another three years.
4. There are challenging times ahead, and he is thankful to all those who have advocated for extra funding from central government – Elaine King and the team, as well as Paul Mainds during his previous tenure as Chair.

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

Agenda Item 11 was moved up the agenda.

**23/24.58. HR Strategy Update and HR Advisory Group****58.1 HR Implementation and Strategy Plan**

The CEO, Elaine King, presented the Committee with an updated timetable for delivery of the HR Strategy and implementation plan for 2024/25. A more realistic timetable was explored with the HR Advisory Group (HRAG) Chairman due to multiple pressures on the staff team. This means that the HR handbook and associated documents will be taken to the Board meeting in September rather than June. The HR Advisor continues to make progress drafting the HR Handbook and policies. Given the HRAG will review the Handbook and policies, it was proposed that the Executive Committee need not also review them, as originally agreed at the Executive Committee meeting on 29<sup>th</sup> February, and instead that they be circulated directly to the Board for approval at its meeting in September.

1. **The Committee APPROVED a revised timetable for delivering the HR Strategy and APPROVED the staff handbook and policies being reviewed by the HRAG then circulated to the Board for approval**

**58.2 HR Advisory Group Update**

The Chairman of the HRAG, Paul Mainds supported the CEO's points regarding timeline alterations. He updated that:

1. An online meeting of the HRAG agreed to wait until the final drafts of any policies are available before reviewing them, which should be in June and July. It was confirmed that staff will also have the opportunity to comment.
2. How often the policies are reviewed will be made clear, to ensure they are kept up to date with ever changing legislation.
3. The planned timeline for the annual staff survey is for the survey to be developed in September, carried out in October, and results reviewed in November.

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

*Cllr Hector Sants joined the meeting online at 10.22.*

**23/24.59. Chief Executive's update**

The CEO, Elaine King, had presented a comprehensive report of a busy period since the last Executive Committee meeting and gave a few highlights:

## CCB Executive Committee Meeting 2024

Thursday 16<sup>th</sup> May 2024

- Future Funding – there is uncertainty over future government core grant funding for all Protected Landscapes, with this financial year marking the final of a three-year flat settlement. Defra confirmed in April it will provide an additional £10m funding for Protected Landscapes, with £5m being split between the 34 National Landscapes in England. This is welcome but for one year only, making future financial planning difficult.
- Diversifying Income – funds must be secured to cover core overheads. The CEO is encouraged by fundraising successes to date, but the often-short term nature of funding poses difficulties in committing to recruitment on a permanent, rather than fixed term basis. There is a fourth year of funding for Defra's Farming in Protected Landscapes programme (FiPL) and the Chilterns National Landscape has distributed a total of £1.35m through the programme. The Executive Committee were assured that all grants distributed via FiPL are subject to checks from Defra and are all in accordance with their guidelines.
- Chalkscapes – funded by the National Lottery Heritage Fund (NLHF) the Chilterns National Landscape commissioned the University of Bedfordshire to conduct research to help us ensure that more people can enjoy and benefit from the Chilterns National Landscape, particularly those from diverse communities. A presentation of the findings was given at the board meeting on 14<sup>th</sup> March. We are now seeking funding to work with diverse communities in Luton and High Wycombe to co-create ways to increase access to greenspaces and the Chilterns countryside.
- Rebranding – we rebranded as the Chilterns National Landscape on 7<sup>th</sup> March after agreeing at the December Board meeting to join with other National Landscapes. Overall feedback from partners and the public on social media has been positive and welcoming.
- Boundary Review – the CEO, Neil Jackson and Matt Thomson continue to support Natural England with its project to explore an extension to the Chilterns AONB boundary. Consultants have finalised the Natural Beauty Report and drafted the Desirability Report. Largely because of the need to conduct additional assessment work, the scheduled timeline has slipped. Natural England now expects the Statutory and Public consultation to take place in Autumn/Winter 2024 and, if fully resourced, to seek a variation order from the Secretary of State in winter 2025.
- Legal Support – After exploring external legal support earlier in the year – for work such as developing and issuing contracts and landowner agreements – we commissioned a local firm to help us review two contracts, which has proved to be very useful.
- Risk Management – the SMT keeps a close eye on, and mitigates where possible, issues that present potential risk to the organisation, such as finance and personnel.
- Collaborating with other National Landscapes teams – this also includes working with Local Authorities where possible with regards to Nature Recovery Plans. It was suggested that Board Members could be useful in facilitating further deepening of relationships with Local Authorities, some of which do not fully comprehend the role of the Chilterns National Landscape team.
- Nature Recovery and EDI – update papers have been prepared for the Board and will be circulated separately.

## CCB Executive Committee Meeting 2024

Thursday 16<sup>th</sup> May 2024

- There are major challenges around capacity of staff, and the CEO gave thanks to the Senior Management Team (SMT) for their hard work and continued team effort, as well as the whole staff team.

**1. The Committee NOTED the CEO's update.****23/24.60. Finance and Business Planning**

*All staff were asked to leave for a confidential paper, including those online.*

*Paul Mains left the meeting at 11.33.*

*Staff members re-entered the meeting including those online at 11.34.*

**60.2. Quarter 4 Finance Report**

The Finance Officer, Graham Hurst, reported on the draft full year accounts to 31<sup>st</sup> March 2024.

1. Income was £814k, compared to budget of £811k.
2. The CCB core finances show a £22k deficit resulting from the exceptional costs, which may alter as the year end reconciliation process is finished. Had an additional £70k of exceptional costs not occurred, there would be a surplus.
3. Projects are effectively budgeted on a break-even basis. Chalk Cherries and Chairs has been an issue but is now on track.

**1. The Committee NOTED the draft Financial Position at year end on 31<sup>st</sup> March 2024****60.3. Quarter 4 Delivery Report**

The Head of Operations, Andrew Brock-Doyle, had provided a detailed update on the progress against the Delivery Plan agreed for the financial year 2023/24. This quarter, progress has remained on track or slightly delayed. Three keys' areas where progressed has slowed are

- Climate Change mitigation work which is on hold whilst waiting for guidance from Defra
- Delivery Plan development is delayed although there is a draft version
- The Communications Team is behind due to the increased work involved with the rebranding.

**1. The Committee NOTED the Quarter 4 Delivery Report.****60.4. Core Budget**

The Finance Officer, Graham Hurst, had provided a report that revised the 2024/25 Budget that was approved at the March Board meeting. This was necessary following Defra uplifting the annual settlement after the Board meeting in April. The additional funds must be spent in 2024/25 and cannot be carried forward, and any underspend can be asked to be repaid. The revised budget results in a surplus of £10,003. The budget for 2025/26 remains unchanged.

**1. The Committee APPROVED the revised budget for recommendation to the Board.**

*Eloise Small, Administration Officer left the room 12.01.*

**60.5. Draft Delivery Plan**



## CCB Executive Committee Meeting 2024

Thursday 16<sup>th</sup> May 2024

The articulation of the draft Delivery Plan follows a process of reviewing the Delivery Model of the organisation that was presented to the Executive Committee in February 2024. This new model identified five key parameters against which the organisation was proposing to monitor progress and report to the Executive Committee:

1. Increasing Strategic Alignment
2. Improving Operational Effectiveness
3. Conserving and Enhancing the Natural Beauty of the National Landscape
4. Increasing the Understanding and Enjoyment of the National Landscape's Special Qualities (and Fostering Economic and Social Wellbeing)
5. Inspiring Communications

The Delivery Plan will be completed prior to the June Board meeting. Whilst this year is a balanced budget, there is a gap for 2025/26 of approximately £200,000 with assumptions on staffing in the absence of complete certainty. There is poor financial visibility after the end of this year, whilst waiting for the Defra settlement figure after the next general election. The budget has been developed taking a very conservative approach, with various options in place that could be actioned if necessary to save money should a balanced budget be looking unlikely closer to the end of the financial year. Most new roles will be offered on a one-year fixed contract, with an option to extend if and when longer term funding is more certain.

Four high priority roles have been identified due to address lack of capacity within the existing team:

- EDI and Engagement Officer – an expanding and important area but where there is no support for the Head of Partnership and Engagement
- Senior Programme Manager –to free up capacity for the Head of Landscapes to enable focus on delivering the Nature Recovery Plan, Woodlands Strategy and Climate Adaptation Plan.
- Planning Officer –already agreed, but we have been unable to recruit, possibly due to the limited budget and duration. We will be trying again with an uplifted salary.

The CEO proposed that a Finance Advisory Group be established to provide strategic and operational advice and support to the staff team as required, especially as there is limited time to discuss financial matters in depth at the Executive Committee and Board meetings. It was agreed that a term of reference be drafted and the

The Head of Strategy and Planning will explore the most appropriate governance arrangements, to include the broader question of the role of advisory groups and how they relate to the scheme of delegation.

### **1. The Committee NOTED the report**

*Cllr Richard Newcombe left the meeting at 12.36.*

*Eloise Small returned to the meeting at 12.37.*

### **60.6. Funding Update**

Elaine King, the CEO, updated on progress with the Funding Strategy. At the end of last year, the Board approved a new Strategic Funding Model and a process by which the CCB identifies, develops, and signs off proposals for new work and new funding streams, along with a framework for documenting developing and submitted funding applications. Now fully operational, the new process means that proposals for new work and new funding streams have greater visibility, are being developed and assessed more consistently, work is being planned and delivered in line with deadlines and available staff capacity and includes some proposed new work or new sources of funding are not being pursued.

1. The Committee NOTED the Funding Update.

23/24.61. Strategy and Governance

The Risk Register was brought forward on the agenda.

61.1. Risk Register

The Risk Register was last updated in March 2023. In the year ahead a number of risks have been identified with the most significant being insufficient funding and a lack of staff capacity, including Board member capacity, capability and engagement. Some amendments and clarifications were proposed relating to colour coding and responsibilities.

1. The Committee APPROVED the Risk Register for RECOMMENDATION to the Board, following the amendments noted to bring it up to date.

61.2. Chilterns Partnership Forum

Matt Thomson, Head of Strategy and Planning gave a brief update. The Governance Task and Finish Group continues to work with the Chilterns Forum alongside the Board Advisory Group. A draft paper proposes a wide forum of stakeholders, divided into thematic areas where representatives will be invited to the Board meeting to advise on their specific areas of expertise.

*Cllr Philip Spicer left the meeting at 12.51.*

23/24.62. Any Urgent Business

Nothing raised.

23/24.63. Next Executive Committee meeting

Thursday 15<sup>th</sup> August 2024 at 2pm, at the CCB offices in Chinnor (venue TBC)

23/24.64. Next Board Meeting

Thursday 20<sup>th</sup> June 2024, Hexton Manor, Hexton, SG5 3JH commencing at 5pm following a site visit. The Chairman asked for plenty of notice to be given Board Members to ensure that they can attend in person.

Further Executive Committee meetings: Thursday 7<sup>th</sup> November at 2pm.

The meeting was closed at 12.56.

The Chairman..... Date.....

Chilterns Conservation Board

Planning Committee meeting 25<sup>th</sup> April 2024

# Chilterns National Landscape

## MINUTES OF THE MEETING OF THE PLANNING COMMITTEE OF THE CHILTERNES CONSERVATION BOARD

held on Thursday 25<sup>th</sup> April 2024 at CCB offices, The Lodge, 90 Station Road, Chinnor  
OX39 4HA commencing at 10.00 AM

### Present:

Cllr Charles Hussey	Board Member	Parish Councils
Cllr Sue Rowland	Board Member – Chair	Parish Councils
Simon Mortimer	Board Member	Secretary of State
Cllr Sally Symington	Board Member	Local Authorities

### In attendance:

Lorna Coldwell	Clerk to the Board & minute taker	Officer
Mike Stubbs	Planning Advisor	Officer
Elaine King	Chief Executive Officer	Officer
Matt Thomson	Head of Strategy & Planning	Officer

Cllr Paula Hiscocks	Board Member attended remotely	Local Authorities
Paul Hayes	Co-optee attended remotely	Co-opted
Chris Hannington	Co-optee attended remotely	Co-opted

No public present.

### **24/25.1. Apologies for absence**

Apologies were received and accepted from Board member:  
John Nicholls.

### **24/25.2. Declarations of Interest**

None.

### **24/25.3. Minutes of the meeting 25<sup>th</sup> January 2024**

The minutes of the meeting held 25<sup>th</sup> January 2024 were approved as a true record and signed by the Chair.

### **24/25.4. Matters Arising**

Capacity within the Planning Team, there has been feedback given that the short fixed term nature of the Planning Officer role is off putting to those considering applying for the role, it is being negotiated as to whether there is scope for a longer term contract to be offered. It was commented that Planning Officers who contract can command a high daily rate. The Head of Strategy & Planning continues to pursue various avenues.

There is no update regarding the real time planning system since the previous meeting. The Head of Strategy & Planning is unable to provide the necessary IT support, and no input has been received from committee members other than the Chair.

## Chilterns Conservation Board

Planning Committee meeting 25<sup>th</sup> April 2024**24/25.5. Public Questions**

No public present.

**24/25.6. Lighting Position Statement**

The Head of Strategy & Planning, Matt Thomson, provided a draft statement for consideration by the Committee. He gave thanks to Charles Hussey, Chris Hannington and Paul Hayes for their participation in the working group that started the draft statement. It was agreed that whilst a good and extensive document, some changes were needed to avoid ambiguity in wording.

**Action:** MT to circulate to the Planning Committee the draft statement for amendments. The Working Group to resolve these and make a final version to take to the September Board meeting after discussion at the July Planning Committee meeting.

**24/25.7. New Positions: SANGs and Woodlotting**

Cllr Sally Symington declared an interest in this item, as she is involved in SANGs with Dacorum Borough Council, and one potentially may be created close to her home.

The Head of Strategy & Planning discussed the powers that the Board may have to assist with the creation of SANGs and the general impact of them within the Chilterns AONB. Whilst the current Management Plan does not use the term SANG specifically, the policies embedded throughout are positive about the principle and reducing pressure on “honeypot” sites by providing other areas to visit in and around the National Landscape. It is important that when SANGs come forward within the National Landscape, they sit well with the existing landscape character, and any associated building such as cafes, lightning, car parks and toilets must be sympathetic. Chris Hannington volunteered to join a working group working towards producing a position statement, which is wider than only SANGs to futureproof any changes. This links in to the Nature Recovery Scheme, and findings from the recent Chalkscapes project, *Co-creating Spaces for Supporting Diverse Communities to use Greenspaces and the Countryside*.

**Action:** MT to circulate the Natural England guidelines for the creation of SANGs to Planning Committee members.

**The Committee CONSIDERED the merits of a Policy Statement on SANG provisions within the National Landscape and its setting and AGREED that officers should convene a working group to produce such a Statement for recommendation for approval to the Board.**

Woodlotting is the practice of dividing an area of woodland up into “lots” for sale to the public on the expectation (however unjustified) that the land could be used for a variety of purposes. Anecdotal evidence suggests that even the most benign examples of woodlotting can result in significant harm to the woodland habitat and to its visual appearance. There are limited powers for Local Authorities and National Landscape teams to address the issue, Defra need to be made aware, and to involve the Forestry Commission if they wish to be more proactive on the issue, and to lobby Government for a change in the law.

**The Committee REQUESTED that officers undertook further research into the issue of woodlotting with a view to identifying appropriate actions, which may include a Position Statement on for recommendation for approval to the Board.**

**24/25.8. Development Management Casework Update**

The Planning Advisor, Mike Stubbs, advised the Committee of 11 new comments/objections/responses that had been made. Since January Committee meeting, 1 application was granted to which the CCB made supportive comments and 0 granted to which

## Chilterns Conservation Board

Planning Committee meeting 25<sup>th</sup> April 2024

an objection was raised. 2 appeals were determined, with both dismissed (refused) The CCB had raised objections to both these appeals and gave evidence.

Particular note was made of the following Appeals/Planning Applications:

- PL/21/1309/FA 44 London Road West Amersham demolition of existing buildings and erection of a food store a holding objection has been placed as there is a missed opportunity to re-naturalise the River Misbourne that runs through it.
- PL/24/0065/FA Calf Barn Fullers Hill Farm Fullers Hill Hyde Heath demolition of existing equestrian buildings erection of 7 detached dwellings an objection was submitted as there is very clear harm to the AONB with inappropriate erosion of the landscape.
- Watlington relief road a holding objection has been placed regarding the proposed lighting at proposed junction 3 which will be visible from higher ground to the south including the panorama from Watlington Hill.
- Land south of Horse and Jockey Watling Street near Markygate application for a solar farm and associated electric and hydrogen vehicle charging service station and battery storage which is a major development in the AONB and would want to see plans with greater detail.
- The application to expand Luton Airport will be determined by 10<sup>th</sup> August 2024. Further representations were made in January.

**The Committee NOTED the updates and ENDORSED responses made.**

The Planning Advisor, Mike Stubbs gave an additional update about Land East of Tring ('Marshcroft') which was refused by the Secretary of State in March 2024, despite the Inspectors recommendation to approve. It was decided that the setting would be harmful looking into the AONB, and that the "tilted balance" argument that housing shortages outweigh other planning matters do not apply in the AONB.

**24/25.9. Policy Casework update**

Since the January Planning Committee meeting, the Chilterns National Landscape team had responded to one policy document, the Halton Supplementary Planning Document. Support was given, the document recognises the position in the AONB and its importance.

The changes to the Permitted Development Rights (PDR) for Householder Development consultation was also commented on. There was a new proposal for wheelie bin and bike storage in front gardens to come under permitted development, however comments were to the National Landscapes Association for this to continue to face the normal restrictions in sensitive areas such as the AONB and remain a planning matter.

**The committee ENDORSED the policy consultations made by the Officers**

**24/25.10. Planning Committee work programme**

The Head of Strategy and Planning will continue to update the Committee on work around the Management Plan review, the future long term vision work, and the governance review which will all have a knock on effect of to the Planning Committee and its role. Following the "light touch review" the current Management Plan has been extended to the end of March 2025. The previously agreed delegation principles for the Planning Committee and Offices will be in the new Constitution, and amendments will be made as it continues to be reviewed.

**Action:** MT to keep all updated including co-opted Members of the Planning Committee; standing item on the Planning Committee agenda

National Highways A404 Junction Improvements

Chilterns Conservation Board

Planning Committee meeting 25<sup>th</sup> April 2024

National Highways (NH) approached Officers regarding potential improvements on the A404 at Handy Cross, High Wycombe, and the roundabout at Bisham Abbey, Marlow. Both junction improvements have now been deferred to the next round of national road investment so this will now be after 2030. A good working relationship has been established with NH which can be built upon and used for discussions around Chilterns branded signage on the relevant highways.

River Chess Planning Guidance

The River Chess Smarter Water Catchment partnership programme approached the Chilterns National Landscape team about a legacy project that would prepare guidelines for local planning authorities when considering development proposals in proximity to the River Chess, based on works carried out for the River Wye in High Wycombe.

**Action:** MT to keep the Planning Committee informed of progress, and to ask the project partnership to consider the Committee as a key stakeholder.

Future meeting dates and times

The Board will agree dates for meetings in 2025 in December, following the setting by the Planning Committee in October. It was agreed by the Board that varying times and days encourages more attendance by as many Members as possible. It is difficult to maintain sufficient volunteers for the Committee, and of the correct category. Membership of committees is agreed at the Board AGM in June, Members will be invited to express an interest in membership of committees at the start of May. This will also serve as a reminder of who sits on which committee and Task and Finish Group to enable Members to make an informed decision. Members allowances will be dealt with around this time, to make the process easier and more transparent for all.

Jane McBean has resigned from the Chilterns Conservation Board, leaving a vacancy on the Planning Committee.

**Action:** MT to circulate a list of potential dates to Committee members for consideration

**24/25.11. Urgent Business**

The Planning Advisor, Mike Stubbs requested confirmation that the committee agrees for him to submit a holding objection to the recently received application Land to the East of Green St Chorleywood TRDC 24/0476/OUT and 24/0538/OUT. Cllr Sally Symington declared an interest in this matter and left the meeting.

**The committee CONFIRMED the objection had been tabled and would be discussed at the next Planning Committee meeting.**

**24/25.12. Dates of next and future meetings**

The next meeting was confirmed as Thursday 25<sup>th</sup> July 2024, 5pm at Chinnor Office

**Future dates:**

Thursday 17<sup>th</sup> October 2024, 2pm at Chinnor Office

The meeting was closed at 12.49

The Chair.....

Date.....

Appendix:	Report on FY23-24 Quarter 4 Delivery
Author:	Andrew Brock-Doyle, Head of Operations
Summary:	This paper identifies progress made against Delivery Plan workstreams & delivery lines during the fourth quarter of FY23-24 as well as identifying key risks and issues and respective RAG rating
Purpose of Report:	See 12.2 Quarter 4 summary Delivery Report

Delivery Line	Identified Q4 Output	Progress	Key Risks & Issues	RAG Status
SP1: Building Organisational Resilience				
Operating Model				
1.1 Empowered People	Implement according to prioritised plan	<ul style="list-style-type: none"><li>• New HR plan discussed with HRAG Chair and drafted</li><li>• HR Advisor contracted to supply enhanced support for at least the first 6 months of the year to allow more progress in this area</li><li>• Staff handbook currently being reviewed and updated by the HR Advisor to improve its look and feel for staff</li><li>• 2 x demonstrations on potential HR systems given</li><li>• Disability training provided for all staff in two sessions</li><li>• FY23-24 budget approved giving a 4% salary uplift to all staff who started with CCB before Oct 2023 as well as specific targeted increases following a partial salary review</li></ul>	<p>Issue: Lack of operations capacity in CCB with the Head of Operations spending up to 50% time overseeing 2 major programmes, no operations support and a focus on crisis management (Thames Water)</p> <p>Issue: Lack of agreed delivery plan or updated HR plan means that HR activity is not prioritised</p> <p>Issue: Lack of capacity to sort office to make it easier to work in and make work stations more consistent</p>	In progress (significantly delayed / limited in effectiveness)
1.3 Supportive Policies & Procedures	Approve, launch and implement policies in line with plans	<ul style="list-style-type: none"><li>• 4 new governance processes around running Board and Committee meetings drafted</li><li>• First 10 HR policies drafted</li><li>• Lone working policy drafted</li><li>• Information collated on subcontractor insurance</li></ul>	<p>Issue: Lack of capacity in writing up Board Level Governance processes resulting in a lack of alignment / inefficiencies in running</p>	In progress (significantly delayed / limited in effectiveness)

		as requested by insurance provider	Board Level Governance	
1.6 Effective Business Planning, Reporting & Review	Report on Q3 progress to Executive Committee / Finalise FY24-25 business plan / Gain Board approval for FY24-25 business plan	<ul style="list-style-type: none"> <li>Q3 update report presented to Executive Committee and approved by the Board</li> <li>Delivery Plan populated by Delivery Leads but work on collating and rationalising this has stalled due to lack of capacity and focus elsewhere</li> </ul>	Issue: Lack of capacity to collate and rationalise Delivery Plan means work will progress in Q1 without a clearly reviewed framework	In progress (significantly delayed / limited in effectiveness)
1.7 Facilities & Infrastructure	Implement according to prioritised plans	<ul style="list-style-type: none"> <li>New adjustable stand-up desk and two new chairs with full lumber support purchased for the office</li> <li>List of required maintenance work drawn up and quotes received</li> </ul>	Risk: There is a risk that having started this work and then having to suspend it because of lack of capacity that staff may become disengaged	In progress (significantly delayed / limited in effectiveness)
Organisation Governance				
1.4 Effective Organisational Level Governance (Governance Review)	Implementation (tbc)	<ul style="list-style-type: none"> <li>Progress being made towards identifying membership of the Chilterns Partnership Forum (formerly BAG) with terms of reference drafted. Aiming for initial pilot CPF meeting with Board/AGM in June 2024</li> <li>Jenny Caprio (Bucks Council Head of Democratic Services) appointed as Monitoring Officer and Matt Thompson as Deputy Monitoring Officer</li> <li>Responsibility for review of Constitution transferred from Head of Operations to Head of Strategy &amp; Planning / Deputy Monitoring Officer</li> </ul>	<p>Risk: Potential for misunderstanding role of the CPF.</p> <p>Risk: Potential for CPF membership to not be attractive enough to secure long-term commitment.</p> <p>Risk: Cost/capacity/details of Monitoring Officer arrangement with Bucks Council need finalising</p> <p>Risk: Deputy Monitoring Officer capacity</p>	In progress (on track)
Financial Resilience				
1.5 Financial Resilience	Submit Executive Committee reports (finance & budget) / Agree budget for 2024-25 with Board	<ul style="list-style-type: none"> <li>FY24-25 Budget agreed with Executive Committee (Feb 2024) and approved by the Board (Mar 2025)</li> <li>With additional Defra Uplift funding secured, rebudgeting being carried out to present to the</li> </ul>	Issue: Lack of future year Spending Review agreement from Defra makes it difficult to forecast future years	In progress (slightly delayed / limited in effectiveness)



		<p>next Executive Committee meeting in May 2024 along with more detail around financial forecasting / identified role requirements in future years</p> <ul style="list-style-type: none"> <li>Supported National Landscape Association in discussions with Defra on future funding arrangements for National Landscapes</li> <li>Raised financial challenges with Defra Landscapes Team and sought clarity on detail and timescales on a range of areas (e.g. criteria for capital uplift and possibility of extending FiPL funding)</li> </ul>	<p>Risk: Next spending review likely to take place after election which could mean that agreement of budget likely not to be agreed before the new financial year planning has to be done</p> <p>Issue: Potential loss of significant revenue streams in the 2nd half of 2024 (CCC, SWP and FiPL) increases requirement in getting replacement funding in place and increases potential of CCB staff seeking alternative employment</p> <p>Risk: Thames Water financial concerns has put funding for both CCSP and SWC at risk (although significant effort has gone into mitigating these risks)</p>	
Engaging Communications				
1.2 Engaging Communications	<p>Building on audience work in Q2 and Q3 create a communications strategy that aligns with the business plan and take external factors into account using a TOWs model.</p> <p>Phase 2: Toolkit for the team, campaign planning processes embedded and social media planning cheat sheets -</p>	<ul style="list-style-type: none"> <li>National Landscapes rebrand delivered (inc preparing campaign toolkits for partners, email, powerpoint, letterheads templates, guidelines, launching the brand on social media / website and procurement of branded items)</li> <li>Developed, coordinated and wrote articles for next edition of Outstanding Chilterns magazine (for May publication)</li> <li>Looking for alternative distributor (in supermarkets) and working with sales coordinator to secure advertising space</li> <li>Other support provided inc: launching Chalkscapes report, Walking Festival, developing neighbourhood planning toolkit (for</li> </ul>	<p>Issue: Team struggling to complete and deliver work on time due to capacity and amount of work required with Comms Manager working overtime</p> <p>Issue: Team spending a lot more time supporting projects resulting in lack of capacity for core activity resulting in lack of capacity to undertake core work and Comms Manager filling in on operational work and strategic work getting delayed</p>	<p>In progress (slightly delayed / limited in effectiveness)</p>

	to continue into Q1 24.	<p>CCC), video creation for the Hamble Brook, case studies for FIPL, Arts in the Landscape/Nature Calling launch and management plan support.</p> <ul style="list-style-type: none"> <li>Continued content delivery for social channels, news items and monthly newsletters</li> <li>New cookie consent for all 5 sites to ensure we are compliant installed</li> <li>Work undertaken with Senior Team to segment and clean databases ready for import to Hubspot and identify requirements for categorisation</li> <li>Strategy work put on hold to complete the above but project has now been picked up again and interviews with the 6 identified audiences types to be conducted w/c 15 Apr</li> </ul>		
<b>SP2: Delivering the Workstreams to which we are Committed</b>				
<b>Chalk, Cherries &amp; Chairs</b>				
2.3 Chalk, Cherries & Chairs	Implement in line with revised plan	<p>Programme Management:</p> <ul style="list-style-type: none"> <li>Legacy Planning: Work ongoing to identify CCC legacy (project and scheme wide) post Nov 2024 inc discussions with CCB staff, partners, steering group etc</li> <li>EDI: Briefs for pieces of work developed (instead of recruiting EDI resource) inc diversification of citizen science, virtual tour of Grim's Ditch, lacemaking walk with diverse group</li> <li>Finances: Continual monitoring of budgets and significant work to reforecast budgets / identify underspend for final financial year of the scheme (April-Nov 24) inc work with Senior Administrator to create spend vs budget reports for PMs.</li> </ul> <p>Delivery:</p> <ul style="list-style-type: none"> <li>Several projects finished delivery at end of Q4, requiring close management to ensure we get</li> </ul>	<p>Issue: Project management time &amp; resource capacity continues to be limited</p> <p>Risk: Due to complexities of the budget and internal financial reporting, as well as changing delivery, there is a risk of underspend (analysis and action being taken to fully understand and mitigate)</p> <p>Risk: Cross themed working groups may not have sufficient resource to bring all plans to fruition (review in place for April 24 to address progress)</p>	In progress (slightly delayed / limited in effectiveness)

		<p>what we need from delivery team members before they move on (inc capturing lessons learnt, legacy plans etc.)</p> <ul style="list-style-type: none"> <li>• Cross themed working groups – several pieces of work kicked off across all areas inc on youth engagement, the creation of an end of scheme film, 'Look to the Future' legacy planning exercise, a very successful partnership event in January, and some volunteering insights work</li> </ul>	<p>Risk: Due to lack of clear spend tracking being embedded under the previous project manager, there is a risk we will not be able to stay on top of what we are spending (working with the finance team to mitigate this, as well as the delivery team and partners - progress has been made but this remains a risk)</p> <p>Risk: Due to delivery team members moving on to new areas of work / wrapping up projects, there is a risk that delivery will not be completed with requirement for closer management of delivery teams by Project Manager</p> <p>Risk: Due to imminent departure of Comms Officer (announced Apr 2024, leaving end May 2024) communications of the scheme is once again at risk and will be reduced back to levels manageable with current team</p>	
Mend the Gap				
2.13 Mend the Gap	Establish Phase 2 projects	<ul style="list-style-type: none"> <li>• Phase 2 projects being delivered with 25 enhancement projects in the delivery phase or completed (and over £600,000 of committed expenditure to 6 larger projects)</li> <li>• Mitigation delivery and Y2 review completed. Over 2000m of hedge planted and over 120 trees.</li> <li>• New South Chilterns farm cluster kick off event</li> </ul>	<p>Risk: There is a risk that delivery and claims slip behind so monitoring and plans important now.</p> <p>Risk: Limited time period for Mitigation tree planting season each year, impacted by staff illness</p>	In progress (on track)

		<p>organised with over 35 attendees</p> <ul style="list-style-type: none"> <li>• EDI focus on schools, access for all and a social housing project in the pipeline</li> <li>• 5 Parish Councils involved in proposals or project delivery</li> <li>• New PSO established in post and increased communication outputs now planned</li> <li>• FY24/25 budget and workplan reviewed and prepared for sign off</li> <li>• Target Operating Model reviewed by Steering Group</li> <li>• Insurance documentation secured for all projects</li> <li>• New legal templates trialled and reviewed</li> </ul>	<p>over winter month, resilience being built by increasing the number of staff involved</p> <p>Issue: As word spreads that money is being spent demand for small grants goes up, so need to increase efficient way of working and to be more strategic (small grants)</p> <p>Risk: Need to ensure strategic alignment with all partners</p>	
Chilterns Chalk Streams Project (CCSP) and Smarter Water Catchment (SWC)				
2.8 Chilterns Chalk Streams Project (CCSP) and Smarter Water Catchment (SWC)	<p>Co-ordinate delivery of work programme and complete end of year reporting to steering group. Present 2024-25 draft work programme to steering group for comments and approval.</p> <p>CCSP1: Deliver Year 3 action plan milestones / Finalise and submit Year 3 milestones completion evidence to Ofwat / Confirm Year 4 action plan and budget</p> <p>CCSP2: tbd by SWC Steering Committee / Co-ordinate delivery of milestones under water</p>	<p>CCSP1: Year 3 milestone evidence and reporting completed and submitted on time. Year 4 budget and action plan prepared and agreed by SWC Steering Group</p> <p>CCSP2: All milestones completed and evidence submitted</p> <p>CCSP3: Year 5 is 2025-26 so no progress planned on this until Autumn 2024</p> <p>CCSP4: Progress made towards readiness for Colne and South Chilterns catchment partnerships. CaBA reporting started (end Apr 2024 completion deadline). Thames Water postponed SWC roll out to 2030</p> <p>CCSP5: Moor Recreation Ground Project (Chess) postponed to Autumn 2024 due to Buckinghamshire Council additional flood modelling requirements; Colstrove Farm wetland creation project (Hamble phase 2) completed, monitoring programme in progress, management plan to be developed; Sarratt watercress beds river restoration scheme started in</p>	<p>Issue (Overall): Lack of certainty over funding for continuation of Chess SWC &amp; CCSP threatening staff retention</p> <p>Risk (Overall): Uncertainty over Thames Water's financial status continues. CCSP has not received funding from TW (£50K) from TW for 2023-24 and SWC legal agreement between CCB and TW has not been signed as of 17th April '24. CCB holding approx. £120k in underspend from year 3 but cannot use until legal agreement signed. SWC staff costs currently being underwritten from CCSP reserves</p> <p>Risk: Should TW be taken over by</p>	In progress (on track)

	<p>quality theme and develop programme</p> <p>CCSP3: Submit milestone completion evidence / Submit proposal for Year 5 milestones</p> <p>CCSP4: Work with partners to build towards catchment readiness and collate evidence for end of year reporting to Defra</p> <p>CCSP5: Deliver schemes / Develop land management plans / Undertake project evaluation</p> <p>CCSP6: Complete outstanding capital works / Develop and agree land management plans</p> <p>CCSP7: Agree 2024-25 Citizen Science programme</p> <p>CCSP8: Complete survey report to landowners</p> <p>CCSP9: Deliver Trout in the Classroom to 10 schools (3 visits per school in the year)</p> <p>CCSP10: Submit applications for Phase 1 funding</p>	<p>March, elements of project delayed due to ongoing sewage pollution, completion expected in summer 2024</p> <p>CCSP6 (see CCSP5 for progress notes)</p> <p>CCSP7: Programme for CCSP and SWC developed. SWC programme agreed by Steering Group, CCSP programme to be agreed at April 2024 Steering Group.</p> <p>CCSP8: Water vole survey completed and results forwarded to BBOWT for analysis. Awaiting report from BBOWT.</p> <p>CCSP9: 2023-24 season of Trout in the Classroom completed successfully at 10 schools. Trout releases hampered by ongoing sewage pollution.</p> <p>CCSP10: Successfully secured funding from the EA (£15K) for a first phase of work to develop a restoration project at Hambleden. Submitted development phase bid to NHLF for 'Not Bourne Yesterday' project (£350K). Decision expected in July 2024.</p>	<p>government or another owner there is a risk that funding allocated to CCSP and SWC initiative will be withdrawn leading to the cessation of SWC and significant impact to CCSP</p> <p>Risk (Overall): Funding for the continuation of the pilot in AMP8 (2025-2030) is now highly unlikely. TW SWC staff continue to look into alternative funding pathways for continuation of pilots and a limited roll-out but no update on this since Q3. Chess SWC partners and hosts looking into alternative funding sources but lack of a resolution on TW funding makes securing alternative funding problematic.</p> <p>Risk (Overall): SWC does not currently allow for ringfencing of funds to underwrite posts beyond the end of the current funding cycle (AMP8). CCSP does not have sufficient funding to underwrite the two SWC posts that it currently hosts. There is therefore a significant risk that SWC staff will move on or have to be put on notice of redundancy. CCSP Manager has submitted an EOI to HS2 Additional Projects fund for an SWC-style project on the Misbourne which could enable</p>	
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			<p>retention of Chess SWC staff.</p> <p>Risk (CCSP): Should funding to SWC and CCSP not continue in 2024-25, SWC staff may need to be made redundant. Currently CCSP will need to meet the associated cost from its reserve. In combination with the loss of funding (£50K) will significantly impact the CCSP's future sustainability</p>	
Projects / Programmes in Development				
2.2 Not Bourne Yesterday	Set up project (assuming funding secured)	<ul style="list-style-type: none"> <li>Project proposal submitted to NHLF for development phase (Feb) with expected response in Jul 2024</li> <li>Discussions held with NHLF about the status of CCB in terms of Full Cost Recovery</li> </ul>	Risk: If NHLF do not accept argument for allowing CCB full cost recovery but approve the project there will need to look closely at the funding formula for input from CCB staff to see if it is affordable	In progress (slightly delayed / limited in effectiveness)
2.4 Chalkscapes	Tbc depending on funding application	<ul style="list-style-type: none"> <li>Chalkscapes report published in March 2024</li> </ul>	Risk: Not securing funding to deliver the report's recommendations - a Collaborative Targeted Outreach Programme (CTOP)	In progress (significantly delayed / limited in effectiveness)
Mitigation Focused Projects				
2.1 HS2 Additional Projects	CCB led Landscape and Biodiversity Project - support delivery and ensure timely invoicing for draw down of funds held by Buckinghamshire Council	<ul style="list-style-type: none"> <li>Delivery of CCB led AP project (Landscape and Biodiversity Connectivity) still slowed due to CCC team focussing on other priorities</li> <li>Some works postponed due to adverse weather and ground conditions</li> <li>Chilterns Review Group now wish to allocate (not spend) remaining AP funds by end of 2023-2024 so even greater need to identify further</li> </ul>	Issue: Staff resources limiting current progress on CCB led project and ability to identify new projects	In progress (slightly delayed / limited in effectiveness)

	Others - support current projects and encourage further applications	proposals with colleagues and other stakeholders		
Farming Focused Projects				
2.11 Develop Farming Clusters	Continue to support existing farmer clusters, identifying funding opportunities and training. Provide advice and support for new farming clusters. Develop strategic farm engagement approaches	<p>North Chilterns Cluster</p> <ul style="list-style-type: none"> <li>Successful delivery of year 1 (of 2) of the cluster FiPL funded project working on hedgerow planting / coppicing, ecological advice, farm carbon baselining, winter supplementary bird feeding, winter farm bird surveys and regular themed workshops.</li> <li>Plans in place to expand the cluster to include 4 new farmers (NT tenants at Ashridge)</li> <li>Funding secured from Affinity Water to appoint a F/T Officer to provide facilitation and delivery support</li> </ul> <p>South Chilterns Cluster</p> <ul style="list-style-type: none"> <li>New cluster emerging with support from FiPL and Mend the Gap (initial meeting with farmers successful and new Steering Group set up with facilitator)</li> </ul> <p>River Chess Cluster</p> <ul style="list-style-type: none"> <li>tbc</li> </ul> <p>Central Chilterns Cluster</p> <ul style="list-style-type: none"> <li>Directors and CCB adjusting to new ways of working as the budget from CCC tails off</li> <li>5 farms actively engaged in Defra Test and Trial looking at farmers readiness for environmental scheme.</li> <li>3 new CS/SFI Agreements commissioned to be submitted by end of December 2024.</li> <li>Rothschild Foundation project started through group ticket booking for Groundswell conference</li> <li>New project established in conjunction with UKCEH to test new moth monitoring App</li> </ul>	<p>Issue: Limited staff resources and end of CCC funding for Central Chilterns cluster will need a period of adjustment and focus on next major funding bid</p> <p>Issue: Phased capacity of Nature Recovery Manager in next 6 months as CCC comes to an end.</p>	In progress (on track)

		<p>Christmas Common Cluster</p> <ul style="list-style-type: none"> <li>External facilitator continuing to develop cluster events and considering FiPL applications</li> </ul>		
2.12 Farming in Protected Landscape	Allocate any remaining budget in grants equitably (inc geographically) across the AONB by the end of the financial year / Promote FiPL (articles, events, attendance, other communications)	<ul style="list-style-type: none"> <li>Final funding figures for the year were £722,428 spent out of total Defra FiPL allocation of £802,824</li> <li>£80k underspend due to extremely wet weather limiting access (£41,000), complexities of project involving 15 farms delivering much of the works and need to reprofile to fit their capacity (£8,000), postponement of 2 projects to next year (£22,000) and where applicants did not claim for everything that was in their Onward Agreements (£10,000)</li> <li>Approx £70,000 of this overall underspend will be pushed into FiPL Year 4 as it is still desirable for FiPL goals - but FiPL Year 4 allocation reduced by the same amount</li> </ul>	Issue: Ability to spend all FiPL funds	In progress (on track)
Heritage Focused Projects				
2.5 Chilterns Heritage & Archaeology Partnership (CHAP)	Continue partnership working across heritage organisations in AONB	<ul style="list-style-type: none"> <li>Advised Natural England / Heritage England on Hexton Hills acquisition</li> <li>Delivered FiPL funded work at Bledlow Cross</li> <li>Secured funding (£32.2k) for 4 heritage milestones as part of Smarter Water Catchment programme</li> <li>Secured £14k for purchase of geophysical survey kit</li> <li>Delivered outreach events (5 public talks)</li> <li>Continued writing of Chairs Chiltern Stories and Routes to the Past (Chalk, Cherries and Chairs)</li> <li>Held first CHAP meeting (Jan 2024)</li> </ul>	Risk: If Thames Water fails then SWC money would be at risk	In progress (slightly delayed / limited in effectiveness)
Access, Economy and Social Wellbeing Focused Projects				
2.9 Chilterns Walking Festival	Plan May 2024 Chilterns Walking Festival (identify new walks, partners and	<ul style="list-style-type: none"> <li>Festival programme launched in March. Includes over 50 walks including some nature-friendly farming walks and focus on walks in the Chess</li> </ul>	Issue: Lack of staff time to develop CCB-led projects for 2024-25 so that although we have aspirations	In progress (on track)



	opportunities)	Valley.	to use the grant to fund some of our own activities, these take time to develop	In progress (on track)
2.10 Defra Access Fund	Promote new access initiatives / Plan 2024/25 access projects	<ul style="list-style-type: none"> <li>2023/24 Defra Access budget (£54,000) fully allocated</li> </ul>		
2.11 Open for Business	Promote the results of the programme (case studies, learnings, achievements)	<ul style="list-style-type: none"> <li>The 4 year Open for Business programme finished in Jan 2024. The end of project reporting has been approved and the project is now complete with the focus now on legacy and promotion. The project achieved a huge amount with some lasting impacts. There are case studies and learning to promote as part of the legacy.</li> </ul>	Risk: Need to ensure that some of the bigger projects have all permissions in place in good time, so that if they don't come off, then there are other deliverable projects that can be funded instead within the timescales	Delivered
SP3: Providing Leadership & Securing Influence				
Strategy Development				
2.6 Chilterns AONB extension	Natural England to identify new AONB boundaries prior to formal and public consultation - later spring/summer	<ul style="list-style-type: none"> <li>Programme delayed by a month or so due to Natural England budget shortages holding back consultant work</li> </ul>	Issue: (Boundary Extension) Natural England budget constraints are delaying the identification of new boundaries	In progress (slightly delayed / limited in effectiveness)
2.7 Enhanced Management & Governance Arrangements	tbc	<ul style="list-style-type: none"> <li>Further to the Q2 report, this workstream is now in effect SUSPENDED, with most elements now merged into the internal Governance Review (see 1.4)</li> </ul>	Risk (Management Plan): Stakeholders may seek to amend the Management Plan too much during FY 24/25 (the roll-forward/refresh approach reduces the need for depth/breadth of engagement) making engagement too onerous for the timescales	Closed
2.8 AONB Longer Term Vision	Develop 25 year vision	<ul style="list-style-type: none"> <li>Objective still suspended, but will be picked up in FY 24/25</li> </ul>		On hold
3.18 Management Plan Interim Review	Progress interim plan / Develop plan for new Management Plan for the amended boundary (if AONB Extension Project has progressed sufficiently)	<ul style="list-style-type: none"> <li>"Light-Touch Review" paper approved by the Board; Natural England confirmed it meets Defra's requirements, so current Management Plan is now extended to March 2025</li> <li>Task &amp; Finish Group's (TFG) approach to the Management Plan review approved by Board.</li> <li>TFG has programme of meetings scheduled to begin implementation. CEO invited Local Authority Chief Executives to briefing in April in part to initiate engagement on Management Plan</li> </ul>	Issue (Management Plan): Some factors that led Defra to enable Protected Landscapes to delay publication of their plans still have not been resolved, and there are new factors to be taken account of (such as Section 245 of the	In progress (on track)

		<div>review</div> <ul style="list-style-type: none"><li>Formation of Chilterns Partnership Forum (see 1.4) will also be critical to engagement on the "Refresh" review during FY 24/25</li></ul>	Levelling Up and Regeneration Act - LURA) and therefore may need to request further flexibility from Defra	
Strategic Engagement				
3.7 AONB Network Engagement	Advise and support the National Landscape network	<ul style="list-style-type: none"><li>Attended regular National Landscape Association meetings and events, including Lead Officer and Chairs gathering in February.</li></ul>	Risk: Lack of clarity on future funding in a timely manner	In progress (on track)
3.8 Defra, Natural England (NE) and Government Engagement	Keep up to date with DEFRA and Natural England / Maintain engagement	<ul style="list-style-type: none"><li>Held ongoing discussions with Defra and NE on a range of matters including future funding, statutory consultee status, planning issues, Levelling Up and Regeneration Act (LURA) and the Chilterns Boundary Review</li></ul>		In progress (on track)
3.19 Glover Landscapes Review	Engage with DEFRA and Natural England	<ul style="list-style-type: none"><li>Held ongoing discussions regarding implementation of the Landscapes Review's recommendations, including rebranding of AONBs to National Landscapes, Generation Green, Defra Access for All funding and a future funding formula.</li></ul>		In progress (on track)
Planning				
2.15 Existing and New Planning Guidance	Implement review programme	<ul style="list-style-type: none"><li>Planning Officer capacity has restricted progress with the Lighting Position Statement. Now anticipated to take to Planning Committee in April 2024 for Board approval in June 2024</li></ul>	Issue (all Planning Workstreams): Lack of capacity with ongoing focus on strategic workstreams and lack of success in recruiting a planning officer is impacting the amount of work / level of detail  Risk (HS2): Consistent engagement with HS2, contractors and other stakeholders is required to ensure CCB position recognised and considered  Risk (HS2 Impact): Concerns remain over landscape restoration	In progress (significantly delayed / limited in effectiveness)
3.9 Development and Infrastructure Proposals	Respond as required	<ul style="list-style-type: none"><li>Responses to planning (and similar) proposals as reported to Planning Committee</li></ul>		In progress (on track)
3.10 Planning and Related Policies	Respond as required	<ul style="list-style-type: none"><li>Responses to planning policy consultations as reported to Planning Committee</li></ul>		In progress (on track)
3.11 HS2 Impact	Chiltern Tunnels due to be completed. Above ground viaduct construction will	<ul style="list-style-type: none"><li>Main tunnel build completed but further sinkholes have questioned elements of construction efficacy.</li><li>Change of main contractors for certain elements</li></ul>		In progress (on track)

	progress. Planning applications (Sch 17) for Chilterns should be almost complete.	(EKFB to ALIGN) has led to much improved design consultation over Leather Lane overbridge	following construction	
3.12 Chilterns Building Society Awards	Continue developing new Awards format	<ul style="list-style-type: none"><li>Informal conversations with Chiltern Society, but no concrete progress due to capacity</li></ul>		In progress (on track)
Landscapes Approach				
3.15 Nature Recovery Ambition Statement	Continue to develop Nature Recovery Plan with key partners	<ul style="list-style-type: none"><li>Started creating maps for Nature Recovery Plan</li><li>Held first Nature Recovery Plan working group meeting</li><li>Started to draft various sections of the Nature Recovery Plan</li><li>Attended various Local Nature Recovery Schemes (LNRS) meetings for environmental organisations in Buckinghamshire, Oxfordshire and Bedfordshire</li></ul>	Risk: Capacity of key personnel to develop at pace especially due to need to address delivery and project challenges	In progress (slightly delayed / limited in effectiveness)
3.16 Climate Mitigation	Start to develop Climate Adaptation plan following AONB management plan guidance	<ul style="list-style-type: none"><li>On hold until Management Plan Guidance is received</li><li>Attended Climate Mitigation meetings organised by National Landscape Association to gauge demand for information on climate adaptation plans</li></ul>		On hold
3.13 Cultural Heritage	Make the Chilterns Heritage Ambition Statement (CHAS) visible / Integrate CHAS with ongoing Cultural Heritage work	<ul style="list-style-type: none"><li>Working with Senior Management Team and Landscapes Team members to develop a heritage presence in the Nature Recovery Plan / Local Nature Recovery Strategy / Green Financing / Biodiversity Net Gain / Management Plan literature produced</li></ul>		In progress (on track)
Access, Economy and Social Wellbeing Approach				
3.1 Access and Visitor Management	Lead, advise and develop this area of work	<ul style="list-style-type: none"><li>Have led on CCB access initiatives, including Defra funded access project, and contributed to partner projects including improvements in the Chess Valley (CSWC), Ridgeway National Trail and Accessibility group led by Visit Bucks/Bucks</li></ul>	Issue: There is a requirement for more staff capacity to support projects	In progress (on track)

		Business First		
3.2 Health and Wellbeing / Green and Social Prescribing	Explore potential	<ul style="list-style-type: none"> <li>Health and wellbeing included as part of wider access initiatives as planned.</li> </ul>		Closed
3.3 Sustainable Tourism	Lead, develop and promote tourism	<ul style="list-style-type: none"> <li>Support, guidance and advocacy provided to partners. This was done through the Open for Business Project (see 2.11) and through working with the Chilterns Tourism Network, Visit Buckinghamshire, Visit Hertfordshire and other tourism groups</li> </ul>		In progress (on track)
3.4 Local Business and Local Economy	Lead, advise and develop this area of work / Seek funding and new opportunities	<ul style="list-style-type: none"> <li>Support, guidance and advocacy provided to partners through Open for Business – project ended Jan 2024. This work will take place through wider projects (Walking Festival, Access projects) and collaborations but on a smaller scale due to lack of funding/staff resources</li> </ul>		In progress (on track)
Partnership and Engagement Approach				
3.5 EDI Engagement	Lead EDI engagement	<ul style="list-style-type: none"> <li>Managed and supported EDI projects and activities including setting up Nature Calling and supporting other CCB projects</li> </ul>	Issue: There is a requirement for more staff capacity to support projects	In progress (on track)
3.6 Partnership Engagement	Develop and nurture relationships	<ul style="list-style-type: none"> <li>Work carried out to identify stakeholders for Chilterns Partnership Forum (see 1.4)</li> <li>Time required to set up Nature Calling has meant less time for the EDI approach / strategic work</li> </ul>		In progress (on track)
3.14 Equality, Diversity and Inclusion Approach	Promote Engagement Plan / Plan conference for 2024	<ul style="list-style-type: none"> <li>Limited progress on developing the EDI approach due to immediate demands of CCB projects and delivery. This will be a focus for Q1 FY24/25 including rekindling the EDI task group</li> </ul>		In progress (slightly delayed / limited in effectiveness)

Appendix 2                      **FY24-25 Delivery Plan**

**Author:**                                      Andy Brock-Doyle, Head of Operations

**Purpose of Report:**                      See Overview Paper (12.4 Delivery Plan)

**Summary:**                                    The table below shows the finalised Delivery Plan for FY24-25

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
1. Increasing Strategic Alignment						
1.1	Strategic Development					
1.1.1	Management Plan Review	CNL Team, Board and stakeholders have a clear and aligned understanding of the aspirations and ambition for conserving and enhancing the National Landscape and this is reflected in the Management Plan. Stakeholders and partners are also prepared to begin work on a comprehensive new plan	Orientation and deep-dive phase started (including focused topic sessions, research/evidence gathering and an officer evaluation of factual updates needed with some focused stakeholder engagement on these elements)	Strawman draft plan generated (drafting amendments coming out of the orientation and deep dive phase) with more focused stakeholder engagement	Formal and informal stakeholder engagement and public consultation taken place	Signed-off plan responding to the consultation adopted by the Board and published
1.1.2	Long-Term Vision	Stakeholders, possibly including in new areas of National Landscape, are engaged with	Slide deck created comprising the outline framework document to discuss with	Slide deck evolved through engagement with stakeholders	Revised framework discussed with wider stakeholders where appropriate (if revised boundaries	Development of vision started with some stakeholder consultation (programme for this will

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		developing a long-term vision for next Management Plan and beyond	identified key stakeholders		are clear - see 1.1.3) and agreed at December Board Meeting	be determined by progress on 1.1.1 & 1.1.3)
1.1.3	Boundary Review	Understanding of proposed boundary changes underpinned by required consultation	Continued research and assessment by Natural England and their consultants	Lines on map of candidate areas approved by Natural England		Assistance provided to Natural England as required to finalise recommendation for approval by Natural England Board and submission to the Secretary of State
1.1.4	Protected Landscape Reform	CNL Team is in the best position it can be to effectively promote the conservation, enhancement, understanding and enjoyment of the Chilterns National Landscape	Engagement undertaken with new Protected Landscapes Partnership / Research undertaken on possible implications of s.245 of Levelling Up and Regeneration Act 2023	Initial review of s.245 from Defra's Interim Guidance undertaken (if published) / Response provided as required to any new policy or initiatives following the election	Interim guidance embedded in day-to-day activity where appropriate / Engagement started on development of regulations (if Interim Guidance published) / Natural England's Management Plan Guidance reviewed and embedded into day-to-day activity where appropriate (if published)	<i>TBD - Dependant on previous quarter outputs and government activity</i>
1.2	Organisational Governance					
1.2.1	Governance Review	Streamlined operations in place between the Board and officers with a clearer understanding of roles and	Vision for the creation of the Chilterns Partnership Forum agreed and terms of reference drafted Agreed constitutional	Principles /TORs agreed for the Chilterns Forum and members identified with stakeholder relationships	Engagement with Chilterns Forum embedded in day-to-day practice / Review of Constitution	New Constitution signed off in March Board meeting

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		responsibilities that has resulted in consistently high quality of engagement with key stakeholders through Governance Forums	documents evaluated for references to delegation and compared with the Delegation Principles / Programme for reviewing the Constitution identified	formalised / Review of Constitution started, prioritising Scheme of Delegation	continued with some priority areas agreed	
1.3	Strategic Engagement / Influence					
1.3.1	Local, Regional and National Government and Agencies	Local Authorities have a clearer understanding of what the CNL Team does, their statutory responsibilities and as a result they more effectively deliver the Management Plan / CNL Team influencing government policy and practice especially where it relates to National Landscapes (e.g. funding formula, guidance on Management and Nature Recovery Plans as well as planning)	Engagement undertaken with at least 3 local authority CEOs or Senior Management Team / Regular conversations held with key Defra officials and relevant agencies (Natural England, Environment Agency and Historic England)	Engagement undertaken with at least 3 local authority CEOs or Senior Management Team / Regular conversations held with key Defra officials and relevant agencies (Natural England, Environment Agency and Historic England)	Engagement undertaken with at least 3 local authority CEOs or Senior Management Team / Regular conversations held with key Defra officials and relevant agencies (Natural England, Environment Agency and Historic England)	Regular conversations held with key Defra officials and relevant agencies (Natural England, Environment Agency and Historic England)
1.3.2	Protected Landscapes Network	The National Landscape Association effectively represents National	Regular engagement on online forum and participation in at monthly online	National Landscape Association conference attended / Regular	Regular engagement on online forum and participation in at monthly online	National Landscape 2-day Lead Officer Meeting attended / Regular engagement

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		Landscapes on issues including funding, purposes and powers, planning / Improved understanding, relationships and partnership working / Greater clarity and ability to influence the Protected Landscape Partnership	updates / Regular engagement with South East Protected Landscape Planning Group and National Landscapes Communications Group	engagement on online forum and participation in at monthly online updates / Regular engagement with South East Protected Landscape Planning Group and National Landscapes Communications Group	updates / Regular engagement on online forum and participation in at monthly online updates / Regular engagement with South East Protected Landscape Planning Group and National Landscapes Communications Group	on online forum and participation in at monthly online updates / Regular engagement with South East Protected Landscape Planning Group and National Landscapes Communications Group
1.3.3	Chilterns Forum and Strategic Partners	Well defined and functioning Chilterns Forum providing valuable and demonstrable contribution to CNL Team work / Improved and broadened partnership working	Chilterns Forum membership identified / Active relationships maintained with partners and partners working with increased	Chilterns Forum established / Active relationships maintained with partners and partners working with increased	Regular contact with Chilterns Forum including input into Chilterns National Landscape team work / Active relationships maintained with partners and partners working with increased	Regular contact with Chilterns Forum including input into Chilterns National Landscape team work / Active relationships maintained with partners and partners working with increased
1.4	Monitoring & Evaluation					
1.4.1	CNL Team Evaluation Framework	Clarity provided on how the CNL team will monitor and evaluate progress more effectively going forward and how different monitoring requirements can be efficiently addressed	<i>No output this quarter</i>	Initial internal evaluation framework consultation held with Senior Management Team and key principles identified	Draft internal evaluation framework developed	Internal evaluation framework agreed and signed off



Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
1.4.2	Defra Protected Landscapes Target Outcomes Framework (PLTOF)	Process and tools are in place to enable reporting of target indicators across all projects and programmes	Available baseline indicators collated	Indicators embedded into Nature Recovery Plan	Area based targets discussed with partners / Requirements for the collection of access indicators identified	3 area based targets calculated for the Chilterns / Plan developed on how indicators for Access will be collated across the Chilterns National Landscape
1.5	Financial Sustainability					
1.5.1	Funding Strategy	Continual pipeline of potential sources of funding being identified and relationships developed, aligned to funding strategy with CNL team identifying opportunities in line with this / New sources of income are better understood and explored (e.g. green finance and Biodiversity Net Gain) / Advocacy activities being undertaken with Defra on core grant and broader financing model	New opportunities identified and pipeline of potential funding sources updated / Discussions held with National Landscapes Association and Defra on core grant and funding model / Review of funding situation held	New opportunities identified and pipeline of potential funding sources updated / Required boiler plate templates for funding identified / Discussions held with National Landscapes Association and Defra on core grant and funding model / Review of funding situation held	New opportunities identified and pipeline of potential funding sources updated / Boiler plate templates for funding developed / Discussions held with National Landscapes Association and Defra on core grant and funding model / Review of funding situation held	New opportunities identified and pipeline of potential funding sources updated / Discussions held with National Landscapes Association and Defra on core grant and funding model / Review of funding situation held
1.5.2	Fundraising Activity	Funding secured to allow delivery of CNL team programme in current and future years through	New funding opportunities scrutinised and agreed by SMT / Bids submitted to and	New funding opportunities scrutinised and agreed by SMT / Bids submitted to	New funding opportunities scrutinised and agreed by SMT / Bids submitted to	New funding opportunities scrutinised and agreed by SMT / Bids

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		submission of funding applications	followed up with donors	and followed up with donors	and followed up with donors	submitted to and followed up with donors
<b>2. Improving Operational Effectiveness</b>						
2.1	People					
2.1.1	HR Strategy	HR Advisory Group and Senior Management Team are agreed and aligned on priorities and are working effectively together to ensure delivery	Draft HR Implementation Plan approved	HR Advisory Group reviewed progress and offered advice	HR Advisory Group reviewed progress and offered advice	HR Advisory Group reviewed progress and offered advice / New HR Implementation Plan for FY25-26 developed (if required)
2.1.2	Employee Handbook	All staff are familiar with the new employee handbook, know where to find information and are aware of their responsibilities	New handbook drafted	New handbook reviewed and approved	New handbook launched and staff training on new handbook delivered	Any requirement for changes to staff handbook made to ensure alignment with policies
2.1.3	Staff Engagement	Clear understanding of how staff feel, as well as their issues and concerns that has informed a clear action plan to improve the working environment and to increase the sense of pride staff have in being part of the CNL Team	<i>No output this quarter</i>	Staff engagement survey developed	Staff engagement survey completed and report produced	Staff engagement results shared with action plan produced and approved
2.1.4	Working Environment	Reorganised and decluttered office	Office workspace cleared of old equipment and no	New office furniture purchased / store set up to allow use for	Working environment elements identified from staff	Action taken on elements identified in

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		improving ability to work effectively	longer needed documents / Office space reorganised / store cleared	working as well as storage / Repairs made to office and anti-slip pathway installed	engagement survey and actions identified	staff engagement survey
2.1.5	IT Equipment	IT equipment fully supports CNL team to work efficiently and effectively	IT equipment priorities identified and budget agreed for new IT equipment / Workspace model agreed	All personal IT equipment purchased / All workspaces fully functional and consistent from an IT perspective	IT equipment elements identified from staff engagement survey and actions identified	All office IT equipment in capital budget purchased (e.g. printer / server) / Action taken on elements identified in staff engagement survey
2.1.6	Organisation Design and Development	Required organisation structure in place with roles enabled to effectively deliver CNL team priorities and being effectively supported	Organisation structure reviewed and costed / New organisation structure approved / Recruitment begun for agreed key roles	Recruitment completed for agreed key roles / Recruitment started for other agreed roles (in line with resource plan) / Training plan drafted	Recruitment completed for other agreed roles (in line with resource plan) / Training provided in line with training plan (especially around HR and finance)	All agreed recruitment undertaken / Required future capabilities reviewed and costed / Resource plan updated / Training provided in line with training plan
2.2	Processes and Procedures					
2.2.1	HR	CNL team is able to work more effectively and efficiently through clearly understanding all HR processes with the ability to easily access procedures, templates and forms as required	All required HR processes identified	Mapping of HR processes and detailing of HR procedures started / Required templates identified and development of templates started	Mapping of HR processes and procedures completed and aligned to HR system / All processes available to CNL team / Templates and forms finalised and available to CNL team	Any requirements to adjust processes, procedures and templates or forms following launch undertaken

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
					Training provided to CNL team in line with systems roll out	
2.2.2	Finance	CNL Team is able to work more effectively and efficiently through clearly understanding all financial processes, with the ability to easily access procedures, templates and forms as required	All required financial processes identified	Mapping of financial processes and detailing of financial procedures started / Required templates and forms identified and development of templates and forms started	Mapping of HR processes and procedures completed and aligned to HR system / All processes available to CNL team / Templates and forms finalised and available to CNL team	Training provided to CNL team on key finance processes / Any requirements to adjust processes. Procedures and templates or forms following launch undertaken
2.2.3	Governance	CNL team and the Board / Committees are able to work more effectively and efficiently through clearly understanding all governance processes with the ability to easily access procedures, templates and forms as required	All required governance processes relating to the Board and Committees identified and agreed / Key processes relating to the Board and Committee meetings drafted and being followed	All governance processes relating to the Board and Committees finalised and agreed with templates available as required / All internal governance process identified	Training provided on all governance processes relating to the Board and Committees / All internal governance processes drafted	All internal governance processes finalised and agreed and being followed with templates and forms available as required / Training provided on key governance processes
2.2.4	Operations (including Health and Safety)	CNL team is able to work more effectively and efficiently through clearly understanding all operational processes, with the ability to easily access procedures, templates and forms as required	All required operational processes identified	Key operational process drafted	Key operational processes agreed and operational with templates and forms developed as required / Remaining operational processes drafted	All operational processes agreed and operational with templates and forms available as required / Training provided to CNL team on key operational processes

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
2.3	Systems					
2.3.1	HR System	Staff are able to work more efficiently and effectively by being able to use a new HR system to improve ways of working and access to required information	Potential HR systems reviewed and decision made on which system to install	HR system procured / HR system configured and tested	Data transfer undertaken / Administrator training provided / Training rolled out to staff started	HR system live / training roll out to staff completed
2.3.2	Finance System	Staff are able to use the finance systems (Xero and Approval Max) in a way that allows for good financial management and that provides information to staff in the way that is needed to improve operational decision-making	Key elements of finance transformation required are identified understood including changes to configuration and account codes as well as to reporting	Action plan for finance system transformation identified and agreed (dependant on recruitment)	Changes made to system to improve reporting and monitoring	Key actions undertaken to improve system in line with new financial year
2.3.3	Governance System	Clear plan identified to install new governance system to enable more effective operations around the Board and Committees	<i>No output this quarter</i>	Requirements for governance system identified	Potential governance systems presented to SMT / Internal decision made on whether governance system is affordable	Budget developed that reflects new governance system (if affordable)
2.3.4	Health and Safety System	Health and safety risks reduced through effective operation of health and safety system collating all information in one	Discussions held with external providers to undertake health and safety audit and understand options	Health and safety audit and system procured  Health and safety audit undertaken	Health and safety system established / Processes and procedures around health and safety developed / Training	Health and safety data transferred / Health and safety system fully operational

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		place and driving action on health and safety			provided to CNL team	
2.4	Policies and Internal Governance					
2.4.1	HR Policies	CNL team is able to work more effectively and efficiently as all HR policies are clearly developed and described with staff training provided	Timeline for development of all people related policies identified / Key policies drafted	All policies drafted / All policies reviewed, and approved	Policies clearly signposted for CNL team / Training provided to CNL team on all people related policies	Any requirements to adjust policies following launch undertaken
2.4.2	Finance Policies	CNL team understand and operate in line with robust finance policies reducing financial risk	<i>No output this quarter</i>	Work needed on finance policies identified	Finance policies reviewed and updated	Finance policies approved / Training provided to CNL team on finance policies
2.4.3	Governance Policies	CNL team understand and operate in line with robust governance policies reducing risk	<i>No output this quarter</i>	Work needed on finance policies identified	Finance policies reviewed and updated	Finance policies approved / Training provided to CNL team on finance policies
2.4.4	Operations Policies (inc Health and Safety)			Work needed on operations policies identified / Work needed on health and safety policies identified as result of health and safety audit	Operations (including health and safety) policies updated or written / Health and safety policies approved / Training provided to CNL team on health and safety policies	Operations (non health and safety) policies approved/ Training provided to CNL team on operations (non health and safety) policies
2.4.5	Annual Planning	The organisation is working more effectively to deliver identified priorities	Delivery plan for FY24-25 agreed and socialised with staff	Business planning timetable for FY25-26 identified and agreed /	Business planning for FY25-26 started with draft documentation	Business plan for FY25-26 finalised and approved

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		under a more transparent, understood and harmonised business plan including budget, delivery plan, resource plan	Rebudgeting approved and socialised with staff / Resource plan reviewed and updated	Development of organisation KPIs considered / Resource plan reviewed and updated	developed / Resource plan reviewed and updated	
2.4.6	Financial Management	Improved ability to forward plan and address risks and issues in a more timely fashion through more accurate and timely production of information and improved SMT scrutiny	Internal recharges are fully identified and acted on / Budgets loaded into system to allow for more effective tracking / Q1 I&E report produced and reviewed by SMT	Q2 I&E report produced and reviewed by SMT	Q3 I&E report produced and reviewed by SMT / Year end timetable clarified	Action plan fully implemented / Any issues with year end addressed and system adjustments made / New budget collated in the system
2.4.5	Internal Monitoring and Reporting	Progress against delivery plan is more transparent with risks and issues addressed more effectively by the SMT through improved embedding of organisational monitoring and reporting	New quarterly reporting template developed and socialised with CNL team / Report on Q1 progress completed, and reviewed by SMT with actions identified and undertaken	Report on Q1 progress completed, and reviewed by SMT with actions identified and undertaken	Report on Q2 progress completed, and reviewed by SMT with actions identified and undertaken	Report on Q3 progress completed, and reviewed by SMT with actions identified and undertaken / Organisational Risk Register reviewed and approved
2.5	Information Management					
2.5.1	Contact Management	Staff are able to effectively manage their contacts through HubSpot and the organisation is GDPR compliant and able to	Contact fields in HubSpot agreed	Agreed fields input into HubSpot and old data extracted with master excel sheet created with all staff having input contact	Data imported into HubSpot and tested / Training presentation created for staff and training sessions with staff undertaken /	HubSpot embedded in organisation and being used on a day-to-day basis with any issues addressed / Contact lists input into new

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		target audiences better through mailings		information / Required structure for MailChimp identified with two subscriber lists	Contact lists reviewed and input into new MailChimp structure started	MailChimp structure completed
2.5.2	Picture Library	Staff are able to access pictures and there is a clear understanding of how these should be stored and used supporting both efficient ways of working and GDPR compliance	<i>No output this quarter</i>	Principles and plan for updating picture library identified and agreed	Sorting of picture library started (resource dependent)	picture library sorted with clear instructions developed (resource dependent)
2.5.3	Information Management Structure	Information is more readily available and being treated more consistently so that the CNL team can operate more efficiently with GDPR compliance enhanced	<i>No output this quarter</i>	Information management protocols and framework and filing structure drafted and agreed / Plan developed and agreed to transition data	Plan developed and agreed to transition data	Data transition of information into new filing structure started
2.6	Programme and Project Management					
2.6.1	Managing Successful Programmes	CNL team programmes and projects are being run in line with good practice based on Managing Successful Programmes	<i>No output this quarter</i>	High level MSP adaptation for CNL team continued	High level MSP adaptation for CNL team completed / Meetings held to understand way forward in terms of embedding this MSP in CNL team and action plan agreed	Detailed information developed to support embedding of MSP within CNL team in line with action plan



Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
2.6.2	Programme Finances	Greater financial transparency and ability to forward plan and track expenditure on programmes	Clarity on CCC matched funding identified / MTG budget restructured	<i>No output this quarter</i>	CNL programme budget and tracking templates and processes identified and in development	CNL programme budget templates and processes completed / Training provided to CNL team on effective budgeting and tracking
2.6.3	Programme Governance	Further improved governance of programme and project development by embedding of new work processes and funding pipelines	<i>No output this quarter</i>	High level future work process expanded into full process with templates developed	Future work process embedded in organisation and training provided as necessary / Further work needed to ensure effective scrutiny of projects and programmes identified	Additional identified items to ensure effective scrutiny and establishment of projects and programmes delivered or in the process of being delivered
	Mend the Gap (MTG)	Outcomes, monitoring and evaluation are better embedded along with development and legacy work better understood and integrated into delivery and plans / A proactive steering group that is working strategically with the programme office in an effective and efficient manner / A Target Operating Model realised and understood by the	Target Operating Model finalised / Benefits realisation reviewed monthly / Continued review of robustness of proposal process and contracting / Effective steering group meeting held / Regular staff meeting attended with input into business planning process and update of senior teams	Continued monitoring of data / Benefits realisation reviewed monthly / Continued review of robustness of proposal process and contracting / Effective steering group meeting held / Regular staff meeting attended with input into business planning process and update of senior teams	Continued monitoring of data / Benefits realisation reviewed monthly / Continued review of robustness of proposal process and contracting / Effective steering group meeting held / Regular staff meeting attended with input into business planning process and update of senior teams	Target Operating Model reviewed and updated as required / Continued monitoring of data / Benefits realisation reviewed monthly / Continued review of robustness of proposal process and contracting / Effective steering group meeting held / Regular staff meeting attended with input into business planning process and update of senior teams

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		wider CNL and NWDNL teams				
	Chalk, Cherries and Chairs (CCC)	Effective completion of individual projects and overall scheme, to funder's satisfaction, with clear partnership agreement around legacy and forward plans	Remaining budget reforecast April - Nov '24 and match funding position clarified / Close down of some projects with exit interviews held with delivery teams / Forward plan drafted and submitted to Steering Group and NLHF	Effective monitoring of spend against budget undertaken in line with final year requirements / Most projects closed down with exit interviews held with delivery teams / Partnership event delivered / M&E collation of data completed and all completion reports submitted to evaluator	Final claim submitted to release final 10% of funding and paid / Final evaluation report written and signed off by steering group and NLHF / Scheme closed down	Continued forward planning engagement of partnership (tbc)
	Chilterns Chalk Scapes Project (CCSP)	Deliver on agreed work programme within budget and to clarify and secure support, to ensure alignment with shared partner objectives going forward and to secure funding for next year for core and project work	Work programme signed off / Steering Group(s) held / Project pipeline updated / Quarterly budget report to steering group submitted	Final report written and signed off by Steering Group / 5 year business planning (FY25-30) started with consultation undertaken / Steering Group(s) held / Project pipeline updated / Quarterly budget report to steering group submitted	5 year business planning (FY25-30) finalised and socialised with partners to leverage support / Steering Group(s) held / Project pipeline updated / Quarterly budget report to steering group submitted	Draft work programme for FY25-26 developed / Steering Group(s) held / Project pipeline updated / Quarterly budget report to steering group submitted
	Smarter Water Catchment (SWC)	Deliver on agreed action plan to budget, to identify and agree	Steering Group(s) held / Grantholder panel meeting held / Budget	Steering Group(s) held / Benefits evidence reporting to	Steering Group(s) held / Grantholder panel meeting held /	Steering Group(s) held / Milestone completion reporting to funder

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		future action plan including resources needed, aligned with shared partner objectives in order to be able to secure funding for next AMP (5 years)	reviews held on monthly basis	funder undertaken/ Grantholder panel meeting held / Budget reviews held on monthly basis	Catchment plan update completed / Budget reviews held on monthly basis	undertaken / Benefits evidence reporting to Thames Water undertaken / Landowner grants completed and claimed for and reported back to Thames Water / All milestone changes for current year submitted / Budget reviews held on monthly basis
<b>3. Conserving and Enhancing the Natural Beauty of the National Landscape</b>						
<b>3.1</b>	<b>Core Strategy Development</b>					
3.1.1	Nature Recovery	Increased clarity on priorities for nature recovery for CNL team and partners in order to drive delivery across the Chilterns National Landscape	Liaison with partners, drafting of sections & engagement for feedback started	Liaison with partners, drafting of sections & engagement to obtain feedback continued / Nature Recovery Plan adapted using feedback from partners	Wider partners engaged in consultation on the Nature Recovery Plan and are continuing to work on / update sections	Nature Recovery Plan published with comments addressed that have arisen from consultation
3.1.2	Climate Adaptation	Clear understanding of how the CNL team will develop a climate adaptation strategy in 2025-2026, that is aligned to partner expectations	Defra Management Plan guidance understood and strategy plan work started	Detailed plan and timetable for strategy work produced	Engagement with relevant partners started	Detailed plan revised and costed (e.g. any consultancy work aspects)
<b>3.2</b>	<b>Farming &amp; Landowners</b>					
3.2.1	Strategy Development	Improved understanding of the mechanisms to	"Farmed land" section completed in Nature Recovery Plan	Farmers and landowners consulted on "farmed	Future delivery plan under development to achieve "farmed	Future delivery plan developed to achieve "farmed land" aims of

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		support land managers to adopt nature friendly farming across Chilterns (including farm clusters)		land" section in Nature Recovery Plan / Drafting of Farmer Cluster plan started	land" aims of Nature Recovery Plan with funding sources identified and applied for / Farmer Cluster plan including specific plans for each cluster drafted	Nature Recovery Plan with funding sources identified and applied for / Work started to deliver individual cluster plans
3.2.2	Farming Clusters	Christmas Common: Increased clarity on how the CNL team can best support the cluster and generate increased resource to enable the cluster to deliver more	Steady support provided for cluster facilitator (e.g. FiPL applications, providing information and attending meetings as required)	Steady support provided for cluster facilitator (e.g. FiPL applications, providing information and attending meetings as required) / Sessions held to identify how to best service and support the Christmas Common cluster going forward	<i>TBD - dependant on agreement on way forward in Q2</i>	<i>TBD - dependant on agreement on way forward in Q2</i>
		Central Chilterns: Increased clarity on how CNL team can best support the CIC going forward, with capacity increased in regenerative farming and CIC fully operational with clear roles and responsibilities (and future funding secured)	Work started on identifying new funding streams / Rothschilds project implemented in line with identified objectives / Cluster case study developed and commissioned	New funding streams identified / Rothschilds project implemented in line with identified objectives / Development started on longer term plan for the CIC and how CLN team will support the cluster going forward	Applications to identified funders started (esp Landscape Recovery) / Rothschilds project implemented in line with identified objectives / Support provided to farmers to help delivery of their priorities (e.g. owl survey, bid box	Applications submitted to identified funders and some future funding secured / Rothschilds project implemented in line with identified objectives / Support provided to farmers to help delivery of their priorities in line with longer term plan

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
				Cluster case study completed	installation, winter feeding etc) / Longer term plan for CLN team support agreed	
		Chess Catchment: Increased clarity on how CNL team can best support the cluster with increased clarity on its purpose, priorities, membership and how it is going to operate	Engagement started with farmers to identify priorities and support development of farmer cluster / Landowner grant scheme applications submitted to panel	Engagement continued with farmers to identify priorities and support development of farmer cluster / Work undertaken on individual farm and cluster wide plans, linking back into SWC Landowner Grant scheme / Plan to approach potential funders identified	Support provided to farmers to help delivery of their priorities / Applications started to identified funders	Support provided to farmers to help delivery of their priorities / Applications made to identified funders / Future funding secured and implementation undertaken in line with identified milestones
		North Chilterns: Increased clarity on how CNL team can best support the cluster with increased clarity on its purpose, priorities, membership and how it is going to operate with new relationship with Affinity Water established and embedded	Funding secured from Affinity Water including ability to fund new Officer post / FiPL project being delivered in line with plan	Job description agreed for new Officer post, including consultation with farmers and recruitment process undertaken / FiPL project being delivered in line with plan and extension to project agreed / Discussion started with Affinity Water about longer term funding	New Officer role onboarded and work started to develop new cluster plan / FiPL project being delivered in line with plan / Discussion advanced with Affinity Water about longer term funding	New officer engaging with stakeholders to finalise and agree new cluster plan and work on identifying new funding streams to deliver cluster requirements started / FiPL project (hedgerow planting, ecological advice, carbon baselining and action planning, winter bird surveys and feeding) completed

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
						New longer term funding secured from Affinity Water (tbc)
		South Chilterns: Increased clarity on how CNL team can best support the cluster with increased clarity on its purpose, priorities, membership and how it is going to operate	New facilitator appointed and FiPL Phase 1 funding secured / FiPL Phase 1 started in line with plan	Larger longer term Mend the Gap application discussed and identified / FiPL Phase 2 bid submitted	Application submitted to Mend the Gap for farmer cluster funding / FiPL Phase 2 delivered in line with plan	Broader programme set up and starting to be delivered (based on securing Mend the Gap funding) / FiPL Phase 2 delivered in line with plan
3.2.3	HS2 Landscape and Biodiversity Connectivity (HS2 AP)	Farmers engaged to identify and are delivering projects that will secure landscape and biodiversity improvements within the HS2AP corridor	Farmers engaged within the Additional Projects corridor with project work for the year identified	Farmers continued to be engaged within the Additional Projects corridor with a number of contracts finalised and tenders issued for project work	All tenders agreed with project work started	All project work completed
3.2.4	Farming in Protected Landscapes (FiPL)	Increase in nature recovery and wildlife friendly farming through effective funding and delivery of projects	Grant funding of £236,000 delivered	Grant funding of £236,000 delivered	Grant funding of £236,000 delivered	Grant funding of £236,000 delivered
3.2.5	Chalk Cherries and Chairs (CCC)	Farmers continue to be supported in delivering their priorities in the Central Chilterns cluster and community group knowledge increased	Support provided to farmers to help delivery of their priorities (e.g. owl survey, bid box installation, winter feeding etc) / Some Rough Around the	Support provided to farmers to help delivery of their priorities (e.g. owl survey, bid box installation, winter feeding etc) / Landscape	<i>No output this quarter – project finished</i>	<i>No output this quarter – project finished</i>

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
			Edges events delivered	Connections: Celebrations for those working on landscape connections / Final Rough Around the Edges events delivered and reported on		
3.2.6	Mend the Gap (MTG)	A better understanding of landowner needs and opportunities around chalk habitat enhancement in the South Chilterns and Streatley to Blewberry Conservation Target Area	Delivery started at Rectory Farm / Collaboration with South Chilterns Farm Cluster underway (see 3.2.2) / Chalk Plant Project developed	Delivery of Rectory Farm and Chalk Plant Project underway in line with plans	Delivery of Rectory Farm and Chalk Plant Project continued in line with plans / Proposal from South Chilterns Farm Cluster finalised (see 3.2.2)	Delivery of Rectory Farm and Chalk Plant Project continued in line with plans
3.3	Water					
3.3.1	Strategy Development	Improved clarity on longer term plans and funding within CNL team and with partners	<i>No output this quarter</i>	Opportunities identified for funding to continue work improve health of River Chess	Applications for funding submitted to continue work to improve health of River Chess	Funding secured to continue work to improve health of the River Chess
3.3.2	SWC Theme: Involving People	Community and citizen scientists are more fully engaged and recognised in the Smarter Water Catchment programme	Citizen Science community engagement continued and results fed back to community / Awareness raised outside of partnership to disseminate information more	Engagement, and feedback of results, to citizen science community continued / Awareness raised outside of partnership to disseminate information more	Engagement, and feedback of results, to citizen science community continued / Awareness raised outside of partnership to disseminate information more	Engagement, and feedback of results, to citizen science community continued / Awareness raised outside of partnership to disseminate information more widely / Targeted school

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
			widely / Event planning undertaken to acknowledge rural and urban catchment champions	widely / Targeted school education programme for reducing water consumption being delivered / Event held with Chilterns Society to acknowledge rural and urban water catchment champions	widely / Targeted school education programme for reducing water consumption being delivered	education programme for reducing water consumption being delivered
3.3.3	SWC Theme: Working Together	More information available for planners to guide planning in Chalk Stream catchments	Method statement developed (Planning Advice Pack)	Evidence based write up and survey results written up (Planning Advice Pack) / Workshop held with summary write up completed (Planning Advice Pack)	Draft position statement and guidance developed with workshop to address feedback written (Planning Advice Pack)	Final position statement and guidance note produced and launch event held (Planning Advice Pack)
3.3.4	SWC Theme: Managing the Flow	Partnership group driving theme is delivering better due to technical advice given	Technical advice and support provided to group delivering this theme (CCSP not leading)	Technical advice and support provided to group delivering this theme (CCSP not leading)	Technical advice and support provided to group delivering this theme (CCSP not leading)	Technical advice and support provided to group delivering this theme (CCSP not leading)
3.3.5	SWC Theme: Water Quality	Knowledge improved in other river groups through sharing lessons learned from the citizen science activity on the River Chess	Monitoring of water quality in River Chess continued, with research / knowledge disseminated / Workshops held with citizen scientists to determine next steps for actions to reduce	Mid-term stakeholder review workshop held / Work started on identifying measures to reduce emerging contaminants of concern in the River Chess / Monitoring of	Key messages disseminated about actions needed to reduce contaminants of concern in the River Chess / Monitoring of water quality in River Chess continued,	Completion report written on potential measures to reduce emerging contaminants of concern in the River Chess / Monitoring of water quality in River Chess continued, with



Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
			contaminants of emerging concern and sediment in the River Chess / Farmers supported to engage with nature recovery actions on their farms / Brief created to enhance citizen science portal	water quality in River Chess continued, with research / knowledge disseminated / Mitigation actions implemented in hot spots to reduce runoff and enhance infiltration / Consultants have started to deliver brief on enhancing citizen science portal	with research / knowledge disseminated / Mitigation actions implemented in hot spots to reduce runoff and enhance infiltration / Consultants have delivered brief on enhancing citizen science portal	research / knowledge disseminated
3.3.6	SWC Theme: Invasive Non Native Species	Key Invasive Non Native Species are managed and controlled	No output this quarter	Sites surveyed where Invasive Non Native Species have been reported with appropriate control measures delivered with partners	Sites surveyed where Invasive Non Native Species have been reported with appropriate control measures delivered with partners / Survey results to determine impact of work collated and analysed	Impact of control work reported on / Invasive Non Native Species Strategy reviewed and action plan for 2025-26 developed
3.3.7	SWC Theme: Wildlife Corridors	Improved knowledge of invertebrate populations in the River Chess and River Fly and change in communities due to pollution events	Smart Rivers survey started / River Fly monitoring and reptile survey started	Smart Rivers survey undertaken / River Fly monitoring and reptile survey underway / Delivery started including gaining consents for Dodds Mill / Flaunden Brook	Report back from Wildfish on Smart Rivers samples / River Fly monitoring and reptile survey underway  Delivery continued on Dodds Mill /	Completion report for year developed and outputs fed back to volunteers / River Fly monitoring and reptile survey underway / Delivery completed on Dodds Mill / Flaunden Brook / Moor

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		Restoration projects have improved habitats along the River Chess		restoration / Moor Recreation Project restoration project / Bois Mill, Chorleywood and Scottsbridge Mill projects developed / supported	Flaunden Brook restoration / Moor Recreation Project restoration projects / Bois Mill, Chorleywood and Scottsbridge Mill projects developed / supported with delivery started	Recreation Project restoration projects / Delivery completed on Bois Mill, Chorleywood and Scottsbridge Mill projects
3.3.8	Chilterns Chalk Streams Project (CCSP)	Ambition to get Chilterns Chalk Streams to good ecological status furthered through successful projects delivered with partners	Colne, Thames and South Chilterns Catchment Partnership hosted including development of catchment plans and delivery of elements of the plans / Misbourne and Hughendon water body action plans developed / Habitat restoration and enhancement projects developed (Phase 3 of Hamble Brook Restoration) and Restoration of River Ver at Bow Bridge / Tender and contract award for habitat restoration on Hughendon Strip along with site walkovers / Action plan for	Colne, Thames and South Chilterns Catchment Partnership hosted including development of catchment plans and delivery of elements of the plans / Misbourne and Hughendon water body action plans developed  Habitat restoration and enhancement projects delivered (Phase 3 of Hamble Brook Restoration) and Restoration of River Ver at Bow Bridge	Colne, Thames and South Chilterns Catchment Partnership hosted including development of catchment plans and delivery of elements of the plans / Misbourne and Hughendon water body action plans developed  Habitat restoration and enhancement projects delivered (Phase 3 of Hamble Brook Restoration) and Restoration of River Ver at Bow Bridge	Colne, Thames and South Chilterns Catchment Partnership hosted including development of catchment plans and delivery of elements of the plans / Misbourne and Hughendon water body action plans developed / Analysis and reporting of Ewelme Brook and Hamble Brook monitoring undertaken / Trout in classroom education programme delivered in schools / Chalk Streams school education programme (school visits and outreach sessions) delivered

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
			management of invasive non native species in Misbourne and Gade developed / River restoration monitoring (MoRPh) on River Ewelme Brook and Hamble Brook undertaken / Trout in classroom education programme delivered in schools	River restoration options appraisal of Hughendon strip with options delivered (Hughendon strip) / Management of invasive non native species on Misbourne and Gade undertaken / River restoration monitoring (MoRPh) on River Ewelme Brook and Hamble Brook undertaken / Chalk Streams school education programme (school visits and outreach sessions) delivered	Stakeholder workshop completed to identify long list with prioritisation and completion of technical and non technical reports (Hughendon strip) / Management of invasive non native species on Misbourne and Gade undertaken / River restoration monitoring (MoRPh) on River Ewelme Brook and Hamble Brook undertaken / Chalk Streams school education programme (school visits and outreach sessions) delivered	
3.3.9	Cherries, Chalk and Chairs (CCC)	Clarity on what has been learned from the Water in a Dry Landscape project and where this goes forward in a wider water strategy	<i>No output this quarter</i>	Discussions held with River Thames Conservation Trust to identify what has been learned and where it goes forward into their Chalk Stream Strategy	<i>No output this quarter - project finished</i>	<i>No output this quarter - project finished</i>

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
3.3.10	MTG: Wetland and Arable Habitat Enhancement	Wetlands and arable habitats enhanced with increased capacity for delivery and potential new projects identified	BBOWT agreement finalised and recruitment for Local Wildlife Sites Officer underway / Sulham Wetland delivery begun including lapwing surveys / Withymead Access Enhancement delivery begun / Further proposals developed	Recruitment of BBOWT Local Wildlife Sites Officer undertaken / Archaeology work undertaken at Sulham / Withymead Access Enhancement delivery continued / Further proposals developed	Hydrology and Desmoulin Snail survey work undertaken by BBOWT / BBOWT Local Wildlife Sites Officer onboarding and initial stakeholder engagement undertaken / Wetland created at Sulham / Boardwalk construction started at Withymead / Further proposals developed	Capital work at Cholsey Marshes started / Local Wildlife Sites Officer stakeholder engagement continued / Boardwalk construction completed at Withymead / Further proposals developed
3.4	Woodland					
3.4.1	Strategy Development (inc Relationship Management)	CCB profile and working relationship maintained with the Forestry Commission and agreement secured with Forestry Commission and other partners on how to produce a new Woodland Strategy	Quarterly meeting held with Forestry Commission and regular consultations responded to / Level of Forestry Commission enthusiasm for Woodland Strategy gauged through meeting with lead Forestry Commission officer	Quarterly meeting held with Forestry Commission and regular consultations responded to / If agreement secured to proceed, extent of strategy and responsibility for production of different sections of Woodlands Strategy and timeline identified	<i>TBD - dependant on agreeing way to proceed in Q2</i>	<i>TBD - dependant on agreeing way to proceed in Q2</i>
3.4.2	Deer Management	Increased numbers of stalkers and	FiPL and other funding initiatives shared with	3rd stalker event held (tbc) with FiPL	Deer management recommendations	Implementation plan agreed to address

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		landowners engaged in deer management activities	deer stalkers and landowners as appropriate	and other funding initiatives shared with deer stalkers and landowners as appropriate	included in Nature Recovery Plan	recommendations from Nature Recovery Plan
3.4.3	Treescaping	Treescaping project has informed our future woodland and tree strategy	Output from first Treescaping workshop embedded in the Nature Recovery Plan	Engagement with farmer cluster members facilitated for Reading team	Second Treescaping workshop held with planning support provided by CCB	Output from second Treescaping workshop is embedded into Woodland Strategy and Nature Recovery Plan
3.5	Landscape Character					
3.5.1	Strategy Development	Required Landscape character work is better understood and embedded into the Nature Recovery Plan and Revised Management Plan	Mechanisms identified by which landscape character will be embedded into the Nature Recovery Plan and Revised Management Plan	Landscape character embedded into the Nature Recovery Plan and Revised Management Plan	Outputs identified from landscape scale modelling (of habitat fragmentation & potential connectivity) by different organisations and strategy for harmonisation identified	Modelling outputs harmonised and identify funding streams for further work
3.5.2	UK Power Network	Landscape character is enhanced with UK Power Network continue to allocate Ofgem allowance for undergrounding of electricity infrastructure to benefit the National Landscape	UK Power Network has provided advice on how to proceed with proposals previously discussed / Timeline confirmed for completing Latimer project	Latimer project completed / UK Power Network confirmed any proposals they wish to proceed with	<i>TBD - dependant on agreeing way to proceed in Q2</i>	<i>TBD - dependant on agreeing way to proceed in Q2</i>
3.5.3	HS2: Review Panel	Review Group influenced positively	Further Additional Projects identified and	Further Additional Projects identified	urther Additional Projects identified	urther Additional Projects identified and

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		to fulfil its terms of reference and greater certainty around work going forward with majority of designs finalised, Additional Project funds allocated and role of the Review Group clarified	promoted within the CNL team and external stakeholders / Oversight provided of the Landscape and Biodiversity Connectivity Project and support provided for other projects / Improvements in design and mitigation agreed as result of CCB advocacy	and promoted within the CNL team and external stakeholders / Oversight provided of the Landscape and Biodiversity Connectivity Project and support provided for other projects / Improvements in design and mitigation agreed as result of CNL team advocacy	and promoted within the CNL team and external stakeholders / Oversight provided of the Landscape and Biodiversity Connectivity Project and support provided for other projects/ Improvements in design and mitigation agreed as result of CNL team advocacy	promoted within the CNL team and external stakeholders / Oversight provided of the Landscape and Biodiversity Connectivity Project and support provided for other projects / Improvements in design and mitigation agreed as result of CNL team advocacy / Action agreed over any legacy Review Group work required including oversight of agreed and in-principle AP projects
3.5.4	Mend the Gap (MTG)	Improved screening and distraction from the gantries on the railway line	Finalised opportunities and landowners identified for next year	Agreement in place with delivery party and landowner agreements and tender documents prepared	Tender contracts prepared and delivery started	Delivery continued and projections made for next year
3.6	Heritage					
3.6.1	Strategy Development	Heritage is more fully represented in the thinking and development of CNL vision and strategies	New Heritage Vision developed and contributing to the Management Plan / First draft of funding strategy produced	Heritage presented and given wider voice at the National Landscape Association (via networking) / Actively contributed to Nature Recovery Plan development and	Actively contributed to Nature Recovery Plan development and Management Plan / Funding strategy finalised and agreed	Actively contributed to Nature Recovery Plan development

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
				Management Plan / Funding strategy refined including marketing research		
3.6.2	Chilterns Heritage and Archaeology Partnership	Partners (including potential associated groups) in the Chilterns more fully integrated in the creation and delivery of heritage projects and outreach with greater sharing of knowledge and information	Watching brief with NE and HE delivered in Hexton / Tree-felling and public talk re "Crossing Paths with History" undertaken (Bledlow Cross) / Advice and collaboration with CS undertaken for Whiteleaf Cross / Advice provided to Luton Heritage / Collaboration undertaken with University of Winchester on Flaunden Church / Continued collaboration and co-creation of work with partners / Public talks held to increase awareness and mobilise support and recruit volunteers	Sampling and dating of Cross (OSL) undertaken and heritage trail launched / Continued collaboration and co-creation of work with partners / 2nd CHAP meeting held / Advice provided to Luton Heritage / Public talks held to increase awareness and mobilise support and recruit volunteers	Final reporting delivered on Crossing Paths with History / Continued collaboration and co-creation of work with partners / Advice provided to Luton Heritage / HAM provisionally appointed as Trustee for Chiltern's Society / Public talks held to increase awareness and mobilise support / recruit volunteers	3rd CHAP meeting held / Continued collaboration and co-creation of work with partners / Advice provided to Luton Heritage / Public talks held to increase awareness and mobilise support / recruit volunteers
3.6.3	Heritage Advice	CNL team effectively advised on heritage aspects of activities with heritage being	Advice given to CNL team staff as required (e.g. FiPL, felling licences, projects) /	Advice given to CNL team staff as required (e.g. FiPL, felling licences,	Advice given to CNL team staff as required (e.g. FiPL, felling licences,	Advice given to CNL team staff as required (e.g. FiPL, felling licences, projects) /

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		more fully integrated into CNL work	Pro-active engagement on heritage issues that have arisen in CNL work	projects) / Pro-active engagement on heritage issues that have arisen in CNL work	projects) / Pro-active engagement on heritage issues that have arisen in CNL work	Pro-active engagement on heritage issues that have arisen in CNL work
3.6.4	Chalk, Cherries and Chairs	Increased awareness amongst walkers and others of the invisible archaeology and heritage through successful completion of Routes to Past and Chilterns Stories	Routes to the Past Nature Day in association with Chiltern Rangers held / Facts and Fairytales: The Story of Grim's Ditch book published / Artwork for 4 heritage trails commissioned and received / Interactive map of routeways data created	Interactive map of routeways created / Chair heritage trail launched	<i>No output this quarter – project finished</i>	<i>No output this quarter – project finished</i>
3.6.5	Smarter Water Catchment	Increased awareness of heritage and more people involved in understanding and enjoyment of the Chess Valley	Chess Valley Cultural Heritage Festival designed / Looking Beneath the Surface event held	Chess Valley Cultural Heritage Festival held / Digging for Gold(ingtons) project delivered (field school)	Spring to Life exhibition planned / Looking Beneath the Surface event held	Spring to Life exhibition held
3.7	Citizen Science					
3.7.1	Strategy Development	Increased capacity to address citizen science, with a clear and aligned understanding of what we want to achieve and how we are going to achieve this	Bid written and submitted for funding to support Citizen Science Co-ordinator (Tracking the Impact and other activities) / Advocacy work with JNCC continued to	Contract negotiations with funder completed  Recruitment undertaken for Citizen Science Co-ordinator / Advocacy	New Citizen Science Co-ordinator started / Strategy for development and use of citizen science across the organisation started / Advocacy work with	Strategy for use and development of citizen science across the organisation finalised and agreed / Funding bids to scale up citizen science identified and funders approached /



Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		through citizen science	further embed citizen science within policy, strategy and plans and to generate greater resource	work with JNCC continued to further embed citizen science within policy, strategy and plans and to generate greater resource	JNCC continued to further embed citizen science within policy, strategy and plans and to generate greater resource	Advocacy work with JNCC continued to further embed citizen science within policy, strategy and plans and to generate greater resource
3.7.2	Tracking the Impact (TTI)	Increased survey coverage, with more people trained and competent in survey methodology / species identification with more data available to enable more robust analysis	5th Year delivery under way including survey coverage and holding ID courses	5th Year delivery completed including survey coverage and holding ID courses / TTI Volunteer evaluation completed including production of case study document	All data entry completed and data analysis undertaken  Preparation for Year 6 started including volunteer recruitment  New Rebel Restoration funding (tbc) operationally set up	Volunteer feedback events held for Year 5  Preparation for Year 6 continued (booking on training courses and allocation of survey squares)
3.7.3	Chilterns Chalk Streams Project (CCSP)	Understanding the health of Chilterns Rivers through monitoring and increased with improved reporting and maintenance of early warning system	River Fly Hub Steering Group meeting held	River Fly Hub Steering Group meeting held / River Fly training workshop delivered	River Fly Hub Steering Group meeting held / River Fly Training workshop delivered / Mudspotter training workshop delivered / Mudspotter survey of South Chilterns streams started	River Fly Hub Steering Group meeting held / Mudspotter survey of South Chilterns streams completed / Citizen Science strategy for Chilterns Chalk Streams developed
3.7.4	Smarter Water Catchment (SWC)	Increased evidence to support future management actions within River Chess Catchment and	Citizen scientists supported to deliver work, including co-ordination of activities	Citizen scientists supported to deliver work, including co-ordination of activities	Work on citizen science monitoring data review and evidence data sets started / Citizen	Citizen science monitoring data reviewed and evidence data sets produced / Citizen scientists

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		increased engagement with communities through feedback with volunteers to maintain motivation and engagement			scientists supported to deliver work	supported to deliver work
3.8	Planning					
3.8.1	Planning Policy	Conservation and enhancement of the Chilterns National Landscape is appropriately embedded in local, regional and national planning policies	Proactive engagement undertaken with local planning authorities and government and responses submitted on relevant consultation	Proactive engagement undertaken with local planning authorities and government and responses submitted on relevant consultation	Proactive engagement undertaken with local planning authorities and government and responses submitted on relevant consultation	Proactive engagement undertaken with local planning authorities and government and responses submitted on relevant consultation
3.8.2	Development Management	Decisions made on planning applications and similar development or infrastructure proposals have sought to further the purpose of conserving and enhancing the Chilterns National Landscape	Timely responses submitted on relevant planning proposal consultations including participation in appeals where necessary	Timely responses submitted on relevant planning proposal consultations including participation in appeals where necessary	Timely responses submitted on relevant planning proposal consultations including participation in appeals where necessary	Timely responses submitted on relevant planning proposal consultations including participation in appeals where necessary
3.8.3	Planning Support	Planning decision makers and other planning and development-related stakeholders in the Chilterns National Landscape and its	Building on other work (Management Plan and Boundary Review) relationships strengthened with planning and development	Building on other work (Management Plan and Boundary Review) relationships strengthened with planning and development	Building on other work (Management Plan and Boundary Review) relationships strengthened with planning and development	Engagement continued through Planning Forum / Advice and support on the conservation and enhancement of the National Landscape

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		setting feel engaged with and informed about the context for the National Landscape and CCB's work and remit	stakeholders / Advice and support on the conservation and enhancement of the National Landscape through planning provided as requested / Published materials developed, improved and promoted as required Advice and support is provided as requested	stakeholders / Advice and support on the conservation and enhancement of the National Landscape through planning provided as requested / Published materials developed, improved and promoted as required Advice and support is provided as requested	stakeholders / Advice and support on the conservation and enhancement of the National Landscape through planning provided as requested / Published materials developed, improved and promoted as required Advice and support is provided as requested	through planning provided as requested  Published materials developed, improved and promoted as required
3.8.4	HS2 Review Planning	Decisions made on HS2 proposals and projects have sought to further the purpose of conserving and enhancing the Chilterns National Landscape and reflect the agreed Design Principles	Timely responses submitted on HS2 proposals and requests for information	Timely responses submitted on HS2 proposals and requests for information	Timely responses submitted on HS2 proposals and requests for information	Timely responses submitted on HS2 proposals and requests for information
3.8.5	Chalk, Cherries and Chairs (CCC)	Local communities have better access to information to support them in conserving and enhancing the natural landscape through access to a Planning Toolkit	Toolkit designed and uploaded to the website	Toolkit launched and promoted to relevant stakeholders	<i>No output this quarter - project finished</i>	<i>No output this quarter - project finished</i>
4. Increasing Understanding & Enjoyment of the National Landscape's Special Qualities (and Fostering Economic and Social Wellbeing)						

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
4.1	Core Strategy Development					
4.1.1	Strategy Development	CCB has a clearer strategic focus on understanding and enjoyment of the Chilterns National Landscape, especially in relation to EDI, access and engagement, with roles and ambitions clearly set out, increased resourcing and visibility in the Delivery and Management Plans	EDI projects (Instar youth engagement and Diversifying Citizen Science) commissioned, consultants contracted and work started and ongoing in line with agreed plans / Job description for North Chilterns Access and EDI Engagement Officer completed	Learnings and recommendations from Instar youth engagement and Diversifying Citizen Science work written up, shared and fed into the Management Plan / Write up of EDI Ambition Statement started / EDI Task & Finish Group reconvened / North Chilterns Access and EDI Engagement Officer in post / Work needed to define CNL team strategy around understanding and enjoyment of the Chilterns National Landscape undertaken	Potential funding opportunities for EDI work around North Chilterns (Collaborative Targeted Outreach Programme) identified and funders approached / EDI Ambition Statement delivered / CNL team strategy identified around understanding and enjoyment of the Chilterns National Landscape	Applications submitted (and funding secured where feasible in timeline) / Plans developed for EDI delivery for FY25-26 / CNL team strategy around understanding and enjoyment embedded into Management Plan
4.2	Access and EDI					
4.2.1	Defra Access Fund	Access and inclusion in the Chilterns improved with more diverse audiences able to enjoy the Chilterns	Monitoring and evaluation for FY23-24 undertaken and submitted / Access funding promoted in terms of what was done in FY23-24 and	Promotion of Access funding continued / CCB projects developed with funding identified / Projects approved and advised of	Promotion of Access funding continued / Some CCB projects delivered (or key elements delivered) / Projects approved and advised of	Final projects delivered / Collation of evidence for monitoring and evaluation undertaken

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
			meetings held to get more applications / CCB projects under development with applications for grant funding assessed / Projects approved and advised of approval / rejection with some projects supported, developed and delivered	approval or rejection with further projects supported, developed and delivered	approval / rejection and further projects supported, developed and delivered	
4.2.2	Walking Festival	Participants have increased their enjoyment and understanding of the Chilterns, businesses have benefitted and a strategic way forward for the Walking Festival agreed	May Walking Festival promoted and delivered with 500 people attending	Monitoring and evaluation completed for May Walking Festival with maximised communications and shared learning	Planning and strategic development for the 2025 Festival started, including development of EDI contacts	Planning and strategic development for the 2025 Festival continued, including development of EDI contacts
4.2.3	Information Provision and Promotion	Enhanced engagement with diverse audiences made possible through more accessible, innovative and high-quality information	Preparation started for development of improved accessible information (including existing information) collated	Preparation completed for development of improved accessible information (including existing information) collated	Accessible information developed and promoted including Grim's Ditch virtual tour / New online information for accessible walks developed for 8 countryside sites	Accessible information developed and promoted / New online information for accessible walks available online and promoted for 8 countryside sites
4.2.4	Partnership Projects	Partners are more engaged and projects are more integrated	Guidance provided to the commissioning of an accessibility brief	Continued guidance provided re work on 3 accessible	Continued guidance provided re work on 3 accessible	Grims Ditch virtual tour promoted / Citizen Science and Youth

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		and benefitting from additional knowledge and financial resources	for 3 accessible gateways and accessible walks / Guidance provided for development of work on the Grim's Ditch virtual tour, Diversifying Citizen Science, Instar Youth Engagement and lace-making collaboration / Oversight of New Shoots programme taken over	gateways and accessible walks/ Continued guidance provided for work on the Grim's Ditch virtual tour, Diversifying Citizen Science, Instar Youth Engagement and lace-making collaboration / All contractual paper work completed for New Shoots Annual Programme	gateways and accessible walks / Input provided to legacy work for CCC to ensure work is integrated into core CCB work where required / Continued oversight of New Shoots programme provided	Engagement outcomes and lessons learned shared and embedded into core work to enable scaling up and into business and management planning
4.2.5	Chalk, Cherries and Chairs (CCC)	Increased knowledge and understanding within CNL of how to more effectively diversify citizen science and make it more accessible and how youth can become more involved in the governance of the organisation / Improved access to the Chilterns National Landscape developed and greater understanding gained of how to use technology to facilitate	Tender documents developed for Diversifying Citizen Science, Grims Ditch Virtual tour with contractors appointed. Tender document developed for Youth Engagement work / Lace making walk arranged and held / School visits to museums and other teacher-led activity undertaken with learning activities available online / INSTAR contracted and have connected	Diversifying Citizen Science, Grims Ditch Virtual tour and Youth Engagement work completed and reported on / Understanding the Chilterns project closed down and completion report written / Experience days provided for youth groups and INSTAR report finalised and delivered (Diverse Engagement Working Group)	<i>No output this quarter – project finished</i>	<i>No output this quarter – project finished</i>

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		this / Teachers inspired to choose the Chilterns and local studies as a topic with students motivated to explore their local area / Students and families feel more connected to their heritage by being motivated to take part in local events / visit local museums	and have held some workshops with youth groups who have currently had minimal interaction with conservation (Diverse Engagement Working Group)			
4.2.6	Mend the Gap (MTG)	Better informed, more engaged and positive relationships developed with local communities	Community hub projects being delivered (GGEO website launched, South Stoke Community Use Garden opened) with set up and monitoring in place / Offer letters finalised (Cholsey PC and Pangbourne) / EDI access brief finalised for audits of MTG gateways / EDI schools landscape literacy project started / Co-collaboration to develop small grant projects, small grants programme monitoring	Community hub projects continuing to be delivered (GGEO, South Stoke, Cholsey PC and Pangbourne) with monitoring in place for all projects / EDI schools landscape literacy project proposals prepared / Co-collaboration to develop small grant projects, small grants programme monitoring and evaluation activity undertaken	Community hub projects continuing to be delivered (GGEO, South Stoke, Cholsey PC and Pangbourne) / EDI schools landscape literacy offer letters in place / Co-collaboration to develop small grant projects, small grants programme monitoring and evaluation activity undertaken	Community hub project completed (GGEO) / Projects continuing to be delivered (South Stoke, Cholsey PC and Pangbourne) / EDI schools landscape literacy enhancement projects delivered / Co-collaboration to develop small grant projects, small grants programme monitoring and evaluation activity undertaken

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
			and evaluation activity undertaken			
4.2.7	Smarter Water Catchment (SWC) and Chilterns Chalk Streams Project (CCSP)	Improved understanding of level of access and interpretation across chalk streams in the Chilterns	<i>No output this quarter</i>	<i>No output this quarter</i>	Review of access and interpretation on all chalk streams in the Chilterns and planning started (input into NBY)	Review of access and interpretation on all chalk streams in the Chilterns and plan produced (input into NBY)
4.3	Engagement					
4.3.1	Partnership Engagement	Better informed, engaged and positive relationships with partners who feel they are supported by and in turn support the CNL team	Joint projects developed and delivered	Joint projects developed and delivered	Joint projects developed and delivered	Joint projects developed and delivered
4.3.2	Nature Calling	Underserved targeted communities in Luton more involved in arts and local green spaces and Chilterns National Landscape	Advisory group established / Artist Information Days delivered / Artists and writers commission promoted with recruitment underway for artist(s)	Artist / writer appointed and started to engage with local communities	Community engagement continued / Creative outputs developed by artist	Community engagement continued / Further creative outputs developed by artist / Planning for May-Sep 2025 season Arts programme well advanced
4.3.3	Promoting Local Business and Partnerships	Businesses in the CNL and surrounding area are engaged and aware of opportunities to get involved in Festivals, collaborations and promotional opportunities	Support provided for Chilterns Tourism Network event held in June with a focus on Food, Drink and Leisure Trails	Continued business engagement and promotion provided as required	Support provided for autumn tourism networking event held	Continued business engagement and promotion provided as required



Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
4.3.4	Chalk, Cherries and Chairs	Increased awareness, understanding and connection of people to the landscape	Temporary exhibition in Wycombe Museum opened with interpretation panels displayed in High Wycombe town centre / Review of current oral histories undertaken with information digitised and transcribed / Script finalised for film, filming days completed and voiceover recorded displayed in High Wycombe town centre	Chair Festival held throughout July, evaluated and written up / Volunteer thank you outings and end of scheme celebration event held / Film produced including short clips for social media	No output this quarter – project finished	No output this quarter – project finished
4.4	Health and Wellbeing					
4.4.1	Health and Wellbeing	Health and wellbeing embedded in CNL team projects and activities	May Walking Festival held with a focus on health and wellbeing / CNL team participated in mental health awareness week	Strategic stakeholders identified and links developed as opportunities arise / Health and wellbeing promoted including the development of Defra Access funded project case studies	Strategic stakeholders identified and links developed as opportunities arise	Strategic stakeholders identified and links developed as opportunities arise
4.5	Volunteering					
4.5.1	New Shoots	16 young people (aged 14-18) have increased knowledge of and skills in conservation	Programme for current year set up and promoted with participants recruited	Species identification survey sessions delivered	Practical habitat management sessions delivered / Practical outings / sessions (e.g. to	Practical habitat management sessions delivered / Practical outings / sessions (e.g. to RSPB reserve, bird

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
					RSPB reserve, bird ringing demo) undertaken	ringing demo) undertaken
4.5.2	Chalk, Cherries and Chairs (CCC)	Improved partnership understanding of what motivates conservation volunteers and improves retention	Surveys sent out, focus groups held, data collected and analysed	Findings reported by CIB, an action planning workshop held with CCC stakeholders to explain their findings and research and final report delivered	No output this quarter - project finished	No output this quarter - project finished
<b>5. Inspiring Communications</b>						
5.1	<b>Strategy and Ways of Working</b>					
5.1.1	Communications Strategy	Increased and aligned understanding of comms goals as well as improved engagement and raised profile of CCB with more targeted and relevant comms for priority audiences	Audience research and mapping completed	Audience personas created	Communications strategy created and documented	Strategy being actively used including updated content plan for FY 25/26
5.1.2	Communications Ways of Working	More efficient ways of working embedded with the staff team more engaged and sharing more and with tools in place that staff can be directed to effectively	Plan for restructuring comms information developed	New structure established in Key Documents on Teams and comms folder restructured and files transferred from the F Drive	Comms toolkit created for staff team / Recharging document developed	Staff trained on new toolkit / Recharging document, completed, agreed and shared with team
5.2	<b>Communications Delivery</b>					
5.2.1	Strategic Communications (including Advice)	CNL team strategic work and views are effectively	Ad hoc unplanned comms support and strategic advice	Ad hoc unplanned comms support and strategic advice	Ad hoc unplanned comms support and strategic advice	Ad hoc unplanned comms support and strategic advice

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		communicated to identified target audiences, increasing understanding and impact of work	provided to staff team as required / Comms support provided to specific strategic and core delivery areas (inc Management Plan updates, Local Nature Recovery strategy)	provided to staff team as required / Comms support provided to specific strategic and core delivery areas (inc Red Kites and Nature Recovery Plan)	provided to staff team as required / Comms support provided to specific strategic and core delivery areas (inc Management Plan and Boundary Review updates, Nature Recovery Plan)	provided to staff team as required / Comms support provided to specific strategic and core delivery areas (inc Management Plan and Boundary Review updates, Nature Recovery Plan)
5.2.2	Ongoing Communications Delivery	CNL team work and views are effectively communicated to the general public, increasing understanding and impact of work	Social media posts, monthly newsletters blogs and website updates created and published with campaigns and PR delivered / Outstanding Chilterns Magazine published and distributed	Social media posts, monthly newsletters blogs and website updates created and published with campaigns /and PR delivered / Annual Review developed and published	Social media posts, monthly newsletters blogs and website updates created and published with campaigns and PR delivered / Planning for Outstanding Chilterns Magazine undertaken	Social media posts, monthly newsletters blogs and website updates created and published with campaigns and PR delivered / Outstanding Chilterns Magazine drafted
5.2.3	Project Communications (including Comms Advice)	Communication of project delivery is improved, especially where we have limited capability and the integrity of what is communicated externally is upheld	Plan completed and populated to identify resource to support projects / Support delivered to projects (inc Walking Festival promotion, FiPL, CCSP Misbourne and Hamble Brook CCC neighbourhood planning toolkit, Nature Calling and New Shoots)	Support delivered to projects (inc FiPL, Nature Calling, Access for All, SWC volunteer hub, and CCC neighbourhood planning toolkit and social media, MTG comms planning, CHAP and New Shoots)	Support delivered to projects (inc FiPL, Nature Calling, Access for All, CCC legacy, New Shoots and other tbc)	Support delivered to projects (inc FiPL, Nature Calling, Access for All, New Shoots and other tbc)

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
	Chalk, Cherries and Chairs (CCC)	Story, success and legacy of CCC communicated in a joined up way and signposting in place directing people to relevant channels	Website and social media channels maintained and newsletter published / Legacy planning started for web content	Website and social media channels maintained and newsletter published / Consultation with partners undertaken around web legacy and plan created / End of project film produced	Work to signpost people to legacy information completed and final report produced	No output this quarter - project finished
	Mend the Gap (MTG)	Clear and consistent messaging developed and disseminated that supports priorities of CNL and North Wessex Downs National Landscape	Website and social media maintained and copy produced for reports and articles / Comms plan developed / Instagram account set up / Hardwick Secondary School festival held / Visualisation proposals signed off	Website and social media maintained and copy produced for reports and articles / Comms plan agreed and operationalised / Draft visualisation completed / School surveys reports undertaken about what should be included in proposals	Website and social media maintained and copy produced for reports and articles / Visualisation tool signed off by Steering Group	Website and social media maintained and copy produced for reports and articles / Visualisation shared externally
	Smarter Water Catchment (SWC) / Chilterns Chalk Streams Project (CCSP)	Project work and issues impacting chalk stream health are promoted and awareness is raised / Awareness of water company campaigns is supported and awareness raised where appropriate, with key messages	CCSP annual report written, published and distributed / Annual River Fly report written, published and distributed to monitors / Quarterly newsletter written and published / Citizen science newsletter(s) written, published and	Quarterly newsletter written and published / Citizen science newsletter(s) written, published and distributed / Website, citizen science platform and social media channels maintained and updated	Quarterly newsletter written and published / Citizen science newsletter(s) written, published and distributed / Website, citizen science platform and social media channels maintained and updated	Quarterly newsletter written and published / Citizen science newsletter(s) written, published and distributed / Website, citizen science platform and social media channels maintained and updated

Ref	Delivery Area	Annual Outcome	Q1 Output	Q2 Output	Q3 Output	Q4 Output
		disseminated / Feedback to citizen science network to help ensure continued motivation and involvement	distributed / Website, citizen science platform and social media channels maintained and updated			
	Chilterns Heritage and Archaeology Partnership (CHAP)	Increased awareness amongst interested parties of CHAP activity	Quarterly newsletter published and disseminated	Quarterly newsletter published and disseminated	Quarterly newsletter published and disseminated	Quarterly newsletter published and disseminated
5.3	Brand and Profile					
5.3.1	Brand and Profile	Improved recognition of brand and profile with clearer identification of plan to improve sponsorship, advertising and merchandising along with better ability to manage reputation going forward	Research undertaken and first drafts produced around sponsorship, advertising and merchandising offering	Required approvals gained from the Senior Management Team and Executive Committee / Board for proposed sponsorship, advertising and merchandising offering	Research undertaken and first draft produced around a crisis comms plan / Requirement for increased sponsorship and advertising as part of Outstanding Magazine planning identified	Required approvals gained from SMT, ExCo and Board for proposed crisis communications plan
5.4	Internal Communications					
5.4.1	Internal Communications	CNL team more effectively engaged with improved communication	Areas for improvement identified	Specific activities and processes to implement, tools/platforms required and costs explored	Draft plan/strategy developed	Strategy approved

**Glossary**

BBOWT = Berkshire, Buckinghamshire and Oxfordshire Wildlife Trust

CCC= Chalk, Cherries and Chairs

CCSP = Chilterns Chalk Stream Project

CHAP = Chilterns Heritage and Archaeology Partnership

CIB = Community Impact Bucks

CNL = Chilterns National Landscape

CS = Chilterns Society

ExCo = Executive Committee

FiPL = Farming in Protected Landscapes

HAM = Heritage and Archaeology Manager

HE = Historic England

I&E = Income and Expenditure

MTG = Mend the Gap

NE = Natural England

NLHF = National Lottery Heritage Fund

NWDNL = North Wessex Downs National Landscape

SMT = Senior Management Team

SWC = Smarter Water Catchment

TTI = Tracking the Impact