



Principles of Moorland Management

Developing Best Practice

Project Plan

1 Purpose

- 1.1 The aim of this project is to identify the best techniques to be used for a variety of moorland management activity. This will be produced to provide a coherent, integrated suite of guidance without overlap or conflict between the different topics.
- 1.2 The project will establish a primary source of guidance for each topic. Other publications will be encouraged to refer to this primary source, which will provide links to other information. Therefore, when the guidance is revised, it will only be necessary to revise one source, and older, conflicting guidance will not exist in other publications.
- 1.3 The project will instigate a regular review of all guidance that falls within the project's scope. To achieve this, a lead organisation will be allocated for each topic.
- 1.4 Wherever possible, the project will use or review existing guidance that has been published, or is under development. New guidance will only be developed to fill gaps.
- 1.5 While accepting that every part of the moorland and upland areas of Scotland are different, and require management that is sensitive to the unique features of these areas, the suite of guidance that this project will develop, will provide a yardstick to develop appropriate management for a particular area. Also, it will allow a comparison to be made of the effectiveness of management between different areas.

2 Management of the Project

- 2.1 The proposed management structure is set out in Appendix 1.

3 Scope

- 3.1 The aspiration is that the project will eventually embrace all moorland and upland management issues. However, this will only be achievable in the long-term, and for the foreseeable future, the topics to be addressed will need to be chosen against priorities. To guide the programme of work for the project, the need for guidance will be assessed against three priorities.

Priority	Description
1	A significant gap has been identified and new or revised guidance is urgently required.
2	Guidance will address a perceived lack of understanding and will encourage better management practices.
3	Guidance will be of benefit to inform those wanting to achieve higher standards of management.

- 3.2 It will be important that the project does not attempt to tackle too many issues, too quickly.
- 3.3 Guidance for some topics will take longer, and require more effort, than others to review. When choosing the topics to consider, a balance will need to be struck between covering a small number of large or contentious topics, and tackling a larger number of easier topics.
- 3.4 The initial aim will be to address some topics that can be addressed easily. This will allow the approach used by the project to be developed.
- 3.5 Appendix 2 identifies the topics that were covered in the Principles of Moorland Management in 2003. This list was expanded by the review the Forum carried out for SNH in 2013, and in separate discussions since then. The additional topics have been identified separately in this Appendix.
- 3.6 Appendix 3 is a Combined List produced from the topics in Appendix 2. Some topics have been combined and a few topics have been excluded, leaving 17 topics to be considered.
- 3.7 Priorities have been assigned to each topic in Appendix 3. This is very subjective and will be open for further discussion and change.

4 Process

- 4.1 A Schedule of Existing Guidance has been drawn up by GWCT and SL&E. This is available to view or download on the [PoMM project's page](#) on the Moorland Forum website. This will be used to identify the range of guidance for the project to consider.
- 4.2 It is anticipated that the process used to address topics will need to be varied to match the requirements of the different topics.
- 4.3 A separate Guidance Group will be established for each topic. The size of the Group will be kept small, normally 4-6 members. As far as possible, each Group will be autonomous, but the Project Officer (if appointed) and/or the Moorland Forum Administrator will be available to provide some support.

- 4.4 The Steering Group will be asked to comment on draft briefings that will be used to establish each Guidance Group. Copies of the completed briefing will be circulated to the Steering Group on return from the Guidance Group. The Guidance Group briefing will not be circulated for comment beyond the Steering Group.
- 4.5 The draft guidance on each topic will be sent to the Steering Group for comment and other interested parties may also be asked to provide input. The Guidance Group will be asked to review the comments and to revise the guidance.
- 4.6 When agreed by the Steering Group, the guidance will be circulated to all Moorland Forum members, and other interested parties, for further comment.
- 4.7 For new guidance, the arrangements for managing the drafting process will need to be considered for each topic.
- 4.8 The development of the guidance will embrace the principles established by the Understanding Predation project and include both scientific information and local knowledge and experience.
- 4.9 Ways to differentiate between legal obligation and best practice in the guidance will be considered.
- 4.10 The guidance will be produced and published by the Moorland Forum and the final ‘sign-off’ will be by the Chairman of the Forum.
- 4.11 All new guidance will be published in the name of the Moorland Forum and where appropriate, consideration will be given to providing endorsement of existing guidance by the Forum. Where endorsement is agreed, approval will be given to include the Forum’s logo or button logo within the text of the guidance. See Appendix 4 for example logos.

5 Consensus

- 5.1 Different levels of consensus have been proposed: full acceptance, acceptance with some exceptions, or published in the name of some Forum members only.
- 5.2 In general, it is proposed that if there is majority support amongst Forum members for the guidance, it can be published.
- 5.3 Each Guidance Group will be asked to make a recommendation for how any exceptions to full consensus should be recorded. Options will include: a record in the text, or a separate list of endorsing / non-endorsing organisations within the guidance.

6 Publication and design

- 6.1 Generally, the output from the project will be web based, although it may be appropriate to print the guidance for some topics. An alternative would be to restrict printing to a summary of the key points.

6.2 Recommendations about publication will be included in the report from the Guidance Group to the Steering Group.

6.3 The aim will be to present the information in a standard format, and a house style will be developed. Support from graphic design specialists within member organisations may be requested.

7 Testing the guidance

7.1 Each Guidance Group will make recommendations for staging events to test the guidance with practitioners.

7.2 These events will provide an opportunity to promote the guidance to a range of interest groups.

7.3 The cost of events will not be included in the budget for the project and funding for this part of the work will need to be allocated separately.

8 Links to other guidance

8.1 To avoid ‘re-inventing the wheel’ groups and organisations from outside the Moorland Forum will be invited to engage with the project.

8.2 Guidance produced elsewhere may be reviewed as part of the project with a view to coordinating the development of all guidance that relates to upland and moorland management across Scotland.

9 Review of Guidance

9.1 A lead organisation will be identified for existing guidance that the Steering Group agrees should fall within the scope of the project.

9.2 The lead organisation will be responsible for reviewing the guidance on a regular basis, probably annually, and reporting to the Steering Group with recommendations for any changes and how these could be implemented and promoted to users of the guidance.

10 Links to Colleges and Schools

10.1 The project will seek to make any guidance relevant to college courses.

10.1.1 Where appropriate, the project will engage with the colleges and invite their input.

10.1.2 The students on relevant courses at the Colleges could be used to test the draft guidance.

10.2 There may be opportunities to provide relevant guidance for use in schools as part of their curriculum. These opportunities will be investigated as the project develops.

11 Communications

11.1 Users of the guidance will be kept informed of developments by circulating information through members of the Moorland Forum, on the Forum's website and blog and through social media.

11.2 For some topics, the staging of events will form an important part of the link to users of the guidance, especially when it is decided to run events to test the guidance before finalising it.

PROJECT DEVELOPMENT

12 Steering Group

12.1 Volunteers from Forum members will form the Steering Group.

13 Review Panel

13.1 A Review Panel will not be established at the start of the project, but the requirement for a Panel will be kept under review.

14 Project Officer(s)

14.1 Candidates for this role / these roles will be considered.

PROJECT MANAGEMENT

1 Chairman

1.1 The Chairman of the Moorland Forum will be the Project Chairman.

2 Planning Group

2.1 This group developed the Project Plan and presented it to members of the Moorland Forum for approval. The Group disbanded when the Project Plan was accepted at the start of the project.

2.2 Members of the Group were remunerated for their input in accordance with the agreed policy for commissioned work.

2.3 Membership

Tim	Baynes	Scottish Land & Estates Moorland Group
John	Bruce	British Deer Society
Alastair	MacGugan	SNH Wildlife Management Manager
Adam	Smith	Game & Wildlife Conservation Trust
Tony	Waterhouse	Scotland's Rural College (SRUC)
Malcolm	Younger	Representing RICS

3 Steering Group

3.1 Places on this Group will be offered to members of the Planning Group and numbers will be supplemented by other members of the Forum. All members of the Steering Group will have equal status.

3.2 Other people with relevant or specialist expertise may be asked to advise the Group.

3.3 The Chairman of the Moorland Forum will be the Chairman of the Steering Group, which will have an oversight of the whole process. The Director and Administrator of the Moorland Forum will assist the Chairman in running this Group.

3.4 The Steering Group will decide on the topics to address and will set up the Guidance Groups to achieve this.

3.5 As outlined in the description of the process, the Steering Group will be asked to comment on the draft Guidance Group briefings and will be invited to review the draft guidance, before approving it for wider circulation.

3.6 The Group is likely to meet no more than twice each year, and meetings may be linked with meetings of the Moorland Forum. Additional meetings will take place as required, and as much use as possible will be made of remote working techniques.

- 3.7 Members of the Group will be remunerated for their input in accordance with the agreed policy for commissioned work. Members will be asked to complete timesheets; they will be remunerated at the agreed rate up to a ceiling figure agreed at the start of the Group's work. Expenses will be refunded at cost; details will be requested on a PoMM expenses form.

4 Project Manager

- 4.1 The Project Manager will report to the Steering Group and will be responsible for the day-to-day management of the project.
- 4.2 If a contractor is appointed to this role, it is anticipated that it will be a part-time post, and the Steering Group will agree the terms and conditions.
- 4.3 The Project Manager's roles & responsibilities will include:
 - 4.3.1 Management of the project, including the maintenance of financial records, and reporting to the Steering Group.
 - 4.3.2 Attend meetings of the Steering Group and assist with the delivery of agreed actions.
 - 4.3.3 Liaison with the Guidance Groups to assist the review of each topic.
 - 4.3.4 Assistance with the setting up of meetings, whether face-to-face or by remote means, of the Guidance Groups and attendance at the meetings, if required.
 - 4.3.5 If requested by the Guidance Groups, and agreed by the Steering Group, provide drafting assistance to the Guidance Groups.
 - 4.3.6 Maintain a flow of information about the project, as agreed with the Steering Group, to members of the Moorland Forum and an external audience.
 - 4.3.7 Assist with the setting up of events in different parts of the country, as agreed with the Steering Group, to promote the guidance coming out of the project.

5 Guidance Groups

- 5.1 These groups will be established under a Group Chairman to review the guidance identified by the Steering Group.
- 5.2 They will be small groups, typically 4-6 members.
- 5.3 The Groups will review the existing guidance or draw up plans for producing new guidance, where a gap has been identified.

- 5.4 The Group will consider how to draft or revise the guidance about a particular topic and will make recommendations to the Steering Group. There will be three main options for drafting: a member of the Group, by a Project officer, or by someone appointed externally.
- 5.5 The Guidance Group will report to the Steering Group regularly so that there is an opportunity for the Steering Group to provide input to the process.
- 5.6 Members of the Group will be remunerated for their input in accordance with the agreed policy for commissioned work.

6 Review Panel

- 6.1 A Review Panel will be not be formed at the start of the project.
- 6.2 The Chairman of the Steering Group will establish a Review Panel, when it is clear that some additional, independent input is required to address a particular topic. This could include controversial issues where there is a lack of consensus, but a Panel may be formed for other purposes where independent input would be valuable.

SOURCE OF TOPICS

Topic		Comment
From the Principles of Moorland Management (2003)		
1	Rotational muirburn	Include within review of the Muirburn Code
2	Heather cutting	
3	Management of grazing	Include the impact of reducing stock numbers
4	Heather restoration and regeneration	
5	Bracken control	
6	Open scrub and small woodland areas	Amend to cover integration of woodland
7	Management of wet areas	Link to Topic 17
8	Managing impacts of land-use change in adjoining areas	Exclude – covered by Land Use Strategy
9	Fox, crow and other legal predator control	
10	Sheep ticks and disease control	
11	Mountain hares	
12	Deer management	Exclude – covered by Wild Deer Best Practice
13	Raptor conservation and management	Exclude - covered by Understanding Predation
14	Worm control in red grouse	
Possible Additional Topics		
15	Snaring	Link to Topic 9
16	Hill Tracks	
17	Peatland restoration	
18	Conservation management	
19	Grouse management	
20	Re-wilding	
21	Public access	

More Suggested Topics from Members		
22	Deer fencing	Review guidance from MF Task Group 2008
23	Hill Tracks	
24	Peatland management	Link to Topic 17
From the Forum meeting - 27 February 2015		
25	Mountain Hares	Link to Topic 11
26	Grazing Management	Link to Topic 3
27	Wildfire	Risk reduction and management
From the Planning Group – 8 June 2015		
28	Habitat management following stock reduction	Link to Topic 3

COMBINED LIST OF TOPICS

	Topic	Priority	Comment
1	Muirburn Code review	n/a	Review commissioned by the Scottish Government
2	Wildfire	2	Risk reduction and management. In conjunction with SWF
3	Heather cutting	1	Consider the use of cutting techniques in isolation or in combination with muirburn
4	Grazing management	3	Include the impact of reducing stock numbers
5	Heather restoration and regeneration	2	
6	Bracken control	2	In conjunction with the Bracken Control Group
7	Integration of woodland	3	Importance of the moorland edge, link to Moorland Vision
8	Predator control	1	Include snaring guidance, fox, crow and other legal control
9	Sheep ticks and disease control	1	Include impacts on human health, wildlife and stock and the role of Mountain Hares in their spread
10	Mountain hares	2	
11	Deer fencing	3	Review guidance from MF Task Group + WDBP
12	Hill Tracks	2	
13	Peatland management and restoration	2	Include management of wet areas
14	Conservation management	3	Include management for biodiversity
15	Grouse management	1	Include worm control in red grouse and the use of mounds to site grit piles on
16	Re-wilding	3	
17	Public access	3	

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1	A significant gap has been identified and new or revised guidance is urgently required.
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3	Guidance will be of benefit to inform those wanting to achieve higher standards of management.

EXAMPLE LOGOS FOR GUIDANCE ENDORSEMENT

