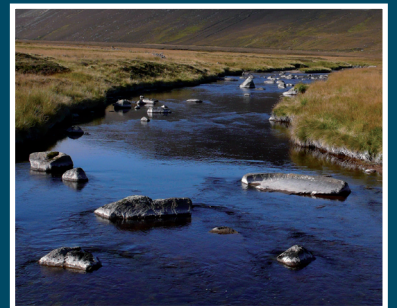


# Dee Catchment Partnership Business Plan

2010 - 2013

**FACILITATING  
INTEGRATED  
MANAGEMENT**



**DELIVERING DEE  
CATCHMENT  
MANAGEMENT PLAN  
OBJECTIVES**



**RAISING  
AWARENESS**



**MANAGING THE  
PARTNERSHIP**



“ I was heartened to hear of the River Dee Catchment Management Plan. This initiative is making an important contribution to establishing River Basin Management Planning in Scotland. Your group has taken an innovative approach in recording the valuable resource which we have in rivers such as the Dee. You are demonstrating cooperative action on a catchment basis in the face of the threats, such as diffuse water pollution, to the river, its habitats and its species. I look forward to seeing the measures taken and the improvements that will result from the group’s work. I strongly welcome the coming together of the various interests in the river catchment and your intention to work together to protect and enhance this great river. ”

*Richard Lochhead, Cabinet Secretary for Rural Affairs and the Environment, November 2007*

“ I’ve been involved in river management for many years and I am hugely heartened by the fact that the Dee partnership has and is continuing to deliver real improvements to the water environment to the benefit of both the natural environment and communities. Partnership is hugely important for delivering initiatives like the Dee Catchment Management Plan, which requires the input of a range of public, private sector and community organisations. So many plans are produced and lie dormant on office shelves, but here is one that has really made a difference and is actually delivering real outcomes. ”

*Sue Walker, CNPA Board member and Chair of SEPA’s North Region Board, July 2009*

“ I highly appreciate your excellent proposal to the UNESCO’s Hydrology for the Environment, Life and Policy (HELP) initiative. The HELP Basins Evaluation Committee (EC) met in Guayaquil, Ecuador (26- 29 Jan, 2009), to assess the third round of HELP basin proposals. Based on the recommendations of the EC, it is my great pleasure to accept Dee River as part of the third phase (2008-2013) of IHP HELP Network. I look forward to Dee River’s rewarding participation in the HELP network to jointly address mutual areas of interest for Integrated Water Resources Management. ”

*Professor Dr Shahbaz Khan, Chief, Sustainable Water Resources Development and Management Section, United Nations Educational, Scientific and Cultural Organization, March 2009*

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# Foreword

## A VISION FOR THE RIVER DEE CATCHMENT

To return the River Dee catchment to good order throughout, with sufficient high quality water, habitat and amenity to allow all its inhabitants, flora and fauna to flourish.

This Business Plan sets out the framework and detail for the long term continuing delivery of the Dee Catchment Management Plan which was published in November 2007.

Implementation is well under way with a developing record of considerable achievement. The strength of the partnership approach has been well established and is a major, powerful, proven success. The Plan not only records the achievements, but, also, makes the many links to the aims and objectives of Partner organisations. In this I include the Scottish Government. The Plan contributes directly to three and indirectly to a further five of its Strategic Objectives.

I do not wish to repeat what is contained in the Plan, merely to emphasise the significance of the effort and thought that has brought it about. It is an excellent discipline for refining and refocusing sharp minds. I recommend it in its entirety, especially to the Partners who have generously helped to fund the Plan so far and to all those from whom we now seek further help for the



continuation of the good work. For those in a hurry the Executive Summary is an excellent resume.

The help provided in both cash and kind is primarily to be used to fund the salaries and associated costs of the Project Officer and Assistant. The revised working arrangements set out earlier this year have now been successfully implemented.

I have been and remain delighted to be associated with the Plan since its inception. It is a rich and rewarding experience to work with so many able, dynamic and positive people and the hugely supportive organisations they represent.

The Plan will be widely distributed and, I hope, read by many. I also hope you, the reader, find it a good and positive story and that it encourages you to support, or continue to support, the Plan and the Partnership in the very best way you can. For that I and my colleagues will be very grateful.

A handwritten signature in blue ink that reads "John Barr". The signature is written in a cursive style and is positioned above a horizontal line.

Major General JAJ Barr CB CBE

Chairman, Dee Catchment Partnership

21 November 2009

# Our Vision

To return the River Dee catchment to good order throughout, with sufficient high quality water, habitat and amenity to allow all its inhabitants, flora and fauna to flourish.

## 1 The Partnership

### The Dee catchment - a valued and valuable resource

The qualities of the River Dee catchment's rivers, burns and lochs give them great value. From their source in the Cairngorm Mountains to the sea at Aberdeen Harbour these waters contribute directly to the character and industry of Aberdeen City and Shire. They supply our industrial and domestic water, are the basis for tourism and salmon rod fishing, provide habitats for wildlife, form a challenging environment for outdoor pursuits and are a central asset underpinning much of the rural economy. It is essential, therefore, that we manage them all in a manner that conserves those qualities. We must work together to protect them.

### Dee Catchment Partnership

In order to provide a strategic framework for integrated management, a group representing all those involved in managing the catchment formed in 2003. This robust and vibrant organisation, the Dee Catchment Partnership Steering Group, has set forward looking agendas and taken a number of initiatives to improve the waters of the River Dee Catchment. Most significant of these is the development and implementation of the Dee Catchment Management Plan.

### Dee Catchment Management Plan

The Dee Catchment Management Plan, published in November 2007, sets out a long-term vision, a framework for management and priorities for action. It is intended to serve as a dynamic means of allowing all participants in the future of the catchment - individuals and communities as well as public, private and voluntary sector organisations - to develop and coordinate their activities in order to achieve and maintain the wellbeing of the Dee catchment's waters. The Dee Catchment Management Plan addresses a broad range of issues, including flood management, water pollution, river engineering and the impacts of recreation. The Partnership's fifteen Steering Group members have agreed and signed-up to the Plan's thirty seven Management Objectives. This formal commitment by our members to delivering the actions is one of the great strengths of the Partnership.

### Legislative context

Integrated resource management is being adopted widely in Scotland where there are currently eleven

completed or active catchment management processes, as well as coastal partnerships and Local Biodiversity Action Plans. However, there is no statutory responsibility to have catchment level management planning in Scotland and therefore the implementation of the Dee Catchment Management Plan is not associated with new legislation, inspections or regulation.

The Dee Catchment Management Plan contributes directly to, and integrates fully with, the delivery of national legislation, including:

- The **Water Framework Directive**, which is establishing new ways of protecting, managing and using the catchment's rivers, lochs, estuary, coast, wetlands and groundwaters in order that 'good ecological status' is achieved and maintained. The implementation of this catchment level plan contributes to the delivery of Scotland's River Basin Management Plan through the North East Area Plan.
- The **Habitats Directive**. The high quality of the Dee and its tributaries is reflected in important natural heritage designations in the catchment, including its designation as a Special Area of Conservation due to internationally important populations of Atlantic salmon, freshwater pearl mussel and European otter. This means that the Dee's water resources must now be managed in order to protect these species and the habitats that support them. The Dee Catchment Management Plan is a key mechanism in the delivery of these responsibilities.
- The **Floods Directive**. The Dee Catchment Management Plan delivers sustainable and integrated approaches to managing the causes and consequences of flooding in line with the new Flood Risk Management (Scotland) Act 2009.
- **National Parks (Scotland) Act 2000**. Half of the Dee catchment is in the Cairngorms National Park. The Dee Catchment Management Plan helps to achieve the delivery of National Park Aims and integrates fully with the Cairngorms National Park Plan.

### Delivery of partner objectives

Implementation of the Dee CMP contributes to the delivery of the strategic objectives of our partners. These contributions are detailed in Annex D. In summary, the Dee Catchment Management Plan:

- Makes direct and indirect contributions to the delivery of eight of the 14 National Outcomes of the Scottish Government's Single Outcomes agreement, contributing to all five Strategic Objectives (Table 1).
- Compliments and contributes to the services provided by Scotland's Environment and Rural Services partnership.

- Is a delivery mechanism for key legislation including the Water Framework Directive and Habitats Directive, as well as for linked plans and processes such as Local Biodiversity Action Plans, the Dee Fishery Management Plan and the Cairngorms National Park Plan.
- Delivers sustainable and integrated protection, restoration and management of the catchment's freshwater ecosystems.

## 2 The Business Plan

### Purpose

This first Business Plan for the Dee Catchment Partnership sets out a framework for our long term continued delivery of the published Dee Catchment Management Plan. The Business Plan's purpose is to inform stakeholders and potential funders about the nature, direction and objectives of the organisation, accelerate delivery of agreed priority projects and to underpin the planning and management activities of the Steering, Management, Implementation Groups and staff.

## 3 Organisational structure and governance

### Role, identity and capacity

We are a large, open and independent partnership, involving a wide range of organisations, agencies and individuals. Integrated catchment management is our fundamental purpose. We have a key role as a disseminator of information and provision of a network. Our meetings are recognised as open fora for dialogue and our staff are uniquely positioned to facilitate integrated decision making. We aim to achieve meaningful, broad and successful stakeholder involvement in all that we do and are committed to values of transparency, neutrality and inclusiveness. In everything we do we aim to be:

- Adding value.
- Inclusive.
- Transparent.
- Neutral and apolitical.
- Strategic.
- Sustainable.

### Expertise and experience

Group members are selected according to the specific skills, knowledge and level of representation required. Many bring experience from previous partnership projects. The wide range of projects

being run successfully demonstrates our ability to deliver. Our expertise is recognised locally (our meetings are trusted opportunities for consensus building and conflict resolution), regionally (by the Norther East Area Advisory Group and Regional Proposal Assessment Committee as delivery mechanism), nationally (we have provided guidance and support to the Spey and South Esk Catchment Management Plans) and internationally (the Partnership is a member of UNESCO's Hydrology for Environment Life and Policy network of river basins).

## 4 Aims and Objectives

### The Partnership's Aims:

#### Aim 1 Facilitating integrated management:

- Encouraging and supporting long term sustainable strategic thinking and planning.
- Enabling synergy and consensus building between stakeholders.
- Reducing conflict and facilitating its resolution.
- Minimising duplication of effort.

#### Aim 2 Delivering Dee Catchment Management Plan Objectives:

- Driving and supporting on the ground improvements through partnership working.

#### Aim 3 Raising awareness:

- Encouraging and enabling good stewardship of the Dee Catchment.
- Improving understanding and ownership of the pressures on the Dee Catchment's waters.
- Promoting the work of the Dee Catchment Partnership as a model for catchment management.

#### Aim 4 Managing the Partnership:

- Ensuring efficiency, transparency and good governance.
- Undertaking and reporting performance against targets.
- Supporting full and effective communications.
- Maintaining relevance.

### Delivering our Aims

In order to achieve the Aims listed above we have prepared a three year work programme (Annex B). The Partnership sets annual operational targets against the Objectives in the work programme. Progress against these targets will be monitored and reported annually.

## Active and coordinated delivery

The Partnership employs a Project Officer who drives and coordinates the implementation of the Dee CMP under the guidance of a Management Group. This coordination is critical to the continued delivery and development of the Dee CMP.

Our partners have committed to delivering the 37 Objectives of the Dee CMP. While some of these will be delivered as added value to statutory responsibilities, others require coordinated partnership projects in order to progress. Of these, the Partnership has identified four Partnership Priorities: restoring urban watercourses, reducing pollution from septic tanks, reducing diffuse source pollution and flow management. These priorities are being taken forward by dedicated implementation groups through a variety of projects in the catchment.

Achievements to date include:

- Publication of the Septic Tank Guide. This leaflet has been distributed to the owners of septic tanks in the catchment area to provide information on use and maintenance. It has been extremely well received and consequently is now being distributed as national guidance.
- The inclusion of contribution to Dee Catchment Management Plan Objectives as a Regional Priority under the Scottish Rural Development Programme.
- Scottish Environment Protection Agency Habitat Restoration Fund funding for an Options Appraisal for Upper Dee floodplain restoration.
- Production of draft Supplementary Planning Guidance for watercourse protection from development.
- Assessment of opportunities for riparian woodland restoration in Upper Deeside.
- Funding for wetlands restoration from the Aberdeen Western Peripheral Route Offset Mitigation Fund.
- Delivery of workshops and seminars to land managers on agricultural and forestry related issues.
- Recognition as delivery mechanism for the North East Area Plan under River Basin Planning.
- The provision of a recognised and trusted forum for consensus building and conflict resolution.

## 5 Resource requirements

### Funding

Our funding to date (Annex C) has been provided by: Aberdeen City Council, Aberdeen Harbour Board, Aberdeenshire Council, Cairngorms National Park Authority, Scottish Enterprise, the Scottish Environment Protection Agency and Scottish Natural Heritage. The Macaulay Land Use Research Institute contributes in kind through the hosting, management and support of the Project Officer while SEPA makes an additional contribution by funding the publication of the Catchment Management Plan. There has also been a grant from The MacRobert Trust.

### Future requirements

The Project Officer is essential to the delivery of the Dee Catchment Management Plan. The funding provided by our sponsors will cease on 31 March 2010. To fully deliver our Partnership Priorities we need to secure funding for this post for a further three years.

## 6 Benefits of this partnership

Working in partnership creates efficiency, respect, trust and understanding. It gets things done. The Dee Partnership is bringing significant benefits to a large part of North East Scotland and with continued support will bring many more. Working with the Dee Catchment Partnership contributes directly to a holistic, comprehensive and visionary plan for the economic, environmental and social benefit of the North East. Many of the actions identified in the Catchment Management plan will contribute to achieving the Single Outcome Agreement with Scottish Government. Working with the partners in the Dee Catchment Partnership brings the indirect benefits to other work of an established network. It deserves your support.

“Successful implementation of the Dee CMP depends on dedicated staff to drive, coordinate and support the Partnership’s activities.”

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# 1 The Dee Catchment Partnership

## 1.1 Purpose of the Dee Catchment Partnership

The Dee Catchment Partnership formed in 2003 with the aim of protecting and restoring the catchment's water environment through the implementation of an agreed management plan.

## 1.2 The River Dee catchment

The River Dee catchment is the area of land drained by the River Dee and its tributary burns. In this area the water environment comprises not only the natural water resources, such as rivers, burns, lochs and groundwaters, but also riverine habitats such as wetlands and riparian areas, as well as the species they support, from the commonplace to the critically endangered. The high quality of this water environment gives it great value to local communities and businesses: as a habitat for wildlife, for domestic water supplies, as a recreational environment, as a basis for tourism and salmon fishing, and as a central asset underpinning much of the rural economy.

We interact directly with the Dee catchment's waters in many ways including domestically, in industrial processes, for recreation, agriculture, fishing and transport. Furthermore, how we use and manage the catchment modifies the relationships between soil, water and vegetation and this greatly affects the quality of surface and groundwaters. Because all of the running waters in the catchment are connected, a poor quality burn in one part of the catchment can reduce the environmental condition of the whole area. These diverse and complex relationships need to be reflected in the way our waters are managed.

In a large catchment like the Dee there are multiple, and potentially conflicting, issues and interests. Therefore, achieving improvements requires input from all the different interested parties, including individual householders, farmers, land managers and owners, as well as from public bodies like the Scottish environment Protection Agency (SEPA), the Cairngorms National Park Authority (CNPA) and Scottish Natural Heritage (SNH). In order to integrate these increasing and often competing demands and minimise their impacts on the catchment's waters, there is a need to understand and manage the impacts associated with different uses of the catchment. This is the purpose of the River Dee Catchment Management Plan (CMP).



**Figure 1. Location of the Dee catchment. The River Dee rises in the Cairngorm Mountains, to the west of Braemar, and drains eastwards before entering the sea at Aberdeen. The main stem of the river is 126km long and with its 17 major tributaries drains a catchment area of 2100km<sup>2</sup>. The upper half of the catchment is in the Cairngorms National Park (shaded area).**



## 1.3 The Dee CMP

### 1.3.1 Purpose of the Dee CMP

The Dee CMP initiative arose from a locally recognised need to integrate the many demands that are made of the catchment's waters. The document's purpose is:

- To provide a strategic framework for the sustainable and integrated management of the catchment's natural, economic and recreational water resources.
- To stimulate coordinated catchment-wide input from all of the individuals, organisations and agencies involved with the catchment's waters.
- To inform readers about the functioning, value, pressures and vulnerability of the catchment's waters.

### 1.3.2 Development of the Dee CMP

- **1999** SEPA collated the key water-related issues in the catchment into an Issues document. There was a public consultation on this document in 1999.
- **2003** Subsequently a Steering Group was formed to develop the Dee CMP in light of the European Water Framework Directive (WFD) and the designation of the River Dee as a Special Area of Conservation (SAC).
- **2005-2006** Three Working Groups, on which a wide range of local stakeholders were represented, considered the responses to the 1999 consultation and recommended solutions to the key issues.
- **2006** These recommendations were collated into the draft Dee CMP. This was put out for catchment-wide consultation in autumn 2006. The responses received were an essential element in the final preparation of the plan.
- **2007** The Partnership launched the Dee CMP in November 2007. The Dee CMP has 37 Management Objectives (Annex A). Each of these Management Objectives is represented by a stand-alone Action Card.

### 1.3.3 Implementation of the Dee CMP

- Dee CMP Actions have been incorporated into the work programmes of the fifteen organisations that make up the Partnership (Appendix A) to guide and coordinate their future priorities.
- The other organisations involved are encouraged to contribute to relevant actions.
- Four implementation groups have been established to deliver the agreed Partnership Priority projects (see 3.1.4).

## 1.4 Legislative context

### 1.4.1 Status of the Dee CMP

The Dee CMP is a voluntary initiative; there is no statutory responsibility to have catchment level management planning in Scotland. Therefore the implementation of the Dee CMP is not associated with new legislation, inspections or regulation.

### 1.4.2 Delivery of key legislation

This is a time of considerable change in terms of policies that regulate how we use the waters of the Dee catchment. The Dee CMP is a powerful mechanism for implementing EU and national targets for integrated catchment management at local level. Objectives that will contribute to these obligations are central to the Dee CMP.

- The catchment's recent designation as an SAC means that its water resources must now be managed in order to protect its qualifying species and the habitats that support them. The Dee CMP is a key mechanism in the delivery of our responsibilities to protect the River Dee and its designation as a Special Area of Conservation.
- At the same time the WFD is establishing new ways of protecting, managing and using the catchment's rivers, lochs, estuary, coast, wetlands and groundwaters in order that 'good ecological status' is achieved and maintained. Although non-statutory, the implementation of a catchment level plan contributes to the delivery of Scotland's River Basin Management Plan) through the NE Area Plan.
- Meanwhile the European Commission's (EC) new Floods Directive is under development and this will formalise the sustainable and integrated approach to flood management demonstrated by the Dee CMP.
- Half of the catchment falls in the Cairngorms National Park. The Dee CMP helps to achieve the delivery of National Park Aims - as set out in the National Parks (Scotland) Act 2000 - and integrates fully with the Cairngorms National Park Plan.

“The Dee CMP's purpose is to help to ensure that everyone - from individual householders, farmers and other businesses to government agencies - is working to an agreed common plan.”

## 1.5 How does the Dee CMP deliver the objectives of partner organisations?

- Dee CMP delivery contributes directly to the organisational objectives of our partners. Specific contributions are detailed in Annex D.
- Many of these objectives are directed by the Scottish Government's five Strategic Objectives - a Scotland that is Wealthier and Fairer, Smarter, Healthier, Safer and Stronger and Greener.

Fifteen National Outcomes describe what the Government wants to achieve over the next ten years. Dee CMP delivery supports all five Strategic Objectives, by contributing directly to eight National Outcomes (Table 1). Significant contribution is made to sustainability living, the value and protection of the natural environment and reduced local impacts.

**Table 1 Dee CMP contributions to the Scottish Government's Strategic Objectives and National Outcomes.**

SCOTTISH GOVERNMENT'S STRATEGIC OBJECTIVES (numbers in parentheses refer to the National Outcomes that support each Objective)		SUPPORTED BY DEE CMP
1	<b>Wealthier and Fairer – Enable businesses and people to increase their wealth and more people to share in that wealth, and put into effect (1, 2, 13, 15)</b>	✓
2	<b>Healthier - Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care (6, 5, 7, 8, 10, 15)</b>	✓
3	<b>Safer and stronger - Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life (9, 10, 11)</b>	✓
4	<b>Smarter - Expand opportunities for Scots to succeed from nurture through to life long learning ensuring higher and more widely shared achievements (3, 4, 5, 8)</b>	✓
5	<b>Greener - Improve Scotland's natural and built environment and the sustainable use and enjoyment of it (10, 12, 14)</b>	✓
SCOTTISH GOVERNMENT'S NATIONAL OUTCOMES		ACHIEVED BY DEE CMP
1	<b>We live in a Scotland that is the most attractive place for doing business in Europe</b>	Indirectly
2	We realise our full economic potential with more and better employment opportunities for our people	N/A
3	<b>We are better educated, more skilled and more successful, renowned for our research and innovation</b>	Indirectly
4	<b>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</b>	Indirectly
5	Our children have the best start in life and are ready to succeed	N/A
6	<b>We live longer, healthier lives</b>	Indirectly
7	We have tackled the significant inequalities in Scottish society	N/A
8	We have improved the life chances for children, young people and families at risk	N/A
9	We live our lives safe from crime, disorder and danger	N/A
10	<b>We live in well-designed, sustainable places where we are able to access the amenities and services we need</b>	Directly
11	<b>We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others</b>	Indirectly
12	<b>We value and enjoy our built and natural environment and protect it and enhance it for future generations</b>	Directly
13	We take pride in a strong, fair and inclusive national identity	N/A
14	<b>We reduce the local and global environmental impact of our consumption and production</b>	Directly
15	Our public services are high quality, continually improving, efficient and responsive to local people's needs	N/A

## 2 Purpose of this Business Plan

### 2.1 To set out a management strategy

This business plan, our first, sets out a Work Programme (Annex B) for the delivery of the Dee CMP during the period March 2010 to March 2013. It is concerned with both our current projects and the new activities we plan to undertake. Its purpose is to set out a framework for the management of the Dee catchment which will direct our operational planning and management during the next three years. It has been designed to be realistic, measurable and complete. It represents a formal statement of intent and direction against which we may measure ourselves and be measured by others.

### 2.2 To get things done

Our business plan builds on the extensive work undertaken through the creation of the Dee CMP. It makes no changes to the published document but sets Dee CMP Management Objectives in the context of parallel objectives that relate to our broader roles and responsibilities. These are: the facilitation of integrated management, raising awareness, and the management of the Partnership.

### 2.3 To stimulate and support involvement

- Partnership fatigue and specific issues occasionally lead to reduced levels of commitment amongst some of our key stakeholders and agency representatives. Therefore we intend that this plan will enable our partners to recognise our core competencies and skills and use them to full effect.
- We recognise that a voluntary approach can be limited in what it can achieve and hope that this document will stimulate and inform engagement and involvement of our members in delivering integrated catchment management on the ground.
- The local benefits of our activities are not sufficiently well known and some stakeholders perceive our role to be regulatory. Therefore we need to improve the local profile of the Partnership and in particular would like to actively involve more of the catchment's land managers.

### 2.4 To enable us to be prepared

We intend that the business plan will enable the Partnership to look ahead, allocate resources, focus on priorities and be ready to act on both problems and opportunities. This will position us to take full advantage of current and upcoming opportunities, such as the ongoing policy drive towards integrated

resource management by the Scottish Government.

### 2.5 To attract funding

In the absence of a well structured long term plan there can only be limited commitment to long-term core funding from our partners. This plan is designed to explain the process, structure and long term direction of the Partnership to potential investors, managers and stakeholders. In particular, this plan makes the business case for long term core funding to support our staff.

“Dee CMP delivery contributes directly to the organisational objectives of our partners.”

## 3 Organisational Structure and Governance

### 3.1 Partnership structure

#### 3.1.1 Dee Catchment Partnership

Everyone helping to deliver the Objectives of the Dee CMP is a member of the Partnership, from the agencies who have signed up to the Plan's Objectives, through the land managers implementing measures to protect water quality, to the individual householders looking after their septic tanks and taking steps to save water. There is no formal membership process for the Partnership.

There are several formal groups that manage the Partnership's activities: the Steering and Management Groups and four Implementation Groups.

#### 3.1.2 Steering Group

The Steering Group, fully established in 2003, is responsible for:

- Providing a forum within which to develop and maintain a widely agreed, balanced, neutral and informed approach to the management of the Dee catchment.
- Making links to external bodies and initiatives so that the Partnership may react collectively

to events that may develop at local or national levels.

The Steering Group has 15 members, all of whom have significant responsibilities for water management in the Dee catchment:

- Organisations whose core work relates to water resources, such as SNH, SEPA and CNPA.
- Other organisations whose work has a direct impact on the water environment, such as Aberdeenshire Council (AC), Aberdeen City Council (ACC) and Aberdeen Harbour Board (AHB).
- Organisations whose members have a critical role as water managers, such as the National Farmers' Union Scotland (NFUS) and the Scottish Rural Property and Business Association (SRPBA).

The Steering Group has an independent chairman, Major General John Barr, and meets twice a year.

### 3.1.3 Management Group

The Management Group comprises the sponsors of the Partnership and is responsible for:

- Managing the month-to-month activities of the Partnership.
- Overseeing the development of existing projects and any technical details that arise during project delivery
- Ensuring that the Steering Group is fully briefed on activities, including the need and opportunities for new initiatives.
- Managing the Project Officer and Assistant.

The Management Group meets four times a year. It is chaired by Dr Simon Langan from the Macaulay Land Use Research Institute (MLURI).

### 3.1.4 Implementation Groups

The Dee Catchment Partnership is driving the implementation of four Partnership Priorities agreed at a stakeholder workshop in 2007. These projects were selected by partners in order to achieve improvements that would not happen without active coordination. They contribute to the delivery of around half of the 37 Management Objectives. Other Management Objectives are delivered through the statutory duties of the Steering Group organisations.

These Partnership Priorities are being delivered by four thematic working groups:

- Restoring urban watercourses.
- Reducing diffuse pollution.
- Reducing pollution from septic tanks.

- Sustainable flow management.

### 3.1.5 Staff

- The Partnership employs a Project Officer and occasionally a Project Assistant.
- The Project Officer is responsible for coordinating Dee CMP delivery and represents the Partnership as a point of contact, project manager and figurehead.
- The Project Assistant is responsible for administration and project support.

### 3.1.6 Host organisation

The host organisation (MLURI) for the Project Officer provides estates and administration costs (e.g. corporate costs, IT, finance, HR, contract management, library, data management, graphics) as a contribution in kind.

### 3.1.7 Future structure

- To ensure viability and stability the Management Group has identified the need for a permanent Project Assistant to undertake administration, communications and project work.
- There is no organisational objective of growth, however we aim to retain the flexibility to engage project staff to bring in additional skills and time resources as appropriate.

## 3.2 Links with other plans and processes

There are a number of existing or developing plans and delivery mechanisms that are of direct relevance to the catchment's water resources and riverine habitats. These include:

- Scotland's River Basin Management Plan (RBMP)
- UK Biodiversity Action Plan, the North East, and the Cairngorms Local Biodiversity Action Plans (LBAPs).
- Cairngorms National Park Plan.
- Local Development Plans (AC, ACC and CNPA).
- Outdoor access strategies.
- Scottish Water's (SW) operational plan (the Quality and Standards programme).
- Scottish Forestry Strategy.

Relevant actions from these plans have been incorporated into the Dee CMP, in particular, objectives that contribute to the obligations of the Water Framework, Habitats and Floods Directives. Preventing deterioration, meeting 'good ecological status', returning populations of SAC qualifying species to 'favourable conservation status' and sustainable flow management are central to the Dee CMP. It is intended that the Objectives of the Dee

“This initiative is making an important contribution to establishing River Basin Management Planning in Scotland.”

CMP will be integrated into other plans and policies as they develop. For example, one of the DCMP’s great strengths is its local recognition as Regional Priority under the Scottish Rural Development Programme (SRDP).

### 3.3 Opportunities, skills and achievements

We have been working to deliver integrated catchment management for the Dee since 2003 and have an excellent range of skills, experience and influence. In particular we are proud to highlight:

- The wide range of relevant projects that are being run successfully, confirming the ability of the Partnership to deliver and our ability to bring together all interests in an impartial way.
- The recognition of our meetings as trusted opportunities for consensus building and conflict resolution.
- The expertise of our members.
- Our independence.

- Our continued commitment to information exchange with local stakeholders.
- Our coordination with linked plans and processes such as the LBAPs, EGCP and Cairngorms National Park Plan.
- Our recognition as a delivery mechanism for RBMP and the SRDP.
- The personal contacts developed by our members in particular the direct and trusted relationships we have built with land managers.
- The support we have provided to the Spey and South Esk CMPs.
- Our recognition by the UNESCO HELP network as a HELP Basin.
- The overall vibrancy in the Partnership and its work.

### 3.4 Values

In everything we do we aim to be:

- Adding value
- Inclusive
- Transparent
- Neutral and apolitical
- Strategic
- Sustainable

These values will be applied to all project, groups and activities being run under the auspices of the Dee Catchment Partnership.

**Table 2 Achievements to date**

Aim	Achievements
Aim 1 Facilitating integrated management	<ul style="list-style-type: none"> <li>▪ Development and agreement of Dee CMP.</li> <li>▪ Agreement of Partnership Priorities by all stakeholders.</li> </ul>
Aim 2 Delivering Dee Catchment Management Plan Objectives:	<ul style="list-style-type: none"> <li>▪ Formation of implementation groups.</li> <li>▪ Options studies for Aberdeen City watercourse restoration.</li> <li>▪ Publication of the Septic Tank Guide and its subsequent national distribution.</li> <li>▪ Coordinated SRDP funding applications for diffuse pollution measures.</li> <li>▪ SEPA Habitat Restoration Fund grant for Upper Dee floodplain restoration Options study.</li> </ul>
Aim 3 Raising awareness	<ul style="list-style-type: none"> <li>▪ The DeeSong project, which was part of the national Burns and Rivers songwriting project.</li> <li>▪ Lead contribution to the CATCH Handbook for Project Officers.</li> <li>▪ Lectures on Integrated Catchment Management to Scottish Agricultural College and Dundee University courses.</li> <li>▪ Successful application to UNESCO’s HELP Basin network.</li> </ul>
Aim 4 Influencing policy and planning	<ul style="list-style-type: none"> <li>▪ Our recognition as a delivery mechanism for River Basin Management Planning and the Scottish rural Development Programme.</li> </ul>
Aim 5 Managing the Partnership	<ul style="list-style-type: none"> <li>▪ Four years of successful and productive partnership working.</li> </ul>

# 4 Aims and Objectives of the Dee Catchment Partnership

## 4.1 Our aims: what we want to achieve

### Aim 1 Facilitating integrated management:

- Encouraging and supporting long term sustainable strategic thinking and planning.
- Enabling synergy and consensus building between stakeholders.
- Reducing conflict and facilitating its resolution.
- Minimising duplication of effort.

### Aim 2 Delivering Dee CMP Objectives:

- Driving and supporting on the ground improvements through partnership working.

### Aim 3 Raising awareness:

- Encouraging and enabling good stewardship of the Dee Catchment.
- Improving understanding and ownership of the Dee Catchment .
- Promoting the work of the Dee Catchment Partnership as a model for catchment management .

### Aim 4 Managing the Partnership:

- Ensuring efficiency, transparency and good governance.
- Undertaking and reporting performance against targets.
- Supporting full and effective communications.
- Maintaining relevance.

## 4.2 Our activities: how we achieve our Aims

In order to achieve the four Aims listed above we have prepared a three year work programme (Annex B) listing what needs to be done to achieve our Aims. To structure these activities the Partnership will set annual operational plans. Progress against SMART targets in these plans will be monitored and reported (see 4.3).

Successful implementation of the Dee CMP depends on dedicated staff to drive, coordinate and support the Partnership's activities. In addition staff undertake a wide range of activities such as research, communications activities and preparing funding applications.

### 4.2.1 Facilitating integrated management

Integrated management of the Dee catchment's water resources depends on our staff to undertake the following activities:

- Encourage, support and coordinate the involvement of key partners and stakeholders.
- Organise meetings of the Steering, Management and Implementation groups.
- Participate in and disseminate information from linked processes e.g. NEAAG.

### 4.2.2 Delivering Dee CMP Management Objectives

Our staff are responsible for the coordination of and support of our Partnership Priorities. Tasks include:

- Organisation of group meetings.
- Undertaking background research and disseminating findings.
- Preparing funding proposals for projects.
- Project management.

### 4.2.3 Raising awareness

Raising awareness of our Objectives and key messages is central to the implementation of the Dee CMP. Key communications activities undertaken by our staff include:

- Continuing to enhance our website as a gateway to resources relating to the Dee catchment.
- Hosting an annual conference in order to disseminate information about the catchment and the Partnership and to provide opportunities for members and others to become involved in stewardship of the Dee catchment.
- Producing a quarterly electronic newsletter which is sent to all members and funders and posted on the project website.
- Incorporating awareness-raising and promotion of good stewardship as part of all project activities.
- Improving communications about the Partnership, our role and services, amongst stakeholders, particularly communities of the North East.

### 4.2.4 Managing the Partnership

Management of the Partnership involves:

- Providing strategic guidance for the activities of Partnership itself. This involves identifying emerging areas and issues that the Partnership might address, setting its strategic priorities, and directing fund raising and project proposal activities accordingly.
- Keeping partners aware of new and important

legislative changes.

- Managing and training staff.
- Preparing, monitoring and reporting progress against SMART operational plans.
- Securing core funding.

“... here is [a plan] that has really made a difference and is actually delivering real outcomes.”

### 4.3 Monitoring, evaluation and review

Reviewing, reporting and improving our work are important activities for the Partnership. This is in keeping with our values of transparency and adding value, and recognising the need for accountability to our members and funders.

#### 4.3.1 Monitoring, reporting and evaluation

We set yearly operational plans which include SMART performance indicators. Progress against these targets is monitored as part of the routine business of the Implementation Groups and

Management Group and reported in our Annual Report.

#### 4.3.2 Revision

There will be a periodic major review and revision of the Business Plan. This will allow new issues to be accommodated and addressed. The first such review will take place in 2013.

### 4.4 Communications

The Dee Catchment Partnership aims to help partners to achieve more by working together. Good communications is an essential part of this work. We aim to:

- Raise awareness of water environment issues to the public.
- Improve the availability of information on the water environment to land owners and managers.
- Promote long term involvement in the implementation of the Dee CMP by individuals and organisations.
- Enable greater sharing of information and the exchange of good practice both within the catchment, regionally and nationally.

Further details are set out in the Partnership's Communications Strategy 2010 - 2013.

## 5 Finance

### 5.1 Funding history

- Phase 1 (2005 - 2007). The initial budget was £93,500. This funded the employment of the Project Officer to draft the Dee CMP, run the public consultation and organise the publication of the final plan.
- Phase 2 (2007 - 2010). £81,000 was secured for the implementation phase. This paid for the continued employment of the Project Officer to coordinate the implementation of Partnership Priorities and for materials to promote and raise awareness of the Plan. This funding is in place until 31 March 2010.
- Phase 1 and 2 funding (Annex C) has been provided by the following organisations:
  - Aberdeen City Council.
  - Aberdeen Harbour Board.
  - Aberdeenshire Council (PED and T&I).
  - Cairngorms National Park Authority.
  - The MacRobert Trust.
  - Scottish Enterprise.
  - Scottish Environment Protection Agency (with an additional contribution by publishing the Dee CMP documents).
  - Scottish Natural Heritage.
  - The Macaulay Land Use Research Institute (contribution in kind: Project Officer hosting).
- The time provided by members of the Steering Group, the Management Group and

Implementation Groups is provided free of charge, as a contribution in kind. Other in kind support (provided by SNH and SEPA) includes the services of the River Restoration Centre.

### 5.2 Funding requirements

#### 5.2.1 Core activities

The Dee CMP cannot be delivered without independent coordination by a dedicated Project Officer. Costs associated with this core activity are primarily staff time, associated administrative support and communications activities. A third phase of funding will be required to deliver the four stated Aims during the three year term of this Business Plan (Table 3).

#### 5.2.2 Project delivery

Dedicated funding is sought for projects that will implement our Partnership Priorities. The funding sources available to us are described in Annex C.

### 5.3 Relationship with funders

The support of our funders and supporters, both financial and practical, is essential to the continuing development of the Partnership. We take all opportunities to highlight and profile the contributions of our sponsors and to help them deliver shared aims and objectives.

### 5.4 Financial control systems

The Macaulay Land Use Research Institute is responsible for security of the Partnership's assets and the proper administration of the Partnership's financial affairs. This includes the statutory requirement of ensuring that proper accounting records are kept which are able to disclose with reasonable accuracy the Partnership's financial position.

**Table 3. Budget 2010/11 and forecasts 2011/12 and 2012/13**

COSTS	2010-11 BUDGET (£)	2011-12 FORECAST (£)	2012-13 FORECAST (£)
Salaries	33850	35540	37320
Overheads (estates: buildings, cleaning, technical services)	11510	12080	12690
Overheads (administration: corporate costs, IT, finance, HR, contract management, library, data management, graphics)	23360	24530	25750
Travel and subsistence	800	832	865
Website	1000	1040	1081
Printing (fliers, posters, leaflets)	2100	2184	2271
Meetings and events (venues, catering)	1500	1560	1622
Equipment	1000	1040	1081
Consumables	1000	1040	1081
<b>TOTAL</b>	<b>76,120</b>	<b>79,846</b>	<b>83,761</b>



## 6 Benefits of this partnership

- The Dee Partnership is bringing significant benefits to a large part of North East Scotland and with continued support will bring many more.
- Many of these benefits contribute to the organisational objectives of partner organisation.
- Many of the actions identified in the Dee CMP will contribute to achieving the Single Outcome Agreement with Scottish Government.
- Working in partnership creates operational and financial efficiency, respect, trust and understanding.
- Working with the Dee Catchment Partnership contributes directly to a holistic, comprehensive and visionary plan for the economic, environmental and social benefit of the North East.
- Working with the partners in the Dee Catchment Partnership brings the indirect benefits of an established network.

“ Collaboration through partnership working builds trust and understanding between those involved and is a powerful and efficient way of achieving improvements. ”

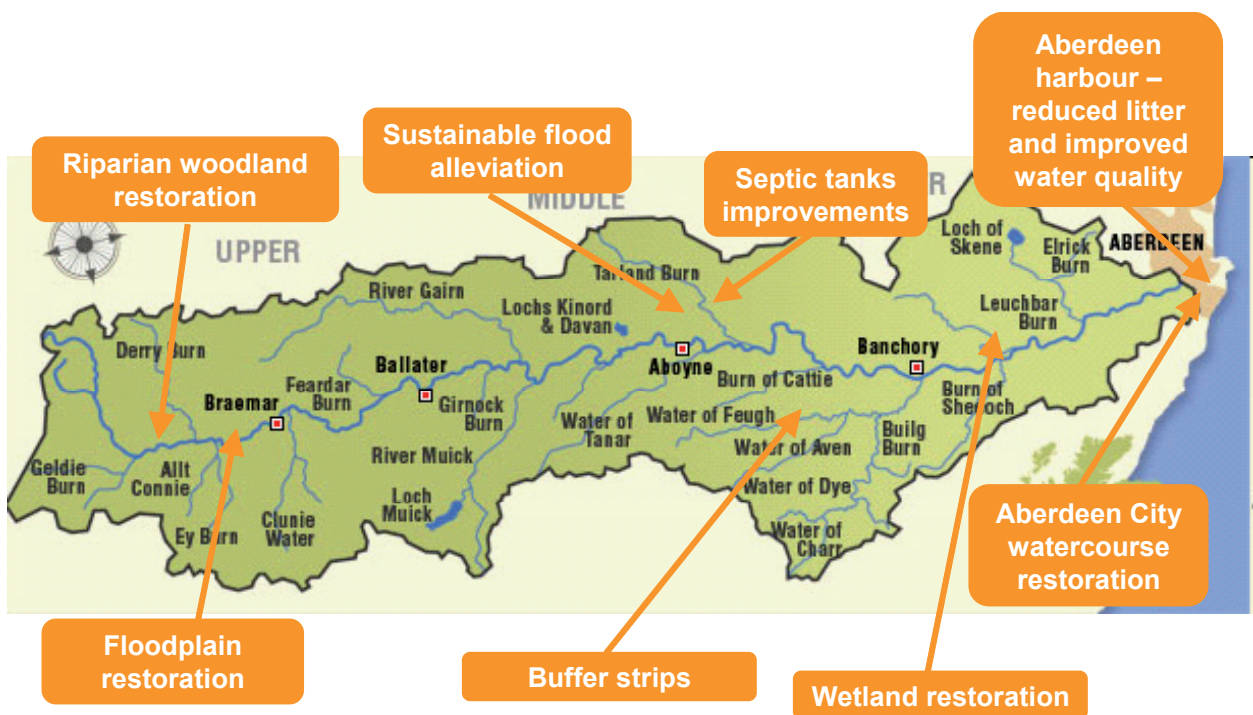


Figure 2. Dee CMP delivery: active projects.



**“ The provision of core services on behalf of a wide range of organisations, and the capacity to deliver them, makes the Partnership different from NGOs, trusts, consultants, or agency/department in-house expertise. ”**

- A Dee CMP Management Objectives**
- B Work Programme**
- C Finance**
- D Delivery of partner objectives**
- E Membership of DCP Steering, Management and Implementation Groups**
- F Acronyms and abbreviations**

## WATER QUALITY

1. Improve water quality in rural areas by making planned reductions in **diffuse agricultural pollution**.
2. Ensure **agricultural pesticides and sheep dip** are stored, used and disposed of in accordance with regulations.
3. Encourage and promote good environmental practice for **woodland expansion and management** in order to protect and enhance water quality and biodiversity.
4. Promote best management practice for dealing with **road and access track drainage**.
5. Manage **surface water drainage** sustainably, taking account of water quality, habitat and flood risk.
6. Ensure existing **foul and surface water drainage infrastructures** are satisfactory and those serving new developments are planned sustainably.
7. Improve effluent quality from **private sewage treatment systems** to ensure compliance with the requirements of the SAC interests.
8. Control the **storage and application of organic fertilisers** to avoid direct and indirect water pollution.
9. Control operational **agricultural waste landfill sites** to avoid pollution of watercourses.
10. Limit the environmental impact of **existing and closed landfill sites**. Identify and remediate **Contaminated Land**.
11. Improve water quality in **Aberdeen's heavily modified urban watercourses**.
12. Ensure good bathing water quality at **Aberdeen beach**.
13. Reduce the impact of activities linked to **Aberdeen harbour** on water quality.

## WATER RESOURCES

14. Regulate **abstraction** to prevent harm to SAC interests and ecological status, especially during low flow periods.
15. Manage the land so as to **attenuate rates of runoff** (thereby reducing the severity of floods and droughts).
16. Coordinate management of **flood alleviation schemes** across the catchment. Seek to prevent new flooding problems.

## DEVELOPMENT AND ENGINEERING WORKS

17. Promote environmentally sustainable **engineering works to the river channel and banks** in order to maintain SAC interests and the biodiversity of the river.
18. Remove or redesign **man-made obstacles** in order to facilitate **fish passage**.
19. Ensure that **changes of land use** do not impact adversely on riverine habitats and species.

## HABITATS

20. Encourage re-creation of lost **lowland wetland habitats**.
21. Encourage re-creation of lost **upland wetland habitats**.
22. Reinststate the functionality of active **floodplains**.
23. Support the restoration of degraded areas of **wet and riparian woodland** and encourage their expansion through planting or regeneration on appropriate sites.
24. Identify **species-rich bankside grasslands** and promote positive management to maintain their diversity.
25. Manage the habitat of **urban watercourses** sustainably.

## SPECIES

26. Conserve and enhance the population, distribution and range of genetic sub-populations of **Atlantic salmon *Salmo salar*** across the naturally accessible parts of the catchment.
27. Implement measures to achieve agreed targets for the Dee **freshwater pearl mussel *Margaritifera margaritifera*** population.
28. Maintain the population and current distribution of **otter *Lutra lutra*** throughout the river catchment.
29. Control **invasive non native plant species** such as giant hogweed, Japanese knotweed, Himalayan balsam and water crowfoot.
30. Control **American mink** in the Dee catchment.
31. Manage **fishing ponds** sustainably.
32. Establish and implement a **programme for monitoring and reporting the status of all fish species** in the Dee.

## ACCESS AND RECREATION

33. Ensure the catchment's water environment is protected from the **impacts of recreational activity**.

## SUB CATCHMENT MANAGEMENT

34. Improve water and habitat quality in the **Tarland burn**.
35. Improve water and habitat quality in **Loch Davan**.
36. Improve the water quality of the **Loch of Skene**.
37. Improve the water and habitat quality of the **Elrick burn**.

**Aim 1. Facilitate integrated management of the River Dee catchment: to enable synergy, consensus building and conflict resolution between stakeholders , and minimise duplication of effort through strategic thinking and planning.**

OUTCOME	ACTIVITY	INDICATOR	TARGET	RESPONSIBILITY
Synergy, consensus building and conflict resolution between stakeholders will be supported and enabled (in relation to both strategic issues and also to unpredictable issues that may arise).	Maintain, promote and support a broad, active and engaged Partnership.	The range of relevant interests represented on DCP groups and involved in their activities.	Maintain existing levels of involvement and commitment - no loss of group members. Engage new partners as required/ opportunities arise.	Steering Group / Management Group / Implementation Groups
All partners will be working to a common strategic plan for the management of the Dee catchment's water resources.	Incorporate Dee CMP Objectives and Actions as added value into policy and operational plans where appropriate.	Links to De CMP Objectives.	All partners.	Steering Group
	Promote consideration of, the published Dee CMP within partner organisations.	Use, awareness of, and reference to Dee CMP.	The published Dee CMP will be a practical point of reference within all partner organisations.	Steering Group
Duplication of effort will be minimised. All parties will be mutually aware of, and support each others activities. Joint activity will be enabled and communicated.	Ensure DCP contributes to and complements work of relevant plans, processes and partnerships, including NEAAG, RPAC, CNPA, LBAPs.	Interaction and collaboration between POs.	DCP PO to meet biannually with LBAP, NEAAG, EGCP and NESBReC POs.	PO
		Number of joint projects initiated.	One joint project established annually. A joint partnership event to showcase delivery and joined up working between partnerships.	Staff
		Involvement in formal work of other partnerships.	PO to contribute to, and feed back from, NEAAG and LBAP meetings.	PO

**Aim 2. Deliver Dee CMP Objectives: to drive, support and deliver improvements to the catchment's water environment.**

OUTCOME	ACTIVITY	INDICATOR	TARGET	RESPONSIBILITY
Delivery of Partnership Priorities selected at 2007 stakeholder workshop.	Undertake restoration of watercourses in Aberdeen City. Address water quality and litter issues at Aberdeen Harbour and beach.	Waterbody status. Bathing water quality.	Undertake restoration of one open water and one culverted site in Aberdeen City.	Urban implementation group
	Reduce pollution from septic tanks.	Waterbody status. Number of tanks emptied in hotspot sub catchments. Responses to 'How Happy is your tank?' questionnaire. Waterbody status (long term).	Improve levels of awareness and change behaviour.	Septics implementation group
	Reduce pollution from diffuse sources.	Water body status.	Long term improvement in line with, or exceeding, WFD targets.	Diffuse pollution implementation group
	Manage flows throughout the catchment more sustainably.	Flood and drought events.	Long term reduction.	Flows implementation group
We will continue to deliver Objectives outside of the four Partnership Priorities.	Prioritise and progress Actions under all 37 Management Objectives in Dee CMP.	Number of non Priority Actions achieved.	At least one Action from each non-Priority Action Card to be delivered per year.	PO / Lead partners / Other partners
Dee CMP Priorities will remain in line with needs of the catchment and our partners.	Evaluate need and opportunity for new Partnership Priorities.	Outcome of evaluation.	Consideration of new Partnership Priorities to be agenda item at spring Steering Group meetings.	Steering Group / Management Group
		Outcome of workshop.	Workshop to be held every three year as part of major review.	All partners

**Aim 3. Raise awareness: to encourage, consolidate and enable stakeholder engagement and ownership in the stewardship of the Dee catchment's water resources, raise awareness and improve understanding of the Dee catchment and promote the work of the Dee Catchment Partnership as a model for catchment management locally, regionally, nationally and internationally.**

OUTCOME	ACTIVITY	INDICATOR	TARGET	RESPONSIBILITY
There will be widespread awareness of the vision and success of the DCP within partner organisations, thereby consolidating engagement and ownership.	Promote and facilitate awareness of DCP vision, aims and achievements within partner organisations as well as amongst new stakeholders.	Number of DCP-related articles in partner publications and websites.	One dedicated internal awareness activity per year per Steering Group member.	Steering Group / Staff
		Number of links to DCP website on all partner websites.	Presence on all partner websites.	Steering Group / Staff
		Number of presentations on the Partnership's activities.	Two presentations annually.	Staff
The interest of new stakeholders will be stimulated and their levels of involvement raised.				
Partners will be fully informed of relevant activities within other partner organisations.	Inform DCP partners of relevant information using publications, Steering Group meetings and individual contact with PO.	Amount of information exchange activity and feedback on relevance.	As required.	Steering Group / Staff
There will be improved awareness of external strategic developments and priorities amongst partners.	Seek, and provide partners with, local and national updates on relevant activities and developments.	Provision of information.	Provide local and national updates at Steering Group meetings. Hold annual Partnership conference.	Staff
There will be new opportunities for partners to learn about catchment-related issues.	Hold joint activities for partners designed to be engaging and challenging.	Number of events and feedback from these.	To include an annual conference for all members of the Partnership.	Staff
Community engagement and ownership will be increased.	Undertake more direct and more pro-active involvement with stakeholders at a local level.	Numbers of awareness raising events, presentations at partner events e.g. local NFUS meetings, SRPBA and Community Council meetings	Four events annually.	Staff



OUTCOME	ACTIVITY	INDICATOR	TARGET	RESPONSIBILITY
Awareness of catchment issues will be raised and informed debate stimulated.	Produce, develop and promote DCP newsletter, website and publications as information sources for all partners.	Production, uptake and feedback on these media.	Quarterly newsletter.	Staff
There will be more widespread awareness of new and existing guidance and best practice will be stimulated.	Share, collate and disseminate best practice in all aspects of water resource management in the Dee catchment.	Presence of up to date information on website, in newsletter and raised at meetings.	Links to all relevant guidance to be available on project website. New guidance to be featured in quarterly project newsletter.	Steering Group / Staff
Awareness and understanding of whole catchment system will be raised.	Collate and disseminate information about the catchment's functioning, resources, strengths and vulnerabilities.	Provision of information.	All on website. Regular newsletter feature. Two seminars a year to partner meetings.	Staff
There will be increased awareness of integrated water resources issues at primary, secondary and higher education levels.	Contribute to education on water resource management issues at all academic levels.	Levels of involvement with schools, ranger services, higher education and research.	Annually: 2 higher education lectures, 1 conference paper, 1 primary and 1 secondary school project.	Staff
The Partnership will benefit from the experiences of other ICM processes. Our experiences will benefit others.	Continue to exchange experience with other ICM processes.	Levels of participation in CATCH and HELP networks.	Active involvement in HELP forum and CATCH forum and network meetings.	PO
We will influence and advise politicians at local and national levels.	Seek opportunities to present information about the value and achievements of ICM.	Number of activities.	One per SG member per year.	Steering Group / Management Group

**Aim 4. Manage the partnership to ensure delivery, transparency, efficiency and relevance.**

OUTCOME	ACTIVITY	INDICATOR	TARGET	RESPONSIBILITY
The project will continue to be coordinated and driven by dedicated staff, thereby achieving long term stability.	Secure long term core funding (from existing as well as new sponsors) for Phase 3 of Dee CMP delivery.	Amount of core funding secured.	Core funding for Project Officer (FTE) to be secured until 2013.	Management Group / Staff
	Manage, train and support staff effectively.	Staff Performance and Personal Development Review.	Satisfactory annual Performance and Personal Development Review.	Management Group / Staff
Our partners and staff will continue to manage and support the long term delivery of the Dee CMP efficiently and effectively.	Participate actively, and/or facilitate involvement, in implementation groups and associated project work.	Levels of active involvement in group meetings and projects.	Four MG meetings a year. Two SG meetings a year. Continued involvement of all group members - no losses.	Management Group / Steering Group / Implementation Groups
Our activities will remain effective, transparent and aligned with the objectives of our partners.	Prepare, monitor progress against, and report on annual SMART operational plans for all Objectives (where appropriate) as part of routine business of DCP groups.	Operational Plans and Annual Report.	Annual	Management Group / Implementation Group chairs
	Undertake periodic major review of Work Programme and adjust activities as required.	First full review of DCP Business Plan.	To be undertaken in 2012	Steering Group / Staff
There will be full and effective communications on all DCP matters.	Finalise and implement a Communications Strategy for the Partnership.	Publication of Communications strategy.	By April 2010.	Staff / Management Group
The Partnership's organisational status will best enable its Aims.	Agree and adopt the most appropriate organisational status for the Partnership.	Agreement and adoption of appropriate status.	By April 2011.	Management Group / Steering Group

# **ANNEX B. Work Programme (ctd)**

## FUNDING HISTORY

INCOME	2004-05	2005-06	2006-07	2007-08	2008-09	2009 -10 to 26 Aug	TOTAL
	Phase 1			Phase 2			
<i>Aberdeen City Council</i>	0.00	15000.00	0.00	5000.00	0.00	0.00	20,000.00
<i>Aberdeen Harbour Board</i>	0.00	2500.00	2500.00	3000.00	3000.00	0.00	11,000.00
<i>Aberdeenshire PED</i>	5000.00	0.00	0.00	5000.00	5000.00	0.00	15,000.00
<i>Aberdeenshire T&amp;I</i>	15000.00	0.00	0.00	6000.00	6000.00	0.00	27,000.00
<i>Cairngorms National Park Authority</i>	2000.00	8000.00	10000.00	10000.00	7500.00	0.00	37,500.00
<i>The MacRobert Trust</i>	0.00	0.00	500.00	5000.00	0.00	0.00	5,500.00
<i>Scottish Enterprise</i>	0.00	5000.00	5000.00	5000.00	5000.00	0.00	20,000.00
<i>Scottish Environment Protection Agency</i>	3000.00	0.00	0.00	3000.00	915.00	0.00	6,915.00
<i>Scottish Natural Heritage</i>	0.00	7500.00	10000.00	10000.00	10000.00	2500.00	40,000.00
<b>TOTAL CASH</b>	<b>25,000.00</b>	<b>38,000.00</b>	<b>28,000.00</b>	<b>52,000.00</b>	<b>37,415.00</b>	<b>2,500.00</b>	<b>182,915.00</b>
<i>The Macaulay Institute (in kind)</i>	0	16138.20	26041.56	48510.00	43395.00	interim figure not available	134,084.76
<b>TOTAL FUNDING</b>	<b>25,000.00</b>	<b>54,138.20</b>	<b>54,041.56</b>	<b>100,510.00</b>	<b>80,810.00</b>	<b>2,500.00</b> ex. MLURI	<b>317,059.76</b>

EXPENDITURE	2004-05	2005-06	2006-07	2007-08	2008-09	2009 -10 to 26 Aug	TOTAL
Recruitment	216.50	597.00	0.00	0.00	0.00	0.00	813.50
Salaries	0.00	20690.00	33386.61	33249.00	24387.00	7690.00	119402.61
Consumables	0.00	117.25	255.16	2668.64	1525.27	1050.00	5616.32
Equipment	0.00	0.00	0.00	0.00	0.00	351.00	351.00
Meetings	0.00	129.12	601.19	1275.61	1028.29	110.00	3144.21
Website	0.00	0.00	0.00	0.00	3974.60	0.00	3974.60
<b>TOTAL</b>	<b>216.50</b>	<b>21,533.37</b>	<b>34,242.96</b>	<b>37193.25</b>	<b>30,915.16</b>	<b>9,201.00</b>	<b>133,302.24</b>

BALANCE (CASH)	2004-05	2005-06	2006-07	2007-08	2008-09	2009 -10 to 26 Aug	TOTAL
Income	25000.00	38000.00	28000.00	52000.00	37415.00	2500.00	182915.00
Expenditure	216.50	21533.37	34242.96	37193.25	30915.16	9201.00	133302.24
<b>BALANCE</b>	<b>24,783.50</b>	<b>16,466.63</b>	<b>-62,42.96</b>	<b>14,806.75</b>	<b>6,499.84</b>	<b>-6,701.00</b>	<b>49,612.76</b>

## POTENTIAL FUNDING SOURCES FOR DEE CATCHMENT PARTNERSHIP PROJECTS

FUNDING SOURCE	PURPOSE
SRDP - LMOs	Land managers can apply for funding for a range of options under LMO up to a maximum allowance for the business. Some options require a five year commitment and compliance with Good Agricultural and Environmental Conditions and Statutory Management Requirements. Others are for one year. LMOs are non competitive and open to all land managers with land in Scotland.
SRDP - LEADER	Support for small-scale, community driven projects that are pilot and innovative in nature. The aim of LEADER is to increase the capacity of local rural community and business networks to build knowledge and skills, and encourage innovation and co-operation in order to tackle local development objectives. Funding is awarded by Local Action Groups (LAGs) who take decisions on projects which are community driven and have a wide community benefit.
SRDP - Rural priorities	An integrated funding mechanism which will deliver targeted environmental, social and economic benefits. It will contribute to the delivery of the Scottish Government's strategic objectives through regional priorities. Rural Priorities is a competitive mechanism to ensure that contracts are awarded for the proposals which are best able to deliver the agreed regional priorities.
SEPA - Water Environment Restoration Fund	<p>SEPA will use funding received from Scottish Government to restore the condition of Scotland's water environment and to support partnership projects with third parties. The fund will progressively increase over the next two years towards £1m in 2011/12 and is then expected to continue at £1m. SEPA's role in the fund is to direct improvements in the water environment. For the present, SEPA has decided that the most cost-effective way to deliver improvements is to work with others.</p> <p>It is important that every project must aim to deliver improvements to wetlands, rivers, lochs/ ponds, estuaries or coasts; contribute towards achieving Water Framework Directive (WFD) objectives; and where possible, deliver a wider range of environmental, social and economic benefits. Examples of partnership projects that could be considered for funding are:</p> <ul style="list-style-type: none"> <li>▪ restoring natural processes in rivers or lochs;</li> <li>▪ engineering degraded rivers to restore natural profiles by recreating meanders;</li> <li>▪ removal or modification of man-made barriers to improve fish passage and sediment transport;</li> <li>▪ restoration of flood plains, coastal intertidal zones and wetlands;</li> <li>▪ scoping studies to assess costed options for restoration works.</li> </ul>
SNH	Scottish Natural Heritage continues to be able to offer grant support for projects not covered by SRDP. We provide grants to a wide range of urban and rural projects that deliver outcomes linked to the SNH Corporate Strategy.
Private trusts/charities	The MacRobert Trust: the major categories under which the Trustees consider support include Science and Technology, and Education. Esmée Fairbairn Foundation: primary interests are in the UK's cultural life, education and learning, the natural environment and enabling disadvantaged people to participate more fully in society.
EU	LIFE is the European Union's financial instrument supporting environmental and nature conservation projects throughout the Union and in some candidate and neighbouring countries.

SG	The Purpose of the Scottish Government is underpinned by five Strategic Objectives - a Scotland that is Wealthier & Fairer, Smarter, Healthier, Safer & Stronger & Greener. Fifteen National Outcomes describe what the Government wants to achieve over the next ten years. Dee CMP delivery supports all five Strategic Objectives, by contributing directly to three National Outcomes & indirectly to a further five (Table 2). Significant contribution is made to sustainability living, the value & protection of the natural environment & reduced local impacts.
AC	<p>Aberdeenshire Council has 26 Strategic Priorities. Delivery of the Dee CMP makes a direct contribution to four of these &amp; indirect to a further three. In particular:</p> <ul style="list-style-type: none"> <li>▪ Helping to deliver the Council's aim to maintain our special environment, thereby being the best area in Scotland.</li> <li>▪ Exemplifying the way in which the Council works with its partners in the North East &amp; beyond by being involved, responding &amp; enabling. Partnership Working fosters efficiency, respect, trust &amp; understanding.</li> <li>▪ Facilitating actions which enhance the quality of rural life in Aberdeenshire, promote good land management that protects &amp; enhances the natural environment, encourage better management of public access to our natural environment, thereby helping to deliver two of the Councils' Single Outcome Agreements (Outcomes 1 &amp; 12) &amp; Strategic Priorities ("providing good quality public spaces" &amp; "protect &amp; promote the natural environment")</li> <li>▪ Setting out actions for the responsible management of our natural resources in the interests of current &amp; future generations, thereby supporting the delivery of the Councils Sustainability Charter</li> <li>▪ Setting out actions which will contribute to the reduction of flood risk, thereby supporting the Council in meeting its obligations under flood risk management</li> <li>▪ Setting out actions to enhance &amp; protect a number of important species &amp; habitats thereby supporting the Council in meeting its obligations under the Nature Conservation Act &amp; assisting the the delivery of the Local Biodiversity Actions Plans of the Cairngorms &amp; North East Scotland.</li> <li>▪ Helping to deliver the Councils remit to improve the approach to engagement &amp; consultation with actively involved residents &amp; communities (Single Outcome Agreement 1).</li> </ul>
ACC	<p>Themes &amp; Strategic Priorities achieved by Dee CMP: Vibrant, Dynamic &amp; Forward Looking: To adopt &amp; implement policies which safeguard Aberdeen's green belt &amp; green wedges (Directly). Community Plan Update – 2008 &amp; Single Outcome Agreement 2008 – 2011:</p> <ul style="list-style-type: none"> <li>▪ 1 - Aberdeen is an even more attractive place in which to do business (Indirectly).</li> <li>▪ 3 - Encourage &amp; support people of all ages to take an active part in their own learning (Indirectly).</li> <li>▪ 6 - Sustain long-term change by focusing on the prevention of, or reduction in, health inequalities (Indirectly).</li> <li>▪ 10 - Neighbourhood Planning delivers quality of life improvements at a local level. (Directly).</li> <li>▪ 10 - Enhance the total environment in social housing areas (Directly).</li> <li>▪ 11 - Every citizen is enabled to be more active in his or her community regardless of their age, gender, sexual orientation, ethnic origin, where they live or disability to ensure everyone can contribute to 'active citizenship' (Indirectly).</li> <li>▪ 12 - Aberdeen's natural &amp; built environment is protected &amp; the City plays its part in protecting our planet (Directly).</li> <li>▪ 14 - The impact of Council activities on the environment is minimised, including a target of being carbon neutral overall by 2020 &amp; a commitment that all new Council developments will be carbon neutral (Directly).</li> </ul>
AHB	Aberdeen Harbour Board operates a major port at the mouth of the River Dee, partially within the Special Area of Conservation. As a Trust Port it must balance its obligation to maintain & improve the port with its duty to have regard for nature conservation. The Board finds membership of the DCMP a useful way to interact with other stakeholders on the river & helps towards its objective of responsible environmental stewardship.
CNPA	Catchment management planning is an important mechanism for partnership working at a landscape scale to deliver the priorities in the Cairngorms National Park Plan, in particular those relating to reducing diffuse source pollution & sustainable flood management. There are direct contributions to: Raising awareness of consequences of land management decisions (positive & negative) for flows & diffuse pollution; Promoting positive land management (Forests & Water Guidelines, Muirburn Code, hill tracks); Establishing whole farm/estate demonstration sites (runoff, water storage, riparian zone management); Addressing loss of riparian & floodplain woodland; Controlling invasive species (mink, fish species); Linking desired improvements to funding sources; & Ensuring consequences of housing, business & infrastructure developments are sustainable, under projected future flow regimes.
DDSF	The DCP is an important delivery mechanism for Dee Fisheries Management Plan objectives & helps DDSFB to develop & strengthen working relationships with stakeholders & regulators.
FCS	Membership of the DCP helps FCS work with the full range of communities & stakeholders in ways that help deliver shared objectives, including obligations under the WFD.

<b>MLURI</b>	The DCP helps the MLURI in a number of ways. First, part of our mission is to provide evidence to support policy & its development, & the CMP provides us with an important example of how the information & knowledge we generate can be relayed to land managers. Second, the Dee CMP process provides an opportunity to learn what issues are priorities for natural resource use & management. Finally, the process also provides us with an opportunity to assess the benefits & challenges of using a partnership approach to tackle land-use & environmental issues.
<b>NFUS</b>	The DCP provides a platform for frank exchange of opinions & ideas between stakeholders & NFUS farmer members. Mutual respect, awareness & understanding are creating better working relationships between these partners.
<b>SAC</b>	As a provider of services to a largely rural client basis the Scottish Agricultural College is committed to the participation in the Dee CMP. It provides the opportunity not only to contribute in our areas of expertise but to actively engage more widely in partnership with a large number of stakeholders positively focussed at the catchment level, covering a number of areas such as legislation & regulation, water & land management, biodiversity & sustainability. It is our view that strengthening these partnerships will be the key to success. The work facilitated by the Dee CMP compliments our mission to enhance the rural economy & environment & we look forward to continuing our contribution.
<b>SE</b>	Scottish Enterprise helps ambitious businesses in Scotland to grow & become more successful, supporting key industry sectors & develop the business environment to enhance Scotland's economy. the Dee CMP supports the sustainable developmet of these sectors.
<b>SEPA</b>	<p>Implementation of the Dee CMP is:</p> <ul style="list-style-type: none"> <li>▪ Helping to ensure compliance with the main objectives of the Water Framework Directive, including bringing all water bodies in the Dee catchment up to at least good status, &amp; ensuring no deterioration from current status. This includes helping to tackle diffuse pollution issues in the Dee as one of the fourteen national Priority Catchments.</li> <li>▪ Improved awareness of relevant good practice &amp; the legislation in place to protect the environment of the catchment; helping businesses to realise the economic benefits of good environmental practise.</li> <li>▪ Better engagement with stakeholder in the water environment for improved ownership of environmental issues.</li> <li>▪ Improved uptake of targeted funding opportunities to deliver the specific measures required to deliver improvements to ecological status.</li> </ul>
<b>SNH</b>	<p>SNH's four frontline priorities all contribute to the Scottish Government's five strategic objectives. They are: 1) Caring for nature eg to produce rich &amp; diverse wildlife habitats on land &amp; at sea; 2) Responding to climate change eg by managing ecosystems that help people &amp; the wildlife adapt to the changing climate; 3) Delivering health &amp; wellbeing eg greater &amp; wider participation enjoying the outdoors &amp; improved health &amp; wellbeing; 4) Supporting the Scottish economy eg sustaining &amp; managing Scotland's natural heritage to underpin economic wellbeing. The DCP provides an ideal mechanism for SNH to work cooperatively with a wide range of stakeholders to deliver these priorities within the Dee catchment. For example:</p> <ul style="list-style-type: none"> <li>▪ The developing project for the reestablishment of riparian woodland in the upper reaches of the river contributes both to caring for nature &amp; managing ecosystems to better respond to climate change.</li> <li>▪ The new project for the realignment of the main stem of the river by the removal of previous revetments will enhance the condition of the River Dee SAC &amp; help to enhance the management of the river. This work will, in turn, contribute to supporting the Scottish economy by helping to underpin the extensive fishing &amp; other recreational interests on the river.</li> <li>▪ The work in Aberdeen to improve water quality &amp; litter issues at the harbour &amp; beach will also contribute to our priority to care for nature while delivering health &amp; wellbeing, as will other aspects of the work further up the river.</li> <li>▪ DCP's role in raising awareness across a spectrum of interests of the need for the stewardship of the Dee catchment will also assist with SNH's desired outcome of a greater understanding &amp; appreciation of nature &amp; close involvement &amp; care by people in managing the nature around them.</li> <li>▪ The main Grampian contribution to actions to be taken in priority catchments to address diffuse pollution will be through contributing to the DCP &amp; implementation of any projects which derive from that.</li> </ul>
<b>SRPBA</b>	The DCP provides a trusted forum for infomation exchange between stakeholders involved with rural property & businesses connected with the land.
<b>SW</b>	<p>Scottish Water's purpose is to provide high quality affordable water while protecting &amp; enhancing our environment &amp; supporting Scotland's communities &amp; economy. The Dee CMP can contribute towards this in the Dee catchment area &amp; will assist in the following areas in which SW has a particular interest or role to play:</p> <ul style="list-style-type: none"> <li>▪ Identification of potential issues &amp; mitigation measures to ensure the necessary protection of Drinking Water Protected Areas with the aim of avoiding deterioration in their quality &amp; also aiming to reduce the level of purification treatment required in the production of drinking water.</li> <li>▪ Promoting responsible access to land &amp; water which will aid the protection of SW sources &amp; assets.</li> <li>▪ Developing working relationships with stakeholders &amp; regulators to understand the condition of the environment &amp; work to continue to meet regulatory requirements &amp; provide environmental protection in relation to the SW activities in the catchment (such as impoundments, abstractions &amp; discharges).</li> <li>▪ Providing input to future SW investment plans to address improvements that may be required.</li> </ul>

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STEERING	MANAGEMENT	URBAN WATERCOURSES	SEPTIC TANKS	DIFFUSE POLLUTION	FLOW MANAGEMENT
AC	AC	ACC	AC	AC	<b>AC (chair)</b>
ACC	ACC	<b>AHB (chair)</b>	CNPA	ACC	ACC
AHB	CNPA	EGCP	MLURI	CNPA	CLBAP
CNPA	<b>MLURI (chair)</b>	SAC	NFUS	DDSFB	CNPA
DDSFB	SEPA	SEPA	SAC	FCS	DDSFB
FCS	SNH	SNH	<b>SEPA (chair)</b>	NFUS	FCS
MLURI		SW		SAC	Landcare NE
NFUS				SEPA	NELBAP
SAC				SGRPID	NFUS
SE				<b>SNH (chair)</b>	RSPB
SEPA				SRPBA	SAC
SGRPID					SEPA
SNH					SGRPID
SRPBA					SNH
SW					
NEAAG					

Other organisations have been involved in various workshops and Working Groups during the development and implementation of the Dee Catchment Management Plan. These include:

Aberdeen and Grampian Chamber of Commerce, **Cairngorms Local Biodiversity Action Plan**, Dee Salmon Fishery Improvement Association, **East Cairngorms Access Project**, Farming and Wildlife Advisory Group, **Fisheries Research Services**, The MacRobert Trust, **Marr Area Partnership**, Mountaineering Council Scotland, **National Trust for Scotland**, NE Local Biodiversity Action Plan, **North East Mountain Trust**, North East Native Woodlands, **North East Scotland Flood Appraisal Group**, Ramblers Association, **Royal Society for the Protection of Birds**, Scottish Rights of Way and Access Society, **Scottish Wildlife Trust**, and Visit Scotland Aberdeen and Grampian.

**AC** Aberdeenshire Council

**ACC** Aberdeen City Council

**AWPR** Aberdeen Western Peripheral Route

**CATCH** Catchment Advice Template and Exchange

**CLBAP** Cairngorms Local Biodiversity Action Plan

**CMP** Catchment Management Plan

**CNPA** Cairngorms National Park Authority

**DCP** Dee Catchment Partnership

**DCMP** Dee Catchment Management Plan

**DDSF** Dee District Salmon Fishery Board

**EC** European Commission

**EGCP** East Grampian Coastal Partnership

**EU** European Union

**FCS** Forestry Commission Scotland

**FTE** Full Time Equivalent

**HELP** Hydrology for Environment Life and Policy

**ICM** Integrated Catchment Management

**LAG** Local Action Group

**LBAP** Local Biodiversity Action Plan

**LEADER**

**LMO** Land Managers Options

**MG** Management Group

**MLURI** Macaulay Land Use Research Institute

**NEAAG** North East Area Advisory Group

**NE** North East

**NELBAP**

**NESBREC**

**NFUS** National Farmers' Union Scotland

**PED** Planning Environment and Development

**PO** Project Officer

**RBMP** River Basin Management Plan

**RPAC** Regional Proposal Assessment Committee

**SAC** Special Area of Conservation

**SEARS** Scotland's Environmental and Rural Services

**SEPA** Scottish Environment Protection Agency

**SGRPID** Scottish Government Rural Payments and Inspections Directorate

**SG** Steering Group

**SMART** Specific, Measurable, Attainable, Realistic, Time-based

**SNH** Scottish Natural Heritage

**SRPBA** Scottish Rural Property and Business Association

**SRDP** Scottish Rural Development Programme

**SW** Scottish Water

**T&I** Transport and Infrastructure

**WFD** Water Framework Directive

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