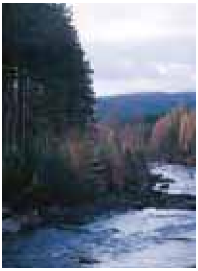
CATCH

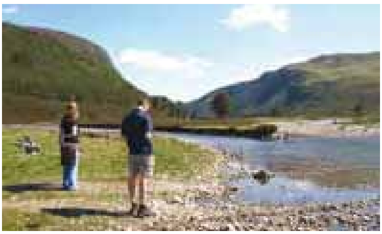
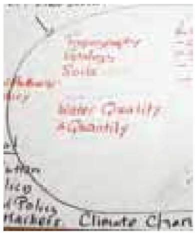
Catchment Advice Template & exCHange

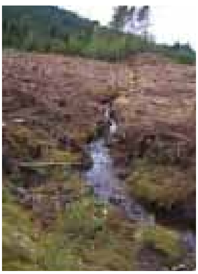
Integrated catchment management planning: a handbook for project officers







CATCH

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THE MACAULAY LAND USE RESEARCH INSTITUTE

CATCH Catchment Advice Template & exCHange

Executive Summary

Catchment management is the coordinated planning and management of a river catchment by a group of stakeholders operating under agreed terms of engagement. This is often under the guidance of a steering group and facilitated by a project or catchment officer. Research at The Macaulay Land Use Research Institute has identified some overarching principles for good practice in catchment management:

- Integration – where common issues, objectives, types of information or stakeholders in a catchment are identified and involved so multiple goals can be achieved.
- Collaboration – where different stakeholders work together to agree actions and achieve goals.
- Adaptation – where the planning process can anticipate, accommodate and respond to change.
- Context dependency – where it is recognised that delivery of the plan may be affected by issues beyond the control of the catchment planning process.

The CATCH handbook is aimed at anyone who is, or is considering, developing, writing, revising or implementing a catchment management plan. It can also help people to think through planning and management processes more generically. It is designed for use by project officers and their steering groups and is a practical set of suggestions based on the collective wisdom of catchment, coastal management, river basin and local biodiversity officers. We hope this handbook will help encourage good practice in natural resource management in Scotland, although we recognise that the process can be much more complex for project officers in real life than on paper. The handbook consists of a chapter for each phase in the planning process, plus a chapter on cross cutting roles and responsibilities for those involved. Each chapter explains: what you need to know before you start; what you need to do; who needs to be involved; how long it might take;

what resources you need; some of the opportunities, challenges and influences and concludes with a checklist.

The phases in the planning process are summarised below

Revising	Reviewing the plan and implementation process in light of what has been learnt and/or what has changed in the wider context.
Monitoring	Checking to see if the actions are having their desired effect.
Implementing	Putting the plan into action.
Consulting	Sharing ideas with others to ensure the plan is understood and supported.
Writing	Formalising the material in a written document.
Preparing	Drawing together the people, information and resources required.
Catalyst	The trigger that instigates the planning and management process.

1. Catalyst

Something or someone that triggers the decision to generate a planning and management process (e.g. new legislation or a crisis).

2. Preparing for a planning and management process

The main messages from this chapter are 1) decide why you need a plan and 2) identify who needs to be involved. Once these have been resolved, you can agree who will make the decisions (and how), how the process will be managed, how developments will be communicated (both within the group and to outsiders), and what resources will be needed. It is essential to clarify expectations and gain firm commitment for all phases of the planning and management process at this stage.

3. Writing your catchment management plan

This is the area that often gets most resources and should be planned carefully to ensure that these resources are used most effectively. Agreeing the style, timescale, contributors and structure of the document(s) at the start will save time and effort later. It is important to clarify authorship and intellectual property rights early on and to leave enough time for organisations to approve multi-authored documents.

4. Consulting on your catchment management plan

Getting input from a wider set of stakeholders (including the public) is essential to the creation of a well rounded and well supported plan. This means identifying other interested parties, and how to communicate with them in the most appropriate way at the most appropriate time. Consultation is a central part of gathering stakeholder views and aspirations on what the plan should produce. It is also important to discuss how to deal with consultation responses – in particular, how to handle controversial responses or respond to any new issues which are raised.

5. Implementing your catchment management plan

Implementation is the purpose of developing a plan. However, it does not follow automatically. It requires commitment from the stakeholders and an action planning process to ensure that delivery takes place. It is often necessary to review the management and communication structures as the process moves from planning to delivery.

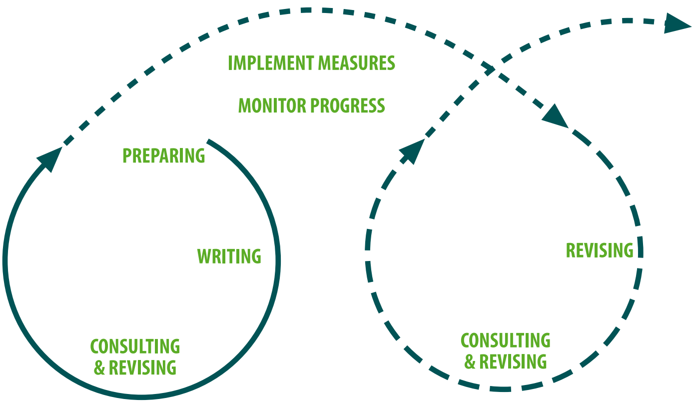
6. Monitoring your catchment management plan

Communicating how the plan is achieving its objective(s) is essential to the ongoing management cycle. Like all stages, careful planning can save time and money and make best use of available information. You should ensure that the data and their interpretation are rigorous and robust; it is important to measure what is valued, not value what is being measured. Interpreting and acting on the data is as important as data collection.

7. Revising your catchment management plan

All planning processes need to be updated to respond to changing contexts and what has been learnt from the monitoring processes. There is no 'right' way to revise a plan but planning this process from the start will make whatever type of review is adopted much easier to implement.

The six stages above are not linear but proceed through an adaptive management cycle represented below. In practice, the cycle can feel more like a tangle than a smooth transition from one cycle to the next.



8. Cross cutting roles and responsibilities

Catchment management involves relationships between individuals and their organisations or membership groups. Sharing good practice can get the most out of these relationships and help stakeholders to learn how best to deal with problems. Throughout all of the above the phases, people must work together and fulfil their roles and responsibilities. Central to the process is the project officer, who has to work with a line manager, a host organisation's procedures and cultures, stakeholders, and a steering group.

We hope you enjoy the CATCH handbook.

To keep this a living document, please take part in the network (see Annex B) – for details see catch.macaulay.ac.uk

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1 INTRODUCTION

1 INTRODUCTION

1.1 Why have this CATCH handbook?

The Macaulay Land Use Research Institute has received a number of requests for assistance from people who are starting the catchment management process. They usually start with questions: What do we need to do? Who do we need to involve? How long will it take? What resources do we need? This guide has been developed to provide answers to these questions in the form of a practical set of suggestions to complement existing literature. It is based on the collective wisdom of catchment, coastal management, river basin and local biodiversity officers. It is a living document that will be updated at the proposed annual gathering of project officers (see Annex B).

The guide is also a concrete step towards delivering integrated and Collaborative natural resource management processes that are informed by the principles of the Ecosystem Approach.

1.2 Who is the CATCH handbook for?

This guide is for anyone who is, or is considering, developing, writing, revising or implementing a catchment management plan. It should also be useful for other types of natural resource management plans (such as coastal zone management plans or local biodiversity action plans) and to stimulate ideas about process planning and process management in general.

Based on our collective experience, a project officer is central to the development and implementation of a plan. The emphasis of this guide is therefore to assist such people. However we recognise that before reaching the stage of appointing an officer there is considerable work necessary; deciding if you need a plan, why you need a plan, who should be involved and how the process should be managed are all important aspects of natural resource planning.

1.3 How has the CATCH handbook been developed?

This document has developed in several stages. It was born out of a series of discussions with people in Scotland about how best to pool the experience of, and lessons learnt by, those involved in catchment planning and management. It draws on The Macaulay Land Use Research Institute's research on best practice in catchment planning and management. It was largely developed from information collected at a practitioner workshop, held in Birnam, Perthshire on 7 and 8 October 2008 (Table 1). The outputs from this workshop were circulated for comment among a wider audience and finalised by the editorial team in April 2009. Participants in the workshop and respondents to the draft are listed in Annex A. We acknowledge their contributions – any mistakes or shortcomings in the guide are the responsibility of the editorial team.

Table 1. The planning processes that were represented at the 2008 CATCH workshop. See Annex E for the timelines of these projects.

Coastal	Moray Firth Partnership
Catchment	Dee Catchment Partnership
	Ythan Project
	South Esk Partnership
	Tweed Forum
River Basin Planning	Forth Area Advisory Group (AAG)
	North-East Scotland AAG
	Orkney and Shetland AAG
	Argyll AAG
	Clyde AAG
	National Advisory Group
Other	North East Local Biodiversity Action Plan

1.4 A note on terminology

1.4.1 What is a catchment?

A catchment is the area of land that contains a river system and its associated groundwaters and coastal waters. Boundaries with adjacent catchments are often formed by high ground separating them, at a line sometimes known in Europe and the Americas as a watershed. A sub-catchment is a similar area relating to a tributary of a larger river system. A river basin is generally understood to mean a large area perhaps containing several catchments, but with certain similar biophysical features (e.g. the Amazon Basin).

1.4.2 What is catchment management?

For the purposes of this document catchment management is understood to be the coordinated planning and management of a catchment by a group of stakeholders operating under agreed terms of engagement, often under the guidance of a steering group and facilitated by a project or catchment officer.

Other names include: Integrated Water Resource Management / Collaborative Catchment Management / Integrated Catchment Management / Watershed Management / River Basin Management etc.

1.4.3 What does a catchment officer do?

A catchment officer is the person responsible for coordination of the stakeholders and driving the process of planning and implementing agreed actions within the catchment. His/her primary role is one of facilitating others rather than autocratic leadership.

See Annexes C and D for a glossary of terms used and lists of acronyms/abbreviations.

1.5 Catchment Management in Scotland and beyond

Land and the associated impacts from its use on surface, ground and coastal waters has been managed for centuries, contributing to the unique natural, economic, social and cultural aspects of our landscapes.

However, the formal process of catchment management is relatively new in Scotland. Currently, there are around 11 catchment management processes underway (see Annex E). In addition, the Water Framework Directive has stimulated the first ever River Basin Management Plans, which are being finalised in 2009. Scottish catchment processes are often described as leading the way for other nations and demonstrate good practice for others to learn from (such as through participating in the HELP network http://www.unesco.org/water/ihp/help/). However, these good practice examples often exist in isolation and have evolved without reference to parallel processes from which they could learn.

The CATCH guide aims to celebrate these examples and provide a way to better coordinate and consolidate this expertise for the future.

This guide also plays a role in implementing the up and coming concept of the ecosystem approach within a catchment planning and management process, by stressing the principles of involving people, managing resource use, working in place and through time, and protecting ecosystem goods and services.

1.6 Planning and Management Principles

Research at The Macaulay Land Use Research Institute has identified some overarching principles that are required for good practice catchment management:

Integration: where the synergies between issues, objectives, types of information, stakeholders etc are identified in order for a process to achieve multiple goals in an effective manner.

Collaboration: where different stakeholders work together to agree actions and achieve goals.

Adaptation: a planning process that anticipates, accommodates, and responds to change.

Context dependency: the recognition that delivery may be enabled, or otherwise, by issues beyond the control of the catchment planning process.

1.7 Who plans?

Many people and organisations plan for different and diverse reasons depending on their role or remit. These include: agencies (e.g. SEPA, SNH); specific interest groups (e.g. RSPB, fisheries interests); business (e.g. farming, forestry); and local authorities to name a few. Given the inclusive nature of collaborative catchment management a broad range of interests will be represented by the stakeholders involved in a process.

1.8 The Planning and Management Cycle

Catchment planning and management require far more than just producing a plan, and involve several sequential steps that are summarised below.

Revising Reviewing the plan and implementation process in light of what has been learnt and/or what has changed in the wider context.

Monitoring Checking to see if the actions are having their desired effect.

Implementing Putting the plan into action.

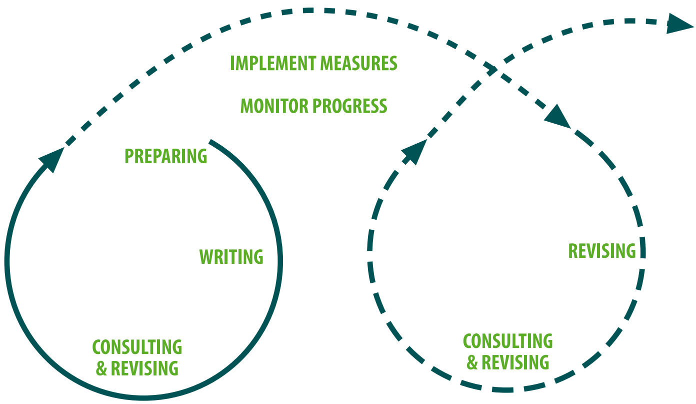
Consulting Sharing ideas with others to ensure the plan is understood and supported.

Writing Formalising the material in a written document.

Preparing Drawing together the people, information and resources required.

Catalyst The trigger that instigates the planning and management process.

These steps are sometimes depicted as a spiral to emphasise the cyclical and evolving nature of the process.



1.9 How to use this handbook

The various key stages of the catchment management process provide the structure for this document:

Chapter 2	Preparing for a planning and management process
Chapter 3	Writing your catchment management plan
Chapter 4	Consulting on your catchment management plan
Chapter 5	Implementing your catchment management plan
Chapter 6	Monitoring your catchment management plan
Chapter 7	Revising your catchment management plan

Each of these chapter lists guiding principles, points to consider, questions to ask and things to remember before moving onto the next stage.

Each chapter has the same structure:

X.1 Before you start…

X.2 What do you need to do?

X.3 Who needs to be involved?

X.4 How long does it take?

X.5 What resources are necessary?

X.6 What are the opportunities and challenges?

X.7 What are the external factors that might influence this stage?

X.8 Top tips

X.9 Checklist

> Some sections of this document will be of more relevance to you than others. This will depend on who you are and where you are in your planning process.
>
> For example, if you are considering developing a plan, Chapter 2 provides an introduction to the planning process and its various stages, whereas if you have started the planning process already you may wish to ensure that you have considered and undertaken actions that fulfil the planning checklist at the end of the chapter.

2 PREPARING FOR A PLANNING AND MANAGEMENT PROCESS

2 PREPARING FOR A PLANNING AND MANAGEMENT PROCESS

2.1 Why do you want a catchment management plan?

Catchment management plans are normally developed when there are numerous and potentially conflicting issues that need coordinated management. Most plans aim to deliver environmental improvements whilst balancing human and environmental needs. It is important to agree a common understanding of what you are trying to do, a shared vision for the process and the degree of aspiration and detail that you are aiming for. Different stakeholders will have different reasons for wanting a plan. These include: achieving organisational objectives, formalising actions on the ground, and providing a lever for funding.

> Numerous communication issues have been resolved through catchment management planning processes. For example, one local authority now meets annually with SNH, SEPA and the Fisheries Trust to agree the annual 'roads and bridges' work programme, making the whole process of protecting the environment whilst allowing essential work to progress more efficient.

2.2 What do you need to do?

First, decide if you need a plan at all. If there is a single issue, a single land owner and a single pressure then just do it! If you have funding and agreement for a single project, an overarching plan is not needed.

The costs of developing a plan have to be considered. Have initial discussions with stakeholders to identify the scope of the plan and to get their commitment to take a planning process forward. Consideration of the scope of the plan should include the different drivers, existing conflict(s) in resource management (e.g. fisheries and water supply) and legislation (e.g. NVZ, SAC, WFD etc). These determine what needs to be included in the plan and any constraints of time or statutory requirements.

Establish what you know, and need to know, about the catchment. Use available information and do not reinvent the wheel – sources might include the LBAP, WFD RBMP, structure plan, state of environment reports etc. Read other existing plans for information and inspiration.

Agree the aims of the planning process – you can go back to these aims if there is disagreement later.

Decide on operational structures and processes, including whether to have a steering group and a project officer. Establish how decisions are to be made and clarify roles and responsibilities. For example, establish a mechanism for selecting and changing the steering group, and elect a strong and independent chairperson to deal with partner organisation conflicts. Consider training for both steering group members and the project officer, in facilitation, meetings, negotiation and project management. Identify funding sources and start applying. Write a job description for the project officer (see Chapter 3.3).

Ongoing awareness raising, open communication and consultation are required throughout the planning process and therefore an important element of the planning process is the communication strategy. This should identify what needs to be communicated, to whom and how.

Think through the whole planning cycle at this stage and ensure all steps are identified (including the monitoring and revision processes – see Chapters 6 & 7). It is important to establish a system for monitoring, to identify or collect baseline data, and to agree indicators for monitoring success before starting any activities. Establish if an SEA is needed and factor this into the process.

2.3 Who needs to be involved?

What needs to be achieved will influence who you need to involve. The communication strategy will involve a stakeholder analysis (part of 'What do you need to do?' above). This should identify: who pays for the work; who can manage the process; who contributes to developing the plan; and who will contribute to the implementation through finance, data, knowledge or voluntary effort.

There are various levels of involvement in a planning process, from the planning officer who 'lives and breathes the plan', through management, steering and/or working groups, to interested individuals who attend consultation meetings or read the draft plan. It is important to respect the diverse motivations for the plan and planning process held by people in the group and allow them to air their different perspectives during all stages of the process. Also recognise that stakeholders may opt in and out of different stages at different times.

2.3.1 Project Officer

Most planning and management processes depend on a paid officer to undertake the day to day activities in each stage of the planning cycle outlined in 1.8 above. Few groups are able to sustain the planning cycle without a dedicated officer to provide operational support. The role of the project officer is varied, ranging from researching the issues that need managing, through engaging and enthusing varied stakeholders, to administration, record keeping and fundraising. See Section 8.5 for the particular skills and traits required.

2.3.2 Members of the Steering or Advisory Group

Most planning and management processes require a steering or advisory group to oversee the planning cycle outlined in 1.8 above. The role of the group is to provide guidance to the project officer; make strategic decisions; and act as a communication hub to the organisation or interest group they represent. See Chapter 8.2 for more information.

Ideally, the chairperson is selected by the stakeholder group. A good chairperson should have the following qualities: independent (non-biased and open to multiple issues); experienced; ability to chair; visionary; diplomatic; intelligent and quick learner; good listener; charismatic; time to commit to the process and able to engage with a wide range of stakeholders. The chairperson supports the process by keeping meetings to time, synthesising and summing up, and encouraging comments and inputs.

Often group representatives are suggested by their organisations, making it difficult to get the 'right' person. The qualities to aim for are: a balance between sufficient seniority (to make decisions and speak for their organisation) and practical experience; enthusiasm and dynamism; time to commit to the process; and a willingness to work between meetings. These qualities could be used as criteria for the selection process. It is worth going to his/her line manager to raise awareness of the commitment required, the need to provide a deputy, and to establish internal mechanisms for formal decision making and sign off processes. It is also important to establish a meeting cycle that gives busy people enough time to prepare for the meeting, including getting internal agreement on papers or briefing a deputy.

Group members will need to disseminate information throughout their organisations (see above on communications plan).

2.3.3 Stakeholders

Stakeholders need to be engaged if they are expected to support and implement a management plan. Planning processes can also identify and try to resolve any conflicts between interests groups. Try to gauge the level of engagement from the stakeholders and agree what could or should be done about increasing engagement or raising awareness if required. It is important that all relevant stakeholders are equally engaged – not just those who shout the loudest or lobby most effectively! Different stakeholders will respond differently to consultation mechanisms, and these preferences should be established and worked into the communications plan, along with the resource implications.

2.4 How long does it take?

Think of a number and double it! Planning always takes longer than you think. The first time round takes longer than subsequent iterations, as you are developing a new process as well as putting it in place.

Most project officers are responsible for project management. Be realistic about the time required for each task and sequential dependencies involved so you can ensure phasing and timelines are realistic. Balance the time taken on each step in the planning cycle so that you don't spend too long on any one stage. Do not underestimate the amount of time required for administrative tasks (e.g. emails, budget spreadsheet, filing). Educate your funders, steering group, line manager about these timescales and dependencies and establish how to deal with slippage to timelines.

There are two areas that impact on timescales: external timetables and approval procedures. Be aware of set timelines and deadlines (from funding or from legislation) and plan accordingly. Having strict timelines can be extremely problematic but also can also be a valuable incentive to achieve milestones. It is vital to get communication going early and to factor in internal consultation procedures, particularly to approve a plan or budget, as this can take months and often differs from organisation to organisation.

Be aware that ideas and processes may have bubbled away for months or years before a dedicated officer commences the formal planning process (see Annex E).

2.5 What resources are necessary?

It is essential to establish what resources are available to the process, through funding and in-kind donations from your stakeholders. Along the way the resources you will need to draw on include: money, data, intellect and voluntary contributions e.g. during monitoring, writing and consultation.

Ensure your steering group are aware of the time commitment required from them, over and above attending meetings. Without having resources you won't get very far, although sometimes having to struggle to get resources can create a stronger partnership – and remember that pooled contributions from several sources can add up!

An efficient and effective planning process normally needs a dedicated project officer through all steps in the planning cycle (see Chapter 1.8). It is important to manage succession (through staff turn over, secondment, or illness). Using a team or a job share can be beneficial as it avoids isolation and can harness a greater range of skills and experiences although there may some resistance from managers. Skimping on the project officer's salary is a false economy as rapid turnover and/or incompetence can be very damaging to the planning process.

It is important to think about resource implications for all steps in the cycle, and where possible to secure long-term core funding to avoid wasting time on ongoing funding applications for salaries as well as for the implementation processes. Bear in mind that if an SEA is required, it will be a time and resource intensive process. Other than money, it is necessary to have a hosting organisation to provide office space, meeting rooms, administrative and line management support. Other stakeholders can provide advice, data, materials, land, gateways to wider stakeholder communities and opportunities for consultation during further steps in the process. These resources should be identified and agreed now.

2.6 What are the challenges and opportunities?

CHALLENGES	OPPORTUNITIES
No matter how well you plan the process there will always be unknowns so allow for the unexpected.	Plans should be tools to bring about action and improvement rather than as an end in themselves, so they are living documents.
It is difficult to find sources of funding that: ● Reward long term maintenance of measures. ● Support ongoing networks and social learning. ● Allow flexibility and adaptive management.	Through monitoring the social, organisational and economic as well as the environmental outcomes, you will be able to demonstrate the need for further funding.
Planning can be resource intensive.	Make good use of support, resources etc that others may be able to provide through trading/bartering. Take advantage of better funded processes that may be able to help you.

2.7 What are the external factors that might influence this stage?

There are often external factors that need to be taken into account. Two common issues to note here are:

- Competition for funding tends to make people over-estimate what the plan can achieve and set unrealistic targets. Manage expectations and be realistic!
- A new planning process can require organisations to work in new ways. Fear of the unknown can be a barrier to agreeing and implementing plans – which is why it is essential to agree and maintain a shared vision through ongoing consultation.

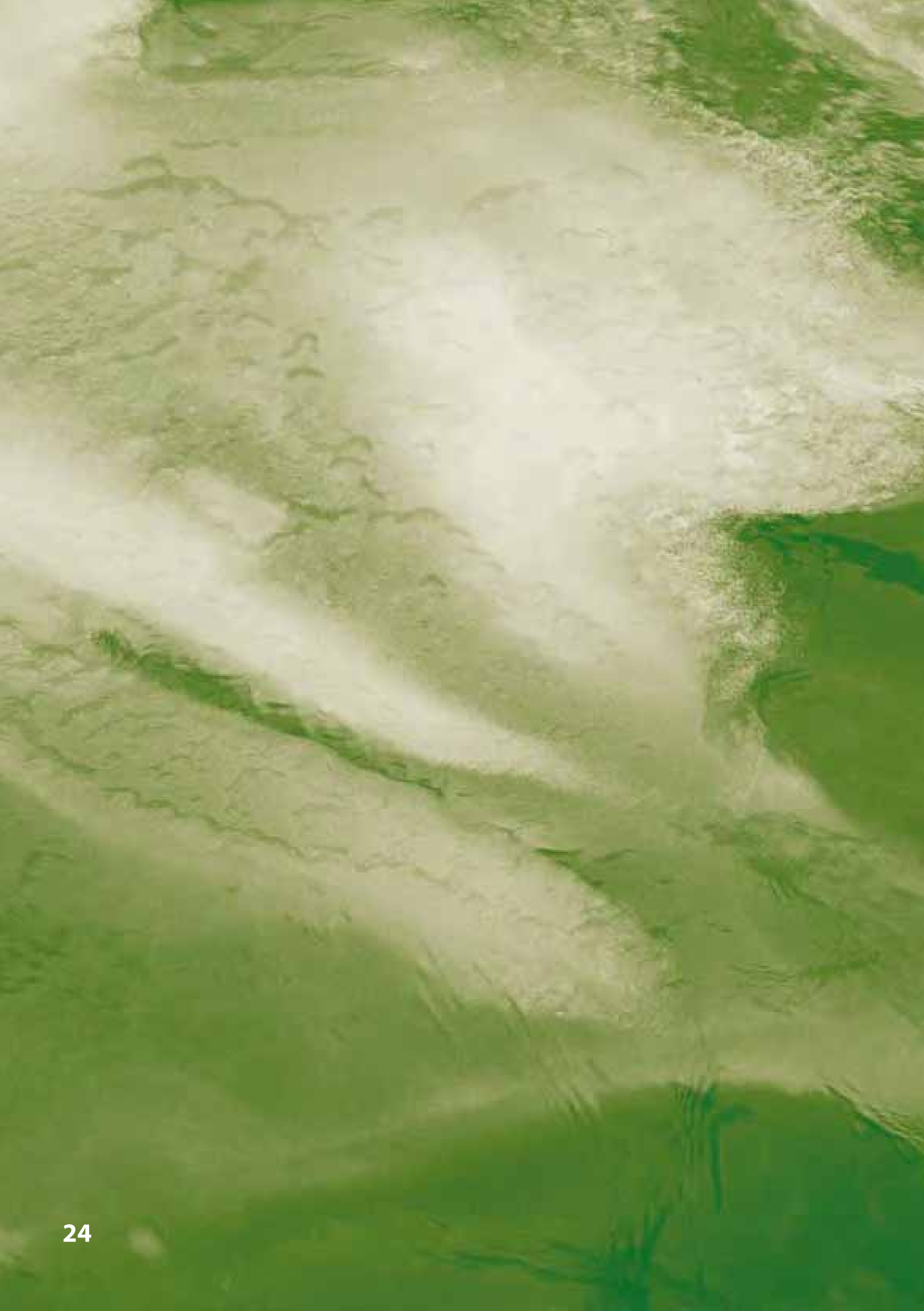
2.8 Top tips!

- Where possible be flexible in the order in which you do things. This will allow you to take advantage of external and/or parallel processes.

2.9 'Preparing' checklist

- ☐ Decide why you need a plan.
- ☐ Agree who needs to be involved.
- ☐ Establish a management and decision making structure.
- ☐ Set realistic timescales.
- ☐ Secure the necessary resources.
- ☐ Ensure expectations of all parties are realistic and in agreement.
- ☐ Secure a budget and commitment to implement the project's findings.
- ☐ Ensure you understand how long it can take to 'bed in' efficient partnership working.
- ☐ Investigate opportunities to build on existing projects and relationships (to avoid re-inventing the wheel).
- ☐ Build in flexibility in time and resources to resolve unexpected (but inevitable) problems.
- ☐ Ensure the group has a good mutual understanding of the project's objectives.

- ☐ Consider the different motivations for involvement in the project – how does the project relate to each partner's core business and can these expectations be met?
- ☐ Clarify the commitments from all involved, illustrating the critical interdependencies and getting a formal undertaking to honour these commitments.
- ☐ Clarify the attributes that are required for the steering group (influence, experience, skills, time available, enthusiasm for objectives) to deliver the project, and recruit members accordingly.
- ☐ Establish what kind of partnership is required (coordination, cooperation or collaboration), as this affects the structures (including the legal status) of the project.
- ☐ Agree the specific roles and responsibilities of the individuals involved (especially the coordinator), including: delegation of authority; accountability; distribution of risks.
- ☐ Recognise the non-negotiables (deadlines, statutory requirements, reporting requirements) within the project and plan accordingly.
- ☐ Develop a standard format for meetings with informative agendas, progress charts and clear minutes, and designate a chair and minutes secretary.
- ☐ Establish a communication plan to ensure efficient and effective information exchange with the appropriate people at the appropriate time.
- ☐ Invest in effective, targeted and coordinated communication within the group and within each partner organisation (recognising that personal preferences vary).
- ☐ Agree decision making and conflict resolution protocols.



3 WRITING YOUR CATCHMENT MANAGEMENT PLAN

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3.1 Why write a catchment management plan?

Writing a catchment management plan serves multiple purposes. The process collates knowledge and generates a common plan for all to agree and work to. This also helps participants to learn about the multiple issues and their interactions and builds trust and partnerships between stakeholders. Generating an agreed up-to-date plan can be a painful process but the end result is visible evidence that those involved are organised, motivated and part of a positive collaborative process. The biggest achievement is often when the document comes together and you have something to show for all your hard work.

3.2 What do you need to do?

3.2.1 Before you start to write

Writing a catchment management plan has several stages: agreeing the key issues and measures to be addressed by the plan; drafting documents for consultation; revising documents to take account of comments received; and finalising the plan for publication. All of these stages require the involvement of a wide range of stakeholders and technical staff.

Good coordination and organisation are essential to make the most of the expertise of those involved. To do this you need to think through what input will be needed during the different stages. Will working groups be needed to agree issues and measures? Who will generate and interpret data? Who will provide specialist information? Will maps and diagrams be required? Once you have identified whose involvement is needed the next step is to find out if they will be available to help and, if so, how much time they have available, and when.

From the outset agree clear aims for what you want to achieve from your plan and the audience for whom you are writing. This might range from provision of information through strategic coordination to specific action planning. This will determine the content of the plan and influence structure, style and format, which should be agreed at the beginning of the writing process, not at the end. The style may differ between documents e.g. an issues document is likely to look like a work in progress, whereas the final plan will probably look more produced.

Establish your publication budget and the costs involved as this may constrain the format.

When planning the document:

- Establish a clear structure for editorial comments.
- Speak to your graphics team and printer to determine lead in times.
- Decide if you want to include photographs in the final document. If so start getting a collection together early by asking everyone involved to contribute – consider whether it might be more efficient to contract a professional photographer to produce the images you need.
- Agree authorship, whether logos are required and how the document(s) should be cited.
- Seek advice on copyright issues.

Taking all of the above into account, set a timescale for production of the plan. Remember to be realistic about timescales to allow those involved to allocate sufficient time during all stages. Include clear deadlines for final changes to text and ensure all taking part do not underestimate how long this can take. Make sure those who cannot attend the drafting meetings are able to input via email or written comment on hard copies.

Finally, remember to book the job in with your graphic designer and printer.

3.2.2 Content

Catchment plans commonly include: 1) A description of the catchment area; 2) A discussion of the issues (supported by available data); and 3) A list of actions and associated partners.

To produce this content you will therefore need to:

1 Collate available information about your catchment area – this will involve discussion with a wide range of stakeholders and is likely to be an ongoing process.

2 Agree the issues that the management plan needs to address – an issues document is often produced early in the planning process and this may have its own drafting, consulting and finalisation processes.

3 Agree actions to address these issues and identify who will undertake these measures – this involves the participation of a wide range of stakeholders. This consultation stage is covered in Chapter 4. The actions are the heart of the catchment management plan. Be careful to distinguish between actions that are achievable with current resources and those that are aspirational. If it is to be a plan for action the actions need to be realistic given the staff time and funding available – no waffle! Make sure actions are SMART and that component elements are broken out and can be more easily monitored and reported on. Try to avoid multiple 'lead' partners for actions. You should distinguish between partners who have signed up to actions and those who should be involved but have not yet committed themselves. Finally, consider how to record long-term ongoing actions that will never be complete (e.g. monitoring) but still need to be reviewed and implemented.

For example the Moray Firth SAC management plan includes an 'ongoing actions' list and a 5 year SMART action plan with different review timescales.

3.2.3 Style, structure and format

- First consider your target audience and the style of writing and presentation that would interest and engage them. If you intend your plan to be read by a wide range of stakeholders aim to keep the document as concise as possible – otherwise no-one will read it! It should be clear, concise, and enjoyable to read with good readable prose. Avoid jargon and use plain English. Focus on key messages.
- The document must not be too big but must have all the supporting detail – it may be difficult to achieve a balance between the two.
- Writing by committee is best avoided.
- The plan should be an attractive and informative document that people want to pick up – think of pictures, the style and variety of

presentations, and the size of the document (Loch Lomond and Trossachs National Park Plan is a good example).

- What format(s) will it be in? – hard copy, CD only, folder with pull outs, summary and sector-themed documents. The format may well be constrained by publishing costs, so it is a good idea to find out approximate costs early in the process.
- Don't assume that all your stakeholders are internet savvy – there is still a role for hard copies!
- Keep an audit trail of revisions made to text (when preparing an initial plan and when reviewing a plan) e.g. in a spreadsheet or database.
- Try to avoid dating the plan by mentioning schemes by name. This will help keep the plan up to date when schemes change.

3.2.4 Data

- Writing a plan will highlight issues with lack of data, data accuracy and data presentation.
- Be aware of copyright issues.

3.2.5 Sign off

- All steering group members need to understand what sign-off this will involve in good time to ensure enough time is allocated to internal processes.

3.3 Who needs to be involved?

If someone has agreed to help be prepared to delegate tasks to them where required. Understand the different roles required by the process and the strengths and weaknesses of staff involved; divide work accordingly. Problems with 'writing by committee' can be avoided by providing clear templates for house style and guidance on the required content.

3.4 How long does it take?

- Be prepared for this to be a time-consuming exercise! Writing is an iterative process and partners frequently do not have enough time to help with multiple revisions. Pleasing everyone and reaching consensus on document is often challenging.

- Make sure you leave enough time for everyone to supply comments and for them to be incorporated. Estimate how long you think you need and double it, but don't let work required expand to fill time available!

- Be strict with deadlines for comments from others. Expect mutual respect from consultees and other contributors i.e. all should stick to agreed timescales.

3.5 What resources are necessary?

Time: Writing takes a long time, and those involved always under-estimate how much is required to see a document through to completion. All involved need to have sufficient time available to see the process through and need to be honest about how much input they are able to contribute.

Money: This can be an expensive activity and it is worth obtaining quotes from a number of printers. Think through your requirements carefully as it may be that only a limited number of local practitioners need a hard copy of the full plan. The needs of others may be better served by a small summary document or electronic files. As within all stages of the process, the use of appropriate venues, timing, travel and catering arrangements are important and it is worth spending money on this to keep people going through what can be a tedious and seemingly never-ending process.

Expertise: technical (diagrams, mapping, plain English), data, specialist knowledge on specific issues, graphics, photography. Free plain English guides are available at www.plainenglish.co.uk.

3.6 What are the challenges and opportunities?

CHALLENGES	OPPORTUNITIES
Partnership projects are often the bottom of the pile when it comes to the priorities of others involved.	Through partners you have access to a wide range of information and expertise.
A change in steering group representative can have significant impact on writing and then consulting on the plan.	Support may be available from graphics, administrative teams etc in partner organisations.

3.7 What are the external factors that might influence this stage?

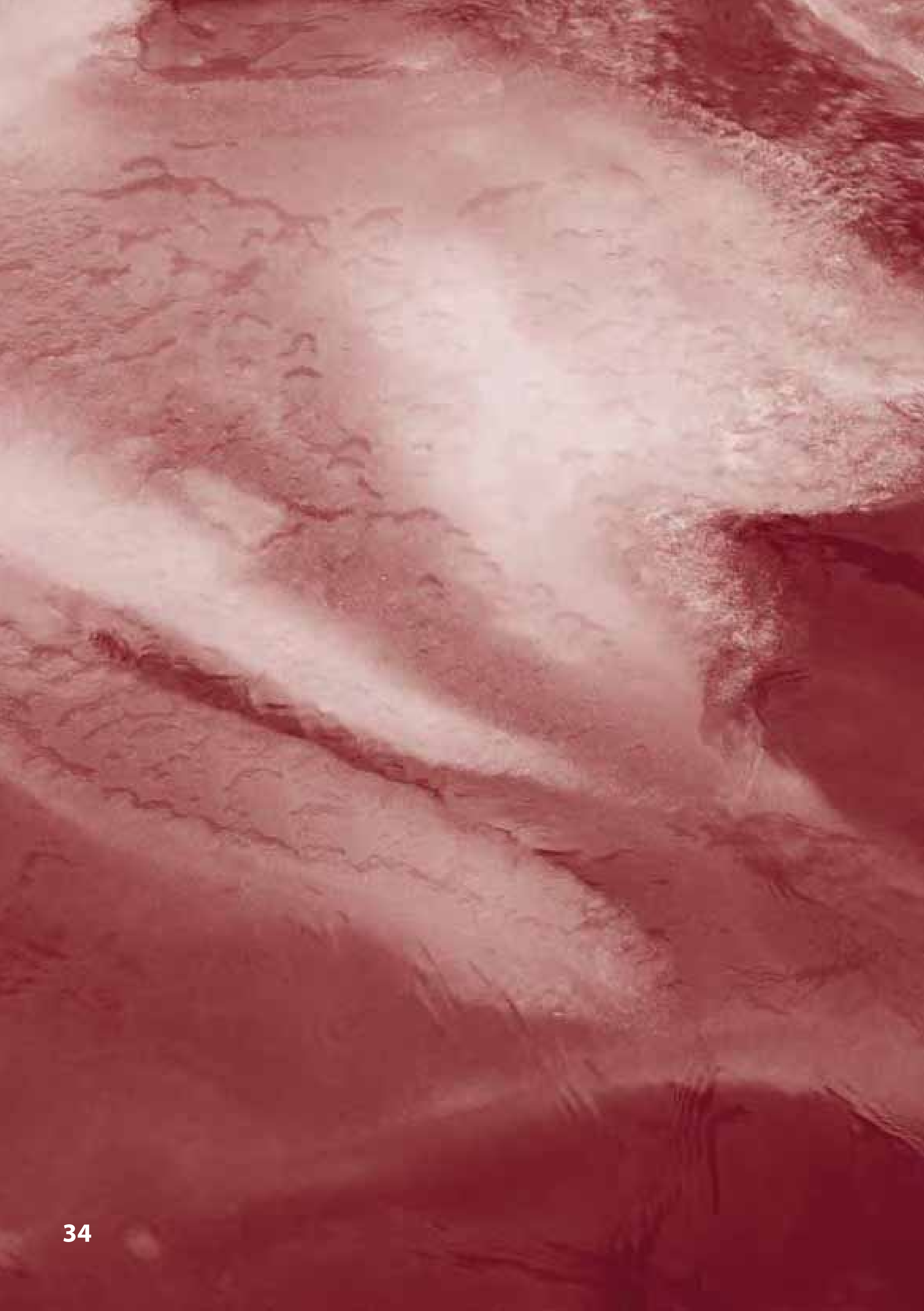
As with all partnership ventures, alternative calls on the resources of partners can throw a carefully planned timetable into disarray. It is important to build in contingency plans for such events when planning the writing process. Stay attuned to changes in the wider policy, legislative and research arenas so that the plan can anticipate or reflect these broader changes in how catchments might be managed in the future. Stakeholder consultation will assist with this ‘horizon scanning’.

3.8 Top tips!

- Be prepared for everyone to lose the will to go on when you are in the depths of writing/revising.
- Watch out for burn out!
- Project officer beware! Expect to be left to write more of the plan than initially stated. Management groups and stakeholders will often comment on a draft but will not pull that draft together.
- Despite all these potential challenges one project officer commented that “the biggest feeling of success and achievement can be when a document comes together and you have something to show for all your hard work”.

3.9 'Writing' checklist

- ☐ Think through what input will be needed during the different stages.
- ☐ Find out who will be available to help and, if so, how much time they have available, and when.
- ☐ Agree clear aims for what you want to achieve from your steering group.
- ☐ Set a timescale for production of the plan.
- ☐ Agree structure, style and format at beginning of plan writing process, not at the end.
- ☐ Establish your publication budget and the costs involved as this may constrain the format.
- ☐ Speak to your graphics team and printer to determine lead in times.
- ☐ If required start getting a collection of photographs together early by asking everyone involved to contribute.
- ☐ Agree authorship, whether logos are required and how the document(s) should be cited.
- ☐ Establish a clear structure for editorial comments.



4 CONSULTING ON YOUR CATCHMENT MANAGEMENT PLAN

4 CONSULTING ON YOUR CATCHMENT MANAGEMENT PLAN

4.1 What is the purpose of a consultation process?

Consultation plays multiple roles in the planning process: at a basic level it raises awareness amongst the public, interested parties and across organisations directly involved. Consultation also provides a method of increasing engagement and working towards wider ownership of the plan and increasing the likelihood of successful implementation. Finally consultation provides a method to ensure all of the issues affecting the catchment are considered adequately and represented fairly.

Collaborative planning and management means engaging all the way through as well as having a formal consultation process. Revising the plan following consultation aims to ensure that the plan better reflects the views and needs of those involved. There are different types of consultation – to inform, to consult or to involve actively. Regardless of which of these are used, early and well thought out consultation processes work best.

4.2 What do you need to do?

4.2.1 Before you start to consult

It will be necessary to consider what elements of the plan you are going to consult on, when to consult different stakeholder interest groups and how you are going to do this. As part of the overall communication plan there is a need to consider the structure for consultation in order to get the most from feedback. It will be important to recognise different stakeholders may provide input under multiple hats, may gang up to push an issue, or push issue(s) through several channels (members of multiple organisations). Within the steering group or equivalent, identify who needs to be consulted and the best approach to elicit a response. Ensure ongoing communication to keep consultees engaged.

As noted above consultation has different objectives depending on who is being consulted and what outcome is expected. Considering the different types of involvement (awareness raising, funders, regulators, specialist interests, land managers and implementers) will help tailor consultation questions to make the plan relevant to them.

4.2.2 What to consult on?

The aim of consultation is to determine whether stakeholders agree with the issues already identified and to provide the opportunity to include issues that may have been missed. Consultation also provides the opportunity to provide a method of prioritisation of the issues identified. It is important to remember that different issues will have different time-scales in which change and management may be planned and undertaken.

4.2.3 How to carry out the consultation

Identify how the consultation will be organised. This is likely to include the use of e-mail, hard copies, public meetings. Ensure that the consultation is fair and inclusive as far as possible. Consultation is a resource intensive yet vital part of the planning process. It is therefore essential to plan the process to ensure there is no duplication of questions to the same consultees, and to identify how others can help with spreading the load and disseminating consultation questions.

It is important that appropriate consultation methods for different audience types are used and this may require multiple communication methods in order to reach all stakeholders. In addition, think carefully about the structuring and phrasing of the questions to allow the comments to be reviewed and categorised in revising the plan. The consultation should explicitly state how the information will be used. Related to this is how to ensure interpretations of the responses reflect the intended message.

Consider the level at which you want to involve different stakeholder groups, where some are involved in more detail than others e.g. summary leaflets aimed at specific interest groups. It is also worth considering where the consultation questions go in the plan – make it clear up front that this is a consultation.

4.2.4 When to consult

Together with the steering group it is important to consider when to undertake the consultation. In the current environment there are a wealth of consultations and to achieve a maximum response you should avoid consulting when other local, regional or national consultations are taking place. Equally, depending on who and what the consultation is aimed at, think of other conflicts e.g. farmers and land managers are

particularly busy at crop sowing and harvesting periods so it is unlikely they will be able to attend a meeting or respond at such times of the year. Likewise if the plan is to be used as a lever for funding consider the financial year cycle of potential funders.

4.2.5 What next – after the consultation

Consider how to draw together and identify key responses from the consultation. You need to do this at the start and decide how this can be fed back to the consultees. Beware of promising more feedback than is realistic. An initial sift of the consultation responses should allow some simplification as to the nature of the issues raised. Before you start, put aside enough time to collate these or contract this process out. If you have structured your consultation questions well, the process of analysing the responses is much easier. Finally you need to consider how responses are incorporated and whether any one group has a stronger voice than others – is there a hierarchy of importance of stakeholders or should all stakeholders be regarded equally? Another related issue is the need to decide how to deal with any conflict in the consultation responses in terms of content or issues.

4.3 Who needs to be involved?

This will depend on the nature and extent of the issues being dealt with. Based on existing experiences the principle of inclusiveness, whilst resource consuming, achieves better outcomes in terms of implementation and minimisation of potential areas of conflict. Where resources are limited you may need to prioritise how much effort can be placed in trying to communicate and get responses from different stakeholder groups. In this situation, priority should be given to those stakeholder groups who might be expected to deliver the anticipated actions. At this stage it may also be worth identifying who else should be involved e.g. designers for consultation documents, PR experts for drafting text for news releases, poster, website etc. As part of the process, you might want to run a workshop to identify key stakeholders and the best engagement tool for each group, as well as how your steering group will be assisting in the consultation and communication process.

4.4 How long does it take?

Every consultation will have different timescales. Before the consultation period begins it will be necessary for steering group members and their organisations to agree to or sign off the draft plan and consultation. Best practice suggests that public consultations should be open for approximately 12 weeks. However consultations may need to be open for longer over some periods e.g. national or school holidays, local authority committee cycles etc.

One example of a consultation time-table is the review of the existing Moray Firth SAC management scheme. This took 12 months (not full-time). This comprised:

- 4 months to agree revisions to the plan and plan a public consultation (including getting data to prove which actions are complete and can be removed, which are long term ongoing (separate list) and agreeing new SMART actions).
- 12 week public consultation.
- 4 weeks for sub committee to review responses, consider changes to the plan and agree the format of feedback to individuals.
- 4 weeks to do final edits of the plan and graphics.

4.5 What resources are necessary?

Staff time is probably the biggest resource input for this part of the process. Considerable time will be necessary to draft the consultation, get approval from the steering group organisations, promote the consultation, and collate and incorporate comments received.

Financial support will be necessary to pay for leaflets, public meetings, lots of tea and coffee, and any expertise not available within the core organisations. For example, expertise may be required on how best to consult with different stakeholders, how to structure consultation questions to get useful responses, and how to review and incorporate these.

At all stages of a process the arrangement of appropriate venues for meetings, timing, travel and catering arrangements are important.

4.6 What are the challenges and opportunities?

CHALLENGES	OPPORTUNITIES
Reaching individual stakeholders who are not part of formal associations can be difficult and time consuming.	Tap into consultations/networks of other organisations.
Time and resource constraints of consultees.	Tap into local expertise and knowledge.
Managing consultation fatigue Managing expectations – i.e. ensure consultees are clear how much their input can change the eventual plan.	Be creative with the consultation – e.g. use meetings to target specific issues/interest groups, not presenting one plan and all the consultation questions.
Not everyone has a computer.	Use own steering group.
Data protection issues.	Identify appropriate local media to be used to disseminate information about the consultation.
Ensure it is not overly technical and beyond the competency of the target reader.	Do a "dry run" of questions to make sure these make sense and the answers provide the data you want.
Do not over- consult – plan ahead how many times you will be consulting people, and keep it to a limited amount. This is sometimes difficult to balance whilst ensuring people have had the opportunity to comment.	

4.7 What are the external factors that might influence this stage?

- Politics e.g. an election.
- Other big priority consultations happening at same time e.g. Marine Bill, Flooding Directive.
- Timing – avoid school and national holidays and busy times for land managers.
- Publicity can be buried by big news – so try to promote the consultation during slow news periods or link it to an event e.g. flooding.

4.8 Top tips

- Provide incentives for consultees – for example, a free draw or catering.
- Ask around to see if anyone has been missed out – don't rely only on your own stakeholder list.
- Avoid only talking to the people you like or understand! Talk to the difficult people too!
- Speak to others who have already been involved in public consultations to learn from previous experience – use the CATCH catchment officers' network!

4.9 'Consulting' checklist

- ☐ Undertake stakeholder analysis to identify who you need to consult and when you need to consult them.
- ☐ Decide how inclusive you can afford to be (or what problems not being inclusive may cause).
- ☐ Use appropriate methods and timescales for the consultees e.g. allowing for local authority committee cycles, avoiding internet based documents where there is no broadband access.
- ☐ Plan how to handle consultation responses prior to starting the consultation – and ensure that the questions will get the information you need to finalise the plan.
- ☐ Be clear about the end of the consultation period and who has the final decision about what goes into the plan.
- ☐ Allow for a period to negotiate new actions suggested by the consultation process before finalising the plan – particularly if the consultation exposes conflicts or differences in opinion between stakeholders.

5 IMPLEMENTING YOUR CATCHMENT MANAGEMENT PLAN

5 IMPLEMENTING YOUR CATCHMENT MANAGEMENT PLAN

5.1 What is the purpose of an implementation process?

The transition from writing the plan to putting actions into practice is the next step in the process, in that it results in actual environmental improvements. Successful implementation will motivate those involved to continue with the process. The majority of plans that 'fail' are those that are not properly implemented. This is a huge missed opportunity and a waste of all the effort and resources invested in the earlier stages.

> An example of success – river works were regulated on the Tweed before the advent of CAR; the catchment forum came up with its own process. Sometimes you can pre-empt 'regulation' and get a better outcome by working together.

5.2 What do you need to do?

5.2.1 Before you start the implementation

Ensure that you have agreement on the plan and that those involved are able and committed to implementing it. There are a number of issues to consider before starting the implementation itself:

Prioritisation (this may have been undertaken in writing the plan)

An action planning process, which will involve reference to the plan, will be useful in order to prioritise actions. This needs to be done for several reasons including: identifying actions that will be hard to achieve without partnership working (beyond business as usual); establishing a balance between statutory and non-statutory actions and avoid duplicating work for which statutory agencies already have responsibility; realistic assessment of available time and resources; and avoiding overloading the implementation process at the beginning (develop it over time). Use information gathered in the plan to create a long-term timetable with outcomes etc. Include time and resources for communication opportunities for stakeholders, the wider public and funding bodies.

Process

Decide if you want or need to establish a formal membership process and/or solicit donations (there are both opportunities and challenges involved!). It may useful to consider whether work can be devolved to implementation or working groups which would be formed to focus on actions, and if you do so ensure ongoing feedback to the steering group and strategic guidance from the steering group to the implementation groups. Otherwise delegate work equitably and at an early stage to encourage buy-in and responsibility for outcomes. You may decide to become a legal entity so that you can employ people and apply for funding. Decide how to keep a record or log of progress on the actions to allow progress to be monitored, timescales to be revised, and transparency about who has achieved what. Consider using project management software to facilitate this (e.g. PRINCE).

Engagement

Early prioritisation of actions will ensure that they fit with both stakeholders and funders' priorities, and clarification of the kind of outcomes that funders and stakeholders want is part of this process. If prioritisation is done well then implementation is likely to be more successful, particularly when early successes are achieved and acknowledged. These can contribute towards motivating those involved, and ideally engage the wider community. Where possible, set out formal commitments for partner organisations and a mechanism to ensure commitments are delivered. Coordinators need to continue to be diplomatic and seek to avoid unnecessary conflicts, and capitalise on the different skills and personalities within the process.

Communication

Establish the skills and resources available to the coordinators for communicating – if these are not sufficient then consider training, or contracting out certain activities where possible. Requirements of a communication strategy include: keeping regular contact with those signed up for actions to get early warnings of problems arising (e.g. people getting de-motivated or funding falling through); keeping people up to date with timescales for actions; and what the expected outcomes are. Experience has shown that beyond emails, meetings and phone calls, regular newsletters can be a good form of raising awareness and communicating between stakeholders. Pro-actively engaging with the local media may be worth considering.

5.3 Who needs to be involved?

As the process moves from planning to implementation, so the knowledge of funders, stakeholders (including the wider community), and contractors (don't rely on steering group to know how to drive a digger!), as well as the local media (establish relationship early on) and those with additional skills may become relevant. So, ask around to see if anyone has been missed out, don't rely solely on your own stakeholder list. Seek motivated organisation representatives where possible – ideally you want people who can contribute to the implementation process, not just people who have been sent by their seniors.

As with the planning process, a strong and independent chairperson will help with moving the process forward and in dealing with conflicts between partner organisations (see Chapter 2).

5.4 How long does it take?

Achieving improvements on the ground will take longer than you might expect, so allow more time than you think for interaction with key organisations and funders, build in time for update meetings/nagging, and don't underestimate time for public engagement events/consultation etc.

Phase the work, and with the help of experienced stakeholders, establish realistic timescales for achieving outputs.

5.5 What resources are necessary?

The most important of these will probably be time and money. Make every effort to secure long-term core funding to avoid spending unnecessary time on searching for funding for salaries etc. However, office space and resources for the project officer(s), access to data, administrative support, and the flexibility to increase staffing if possible/ required are all relevant.

5.6 What are the challenges and opportunities?

CHALLENGES	OPPORTUNITIES
Need to fit within funding organisations current priorities.	Can demonstrate that the process is more than a talking shop.
Balancing national versus local priorities.	Chance to achieve something on the ground.
Maintaining interest and motivation.	Celebrate reaching targets (fun and engaging).
Avoiding conflict between open work and confidential issues.	Opportunity to get people involved in practical work.
Negotiating with funders re outputs.	
Potential clashes between partners.	
Political will.	
Making sure that commitments are realistic.	
Overcoming resistance to something new or project on their land.	
Not understanding the reasons why things need to happen.	
Weather! Some measure can only be put in during certain conditions.	

5.7 What are the external factors that might influence this stage?

External factors may have positive or negative impacts on an implementation process, and these include: changes in national and international politics and economics; legislation; an existing culture of partnership working in an area; and inter-partner negotiations that are not directly linked to your project, but which can cause disharmony amongst partners.

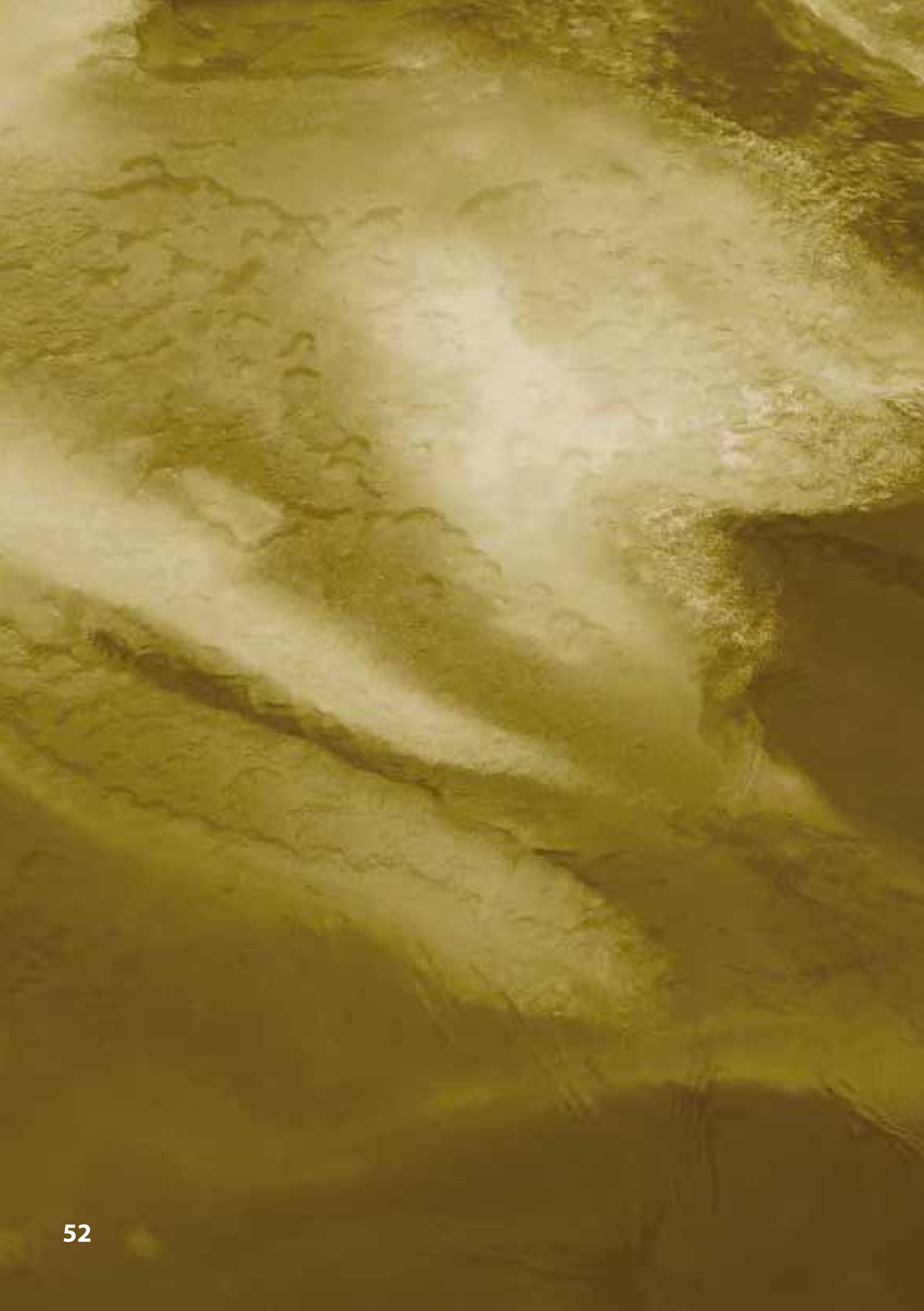
Closer to home, staff changes in partner organisations and changing mandates in partner organisations may also continue to be a factor.

5.8 Top tips

- Have a clear annual plan but avoid over-ambitious plans simply to secure funding.
- Avoid only talking to the people you like or understand! Take account of all points of view.
- Don't over commit – learn to say no.
- Don't take criticism of the project personally.
- Build on and acknowledge what other projects have done so that funders can see the links between projects.
- Recognise that some factors are outwith your control.
- Be clever and opportunistic: make good use of support, resources etc that others may be able to provide; trade and barter; be flexible in the order of doing things to allow opportunities to be taken when they arise.

5.9 'Implementing' checklist

- [ ] Ensure that you have agreement on the plan and that those involved are able and committed to taking it forward.
- [ ] Set up an action planning process that identifies priorities and milestones to achieve, and the lead partners responsible for delivering these.
- [ ] Review the project governance structure – for example the steering group might provide strategic direction whilst working groups provide more operational management as tasks are put into action.
- [ ] Update your communication plan and ensure you publicise tasks and actions as they are started and/or completed.



6 MONITORING YOUR CATCHMENT MANAGEMENT PLAN

6 MONITORING YOUR CATCHMENT MANAGEMENT PLAN

6.1 What is the purpose of a monitoring process?

Monitoring is essential to determine whether objectives are being achieved, ensure resources are being used efficiently and sustain engagement. Monitoring allows you to check that what you are doing is working. Where it is working, it is important to identify and highlight successes to promote good practice and to encourage those involved to carry on their good work.

Celebrating achievements also acts as an awareness raising and educational tool for wider stakeholder communities. Where things are off track, monitoring allows alternative actions to be identified and implemented. Use the results of monitoring to identify what can and cannot be achieved when revising the plan (see Chapter 7). Monitoring also provides an evidence base to show funders that you are using their money effectively, to identify where more funding is required to tackle new issues, or try new actions where stubborn problems remain. Formal monitoring results are often shared with wider stakeholders and funders, whilst informal monitoring will be restricted to those managing the process. It is monitoring that helps us understand whether catchment management is working.

6.2 What do you need to do?

6.2.1 Before you start the monitoring process

Monitoring is something that should be ongoing throughout the process, starting with baseline data and agreed indicators when preparing the process (see Chapter 2). Monitoring may be both informal, with progress updates as part of any steering or advisory group meeting, and formal as required by statutory processes.

It is important to monitor all facets of catchment management, including environmental, social and economic outcomes, and the planning process itself. There are tried and tested monitoring systems that can be adapted from other processes, including set methods for measuring indicators e.g. water quality, river flows etc, and indicators of stakeholder engagement.

It is important to use the communication plan to identify who can provide data and who needs to be informed of the results. It also important to agree the form the data should be in, the units of measurement and a clear system for collating information from stakeholders.

Identifying the time taken and costs involved in key stages of the process is rarely done yet this can enable realistic timescales and budgets for future tasks (e.g. writing, consultation, funding applications, stakeholder engagement etc) to be set.

Monitoring results need to go through a rigorous evaluation process to enable lessons to be learned and appropriate adjustments to be made to the plan. However, monitoring processes also need to be as simple and efficient as possible otherwise it can become overwhelming, expensive and make it difficult to report back. Factoring monitoring actions throughout the entire planning cycle can help prevent monitoring fatigue.

Review the baseline data in light of the data collected during the plan implementation process. As part of the data analysis, identify external factors that may impact on your ability to achieve your targets, such as extreme weather events or a dramatic shift in land use driven by market forces. It is important that your monitoring process is responsive to changing circumstances. Review the indicators of success which you formulated at the planning preparation stage. If your indicators are no longer suitable, think about why this is so and how they should be changed in future.

6.3 Who needs to be involved?

Different people are needed to do the different forms of monitoring required. Responsible persons need to be identified to collect monitoring data within their stakeholder groups. This often requires continued cooperation with operational staff, and those doing actions 'on the ground'. It also requires coordination with statutory agencies or other planning processes, so that data can be shared. The project officer will coordinate and collate these data as well as collecting their own data on the planning process itself (e.g. actions discharged, costs, timescales). However, in light of turnover of project officers, it is important that the steering group takes an overview to ensure continuity of data collection and analysis.

6.4 How long does it take?

How often, and when, monitoring is carried out will be dictated by what is being measured – environmental improvements will have different timescales to budget expenditure. It is important to ensure there is ongoing monitoring of tasks, projects and aims to keep track of progress, in order to intervene early when things are not working. It is also important to have more formal monitoring to show if outcomes have been achieved. However, this may occur too late in the process to prevent failure so don't rely on this alone!

6.5 What resources are necessary?

As with preceding chapters, the main resources are time, money and expertise. It is important to budget sufficient time for staff and stakeholders to collect and analyse the data at the required intervals. A coordinator will need time to chase up those responsible for feeding back monitoring results. It is also important to identify and ring fence sufficient money to pay for the analysis of samples or to subcontract specific jobs e.g. species monitoring or stakeholder satisfaction surveys. Where data collection is done by existing staff or stakeholders, there may be a requirement for equipment to collect or analyse the data. These requirements may be resourced through in-kind contributions by stakeholders. Finally, the project officer and steering group may wish to involve external experts in designing the monitoring system and interpreting the results.

6.6 What are the challenges and opportunities?

CHALLENGES	OPPORTUNITIES
It can be difficult to 'keep tabs' on what is going on when some objectives may be delivered by other groups not involved in your process, or if actions on the ground start to drift from those set out in the plan.	Use monitoring as one way to maintain communication with your stakeholders.
Monitoring results may not show a good news story and this can negatively affect morale and motivation.	Good progress is positive feedback and lack of progress can be addressed – you need to know what's broken in order to fix it!
Externally imposed indicators that you are required to measure may be expensive, difficult to interpret or not meaningful to stakeholders.	Identify and exploit existing national monitoring processes where possible.
Lack of data or knowledge, and/or uncertainty regarding what the results mean.	Discussing the meaning of results provides an opportunity to renew the shared vision for the plan.

6.7 What are the external factors that might influence this stage?

Monitoring is sensitive to external changes beyond the control of the planning process. For example, there may be a change in the regulations effecting the water environment, environmental changes beyond the project's control and/or shifts in funding and policy priorities that impact on the implementation process.

6.8 Top tips!

- Don't spend too much time being critical, which is likely to lower morale and motivation, but use the monitoring and evaluation as a constructive part of the process to enable improvements in the future.

6.9 'Monitoring' checklist

- ☐ Use the communication plan to identify who can provide data and who needs to be informed of the results.
- ☐ Agree the form the data should be in, the units of measurement and a clear system for collating information from stakeholders.
- ☐ Identify the time taken and costs involved in key stages of the process.
- ☐ Results need to go through a rigorous evaluation process to enable lessons to be learned and appropriate adjustments to be made to the plan.
- ☐ Ensure the monitoring process is as simple and efficient as possible.
- ☐ Factoring monitoring actions throughout the entire planning cycle can help prevent monitoring fatigue.
- ☐ Ensure the monitoring process is responsive to changing circumstances. Review the indicators of success which you formulated at the planning preparation stage.
- ☐ Identify people to collect monitoring data within their stakeholder groups or organisations.
- ☐ Ensure the steering group takes an overview to ensure continuity of data collection and analysis.
- ☐ Keep track of progress, in order to intervene early when things are not working.
- ☐ Budget sufficient time for staff and stakeholders to collect and analyse the data at the required intervals.
- ☐ Ring fence sufficient money to pay for the analysis of samples.
- ☐ Consider involving external experts in designing the monitoring system and interpreting the results.
- ☐ Setting up appropriate monitoring to allow evaluation of tangible and intangible outcomes to occur.

6 MONITORING YOUR CATCHMENT MANAGEMENT PLAN

7 REVISING YOUR CATCHMENT MANAGEMENT PLAN

7 REVISING YOUR CATCHMENT MANAGEMENT PLAN

7.1 What is the purpose of revising the plan?

To ensure it is a living document. The principle is to highlight the positive achievements and to put in place actions to address aspects that haven't gone so well, adapting the plan accordingly. Furthermore, if you find that people are not using the plan you need to revise it to make it more relevant or user friendly.

Catchments are dynamic and external circumstances change. It is important to revise the plan to ensure it is up-to-date and relevant to the current issues in the catchment, to the needs and desires of the stakeholders, and to the current statutory and legislative requirements. For example, the targets set out in the Climate Bill may increase the demand for mini- and large scale hydropower, making this an important issue in the future yet one that is often absent from existing plans. Finally, there may be new opportunities (e.g. funding streams available) that require an updated plan.

7.2 What do you need to do?

7.2.1 Before you revise your plan

Ensure you have learnt all you can from the monitoring and consultation stages as a foundation for this step.

There is no right timescale for revising the plan, but most planning cycles work on a three or a five year period – too often makes the planning cycle very rushed and there is not enough time to see if actions have led to any outcomes, but too occasional risks the plan becoming out of date. Be aware if there are statutory or funding requirements for specific review phases. You may want to distinguish between reviewing the actions and revising the entire plan; often you will want to review actions more frequently than you want to rewrite the plan.

Identify what you are trying to achieve at the start of the process before even picking up the plan – hopefully the revision process was built into the plan production process from the beginning (see Chapters 1.6 and 3). You will need to update the description of the catchment (both the natural and human aspects) and the current status of the objectives. This will depend on the monitoring processes implemented (see Chapter 6) – you need to know the state of the environment, the status of implementation processes and whether outcomes have been delivered. From this information, you will be able to identify the current issues in order to update the priorities and objectives accordingly. Once revised objectives and priorities are set, you should consider whether existing actions should be sustained and/or new actions added. As set out in Chapter 3, implementation issues (funding, staff, etc) will have to be considered.

As part of the revision process, you will need to update the communications plan and stakeholder analysis – new issues will mean new people to communicate with. It is important that all the relevant parties are involved in, and agree to, the revised objectives, priorities and actions. This is likely to require workshops and/or a consultation on the revised plan.

All of the above will require re-writing the text of the plan. Set up an 'audit trail' of revisions to text required using a spread sheet or database as part of the ongoing administrative tasks so that by the time of revision, you have captured all the comments (good and bad) that have been made regarding the plan. This audit trail should capture both editorial comments on the text and suggestions regarding changing the plan's actions or objectives.

It is useful to review how long each aspect of the plan took and how much things cost during this revision process to make the next plan more realistic.

7.3 Who needs to be involved?

The actual process of revising the plan will be driven by the project officer, overseen by the steering group. At this stage, it is useful to ask the steering group if they still want to be involved in the process and to identify new steering group members if necessary.

It is also important to (re) engage with stakeholders, including those hard to reach stakeholders who may not have been involved in implementation or monitoring stages. There may be new stakeholders to include if there are new issues or actions within a revised plan. In particular, funders who need to be kept informed of the proposed revision.

It is often useful to involve external parties in a review and revision process to increase confidence in the plan and its procedures. For example, using technical experts to help interpret the data and set objectives or targets, or employing an external auditor to assess the financial and project management aspects.

7.4 How long does it take?

How long a review takes depends on: the degree of revision required, the degree of monitoring and evaluation that has already taken place, the amount of ongoing stakeholder liaison; and whether it is a full revision or a review and update of actions only.

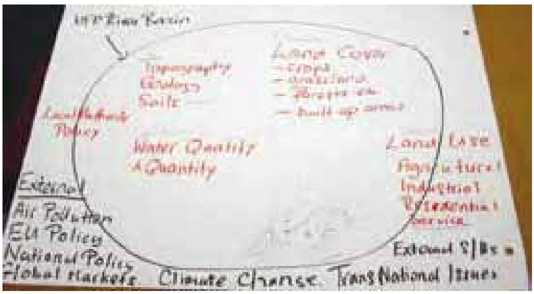
As with monitoring, it is important that the revision process doesn't over-shadow the importance of keeping actions going on the ground. Be realistic about how much time is available for any review and record how long it actually took so a more realistic timescale is available for future reviews.

7.5 What resources are necessary?

You will need staff time to manage the process, analyse the data and do the revisions required.

You will need data management tools and expertise to make the best use of your contact database and audit trail database as well as data from your monitoring process.

There should be little requirement for funds beyond payment for staff time and travel/ subsistence to support stakeholder engagement, unless data have to be purchased.



7.6 What are the challenges and opportunities?

CHALLENGES	OPPORTUNITIES
Inclusion of consistently unachievable actions is demoralising.	Illustrate what has been achieved to reinvigorate the process - this is a good time to celebrate success.
If someone has been heavily involved in a process it may be difficult for them to let go.	Good time to get fresh blood involved.

7.7 What are the external factors that might influence this stage?

There may be new legislative and statutory requirements that influence priorities and actions in the plan. There may be more or less funding available, or there may be different requirements to get this funding. There may be delays or difficulties in getting the data required for the revision from small organisations.

7.8 Top Tips

- Try to emphasis the positive and don't focus on the negative – celebrate how far you have come.

7.9 Revising checklist

- ☐ Establish who is using your plan and for what purposes.
- ☐ Ensure the plan is up-to-date and relevant to the current issues in the catchment, to the needs and desires of the stakeholders and to the current statutory and legislative requirements.
- ☐ Learn all you can from the monitoring and consultation steps.
- ☐ Establish whether there are statutory or funding requirements for specific review phases.
- ☐ Decide if you want to review the actions or revise the entire plan.
- ☐ Ensure you know what you are trying to achieve from this step.
- ☐ Ensure you have the resources required.
- ☐ Consider involving external parties to undertake the review.
- ☐ Consider how will you ensure that the revision process doesn't over-shadow the importance of keeping actions going on the ground.

8 CROSS CUTTING TIPS

8 CROSS CUTTING TIPS

Stakeholders, Steering Groups, Line Managers and Project Officers are all involved throughout the planning process. This chapter provides some tips for these different groups that refer to all the preceding sections (Chapters 2 – 7).

8.1 Working with Stakeholders (including the public)

This section is not intended to replace existing guidance on stakeholder involvement (Annex F) but to summarise some simple tips.

Stakeholder involvement is essential if your plan is going to change actions and behaviours on the ground. You will need to identify what degree of involvement is necessary and can be resourced at all stages of your process. Identify the different types of stakeholders: those directly involved in managing the planning cycle; those directly involved in implementing actions or directly affected by the actions; those with an interest in the process but not directly involved. Don't forget that the public are often indirectly involved, through using water or polluting the aquatic environment as well as financing measures through taxation.

It is important to agree and communicate clearly who makes decisions, and when and how these decisions are made. Decision makers should be accountable to the stakeholders, whether directly or indirectly involved. Whilst you cannot please everyone all the time, if either a procedure or an outcome is perceived to be unfair, it will create resentment and implementation problems that chew up both time and money to resolve.

Different levels of engagement will require different methods. Examples include using paper documents, questionnaires, public meetings, presence at local shows/events, websites, leaflets etc. Be concise and clear in your communications, using plain English rather technical jargon (or provide a glossary). When there is a lot of technical information to convey, ongoing communication is essential to build capacity to allow stakeholders to understand and digest it.

People are busy. Identify what you want to get out of each stakeholder meeting and what they will get in return. Attention to the comfort and accessibility of the venue, the timing of the meetings (including travel times) and the quality of the catering are very important to getting and keeping engagement. Trade resources (including information) to keep those you are working with on a regular basis engaged. A phone call or thank you note, or a homemade cake, can be very effective in letting people know their time is appreciated. Consider using things like a prize draw to attract the wider stakeholders and local residents for consultation phases.

Finally, it is important to flag up early achievements to maintain engagement and credibility with your stakeholders. It is also really positive to encourage others to use and build on what you have achieved. Try to ensure the original is acknowledged as this provides good feedback for funders and makes it easier for you to raise funds in the future.

8.2 Working with a Steering Group

There are two aspects to this topic: what a steering group member needs to know; and tips on how a project officer can manage their steering group. These two aspects illustrate how understanding the roles and responsibilities of the various people involved in catchment management is fundamental for successful processes. It requires everyone to play their part. See also sections 8.3 & 8.4.

8.2.1 What a steering group needs to know

- How decisions will be made and how disagreements will be handled – agree and stick to terms of reference.
- How long things take - be realistic with timescales as your project officer has a finite amount of time to do their job.
- How best to steer your project officer – get involved, have opinions BUT be prepared to abide by a decision you may not agree with.
- Officers need power to take decisions – not all decisions should be by committee or delegation.
- What you are committing to – such as preparation for meetings e.g. read all the papers, and doing ‘homework’ between meetings.
- How best to work as a hub between your project officer and the wider stakeholder community(s) that you represent.

- What motivates the steering group – struggle for money and turnover of project officers can make steering group more active and pull together.

8.2.2 Managing your steering group

Project officers need to:

- Be clear in your communications with your steering group.
- Be honest and manage expectations regarding the quality and quantity of work within the timescales or by the deadline set.
- Inform the steering group of the issues as best you can before you meet.
- Avoid having a chairperson simply by default or for historic reasons.
- Recognise that stakeholders will opt in and out of different stages at different times.
- There are pros and cons regarding being managed by a steering group: on one hand you answer to multiple people and need to be diplomatic to avoid unnecessary conflicts; on the other you have the opportunity to harness different personalities and skills.

8.3 Getting organisational support

A project officer should get support from both their steering group and the organisation that hosts or employs them. Maximising the support on offer will make the job much more enjoyable. Project officers need to identify training needs and see if partner organizations are running suitable courses for them to participate in. Such ongoing professional development helps to balance the lack of a formal career structure for POs. The line manager (see 8.4) can help with project officer's over-commitment by setting realistic job plans. The steering group need to be aware that where the project officers 'sits' affects how the process works – so think about who employs and/or houses the project officer and what responsibilities or consequences these decisions might involve.

Furthermore, catchment management often requires agencies and organisations to work together. The process of inter-agency working has an impact on its outcomes – high transaction costs are involved but the process can achieve more than the sum of its parts. All forms of working together require mutual need and mutual trust, but mutuality does not always mean equality. As inter-agency working can take many forms, it is important to use an approach that is fit for purpose. Whatever the approach, it will be necessary to adapt through time. However, adaptation requires that all involved (individuals and organisations) are willing to change.

8.4 Working with your line manager

A line manager has two relationships to create and manage – with the steering group and with the project officer. The line manager needs to communicate effectively with the steering group, so that a realistic job plan and description can be developed and maintained and any performance problems are quickly and constructively addressed. The line manager also has a key role to play in supporting the project officer, such as:

- Communicating regularly and advising on difficult decisions or issues.
- Supporting the project officer's decisions.
- Helping with time management and prioritisation, including mechanisms to help when timelines start to slip.
- Ensuring there is face to face network opportunities to avoid a sense of isolation when working in a dispersed team.
- Identifying career progression opportunities, particularly when funding ends.

8.5 Project officer survival tips

To be a successful project officer you need some special qualities and skills: project and time management; communication; getting things done. Being superhuman would be a major advantage!

8.5.1 Role of the Project Officer

- Ensure that both you and your stakeholders recognise your role in driving the process.

- Establish whether or not you are responsible for administration – this can take up a large amount of time.
- Reviewing job descriptions of other POs can help highlight responsibilities and expectations.
- Check that your view of your role matches those of the steering group and your line manager/employing organisation.
- Consider the implications of the choice of host organisation. This will affect the day to day support, facilities and information available to you, as well as how others might perceive you.
- A good project officer needs to have empathy, patience and diplomacy in abundance.

8.5.2 Time/project management

- Although you will be constantly multi-tasking, you should recognise when to delegate and when to say no. Trying to please everyone all the time leads to burn out and unrealistic expectations in the future.
- Consider whether project management systems should be put in place to help this e.g. PRINCE, or simple spreadsheets.
- Managing expectation (this is relevant to all people involved in the process and at all stages).
- Recognise the benefits of keeping good records of time spent doing elements of the project e.g. it will allow you to realistically plan the time required to review a plan.
- Keep your line manager and Steering Group informed of any slippages in timescale so that responsibility can be shared and joint decisions made about how to catch up on the time.
- Speak to other project officers about their project management systems.
- General husbandry for the plan can be intensive. Don't underestimate the time required for these essential tasks.

8.5.3 Communicating

- Project officers need to establish trust for the process to work, which is often a process engendered and maintained by talking to each other.
- Project officers need good verbal and written communication skills to communicate with stakeholders, the employing organisation, the steering group and line manager:
- Share tips with other project officers about how to communicate with stakeholders and use any organisational PR support where possible.
- Remember to let your colleagues know what you are doing and use their expertise to help you.
- Discuss how best to communicate with your Steering group – what do they need to know and how do you summarise it most effectively.
- Remember to tell your line manager about the bouquets as well as the brick bats!

8.5.4 Getting things done

- Be realistic about expectations (both yours and stakeholders'), timescales, how many people you can involve and what you can actually change.
- Officers need to balance diplomacy and conflict resolution - at times you will have to make decisions.
- As the plan develops it is possible your planning partners may evolve into an organisation and that you will operate as part of a small team e.g. Tweed Forum.
- Link with other spatial planning organisations and individuals. One way to find out about these is to make presentations to relevant groups – this is also a good way to raise awareness of your efforts.
- Things are dynamic so you won't always have the right level of detail or the same outcomes as you thought you would. You may have to be flexible in the order of doing things in order to take advantage of external opportunities.

- What will you need money for and where will it come from? Consider working with a fundraiser to help generate the support needed. Alternatively make good use of resources etc that others may be able to provide by trading or bartering skills and information.

- Encourage others to use and build on what you've done but make sure the original is acknowledged – provides good feedback for funders and makes future support more likely.

8.5.5 Personal development

There are rarely any career structure or development opportunities with project officer posts, unless the project has long term funding. This has implications for pensions and salary progression; these issues should be carefully negotiated when taking on the work. Working hours can be variable but are often anti-social (evenings and weekends) to enable engagement with a wide range of stakeholders. It is important to find out what training and career development opportunities exist and how you can access them. However, there are few jobs that provide such a range of skills and experiences, all of which should make a project officer very employable in the future.

8.5.6 Surviving

- Project officers need to learn to let go – don't try to do everything yourself.

- Learn what makes you feel good and gives you job satisfaction and try to maximise these aspects.

- Biggest challenges:
    - Staff changeovers.
    - Complex multi-faceted process to get your head around.
    - How best to not make yourself indispensable.
    - Knowing how to work with the individuals on your Steering Group

- Be prepared to let go of YOUR plan! Especially when it comes to the implementation phase.

- Recognise the benefits of being a project officer – you probably have a lot of freedom in organising yourself and there are opportunities for great job satisfaction.

8.6 Cross cutting checklist

- ☐ Secure the resources required.
- ☐ Consider involving external parties to undertake the review.
- ☐ Invest in time for reflection and learning – including recognising tensions and setting time aside to resolve issues that may be acting as a handbrake on progress.
- ☐ Promote group solidarity through formal team building, social events, hosting activities and celebrating milestones.
- ☐ Ensuring individuals have "ring fenced time" to deliver the project and their line manager understands and supports the expected level of commitment.
- ☐ Revisit the project objectives as these evolve through time.
- ☐ Revisit the composition of the project team regularly.
- ☐ Practice what you preach – follow the principles of Sustainable Development.
- ☐ Plan for the future – what is to be the legacy for subsequent projects?
- ☐ Pass on the lessons learnt.
- ☐ Decide how to tie up loose ends, and how the outstanding actions and commitments will get finished.
- ☐ Thank all those involved – not just the project team but colleagues, stakeholders and the public who contribute along the way.
- ☐ Consider what you have learned from the experience and how you might put this into practice in the future.

9 CHECKLIST

9 CHECKLIST

This master checklist pulls together the checklists from all the other chapters:

2. Preparing a plan

- ☐ Decide why you need a plan.
- ☐ Agree who needs to be involved.
- ☐ Establish a management and decision making structure.
- ☐ Set realistic timescales.
- ☐ Secure the necessary resources.
- ☐ Ensure expectations of all parties are realistic and in agreement.
- ☐ Secure a budget and commitment to implement the project's findings.
- ☐ Ensure you understand how long it can take to 'bed in' efficient partnership working.
- ☐ Investigate opportunities to build on existing projects and relationships (to avoid re-inventing the wheel).
- ☐ Build in flexibility in time and resources to resolve unexpected (but inevitable) problems.
- ☐ Ensure the group has a good mutual understanding of the project's objectives.
- ☐ Consider the different motivations for involvement in the project – how does the project relate to each partner's core business and can these expectations be met?
- ☐ Clarify the commitments from all involved, illustrating the critical interdependencies and getting a formal undertaking to honour these commitments.
- ☐ Clarify the attributes that are required for the steering group (influence, experience, skills, time available, enthusiasm for objectives) to deliver the project, and recruit members accordingly.
- ☐ Establish what kind of partnership is required (coordination, cooperation or collaboration), as this affects the structures (including the legal status) of the project.

- ☐ Agree the specific roles and responsibilities of the individuals involved (especially the coordinator), including: delegation of authority; accountability; distribution of risks.
- ☐ Recognise the non-negotiables (deadlines, statutory requirements, reporting requirements) within the project and plan accordingly.
- ☐ Develop a standard format for meetings with informative agendas, progress charts and clear minutes, and designate a chair and minutes secretary.
- ☐ Establish a communication plan to ensure efficient and effective information exchange with the appropriate people at the appropriate time.
- ☐ Invest in effective, targeted and coordinated communication within the group and within each partner organisation (recognising personal preferences vary).
- ☐ Agree decision making and conflict resolution protocols.

3. Writing

- ☐ Think through what input will be needed during the different stages.
- ☐ Find out who will be available to help and, if so, how much time they have available, and when.
- ☐ Agree clear aims for what you want to achieve from your steering group.
- ☐ Set a timescale for production of the plan.
- ☐ Agree structure, style and format at beginning of plan writing process, not at the end.
- ☐ Establish your publication budget and the costs involved as this may constrain the format.
- ☐ Speak to your graphics team and printer to determine lead in times for graphic and print.
- ☐ If required start getting a collection of photographs together early by asking everyone involved to contribute.

- ☐ Agree authorship, whether logos are required and how the document(s) should be cited.
- ☐ Establish a clear structure for editorial comments.

4. Consulting

- ☐ Undertake stakeholder analysis to identify who you need to consult and when you need to consult them.
- ☐ Decide how inclusive can you afford to be (or what problems not being inclusive may cause).
- ☐ Use appropriate methods and timescales for the consultees e.g. allowing for local authority committee cycles, avoiding internet based documents where there is no broadband access.
- ☐ Plan how to handle consultation responses prior to starting the consultation – and ensure that the questions will get the information you need to finalise the plan.
- ☐ Be clear about the end of the consultation period and who has the final decision about what goes into the plan.
- ☐ Allow for a period to negotiate new actions suggested by the consultation process before finalising the plan – particularly if the consultation exposes conflicts or differences in opinion between stakeholders.

5. Implementing

- ☐ Ensure that you have agreement on the plan and that those involved are able and committed to taking it forward.
- ☐ Set up an action planning process that identifies priorities and mile stones to achieve, and lead partners responsible for delivering these.
- ☐ Review the project governance structure – for example the steering group might provide strategic direction whilst working groups provide more operational management as tasks are put into action.
- ☐ Update your communication plan and ensure you publicise tasks and actions as they are started and/or completed.

6. Monitoring

- ☐ Use the communication plan to identify who can provide data and who needs to be informed of the results.
- ☐ Agree the form the data should be in, the units of measurement and a clear system for collating information from stakeholders.
- ☐ Identify the time taken and costs involved in key stages of the process.
- ☐ Results need to go through a rigorous evaluation process to enable lessons to be learned and appropriate adjustments to be made to the plan.
- ☐ Ensure the monitoring process is as simple and efficient as possible.
- ☐ Factoring monitoring actions throughout the entire planning cycle can help prevent monitoring fatigue.
- ☐ Ensure the monitoring process is responsive to changing circumstances. Review the indicators of success which you formulated at the planning preparation stage.
- ☐ Identify people to collect monitoring data within their stakeholder groups/organisations.
- ☐ Ensure the steering group takes an overview to ensure continuity of data collection and analysis.
- ☐ Keep track of progress, in order to intervene early when things are not working.
- ☐ Budget sufficient time for staff and stakeholders to collect and analyse the data at the required intervals.
- ☐ Ring fence sufficient money to pay for the analysis of samples.
- ☐ Consider involving external experts in designing the monitoring system and interpreting the results.
- ☐ Setting up appropriate monitoring to allow evaluation of tangible and intangible outcomes to occur.

7. Revising

- ☐ Establish who are you using your plan and for what purposes.
- ☐ Ensure the plan is up-to-date and relevant to the current issues in the catchment, to the needs and desires of the stakeholders and to the current statutory and legislative requirements.
- ☐ Learnt all you can from the monitoring and consultation steps.
- ☐ Establish whether there are statutory or funding requirements for specific review phases.
- ☐ Decide if you want to review the actions or revise the entire plan.
- ☐ Ensure you know what you are trying to achieve from this step.
- ☐ Ensure you have the resources required.
- ☐ Consider involving external parties to undertake the review.
- ☐ Consider how will you ensure that the revision process doesn't overshadow the importance of keeping actions going on the ground.

8. Cross-cutting messages

- ☐ Secure the resources required.
- ☐ Consider involving external parties to undertake the review.
- ☐ Invest in time for reflection and learning – including recognising tensions and setting time aside to resolve issues that may be acting as a handbrake on progress.
- ☐ Promote group solidarity through formal team building, social events, hosting activities and celebrating milestones.
- ☐ Ensuring individuals have "ring fenced time" to deliver the project and that their line manager understands and supports the expected level of commitment.
- ☐ Revisit the project objectives as these evolve through time.
- ☐ Revisit the composition of the project team regularly.
- ☐ Practice what you preach – follow the principles of Sustainable Development.

- ☐ Plan for the future – what is to be the legacy for subsequent projects?
- ☐ Pass on the lessons learnt.
- ☐ Decide how to tie up loose ends, and how the outstanding actions and commitments will get finished.
- ☐ Thank all those involved – not just the project team but colleagues, stakeholders and the public who contribute along the way.
- ☐ Consider what you have learned from the experience and how you might put this into practice in the future.

ANNEXES

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ANNEX B DEVELOPING CATCH – A NETWORK OF COORDINATORS

This handbook was developed as part of a wider initiative to bring the community of coordinators and project officers working on water related projects together. The aim is to capture the knowledge and experience gained in the development and implementation of existing catchment and coastal management initiatives in order to support similar processes in the future.

There are a growing number of these initiatives either being developed or discussed in Scotland and the UK. These initiatives have largely occurred from local action and have not previously had the opportunity to share the knowledge gained.

Approximately 30 such project officers were invited to a workshop in October 2008. The format was an interactive process to pool experiences and draft recommendations for advancing existing or newly formed initiatives. This material was lightly edited and then circulated for comment in November 2008. Building on comments received, this draft was then edited and recirculated for final comments in spring 2009.

The current version has been circulated to stakeholders with an interest in water based planning and management processes.

A follow up workshop and field visit is planned for September 2009. At this gathering, proposals for an interactive web forum, a formal coordinated network and amendments/updates to this document will be discussed.

If you would like to hear more about these plans, please contact catch@macaulay.ac.uk. or check the website for information – catch.macaulay.ac.uk.

ANNEX C GLOSSARY

Abstraction Drawing water out of a river or catchment for industrial or irrigation purposes (includes public water supply).

Agri-environment scheme Government-funded support mechanisms for sustainable agricultural activity with targeted benefits for the environment (e.g. ESA and RSS).

Bank stabilisation Prevention of river bank erosion by increasing the strength of the bank by natural materials or by engineering.

Biodiversity The total range of the variety of life forms on earth or any given part of it, the ecological roles they perform, and the genetic diversity they contain.

Catchment A discrete geographical unit within which all water drains to the same end-point or outflow. **NB**. Groundwater catchments do not necessarily coincide with surface water catchments.

Catchment management A process whereby all activities within a loch or river catchment are considered in relation to their impact on each other and on the quality and quantity of surface and groundwater.

Competent authority Under the Habitats Regulations, any Minister, government department, public or statutory undertaker, public body of any description, or person holding a public office.

Diffuse pollution Sources of pollution having no clearly definable point of origin, e.g. derived from land-use practices.

Ecosystem A community of interdependent organisms and the environment which they inhabit.

Ecosystem Approach Understanding how the natural system co-exists with human actions and the services provided to people by ecosystem functions.

Ecological status An expression of the structure and functioning of aquatic ecosystems associated with surface waters. Such waters are classified as being of good ecological status when they meet the requirements of the WFD.

Engineering Generally large-scale intervention in river channels, usually involving physical structures.

Erosion The process by which sediments are mobilised and transported by rivers

Floodplain The floor of a strath or river valley which is inundated by water when a river floods.

General Permitted Development An Order, last consolidated in Scotland in 1992, under which the First Minister, in exercise of his powers conferred Order under planning legislation, grants planning permission for a number of classes of development subject to various stated qualifications.

Groundwater Water contained in underground strata, which fills voids in soils and permeable geological formations.

Good status A general term meaning the status achieved by a surface water body when both its ecological and chemical status are at least good or, for groundwater, and when both its quantitative status and chemical status are at least good.

Heavily modified Changed substantially in character as a result of physical alterations by human activity.

Indicative Forestry Strategy A strategy, prepared and incorporated within a Structure Plan, which seeks to accommodate future commercial forest planting in an environmentally acceptable way, by identifying preferred, potential and sensitive areas for forestry.

Local Plan Development plan prepared and adopted by planning authorities according to statute, expressing specific policy guidance and advice for development in each locality, in conformity with the Structure Plan.

Measure Planned intervention designed to achieve the desired outcome of the planning process – can be built (e.g. fencing a buffer strip) or human (e.g. setting up a farmer focus group) interventions.

Nutrient budgeting Balancing the added nutrient (e.g. fertilisers, manure) inputs onto land with the crop or livestock outputs to avoid surpluses leaching or being washed into the environment.

Point source pollution Pollution which is traceable to a specific source with a clearly identifiable point of origin. Usually from a pipe or other well defined outfall, often associated with the built environment.

Potable water Water of suitable quality for drinking.

Q95 The flow in a river that is exceeded for 95% of the time (i.e. the lower flows or dry weather flows).

Riparian Pertaining to land bordering a river or burn.

Run-off Rainwater draining from an area of land capable of transporting nutrients, fertilisers, sediment etc.

Sediments The unconsolidated (loose) material transported by a river, a mixture of particles ranging from fine sediments, usually less than 2mm in diameter (sands, silts and clays), to coarser sediments like pebbles, stones and boulders.

Septic tank Tank receiving and treating sewage by bacteria where effluent overflows.

Steering Group Group of stakeholders whose role is to strategically manage a planning process or project.

Surface waters Rivers, lochs, estuaries and coastal waters.

Sustainable Contemporary use and management of a resource that does not compromise its management and use in the future.

ANNEX D ACRONYMS AND ABBREVIATIONS

AAG	Area Advisory Group
CAR	Controlled Activity Regulations
CATCH	Catchment Advice Template & exCHange
CMP	Catchment Management Plan
NE LBAP	North-East Local Biodiversity Action Plan
NVZ	Nitrate Vulnerable Zone
PRINCE	PRojects IN Controlled Environments
PR	Public Relations
RBMP	River Basin Management Plan
RSPB	Royal Society for the Protection of Birds
SAC	Special Area of Conservation
SEA	Strategic Environmental Assessment
SEPA	Scottish Environment Protection Agency
SMART	Specific, Measurable, Achievable, Relevant & Time limited.
SNH	Scottish Natural Heritage
WFD	Water framework directive

ANNEX E TIMELINE FROM ESTABLISHED PROJECTS

	AREA	IDEA FORMED	FORMATION OF STEERING GROUP	LEGAL ENTITY	PROJECT OFFICER STARTED	FUNDING OBTAINED	ISSUES DOCUMENT PUBLISHED	CONSULT ON ISSUES
COASTAL	Firth of Clyde Forum	1994	—	Voluntary	Yes	From members	Strategy 2000	2000
	Forth Estuary Forum	1993	—	Charitable company	Yes	3 yearly business plan	—	1999
	Moray	1991	—	1996	?	SNH 1991	2000	—
	Solway	1994	—	Charitable company (2003)	Yes	Project based	—	1998
CATCHMENT	Almond	1996	1996	—	—	Project specific	—	—
	Annan/Nith	2000	2000	SEPA led vol. partnership	2000	Action dependent	—	Yes
	Dee	1998	2003	No	2005	2005	1999	Draft Plan 2006
	Dee-Ken	2000	—	SEPA led vol. partnership	2000	Action dependent	—	Yes
	Devon	2004	—	—	—	WWF	Flooding specific	2002

PLAN FINALISED	IMPLEMENTATION STARTED	MONITORING STARTED	REVISION OF PLAN	CURRENT STATUS	ADDITIONAL COMMENTS
Strategy & action plan 2000	2000	Ongoing	Phase 2 action plan underway	Phase 2 action plan under review	—
Strategy 1999	1999	Ongoing	3 yearly business plan	In 2007 – 2010 Business Plan cycle	—
1997	1997 – 2000 through working groups	—	Annual reviews	—	2001 SAC mgmt plan, revised and updated Oct 07 to Oct 08
Strategy 1998	1998	Ongoing	Business plan	Updated website, current projects online	—
1997	1998	—	Biodiversity AP adopted 1999	West Lothian Council are carrying work forward	—
2002/3	—	—	—	—	—
2007	2007	Using existing monitoring	2012	Active working groups	3 year hiatus following publication of issues document
1999	Yes	—	Issues review 2008	Issues review	—
Nov 2003	Officially 2003 but building on ongoing actions	—	Assessment of progress and review of actions in 2005 & in 2008 – 9	—	—

	AREA	IDEA FORMED	FORMATION OF STEERING GROUP	LEGAL ENTITY	PROJECT OFFICER STARTED	FUNDING OBTAINED	ISSUES DOCUMENT PUBLISHED	CONSULT ON ISSUES
CATCHMENT	Loch Leven	1995	1995	—	1995	For project officer 1995	Yes	—
	Loch Lomond	1999	1999	1999	1999	1999 joint agency	2000	No
	Spey	—	2000	No	2002	2001 (for 3yr Project Mg't Post)	2000	Draft plan 2002
	South Esk	2003	Aug 2004	—	April 2008	Funding obtained autumn 2007	Oct 08	Oct – Dec 2008
	Tweed	1999	1999	1998	2001	2001	2002	Yes
	Ythan	1999	1999	No	1999	2000	1999	1999
OTHER	NE LBAP	1996	1996	1997	1997	1996	2000	ongoing

Note that there are other plans that involve some form of collaborative management but are not catchment management plans as we define them (see Chapter 1.5). For example, the flood management initiative on the River Devon or the experimental catchments in Balquidder to monitor run-off from commercial forestry.

PLAN FINALISED	IMPLEMENTATION STARTED	MONITORING STARTED	REVISION OF PLAN	CURRENT STATUS	ADDITIONAL COMMENTS
2001	—	—	—	—	—
No	1997	1998 (actions)	Ongoing	—	—
2003	Pending	—	Work by Spey Fishery Board	Implementation ongoing, revitalised planning process June 09. No project officer.	No formal CMP process from 2005 – 2009
due 2009	2010 onwards	—	—	—	—
2003	—	Continuous: timetable dependent on action	Not full revision	Active Plan being implemented	—
2000	2000	2001	—	Volunteers still working on monitoring and issues. No project officer	—
2000 - ongoing	1997	1998 (actions)	Ongoing	Implementation/review/ monitoring	Monitoring of actions not outcomes to date

ANNEX F SOURCES OF INFORMATION

Project reports and outputs from catchment planning initiatives as well as similar partnership organisations (e.g. LBAP work relevant to catchments, overlap with coastal partnership areas, National Parks).
www.morayfirth-partnership.org/TOP.html

www.sepa.org.uk/water/water_publications/catchment_plans.aspx

www.angusahead.com/southesk/

www.dundee.ac.uk/crsem/TEF/

www.clydeforum.org/

www.solwayfirthpartnership.co.uk/

Good examples:
Setting out action tables:
Tweed CMP www.tweedforum.com/cmp

and Dee CMP www.theriverdee.org

Issues questionnaire:
South Esk catchment partnership introductory leaflet
www.angusahead.com/southesk

The following link has a number of conference papers attached relating to the **guidelines for catchment officers currently being prepared**:
www.coastms.co.uk/Conferences/PDM08.html

Information on the implementation of WFD:
www.euwfd.com/html/news.html

http://ec.europa.eu/environment/water/water-framework/objectives/implementation_en.htm

Fuller guidance on stakeholder involvement for WFD can be found within the HarmoniCOP handbook "Learning Together to Manage Together" – www.harmonicop.info/

and the SLIM website: http://slim.open.ac.uk/page.cfm

Further guidance on partnership working can be found at:
www.partnerships.org.uk/guide/

and on stakeholder engagement at:
www.involve.org.uk/

www.participationworks.org.uk/

www.macaulay.ac.uk/economics/research/SERPpb1.pdf

www.macaulay.ac.uk/projects/203078_checklist.pdf

Information on measures and research, with particular reference to diffuse pollution:
www.uk-adapt.org.uk/

www.ceh.ac.uk/sepa/index.html

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