



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

**15<sup>th</sup> January 2020 at 10.00am**

**Chilterns Conservation Board  
The Lodge, Station Road, Chinnor OX39 4HA**

**Agenda**

1. Apologies
2. Declaration of Interest
3. Minutes of Previous Meeting (18.09.19)
4. Matters Arising
5. Public Question Time
6. Finance Report
7. Pension Scheme
8. Business Plan 2020-21
9. Draft Budget 2020-21
10. Partnership Development
11. Review of Risk Register
13. A.O.B

**Future Meetings:**

<u>Full Board</u>	26 <sup>th</sup> February 2020
	17 <sup>th</sup> June (and AGM) 2020
	21 <sup>st</sup> October 2020
<u>Executive Committee</u>	6 <sup>th</sup> May 2020
	23 <sup>rd</sup> September 2020
<u>Planning Committee</u>	20 <sup>th</sup> November 2019
	4 <sup>th</sup> March 2020
	15 <sup>th</sup> July 2020
	18 <sup>th</sup> November 2020



**MINUTES OF THE ORDINARY MEETING OF THE EXECUTIVE COMMITTEE HELD ON  
Wednesday 18<sup>th</sup> September 2019 at the offices of the Board, The Lodge, 90 Station  
Road, Chinnor OX39 4HA commencing at 10.00 am**

Present:

Alison Doggett	Board Member
Cllr John Griffin	Board Member
Cllr Charles Hussey	Board Member
Cllr Lynn Lloyd	Board Member
John Nicholls	Board Member
Paul Mains	Board Member
Prof. Ray Payne	Board Member
Cllr Ian Reay	Board Member, Chairman

In attendance:

Dr Elaine King	CCB Chief Executive Officer
Graham Hurst	CCB Finance Officer
John Shaw	New Secretary of State Appointee to the Board

Deirdre Hansen	Clerk to the Board
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The CEO welcomed all present and opened the meeting.

**19/20.1 Election of Chairman**

Ian Reay was unanimously elected Chairman of the Executive Committee for the ensuing year and took the chair.

**19/20.2 Apologies for absence.**

Apologies for absence were received and accepted from Cllr Bill Bendyshe-Brown.

**19/20.3 Declarations of interest**

None.

**19/20.4 Minutes of the previous meeting**

The minutes of the meeting of 22<sup>nd</sup> May 2019 were approved and signed by the Chairman as a true record after the following corrections:

- 19/20.35 Future Partnership working: first paragraph 'off course' was amended to 'of course'.

- 19/20.37 Any Other Business: 'Grays Court' was amended to 'Greys Court'

### **19/20.5 Matters arising**

The Chairman had looked at the Governance paper and noted that there will be some minor changes at the next AGM.

### **19/20.6 Public Question Time**

The Chairman welcomed John Shaw to the meeting as the new Secretary of State Appointee to the Board.

The members introduced themselves and John Shaw introduced himself and gave a bit of background. John is the MD of Chiltern Rangers.

### **19/20.7 Finance Report**

The Finance Officer had circulated a financial report to the Committee on the financial position for the first four months of the new financial year 2019-20. He went through the figures and reported that the lower than anticipated loss was due to externally generated income as fees and interest were higher than expected.

The Finance Officer reported that the finances are under control and that he continues to budget cautiously.

1. Expenditure shows a small deficit of £1,367 over income, which is less than had been expected.
2. Core income has been more than expected due partly to the cautious view in Local Authority contributions when setting our budget.
3. Our largest project to date is the GWR (Great Western Railway) project, which comprises AONB enhancements in the Great Western Rail corridor (Reading to Didcot). The income has been received in advance. This project is in its early stages and has a duration of several years.

It was acknowledged that the North Wessex Downs AONB, which is also part of the GWR project, has requested that the CCB hold the GWR funds.

4. The Finance Officer highlighted the issues caused by the external auditors' use of s151 (financial administration) Local Government Act 1972 when examining the CCB's annual accounts. This required the CCB to keep accounts of income and expenditure of the general fund (S23 The Chilterns Area of Outstanding Natural Beauty (Establishment of the Conservation Board) Order 2004).

The Board's income is frequently not received in line with expenditure, especially large sums. By not using commercial accounting practices this can and will create financial misleading figures. They do not assist in the proper management of the business, the budgets and ultimately the accounts.

The Finance Officer has established the use of commercial accounting practices to enable prudent (financial) management of the business. By *reporting the Annual Governance and Accountability Return (AGAR), which we have to complete with Local Authorities, Internal Drainage Boards and other smaller authorities where the higher gross income or expenditure exceeded £25,000, but did not exceed £6.5m*, we will show year on year widely varying results with at times extreme variations, we will at times give a completely misleading statement to the outside world.

The Committee agreed to support the Finance Officer in seeking a clear understanding with the external auditors to enable the CCB to present its financial statement in a responsible and comprehensive way as well as complying with the regulations.

5. It was noted that discussion of the grant funding agreement with Defra is on-going and the Committee agreed to some further amendments.

Future funding once the Buckinghamshire Unitary Authority has been established was discussed. The risk is that five authorities becoming one may result in a reduced contribution to the CCB overall.

Paul Mains offered to assist with progressing at least a status quo in Buckinghamshire's total funding.

6. Appropriate insurance cover was discussed in the context of increasing income and staff numbers. The Finance Officer is discussing this with our insurers to ensure we have appropriate cover.

The Committee discussed the financial report and future funding implications.

- 1. The Committee NOTED the financial results and report for the four-month period to July 2019.**

### **19/20.8 Review of Treasury Management**

The Finance Officer reported that the Chartered Institute of Public Finance and Accountancy deem it good practice to annually review Treasury Management Strategy. This is done in September.

The Finance Officer gave details on the CCB's holding of funds, ensuring the best rates of return with the lowest risk. The Executive Committee agreed to maintain its strategy of using UK deposit accounts, maximising return with a low risk approach.

The Finance Officer will maintain his approach to search for higher returns without risking capital.

Treasury Management procedures and review were discussed.

- 1. The Committee AGREED to continue to maximise interest received from deposit accounts where the risk of losing capital is minimised.**
- 2. The Committee AGREED to review the Treasury Management procedures and if required bring the matter to a future meeting.**

### **19/20.9 Banking arrangements**

The Finance Officer requested that the CCB's banking procedures be updated with the departure of Sue Holden and the appointment of Dr Elaine King as CEO.

**1. The Committee AUTHORISED the Finance Officer to add Dr Elaine King to the CCB banking mandate and remove Sue Holden.**

**19/20.10 HR Advisory Group**

The Vice-Chairman brought to the Committee a proposal to establish a HR advisory Group. He had provided members with the objectives, outputs currently anticipated and the membership framework of the HR Advisory Group.

It was emphasised that the HR Advisory Group does not have any decision-making authority.

The initial members of the HR Advisory Group will be Ray Payne, Paul Mainds, Lynn Lloyd, John Nicholls, with a vacancy to be filled by a Board member and two co-opted members, the CCB's CEO and the HR adviser.

The Committee discussed the proposal.

**1. The Committee AGREED that a HR Advisory Group should be established.**

**19/20.11 GWR Project update**

The CEO updated members and sought comment on governance, project planning, recruitment and financial arrangements for the GWR project.

The Committee recognised the scale of this project, being the single largest that the CCB has yet undertaken and lasting over several years with potentially many partners. As such it is considered by the Committee to be more a programme of work, rather than a single project to be delivered.

The Committee discussed the outline programme as far as possible and it was acknowledged that the programme needs to comply with established CCB governance and staffing arrangements. Terms of reference, an appropriate structure and a project planning programme, that is able to deliver on this large scale, flagship programme, needs to be established.

This will be an excellent opportunity for the CCB to demonstrate the value of partnership working. It was agreed that templates are available for many of the documentation required, which could be adapted and used. The programme should provide valuable development opportunities for CCB staff.

The Planning Officer was congratulated on her successful achievement in gaining this large funding to mitigate the damage done by the GWR electrification.

**1. The Committee COMMENTED and PROVIDED guidance on current governance, financial and project planning arrangements for the GWR project.**

**19/20.12 Farm Clusters**

The Finance Officer requested approval for the CCB facilitating and administering the activities of two local farm clusters. He provided administrative details.

- 1. The Committee APPROVED the CCB entering into an agreement to facilitate local farm clusters and to undertake the relevant administration.**

**19/20.13 Any Other Business**

1. The Chilterns Woodlands Project.  
The Vice-Chairman had been asked by the former CCB Chief Officer to undertake an audit of this project.  
The aim of the Chiltern Woodlands Project is to promote and encourage the sensitive and sustainable management of Chiltern woodlands in order to protect the landscape of the Chilterns and maintain and enhance its biodiversity. The Project was started in 1989 and is now an independent charity. The sole member of staff is hosted in the Chilterns Conservation Board.  
The audit showed the business is unsustainable.  
The project has some funds and valuable intangible assets. Following the audit, the Trustees of Chilterns Woodlands have agreed to wind up the project.
2. The CEO reported on a visit to the Museum for English Rural Life (Reading) and the Henley River and Rowing Museum. Both have offered their meeting and exhibition facilities for use by the CCB and are keen to explore closer working.

**Next meeting: Wednesday 15<sup>th</sup> January 2020 at 10.00 am at the offices of the Board in Chinnor.**

The Chairman.....

Date.....

**Item 6** **Finance Report****Author:** Graham Hurst, Finance Officer**Summary:** At November 2019 the CCB is showing a net deficit of £13,793 in respect of Core and Project activities**Purpose of Report:** To update members of the Board with the CCB financial position to the end of November.**Background**

1. The 8 months to November show a net position of £13,793 deficit but the forecast full year position is a surplus of £1,020.
2. Core income is higher than budgeted as we took a conservative view on receipts from local authority contributions and interest received.
3. Core expenditure is under budget as certain budgets are yet to be spent.
4. Consequently, the CCB has a Core surplus of £13,615 at November. This surplus is predicted to be £23,045 at the end of the Financial year and will be used to provide the CCB's contribution to projects. The projected net surplus is forecast of £1020.
5. Major project income and expenditure, as previously reported, is more irregular regarding certainty and timing. At November projects are showing a deficit of £27,408 but are expected to return to budget and the predicted outcome at the end of the year represents the CCB's commitment to the project.

**Recommendations**

1. **To note the current financial position based upon the budget and projected outturn for the financial year.**

Chiltern Conservation Board  Finance Report Year to 31 March 2019	2019/20		
	8 months Budget	8 Months to November 2019	Projected outcome 2019/20
	£	£	£
<b>Income</b>			
<b>Public Sector</b>			
Defra	294677	294677	442015
Local Authorities	66667	73907	105234
	361343	368583	547249
<b>External income</b>	15667	20767	26000
<b>Core Income</b>	<b>377010</b>	<b>389350</b>	<b>573249</b>
<b>Expenditure</b>			
Employment	260640	282201	391000
Members' Allowances	8067	6580	12000
Premises	23333	25334	35000
Office Costs	8667	10140	13000
IT	9000	8606	13500
Finance	8667	6675	13000
Engagement	3333	0	5000
Special Projects	3333	0	5000
Planning Consultancy	6400	6000	9200
Monitoring and Evidence	6667	0	10000
Outstanding Chilterns mag.	4667	10780	12000
Website	3333	0	5000
Insurance	3833	4331	4350
Travel	2333	2488	4000
Personnel	2350	1276	3500
National AONB	2000	2619	3000
Other costs centres < £3000 budget	10083	8706	11654
<b>Core Expenditure</b>	<b>366706</b>	<b>375735</b>	<b>550204</b>
<b>Core Net income / (expenditure)</b>	<b>10304</b>	<b>13615</b>	<b>23045</b>
<b>Major Projects</b>			
<b>Chalk Streams</b>			
Income	36667	27116	55000
Expenditure	40000	35922	60000
Net	-3333	-8806	-5000
<b>Chilterns Woodlands contribution</b>	-3333	-3333	-5000
<b>Hillforts Delivery</b>			
Income	184333	196165	276500
Expenditure	188683	218957	283025
Net	-4350	-22792	-6525
<b>Chalk Cherries Chairs</b>			
Income	282300	128862	423450
Expenditure	283967	109083	425950
Net	-1667	19779	-2500
<b>HS2</b>			
Income	3333	20900	12000
Expenditure	3333	20900	12000
Net	0	0	0
<b>Chiltern Walking / Food Festival</b>			
Income	7777	4600	11665
Expenditure	7777	10919	11665
Net	0	-6318	0
<b>North Chilterns</b>			
Income	0	0	0
Expenditure	2000	903	3000
Net	-2000	-903	-3000
<b>National Rail</b>			
Income	500000	0	10000
Expenditure	500000	5034	10000
Net	0	-5034	0
<b>Project Net income / (expenditure)</b>	<b>-14683</b>	<b>-27408</b>	<b>-22025</b>
<b>Total Net Income (Expenditure)</b>	<b>-4379</b>	<b>-13793</b>	<b>1020</b>
<b>Grand total income</b>	891420	766994	1351864
<b>Grand total expenditure</b>	895799	780787	1350844
<b>Grand total net</b>	<b>-4379</b>	<b>-13793</b>	<b>1020</b>



**Item 7**                      **Pension Scheme****Author:**                      Graham Hurst, Finance Officer**Summary:**                      A Report into the administration and finances of the CCB Pension scheme.**Purpose of the Report:**      To inform members of the requirements of the scheme and whether action is required regarding its deficit**Background**

1. The CCB yearend financial statements include a liability for Pensions under Financial Reporting Standard 102 (FRS 102). At 31 March 2019 this figure was £1,100,000. The 2018 and 2017 year end figures were £1,016,000 and £1,109,000 respectively.
2. Members have expressed concern over the size of this liability, how it affects the CCB finances and CCB pensioners.
3. The paper also considers any action that the Members should be taking to mitigate this liability.

**Regulations**

1. The CCB operate a pension scheme which is part of the Local Government Pension Scheme (LGPS) and is open to all employees of the CCB.
2. The scheme is administered by Buckinghamshire County Council, being one of 260 schemes that they administer.
3. The CCB is **required** to provide a pension scheme by virtue of the Local Government Pension Scheme Regulations 2013. This Act lists Scheduled Bodies that are required to offer a LGPS. Conservation Bodies established under S86 of the Countryside and Rights of Way Act 2000 (CROW) are classified as a Scheduled Body. The CCB was established under S86 of CROW.

**31 March 2019 Triannual valuation**

1. The Draft 31 March Triannual valuation was received on 11 December and sets out the current valuation of the scheme and contribution rates for the next 3 years: 2020/21, 2021/22 and 2022/23.
2. A copy of the valuation will be available to members at the meeting.
3. The valuation uses various assumptions to calculate the net present value the fund and compare it to the future and net present obligations of the fund. These assumptions change each valuation eg Discount rates, inflation, yields, mortality rates etc.
4. At 31 March 2019 the Actuary's preliminary results show that the Pension scheme values assets at £2,032,000 and obligations to active, deferred and

retired members of the scheme at £1,919,000. The Scheme is therefore in surplus by £113,000 ie 105.9% funded.

5. The Actuaries have certified the future employer's contribution rates as follows:
  - 2020/21 15.9%
  - 2021/22 17.1%
  - 2022/23 18.4%
6. The CCB's current contribution rate is 14.7%.
7. The future contributions are calculated to maintain the Pensions scheme 100% funded.

### **FRS102 Liability**

1. The FRS102 liability calculated by the Actuary at 31 March 2019 and as previously noted was £1,100,000.
2. There is a £1,213,000 turnaround from the FRS102 valuation to the 2019 Triannual valuation.
3. The differences between valuations are still being investigated as the Actuary's final triannual report is still to be received, but the FRS102 report states that it is not possible to assess the value of liabilities at the year-end without completing a full valuation.
4. The Actuary, in calculating the FRS 102 net liability, rolls forward data from the previous full valuation (2016).
5. The FRS 102 data assumed that the CCB had nine active scheme members, five deferred members and two pensioners. A total of 16 scheme members (2016 data).
6. The 2019 Triannual valuation replaced the rolled forward data with the actual data and updated it for the changes in the assumptions. The scheme has 25 members of which 14 are active, nine deferred and two receiving a pension.
7. The data held by the Actuary is correct in respect of members, payroll, contributions etc so the changes from using the corrected data appear to have reversed the apparent net deficit.

### **Action required**

1. The Finance Officer to continue to investigate the Pension scheme finances once the final Actuary's report has been received.
2. The Actuary's certified contributions to be applied to the payroll from 1 April 2020.

### **Recommendation**

1. **To note the current findings.**

**Item 8    Business Plan 2020-21**

<b>Author:</b>	Claire Readey, Development & Funding Manager
<b>Summary:</b>	The Business Plan sets out the priorities for the staff team of the Chilterns Conservation Board during 2020-21.
<b>Purpose of Report:</b>	This paper introduces the draft business plan & budget for the Chilterns Conservation Board for financial year 2020-21. The Executive Committee is asked to discuss and agree the plan.

**Background**

The Business Plan is a summary of the CCB's work for the financial year 2020-21. We take a lead from the Management Plan and its new set of objectives but the Management Plan is a partnership plan, of aspirations and ambitions, rather than a CCB activity plan.

The draft business plan follows this cover paper. The plan links to the Budget for 2020-21, presented as Item 9 at this meeting and to the Risk Register, presented as item 11.

The plan will be sent to DEFRA at the end of January as part of the claim for our core grant. One measure of our effectiveness is the 'return' achieved for this core grant. If project delivery proceeds as predicted, 2020-21 total income and expenditure will exceed £2.15 million giving a significant increase in the 'return' achieved on core grant.

**External Environment**

There are significant events in the external environment which have potential implications for the CCB. The Government's Landscapes Review, the design of post-Brexit land management support, an Agriculture Bill and an Environment Bill all create potential change and potential opportunities. At the time of writing the drafting plan we are not in a position to assess the implications, but it is crucial that we plan activities which will position us for taking advantage of all opportunities that arise.

Page 2 of the plan gives a summary of key external factors.

**Highlights**

Priorities are highlighted for 2020-21 and a set of key activities, in functional areas, which the staff team will deliver.

The most important priority for the CCB in the first quarter of the new business plan year is to progress the new partnership approach.

We continue to lead on an incredible suite of projects, which ensure the CCB scales up its impact on conservation and engagement, working collaboratively with a significant number of partners who contribute expertise, effort and resources.

The Chalk Cherries and Chairs Landscape Partnership Scheme is a significant addition to our work and represents a very positive step in delivering landscape conservation and engaging communities in the Chilterns. We will also see an increase in activity from Beacons of the Past project and from the Chilterns Chalk Streams Project, which is starting to deliver a new and ambitious five-year plan.

We expect to hear from the National Lottery Heritage Fund by the end of March on the North Chilterns Chalkscapes project application (Chalkscapes). This project offers an amazing opportunity to Luton and its surrounds.

During 2020-21, we will seek to develop a longer-term Business Planning framework to enable us to set longer-term organisational priorities which contribute to the delivery of the Management Plan.

**Recommendation**

- 1. The Executive Committee is asked to discuss and approve the Business Plan 2020-21.**

**Item 9**                                **Draft Budget 2020-21****Author:**                                Graham Hurst, Finance Officer**Summary:**                                A draft budget for 2020/2021**Purpose of Report:**                        To present a draft budget for 2020/2021 for consideration and recommendation to the Board.**Background**

1. The draft budget for the financial year 2020/2021 is attached to this report. The projected outturn for 2019/2020 is noted for information.
2. Core Income for 2020/2021 is projected to be £550,420. This comprises Public sector income (DEFRA and Local Authorities) together with external income generated by the CCB from fees, sale of merchandise etc. The current DEFRA arrangements end 31 March 2020 and as of mid-December 2019 we do not know what the new arrangements will be, although a reduction is not expected. The new Buckinghamshire unitary authority changes also take place 1 April 2020 and for budget purposes we are not expecting a reduction in income.
3. Core Expenditure is budgeted for 2020/2021 at £534,940 compared to a 2019/2020 expected outturn of £550,204. Budgeted expenditure has generally been reduced where possible but revisited once we have visibility of income. Note this budget does include the new employer pension contribution rate of 15.9%.
4. The CCB is budgeting a 2020/2021 core surplus of £15,490. Net project expenditure is budgeted as £28,750 resulting in a net deficit of £13,260. This net deficit takes into account the CCB contribution to underwriting projects should external funding fall short.
5. The Budget matches income and expenditure to the periods when it was earned or expended as this gives a more meaningful analysis of the CCB finances. Although the matching concept is a generally accepted accounting principle it is contrary to Local authority accounting rules which accounts for income and expenditure when it is received or paid no matter what period it relates to.

**Recommendation**

1. **To consider the budget for 2020/21 and recommend its adoption to the Board.**

<b>Chiltern Conservation Board</b>		
<b>Budget 2020-21</b>	Projected to 31 March 2020	<b>2020-21 Annual Budget</b>
	£	£
<b>Income</b>		
Public Sector	547249	<b>548000</b>
External income	26000	<b>2420</b>
<b>Core Income</b>	<b>573249</b>	<b>550420</b>
<b>Expenditure</b>		
Employment and staff costs	391000	<b>390000</b>
Members' Allowances	12000	<b>12000</b>
Premises	35000	<b>34600</b>
Office Costs	13000	<b>13200</b>
IT	13500	<b>16100</b>
Finance	13000	<b>12735</b>
Engagement budget	5000	<b>5000</b>
Farm Projects	5000	<b>5000</b>
Planning Consultancy	9200	<b>9000</b>
Monitoring and Evidence	10000	<b>7000</b>
Outstanding Chilterns mag.	12000	<b>7500</b>
Website	5000	<b>7000</b>
Insurance	4350	<b>4830</b>
Travel	4000	<b>3750</b>
Personnel	3500	<b>2500</b>
National AONB	3000	<b>2750</b>
Other costs centres < £2500 budget	11654	<b>1965</b>
<b>Core Expenditure</b>	<b>550204</b>	<b>534930</b>
<b>Core Net income / (expenditure)</b>	<b>23045</b>	<b>15490</b>
<b>Project Net income / (expenditure)</b>	<b>-22025</b>	<b>-28750</b>
<b>Total Net Income (Expenditure)</b>	<b>1020</b>	<b>-13260</b>
<b>Grand total income</b>	1351864	<b>2152870</b>
<b>Grand total expenditure</b>	1350844	<b>2166130</b>
<b>Grand total net</b>	<b>1020</b>	<b>-13260</b>

## Item 10 Partnership Development

**Authors:** Kath Daly, Countryside Officer  
Elaine King, CEO

**Summary:** Effective partnership working is crucial to the successful delivery of the AONB Management Plan. The Partner event convened by the CCB on 10<sup>th</sup> October brought together key stakeholders and identified priorities for improved collaboration. We are now developing proposals to create a new Chilterns Partnership to take forward the priorities identified.

**Purpose of Report:** For information. To update members on progress and proposals for partnership development.

### Background

1. The Executive Committee has previously discussed the need for strengthened working at a strategic level with key stakeholders who are not currently represented on the Board, including environmental NGOs and Defra agencies.
2. The Management Plan recognises the need for ‘a strong partnership to deliver the Chilterns AONB Management Plan working together in the best interests of the area, its environment, communities, economy and visitors.’ (General Policy 3).
3. The partner event ‘Taking Action for the Chilterns’ was held at the Boxmoor Trust, on 10<sup>th</sup> October and brought together 60 individuals from over 40 organisations. The event marked the launch of the AONB Management Plan and a call to action for collaborative action to deliver the Plan’s objectives.

We discussed the need and opportunities for more and better collaboration in relation to 12 themes. A summary report of the event and key messages has been published on our website [here](#). Planning and Development was covered separately at the Planning Forum was not explicitly included in the discussion topics at the event.

The event was facilitated by John Waxman from Squeezy Media Ltd who provided a draft summary report and a series of recommendations for next steps. These have helped to inform the proposals below.

4. Emerging priority themes for collaboration include:
  - i. Nature’s recovery & climate change
  - ii. Widening public engagement<sup>1</sup>
  - iii. Visitor management & sustainable tourism
  - iv. Historic landscapes – understanding their relevance today
  - v. Shared advocacy and communications
  - vi. Monitoring, evaluation and research
  - vii. National Park Status - exploring options and building support.

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<sup>1</sup> Includes diversity and inclusion; volunteer support and development; health and well-being

## **Next Steps**

5. We will establish a 'Chilterns Partnership', hosted by the CCB with a Core Group drawn from key stakeholders. The Core Group will set up task and finish working groups.
6. The role of the Core Group will be to set overall direction of the partnership and establish a range of working groups.

The overall purpose will be two-fold: i) to drive forward delivery of the Management Plan and ii) to explore options and build support for National Park Status.

7. The role of the working groups will be to explore and/or address specific issues and identify and report back on priority actions to tackle those issues.
8. The intention is for a light touch approach. We seek to engage and enthuse partners, to build increased focus on the Chilterns and to embed the Management Plan objectives into their strategic plans.

The impact of the Chilterns Partnership will be realised through the power and influence of partners working collaboratively, rather than through a formal arrangements and obligations.

9. We will draft a simple Memorandum of Understanding (MoU) - setting out expectations on both sides - along with a Terms of Reference.
10. The Core Group will consist primarily of senior members of staff from organisations that are influential across multiple priority themes. It will be limited to a maximum of around 12 members. Membership will not be set in stone - representation on the group will change over time to suit changing needs and priorities. All Core Group members will have the seniority to make decisions and commitments on behalf of their respective organisations.
11. We envisage each working group will have a Core Group sponsor and be populated by practitioners from relevant organisations that have signed up to the partnership. Working groups will be task and finish groups and will report back to the Core Group.
12. Priority actions from the working groups will be brought together to form a Chilterns Partnership Delivery Plan.
13. An Annual Partnership Forum will be held in October 2020, and each year thereafter, to help forge the Partnership and provide an opportunity to celebrate success, share ideas and identify solutions to shared challenges. In 2020 this event is scheduled for 15 October.
14. Invitations to potential members of the Core Group will be issued in early in the New Year with a view to the first meeting taking place in February 2020.

## **Recommendation**

1. **Executive Committee members are asked to note the proposals.**



## Chilterns Conservation Board Risk Register

<i>Last Updated:</i>	January 2019
<i>Revisions:</i>	
<i>Approved:</i>	January 2019
<i>Next Executive Review:</i>	January 2020

### Risk Management Process

Risk management comprises two separate activities: risk identification and evaluation, and management of the risk.

The first step is to identify the risks facing the Board. Each risk is then evaluated by assessing both its likelihood and its impact on a scale of 1 to 4. The two scores are then multiplied to give an overall risk score. Highest scores are classified as red risks, with lower scores classified as amber or green as appropriate and as per the table below.

The next step is to manage each risk by identifying a suitable response and the risk score adjusted. There are four possible responses:

- transfer it (e.g. insurance)
- tolerate it (accept the risk)
- remove it (discontinue the activity that gives rise to the risk)
- treat or reduce it (take action to control it)

### Risk Scoring

	<b>4 Very High</b>	<b>3 High</b>	<b>2 Medium</b>	<b>1 Low</b>
<b>4 DISASTER</b> Significant service failure / total loss of public confidence / fatality / major financial crisis.	RED	RED	RED	AMBER
<b>3 MAJOR</b> Significant service disruption / serious public criticism / serious injury / large financial cost.	RED	RED	AMBER	GREEN
<b>2 NOTICEABLE</b> Some service delivery disruption / reduced public confidence / minor injury / unplanned financial cost.	RED	AMBER	AMBER	GREEN
<b>1 MINIMAL</b> Minor service delivery disruption / adverse public comment / no injury / low financial cost	AMBER	GREEN	GREEN	GREEN

No	Area	Description	Assessment – NO controls in place			Control Measures	Responsibility	Assessment – WITH controls in place		
			Likelihood	Impact	Score			Likelihood	Impact	Score
<b>1. REPUTATION: Any action or inaction that could damage the profile and status of the Board</b>										
1a	Reputation	Withdrawal of key partners such as local authorities due to funding and other pressures	3	3	9	Board Members to ensure profile of AONB and CCB within local authorities Involvement of all partners in AONB Management Plan Review	Board Members Chief Officer	2	3	6
1b	Reputation	Loss of reputation due to scandal / impropriety.	1	3	3	Clear financial procedures and controls in place Qualified Comms Officer in post	Chairman Chief Officer Deputy MO	1	2	2
<b>2. PERFORMANCE: Failure to deliver sufficient impact</b>										
2a	Performance	Lack of strategy and plan to create a sustainable future and deliver on duties.	1	4	4	Regular consideration at Board and Executive Committee. Robust Business Plan process. Commitment to 5 year Management Plan	Executive Committee Chief Officer Chief Officer	1	3	3
2b	Performance	Poor working relationship with Defra or funding partners	1	3	3	Regular liaison at Chairman and Chief Officer level. Board Members to ensure profile of AONB and CCB within local authorities	Chairman Board Members	1	2	2
2d	Performance	Lack of staff capacity or capability Lack of expertise e.g. landscape architecture	3	4	12	Effective recruitment process to replace CEO Effective use of personal and performance development system, annual objectives Clear prioritisation in business plan Professional support from contractors: HR, legal, IT	Chief Officer	2	2	4

No	Area	Description	Assessment – NO controls in place			Control Measures	Responsibility	Assessment – WITH controls in place		
			Likelihood	Impact	Score			Likelihood	Impact	Score
						Strong project management in place				
2e	Performance	Insufficient board contributions or attendance	2	4	8	Regular board reviews Board member knowledge sessions (2-3 per year)	Chair Chief Officer	1	2	2
2f	Performance	Failure of IT Systems Breach in data security/hacking	2	3	6	Contract with IT maintenance company. Effective back up system	Admin/office manager Admin/office manager	1	3	3
2g	H & S	Accidents to staff member, volunteer or contractor Lone-working of staff members Failure of electrical equipment.	2	4	8	All staff to read H & S policy and ensure volunteers and contractors are aware of it Lone-working system – use of public calendars, emergency contacts Annual check of electrical equipment Annual fire risk assessment	Chief Officer Admin/office manager Admin/office manager Admin/office manager	1	3	3
2h	Safeguarding	Harm to members of public especially children and at-risk adults	2	4	8	Ensure staff are aware of safeguarding issues and new Safeguarding Policy	Chief Officer	1	3	3
<b>3. FINANCIAL: Weaknesses of planning, control and monitoring; lack of resources</b>										
3a	Financial	Reduced resources due to Defra and local authority grant allocations reducing, or due to HLF reducing funding to landscape initiatives.	3	4	12	Detailed scrutiny of planned spend and income generation Board Members to ensure profile of AONB and CCB within local authorities Build evidence and 'return', make strong case for support to DEFRA and local authorities.	Executive Committee Board Members Chief Officer	2	3	6

No	Area	Description	Assessment – NO controls in place			Control Measures	Responsibility	Assessment – WITH controls in place		
			Likelihood	Impact	Score			Likelihood	Impact	Score
3b	Financial	Insufficient resources to cover cashflow needs, emergencies and to invest in development	2	4	8	Effective management of reserves, including maintenance of minimum operational and contingency reserve Clear business cases for investments	Chief Officer & Finance Officer	1	3	3
3c	Financial	Poor planning, control and monitoring	2	3	6	Preparation of medium term financial plan & scenarios Scrutiny of annual budget to match costs with resources Adequate resources for the repair and renewal of assets Review budget monitoring reports on a regular basis	Executive Committee Chief Officer Finance Officer	1	2	2
3d	Financial	Failure to pay salaries and allowances to staff and members	2	3	6	Sage payroll operated in-house Both Finance Officer and Administration Officer conversant with procedures	Finance Officer Admin/office manager	1	3	3
3e	Financial	Failure to manage cash flow effectively	3	3	9	Treasury Management Policy in place Production of cash flow forecasts Expenditure controls	Finance Officer	1	3	3
<b>4. GOVERNANCE: Failure to operate as an effective and efficient body; failure to act legally</b>										
4a	Governance	Failure to comply with corporate governance requirements and legal obligations, including employment law, H & S law etc	2	2	4	Updated governance document & Code of Conduct in place Appointment of Monitoring & Deputy Monitoring Officer Appointment of Section 151 Officer	Executive Committee & Chief Officer	1	2	2

No	Area	Description	Assessment – NO controls in place			Control Measures	Responsibility	Assessment – WITH controls in place		
			Likelihood	Impact	Score			Likelihood	Impact	Score
						Appointment of Monitoring Officer				
4b	Governance	Insufficient engagement & oversight by board	3	3	9	Effective involvement of Executive Committee & Planning Committee, use of working groups as appropriate  Functional reviews by Exec Comm.  Effective recruitment processes for new board members  Regular learning sessions/visits for board members	Chairman  Chief Officer	2	2	4
4c	Governance	Sufficient quantity and capability of externally appointed Board members	3	3	9	DEFRA/public appointments team selection process  Extensive networking by all  Effective Parish Council process	Chairman  Board Members  Deputy Monitoring Officer	3	2	6
4d	Governance	Failure to combat financial mismanagement, fraud, theft	2	4	8	Appointment of internal audit service  Appointment of Section 151 Officer	Finance Officer  Chief Officer	1	3	3
4e	Governance	Failure to ensure public and staff safety at external events	3	4	12	Risk assessment undertaken for all events  Public liability insurance in place  Safeguarding Policy in place	Chief Officer  Project Officers  All staff	1	3	3
4f	Governance	Failure to comply with data protection law	3	2	6	DP Officer appointed  Staff training & new procedures	Chief Officer	2	1	2