

Delivery of Events in Support of SNH Objectives Response from Members of the Forum

1 Objectives

- 1.1 Scotland's Moorland Forum was asked to develop a proposal for a programme of activities that the Moorland Forum could deliver to improve the range and mix of benefits delivered by SNH to landowners and land managers that should include farmers, crofters, gamekeepers, and rangers.
- 1.2 In addition, SNH wished the Forum to investigate:
 - 1.2.1 The opportunities that exist for the Moorland Forum, as an umbrella body, to promote and co-ordinate delivery of good practice events aimed at land manager audiences; and
 - 1.2.2 The benefits of developing new or expanded programmes to develop common understanding of good practice in a range of land management activities. These could include: muirburn, grazing management, habitat assessment etc.

DELIVERY OF PROJECT OUTPUTS

2 Workshop

- 2.1 A workshop to consider the response to the project scope was held after the Forum meeting on 15 February 2013.
- 2.2 Eight members of the Forum attended the workshop as listed in Appendix 1.

3 Questionnaire

- 3.1 A questionnaire (Enclosure 1) was developed to gather additional information from Forum members that have connections with land management activities.
- 3.2 12 responses were received. A summary of the responses has been included at Appendix 2.

4 Activities

- 4.1 Members were requested to provide a list of planned and proposed activities that relate to land manager audiences.

5 Responses

- 5.1 The responses to the questionnaire have been collated into an Excel spreadsheet that will be submitted with this report. It is difficult to print this information into a format that can be read and it is suggested that it is viewed on a computer.
- 5.2 A summary of the responses to the four main questions, and the sub-questions, included in the questionnaire is provided in Appendix 2.
- 5.3 The 12 organisations that responded to the questionnaire are listed in Appendix 3.
- 5.4 The topics that were suggested for consideration in the questionnaire responses are at Appendix 4.

6 Proposed and Planned Activities

- 6.1 A table of these is listed in Appendix 5.
- 6.2 It was difficult to gather this information and the list of activities recorded is unlikely to be complete. A limitation of trying to collect this information is likely to be that many of the events that will be held during the year have yet to be organised.
- 6.3 The Forum has had aspirations in the past about providing a one-stop-shop for recording events and activities relevant to Moorland Forum members but it has never been possible to get support for this.

7 Budget

- 7.1 Based on experience of organising demonstration events an indicative budget has been put together for a typical event. See Appendix 6.
- 7.2 This budget should be considered as a “worst case scenario”. It is difficult to be more precise as each type of event will require a different approach and a different mix of specialist contributors.

PROPOSED DELIVERY ARRANGEMENTS

8 Programme Management

- 8.1 It is proposed that delivery of this work will be considered in two parts. A Programme Steering Group will oversee the work, and Project Delivery Groups will run the projects that form part of the programme.
- 8.2 Programme Steering Group
 - 8.2.1 A Steering Group should be established to provide an oversight for the delivery of this work.
 - 8.2.2 The role of this group would be to:

- Agree the range of issues to be addressed, and
- Agree success criteria and the budget for each element of the work.

8.2.3 The Group would be formed from members of SNH and the Moorland Forum, but additional people could be co-opted onto the group, if required.

8.3 Project Delivery Groups

8.3.1 These Groups would be set up to run each project and would report to the Programme Steering Group.

8.3.2 A programme for each project would be drawn up that would include the number and location of events, timescale, who was to deliver & support each event, anticipated costs, target audience etc.

8.3.3 A briefing format was developed previously for setting up task groups and this format could be adapted for this purpose. See Enclosure 2.

9 Types of Project

9.1 It is likely that two types of project will be identified.

9.1.1 Some topics have existing guidance and the aim of project events covering such topics would be to raise awareness of the issues and allow discussion around the guidance.

9.1.2 Other topics do not have agreed guidance and the aim of project events would be to facilitate discussion with a view to assisting with the development of guidance. This type of event would be more challenging and require a different approach.

9.2 Initially, it is proposed that the first category (para 6.1.1) of events should be addressed. This would allow the approach to be developed and the effectiveness evaluated before moving to tackle more challenging topics.

9.3 The highest priority issues identified in Appendix 4 are: hill tracks and peatland management & restoration.

9.4 It has been suggested that the Forum should consider the development of the 'Principles of Moorland Management' to become a best practice moorland management guide. This is an example of a longer-term project that could be considered as part of this programme of work.

10 Coordination of Events

10.1 When planning a programme of work, consideration should be given to developing a series of coordinated events. These could cover a range of issues but they should be developed to promote a consistent message between different initiatives.

10.2 There is a history of excellent one-off events that have little connection with anything that went before or that followed them. This fragmentation does not provide value for money and is likely to cause confusion amongst the target

audience. It is hoped that this programme of work could start a process that provides better integration.

- 10.3 It might also be possible to cover several, linked topics in a single event so that the event appeals to a wider audience.

11 Other Initiatives

- 11.1 The programme of work should be developed in conjunction with SEARS partners and other organisations to avoid duplication.

- 11.2 Since the workshop in February, the Forum has established contact with other initiatives that may seek to hold events, and a coordinated approach should be considered:

11.2.1 Green Stimulus Peatland Restoration Project

11.2.2 Scottish Government – promotion of revised hill tracks guidance

11.2.3 Scottish Crofting Federation – training events for crofters.

11.2.4 Muirburn Code – awareness raising about a revised Code in 2014

11.2.5 SRUC Muirburn Training.

12 Moorland Forum

- 12.1 The work will require support from member organisations. The scope of the programme should be developed to be complementary to the programme of events run by members of the Forum and other organisations, and should not be established in competition.

13 Conclusions

- 13.1 The response from Forum members has been encouraging. Not all members responded to the questionnaire and this is to be expected as not all members have an input to land management activities.
- 13.2 There is support for developing some events to meet SNH requirements for promotion and coordination of best practice events.
- 13.3 Some barriers have been identified but these are not viewed as insuperable and most are based on nervousness about how the events would be organised. Concerns can be addressed as events are developed.
- 13.4 There is an opportunity to develop a Moorland Forum brand of high quality, interesting, relevant events that will command respect in all aspects of moorland and upland management.

14 Recommendations

- 14.1 Two series of events should be worked up for delivery in the next 12 months. Topics should be: hill tracks, and peatland management and restoration.
- 14.2 The approach to events and the range of topics on offer should be developed based on the experience of running the first two events.
- 14.3 A Programme Steering Group should be established to oversee the organisation of events and the development of the concept. Project delivery Groups should be set up to run each project.

Simon Thorp

Director

18th September 2013

Appendices:

- 1 List of Attendees at the workshop held on 15 February 2013
- 2 Summary of responses to the questionnaire
- 3 List of respondents to the Questionnaire
- 4 Topics that the Forum could Address
- 5 Proposed Events 2013
- 6 Indicative Event Budget

Enclosure:

- 1 Questionnaire
- 2 Task Group Briefing format

Delivery of SNH Events Workshop
15 February 2013

List of Attendees

Name		Organisation
Tim	Baynes	SL&E (MG)
John	Bruce	BDS
Gemma	Davis	GWCT
Colin	Shedden	BASC
Jamie	Stewart	SCA
Eileen	Stuart	SNH
Simon	Thorp	Director
Malcolm	Younger	RICS

Summary Of Responses To The Questionnaire

1 Question 1: Benefits of Partnership Working

- 1.1 Can you identify any opportunities for Forum members to work together to deliver activities for land managers?
 - 1.1.1 The consensus view was 'yes'.
 - 1.1.2 The Forum was recognised as being a unique centralised resource with access to a wide skills base capable of delivering briefing and demonstration events that promoted best practice.
 - 1.1.3 Training suggestions included: access management, heather management, muirburn demonstration days, wildlife crime detection and reporting, Land Use Strategy, SRDP, large-scale ecosystem restoration projects, environmental grant applications and peatland projects.
 - 1.1.4 Concern was raised that events should be wary of encroaching on / undermining existing training work being undertaken by member organisations.
 - 1.1.5 Specific opportunities at SRUC events were identified, for example: open days, monitor farm events, conferences and workshops.
- 1.2 What would be the benefits arising from the opportunity for central branding, promotion or co-ordination of these events?
 - 1.2.1 The consensus was that the Forum's multiple membership would enable wider promotion of events and increase attendance. This would facilitate the sharing of best practice.
 - 1.2.2 Several agreed that the Forum's impartial position might encourage greater attendance than if the training was provided by a single organisation / agency.
 - 1.2.3 It was suggested that such events could be accredited with a Moorland Forum brand, endorsed and approved by SNH, and courses certified.
 - 1.2.4 It was also suggested that the process would enhance partnership working between the various Forum members.
 - 1.2.5 The Forum could provide a central point from which all information, advice and training could be obtained.
 - 1.2.6 There might be potential to develop viable funding streams from sources other than the Scottish Government and its agencies.

- 1.2.7 If a series of events was planned across the country, materials could be shared and different partners could share the workload.
- 1.3 Are there any barriers to this approach and if so what are they?
 - 1.3.1 It was suggested that members with vested interest in areas to be covered might be resistant for financial, ideological or political reasons.
 - 1.3.2 The diverse membership of the Forum may lead to disagreement on event content or competition to provide expertise and resources for activities. Members may have different agendas and concern was raised that course content would be affected and might be ‘watered down’ to accommodate this.
 - 1.3.3 Some members might be reluctant to cooperate with others seen as ‘competitors’ or with divergent aims; although this could provide a valuable opportunity to debate issues of agreement or disagreement.
 - 1.3.4 Practical aspects of providing centralised resources in terms of finance, remuneration and publicity for those organisations, from within or without the Forum, providing the resource would need to be considered.

2 Question 2: Additional Topics

- 2.1 A wide range of topics that could be suggested; all 37 are listed in Appendix 4.
- 2.2 For convenience, these have been grouped into categories and two topics that are recommended as priorities for action have been highlighted in red.

3 Question 3: Delivery of Multiple Benefits

- 3.1 What multiple benefits do you think the Forum could provide?
 - 3.1.1 The Forum brings the “great and the good” under one umbrella. The skill sets within the Forum are enviable.
 - 3.1.2 It was suggested that the focus should be on users not land managers.
 - 3.1.3 Peer review of guidance and codes etc. was seen to be of benefit.
 - 3.1.4 Appeal to a wider audience. The ability to engage the potential opposite camp that would not normally turn up, or not turn up in a positive frame of mind.
- 3.2 How would the unique attributes of the Forum help with the achievement of multiple benefits?
 - 3.2.1 The Forum holds greater credibility than an NGO with similar skill sets. This leads to greater involvement at every level.
 - 3.2.2 The Forum is unique in having commercial, sporting and environmental bodies as members and as such can provide integrated, balanced advice,

which will help rural businesses to be economically sustainable and deliver public benefit.

- 3.2.3 It was suggested that the Forum's perceived skills and, perhaps more importantly, impartiality as a body should engender confidence in its use by 'customers'. Crucially, final output is based on a majority view with any dissent being noted.
 - 3.2.4 The Forum's broad membership will allow event organisers to draw on differing expertise and experience to achieve multiple objectives from one activity. This will rely on central organisation from the Forum Secretariat.
 - 3.2.5 "I know a man who can ..." – useful connections and networks.
 - 3.2.6 Connections to government through non-traditional lines.
 - 3.2.7 Concern was raised that the Forum must remain focussed on tangible output rather than on mere discussion.
- 3.3 Would there be additional costs associated with this?
- 3.3.1 There will inevitably be costs for both the Forum and individual members.
 - 3.3.2 If there is no income, there will be lots of costs.
 - 3.3.3 A practical and acceptable business plan for work carried out by Forum members on its behalf will need to be prepared.
 - 3.3.4 Costs will vary according to the level of input. For example between commenting on course content, to attending / hosting an event.
 - 3.3.5 Joint delivery can increase costs through the time and resources used to prepare a co-ordinated approach and agreeing priorities and delivery mechanisms.
 - 3.3.6 Concern was raised that large organisations might dominate course provision due to their ability to be more cost effective to the detriment of smaller providers. Event quality needs to remain the priority over using the cheapest provider.

4 Question 4: Representation of Members' Views

- 4.1 Would the Forum be able to develop events & promote activities that present a balanced approach to members' interests?
- 4.2 It was noted that in the great majority of cases the members are in broad agreement. In specific cases where the individual interests of members have a degree of conflict the agreement to produce a majority recommendation should be sufficient to overcome most difficulties.

- 4.3 Forum members are sufficiently ‘grown-up’ to realise compromise is needed on occasion and altruistic enough to provide a balanced judgement on matters, which do not directly affect them. The balancing effect by parties who have no direct interest in a particular matter is invaluable in ensuring the Forum will always be able to provide output based on science and logic rather than emotion and partisan views.
- 4.4 Sub groups could be formed to represent the skills of specific members in particular areas.
- 4.5 The Secretariat should oversee and prioritise members’ suggested topics for events in conjunction with SNH’s objectives. The balancing of members’ interests and contribution to events would be essential to ensure that one view is not over-represented.
- 4.6 Careful chairmanship and consultation should achieve this.
- 4.7 Concern was raised that the Moorland Forum membership is not representative of users of Scotland’s uplands – the majority being recreational access takers who are not represented at all.
- 4.8 It was noted that on some topics it might be appropriate to explain the range of views held by members and why they vary. This may have more credibility with the audience and within this context give a balanced view.

5 How could the Forum control the quality of the outputs from events to ensure that they represent or capture the broad views of member organisations?

- 5.1 This may require sub-groups to work on the output from events within their areas of expertise before presenting them to the Forum for general approval and ultimate delivery. This would capture ‘broad views’ of member organisations. Any dissent could be noted.
- 5.2 It was suggested that the Forum secretariat should co-ordinate event arrangements and finalise event content to maintain quality control.
- 5.3 It was noted that actual outputs – press releases, summaries – can be managed but perceptions of those attending cannot be so easily influenced.
- 5.4 Honest feedback from both the audience and others involved and getting a consensus view on what was good / bad / against the culture of the Forum.
- 5.5 Peer pressure, good communication and consultation across members and a steering group were suggested.
- 5.6 Input could be gathered from all sectors rather than just from members.
- 5.7 A code of practice – agreement not to ‘bad mouth’ other views – was another suggestion.

6 Can the Forum ensure a broad participation in the delivery and audience of any events or activities to promote and increase cross-sector collaboration?

- 6.1 It was noted that there is no point in producing events and activities unless the intended customers use them.
- 6.2 The Forum is well placed to widely disseminate information via its membership, which is representative of all sectors and has the advantage that the Scottish Government and SNH are likely to assist.
- 6.3 The Forum members could identify any gaps, which may exist to ensure that all sectors are included in promotional material and that no geographical area is disadvantaged.

7 Other Issues

- 7.1 The purpose of holding events under this proposal was questioned.
 - 7.1.1 It was suggested that the Forum should have a clear understanding about the purpose of holding any events and the benefits to Forum members from the additional work.
 - 7.1.2 Alternative hosts for any work should be considered to make sure that the Forum could organise events in a cost-effective way for both Forum and customers? Are there any other options that would produce the desired benefits if appropriate incentives were put in place?
- 7.2 How much work should the Forum take on?
 - 7.2.1 It was noted that Forum members give time and expertise freely for the benefit of the Forum because they perceive benefits of some sort. These proposals go well beyond the original Forum remit and individual members may have difficulty in justifying the extra time and work, which is likely to be involved in this extended programme
 - 7.2.2 It was suggested that growth should develop in a measured way to allow members time to readjust to the new demands that may be placed on them.
- 7.3 What does SNH want from the Forum and how can member organisations gain from participation?
 - 7.3.1 SNH is likely to seek credibility, wider landowner and practitioner engagement and participation, and / or bottom up initiatives.
- 7.4 Local and National Partnership Working
 - 7.4.1 An interest was expressed in exploring opportunities for local partnership working as well as national. It would be invaluable to be able to access some of the expertise within the forum.

List of respondents to the Questionnaire

Name		Organisation
Mark	Aitken	SEPA
Simon	Allison	CC
Tim	Baynes	SL&E
Ian	Clark	SACS
Gemma	Davis	GWCT
Lisa	Duggan	LL&TNPA
Jonnie	Hall	NFUS
Maggie	Keegan	SWT
Richard	Luxmoore	NTS
Colin	Shedden	BASC
Jamie	Stewart	SCA
Tony	Waterhouse	SRUC
Malcolm	Younger	RICS

Topics that the Forum could Address

(the two items in red are proposed as priority items)

General

1. Best Practice guidance;
2. Achieving a balance between competing demands to meet objectives;
3. Opportunities for diversification in land use and the advantages of multi-use management in achieving targets – whether those be financial or environmental;
4. Interactions between land management practices and other interests;

Ecosystem management

5. Ecosystem services and the public goods that land management supplies;
6. Restoring ecosystem health/monitoring success;

Species & Habitat

7. Species management – biodiversity;
8. The importance of biodiversity and how to achieve it in specific situations;
9. Importance of species monitoring;
10. Habitat management;
11. Heather management;
12. Tick management for animal and human health;
13. Predator Control post W&NE Act and General licence review in 2013. How can moorland managers legally manage predation by protected species on other wild bird, mammals, livestock and game birds;
14. Snaring - the legal and safe use of traps for avian and mammalian ‘pests’ and predators;
15. Deer stalking – DSC1 qualification is favoured, voluntary approach and adequate training resource but awareness needs raised within farming and crofting;
16. Red deer management controversies;
17. Connectivity/ecological networks;

Legal & Regulatory

18. Conflict Management;
19. Legislative review;
20. CAP reform and the new SRDP implementation – making the most of SRDP and grants;
21. Land Use Strategy – implementation at ground level;
22. Promotion of the revised guidance about hill tracks: Constructed tracks in the Scottish Uplands (Edition 2, June 2013)

Grazing Management & Farming

23. Sensitive grazing and available funding
24. Grazing management – benefits and some costs;
25. On farm day looking at whole farm plans;
26. Awareness raising of agricultural support schemes (once information available);
27. Cattle in the true uplands;
28. Impacts of intensification of livestock management on other interests – particularly land (re)improvement;

Fire & Burning

29. Muirburn – publicising to remote regions
30. Managing wildfire issues in the north west including using grazing to reduce risk;

Carbon & Peatland

31. Peatland – restoration opportunities, best practice, protection;

32. Carbon management;
33. Renewable energy – environmental implications, generation;
34. Public access;
35. Upland Solutions – the next stage;

Water

36. Water management – dredging and river engineering, flood management;
37. Diffuse pollution mitigation controls;

Proposed Events 2013

Date	Organisation	Event	Notes	Location	Numbers
TBC	LL&TNPA	Predator Control	Leading to certification from SGA		
TBC	LL&TNPA	Deer Management	Younger estate staff looking for support with both Deer Stalking Certificate Level 1 & 2		
TBC	LL&TNPA	On farm day	Possibly linked to black grouse project - looking at habitat and moorland management		
TBC	SEPA	Diffuse pollution mitigation events	Not currently in the calendar but likely to be organised - events advertised on front page of website		
Jan-13	SRUC	SRUC/HGCA Event		Lauder	
Jan-13	SRUC	SRUC/HGCA Event		Perth	
Jan-13	SRUC	SRUC/HGCA Event		Inverurie	
13-Jan	GWCT	Fox & Rabbit Control by Snaring	Organised by SAC Campbeltown (20 delegates)	Kintyre	
14-Jan	GWCT	Fox & Rabbit Control by Snaring	Organised by SAC Campbeltown (18 delegates)	Mid Argyll	
23-Jan	SRUC	Beef Training Day		Oatridge	
24-Jan	SRUC	Aeration Open Day		Oatridge	
29-Jan	SRUC	Beef Training Day		Jedburgh	
30-Jan	SRUC	Rural Policy Centre Roadshow		Auchencruive	
05-Feb	GWCT	Fox & Rabbit Control by Snaring	Open to all - advertised	Berwickshire	13
08-Feb	GWCT	Fox & Rabbit Control by Snaring	Open to all - advertised	Ayrshire	20
12-Feb	GWCT	Corvid Control	Open to all - advertised	Roxburghshire	12
15-Feb	GWCT	Fox & Rabbit Control by Snaring		Angus	21
15-Feb	GWCT	Fox & Rabbit Control by Snaring		Angus	16
Mar-13	SEPA	River engineering and dredging	Eight events held throughout Scotland		
04-Mar	SRUC	Climate Week	5-days	Edinburgh	
05-Mar	SRUC	Maximising Arable Efficiency		Forfar	
14-Mar	GWCT	Corvid Control, Tunnel Trapping	Open to all - advertised	Inverness-shire	18
16-Mar	GWCT	Fox & Rabbit Control by Snaring	Open to all - advertised	East Lothian	20
16-Mar	GWCT	Fox & Rabbit Control by Snaring	Open to all - advertised	East Lothian	15
18-Mar	GWCT	Fox & Rabbit Control by Snaring	Organised by Strathcarron training centre	Inverness-shire	13
19-Mar	GWCT	Corvid Control, Tunnel Trapping	Organised by Reay Estate for own and neighbouring keepers	Sutherland	13
20-Mar	GWCT	Fox & Rabbit Control by Snaring	Organised by Reay Estate for own and neighbouring keepers	Sutherland	13

Date	Organisation	Event	Notes	Location	Numbers
Apr-13	SACS	Snaring		Crathes Estate	
Apr-13	SACS	Snaring		Ullapool	
12-Apr	GWCT	Tunnel Trapping	Organised by Mayshiel Estate for own and neighbouring keepers	Berwickshire	17
22-Apr	SRUC	All Energy Event	2-days	Aberdeen	
25-Apr	SL&E	Renewables in Farming	AgriEnergy Scotland	Inverurie	
May-13	SACS	Snaring		Strathaven	
07-May	CNPA	Deer Stalking Certificate Level 1	2-days - organised by British Deer society	Newtonmore	
09-May	SRUC	Knowledge transfer Meeting	Health & Environmental Sustainability Framework		
15-May	SL&E	Forest Landscape Design Training Course	FCS - 2-days	Dinnet	
20-May	CNPA	Not in my burn! Diffuse pollution	What is it and how to avoid it? Soil Association Scotland / CNPA event	Aviemore	
22-May	GWCT	Corvid Control, Fox & Rabbit Control by Snaring	2-days - Organised by SAC Inverness	Inverness-shire	14-20
24-May	SRUC	Kirkton Open Day		Crianlarich	
26-May	SRUC	Oatridge Farm Open Day		Oatridge	
26-May	SRUC	Barony Open Day		Dumfries	
30-May	SRUC	Highland Sheep		Dingwall	
03-Jun	GWCT	Heather Burning & Lamping	Requested by JM Osborne & Co for various estate keepers	TBC	14
05-Jun	SRUC	NSA North Sheep		Harrogate	
05-Jun	SNH	Tracks and renewable energy developments	SGP event	Battleby	
12-Jun	SL&E	Forest Landscape Design Training Course	FCS - 2-days	Boat of Garten	
13-Jun	SL&E	Making your woodland work for you	Rural enterprise demonstration day	Aberdeenshire	
04-Sep	SL&E	Will you diversify into deer farming?	Rural enterprise demonstration day	Bow of Fife	
25-Sep	SRUC	Low Carbon conference	2-days		

Indicative Event Budget

Indicative Demonstration Event - "talk & walk"			
		Rate	Cost
PREPARATIONS			
Pre-event visit			
Organiser	1 day @	£300	£300
	1 Accommodation @	£50	£50
	1 Subsistence @	£25	£25
	500 mls @	£0.45	£225
			<u>£600</u>
Preparation of course material			
5 Organiser + 4	1 day @	£300	£1,500
			<u>£1,500</u>
Liaison & organisation			
Facility fee for visit	(if required)	£250	£250
	3 day admin support	£150	£450
			<u>£700</u>
DELIVERING THE SEMINAR			
5 Organiser + 4	1 day @	£300	£1,500
5 Organiser + 4	Accommodation @	£50	£250
5 Organiser + 4	Subsistence @	£25	£125
5 Organiser + 4	500 mls @	£0.45	£1,125
			<u>£3,000</u>
Catering			
35 Delegates & contributors	Lunch & refreshments	£12.00	£420
			<u>£420</u>
FOLLOW UP			
Organiser	1 day @	£300	£300
Contributors	1 day @	£300	£300
	1 day admin support @	£150	£150
			<u>£750</u>
TOTAL			<u><u>£6,970</u></u>

Notes:

1. This budget should be seen as a 'worst-case scenario'.
2. It is unlikely that all the elements will be required for any single event.
3. The costs of an organiser and 4 contributors have been included: it is unlikely that this level of input would be required.
4. Under proposals for payment for commissioned work, to be agreed with Forum members, it is likely that contributors from government agencies will not be paid a fee for their input to this type of work.
5. VAT has not been included and would be charged in addition to these figures by VAT registered organisations.



Delivery of Events in Support of SNH Objectives

- 3 SNH recognises that the Moorland Forum has the potential to deliver associated project activity that will support SNH's corporate objectives. One of these is to secure the best possible range and mix of public benefits from Scotland's land, much of which is delivered by private landowners.
- 4 SNH is already involved in a range of initiatives that support this objective including supporting Sharing Good Practice and Wild Deer Best Practice events. Both these programmes have been well received but do not cover the full range of land management activities and do not reach all relevant practitioners.
- 5 SNH wishes to:
 - 5.1 investigate the opportunities that exist for the Moorland Forum, as an umbrella body, to promote and co-ordinate delivery of good practice events aimed at land manager audiences; and
 - 5.2 develop new or expanded programmes to develop common understanding of good practice in a range of land management activities. These could include: muirburn; grazing management; habitat assessment, etc.
- 6 Timing
 - 6.1 Responses will be requested from Forum members by 12 noon on Monday, 8 April.
 - 6.2 The Report will be submitted to SNH on or before 30 April.

By 12 noon on Monday 8 April, Moorland Forum members are requested to:

- 1 Provide a list, in any form, of planned and proposed activities that relate to land manager audiences; and
- 2 Complete the attached questionnaire to gather views about activities that the Moorland Forum could carryout to meet SNH's objectives.

1	Benefits of Partnership Working	
	<p>Explanation: By working in partnership with other members of the Forum it may be possible to extend the attraction of an activity to a wider audience. An example of this was the Thinking CAP event that was held in March 2012, where the Forum worked with GWCT.</p> <p>This would have the benefit of improving the viability of the activity and attracting a larger and more diverse audience. This could result in a more balanced discussion of the issues.</p>	
	Questions:	Responses:
	1. Can you identify any opportunities for Forum members to work together to deliver activities for land managers?	
	2. What would be the benefits arising from the opportunity for central branding, promotion or co-ordination of these event?	
	3. Are there any barriers to this approach and if so what are they?	

2	Additional Topics	
	<p>Explanation: The Forum has been asked to provide a list of their planned or proposed advisory events / workshops / seminars aimed at land manager audiences. The aim is to provide an overview of the type of activities that are planned and allow any gaps in coverage to be identified.</p> <p>Moorland Forum members are requested to provide up to five topics of relevance to land managers where they feel that there is a need for improved understanding of sustainability, or specific awareness raising and technical training.</p>	
	Questions:	Responses:
	1. Topic 1	
	2. Topic 2	
	3. Topic 3	
	4. Topic 4	
	5. Topic 5	

3	Delivery of Multiple Benefits	
	<p>Explanation: As a result of the cross-sector membership, the Forum is well placed to identify additional or enhanced ways that could influence and increase the delivery of multiple benefits by land managers.</p>	
	Questions:	Responses:
	1. What multiple benefits do you think the Forum could provide?	
	2. How would the unique attributes of the Forum help with the achievement of multiple benefits?	
	3. Would there be additional costs associated with this?	

4	Representation of Members Views	
	<p>Explanation: To make best use of the Forum's unique attributes it will be important that all views are taken into consideration when discussing a range of topics. Is this achievable and where are any problems likely to appear.</p>	
	Questions:	Responses:
	1. Would the Forum be able to develop events & promote activities that present a balanced approach to members interests?	
	2. How could the Forum control the quality of the outputs from events to ensure that they represent or capture the broad views of member organisations?	
	3. Can the Forum ensure a broad participation in the delivery and audience of any events or activities to promote and increase cross-sector collaboration?	

5	Other Issues	
	<p>Explanation: In a short questionnaire, it is impossible to cover all the issues. This section has been left blank to allow members to add their own questions and responses to cover any issues that have been omitted.</p>	
	Questions:	Responses:



Briefing: Title

Task Group Category		Last Update
Briefing		
Timescale	Start	
	Finish	
Purpose		
Group Chairman		
Group Members		
Method of working		
Task Group Output		
Targets	Date	Details
Comments		

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