



Title: **NatureScot Business Plan 2021/22 - draft**

Date: **17th March 2021**

Purpose:	Decision
How does this link with our corporate priorities of improving biodiversity or delivering nature-based solutions to climate change	This paper is a necessary step in the development of the NatureScot Business Plan 2021/22. Our Business Plan is a key part of Scottish Government's framework of governance and accountability. The Year 4 Business Plan once agreed by Board will be submitted to our Minister and Cab Sec. The Business Plan will set out our contribution to the 6 NPF indicators we report on and how we will deliver our Outcomes.
Summary:	<p>Our Year Four Business Plan for 2021/22, sets out how we plan to deliver the final year of our Corporate Plan: Connecting People and Nature. SLT and Board have agreed 10 NatureScot priorities which cut across all areas of our work.</p> <p>The Business Plan focuses on our leadership ambition and the work we will do to position nature-based solutions in response to the climate emergency and the loss of biodiversity; moving us towards a nature-rich future. It reflects how our priorities will transition into our Core Offers in the next Corporate Plan and how Activity and Area teams plan to respond to this challenge through their own teams and delivering through the 10 priorities.</p>
Actions	Board to confirm whether they are content with the budget allocations following the settlement on 28 th January, that the draft business plan is sufficiently placed and robust enough to deliver our Outcomes and to note the inclusion of a new corporate risk added to the strategic risks which support the Business Plan.
Recommendations:	<p>Board is asked to:</p> <ul style="list-style-type: none"> • Provide feedback on any changes required or confirm they are content with the draft Business Plan. • Confirm they are content with the strategic risks (Annex B) to delivering the business plan and to note the inclusion of a new strategic risk.
Report Author(s):	Author – Yvonne McIntosh
Sponsor:	Sponsor – Stuart MacQuarrie
Appendices:	<p>Annex A – Draft Business Plan</p> <p>Annex B – Strategic Risks to Business Plan Delivery</p>

Purpose

1. This paper presents the Year Four, draft NatureScot Business Plan for 2021/22. The plan sets out our intention to put in place a programme of work that focuses our twin strategic priorities of enriching biodiversity and leading nature based solutions to climate change. It positions us as Scotland's nature agency with overall responsibility for leading on biodiversity, leading Scotland towards a nature-rich future.

Background

2. Approval of the Business Plan is the final phase of our business planning approach which began with the presentation of 10 NatureScot priorities to Extended Leadership Team (ELT) in September 2020. The steer these provided has been used to lead the project commissioning round and preparation of the Activity and Area Summaries.
3. This paper represents the latest draft of the business plan which has been reviewed by SLT and their feedback incorporated.

Budget Uncertainty and Resources

4. Budget planning was previously approved to continue based on the assumption of a 2.5% reduction in operating budget (budget Scenario 1). Following the Scottish Government's budget announcement we can now confirm that our core Grant-in-Aid will be £48.209m. Including budget revisions for GovTech and Biodiversity Challenge Fund our total Grant-in-Aid will be £50.209m.
5. This is in line with our expectations and will result in an overall operating project budget of £14.283m, (excluding BCF) which represents an 11% reduction over 2020/21. Budgeting assumes an SRPD retention of £0.300m with ongoing discussion exploring the benefit of full utilisation of the annual assumed contribution of £1.5m.
6. Available funds outstrip project demand. Outcome managers have assessed and identified scalable project demand to phase allocations where possible. Projects moved to 'reserve' can begin later in the year as money is recycled through Allocations Group, assuming they remain a priority and sufficient funds are available.
7. We are still to allocate funding to any of next year's projects but approval was given in January for mandatory projects to be approved. The remaining projects will be approved following Board approval of the final Plan.
8. All Must projects, required to deliver the Business Plan, will be funded. Discussions are ongoing with Scottish Government around the provision of additional funding to support visitor management and BCF.

Risks & Issues

9. The most significant risk to the Business Plan is that it is not credible or deliverable and does not provide staff with the information to make the links between their day-to-day job and how this contributes to the outcomes of *Connecting People and Nature*. Leaders and Team Managers will play a crucial role in helping staff to set their work objectives and priorities during their monthly performance management conversations. This year we

have provided a suite of videos to accompany the Business Plan helping explain the main areas of work which the Plan will drive.

10. Our approach to delivery of the Business Plan needs to reflect our risk appetite and that any corresponding threats and opportunities have been appropriately captured. Annex B provides an overview of the strategic risks to delivery of the Business Plan and how these relate to our current Corporate Risk Register.
11. A new strategic risk has been identified for 2021/22. This focusses on our ability to respond to the drivers of biodiversity loss which are within our influence to manage. We are currently finalising the wording for this risk but it recognises that:
 - *As a result of any failure to respond to the drivers of biodiversity loss, we are unable to influence others to take action. This may result in a failure to enrich biodiversity and achieve a nature-rich future for Scotland.*
12. Alongside strategic risks, there may be other threats in delivering each Activity's contribution to the Business Plan. As such, all Activity Managers will be asked to review their Risk Registers to ensure these are being appropriately captured and subsequently managed.

Next Steps

13. Feedback from Board will be incorporated into the draft Business Plan, which will then be finalised and presented to Scottish Government by 31st March. Sponsor confirmed they were content with the draft Business Plan in advance of the SLT meet on the 23rd.
14. Projects will be approved after the Board meeting, with the exception of fixed costs and those with prior approval.
15. Discussions are ongoing about additional in-year funding for specific areas of work, particularly relating to support for visitor management.

Recommendations

16. Board is asked to:
 - Provide feedback on any changes required or confirm they are content with the draft Business Plan.
 - Confirm they are content with the strategic risks (Annex B) to delivering the business plan and to note the inclusion of a new strategic risk.

Appendix A – Business Plan



Business Plan 2021/22
Year Four of Connecting
People and Nature

Introduction

NatureScot is Scotland's nature agency. We work to improve nature in Scotland and inspire Scotland's people to care more about it.

This is the fourth and final annual business plan in support of Connecting People and Nature - our corporate plan for 2018-2022. A lot has changed since that plan was first published but what has become clearer than ever is the importance of our connectedness with nature.

The ongoing Covid-19 pandemic has demonstrated this, on both a global level, with clear links being identified between the degradation of nature and increasing pandemic risk; and at a local level where the nature on our doorsteps has become so important to our physical and mental wellbeing during lockdowns and restrictions.

The same human activities that drive biodiversity loss and climate change also drive pandemic risk through their impacts on our environment. We will lead with a coherent, evidence-based approach to secure a nature-rich future for Scotland by enriching biodiversity and leading nature-based solutions to climate change.

We continue to pursue this vision through delivery of the four outcomes set out in Connecting People and Nature:

- More people from across Scotland are enjoying and benefiting from nature
- The health and resilience of Scotland's nature is improved
- More investment in the management of Scotland's natural capital to improve prosperity and wellbeing
- We have transformed how we work

2021/22 Focus

A key factor in the re-emergence from Covid-19 will be the path we set ourselves. A green recovery is low carbon, resource efficient and socially inclusive. It addresses the twin challenges of climate change and biodiversity loss as central components of a more resilient and inclusive economy.

We have identified a set of priority actions with emphasis on our leadership role with biodiversity and climate change actions and our support for a green recovery. Those priorities will support our core offers of:

- advancing nature-based solutions to promote a thriving environment;
- leading net zero natural resource management on land and sea; and
- redefining economic value by embedding the benefits of natural capital.

This will ensure that we focus our resources where they can maximise impact. We will do this by working collaboratively with public and private sectors to identify and drive investment in green recovery actions. These will deliver across our priorities and challenge us to consider new and inspiring ways to engage people with nature.

The table overleaf shows how our outcomes, priorities and core offer link together to achieve our ambition to enrich biodiversity and lead nature-based solutions to climate change in order to deliver our long-term vision of a nature-rich future for Scotland.

Vision – A nature-rich future

We all need nature. Nature needs us. NatureScot brings us together.

Join us and make an impact.

Our strategic priorities

- Enriching biodiversity
- Leading nature-based solutions to climate change

NatureScot's purpose

We connect people with nature, through inspiring action to address the emergency in our natural world, because our future, and that of following generations, depends on it.

Our offer:

- Advancing nature-based solutions to promote a thriving environment for all;
- Tackling the climate emergency by leading net zero natural resource management on land and sea;
- Redefining economic value by embedding the benefits of natural capital.

We will do this by:

- Releasing our expertise to support nature recovery;
- Caring for nature so that it is there for future generations;
- Connecting people and nature so that everyone takes action to address the emergency in our natural world.

For whom

The people of Scotland

Our 2021/22 Priorities

NatureScot will invest in action to reverse biodiversity loss and jointly lead the Scottish Biodiversity Programme
NatureScot will help to transform use of land and sea so that it contributes even more to the future wellbeing economy

NatureScot will support a step-change in use of Nature-based Solutions to climate change and other problems
NatureScot will focus effort on mainstreaming natural capital approaches/accounting in decision-making
NatureScot will help to grow and diversify environmental green finance

NatureScot will invest in skills for a nature-rich future, especially in youth employment

NatureScot will facilitate the role of nature in transforming places where people live

NatureScot will support and encourage access to and enjoyment of nature

NatureScot will accelerate peatland restoration through our Peatland Action Programme and collaboration with others

NatureScot will transform as an organisation to meet the demands of the future, including accelerating its transition to a net zero emissions organisation

Outcomes we deliver

More people from across Scotland are enjoying and benefiting from nature

The health and resilience of Scotland's nature is improved

More investment in the management of Scotland's natural capital to improve prosperity and wellbeing

We have transformed how we work

Driving a Green Recovery

Global assessments have highlighted the scale and urgency of action needed to avoid the worst impacts of climate change and to halt the loss of the Earth's biodiversity. Last year's State of Nature Scotland Report highlighted the pressures on nature in our own country.

The Dasgupta review of *The Economics of Biodiversity* argues that solutions start by recognising our economies are embedded within Nature. We all manage these assets through our spending and investment decisions and need to be more literate on climate-nature.

NatureScot provide vital leadership capacity in Scotland in response to environmental crises and challenges. The Scottish Government was the first government in the world to declare a climate emergency in 2019, and announced an ambitious plan to become carbon neutral by 2045.

We responded to this target by committing to net zero direct emissions by 2040, with a stretch target of 2035 for zero direct emissions and recognise we will need to undergo significant transformation over the next 15 years to achieve this.

Through our leadership by example, interventions in carbon sequestration such as leading peatland restoration and the advice we provide to ministers and Government through the expertise of our staff, we will ensure that Scotland's reputation as a global climate leader is enhanced as Glasgow prepares to host the 26th UN Climate Change Conference of the Parties (COP26) in November 2021. The COP26 summit will bring parties together to accelerate action towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change.

The 2019 report from the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) identified the main drivers

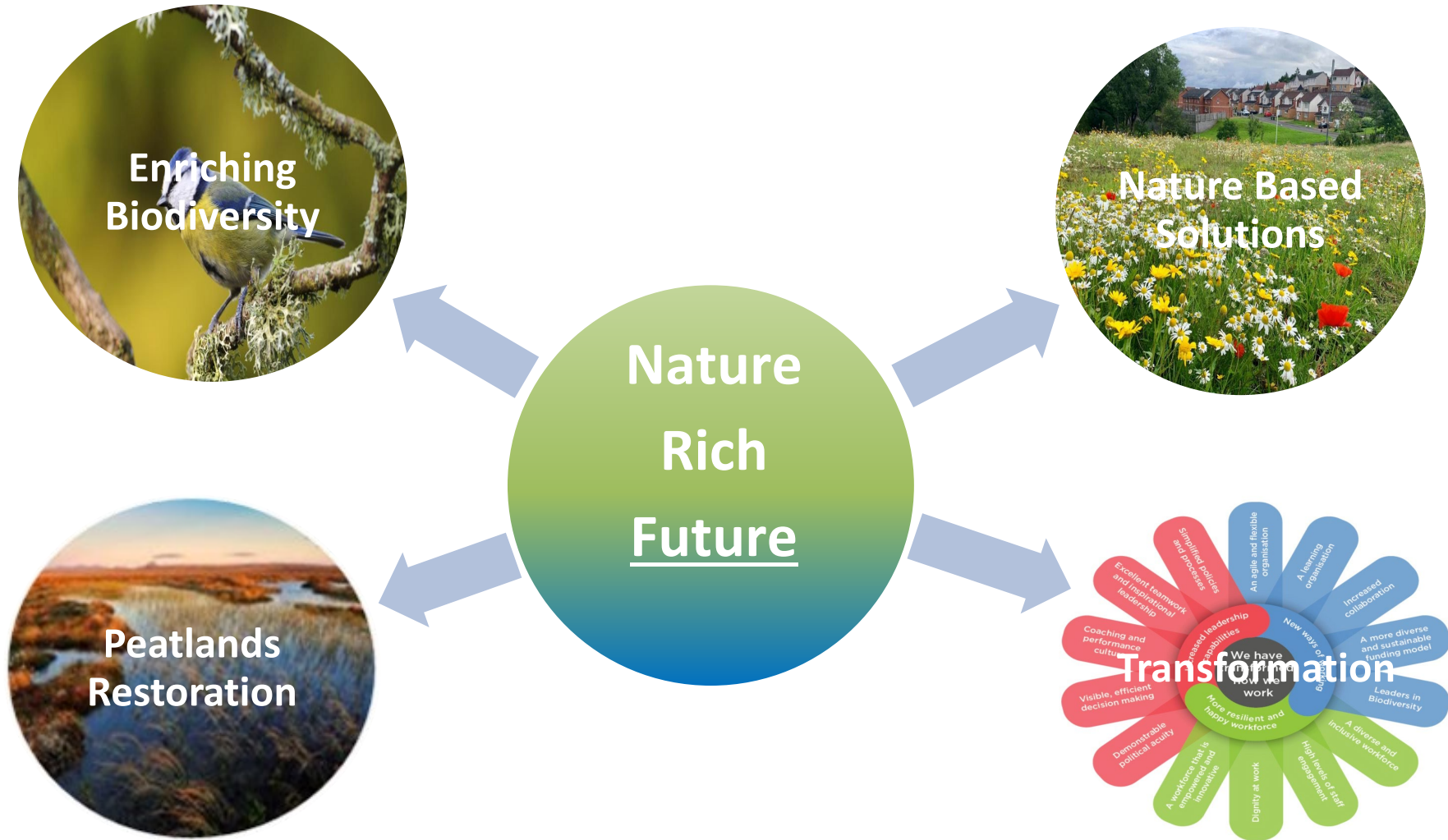
behind global biodiversity loss. Our response to this is to put in place a programme of work that addresses these drivers and moves us towards our vision that by 2030, Scotland is recognised as a world leader in looking after and improving nature.

NatureScot co-leads The Scottish Biodiversity Programme (SBP) with Scottish Government. The programme oversees and coordinates all current and planned activity on biodiversity, to secure a common understanding of priorities and an agreed approach to delivering them. This allows us to manage the volume of work and the high level of co-ordination required across the various organisations and delivery partners, ensuring that we are focused on achieving the most important deliverables.

Through our expertise and evidence we will support the Scottish Government's contribution to the 15th meeting of the Conference of the Parties (COP 15) to the Convention on Biological Diversity (CBD) in Kunming, China in October 2021. The COP will review the achievement and delivery of the CBD's Strategic Plan for Biodiversity 2011-2020. It is also anticipated that the final decision on the post-2020 global biodiversity framework will be taken, together with decisions on related topics including capacity building and resource mobilization. We stand ready to lead on the delivery of commitments Scotland makes.

Scotland's Environment Strategy, developed collaboratively with Scottish Government, provides an overarching framework to bring together strategies and plans and to identify new strategic priorities and opportunities. It guides us in the work we do to restore and enhance Scotland's nature and to inspire people to care about it. Together with the Programme for Government it recognises the importance of nature as part of a Green Recovery as we look towards a future beyond Covid-19. In doing this, we will support the wellbeing of people in Scotland and strengthen our economy.

Click 'Nature Rich [Future](#)' below to hear from some of our staff each talking about how what they do will deliver a nature rich future and the ambitions they have for nature.



These priorities will deliver our key drivers of enriching biodiversity and leading nature-based solutions to climate change

NatureScot Priorities	Scope	Measures of Success
<p>NatureScot will invest in action to reverse biodiversity loss and jointly lead the Scottish Biodiversity Programme</p>	<ul style="list-style-type: none"> We will work with Scottish Government to a) develop the 2030 Scottish Biodiversity Strategy and b) support implementation of the Scottish Biodiversity Programme. Our work on protected areas will guide our better understanding of the state of nature, how and why it is changing and necessary responses. 	<ul style="list-style-type: none"> We will develop a suite of draft biodiversity targets for Scotland following Global Biodiversity Monitoring Framework (for COP15) We will fund at least £1m of Biodiversity Challenge Fund grants through Phase 3 during 2021/22 Advise Government on options to achieve 30x30 protected area targets Take forward Protected Area Committee recommendations for enhancing our special nature sites Implement priority recommendations in the surveillance and monitoring strategy to better inform management Develop a new approach to delivering the Scottish Marine Protected Area monitoring strategy
<p>NatureScot will help to transform use of land and sea so that it contributes even more to the future wellbeing economy</p>	<ul style="list-style-type: none"> We will promote measures to improve biodiversity and mitigate and adapt to climate change across all rural support mechanisms. We will use planned approaches, supported by high quality evidence and relevant guidance to ensure the right development in the right place to support developers, planners and regulators. 	<ul style="list-style-type: none"> We will help to deliver Agri-Environment and Climate Scheme We will advise SG on Biodiversity and Climate outcomes across all future farm support schemes We will deliver Phase 3 of Piloting Outcomes Based Approaches in Scotland (POBAS) We will secure strengthened policy and spatial direction in the Fourth NPF that delivers positive effects for biodiversity We will support Marine Scotland in developing and implementing a Blue Economy Action Plan We will develop and deliver actions arising from the Scottish Government responses to the Werrity and Deer Working Group reports. We will increase the number of new measures included in Marine Protected Areas

NatureScot will support a step-change in use of Nature-based Solutions to climate change and other problems

NatureScot will focus effort on mainstreaming natural capital approaches/accounting in decision-making

NatureScot will help to grow and diversify environmental green finance

NatureScot will invest in skills for a nature-rich future, especially in youth employment

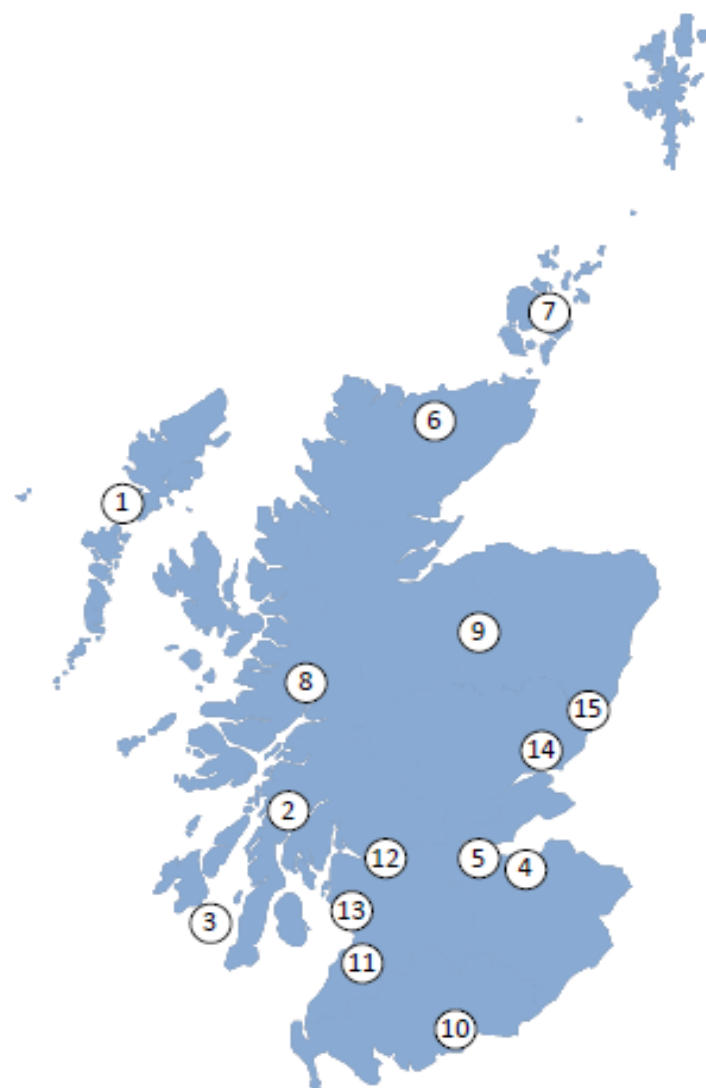
NatureScot will facilitate the role of nature in transforming places where people live

- We will champion nature-based solutions to Scotland's net zero targets. This will be achieved by embedding nature-based solutions across our priorities to support land, marine and wildlife management and create a framework for our work to maximise the multiple benefits for nature and people.
- We will support SG in work to embed natural capital in policy and investment decisions. In parallel, we will continue to test natural capital and outcomes-based approaches to inform Scottish Government's future rural policy. This will be underpinned by an update of the Natural Capital Asset Index for government.
- We will help to develop the enabling environment to drive more private finance into nature and nature-based solutions. The Peatland Code will be promoted by us as a means of attracting private investment in Peatland Restorations.
- We will accelerate our youth employment this year by focussing on diversifying our own youth employment opportunities including apprenticeships, graduate and student placements and traineeships. This will include leading the development of an employment programme.
- We will deliver Green Infrastructure investment, advice and good practice to improve Scotland's urban environment including spatial or locational planning in natural infrastructure to create nature rich places. We will support building community skills and capacities.
- Implement phase 2 of the National Coastal Change Assessment to support Local Authorities planning
- We will be part of developing and delivering a strong new vision and work plan for the Scottish Blue Carbon Forum.
- We will provide evidence and tools to enable SG to embed applying a natural capital approach in policy and investment
- We will provide evidence and tools to enable the uptake of natural capital assessment of the public estate
- We will develop new approaches to grow private investment in natural capital
- We will develop a new approach to blend private investment through the Peatland Code with Peatland Action.
- We will develop and launch the Scottish Marine Environmental Enhancement Fund (to support recovery and resilience of our coasts and seas)
- We will employ up to 37 posts through the Programme for Youth Employment
- We will develop and secure funding for a training and employment programme for nature-based skills.
- We will fund up to £3.4m of Green Infrastructure projects using ERDF funding.
- We will support up to 300 communities across Scotland to improve local green and blue spaces for people and nature as part of our Making Space for Nature campaign

<p>NatureScot will support and encourage access to and enjoyment of nature</p>	<ul style="list-style-type: none"> • We will contribute to better visitor management planning, strengthen the resilience of natural and cultural heritage assets and the resilience of our NNRs for visitors, and help grow sustainable nature-based tourism in Scotland. 	<ul style="list-style-type: none"> • Fund up to £3m of new paths through the AECS – Improving public access scheme • We will co-ordinate delivery and amplify responsible access communication as our contribution to the national visitor management strategy • We will implement a resilience strategy on our NNRs • We will increase Peatland Action’s delivery of restored peatland by 40%
<p>NatureScot will accelerate peatland restoration through our Peatland Action Programme and collaboration with others</p>	<ul style="list-style-type: none"> • We will deliver Peatland Action to restore peatlands to store carbon, benefit nature and play a leading role in supporting Scottish Government’s wider peatland restoration programme. 	
<p>NatureScot will transform as an organisation to meet the demands of the future, including accelerating its transition to a net zero emissions organisation</p>	<ul style="list-style-type: none"> • We will transform how we work through our Organisational Development Framework developing a new operating model, leveraging digital technology and an estates strategy which will change how we operate as an organisation in order to meet the challenges of the future. In parallel, the development of a net zero plan will help us achieve our Net Zero ambitions by 2040 with a stretch target of 2035. 	<ul style="list-style-type: none"> • We will deliver the Organisation Framework actions • We will deliver the NatureScot Net Zero plan which will aim to deliver a 7% carbon saving in line with our stretch target (or 63.3 tonnes of CO2).

Place-based delivery

- ① **Outer Hebrides CPP Climate Change Group**
Developing a Climate Change Adaptation Plan for the Outer Hebrides. We will champion the importance of nature-based solutions as part of this group.
- ② **Atlantic Rainforest**
Working with Argyll & the Isles Coast & Countryside Trust to find innovative funding mechanisms to expand and connect our rainforest fragments.
- ③ **MarPAMM project**
Delivering the development of the Regional Marine Protected Areas management plans by engaging with local communities and stakeholders.
- ④ **Edinburgh West and Waterfront**
Aiming to re-connect people and nature with a focus on the protection and enhancement of key natural assets of the areas.
- ⑤ **Upper Forth Region**
Working with others to enhance biodiversity, habitat connectivity and ecosystem resilience.
- ⑥ **The Flow Country**
Of international importance as a carbon store this provides a nature-based defence against and solution to climate change.
- ⑦ **Orkney Native Wildlife Project**
Working collaboratively with RSPB and Orkney Islands Council to protect and enhance Orkney's native wildlife and reduce biodiversity loss.



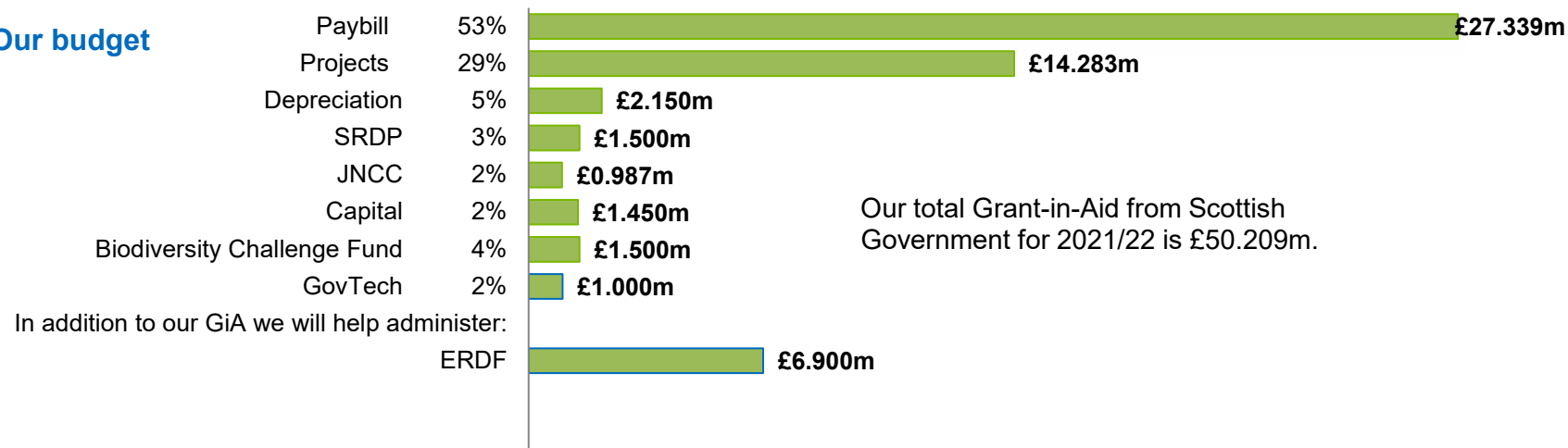
- ⑧ **Nevis Landscape Partnership**
Supporting local partnerships inspiring people to love nature, reversing biodiversity loss, and improving resilience to climate change.
- ⑨ **Cairngorms Connect**
Working in partnership to deliver the UK's largest landscape-scale habitat restoration project.
- ⑩ **Caerlaverock Experience**
Collaboration to realise the potential of the wider Caerlaverock area as a visitor and tourist destination.
- ⑪ **Galloway and Southern Ayrshire Biosphere**
Supporting the development and delivery of the business plan focussing on outcomes for business, communities and the environment.
- ⑫ **Clyde Mission**
Working collaboratively to re-connect people to the River Clyde and invest in the regeneration and renewal of local places.
- ⑬ **Ayrshire Coast**
Working with others in North and South Ayrshire Councils to improve the coastal path network and add value through environmental interpretation.
- ⑭ **Tay strategic green network**
Facilitate cross Local Authority working and delivery of strategic green network, active travel and recreational access to Tay between Perth and Dundee and Dundee and Tentsmuir NNR.
- ⑮ **Dynamic Coast**
Engaging with partners to address erosion at Montrose and demonstrate adaptation measures at St Cyrus.

Our Resources

Our funding comprises our Grant-in-Aid of £50.209m plus additional funding that we receive or administer to support and deliver our strategic priorities. Together this provides us with £57.109m to invest in nature.

This investment will contribute to a range of Government priorities, and deliver across all our Outcomes. Through our role in supporting the Scottish Rural Development Programme, and administering the European Regional Development Fund (ERDF), in 2021/22, we facilitate the distribution of a one-year commitment of around £1.5m to SRDP in agriculture and rural development, and around £6.4m ERDF funding, providing investment in green infrastructure and tourism.

Our budget



Resource Allocation

Each year we set out to deliver the 4 Outcomes from our Corporate Plan. To do this our resources are allocated through the activities we undertake. These activities provide an emphasis on flexible working across the organisation by focussing on our 10 priorities which in turn will deliver our Outcomes. The tables below show the budget and resource allocation by these activities and also spread across the priorities for 2021/22.

Our Activities delivering our Outcomes	Budget £m	FTE	Priority	Focus %	
People and Places	1.434	49	NatureScot will invest in action to reverse biodiversity loss and jointly lead the Scottish Biodiversity Programme	19	
Protected Areas & National Nature Reserves	1.629	110		NatureScot will help to transform use of land and sea so that it contributes even more to the future wellbeing economy	20
Total	3.063	159			12
Biodiversity & Geodiversity	1.288	53	NatureScot will support a step-change in use of Nature-based Solutions to climate change and other problems	4	
Marine Ecosystems	0.832	24			
Total	2.120	77	NatureScot will focus effort on mainstreaming natural capital approaches/accounting in decision-making	4	
Wildlife Management	2.705	60			
Supporting Good Development	0.227	61	NatureScot will help to grow and diversify environmental green finance	8	
Natural Resource Management	1.115	83			
Sustainable Coasts and Seas	0.278	23	NatureScot will invest in skills for a nature-rich future, especially in youth employment	7	
Total	4.325	227			
Workplace Facilities and Services	2.204	24	NatureScot will facilitate the role of nature in transforming places where people live	11	
People and Organisational Development	0.397	25			
Finance, Planning and Performance	0.036	36	NatureScot will support and encourage access to and enjoyment of nature	7	
Information and Cyber Security	0.205	15			
Technology and Digital Services	1.515	39	NatureScot will accelerate peatland restoration through our Peatland Action Programme and collaboration with others	8	
Communications	0.315	26			
Executive Governance	0.103	9	NatureScot will transform as an organisation to meet the demands of the future, including accelerating its transition to a net zero emissions organisation	100.0	
Total	4.775	174			
Grand Total	14.283	637			

Our Activities are grouped by Outcome listed on page 3.

Annex B - Strategic Risks to delivery of the Business Plan

Risk Appetite	Risk Comment
<p>Nature</p> <p>We shall continue to pursue policies, take decisions and undertake actions that protects nature, encourages ownership and raises awareness and appreciation of its value i.e. its natural capital.</p>	<p>The key strategic risk for this area would be our inability to respond, at the pace required, to the drivers for biodiversity loss, where there are actions that are within our direct influence. We will manage this through actions such as taking a national leadership role on biodiversity, providing leadership on sustainable and integrated land use, demonstrating the relevance of natural capital and enabling the sustainable management of Scotland's wildlife.</p> <p>The global prominence given to the climate emergency continues to provide us with the opportunity to place nature-based solutions front and centre in taking climate change action. We seek to achieve this through our influencing and advice to policy makers on the role of nature in delivering a range of public benefits, and through other actions such as carbon sequestration by way of peatland restoration.</p>
<p>Operational</p> <p>We shall encourage innovation and creativity in the way we deliver our work, particularly at the local level, in order to maximise our impact from investing in Scotland's nature and providing more benefits for more people.</p>	<p>The strategic risks in this area will mainly relate to the threat that we are unable to change our current ways of operating, thereby limiting our influence on reversing biodiversity loss and taking action on climate change. We will manage this through the actions identified in our Organisational Development Framework, principally through our new Operating Model and increasing our leadership capability.</p> <p>Related to this is our ability to sustain business operations which may continue to be impacted by Covid-19 during 2021/22. We shall therefore continue to develop 90-day Business Plans and keep under review what work can be delivered to reflect any on-going restrictions. However, our capacity to successfully adapt during 2020/21 to the related restrictions demonstrates our ability to be innovative and creative in adjusting our working practices to maintain delivery of our key priority actions.</p>
<p>Reputation</p> <p>We shall be rigorous in ensuring that the decisions we take are based on best evidence. We shall therefore be prepared to take decisions where there may be no consensus across all stakeholders and where it is judged that this is in the best interest for nature and wider socio-economic needs.</p>	<p>The strategic risks for this area are mainly around our ability to demonstrate effective leadership in reversing biodiversity loss and tackling climate change. We will manage this through providing national leadership, focussing our work programme on addressing the IPBES drivers and delivering on our ambition to be a successful, forward thinking and influential nature agency.</p> <p>Related to this is our leadership role in sustainable wildlife management, particularly in the upland environment. We will continue to seek to influence all stakeholders in this area, looking to ensure that we maintain ongoing dialogue and clear communications. We will challenge practices which are not sustainable and promote alternatives.</p>

<p>Resources</p> <p>We will ensure that we are proficient and innovative in the decisions we take on the use and deployment of our resources to maximise the public benefit they bring.</p>	<p>The main strategic risk is our inability to make effective use of our available resources, or to attract new sources of funding, thereby limiting our capacity to maximise our investment in nature. We will manage this through rigorous prioritisation of how we deploy our budget and resources; continuing to develop a new Operating Model that enables and improves decision making; and continuing to develop our skills and expertise for the future.</p> <p>We shall also continue to develop our work on Green Finance, focusing on increasing significant investment in nature across sectors, as well as seeking to attract other forms of funding to enhance the impact of our core Grant in Aid.</p>
<p>Compliance/Regulatory</p> <p>We will comply with the high standards of corporate governance expected of a public body and ensure that all our activities are carried out in accordance within the regulatory parameters set.</p>	<p>The strategic risks in this area would be any inability to ensure that we are consistent and proportionate in our advice and actions in delivering a high-quality public service. This requires us to take a risk-based, contextualised approach to our work, as well as ensuring that we continue to simplify internal processes, procedures and ways of working.</p> <p>We will manage this through rigorous prioritisation in setting team objectives, monitoring of our compliance requirements, ensuring that our governance arrangements are fit for purpose, maintained, and where appropriate, validated through quality assurance checks.</p>

The following strategic risks are currently managed as part of our Corporate Risk Register:

Outcome	Risk	Nature	Operational	Reputational	Resources	Compliance
1	No 586 – Structural Funds – Failure of Programme Delivery		x	x	x	x
2	No 255 – Realising Nature’s role in addressing Climate Change	x		x		
	No 87 – Provision of Natura Advice	x	x	x		x
	No 53 – Marine Protected Areas: Ability to influence stakeholders	x	x	x		
3	No 253 – Peatland Action: Annual Funding Cycle	x			x	
	No 283 – Wildlife Mgt: Ability to influence stakeholders	x		x		x
	No 71 – SRDP: NatureScot’s Delivery Partner Responsibilities			x	x	x
	No 72 – SRDP: Dependency on Scheme	x	x		x	
4	No 583 – Covid-19 Pandemic – Business Impact		x		x	x
	No 21 – Budget Management				x	x
	No 137 – Staff Resource Management		x		x	
	No 84 – Joint Working Opportunities		x		x	
	No 85 – Adapting to Strategic Change	x	x	x		
	No 393 – Future Funding of NatureScot		x		x	