

Scottish Natural Heritage

**Business Plan
2013/14**



Foreword

This Business Plan represents the second year of delivery against our Corporate Plan 2012-15. The Plan presents SNH's contribution towards the delivery of the Scottish Government's economic strategy and the outcomes of the National Performance Framework, aligning our resources and priorities towards the achievement of benefits for all of Scotland.

The year ahead is an opportunity to focus on the links between nature, landscapes and the 'services' they provide such as clean water and food production. Maintenance and, where possible, enhancement of these ecosystem services is fundamental to Scotland's future prosperity. Failure to do so will create a long-term financial burden. It is a message at the heart of the new Scottish Biodiversity Strategy (SBS) due to be launched in the summer of 2013. Scotland's Rural Development Programme (SRDP) continues to be significant in securing wider Biodiversity benefits through land management. This coming year we will work with our SEARS partners to develop and implement a replacement Programme aimed at securing positive outcomes for Scotland's nature and landscapes. This Plan includes the input required this year to secure the necessary benefits of the new Programme in future years.

Human-induced climate change is a global challenge: through this Plan we also present steps to engage with stakeholders to produce a National Peatland Plan for Scotland. This is significant within the context of Government's CO₂ emission targets given that the restoration of peatland can provide a cost effective means of reducing emissions and storing carbon. In practical terms, our Peatland Restoration Project using 'Green Stimulus' funds will deliver, during 13/14, £500,000 of projects to restore and improve the management of Scotland's peatlands.

We also present details to refocus our work on National Nature Reserves (NNRs), ensuring that the suite of Reserves across Scotland provides even greater benefit to people and nature on multiple fronts. We are also committed to continue our work on planning reform so that our advisory role is one which is constructive, proportionate and timely. Giving good environmental advice plays a critical role in supporting sustainable economic development across Scotland, enabling others to balance competing public benefits. 2013 is the Year of Natural Scotland which aims to celebrate the country's natural and historic landscapes, wildlife and food and drink. It also provides us with an excellent opportunity to promote Scotland's nature and landscapes as a world leading tourism destination which in turn contributes to the nation's prosperity.

Within Europe, Scotland's seas are some of the most diverse, ecologically rich and economically important. Our continuing marine work is centred around the opportunities, productivity and uniqueness of Scotland's seas. Last year, with Marine Scotland, we reported to Government on a proposed suite of nature conservation Marine Protected Areas (MPAs) and their management needs. This Plan includes the next stage of that work providing direct resource to Government for their consultations over potential MPAs.

Our eight SNH programmes offer a dynamic response to the current economic climate and consequential reduction in budgets. Our corporate plan sets out a strategy for changing how we deliver our services, moving towards fewer larger initiatives in support of key priorities whilst allowing us to be responsive and flexible to changing requirements. This years Plan continues to build on last years change improvements. Within each of our corporate programmes, key business improvement projects have been identified to drive efficiencies through the way we work.

Contributing to the National Performance Framework and Government

Our Corporate Strategy recognises that well managed natural assets directly affect the delivery of at least seven of the National Outcomes in Scottish Government's National Performance Framework (NPF). We present Performance Measures, Indicators of Success and Efficiency Measures for 13/14:

National Outcomes	National Performance Indicators	Indicators of Success	Efficiency Measures
1 – We live in a Scotland that is the most attractive place for doing business in Europe		Promote sustainable development through recognition of natural asset values in National Planning Framework 3 (NPF3). Ensure supporting published guidance for renewable energy development continues to meet customer needs.	Greater input in upstream development management. Efficiency of SNH's response to planning applications
6 – We live longer, healthier lives	NPI43: Increase people's use of Scotland's outdoors	Deliver new recreational, volunteering & outdoor learning opportunities, particularly targeted at young people and under-represented groups, to contribute to increasing people's use of Scotland's outdoors.	
10 – We live in well-designed, sustainable places where we are able to access the amenities and service we need		Lead, with FCS, the development of CSGN, measured by progress on delivering key commitments. Support the work of CPP, measured by our level of engagement with them. Support the work of CPP, measured by the use of appropriate environmental indicators in new SOAs.	
11 – We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others		More people taking active steps to help look after the environment, measured by their involvement in volunteering in the outdoors (including "citizen science"), other pro-environment behaviours, and in planning and managing their local environments.	
12 – We value and enjoy our built and natural environment and protect it and enhance it for future generations	NPI44: Improve the condition of protected nature sites NPI45: Increase the abundance of terrestrial breeding birds	Lead and make a significant contribution during 13/14 towards bringing 80% of features on protected nature sites into favourable condition by 2016. Progress actions towards programmes of measures to achieve 'Good Environmental Status' achieving this by assisting on consultation on a suite of Marine Protected Areas and associated management measures (and <i>inter alia</i> over the suite of agreed Priority Marine Features) and finalise advice to Ministers on the remaining 4 areas of search where MPAs are still under consideration. Secure a growth in positive management of the natural heritage, with a particular emphasis on increasing the number of rural development contracts under RP09 (that replace Natural Care Management Agreements).	Reduce the total cost of the third cycle of Site Condition Monitoring by 20% (over the six year cycle) Greater efficiency in issuing licences
14 – We reduce the local and global environmental impact of our consumption and production	NPI48 Reduce Scotland's carbon footprint	Sustain a rolling average annual reduction in Carbon emissions of at least 4%.	Reduce CO2 emissions per SNH FTE.
16 – Our public services are high quality, continually improving, efficient and responsive to local people's needs		By further development of SNH's web services and sharing our data with other organisations, we will increase the species and environmental information available to the public.	

Our Aims and Objectives

SNH's 2012-15 Corporate Strategy set out the strategic framework under which we operate, and forms the basis for the Corporate Plan and Business Plan. The Corporate Strategy identifies four high-level aims for the organisation:

High quality nature and landscapes that are resilient to change and deliver greater public value.

Nature and landscapes that make Scotland a better place in which to live, work and visit.

More people experiencing, enjoying and valuing our nature and landscapes.

Nature and landscapes as assets contributing more to the Scottish economy.

The 2012-15 Corporate Plan has identified 12 objectives in support of our aims. These objectives focus our efforts on the outcomes that we believe are necessary for Scotland's natural heritage:

	Show how Scotland's sustainable economic growth is supported by its natural capital, and help realise the contribution these assets make.
	Halt the loss of biodiversity in order to ensure that, by 2020, ecosystems are resilient and continue to provide the essential services on which community wellbeing and economic success depends.
	Maximise the value of Scotland's protected places as a resource for Scotland's people
	Encourage sustainable use of land and fresh water and action to reinforce the quality of Scotland's natural environment .
	Secure the sustainable management of Scotland's wildlife maximising its value in helping make Scotland a better place to live, work and visit.
	Contribute towards Government's vision for clean, healthy, safe, productive and biologically diverse oceans and seas
	Raise awareness of the effects of climate change on the natural heritage and contribute to climate change mitigation and adaptation.
	Help people connect with nature by ensuring they have access to information on nature and landscapes
	Help more people to experience, enjoy and value nature through outdoor recreation, volunteering, outdoor learning and other activities.
	Supporting regeneration and the better care of Scotland's landscapes so that more people live in attractive, well-designed and sustainable places , particularly in central Scotland.
	SNH is seen as a key partner and valuable contributor to sustainable economic growth, regeneration, health and well-being.
	SNH is a modern public service organisation , responsive to our customers and the political, economic and social context in which we operate.

Programmes

This Business Plan lays out what we will deliver, and how we will deliver the Corporate Plan objectives, articulated through the current suite of eight Programmes. The delivery of the programmes is supported through one service programme: Supporting Delivery. The costs of Supporting Delivery have been recharged to natural heritage delivery, i.e. they have been allocated across the eight delivery programmes.

Each programme section below includes a quick reference graphical representation of the relative contribution each programme makes to the Corporate Plan Objectives. The bar graph is coloured to cross-reference the list of objectives on page 3.

Example:



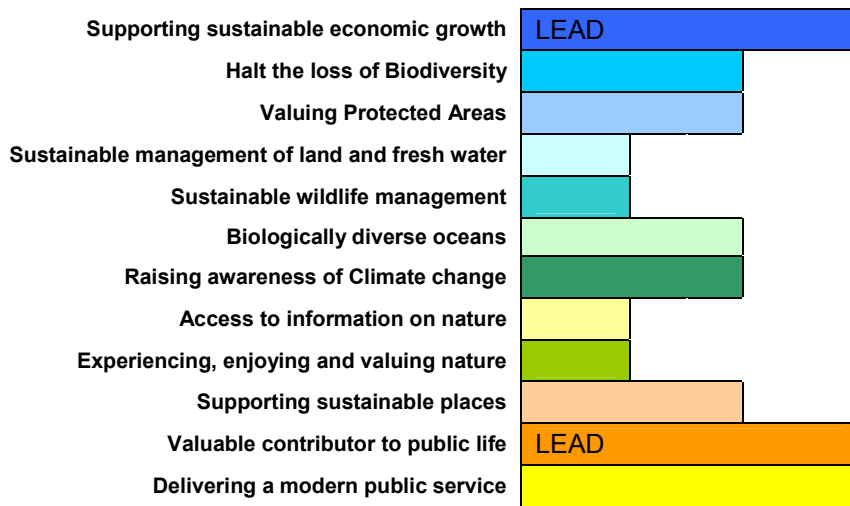
Where a programme workstream delivers a key element of a Corporate Plan objective the word 'LEAD' is added in the appropriate bar. As key elements of Corporate Plan objectives may be delivered across workstreams more than one programme may be highlighted with the word 'LEAD'.

Socio-Economic Development

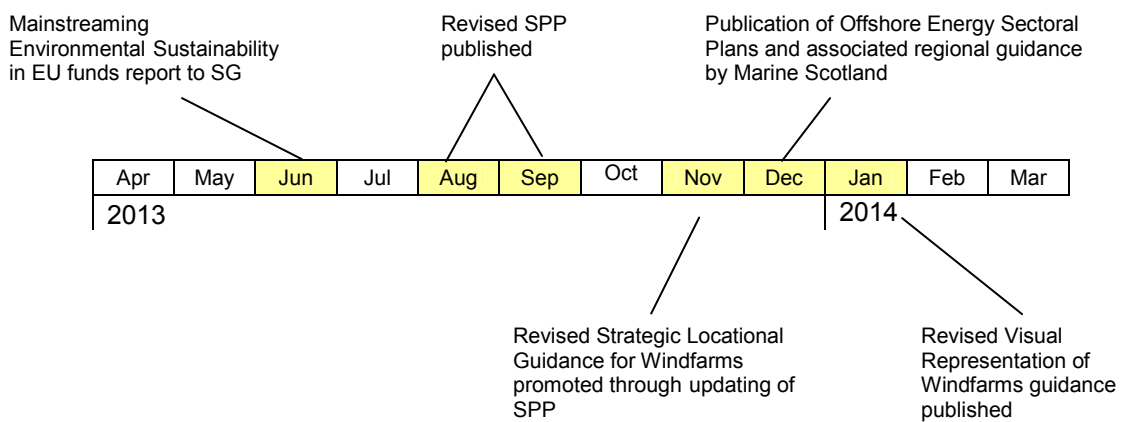
The aim of the Socio-Economic Development programme is to show how our natural capital is at the heart of Scotland’s prosperity, and to help realise the contribution these assets make.

Not all of the value that flows from this natural capital is easily expressed in monetary terms, so we’ll pursue our work developing and demonstrating ways in which it can be widely recognised in key business sectors most heavily reliant on natural heritage quality; especially tourism, country sports, and food & drink. We’ll also continue to work with partners taking forward Planning Reform: Next Steps as part of the Better Regulation agenda, looking at how we can together further streamline development management support services (casework) for greater efficiency and quality of service to customers. This will support the contribution the programme makes to the achievement of the Government 2020 target for renewable energy as part of the transition to a Low Carbon economy, and we’ll also continue to keep out guidance on renewable energy and other development up-to-date and relevant to the needs of developers, planners and local communities. Additionally, we will undertake further work to support the development of a revised National Planning Framework (NPF3) for sustainable development that maximises the value Scotland derives from its natural capital.

Contributions to Corporate Plan Objectives



Programme Timeline



Workstream	Workstream Outcomes
Supporting Sustainable Economic Growth Delivering Development Services Building Capacity for Sustainable Development	<p>The natural environment is widely appreciated as a key asset: supporting economic prosperity and employment benefits, and meriting investment to secure this yield into the future.</p> <p>Good development happening in the right place: as a result of early strategic and targeted engagement in planning and development processes; and providing competitive advantage through an effective balance of economic, social and environmental aspirations.</p> <p>Delivery of an evidence-based, proportionate, and solution orientated, planning & development advice service: one that adds value and is welcomed by our customers.</p>

What we achieved in 2012/13

- Completed research to show how the natural heritage is the foundation for a wide range of economic activity, both in rural areas and more generally for publication early in 2013/14.
- Advised industry and government on the importance of valuing our environment as part of sustainable economic growth in a number of ways. It featured in our submissions to the Government consultations on National Planning Framework 3 (NPF3) /revised Scottish Planning Policy (SPP) and the refresh of the Scottish Biodiversity Strategy (SBS). We also held a well attended and received Sharing Good Practice (SGP) event on Alternative Economics at Victoria Quay and promoted our updated Natural Capital Asset Index at a number of events in Scotland and the UK.
- Extended coverage of 'Explore for a Day' leaflets to two new areas; supported delivery of Year of Natural Scotland 2013 with industry engagement event at Battleby with over 200 tourism businesses; sponsorship of Scottish Tourism Week main conference and dinner with Year of Natural Scotland key messages.
- Submitted draft report to Scottish Government on mainstreaming environmental sustainability in next programming period for EU funds (including structural, cohesion, social, marine and rural development funds).
- Maintained active involvement in 14 out of 20 LEADER groups including chairing two of these groups.
- Provided advice to Scottish Government on what the main issues are for NPF3 to be published spring 2013; and as part of the early stages of preparing NPF3, also submitted proposals for national developments for inclusion and advice on issues for revision of SPP.
- Helped guide good development in the right place by active engagement in development plan-making including responding to 32 statutory development plan consultations with encouraging indications of effective approaches to green infrastructure in a growing number of plans.
- Responded to more than 99% of s.36 renewable energy applications within agreed timescales. In just over a quarter of cases we met the initial 28 day statutory deadline although we needed to agree extensions for slightly more than two-thirds.
- Published Habitats Regulations Appraisal / Development Plan guidance to help planners to carry out focussed Strategic Environmental Assessments (SEA) that will improve the content of strategic plans.
- Maintained the 'early and upstream' weighting in our engagement with development proposals and provided detailed pre-application and scoping advice on the 5 active National Renewables Infrastructure Plan (NRIP) sites that raise significant natural heritage issues. We have also given early comment on the emerging list of 47 sites for wave and tidal NRIP and provided detailed input to development of 4 Enterprise Areas.
- Developed drafts of guidance on Survey and Monitoring for Marine Renewables in discussion with Marine Scotland as a basis for further work.
- Published Scoping Guidance on Seascape, Landscape and Visual Impact Assessment (SLVIA) of offshore renewables.
- Consulted on and revised Strategic Locational Guidance for Onshore Windfarms. Final release will be co-ordinated with revision of the Scottish Planning Policy (SPP) and National Planning Framework 3 (NPF3).
- Established and began work on a new Casework Improvement Initiative to further enhance the efficiency and quality of our performance in delivering services to planners and developers.
- Completed our initial programme of capacity building with Local Authorities and commenced a review to inform future plans/target audiences as part of communications plan delivery for 2013/15.

What we want to achieve in 2013/14

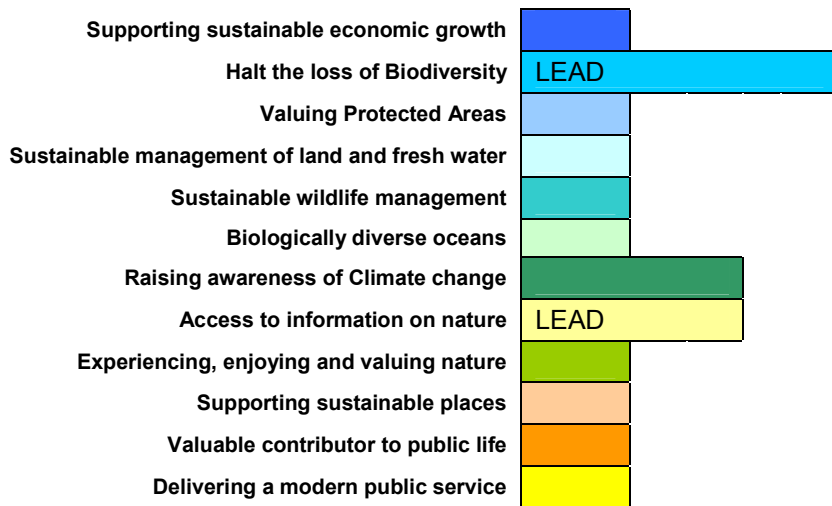
These key achievements are the next steps in delivering the objectives for our programme and represent the priorities for the various workstreams.

- Support delivery of Year of Natural Scotland 2013 through programme of activity supporting nature based tourism opportunities for the tourism industry and a suite of 'View from the Train' products on three of Scotland's main rail routes.
- Publish and promote new and existing natural heritage information for visitors and tourists through extension of the 'Explore for a Day' campaign.
- Run, with partners, a series of promotions at game fairs, farmers markets and food & farming events that raise awareness and skills required to make the best use of Scotland's Natural Larder.
- All relevant proposed development plans in the Central Belt (2 Strategic Development Plans and 18 Local Development Plans) include spatial representations of the Central Scotland Green Network (CSGN) and policies for its protection and enhancement; and a minimal number of draft plan examinations requiring SNH involvement due to "unresolved issues".
- Submit clear, proportionate and constructive advice to all national projects within NPF2 and the NRIP and offer similar advice through early engagement with proposed national developments in NPF3.
- Deliver and implement Casework Improvement Initiative outputs to improve efficiency /quality of development service delivery and, drawing on robust, fit-for-purpose, management information, report on the outcomes through our Planning Performance Framework.
- Delivery of coherent advice to Scottish Government on the vision for Scotland set out in NPF3 and how this might be implemented through the key messages in the revised SPP.
- Revised Strategic Location Guidance for onshore wind farms published in form agreed with Scottish Government Development Department following consultation on draft produced in 2012/13.
- Contribute evidence and advice to inform the development and review of the Offshore Energy Sectoral Plans (wind, wave and tidal) published by Marine Scotland.
- Publish interim guidance on Collision Risk Modelling (CRM) for diving birds, and with Marine Scotland, interim guidance on CRM for marine mammals, in relation to tidal turbines.
- Plans confirmed for, and first year delivery of, a focussed second phase programme of capacity-building on natural heritage issues for LAs/PAs and other key agencies to support the implementation of NPF3, SPP, SDPs, LDPs and development management.

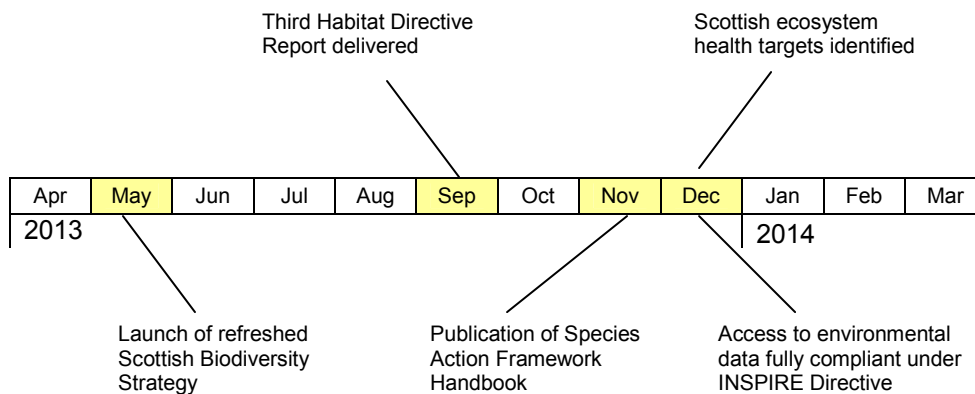
Biodiversity Action

The Biodiversity Action programme aims to halt the loss of biodiversity by 2020, focusing action on the drivers of biodiversity loss; improve the status of biodiversity by increasing recognition of ecosystem functions that benefit people; incorporate biodiversity values into national accounts and reporting systems and also into local development strategies, planning processes and land use choices and management; and ensure strong participation in the planning and implementation of the refreshed Scottish Biodiversity Strategy - in particular through adoption of a "declaration" by the public sector and more detailed shared protocols for a number of key tasks. We'll develop UK and Scotland biodiversity indicators for 2020 – including measures of ecosystem health.

Contributions to Corporate Plan Objectives



Programme Timeline



Workstream	Workstream Outcomes
Biodiversity Strategy, Leadership & Communications	<p>The outcome of this workstream is the delivery of the refreshed Scottish Biodiversity Strategy. Most delivery of the strategy is in other programmes and by other players. But this workstream coordinates leadership and influence. Good governance of the strategy is essential (including the delivery of regular reports on progress and assessment against indicators).</p> <p>Within the workstream is also the work we do with the other parts of the UK to maintain coherence of strategy and reporting at the UK level. SNH must also lead and coordinate local action. Guidance to, and coordination of LBAPs & the mainstreaming of delivery of the refreshed strategy through the CPP process is also covered.</p>
Biodiversity Action & Advice	<p>The long term outcomes of this workstream are that:</p> <p>a) Scotland's ecosystems will be more resilient, and threatened species will be recovering through targeted conservation action.</p> <p>b) The damage to our environment, economy and health from invasive, non-native species or from invasive pathogens will be reduced, and contingency plans will be in place to guard against future invasions.</p>
Biodiversity - The Evidence Base	<p>The outcome of this workstream is recognition that SNH rests its advice on a sound and current evidence base. People expect SNH to give clear, factual advice, and to be able to report what is happening in the environment and whether or not strategies for its care are successful or not.. The aim of the Biodiversity - Evidence Base workstream is to gather, collate analyse and provide access to data that describe and quantify the changing state of Scotland's natural heritage – so as to inform policy and advice. This includes work on indicators, reports, and description of trends.</p>

What we achieved in 2012/13

- Work within the Species Action Framework (SAF) 2007- 2012 was consolidated within programme management and we delivered a celebratory conference on SAF in Q3 showcasing the enhanced conservation outcomes that were delivered.
- Through grants we assisted Non-Governmental Organisations to help land managers secure entry into SRDP to deliver action for species through targeted advice.
- The code of practice on non-native species was adopted by Government in Q2.
- We reported progress against Scotland's National Performance Framework indicators, and Scotland's biodiversity indicators.
- We refreshed the Scottish Biodiversity Strategy (SBS) and amended it in light of consultation.
- We worked with stakeholders to ensure support and understanding of the strategy in the refreshed SBS;
- We led the work of the Scottish Biodiversity Forum (SBF) and its working groups via membership and chairing roles.
- We commenced development of a suite of measures for ecosystem health to be used to assess the status at a catchment level.
- We mobilised our species data by publishing it on the National Biodiversity Network Gateway.
- We supported development of the Gateway so that it can be used in biodiversity surveillance, inform the development planning process and contribute to the biodiversity knowledge base.
- We supported delivery of biodiversity action at local level through staff engagement with Local Biodiversity partnerships.
- We supported, or undertook a number of pilot projects which explore and demonstrate how benefits can be secured through an ecosystems approach at the proposed South West Scotland Biosphere Reserve, the Cairngorms National Park and notably on the Carse of Stirling.
- We advanced the need to incorporate broad ecosystem restoration and management into the second round of river basin management planning, commencing in 2013 through dialogue with government and SEPA.
- We reviewed and refreshed Trend Notes for reporting on the changing state of the natural heritage and state of the environment by end Q2.
- We provided access to SNH data through Scotland's Environment Web (SEWeb) and National Biodiversity Network (NBN) in compliance with INSPIRE obligations.

What we want to achieve in 2013/14

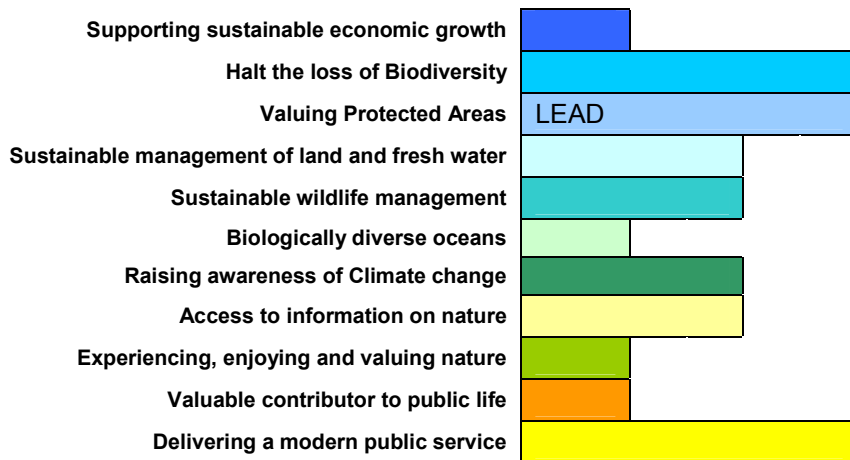
These key achievements are the next steps in delivering the objectives for our programme and represent the priorities for the various workstreams.

- Delivery of a costed plan from the Surveillance and Monitoring Strategy.
- A strongly participative approach to delivery of the refreshed Scottish Biodiversity Strategy learning from delivery to 2020 - in particular through adoption of a "declaration" by the public sector and more detailed shared protocols for a number of key tasks.
- Action to increase natural capital focussed in the first instance on counteracting pressures that lead to biodiversity loss - integrated into catchment management.
- A suite of indicators developed against which ecosystem health can be assessed at a regional or catchment scale.
- Clear progress made towards a programme of landscape scale ecological restoration and habitat networks, especially where this can demonstrate and win recognition of the benefits to society from ecosystem functions, delivered by SNH and others.
- Clear progress made towards a new "Habitat Map of Scotland" (for completion by 2019) to underpin all future assessment of change and progress.
- A coordinated programme of surveillance and action undertaken to tackle threats to biodiversity from invasive non-native species.
- Clear priorities directed at species and habitats for SNH action contributing to delivery of the Scottish Biodiversity Strategy by means of the Wildlife Management Framework.
- A strong evidence base, making best use of available data and information, including outputs from our Natural Heritage Trends and Indicators work and the new biodiversity surveillance strategy.

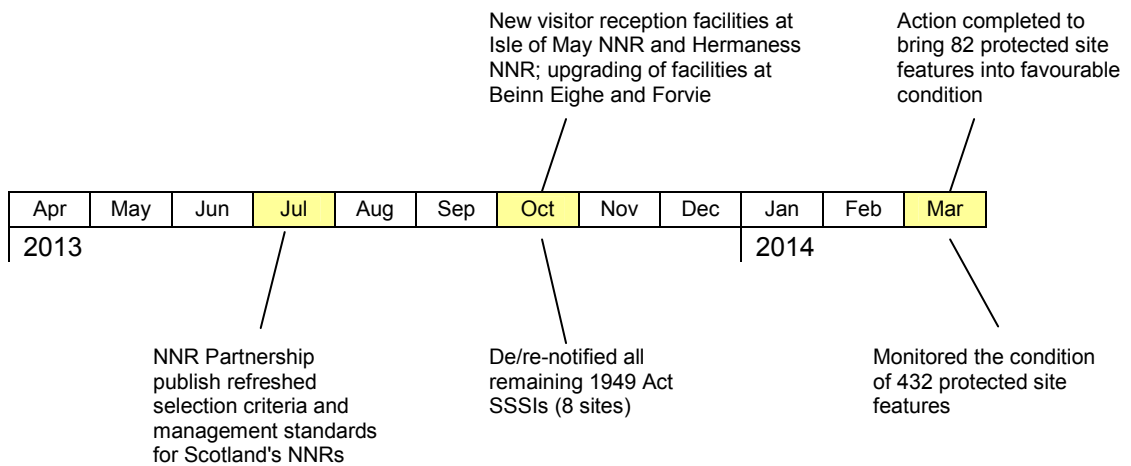
Protected Areas

The aim of the Protected Areas programme is to maximise the value of Scotland's protected areas as a resource for the people of Scotland. To deliver these public benefits, we need to help owners and occupiers manage them sustainably and to continue to contribute to the conservation of biodiversity, geodiversity and maintenance of healthy ecosystems and to peoples' understanding and enjoyment of the natural heritage. We will also prioritise effort to advise Ministers on implementation of Natura Directives. In the medium to long term, we aim to define what public benefits protected areas deliver and whether they could be improved. In the short to medium term we will focus on working with owners, occupiers, public agencies and other partners in improving the condition of the current suite of SSSI and Natura sites. We will also invest in improving the visitor's experience of National Nature Reserves, so as to strengthen their contribution to tourism and the rural economy.

Contributions to Corporate Plan Objectives



Programme Timeline



Workstream	Workstream Outcomes
Managing Protected Areas	<p>We aim to ensure SSSI, Natura and Ramsar sites remain appropriately managed, so as to maintain their range of notified features. This work contributes directly to the National Performance Indicator to 'Improve the Condition of Protected Nature Sites'. We will also support community groups and others in the identification and management of Biosphere Reserves and World Heritage Sites.</p> <p>This workstream's priority is to bring 80% of features on protected nature sites into favourable condition by 2016 through a new strategic partnership with other public agencies and external stakeholders. We will brigade our resources in a more targeted way to deliver our contribution to this target.</p>
Enjoyment and Promotion of Protected Areas	<p>The outcome of this workstream is for National Nature Reserves to show how to maintain and enhance nature of national importance in a way that is resilient to climate change and delivers public value. In addition we want them to enable people to experience and enjoy the best of Scotland's nature and thereby value nature and land protected for nature.</p> <p>Of particular importance is to broaden the partnership of organisations that provide and run National Nature Reserves. We will support this partnership in providing leadership for the NNR accolade.</p>
Protected Areas Designation and Policy	<p>The outcome of this workstream is to maintain an up to date and relevant protected areas policy. We aim to maintain the integrity of the SSSI series by reviewing the range of sites as and when appropriate. We support the Scottish Government in meeting its requirements to implement the Natura Directives.</p>

What we achieved in 2012/13

- Substantial progress made on remedies, sufficient to bring 77 features into favourable (or recovering) condition out of an adjusted target of 91.
- Successfully delivered a project to establish a more efficient way to prioritise resources and delivery of remedies for 2013/14 onwards as a way to deliver favourable condition on SSSI and Natura sites.
- Rolled out a new approach for 3rd cycle of site condition monitoring, including the introduction of "Site Check" as a resource efficient way to monitor site integrity.
- Developed and launched Scotland's Protected Places website with Historic Scotland.
- Completed a refreshed policy for Scotland's National Nature Reserves.
- Completed the de-declaration of 3 NNRs.
- Prepared a Natura Prioritised Action Framework (PAF) which SG submitted to the EC.
- Completed consultation on the Sound of Barra pSAC.
- Prepared draft guidance for Scottish Government on the Bird Habitat Duty amendments to the Habitats Regulations.
- Achieved UNESCO designation of the new Galloway and Southern Ayrshire Biosphere Reserve.
- Completed de-notification of 13 SSSI (arising from Nature Conservation Act (NCA) reviews).
- Completed the de/re-notification of 7 1949 Act SSSIs.

What we want to achieve in 2013/14

These key achievements are the next steps in delivering the objectives for our programme and represent the priorities for the various workstreams.

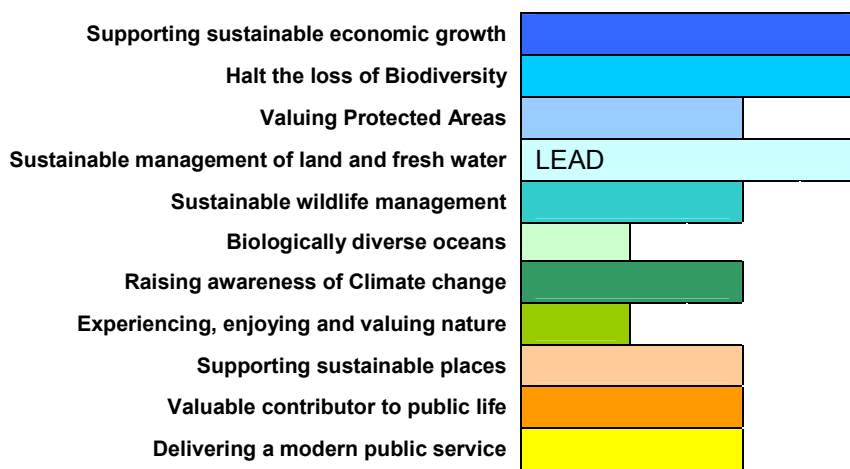
- Over the next three years, we will lead a partnership of public agencies and voluntary groups to deliver action on 410 features by 2016, so as to bring sites into favourable condition. The majority of these are on upland, woodland and wetland habitats. This will be by assisting with SRDP applications and advising on deer management issues on upland joint working sites. Work funded directly by SNH will focus on scrub and drainage control work, which the SRDP is less able to support.
- Monitor 400 features as part of the 3rd cycle of site condition monitoring and completed rapid assessments of another 434 features using our "Site Check" approach.
- Pilot a new in-field upload/download data device for site condition monitoring by end Q2 and review the results on whether to move to full scale implementation so as to reduce costs.
- Support the new NNR Partnership to publish refreshed selection criteria and management standards for Scotland's NNRs.
- Deliver projects which support and strengthen the contribution NNRs make to local communities: provision of new visitor accommodation, new reserve operations building, and road maintenance on Rum NNR; supporting completion of the round the loch trail at Loch Leven NNR and path upgrades at Clyde Valley Woodlands NNR.
- Deliver new facilities and projects which improve the visitor's experience of NNRs or which increase visitor numbers: new visitor reception facilities at Isle of May NNR and Hermaness NNR; upgrading of facilities at Beinn Eighe and Forvie and a range of events on NNRs to celebrate Year of Natural Scotland.
- Deliver enhanced management of nature: peatland management at Flanders and woodland protection and establishment at Beinn Eighe and Glencripesdale.
- Review management plans at Loch Fleet, Knockan, Muir of Dinnet, Corrie Fee.
- Pilot an updated site management & reporting system, focussing initially on NNRs.
- Agree the future status of 10 of SNH's NNRs which are currently on an "amber" list.
- Review the interrelationship of Protected Areas with land use and ecosystem approaches and public benefits.
- Input to completion of Phase 1 of the UK SPA review.
- Update and consolidate Natura guidance.
- Run updated Natura training courses for SNH staff.
- Scope out the need and review options for new approaches to Natura Conservation Objectives and Management Plans.
- Prepare advice to Ministers on scientific cases to add to the list of qualifying interests in the River Tay and to extend some tributaries of River Spey and River Dee and River Tay SACs; prepare advice to Ministers on additional SPAs for merlin.
- Complete the programme of de/re-notifying all remaining 1949 Act SSSIs (8 sites), and de-notifying 11 (whole) SSSI notified under 2004 Act. De-notify parts of 17 SSSI where features have been lost as a result of an approved public process, e.g. planning consent.

Land and Fresh Water

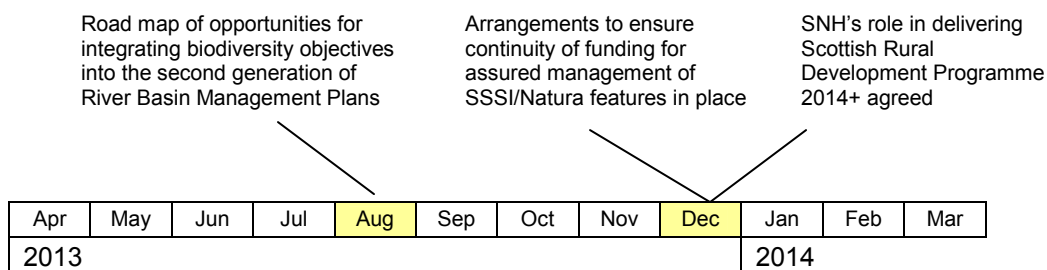
The aim for the Land and Fresh Water programme is to encourage sustainable use of land and fresh water and action to reinforce the quality of Scotland's natural capital, reinforcing its capacity to deliver a wide range of benefits.

To achieve this, we will work in partnership with Scottish Government, other public agencies, land managers and land use stakeholders to secure appropriate policy, and to guide investment and action. We will focus on supporting implementation of Scotland's Land Use Strategy, reform of the EU Common Agricultural Policy and in the development of a new Scottish Rural Development Plan, as well as in the administration of the current Programme. Demonstrating the benefits of a broader ecosystems based approach is a priority, particularly through building biodiversity objectives into catchment management planning, and encouraging land managers to work collectively to deliver them.

Contributions to Corporate Plan Objectives



Programme Timeline



Workstream	Workstream Outcomes
<p>Better Management of Land & Fresh Water</p> <p>Strategies for Land & Water Use</p> <p>SRDP</p>	<p>Land, water and soils throughout Scotland are managed to optimise benefits for the people of Scotland, the environment and wildlife. That agriculture contributes in a sustainable way to land management for biodiversity and amenity.</p> <p>SNH engaged in and able to influence key agricultural, land and water policies to ensure that these policies embrace sustainable use of land and fresh water to ensure these assets retain the capacity to support land –use businesses and deliver public benefits, particularly those related to biodiversity.</p> <p>Notified features on designated sites appropriately managed as a result of applications for funding to SRDP during 2013, thereby contributing to favourable condition. Transition arrangements to ensure continuity of funding for natural heritage priorities during 2014 and 2015. SRDP 2014-20 providing land managers with simple well targeted measures to support environmental management, with sufficient funding to at least deliver natural heritage priorities.</p>

What we achieved in 2012/13

- Supported the further development and implementation of the Land Use Strategy (LUS), providing the landscape scale context and identifying synergies with the refreshed Scottish Biodiversity Strategy. Contributed to the on going work of the Woodland Expansion Advisory Group, the development of the indicators to monitor delivery of the LUS, and the specification for the regional land use strategies being piloted in Borders and Aberdeenshire.
- Input to CAP reform through Scottish, UK and EC processes to help secure meaningful environmental benefits, particularly from the 'greening' of pillar 1. Led a number of GB agency influencing initiatives including a conference on 'greening', seminars, face to face meetings with EC officials and influencing papers – one on the potential for double funding was particularly well received by DG Ag.
- Worked with Scottish Government and other partners on the development of the next SRDP with the aim of developing/revising schemes, including developing simpler better targeted options to support environmental management (SNH is leading the revision of 49 of these), and to develop a more focused role for SNH staff in the new programme. Secured continuity of funding for natural heritage priorities during the transition between the current programme and the next. Contributed to the development of the AFRC Futures Programme.
- Contacted 100% of land managers with SNH management agreements that expire during the next 2 years to promote application to Rural Priorities.
- Provided management advice to bring/maintain features in favourable condition. Priority given to the transfer of expiring Natural Care schemes into SRDP, and follow-up work of previous advisory projects.
- Reduced the uncertainty around applying for Rural Priorities funding to support management of features on designated sites by processing applications for less than £50K on a continuous basis and improving approvals to over 95%.
- Awarded 220 Rural Priorities contracts to support management of features on designated sites
- Improved efficiency in processing Rural Priorities applications, through a reduction in errors, particularly for Axis 1 & 3 cases, and through a centre of expertise approach to dealing with more complex cases. Introduced capital claim inspection training for SNH inspectors. Ensured strategic and operational compliance with the SNH/SGRPID Service Level Agreement through quarterly meetings with officials from AFRC Scottish Government auditors and external auditors from Audit Scotland on behalf of the EC. Introduced new peer review checks for designated sites ongoing approval process. Completed revision of Service Level Agreement with SGRPID.
- Endorsed the Scottish Integrate geodiversity throughout the final text of the Scottish Biodiversity Strategy Geodiversity Charter in June 2012, and supported a Scottish Geodiversity Forum workshop to explore opportunities and scope for greater voluntary sector involvement in geodiversity conservation.
- Improved access to soil information through geo.view. Contributed to implementation of the Scottish Soil Framework to ensure sustainable use of soil, and worked through CAMERAS to progress a detailed monitoring strategy for soil.
- Provide advice to Scottish Government, Local Authorities and SEPA on working with nature to manage flood risk.
- Worked with SEPA and the GB countryside and environmental protection agencies to improve consistency at the interface between *Natura* and Water Framework Directives, particularly in relation to standards and

approval processes for *Natura* sites.

- Contributed biodiversity and wider natural heritage input to river basin planning and active catchment management through national fora and Area Advisory Groups, and assisted with implementation of catchment restoration plans for the Rivers Dee, South Esk and Naver.
- Initiated work to develop a better understanding of the role biodiversity plays in sustaining ecosystem health, and explored with SEPA the opportunities to build biodiversity objectives into the next round of River Basin Management Plans (due 2015).
- Provided environmental advice to land managers outside designated sites, particularly farmers and crofters, through one-to-one advice, demonstrations, focus groups and technical publications, including guidance on Eagle SPAs and woodland. Commenced revision of the Muirburn Code.

What we want to achieve in 2013/14

These key achievements are the next steps in delivering the objectives for our programme and represent the priorities for the various workstreams.

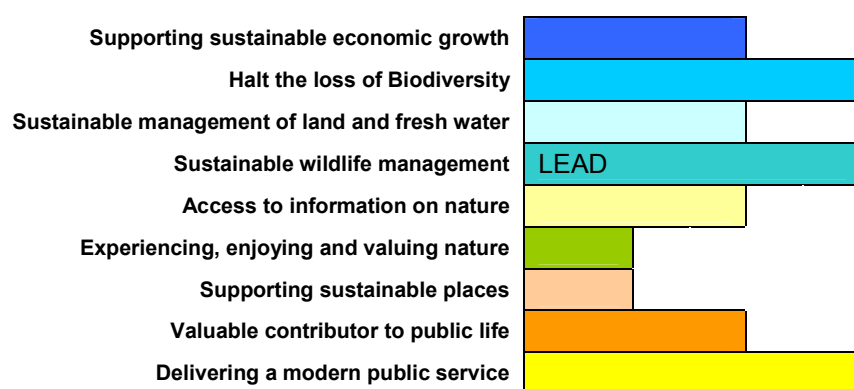
- Support implementation of the Scottish Government Land Use Strategy, particularly ensuring the regional pilots in Borders and Aberdeenshire capture the opportunities to deliver public benefit from the natural heritage.
- Assist Scottish Government in the development of the next Common Agricultural Policy to maximise the opportunities for delivery of environmental outcomes.
- Develop a road map for building biodiversity objectives into the 2015 River Basin Management Plans.
- Deliver the current SRDP within the SEARS partnership and help to develop and implement a replacement programme that supports simpler, more flexible and better targeted environmental measures. Assist with the development of AFRC Futures Programme.
- Content and structure of SRDP 2014-20 meets SNH's objectives, includes improved processes and systems and improved guidance.
- Greater recognition of the role of land managers in delivering benefits from nature, particularly when operating collaboratively, through closer working with key representative bodies.
- Increase biodiversity and mitigate diffuse pollution through habitat creation, in partnership with SEPA.
- Mechanisms to ensure funding for natural heritage priorities continue during the transition from the current SRDP to the next.
- Contribute to cross-Government action to deliver Scotland's woodland expansion targets.
- Provide advice and guidance to land managers to facilitate delivery of natural heritage objectives, including a good practice guide on dredging (jointly with SEPA).
- Natural heritage features on protected sites under appropriate management as a result of new applications to SRDP.
- Iconic species protected and under appropriate management as a result of continuing the current investments under SRDP.
- Effective transfer of existing SNH Management Agreements (incl. Natural Care) to Rural Priorities.
- Preparation of Site Documentation reports for all un-documented un-notified GCR sites.
- Objectives for developing natural capital built into policies, strategies and action for land and fresh water, particularly catchment management. Develop practical measures to support delivery of an ecosystems approach.

Wildlife Management

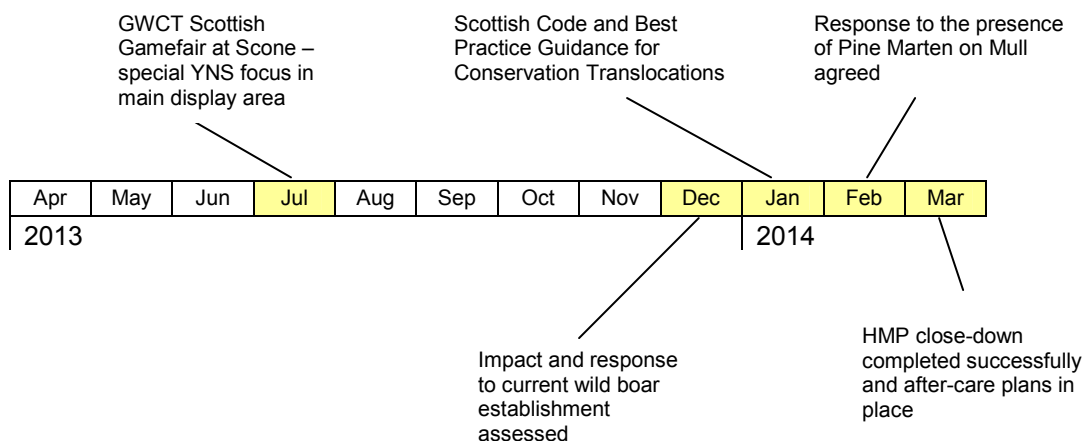
The aim of the Wildlife Management programme is to secure the sustainable management of Scotland's wildlife, maximising its value to Scotland as a better place to live, work and visit.

This requires closer working with land and wildlife managers, built on relationships founded in transparency, evidence and mutual respect. We do this in pursuit of best practice management which: secures shared objectives for wildlife populations at the same time as economic and social benefits; minimises negative environmental impacts; helps resolve conflicts; addresses public concerns for people's health and safety, and for animal welfare. The programme helps connect people to the land by raising understanding of how wildlife and its management contribute benefits to the economy, to their well-being and to species conservation.

Contributions to Corporate Plan Objectives



Programme Timeline



Workstream	Workstream Outcomes
Wildlife Management for nature and landscape	The management and wise use of Scotland's wildlife delivers the greatest possible value to people while securing its abundance and welfare, now and in the future.
Wildlife Management for better lives and work	Good practice and competence in wildlife management is widely recognised and adopted ; illegal practices are progressively isolated, and social and economic losses reduced.
Wildlife Management leadership and development	SNH is seen as providing an effective public service and leadership role , easing tensions and securing sustainable wildlife management across the sector.

What we achieved in 2012/13

- Delivered Phase 1 (Vanguard process redesign) of Licensing Services Project with new Service Standards defined and supporting operating guidance in place. The overall project timeline has been revised to reflect capacity constraints with further work on consequential and related revisions to guidance now scheduled into 2013/14 or subsequent years as supporting evidence becomes available.
- We maintained support for the Cabinet Secretary's Environmental Crime and Enforcement Task Force and Partnership Against Wildlife Crime Scotland (PAWS) work in accordance with partnership requirements.
- Reviewed systems to store and access wildlife species data and confirmed adequate interim solutions that meet the business requirements of those managing wildlife in place pending progress with wider Corporate Data Acquisition Project.
- Supported final stages of the development of Scottish Land & Estates Wildlife Estates Scotland (WES) accreditation scheme up to its launch, and agreed the basis for future support of the final rolled-out scheme.
- DVC risk management policies integrated into the planning stage for 3 major transport infrastructure developments through advice to Transport Scotland.
- Received final research reports and tested draft Animal Welfare principles and assessment process with Veterinary and other specialists prior to final development of position statement and staff guidance.
- Criteria to assess economic damage to the public interest developed to a stage to allow testing on 'live' case studies during 13/14.
- Developed proposals for CPD to support competence across wildlife management in line with LANTRA partnership action plan.
- Demonstrated best practice in deer management on SNH NNRs and shared with wildlife management practitioners through 2 events, including one specifically targeted at college students. Additionally a successful best practice event for new audience of urban deer managers was opened by Linda Fabiani, MSP.
- Published and began to implement SNH's new Wildlife Management Framework for decision-taking, integrating Species Action with other Wildlife Management decisions to maximise the public value of interventions.
- Submitted a final evaluation of the success of the DCS merger to Ministers during Q3, which was subsequently laid in the Holyrood library and presented to the RACCE Committee of the Scottish Parliament.

What we want to achieve in 2013/14

These key achievements are the next steps in delivering the objectives for our programme and represent the priorities for the various workstreams.

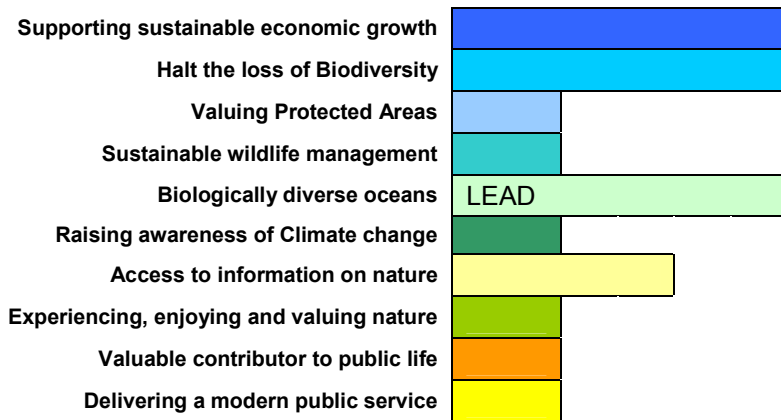
- Improved licensing service provision from Licensing Review outputs will be described and reported through key measures such as turn around time, flexibility, ease of use, visibility, efficiency.
- Issue updated statement on SNH's approach to wildlife crime.
- National Goose policy implemented: trials on the sale of greylag undertaken; Tiree adaptive management trial commenced: support measures for small scale Greenland White fronted geese management agreed.
- The implementation of a streamlined deer census programme in upland and lowland in line with count and data returns policy to support work on site condition, s. 7 Agreements and collaborative deer management.
- Scottish Land and Estates' *Wildlife Estates Scotland* initiative roll-out supported with target entry levels achieved and other key performance indicators met.
- Deer/Vehicle Collision risk management promoted through bi-annual awareness campaigns in Q1 and Q3 and partnership approach through Transport Scotland, trunk road operating companies and local highway authorities in place in 2013-14.
- Recommendations for standardised criteria on firearm/ammunition combinations for use in wildlife management delivered by Q4.
- 7 Supplementary Guides supporting the Code of Practice for Deer Management, and 8 supporting Deer Management Group development will be developed, published and distributed in 2013-14.
- Wild Animal Welfare Principles adopted and preliminary practical assessments implemented.
- The implementation of WDNA in the public and private sector reviewed and recommendations made on the priority strategic areas required to ensure the successful implementation of sustainable deer management.
- The development and delivery of appropriate sharing good practice events on wildlife management topics targeted at conflict resolution and pest and predator interactions.

The Sea

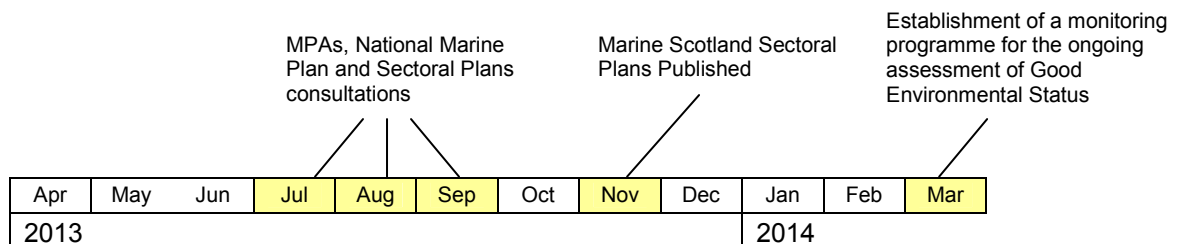
The aim of The Sea programme is to deliver SNH's contribution to achieve Government's vision of "clean, healthy, safe, productive and biologically diverse oceans and seas".

In the immediate future this centres on aspects of implementing the Marine (Scotland) Act and delivering an effective advisory service with respect to the identification and management needs of marine protection areas, national and regional marine planning, licensing and aquaculture. The longer term goal is the achievement of Good Environmental Status under the Marine Strategy Framework Directive. In 2013/14, we'll be assisting government in consultations over Marine Protected Areas (MPAs) such that the network is ecologically coherent; help in the development of and consultation over the National Marine Plan – and assist in paving the way towards regional Marine Plans; provide advice and information to help inform and determine relevant marine and coastal activities, developments and consents; and through "Delivering Planning Reform for Aquaculture" and the "Strategic Framework for Scottish Aquaculture" (SFSA), support the development of sustainable finfish and shellfish industries.

Contributions to Corporate Plan Objectives



Programme Timeline



Workstream	Workstream Outcomes
Improving Knowledge & Understanding of our Marine & Coastal Environments	The outcomes of this workstream are to; work with key partners (Marine Scotland, MSS, JNCC and SEPA) to deliver marine survey projects to underpin both the development of nature conservation MPA proposals and the assessment of existing protected areas; contribute to the JNCC monitoring and surveillance programme , and support the development of a monitoring and surveillance strategy for Scottish waters (beyond 2014 we anticipate this work being led by the GES monitoring strategy); and to: secure, manage & mobilise marine & coastal data holdings (informed by the Implementation plan [A519961] of the Marine Data & Coastal Data Project (12672) & by the priorities of the MPA process); making relevant data available to internal and external audiences meeting MEDIN and INSPIRE requirements.
Promoting the Sustainable Use & Improved Management of our Coasts & Seas	The outcome(s) of this workstream is to deliver SNH's contribution to achieve Government's vision of "clean, healthy, safe, productive and biologically diverse oceans and seas" . In the immediate future this centres on aspects of implementing the Marine (Scotland) Act and delivering an effective advisory service to national and local government with respect to marine planning, licensing and development.

What we achieved in 2012/13

- Finalised reports on surveys used to identify and describe the suite of MPAs reported to parliament in Q3/Q4.
- Substantially concluded the programme of marine survey and data mining agreed with Marine Scotland and Marine Scotland Science to gather and report data on features and activities, underpinning identification of MPAs.
- Delivered first tranche of innovative surveillance of Basking Sharks and Seals.
- Progressed The Marine and Coastal Data Project to ensure data holdings are secure and accessible to internal and external users in compliance with INSPIRE and MEDIN.
- Provided feedback to Marine Scotland and formally responded to consultation on revised draft National Marine Plan.
- With Marine Scotland, reported to Government on the proposed suite of nature conservation Marine Protected Areas (MPAs) and their management needs.
- Enabled Government to publish the initial assessment of Good Environmental Status of Scotland's seas, meeting the timetabled requirements of the Marine Strategy Framework Directive.
- Provided advice to Government on the Aquaculture and Fisheries (Scotland) Bill.
- Provided support to the development of sustainable finfish and shellfish industries through "Delivering Planning Reform for Aquaculture" and the "Strategic Framework for Scottish Aquaculture" (SFSA).
- Assisted in delivery of IFG fishery plans in the pilot areas.
- Advised Government on proposals for the new Scottish Marine Regions building on existing coastal zone work (Firths initiatives, SSMEI etc.).

What we want to achieve in 2013/14

These key achievements are the next steps in delivering the objectives for our programme and represent the priorities for the various workstreams.

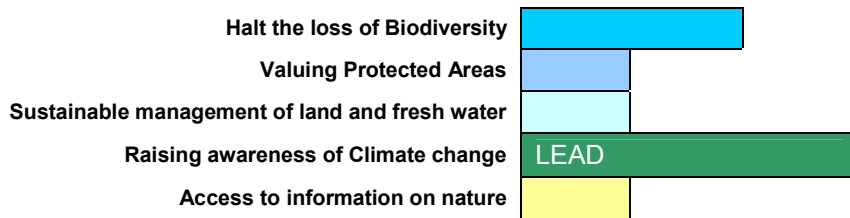
- Communications and phased consultation towards the establishment of a network of MPAs.
- Publication of guidance and advice on the Management needs of nature conservation MPAs.
- An effective contribution to the National Marine Plan consultation (underpinned by sustainable development objectives (recognising Marine Ecosystem Standards).
- Effective contribution to setting standards and indicators to achieve "Good Environmental Status" of Scottish waters in respect of the Marine Strategy Framework Directive.
- Completion of the Marine and Coastal Data Project.
- Completion of survey and modelling work to inform potential MPAs for mobile species (cetaceans/sharks).
- Contribution to agreed monitoring strategy and plan for the ongoing assessment of good environmental status.
- Assisting Marine Scotland to Conclude its "audit and review" of aquaculture sites.

Climate Change

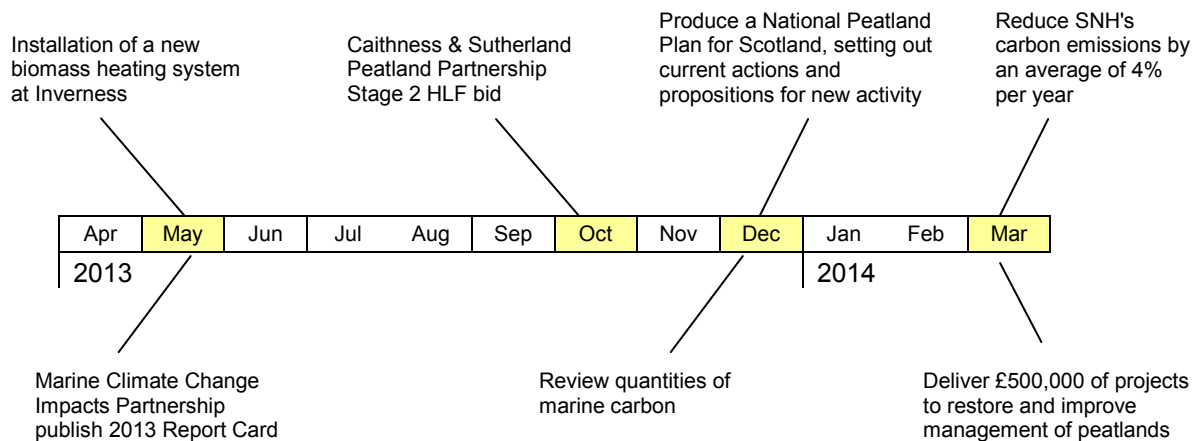
Contributions to Corporate Plan Objectives

The aim of this programme is to raise awareness of how nature helps us cope with climate change, what climate change means for nature and how we can help it cope. The programme also includes the implementation of SNH's public body climate change duties. We published our Climate Change Action Plan in June 2012. This offers suggestions on the role nature could play in tackling climate change. Additionally, we included ideas on how we can help nature itself cope with change.

Work on climate change is spread across all our Programmes. The Biodiversity and Land & Freshwater Programmes promote the ecosystems approach, the concept of natural capital, better environmental resilience and the adaptation principles. The People & Landscape Programme leads on greenspace work, as part of which climate change can be made directly relevant to communities. The Socio-Economic Programme leads in supporting the development of renewables. This Programme focuses on raising awareness of how nature is changing, promoting the role of peatlands and showing leadership in reducing our own carbon emissions.



Programme Timeline



Workstream	Workstream Outcomes
Delivering the Climate Change Action Plan	<p>The key outcome of this workstream is people are more aware of how nature is changing as a result of climate change and take action accordingly. Of particular importance is for key decision makers to be more aware of how nature helps us to cope with the effects of climate change and to take action.</p> <p>SNH will play a key role in promoting enhanced natural capacity for long-term carbon storage in peatlands, soil and marine ecosystems. We aim to lead by examples in managing our own carbon footprint by reducing it by at least 4% per year, and showing how to manage climate change risks to our business.</p>

What we achieved in 2012/13

- Published our Action Plan: "Climate change and nature in Scotland"(June). This is an updated version of SNH's 2009 Approach and Action Plan. The "Background and Context" web site material was updated too.
- Played a major role in the Marine Climate Change Impact Partnership's 2012 annual report, which was launched at World Fisheries Congress (May).
- Achieved good media coverage of SNH supported research on: (1) upland vegetation, which showed specialist plant species appear to be on the decline due to climate change and (2) sea birds, which concluded that 9 out of 11 of our commonest seabirds species have shown sustained declines over the past 20 years.
- Carried out an initial assessment of the consequences of climate change for protected areas, developing a model to use to prioritise effort on protected area features.
- Delivered £200,000 worth of projects to restore peatlands to provide carbon and biodiversity benefits.
- Supported the Peatland Partnership to successfully secure Stage 1 support from Heritage Lottery Fund for implementing the Management Strategy for the Peatlands of Caithness & Sutherland.
- Reduced our CO2 emissions by around 2%, giving a rolling average since 2003 of around 7%, and we shared our experience of Carbon Management and Adaptation with other public bodies.
- Installed Photovoltaic units at Cairnsmore NNR and Newton Stewart and solar thermal units at Aviemore, Isle of May NNR and Battleby.

What we want to achieve in 2013/14

These key achievements are the next steps in delivering the objectives for our programme and represent the priorities for the various workstreams.

- Engage with stakeholders to produce a National Peatland Plan for Scotland, setting out current actions and propositions for new activity.
- Implement a Peatland Restoration Project using "Green Stimulus" funds to deliver £500,000 of projects to restore and improve management of peatlands.
- As a partner in the Caithness & Sutherland Peatland Partnership, support development of the Stage 2 HLF bid for submission by end October 2013.
- Review the quantities of carbon stored in coastal and marine sedimentary habitats such as saltmarshes and estuaries.
- Publish a range of information explaining how nature is changing as a result of climate change and other drivers. Topics will include: farmland birds; butterflies, upland vegetation and soil processes on slopes.
- As part of the Marine Climate Change Impacts Partnership, publish the 2013 Report Card.
- Respond to consultation by Scottish Government on a draft statutory Adaptation Programme and take forward contributions sought from SNH in the finalised Programme.
- Establish a range of case studies to demonstrate how our Adaptation Principles (listed in our Climate Change Action Plan) can be applied across different habitats.
- Identify adaptation priorities for protected areas using the assessment of the consequences of climate change we delivered in 2012/13.
- Reduce SNH's carbon emissions by an average of 4% per year between 2005 and 2020.
- Complete installation of new biomass heating systems at our Inverness and Aviemore offices, a wind turbine at St Cyrus NNR and a major hydro project at Creag Meagaidh NNR.

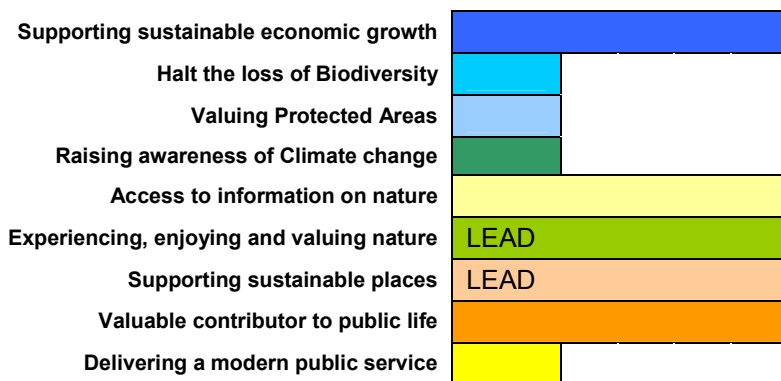
People and Landscape

The aim of the programme is to deliver real improvements to people's lives and to communities. The programme seeks to deliver two key outcomes.

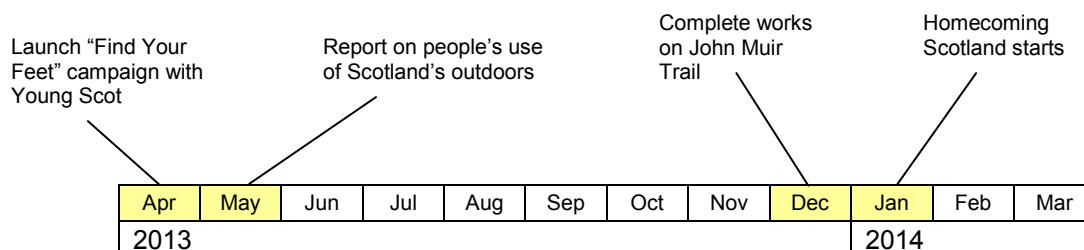
The first key outcome is to get more people experiencing, enjoying and valuing nature through outdoor recreation, volunteering and outdoor learning. This will help to improve people's health and well-being, support economic growth and secure a stronger commitment to looking after Scotland's nature and landscapes. A particular focus is to increase awareness of and engagement with Scotland's landscapes as part of this work. We are also working to improve people's skills, confidence and employability through volunteering, involvement in looking after the local environment and other activities. This will form an important part of our response to the Scottish Government's agenda on youth employment.

The second key outcome is to improve the environmental and landscape quality of places, particularly in central Scotland. This will help to improve people's quality of life, support economic growth and regeneration, and help empower people. Increasing our engagement with community planning is becoming more important and a key part of this is to set out more clearly the contribution that the natural heritage, and its enjoyment and use, can make to help solving some of Scotland's big problems.

Contributions to Corporate Plan Objectives



Programme Timeline



Workstream	Workstream Outcomes
Increasing Participation and Involvement	The key outcome of this workstream is to get more people experiencing, enjoying and valuing nature through outdoor recreation, volunteering and citizen science, outdoor learning and other activities . Our work is seeking to deliver an increased contribution, through physical activity and contact with nature, to people's health and to economic growth, to get more people taking action to look after nature and landscapes, and to improving people's skills, confidence and employability. A further outcome is increased awareness of Scottish access rights and the Scottish Outdoor Access Code.
Creating Better Places	The key outcome of this workstream is to improve the environmental and landscape quality of places, particularly in central Scotland . This will help to improve people's quality of life, support economic growth and regeneration, and help empower people. Other outcomes are to help more people to enjoy nature through improved green space and access opportunities (particularly close to where they live), to increase awareness of and engagement with Scotland's landscapes, and to increase our engagement with community planning. Making the case for the contribution that nature can make to helping solve some of Scotland's big problems is an essential part of this work.

What we achieved in 2012/13

- We provided funding in support of the delivery of over 500,000 volunteering, outdoor learning and recreational opportunities.
- The "Simple Pleasures, Easily Found" campaign was evaluated and changes recommended for future campaigns.
- We delivered, in partnership with FCS and NHS Health Scotland, practical improvements to the provision and use of greenspace through project work undertaken in NHS Fife, Lothian, Ayrshire and Arran, Glasgow and Clyde Valley and Forth Valley.
- Our promotional work helped to halt the decline in people's awareness of the Scottish Outdoor Access Code, which now stands at 43% of Scottish adults.
- We developed a new long-term survey for monitoring people's attitudes towards and engagement with nature and landscape and secured approval by Scottish Government. The first wave of the survey started in late Q4.
- We developed ambitious plans for Year of Natural Scotland 2013, with key projects including the Big Five campaign, View from the Train, linking nature & culture, involving young people and working with the industry.
- The second year of a three year promotional campaign for Scotland's Great Trails was delivered jointly with VisitScotland.
- We agreed the route for the John Muir coast-to-coast trail and began work to implement the route, as well as preparing preliminary promotions and signage.
- We delivered our Central Scotland Green Network commitments (jointly with FC), providing guidance notes for Local Development Plans, development case studies, support to Regional Green Network Partnerships and support to 38 CSGN development fund projects valued at £2.2 million. We developed further data sets on Integrated Habitat Networks (5 habitat types are now available to local authority partners in the CSGN area).
- We made 2 major submissions to Scottish Government for NPF3 (a re-nomination for CSGN and a bid for a Long Distance Route Network for Scotland).
- We had moderate to very good engagement with 14 Community Planning Partnerships and have progressed development of indicators on visits to the outdoors, greenspace and biodiversity.
- We published our position statement on "Better Places for People and Nature" and held a series of up to 6 place-making events with Architecture + Design Scotland and other partners.
- We drafted a new landscape policy framework and helped organise a major national landscape conference with NTS and LIS to help raise debate on landscape policy and practice 50 years on from the first event on this issue.
- We published a new place-based map of the Landscapes of Scotland and launched the Community Dialogue Toolkit.
- We published a draft national map of wildness in Scotland and have worked with Scottish Government to help develop their thinking on the implementation of SPP policy on wild land.
- We delivered our commitments to the National Park Authorities and provided detailed support to the development of the new 5 Year national park plans.

What we want to achieve in 2013/14

These key achievements are the next steps in delivering the objectives for our programme and represent the priorities for the various workstreams.

- Deliver at least 150,000 outdoor recreation, volunteering and outdoor learning opportunities, particularly targeted at young people and people from disadvantaged backgrounds in the CSGN area.
- Deliver agreed projects for the Year of Natural Scotland 2013 and Homecoming Scotland 2014.
- Implement the third year of our promotional campaign, with VisitScotland, for Scotland's Great Trails.
- Implement an updated campaign on awareness of access rights and the Scottish Outdoor Access Code, focussed on those visiting the outdoors.
- Provide advice to the Land Reform Review Group and Scottish Government on the review of the Land Reform (Scotland) Act.
- Manage our new survey for monitoring people's attitudes towards and engagement with nature and landscapes, and report on early results and findings.
- Deliver the targets agreed by MT for the SNH contribution to the Scottish Government youth employment agenda in 2013/14.
- Deliver all agreed commitments for the Central Scotland Green Network (with FCS), implement recommendations from the gateway review and prepare for changes in NPF3.
- Complete work on The John Muir Coast to Coast Trail by the end of Q4, implement an agreed promotional plan for the route, and develop proposals for its launch by Q2.
- Develop an action plan, by the end of Q2, to increase awareness and understanding of the diversity and importance of Scotland's landscapes.
- Promote the principles in Scotland's Landscape Charter, refresh our information on landscape character and develop a better framework for monitoring landscape change in support of better planning and management of Scotland's landscapes.
- Help local authorities and communities to deliver stronger management and promotional action in National Scenic Areas.
- Work with the Scottish Government and other partners to develop actions for improving the planning and management framework for wild land and wildness, including SPP.
- Develop our engagement with Community Planning Partnerships, ensure that more than 50% of new single outcome agreements use our agreed local outcome indicators for the environment and produce clear guidance and advice on engaging with CPPs and on how nature can help deliver national CPP priorities (by Q3).
- Deliver all our commitments within the national park partnership plans.

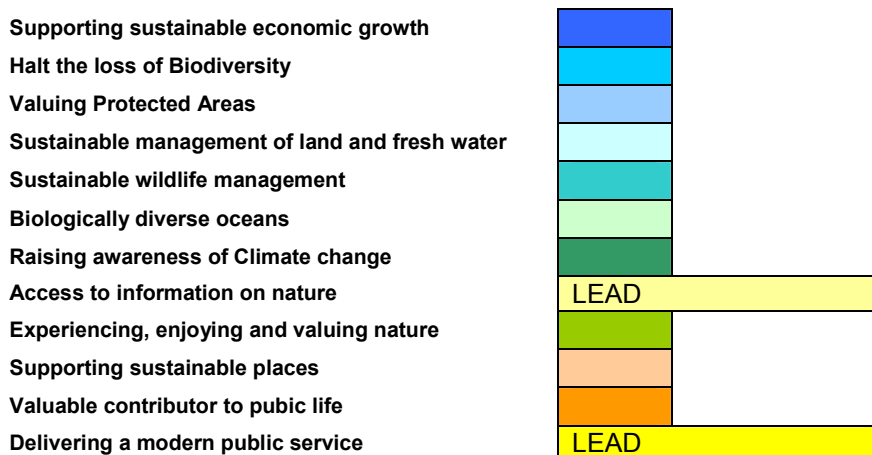
Supporting Delivery

The aims for the Supporting Delivery programme are that:

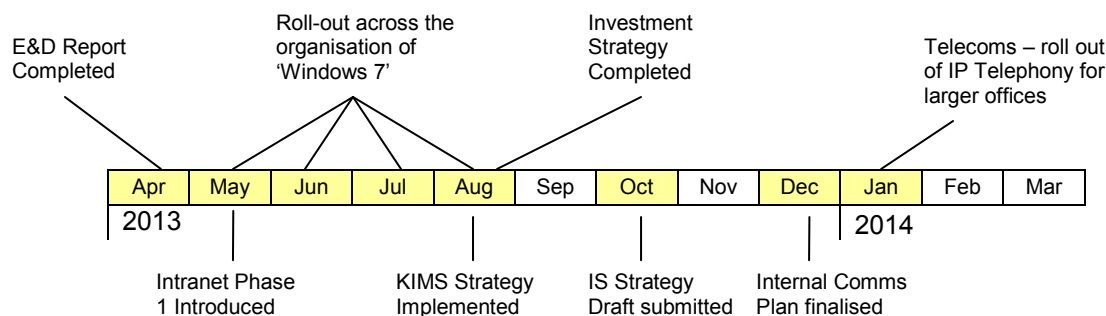
- SNH is seen to be a modern public service organisation, responsive to our customers and the political, economic and social context in which we operate.
- Our processes help us deliver our Programme outcomes without unnecessary bureaucracy or cost while being fully transparent, focused on the customer and open to public scrutiny.
- Our communications and engagement with our key stakeholders are acknowledged as excellent, maximising impact and reach through social as well as traditional media
- We lead the way in embracing Shared Services and efficient asset management to reduce the costs of our output to the public purse while at the same time improving the quality of the services we provide.
- We extract the best value out of the information we create and develop, and share this data as widely as possible with the general public and other government bodies.
- We can demonstrate the value of what we buy and in how we work.
- Increasingly we understand how SNH works as a system so are able to evaluate the full impact of service improvements for the whole organisation.

We will be increasingly flexible in the way we match skills and talents to the work that we need to do and will use workforce planning to enable this flexibility and retain staff motivation. We'll continue to progress IT development in line with the McClelland Report, the National and Sectoral ICT Strategies, and continue to reduce the number of offices we have, using co-location, hot desking and home-working as means of reducing costs and carbon and as part of our Best Value approach. We'll make further improvements to our business processes and customer focus as part achieving at least 3% cost efficiencies. We'll also improve our intranet, one of a number of measures to improve our internal communications and at the same time seek to better engage with our stakeholders and strive to continue to raise the profile of the organisation. We will continue to build on our programme approach and carry out a review to ensure that we refine aspects of implementation to best benefit the organisation. We remain committed to the joint service approach and will seek to play a full and active part in the SEARS partnership.

Contributions to Corporate Plan Objectives



Programme Timeline



Workstream	Workstream Outcomes
Asset Management	The primary outcome of this workstream is for our property, fleet and ICT infrastructure assets to meet the needs of SNH and our customers , so enabling staff to efficiently deliver their contribution to our Corporate Objectives, while ensuring the costs of provision are affordable. A secondary outcome is for SNH to maintain its reputation in its sector for championing the adoption of shared services and assets and for punching above our weight in our contribution to SG thinking and implementation of, 'sharing, before buying, before building'.
Staff Management	The outcome of this workstream is for SNH's culture to encourage people to deliver their best , where people's skills, both current and future, are valued and invested in, which promotes opportunities and flexibility in how these skills are deployed and where staff feel engaged in and have ownership of business improvement.
Information Management	<p>The primary outcome of this workstream is to deliver and enable accessible, yet secure, access to the wealth of information SNH hold on Scotland's changing nature. We will also review the data management model core to all of our information storage processes and ensure it is fit for purpose and meets the need of the new Knowledge and Information Strategy.</p> <p>The secondary outcomes are to ensure the effective management of corporate records in keeping with the Public Records Act of 2013. In addition to support the protection and management of SNH's sensitive information. Meet the requirements of FOI/EIR requests within the required timescales.</p>
Governance & Development	<p>The outcome of this workstream is that SNH is judged to be a well managed and publically accountable organisation that bases its advice and business decisions on an evidential approach while adopting an agile response to a changing natural and business environment.</p> <p>We are subject to the public sector equality duty. The purpose of the duty is to ensure that we consider how we can positively contribute to a more equal society through advancing equality and good relations in our day-to-day business.</p>
Financial Management	The outcome of this workstream is to demonstrate value for money to the public purse by providing timely, accurate & relevant financial data, analysis and advice to help manage the business, all within the financial framework agreed with Scottish Government.
Communications	The outcome(s) of this workstream are to continue to raise awareness and continue to increase positive action in favour of nature and landscapes amongst key audiences . To foster a better understanding of the role of nature and landscapes to improve health, well-being, prosperity, national pride and esteem. We endeavour to ensure that SNH is recognised as a valuable contributor to public and professional life in Scotland, increasing understanding of the role of nature and landscapes in sustainable economic growth, tourism and people's health and well-being.

What we achieved in 2012/13

- HR have completed the Equal Pay Audit and the Employee monitoring report that will form a significant part of the Mainstreaming report being produced by the E&D group.
- Supported staff wellbeing through our ongoing Employee Assistance Programme.
- Nine modern apprentices now in place, which exceeds our original target. Graduate scheme has been developed and working with PAD on implementation.
- A draft Resource strategy is underway and the employee survey established on an annual basis from which MT have determined an action plan.
- Develop and implement a Resource Strategy in Q1 which sets out our skills requirements for the future, provides an HR framework to support our changing business delivery and how we engage, motivate, develop and retain our staff.
- Submitted signed audited accounts (without qualification) to Scottish Government and Auditor General for Scotland were commended by Audit Scotland for high quality of return.

- Delivered an actual underspend within 1.5% of operating budget and 5% of capital budget.
- Delivered further reduction in the CO2 emissions from our fleet and building energy use achieving a rolling annual average reduction of 9.X%.
- Continued to implement the Strategic Property Review by reducing our property holdings (sale of Airlie and co-location in Dumfries and GGH) and thereby our costs, whilst ensuring our portfolio continues to support operational needs.
- Ensured cost effective property maintenance through use of PAMS to maintain legislative compliance and asset condition/value and reduced the ongoing maintenance budget in 13/14.
- Delivered an agreed audit programme responsive to changing needs of the organisation and have taken forward a pragmatic solution to resourcing issues.
- By supporting the Scottish Government project team with SNH resource we have been more influential by contributing to the post-McClelland work on the National and Sectoral ICT Strategies.
- Completed the redesign of the process to prioritise, develop and manage business analysis, change projects and IT projects by Q2 by formation of the TAG with direction from Improvement Board.
- Fully implemented the new payroll module of the Oracle e-business suite, ensuring that accuracy levels are 100%, and that the predicted 'cost per payslip' savings can be achieved by a reduction in resources and the cost of processing.
- Complete the Draft of the Knowledge and Information Strategy completed and out for comment.
- Received a positive practice assessment by the Information Commissioners office on our FOI/EIR procedures.
- Successfully upgraded eRDMS and completed a migration from GroupWise to Outlook.

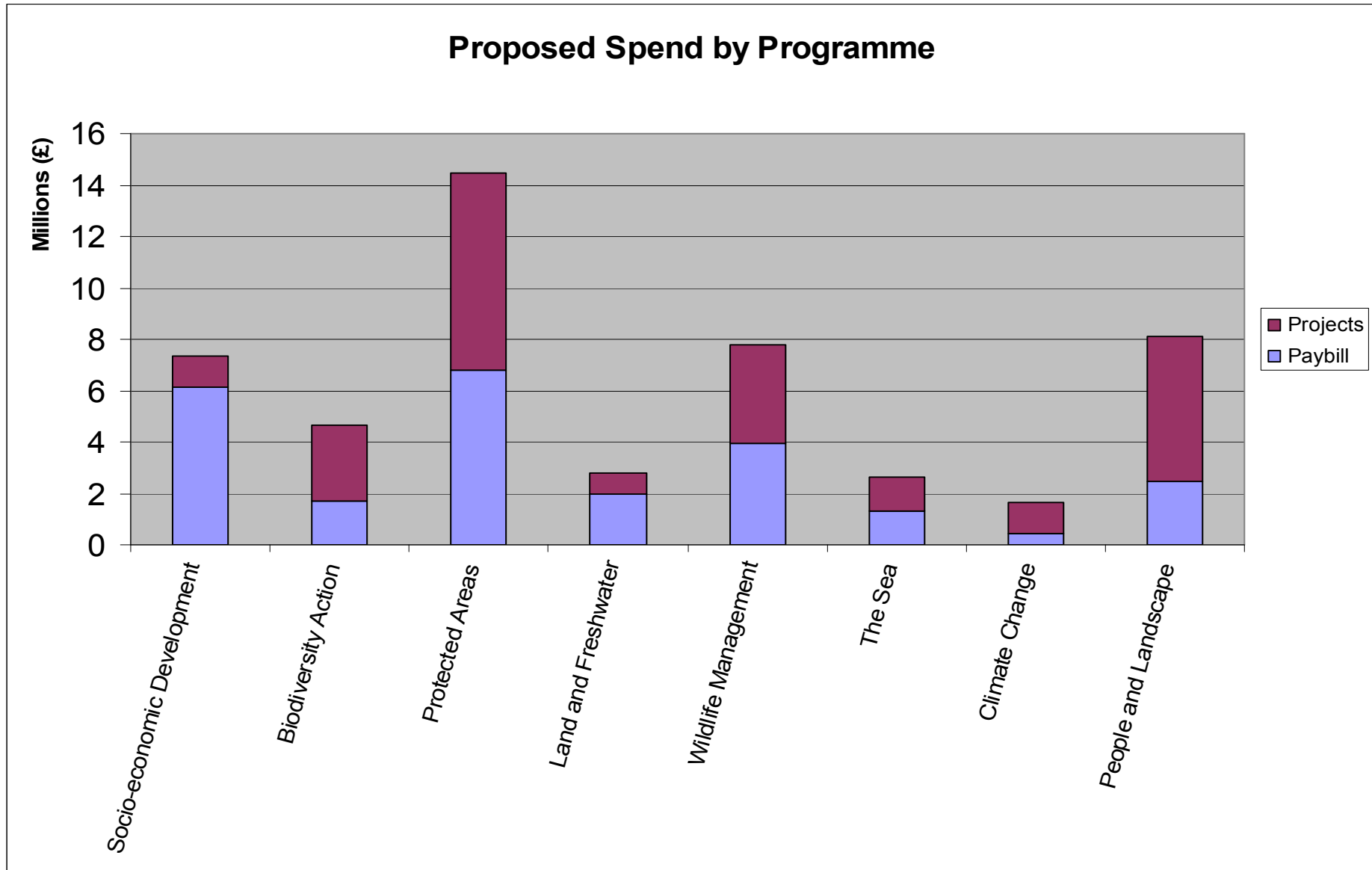
What we want to achieve in 2013/14

- Deliver Year of Natural Scotland events and activity and deliver Homecoming Scotland 2014 events and activity.
- Implement and develop stakeholder engagement strategy and implement internal communications strategy.
- Implement and develop media relations strategy and develop our digital communications.
- Through the delivery of business infrastructure and intelligence this Programme supports the achievement of all outcomes of our Corporate Strategy but its particular contributions are to:
 - Ensure the Corporate Strategy remains current, identifying new strategic issues which need to be explored more fully.
 - Demonstrate good governance and ensure effective and efficient use of resources while delivering 3% efficiency savings in 2012/13 and outturn within 1% of budget.
 - Work with other parts of Scottish Government and the wider public sector to deliver a 20% reduction (by end 2013/14) in the cost, while maintaining the quality of support services through joint working or shared services.
- Continue work on implementing the Strategic Property Review by reducing our property holdings and thereby our costs and ensure cost effective maintenance through use of asset management information from PAMS.
- Continue to reduce the carbon emissions from our energy and work travel by settings challenging targets through carbon allocations, and strengthen the sustainability of our corporate functions and processes.
- Publish Equality Outcomes, mainstreaming report and equal pay statement all by 30 April 2013; update and implement guidance and carry out EqIA.
- Fully support staff through Employee Advice Programme.
- Ensure workforce planning is implemented allowing flexibility in the deployment of our resources around the organisation to meet peak demands and help share experience and knowledge amongst staff.
- Ensure SNH information processes/systems continue to meet the evolving business needs by supporting the Improvement Board, TAG and the KIMU Information Strategy.
- Commence pilot of Unified Communications and re-refresh of our telephony aligned with the direction provided by the Business Improvement Board.
- Deliver new IS desktop and WAN upgrade plan and agree implementation with Business Improvement Board.
- Deliver an agreed IS Strategy that reflects business requirements and aligns with the National and Sectoral ICT Strategies.
- Develop the Business Improvement function and make sure that it is widely applied and understood so that we can be confident that collectively we deploy resources so as to best meet corporate needs and avoid lock-in to redundant practices and processes.
- Deliver Knowledge and Information Strategy and take forward action plan, delivering a replacement Business Intelligence tool in the first year along with a review and qualified data model.

EXPENDITURE PROPOSALS BY PROGRAMME

The table below sets out the proposed expenditure by programme for projects, capital and paybill for 2013/14.

[Note: Supporting Delivery has been included and distributed pro rata across the programmes.]



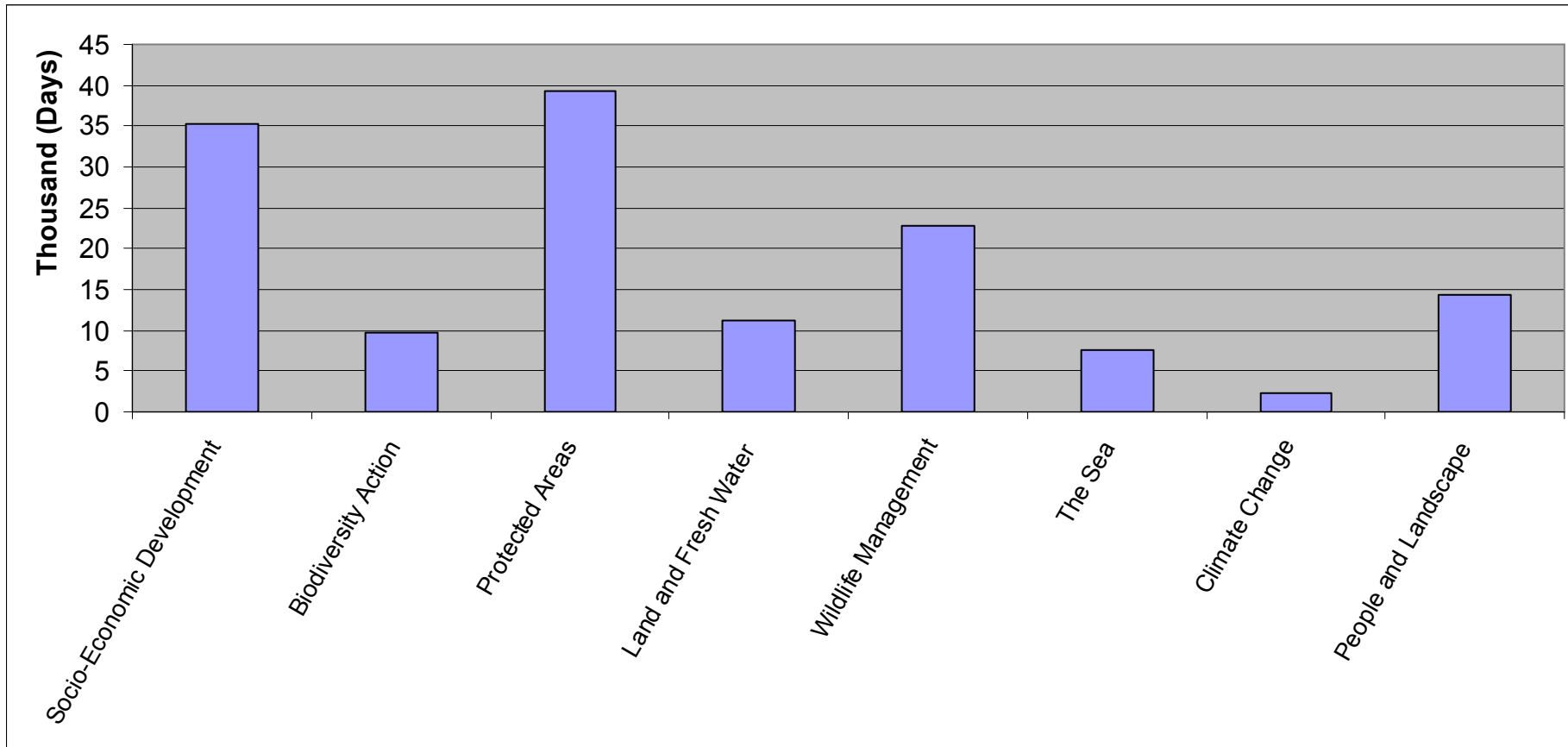
EXPENDITURE PROPOSALS BY PROGRAMME

The table below breaks down the proposed expenditure by Programme and Workstream for 2013/14. Supporting Delivery has been recharged pro rata across the programmes.

Programme	Workstream	Project Costs (£000)	Capital (£000)	Paybill (£000)	Programme Total (£000)
Social & Economic Development	Supporting Sustainable Economic Growth	506	42	6,115	7,369
	Delivering Development Services	178			
	Building Capacity for Sustainable Development	528			
Biodiversity Action	Biodiversity Strategy, Leadership & Communications	921	42	1,675	4,661
	Biodiversity Action & Advice	1,264			
	Biodiversity Action – The Evidence Base	759			
Protected Areas	Managing Protected Areas	3,774	673	6,818	14,443
	Enjoyment and Promotion of Protected Areas	3,146			
	Protected Areas Designation and Policy	32			
Land & Fresh Water	Better Management of Land & Freshwater	465	42	1,949	2,772
	Strategies for Land & Water Use	294			
	Scottish Rural Development Programme	22			
Wildlife Management	Wildlife Management for Nature & Landscape	3,639	42	3,958	7,793
	Wildlife Management for Better Lives & Work	154			
	Wildlife Management Leadership & Development	0			
The Sea	Improving Knowledge of our Coastal Environments	701	42	1,324	2,627
	Promoting Sustainable Uses of our Coasts & Seas	560			
Climate Change	Delivering the Climate Change Action Plan	964	275	418	1,657
People & Landscape	Increasing Participation & Involvement	4,046	42	2,481	8,113
	Creating Better Places	1,544			
Totals		23,497	1,200	24,738	49,435
SRDP Funding Contribution					2,400
JNCC					1,404
Depreciation					3,080
Total Expenditure Proposal 2013/14					56,319
Draft GiA Allocation					55,334
Additional Autumn and Spring Budget Revisions, subject to parliamentary approval*					985
Total GiA including Budget Revisions 2013/14					56,319

* Includes additional funding from Scottish Government of £500k for Peatland Restoration work, £195k for Grant to Trust for Conservation Volunteers, £155k for YNS 'Big Five' Campaign, £50k for Tayside Beaver Monitoring, £43k for Science & Research Expertise, £42k for Grant to Scottish Environment LINK.

TIME PLANNED BY PROGRAMME



Supporting Delivery services have been recharged pro rata. No comparison with previous years is provided due to the merger of the Communications & Information Programme.

Annex 1: SNH Change Requirement – Mapping 13/14 Business Plan contributions against Strategic Priorities

We have established an improvement programme with governance from a board led by the Director of Policy & Advice to drive the change needed in the organisation and have identified a suite of strategic change projects which address SNH’s change requirement. That change requirement is owned by the Board and Management Team and addresses the key objectives of becoming *smaller, smarter and more influential*.

How we will change to deliver our 4 Corporate Aims

Change Response	How we will change (from corporate plan 2012-2015)	“What change for SNH will look like in 2015”	Delivery co-ordinated by the Improvement plan; more detail in statements on...
A. Becoming a smaller organisation	1. Organise our business around fewer, but strategically more important activities grouped under 12 Objectives	1. We will operate with fewer staff by 2015 (~20% fewer from a 2010/11 baseline) 2. Within programmes, we will organise our work around fewer larger projects	People/resources; Programmes
B. Working <u>smarter</u> and targeting improvement to our ways of working	2. Maintain flexibility to delivery through a Programme Approach. This will be the key means by which we respond to public service reform and make sure we collaborate with others In doing this, we need to be more effective in how we develop and use our people	3. We prioritise improvements to our business processes, with a significant emphasis on improving service delivery	Improvement Plan (including service delivery), Knowledge & Information Management
		4. We are more flexible in the way we use our staff and our skills to tackle the tasks we need to do given the prevailing budgetary and delivery challenges	People/resources; workforce planning; programmes
		5. We have a different skills mix and use behaviours that bring our values to life, show passion, political awareness and promote the wider benefits of nature and landscapes in the way that we work	People/resources, programmes
	3. Optimise the use of our assets including property holdings and Information Technology	6. We collaborate with others and use our assets to help us to be more effective and more efficient in the delivery of our aims and objectives 7. We are smarter in the way that we use our assets (especially IT) and business analysis to manage workloads	Programme Managers; low carbon vision Improvement Plan

C. Becoming a <u>more influential</u> organisation	4. Better integrate environmental objectives, notably through better engagement with our key stakeholders Actively modelling the SNH values and key messages in the way that we work	8. We use good evidence, good people skills, help to find solutions, build relationships and allies, provide information to the right people at the right time	People/resources; programmes; Knowledge & Information Management
	5. Streamline service delivery maintaining a national service delivered locally, focussed on customer needs	9. We understand the consequences of change in one part of the organisation for other parts and our overall effectiveness and efficiency	Programmes (Improvement Plan/service delivery)
		10. We have improved our approach to business planning to provide lines of sight between activities undertaken in SNH and our aims as well as those of our delivery partners	Programmes (Improvement Plan/service delivery); business planning
		11. Our focus is on our customers in the delivery of our 4 corporate aims, and external customers drive internal relationships and the way we conduct our work	People/resources; Improvement Plan; programmes; customer focus
6. Reinforce a proportionate and risk-based approach	12. We have increased our capacity for creativity and innovation - including our approach to risk (and risk aversion) and doing things differently	People/resources; programmes	