

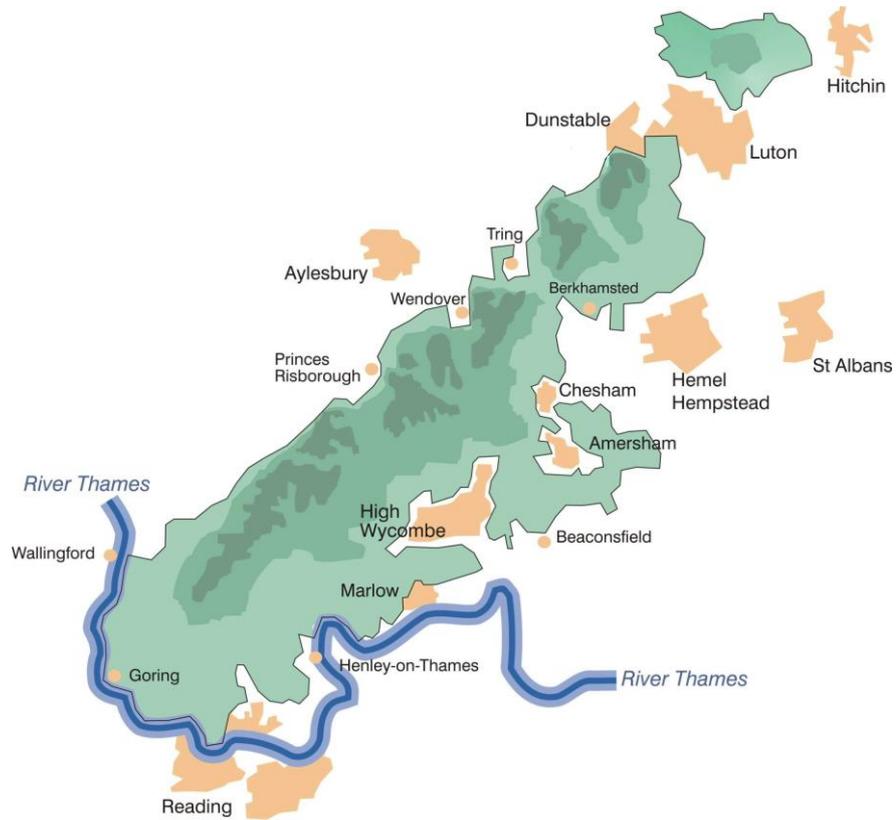


Business Plan 2015 – 2016



Caring for the Chilterns

The Chilterns Area of Outstanding Natural Beauty



The Chilterns AONB covers an area of 833 sq kms and has a resident population of 80,000.

Business Plan for the Chilterns Conservation Board

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Foreword

This Business Plan is one of a suite of documents which provide the terms of reference for the Chilterns Conservation Board and guides its activities:

- Section 87 of the Countryside and Rights of Way Act
- Parliamentary Establishment Order SI1778 July 2004
- Chilterns AONB Management Plan

The Board has faced major challenges over the period 2011 to date, with the reductions in financial support from government and pressures on local government funding. The reduction in government grant requires the Board to develop a more commercial outlook in order to generate funds from new sources, in some cases making a charge for previously free services. During the last few years we have made progress and learned many lessons. It is clear that much of what the Board does is valued and many people and organisations have been willing to pay a small charge for those services. The Board itself is planning to develop its services and learn the skills necessary to successfully broaden its funding base.

We have fulfilled our statutory duty to publish a Management Plan for the AONB every five years. The new plan runs from April 2014 until 2019 emphasises the importance of concentrating on the long term challenges such as the need to manage over-mature beech woods, whilst addressing new ones such as the imminent arrival of Ash Dieback. All of this will be against a background of accommodating the Governments' objectives of increasing house building and fostering economic development.

Despite the financial challenges ahead the Board is aiming to maintain a broad programme and will continue to give a high priority to those issues it knows matter to the area and local people.



Ian Reay
Chairman

The Board's priorities in implementing the Management Plan will be:

The Board's priorities are based on the three statutory purposes of the Conservation Board:

- To conserve and enhance natural beauty
- To promote understanding and enjoyment
- To foster social and economic well being of local communities.

The Board has identified six cross-cutting themes which it believes reflect specific challenges which will require special emphasis for the foreseeable future. They are:

- Managing the effects of climate change
- Promoting social inclusion
- Promoting health and well-being
- Promoting opportunities for lifelong learning
- Promoting recognition of the services provided by the natural environment
- Promoting the sustainable use of natural resources

The Board recognises the special role it can play in helping to raise awareness of the potential impacts of climate change on the Chilterns, and to identify ways of both mitigating the causes and adapting to the impacts through advice and direct action. In many ways the Board is well placed to provide exemplars of good practice.

Adoption of environmentally sustainable practices by all is encouraged. The Board is addressing this challenge in many different ways. This means promoting activity which is sustainable in terms of meeting the needs of the present without compromising the ability of future generations to meet their needs. In practice this is achieved in many ways and is a foundation principle of all that the Board does.

A Vision for the Chilterns Area of Outstanding Natural Beauty

The Management Plan is based on a vision for the Chilterns AONB in which:

Conserve and enhance the natural beauty

- Its special and unique character is conserved, cared for and cherished for future generations to enjoy.
- The importance of taking a holistic, landscape-wide approach to management is accepted, which combines an understanding of its natural, historical, cultural, social and economic values.
- The setting of the Chilterns is valued and protected, by ensuring development adjacent to the AONB also respects its national importance.
- The historic and cultural environment of the Chilterns is conserved and appreciated widely.

Increase understanding and enjoyment

- Opportunities to expand, enhance and enjoy natural beauty are created and taken.
- Local people and visitors can easily appreciate and enjoy its special qualities.
- Those who live, work, visit and enjoy the area also want to be its custodians and stewards.
- The knowledge, skills and resources needed to manage all those elements of the AONB which make it a distinctive and nationally important landscape are readily available.
- The potentially adverse impacts of pest, diseases and climate change are identified and avoided or minimised.

Foster economic and social wellbeing

- The health and well-being of local people and visitors is heightened by their enjoyment of the area.
- The benefits of a high quality environment (green infrastructure) to provide a high quality living environment for local communities and businesses re promoted and valued.
- There is a good market for sustainably produced local products which contribute to the viability of land and environmental management.

Section 1 INTRODUCTION

1. The Board's Establishment Order was passed by Parliament in July 2004. The Board was formally established on December 14th 2004 and became operative, when it assumed its powers and staff were transferred to the Board, on February 1st 2005.

2. Section 87 (1) of the Act, states that it is the duty of a Conservation Board, in the exercise of its functions, to have regard to:
 - (a) the purpose of conserving and enhancing the natural beauty of the area of outstanding natural beauty, and

 - (b) the purpose of increasing the understanding and enjoyment by the public of the special qualities of the area of outstanding natural beauty,

but if it appears to the board that there is a conflict between those purposes, they are to attach greater weight to the purpose mentioned in paragraph (a).

In Section 87 (2) it states that a Conservation Board, while having regard to the above, shall also 'seek to foster the economic and social well-being of local communities within the area of outstanding natural beauty, but without incurring significant expenditure in doing so, and shall for that purpose co-operate with local authorities and public bodies whose functions include the promotion of economic or social development within the area of outstanding natural beauty.'

3. The powers and functions of the Board are incorporated in the Parliamentary Order.

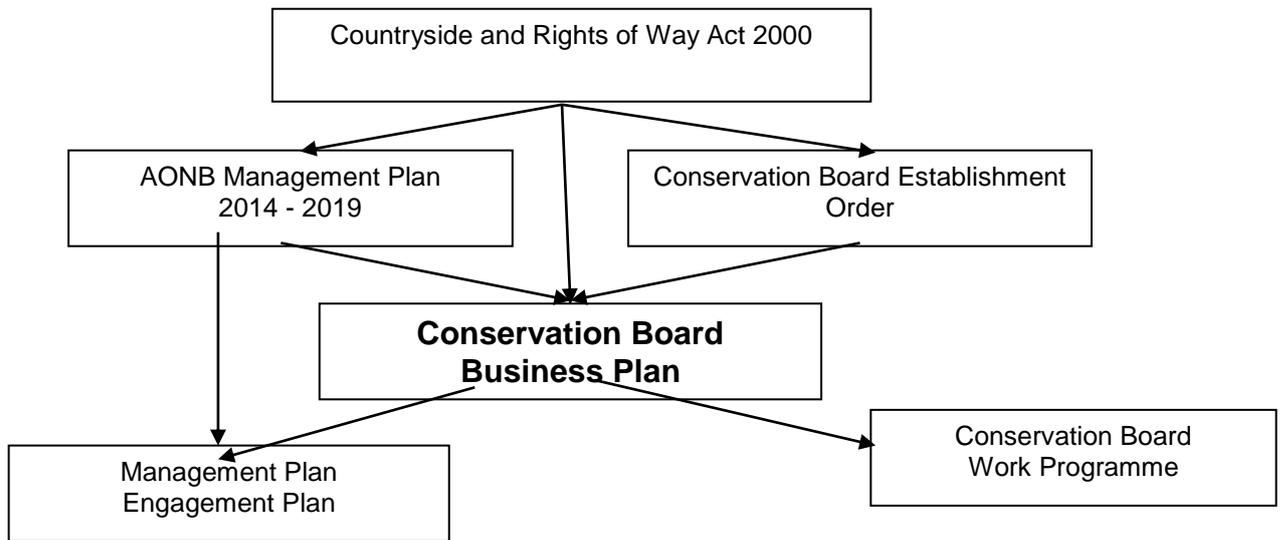
AONB Management Plan

4. It is a requirement of the Countryside and Rights of Way Act 2000 that a Management Plan is prepared for each AONB. This duty now falls on the Conservation Board having been transferred from local authorities when the Board was established. The current management plan for 2014-19 was published last year.

5. Copies of the Management Plan are available from the Board or can be downloaded from the AONB web site:

<http://www.chilternsaonb.org/management-plan>

Operating Context of the Conservation Board



Section Two

THE BOARD

1. The Board was established on December 14th 2004.
2. During 2015-16 the Board will meet at least four times including an Annual General Meeting when it will elect a chairman and vice chairman and make appointments to committees. Dates will be advertised on the web site.
2. The Board has established an Executive Committee of 9 Board members and up to 4 co-opted members (non voting). The Committee will meet quarterly and make a report to the full Board.
3. The Board has established a Planning Committee of 9 members, and up to 4 co-opted members (non voting) which will meet at least four times per annum.
4. The Board will organise an Annual Forum.
5. A training and induction programme for Board members will be implemented throughout the year.

Management Review 2015

6. Following the retirement of Steve Rodrick, Chief Officer in January 2015 the Board set itself the task of carrying out a review of its management structure and modus operandi over the period January - June 2015.
7. The Board's management structure, operation and staffing have remained stable over the past 10 years and have served the Board well during a period of constant change and significant financial challenges. The circumstances of many partner organisations have also changed considerably. Until recently the stability of the staff team was matched by a low level of turnover amongst Board members. That is now changing due to the electoral cycle, retirements and end of appointment terms.
8. The Board's management and governance structure has remained the same since its establishment by Parliamentary Order in 2004. It broadly reflects what had been put in place in 2001 when the shadow Conservation Board was created. The retiring Chief Officer took up post in 1994 and, with his retirement, it seems a sensible moment to take stock to prepare the Board for the challenges of the next ten years.
9. The Board's high level structure and terms of reference are set by the Parliamentary Establishment Order. The implementation of its statutory purposes are guided by the aims and objectives described in the Management Plan for the AONB (2014-2019).
10. The actions the Board itself will take to deliver the Plan's objectives are set out in the Board's annual Business Plan (incorporating the annual work programme). This is itself guided by the medium term business plan which

is based on the guidance from DEFRA on its planned annual financial contribution (2011-2015).

11. The financial outlook is uncertain and, whilst relatively stable for 2015-16, further changes, probably reductions in public funding can be anticipated.

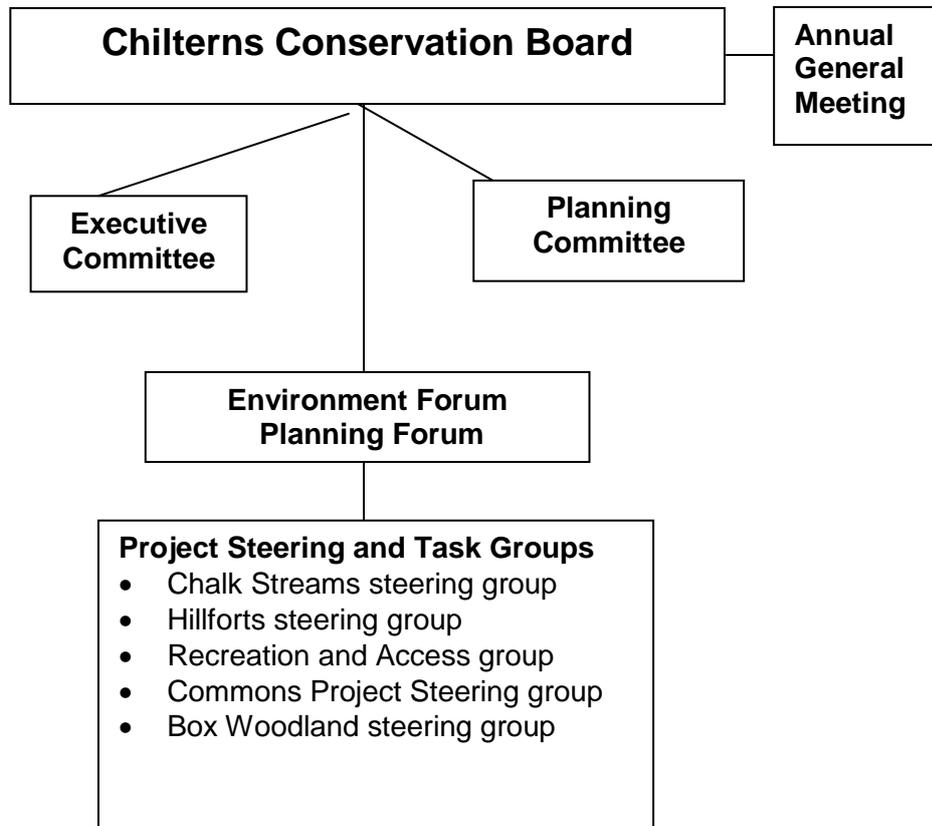
Review Objectives

12. To review the effectiveness of the current management and organisational structure in supporting the Board to achieve its statutory purposes over the next 5 years and beyond.
 1. To identify the necessary capacity, skills, resources and processes needed to identify and achieve the Board's priorities over the next 5 years, and consider how these might be addressed if there is a short fall or mismatch.
 2. To map and review the Board's relationships with key partners in order to enhance the strength and vitality of those partnerships where they exist at present and forge new alliances with those who can help to deliver the aims and objectives of the AONB Management plan.
 3. To review the source and application of funds, and consider options for maintaining and broadening the Board's funding base.
 4. To ensure that the Board complies with the principles of good governance and to consider how any shortfalls might be addressed. This will include consideration of the role and involvement of Board Members including Board Member recruitment, induction, support and training, and how effectively Board Members and staff work together.
13. The recommendations arising from the review upon its completion in the summer of 2015 may give rise to further revisions to the Business Plan and work programme.

Task Groups

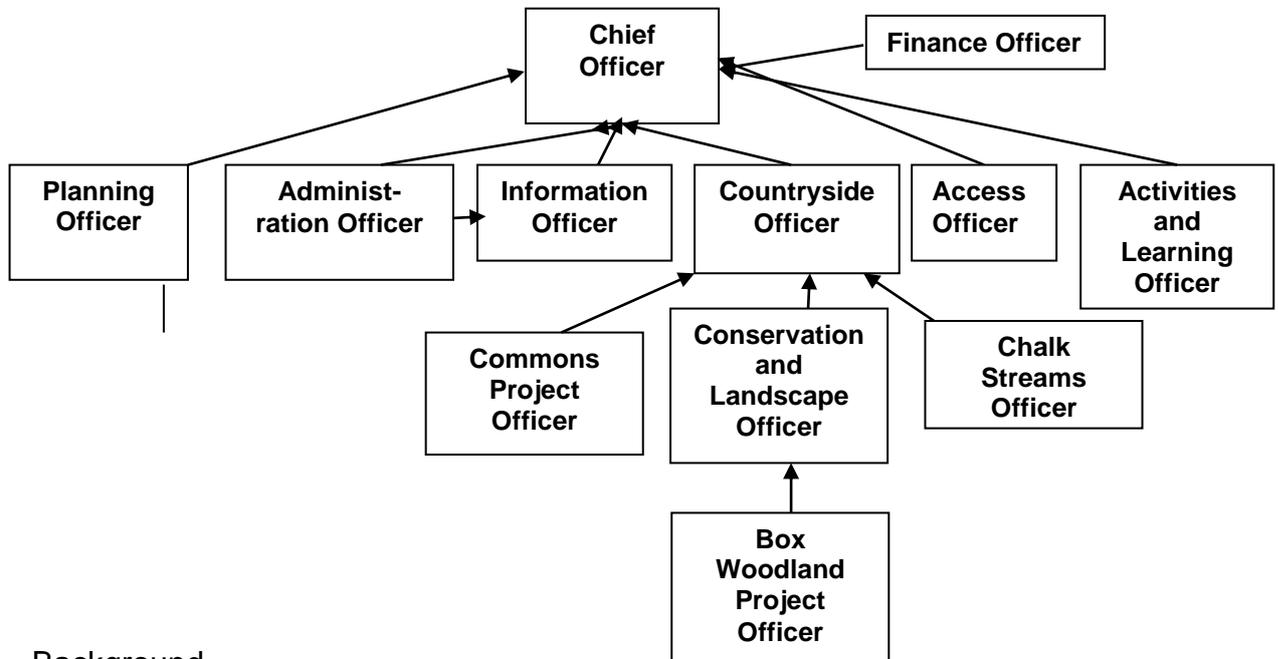
14. In addition to the Board and its formally delegated Committees, there are a number of standing working groups comprising Board members, and staff and representatives from a wide range of partner organisations. These groups are under constant review following reductions in staff numbers in partner organisations which has reduced their capacity to contribute to these groups on a regular basis.

Organisational Structure



Section Three Resources and Management

Staff Structure



Background

1. In January 2015, following the retirement of the former Chief Officer, the Board appointed Kath Daly as Acting Chief Officer for a period of 6 months to June 2015.
2. The Acting appointment was made in order to allow time for the Board to carry out a review of management and modus operandi prior to making a permanent appointment.
3. The appointment of Kath Daly (Countryside Officer) to the post of Acting Chief Officer created a vacancy which has been filled on an acting basis by Neil Jackson, leaving the post of Conservation and Landscape Officer temporarily vacant.
4. Two HLF Projects – and associated Project Officer posts - will come to an end during 2015 – 2016. A new HLF project proposal (Hillforts) will be submitted during the year and if successful will create a new time-limited post, initially for a Development Officer.

Acting Chief Officer	Kath Daly
Acting Countryside Officer	Neil Jackson
Planning Officer	tbc
Information officer	Claire Forrest
Administration Officer	Donna Webb
Conservation and Landscape Officer	(Neil Jackson's substantive post)

Activities and Learning Officer	Cathy Rose
Access Officer	Annette Venters
Chalk Streams Officer	Allen Beechey
Commons Project Officer	Rachel Sanderson
Box Woodland Project Officer	Sarah Wright
Finance Officer (Section 151 officer)	Chris Smith

(HR services are provide by a consultant - Sally Charman)

Budget for 2015- 2016

Expenditure	£
Operating Expenditure	
Promotion and Awareness	101,539
Countryside Management	91,867
Planning and Development	53,597
Recreation and Access	28,436
Corporate Services ¹	186,955
Member Services	34,525
Other	4,000
Total Operating Expenditure	500,919
Work Programme	
Promotion and Awareness	16,550
Countryside Management	28,500
Planning and Development	15,000
Recreation and Access	5,500
Corporate Services	2,000
Special Projects	10,000
Total Work Programme	77,550
Projects Expenditure	
Chalk Streams	45,195
Commons	29,336
Box Woods	30,000
Total Projects Expenditure	104,531
TOTAL EXPENDITURE	683,000
Income	
DEFRA	412,868
Local Authorities ²	103,905
Parish and Town Councils ²	2,000
Project Funders	118,775
Sales and Earned Income	28,585
Reserves	16,867
TOTAL INCOME	683,000

¹ Includes employment costs of Chief Officer, Finance Officer and admin staff, premises, all office and IT costs and technical support by Chief Officer for major projects.

² Local Authority contributions not yet confirmed

13. Major projects supported by the Board in 2015 – 2016 will include:

Chalk Streams Project

This project is supported by the Board, local authorities, the Chiltern Society, water companies and Environment Agency. It is a long running project having been established in 1998. The Board hosts the project and employs a project officer.

Commons HLF Project

This project has a budget of £500,000 and was awarded a grant of £403,000 by the Heritage Lottery Fund in June 2011. The Board hosts the project and employs a full time project officer. The project comes to an end in July 2015. Provision has been made in the 2014 – 2015 budget for up to £4,000 towards ongoing costs of commons network support and development post HLF project.

Box Woodland Project

This project started in January 2013 and ends in May 2015 with a total budget of £90,000, of which £78,000 is provided by the Heritage Lottery Fund. A project officer is employed on 2.5 days per week basis.

Chiltern Woodlands Project

The Board has a close working partnership with the Chilterns Woodland Project, through which advice and assistance to woodland owners in management woodlands and a broad programme of training and events are delivered. The Board will continue to provide office accommodation and financial support to the Chiltern Woodlands Project, which is an independent charity.

Ridgeway partnership

This is a new partnership to be established from April 2015. The Board has been instrumental in its development and will continue to provide support in the form of both officer time and a small financial contribution of up to £3,500 in 2015 – 2016.

New Projects

The Board anticipates submitting two bids to the Heritage Lottery Fund in 2015-16 – a Chilterns Hillforts Project and a Chilterns Historic Farmsteads project are in preparation.

LEADER Programme

14. The Board contributed significantly to the successful bid for a LEADER programme for the period 2015 - 2019. The Board's Chief Officer is a

member of the Chilterns LEADER Local Action Group and the Board will maintain a close involvement .

Section Four PROMOTION AND PUBLICITY

1. The Board places considerable emphasis on promotion and publicity, which includes interpretation of the Chilterns.
2. Key elements of the Board's approach include:
 - Liaison with the Media to establish strong local links
 - Chalk and Trees magazine
 - Digital promotion including social media, web site and e-newsletters.
 - Annual Forum
 - Board meetings publicised on the web site
 - Events programme
3. A review of communications, marketing and merchandise strategy is planned for 2015 – 2016, to include consideration of the future form and frequency of Chalk and Trees.
4. 16th December 2015 is the 50th anniversary of the designation of the Chilterns AONB and a programme of celebratory events and activities is proposed. 2015 is also the 50th anniversary of the establishment of the Chiltern Society and a joint approach to publicity and promotion will be developed.
5. The Freedom of Information Act came into effect on January 1st 2005 and applies to the Board. In order to comply with this legislation the Board has published a Publication Scheme which has been approved by the Information Commissioner.

Section Five PARTNERSHIP

1. The Board is committed to working in partnership with a wide range of organisations, communities and individuals, who are concerned with the future well being of the Chilterns and are able to contribute to the work of the Board and implementation of the Management Plan. The Board is sensitive to the Government challenge to develop a “Big Society” and to engage fully with what it is calling civic society.
2. The Board has many well established partnerships with the likes of the Chiltern Society, National Trust and wildlife trusts. The reality is that many of the Board’s main partners have a significantly reduced capacity compared to recent years. This applies to particularly to government agencies, local authorities and many of the organisations which have relied on them for provision of fund and other resources.
3. There are also newer organisations to work with including the Local Enterprise Partnerships, Local Nature Partnerships and Health and Well-Being Boards.
4. As part of the Management Review the Board is in the process of reviewing its relationships with key partners/ stakeholders with a view to improving the effectiveness of those relationships where necessary and creating new links where appropriate.
5. The Board recognises the special relationship it has with several bodies, notably the Chiltern Society. It anticipates working closely with the Society on many elements of the work programme. The Board will also respond positively, subject to resources, to suggestions from the Society for opportunities for joint working. It is proposed that a renewed and strengthened partnership with the Chiltern Society be reflected in the signing of an accord as part of the 50th anniversary celebrations.
6. The CROW Act 2000 places duties on many organisations to have regard to the purposes of AONB designation and the effect of their activities on the AONB. The Board will actively monitor how those organisations fulfil that duty and will make representations and offer advice where improvements are thought possible.
7. The production and implementation of the AONB Management plan provides the framework for partnership working, insofar as it provides common ground for a wide range of organisations and identifies the scope for partners to contribute to its implementation.
8. The Board will place weight on the importance of its annual forum, and will encourage attendance and participation by partners.
9. The Board intends to contribute to regional and national affairs. New ways of working will need to be identified as the Government dismantles the array of regional bodies and networks which have been developed in recent

years. Great reliance and support will be given to the South East and East of England Protected Landscape (SEEPL) group.

10. The Board is an active member of the National Association of AONBs and will continue to participate in the affairs of the Association including sending Board members and officers to the annual conference.
11. The Board's staff are involved in a large number of partnership bodies, which, although constrained by time, is effort well spent in order to contribute to the work of others which benefits the Chilterns, and in order to main the working networks on which the Board itself depends.
12. The Board's staff are requested to participate in a large number of special working parties. In future participation in these groups will be considered, and as far as possible the workload spread amongst all AONB staff and Board members. However, there will be a need to avoid over commitment to such groups.

Local Authorities

13. The 13 local authorities are key partners of the Board in all respects. The Board will continue to work closely with local authorities at member and officer level. Each of the 13 local authorities is entitled to appoint one Board member who is a serving councillor. The Board also relies on the financial contribution of all councils to its core budget. There are also many opportunities for joint working on specific projects which may involve all or some of the authorities.
14. The statutory duty on local authorities to publish a management plan for the AONB has been transferred to the Conservation Board. The Board will need significant assistance from local authorities to fulfil this duty.
15. The pressure on local authority finances and, in many cases increasingly limited capacity to support environmental work and engage with external partners is a cause of concern. This has been a trend for some time and will be exacerbated during the period of extended cuts. The Board will seek ways of reinforcing its long standing relationship with local authorities for mutual benefit.

Parish and Town Councils

16. The 117 parish and town councils play an active and significant role as bodies which elect 6 members of the Board and as a link with local communities.
17. The Board is seeking a closer relationship with local councils and requesting that they contribute to operating costs. A contribution in the range of £25-£500 depending upon the size of council is requested. The target is that in 2015-16 25 councils will contribute a total of £2,000.

National Association for AONBs

18. The Board remains an active member of the National Association.
19. AONB staff regularly attend and contribute to national and regional events and training workshops.
20. The Association holds an annual conference which is attended by Board members and AONB staff.
21. The Association is consulted on a large number of documents. The Chilterns undertakes to prepare a response on behalf of the National Association on a regular basis.
22. The Board will actively support the South East England Protected Landscapes groups.

Section 6 MONITORING AND REVIEW

1. Monitoring of the effectiveness of the Board will be undertaken in four ways:
 1. Completion of its annual work programme.
 2. Feedback from Board members and partner organisations.
 3. Preparation and monitoring of the Environmental Condition Statement to evaluate long term effectiveness of the new AONB Management Plan.
 4. Annual Audit.
2. The Management Review underway may result in changes to the approach to monitoring of Board effectiveness, which will inform any proposed revisions to this provisional business plan upon completion of the Review.
3. Monitoring the environmental condition of the Chilterns and the effectiveness of the AONB Management Plan has been challenging. In 2009 the Board published a State of the Environment Report, possibly the first such assessment of any AONB, and annual updates in subsequent years. The Chilterns Environment Forum was formed to guide this work, and is attended by a large number of organisations which are well placed to both provide and interpret the data. An annual conference is organised by the Board on behalf of the Forum and an annual State of the Environment report is published

Section 7 WORK PROGRAMME

Lead Officers for each area of work (subject to review)

Area of Work	Lead Officer(s)
Organisational Management	Chief Officer Administration Officer
Promotion and Publicity	Information and Interpretation Officer Activities and Learning Officer
Nature Conservation	Countryside Officer Conservation and Landscape Officer
Historic Environment	Chief Officer Planning Officer Activities and Learning Officer
Common Land	Countryside Officer Commons Project Officer
Planning and the Built Environment	Planning Officer
Box Woodland	Box Woodland Project Officer
Water Environment	Chalk Streams Officer Countryside Officer
Farmed Environment	Countryside Officer Conservation and Landscape Officer
Minerals and Waste	Planning Officer
Sustainable Tourism	Information and Interpretation Officer Access Officer
Education and Events	Activities and Learning Officer Information and Interpretation Officer
Rural Skills	Countryside Officer
Recreation and Access (including Cycle Chilterns)	Access Officer Activities and Learning Officer
Transport and Travel	Chief Officer Access Officer Planning Officer
Monitoring	Countryside Officer Information and Interpretation Officer

Chilterns Conservation Board –Work Programme 2015-2016

Conserve and Enhance Natural Beauty

No.	Area of Work	Key Actions and Outputs	CCB Budget
1	Landscape scale conservation initiatives	<ul style="list-style-type: none"> • Development of / support for joint initiatives to deliver habitat restoration / enhancement. • Promoting conservation activity / habitat management within at least one Biodiversity Opportunity Area (or equivalent) 	£2,000
2	Management of Commons	<p>Final year of 4 year HLF project – outputs to include:</p> <ul style="list-style-type: none"> • Local Spaces –Open Minds conference (future of lowland commons) ; • Big Picnic • End of project leaflet • Legacy materials <ul style="list-style-type: none"> • Training Programme for local groups • Annual commons day • Support for development and implementation of post HLF legacy plan, to include revitalised Commons / Green Spaces Network • Publication and promotion of guidance incl. newsletter (2 	£4,000 plus HLF grant

		editions)		
3	Woodland Management	<ul style="list-style-type: none"> • Advice and training on a woodland management to owners of small woodlands (target of 50 no. = 200 hectares of woodlands) • Promote best practice advice on pests and diseases including ash die-back and acute oak decline 	£3,500 (to Chiltern Woodland Project) and staff time	
4	Promotion of good land management practice	<ul style="list-style-type: none"> • Active promotion of uptake of new Countryside Stewardship scheme. • Advice service, especially to new owners of land. • Farmers forum 	Staff Time	
5	Rural Skills Training programme	<ul style="list-style-type: none"> • Research and develop training programme (2+ courses attended by 20 participants); explore scope for income generation. 	no net cost to CCB	
6.	Farm Advice Project	Joint initiative with EA to maintain and improve soil and water quality through sustainable land management practices. Programme to include farm advisory visits and small grants.	Staff time in addition to EA funding	
7	Conservation of Chalk Streams	Continued support to the Chalk Streams Project, employment of the Chalk Streams officer to deliver work programme to include: Practical enhancement and restoration schemes including Sarratt Bottom meadow project, River Bulbourne Enhancement scheme; Bulbourne Moor; supporting habitat enhancement schemes on R. Misbourne and R. Wye.	£14,538 plus EA/ LA / WC and Chiltern Society contributions.	

		<ul style="list-style-type: none"> • Chilterns and Hertfordshire Riverfly Monitoring Initiative training hub – 2 workshops and annual event. • Support and technical advice to local community partnerships to enable them to protect and enhance rivers. • 5+ advisory visits. • Support delivery of the catchment-based approach in the Chilterns. Work with partners to develop and deliver catchment management plans • Annual report, web pages and education pack 		
9.	Conserving Box Woodlands	<ul style="list-style-type: none"> • 2 year HLF funded project ending in May 2015. Delivery of final programme outputs, plus development of project legacy plans. 	£6,000 plus HLF funding	
10.	Planning Applications and Strategies	<ul style="list-style-type: none"> • Submit responses on relevant planning applications. • Submit responses to consultations on local and minerals and waste plans • Respond to all relevant national and strategic documents. 	Staff time	
11	High Speed 2 Railway	<ul style="list-style-type: none"> • Maintain objection to HS2 proposal • Continue to develop mitigation proposals • Hold discussions with HS2 Ltd • Prepare for Select Committee hearings and visit 	Staff time. £15,000	
12	Planning Policies, Guidance	<ul style="list-style-type: none"> • Publish relevant position statements • Offer training and advice to parish councils, district planning committees and others 	Staff time	
13	Roads in the Landscape	<ul style="list-style-type: none"> • Promote published guidance. 	Staff time	

		<ul style="list-style-type: none"> Assess major highway proposals for environmental impact 		
14	Buildings in the Landscape	<ul style="list-style-type: none"> Promote use of all published guidance (Chilterns Buildings Design Guide and Supplementary Technical Notes on local materials) Organise Buildings Design Award with C'Soc (10+ entries) Develop and submit proposal for Historic Farmsteads project to HLF 	Staff Time £3,000	
15	Under-grounding of power lines	<ul style="list-style-type: none"> Identifying power lines suitable for under grounding and work with the power companies to bring this about. 	Staff Time	
18	Conserving Tranquillity	<ul style="list-style-type: none"> Object to any proposals which will result in increased noise caused by over flying aircraft of any type. Promote measures to reduce noise pollution arising from road traffic especially along the M40 and 'A' roads. 	Staff time	
Promoting, Understanding and Enjoyment				
No	Area of Work	Key Actions and Outputs	CCB Budget	
19	Events Programme	<ul style="list-style-type: none"> 50th anniversary of AONB designation - develop, promote and implement programme for the public. Hold joint event with Chiltern Society Calendar of Chilterns events online 	£3,000	

20	Countryside Festival	<ul style="list-style-type: none"> • Countryside Festival (5,000+ visitors; 120+ exhibitors) 		
21	Education and Research	<ul style="list-style-type: none"> • Develop and Implement a Research strategy in partnership with local educational and research establishments. • Promote and develop bursary fund • Review, develop and implement programme including educational events at Field Farm / Aston Rowant NNR • Support Trout in the Classroom project (4+ schools) • Finalise and promote box woodland education resource 	<p>staff time</p> <p>£2,000</p> <p>Box Project HLF funding</p>	
22	Development and Management of National Trails	<ul style="list-style-type: none"> • Support the development of the Ridgeway Partnership and Thames Path Partnership • Implement marketing plan for the Chilterns section of the Ridgeway 	£3,500	
23	Development and management of Walks and Rides web section and other on-line information	<ul style="list-style-type: none"> • Review Chilterns Country Routes • Promote website by publicising new routes. 	£1,000	
24	Cycling in the Chilterns (Chilterns Cycleway and Cycle Chilterns projects)	<ul style="list-style-type: none"> • Cycle Chilterns project ends 2015 – develop and implement legacy plan. • Undertake regular review of route and make improvements where needed. • Continue promoting guide books. • Ensure Chilterns Cycleway is promoted via Cycle Chilterns website and newsletters 	£1,000	

25	Enjoying the Historic Environment	<ul style="list-style-type: none"> Website development Chilternsaetna newsletter 	£1,100	
26	Hillforts Project	<ul style="list-style-type: none"> Develop and submit bid for 4 year HLF project 	£7,500	
27	Enjoying Woodlands	<ul style="list-style-type: none"> Programme of training and events on woodland management and archaeology (through CWP) 	£3,500	
28	Raising Awareness of Farming	<ul style="list-style-type: none"> Implement programme to raise public awareness of farming. <ul style="list-style-type: none"> Farm Sunday Updated farming section on web site 	Staff time	
29	Promoting Sustainable Tourism	<ul style="list-style-type: none"> Promote and expand Chilterns Tourism Network membership Promote Chilterns Tourism Network website (increase number of web hits) Distribute literature to tourism businesses 	£500	
30	Getting to Know the Chilterns	<ul style="list-style-type: none"> Web site updated, particularly to provide visitor information. Publish Chalk and Trees – two editions published³(13,000 copies) Publish range of information literature 	£12,250	
31	Working with the Media	<ul style="list-style-type: none"> Issue 30 press releases Target of 10 radio/TV interviews Publish articles – 10 no. Increase followers/ friends on social media 	Staff time	
32	State of the Environment	<ul style="list-style-type: none"> Organise annual state of the environment workshop. 	£500	

³ Subject to review

	Monitoring.	<ul style="list-style-type: none"> Publish State of the Environment Report (electronic version only) 		
32	Review of communications, marketing and merchandise	<ul style="list-style-type: none"> Carry out review and report and implement recommendations 	£1,500	

Managing the Chilterns Conservation Board

	Area of Work	Key Actions and Outputs	Budget	
1	AONB Management Plan	<ul style="list-style-type: none"> Promotion 	Staff Time	
2	Annual Review	<ul style="list-style-type: none"> Publish report 	£750	
3	Board Bulletin	<ul style="list-style-type: none"> Electronic bulletin 10 editions per year 	Staff Time	
4	Annual Forum	<ul style="list-style-type: none"> Annual Forum with attendance of 100 representing at least 40 organisations 	£800	
5	CCB meetings and AGM	<ul style="list-style-type: none"> At least 4 meetings per year Av 85% attendance 	£1,350	
6	CCB Executive Committee Meetings	<ul style="list-style-type: none"> At least 4 meetings per year Av 85% attendance 	£150	
7	CCB Planning Committee Meetings	<ul style="list-style-type: none"> At least 4 meetings per year Av 85% attendance 	£520	

8	Special Project Support	<ul style="list-style-type: none">• All funds allocated	£10,000.	
9	Board member training	<ul style="list-style-type: none">• At least 3 events	£1,500	