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<p>Dr Ian Jardine Chief Executive Scottish Natural Heritage Great Glen House Leachkin Road Inverness IV3 8NW</p>	

Our ref: B4715245
19 April 2011

Dear Ian

SCOTTISH NATURAL HERITAGE (SNH): GRANT-IN-AID 2011-12

Details of the financial allocation and adjustments are set out in Annex 1 to this letter.

SNH'S CONTRIBUTION TO THE SCOTTISH GOVERNMENT'S PURPOSE

SNH has a wide remit; promoting the care and improvement, responsible enjoyment, greater understanding and appreciation, and sustainable use of the natural heritage of the land and sea, now and for future generations.

All public sector organisations in Scotland have had to reduce running costs. The Scottish Government acknowledges the range of measures SNH has taken across its operations in order to fulfil wider responsibilities with fewer resources in 2011-12. We are confident that SNH's restructuring and move to a more programme-based approach will help to prepare the organisation for the ongoing pressure on public finances expected over coming years. However, the Scottish Government recognises that future pressures may have a direct impact on SNH's activities and delivery of programmes. During this challenging period we will continue to work closely with you to help SNH deliver Scottish Ministers' priorities for the natural environment and the economy.

Scottish Government Directorates will also be undergoing considerable changes during 2011-12, both as a response to the pressure on public finances and in preparation for a new administration. In such a dynamic period of change, it will be

even more important that SNH and the Scottish Government work closely together and maintain good communications.

SNH is an important player in the Government's primary objective of delivering sustainable economic growth. Scotland's natural capital provides a basis for a substantial part of the economy, and needs to be used wisely. The organisation's expert advice is an essential part of the process to ensure that we achieve an appropriate balance of use and protection.

SNH's key contributions to the Scottish Government's current priorities (as expressed in the National Outcomes) are outlined in the table below

National Outcome	SNH Programme	SNH contribution to the National Outcome
10 we live in well-designed, sustainable places where we are able to access the amenities and services we need	<ul style="list-style-type: none"> ▪ People & Landscape ▪ Social & Economic Development ▪ Communications & Information 	SNH champions green space and local path networks and has a leadership role in the development and delivery of the Central Scotland Green Network. SNH plays a key part in the reform of the planning system by engaging earlier in the planning process and helping planning authorities to deliver good development in the right places.
12 we value and enjoy our built and natural environment and protect it and enhance it for future generations.	<ul style="list-style-type: none"> ▪ The Sea ▪ Designated Sites ▪ Biodiversity Action ▪ Climate Change; ▪ People & Landscape ▪ Land & Freshwater ▪ Wildlife Management ▪ Communications & Information 	The purpose of virtually all SNH's work is to achieve aspects of this objective, including delivering the Species Action Framework for species of conservation importance, maintaining over 50 National Nature Reserves (NNR) and providing advice to guide the development of renewable energy on land and in the marine environment.
2: we realise our full economic potential with more and better employment opportunities for our people	<ul style="list-style-type: none"> ▪ The Sea ▪ Land & Freshwater ▪ Wildlife Management ▪ Social & Economic Development 	SNH's work in promoting the natural heritage makes a major contribution to tourism across Scotland especially in fragile rural areas. The recent report on <i>Valuing our Environment – the Economic Impact of Scotland's Natural Environment</i> indicated that the natural environment was worth £17.2 billion to the Scottish economy and supported 242,000 jobs.
6: we live longer, healthier lives	<ul style="list-style-type: none"> ▪ Biodiversity Action ▪ People & Landscape ▪ Communications & Information 	SNH promotes the enjoyment of the outdoors, including greenspace, increased participation in recreation, outdoor learning and volunteering, making a direct contribution to well-being. The work is supported by strategic partnerships such as National Health Services and Forestry Commission Scotland (FCS).
14: we reduce the local and global environmental impact of our consumption and production	<ul style="list-style-type: none"> ▪ The Sea ▪ Climate Change ▪ Social & Economic Development ▪ Supporting Delivery 	SNH's climate change action plan seeks to lessen the impact of its activities. It also seeks to better understand the effects of climate change and to improve how SNH advises others on how the natural world can help limit and adapt to it.
15: our public services are high quality, continually improving, efficient and responsive to local people's needs	<ul style="list-style-type: none"> ▪ Supporting Delivery 	As part of the Efficient Government Programme (EGP) SNH has achieved £9.4m of EGP efficiencies since 2008 and co-located with other public sector organisations. SNH is an active participant in the SEARS partnership and continually improving internal business processes to achieve best value for the public purse.

SNH PROGRAMMES AND THE INDICATORS OF SUCCESS TO MEET SCOTTISH GOVERNMENT PRIORITIES

This part of the letter details the Scottish Government's priorities for each of SNH's programmes of work. We have identified a single indicator of success for each programme – recognising that this means that there may be significant areas of activity in each programme not covered by an indicator. SNH's detailed business plan will provide targets for SNH's wider activities, which in turn underpin each indicator for success.

SNH Programme: The Sea

National Outcome 12 – *“we value and enjoy our built and natural environment and protect it and enhance it for future generations”*

National Outcome 2 – *“we realise our full economic potential with more and better employment opportunities for our people”*

National Outcome 14 – *“we reduce the local and global environmental impact of our consumption and production”*

SNH is a key partner for Marine Scotland in implementing the Marine (Scotland) Act 2010 to achieve the vision of clean, healthy, safe, productive and biologically diverse coasts and seas. SNH should continue to work with Marine Scotland, JNCC and SEPA to deliver a shared vision for Scotland's seas as set out in **Making the most of Scotland's seas: turning our marine vision into reality.**

SNH should continue to contribute to the Marine Protected Areas (MPAs) Project (led by Marine Scotland). Establishing a MPA network remains a priority for Scottish Ministers and SNH's science support and advice will ensure a coherent network of sites is established. SNH will also have an important role to play in engaging with key stakeholders and this should be defined by agreement with Marine Scotland over SNH's contribution to delivery of the Marine Stakeholder Engagement Strategy.

SNH should contribute to the development of National Marine Plan and also to assist in the preparation of the Regional Marine Plans where required. We recognise the resource challenges that this presents to the organisation, and Marine Scotland will continue to discuss resource provision with the aim of timely agreement on additional funds or support for SNH in 2011-12 to deliver elements of the agreed programme of work for MPAs. In the meantime, Marine Scotland can confirm an additional grant in aid allocation of £135k in 2011-12 to cover staff costs for MPA work.

Other work SNH should undertake under its Sea programme is to align aquaculture casework with the principles of Planning Reform. It should contribute to, and help to deliver the objectives in, the refreshed *Delivering Planning Reform for Aquaculture*. As well as providing comments on aquaculture cases being reviewed by the Scottish Ministers, SNH should inform appropriate assessments for such relevant cases, following agreement of a programme with Marine Scotland.

Indicator of success

- SNH milestones for MPA project met in 2011-12 with timely advice for the development of the MPA network.

SNH Programme: Designated Sites

National Outcome 12 – “we value and enjoy our built and natural environment and protect it and enhance it for future generations”

We acknowledge that SNH has identified measures to reduce expenditure in this programme, including taking a more risk based approach to site condition monitoring. We support SNH's efforts to rationalise the NNR suite in order to better focus resources. We also note that there are clear overlaps between work in this programme and delivery through the programmes for the Sea, Biodiversity Action and Land & Freshwater.

However, looking after Scotland's protected nature sites continues to be a priority for the Scottish Government. Performance against National Indicator 37 to increase to 95% the proportion of protected nature sites in favourable condition has been maintained at 78% (including sites where there is no on-site remedy). SNH should continue to work with and advise its partners, landowners and managers in order to bring SSSI and Natura sites into favourable condition and maintain them in that condition. SNH should take the lead on developing a new condition target that also adequately covers marine sites.

SNH should continue to support:

- Scotland's obligations under the EC Habitats and Birds Directives including readiness to progress outcomes from the UK SPA Review and providing advice on marine SAC and SPA proposals; and
- the designation of new marine Natura sites by working to complete the Mingulay designation, subject to the outcome of the consultation.

Indicator of success

- Lead the development and delivery of a successor indicator to National Performance Indicator 37 (**designated sites**), with milestones. This should include consideration of all the available policy tools.

SNH Programme: Biodiversity Action

National Outcome 12 – “we value and enjoy our built and natural environment and protect it and enhance it for future generations”

National Outcome 6 – “we live longer, healthier lives”

The conservation of Scotland's biodiversity is a primary aim for SNH, in all the work that it does and in partnership with others, to secure healthy ecosystems for the benefit of Scotland's wildlife and people. The ecosystem approach should provide a strong basis for much of the organisation's work across all of its programmes.

SNH should play a key role in the review of the Scottish Biodiversity Strategy (SBS), to be carried out by the Scottish Government in 2011-12. The organisation should provide a range of expert input, experience from implementation and support to the process. The Scottish Government looks to SNH to lead the delivery of the SBS by working with other public bodies and partners to increase action on achieving outcomes sought by the strategy. SNH should continue to participate, where resources allow, in Local Biodiversity Action Partnerships, contributing to the local prioritisation and delivery of biodiversity actions. In the context of a broader

ecosystems approach, SNH should start to develop a more integrated strategy as highlighted in the joint SNH and British Geological Survey Commissioned Report No. 417 "Scotland's Geodiversity: Development of the Basis for a National Framework".

The National Planning Framework Action Programme identifies SNH as the lead partner in establishing the National Ecological Network (NEN). A key task for the organisation is to prepare guidance and support tools for practitioners derived from experience in working with The Highland Council on the A96 corridor and more widely in the Central Scotland Green Network (CSGN) area. Working with the Scottish Government's Directorate for the Built Environment, the priorities are to communicate what the NEN is and how it can be expressed, protected and strengthened in development plans and planning decisions and giving practical expression to the ecosystem approach through the NEN.

SNH should maintain efforts to improve data supporting indicators of ecosystem health and change, and develop and pursue the ecosystem approach as the core route to safeguarding biodiversity.

SNH has identified reductions from successfully completing some existing projects under the Species Action Framework and it should look to re-prioritise future species and habitats for action in line with an ecosystem approach to conservation. SNH should continue to report on Scottish Biodiversity Indicators including the National Performance Framework biodiversity indicator (National Performance Indicator 39) *increase the index of abundance of terrestrial breeding birds.*

Indicator of success

- Adopt a surveillance strategy for biodiversity and develop a set of pilot demonstration projects for the ecosystem approach.

SNH Programme: Climate Change

National Outcome 12 – *"we value and enjoy our built and natural environment and protect it and enhance it for future generations"*

National Outcome 14 – *"we reduce the local and global environmental impact of our consumption and production"*

In accordance with SNH's Climate Change Action Plan, SNH should work to prioritise those ecosystems, habitats and species that are most sensitive and vulnerable to climate change and identify what management action, if any, is appropriate. SNH guidance and research planned for 2011-12 includes:

- improving understanding of carbon losses and gains in carbon-rich soils and marine habitats, e.g. peatlands, saltmarshes and estuaries, and the implications of this for decisions on land use;
- supporting the Marine Climate Change Impacts Partnership in producing the 2011-12 report card to identify how much climate change has affected the UK's marine environment and what the future impacts may be; and
- projects to improve understanding of the pattern of coastal change in areas most vulnerable to the impacts of climate change, to inform future management.

As an important environmental body, SNH is expected to demonstrate a high level of compliance with Part 4 of the Climate Change (Scotland) Act 2009 which came into force on 1 January 2011, and to have regard to the guidance given by Scottish Ministers <http://www.scotland.gov.uk/Publications/2011/02/04093254/0>.

SNH's good greening practice throughout the organisation is an indication of SNH leadership and strong commitment to its climate change duties.

Indicator of success

- To achieve a 4% reduction in carbon use against the previous year.

SNH Programme: People and Landscape

National Outcome 12 – *“we value and enjoy our built and natural environment and protect it and enhance it for future generations”*

National Outcome 10- *we live in well-designed, sustainable places where we are able to access the amenities and services we need*

National Outcome 6 - *we live longer, healthier lives*

SNH has a key role in securing health, economic and social benefits from the natural heritage. This can be achieved through community planning and involvement in single outcome agreements and using mechanisms such as place making, routes promotion, grant aid and research. SNH should continue to re-prioritise activity in this area to secure a more targeted approach.

The Central Scotland Green Network (CSGN) remains an important priority as it provides an opportunity to improve access to the outdoors, greenspace and natural environment for all members of the community throughout the Central Belt. SNH should continue its efforts in persuading local authorities to give increased prominence to these matters in Single Outcome Agreements. Working closely with FCS, SNH should continue to provide strong leadership for the CSGN.

SNH should continue its efforts with partners to increase participation in outdoor recreation and volunteering and to maintain awareness of the Scottish Outdoor Access Code. It should also look to establish a set of focus targets around participation, reflecting the organisation's targeted activity, which will build on the success of Scotland's Access legislation. Working across Government, SNH should actively promote the International Year of Volunteering and Year of Active Scotland in 2011 and support the Active Nation initiative.

National parks offer excellent opportunities to develop and demonstrate good practice in caring for and enjoying nature and landscapes, and for improving connections between people and the land. Both National Park Authorities will be embarking on a review of their park plans in 2011-12, and we expect SNH to be an active participant in this process.

Indicator of success

- Deliver new recreational, volunteering and outdoor learning opportunities, particularly targeted at young people and under-represented groups, to contribute towards increasing participation rates for visits to the outdoors (in

relation to National Performance Indicator 41 *increase the proportion of adults making one or more visits to the outdoors per week*).

We expect SNH to develop its role in implementing the European Landscape Convention and encourage communities, local authorities, land managers and developers to adopt Scotland's Landscape Charter. SNH should also continue to implement the National Scenic Area review and support the long-term care of these areas through effective management, community involvement and sharing good practice. Identification of "wild land" areas should be progressed in consultation with stakeholders.

SNH Programme: Land and Freshwater

National Outcome 12 – *"we value and enjoy our built and natural environment and protect it and enhance it for future generations"*

National Outcome 2 – *we realise our full economic potential with more and better employment opportunities for our people*

The Scottish Government will be working throughout 2011-12 to build its plans for the next Common Agricultural Policy (CAP) (post 2013). SNH should continue to work closely with Scottish Government officials to provide advice on the natural heritage implications of proposed changes, and to suggest ways to improve the cost effective delivery of our environmental objectives through CAP mechanisms such as SRDP and Single Farm Payment. SNH will continue to work with Scottish Government and FCS in delivering the current SRDP Rural Priorities scheme, and continue to provide advice and guidance to equip land managers to undertake the management necessary to achieve national outcomes through the SRDP. The transfer of existing Natural Care agreements to appropriate SRDP contracts remains a priority.

As part of its wider commitment to the Climate Change (Scotland) Act 2009, SNH should continue to support the implementation of the Land Use Strategy for Scotland, which was laid before the Scottish Parliament on 17 March 2011. SNH will be expected to play a leading role in helping guide future land use across the whole of Scotland, working with SEARS partners and other public bodies to secure the principles and objectives of the Land Use Strategy through existing delivery mechanisms. SNH should provide the landscape-scale context within which different objectives, including those relating to climate change, the Scottish Soils Framework, and biodiversity can be integrated, to secure optimum benefits from land use. SNH will also work in partnership with Scottish Government and other public bodies to develop an ecosystem approach to land and water management and promote its delivery through the Land Use Strategy.

SNH should continue supporting the implementation of River Basin Management Plans, take forward work to help meet the objectives set for Protected Areas in unfavourable condition and promote greater consistency in the standards and approaches for ecological assessment of fresh waters, especially links between favourable conservation status and the Water Framework Directives. It should also take forward work in support of the Flood Risk Management (Scotland) Act 2009 relating to natural flood management.

Indicator of Success

- Secure a growth in positive management of the natural heritage (in keeping with Land Use Strategy principles) as measured by the uptake of environmental measures under Land Managers' Options and Rural Priorities, with a particular emphasis on increasing the number of rural development contracts under RP09 that replace Natural Care management agreements.

SNH Programme: Wildlife Management

National Outcome 12 – “we value and enjoy our built and natural environment and protect it and enhance it for future generations”

National Outcome 2 – we realise our full economic potential with more and better employment opportunities for our people

SNH should continue to work with Scottish Government on commencement of the various provisions of the Wildlife and Natural Environment Bill (W&NE) subject to the Bill receiving Royal Assent, within timescales specified by Scottish Ministers, including new duties or functions, such as those for the control of non-native species, additional licensing responsibilities and new intervention powers relating to deer management.

SNH should continue to deliver on the Wild Deer National Approach Action Plan and work to realise the benefits of the DCS merger in preparation for evaluating its success against the programme's benefits realisation plan. We commend the work that has been carried out to date on the merger and the effort to keep costs down. SNH should ensure a full evaluation of the merger is completed and laid in the Scottish Parliament during 2012.

SNH should submit a proposed code of practice on deer management to Scottish Government by 2 September 2011 in line with Ministerial expectation.

The review of National Goose schemes and the Government's response was published in February 2011. Working closely with RPID and National Goose Management Review Group, SNH should lead the reconfiguration of goose schemes so that they deliver cost-effective support for priority species, while addressing the concerns of key stakeholder groups.

Indicator of success

- SNH exercising new functions delivered through the W&NE Bill to support Scottish Ministers' policy.

SNH Programme: Social and Economic Development

National Outcome 2 – we realise our full economic potential with more and better employment opportunities for our people

National Outcome 10- we live in well-designed, sustainable places where we are able to access the amenities and services we need

National Outcome 14 – we reduce the local and global environmental impact of our consumption and production

As statutory adviser within the planning system SNH should continue to focus on up-stream engagement and build greater capacity in planning authorities to deliver sustainable economic growth, with the emphasis on reaching solutions based on sustainable development (in both development planning and development management).

SNH's advisory work associated with the development of marine renewables and offshore wind remains a high priority. SNH should seek to have early engagement with Marine Scotland to properly scope the development of studies, initiatives and advice related to marine renewables and offshore wind. As natural heritage and landscapes adviser to both Scottish Government and local authorities, SNH should provide advice that ensures the development of Scotland's renewable energy (including offshore wind) potential is achieved sustainably, and takes due consideration of the country's biodiversity and fine landscapes.

SNH should also strengthen its evidence base and raise awareness of the value of ecosystem services that underpin economic activity and support partnerships that promote rural products and tourism based on natural heritage quality.

Indicator of success

- Provide relevant, accurate and timely advice on marine renewable energy and offshore wind proposals and projects within the parameters provided by Marine Scotland's risk based framework for testing, licensing and monitoring of proposed marine devices.

SNH's SERVICES

SNH has two services that support delivery of its 8 natural heritage programmes and to meet the priority of delivering a high quality public service.

Communications and Information

National Outcome 12 – we value and enjoy our built and natural environment and protect it and enhance it for future generations

National Outcome 10- we live in well-designed, sustainable places where we are able to access the amenities and services we need

National Outcome 6 - we live longer, healthier lives

SNH's Communications activity should reflect and support the objectives of Scottish Government and demonstrates the public value of SNH's work. SNH should ensure its communications activity connects people with Scotland's nature by raising awareness, appreciation, understanding and levels of engagement. One means of achieving this is through its targeted campaigns on climate change, biodiversity and

ecosystems, enjoying the outdoors and national nature reserves, and this valuable engagement work should continue. SNH should continue to work with the Scottish Government Communications Greener to ensure that there is a clear understanding about the messages being delivered.

SNH plays a full and active part in the SEARS partnership and should continue to work with the Scottish Government on the SEARS communication work.

SNH's government relations work remains an important element in ensuring that there is regular communication and effective exchanges of information (particularly in relation to Ministerial Correspondence, briefing and Parliamentary business) between the Scottish Government and SNH.

Supporting Delivery

National Outcome 14 – we reduce the local and global environmental impact of our consumption and production

National Outcome 15 – our public services are high quality, continually improving, efficient and responsive to local people's needs

It is welcome that SNH is providing leadership in the drive to extend the use of shared services within the Scottish Government group of public bodies and is a member of the Scottish Government Strategic Corporate Services Board which is seeking to reduce the costs of transactional corporate services across public bodies. It is important that SNH continues to play this leadership role within the sector as well as continuing in its own right to pursue further opportunities to share services, benchmark against other public bodies and report on steps taken to improve efficiencies, effectiveness and economy as required by the Public Services Reform (Scotland) Act 2010.

Indicator of success

- Deliver efficiency savings of £2.006 million (a minimum efficiency gain of 3% on 2010-11 baseline budget)

SNH's efficiency measures (summarised in Annex 3) have been a valuable way of tracking improving efficiency across the organisation's key corporate programmes. SNH should continue to monitor these measures and, where necessary, develop new ones for specific areas of its work relevant to its overall expenditure or to current Scottish Government priorities. SNH should also continue to monitor its other efficiency measures during the year.

I am copying this letter to Jonathan Pryce, Linda Rosborough and David Wilson in the Scottish Government.


Jo O'Hara
Head of Natural Resources Division

ANNEX 1: FINANCIAL ALLOCATIONS

The Grant-in-Aid baseline figures are set out in Resource Accounting and Budgeting (RAB) terms.

	2011-12 (£m)
Operating	55.994
Capital	1.600
Depreciation	3.080
Grant in Aid	60.674

A revision to the baseline budget of £0.135 million from Marine Scotland to SNH's Operating budget to cover staff costs for Marine Protected Areas work, has been agreed in principle. The transfer of funds will take place at Autumn Budget Revision, subject to Parliamentary approval.

All expenditure and financial transactions entered into by SNH must comply with the terms of the Financial Memorandum and relevant sections of the Scottish Public Finance Manual.

In order to maintain proper control of the Scottish Government's finances we require accurate monthly financial reporting and early notification of variances from planned spend profile.

Depreciation and impairment costs

Impairment costs can be scored as DEL or AME, depending on the definition of the category of impairment. Where impairment costs are scored as DEL, the budget is within a ring-fenced part of the RDEL budget. In the circumstances where the depreciation charge is less than budget then the balance can be switched to impairments.

Capital Receipts

SNH will be expected to return the proceeds of the sale of any properties in 2011-12 to Scottish Government. Any such funds would contribute towards SNH meeting its annual EGP target.

JNCC

The Grant in Aid also includes provision for the Joint Nature Conservation Committee (JNCC). The agreed level of contribution to the JNCC for 2011/12 is £1.554m. If JNCC fail to draw down the full amount, SNH GIA figures will be reduced accordingly.

SRDP

SNH's contribution to the SRDP in 2011/12 will be £1.8m, subject to revision in the Autumn Budget round when some adjustment in SNH's baseline budget for 2011-12

may be required for the Sea Eagle Scheme and Goose Schemes and equivalent initiatives not currently eligible through the SRDP. Contributions to the SRDP in 2012-13 and 2013-14 will be £2.0m and £2.5m respectively.

Relocation

A provision of up to a maximum of £0.220m is available in 2011/12 to meet additional costs incurred as a direct result of the relocation of SNH's headquarters to Inverness.

ANNEX 2: SNH'S INDICATORS OF SUCCESS TO MEET SCOTTISH GOVERNMENT PRIORITIES IN 2011-12

The Sea

- SNH milestones for MPA project met in 2011-12 with timely advice for the development of the MPA network.

Designated Sites

- Lead the development and delivery of a successor indicator to National Performance Indicator 37 (**designated sites**), with milestones. This should include consideration of all the available policy tools.

Biodiversity Action

- Adopt a surveillance strategy for biodiversity and develop a set of pilot demonstration projects for the ecosystem approach

Climate Change

- To achieve a 4% reduction in carbon use against the previous year

People and Landscapes

- Deliver new recreational, volunteering and outdoor learning opportunities, particularly targeted at young people and under-represented groups, to contribute towards increasing participation rates for visits to the outdoors (in relation to National Performance Indicator 41 *increase the proportion of adults making one or more visits to the outdoors per week*)

Land and Freshwater

- Secure a growth in positive management of the natural heritage (in keeping with Land Use Strategy principles) as measured by the uptake of environmental measures under Land Managers' Options and Rural Priorities, with a particular emphasis on increasing the number of rural development contracts under RP09 that replace Natural Care management agreements.

Wildlife Management

- SNH exercising new functions delivered through the W&NE Bill to support Scottish Ministers' policy.

Social and Economic Development

- Provide relevant, accurate and timely advice on marine renewable energy and offshore wind proposals and projects within the parameters provided by Marine Scotland's risk based framework for testing, licensing and monitoring of proposed marine devices.

Supporting Delivery

- Deliver efficiency savings of £2.006 million (a minimum efficiency gain of 3% on 2010/11 baseline budget)

ANNEX 3: SNH EFFICIENCY MEASURES

SNH allocates resources through a series of corporate programmes. The organisation has considered these programmes to identify elements of their work which would benefit from closer monitoring of efficiency.

A number of possible measures were identified from across the programmes which are relevant to overall SNH expenditure or to current Scottish Government priorities, and feasible to measure within a suitable time frame.

The following efficiency measures will be adopted by SNH.

Programme: Social and Economic Development

SNH staff cost relative to the total number of planning applications in Scotland

Relative expenditure on upstream advice vs downstream responses

This is an important and significant element of SNH's work, where upstream investment of effort with developers and planners, should result in less time being required once proposals are formally presented. The measure will be subdivided to separate out time spent on renewables cases.

Programme: Climate Change

KgCO₂/staff member

This is directly linked to the National Performance indicator (No. 36), and is a key Government priority with a need for public bodies to adopt climate change targets. CO₂ annual emissions per staff member are collected as part of SNH environmental monitoring programme.

Programme: Wildlife management

Average cost per licence issued

This will be measured by cost per application. The aim will be to reduce the average cost of processing a licence application.

Programme: Designated Sites

With the conclusion of the systematic review of site documentation provided for under the Nature Conservation Act SNH should agree a replacement efficiency measure for its programmes with the Sponsor Team.