



***Working together to protect the Tweed  
and its tributaries***

**Business Plan 2010/11 – 2012/13**

September 2009

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## **I. Executive Summary**

Tweed Forum is the umbrella organisation dedicated to integrated management of the Tweed and its tributaries. In recent years it has earned a reputation as an exemplar of the partnership approach to managing land and water in a holistic and strategic way. It has built up a track record for delivering action on the ground, as well as promoting the way partners can work together in an efficient, innovative and cost effective way.

This business plan sets out the vision and plan of action for the next 3 years. This is an exciting time for the water environment as a number of key Directives (Water, Floods, Habitats) need to come together in order to make a real impact on our freshwater assets. Tweed Forum is ideally placed to help ensure the continued protection and enhancement of this most precious of resources.

## **2. Introduction – mission and vision**

The importance of the Tweed to the region, and the value of environmental, social and economic services it provides, is well documented. The fishery alone is estimated to be worth £18 million a year to the local economy and supports nearly 500 jobs. Suffice to say that it is one of the regions greatest assets and warrants careful management.

Tweed Forum was established in 1991 to:

***Promote the wise and sustainable use of the Tweed through holistic and integrated management and planning***

The Forum's guiding strategic document is the Tweed Catchment Management Plan (TCMP), a complex and ambitious document that synthesises our members' aspirations with regards to the river into one cohesive vision and plan of action. The aim of this plan is:

***To conserve, enhance and, where appropriate, restore the total river environment through effective land and resources planning across the Tweed catchment***

The targets and actions fall under 7 main headings (see Annex IV for more detail) –

- water quality
- water resources
- riverworks
- habitats and species
- flood management
- delivery in partnership

Tweed Forum achieves the above by working at both the policy level (influencing legislation and working practices) and project level (delivery of physical outputs on the ground). It complements and adds value to the work of its members through:

- **Facilitating and Enabling**
  - mediator/honest broker – defusing potential conflicts
  - promoting integration, coordination and cooperation
  - pooling resources and secure funding
  -
- **Seizing Opportunities**
  - funding
  - forming partnerships
- **Filling Gaps**
  - encouraging others to action, or
  - taking direct action
- **Communicating**
  - improving flow of information
  - articulating and promoting collective aims and objectives

Tweed Forum has evolved from an informal liaison group into a fully staffed company which has built up a reputation as an exemplar of best practice with regards to integrated catchment management. Since the cessation of Heritage Lottery Funding in 2006, which the Forum enjoyed for 7 years, the Forum has relied upon funding from a wide number of sources. It has had to re-focus its activity and become a leaner and more commercially aware entity.

This business plan outlines our structure, vision and the means by which we deliver the priorities of our members. It represents a plan of action for continuing to protect and enhance the Tweed Catchment; the way we work together and why this approach represents the most effective, and crucially the most cost effective, way of doing so.

### **3. Organisational background**

Tweed Forum is a company limited by guarantee and a charitable trust. It initially formed in 1991 as an informal liaison group in recognition of the cross border nature of the Tweed catchment and the clear need for better coordination. In 1999 it was able to employ a dedicated team of staff due to the support of key members and importantly the Heritage Lottery Fund. The support from the latter lasted 7 years and was linked to the Forum delivering the £9 million Tweed Rivers Heritage Project.

#### **Members**

Tweed Forum is an umbrella organisation and our membership is open to those with a legitimate interest in the river and its management. It currently has 28 members, drawn from statutory, private and voluntary sector, including:

- Borders Angling Federation
- Borders Forest Trust
- Department of the Environment, Food and Rural Affairs
- Environment Agency
- Forestry Commission
- Natural England
- Northumberland County Council
- Northumberland National Park Authority
- Northumbrian Water
- Northumberland Wildlife Trust
- Royal Society for the Protection of Birds
- River Tweed Commission
- Scottish Agricultural Colleges
- Scottish Borders Council
- Scottish Enterprise
- Scottish Environment Protection Agency
- Scottish Government
- Scottish National Farmers Union
- Scottish Natural Heritage
- Scottish Rural Property & Business Association
- Southern Uplands Partnership
- Scottish Water
- Tweed Foundation
- Visit Scotland Borders

### **Area of operation**

Tweed Forum's work is focused on the Tweed catchment, which largely follows the Scottish Borders Council region. This covers an area of over 3000 square miles with just under 20% of the catchment lying in North Northumberland. The fact that the Tweed is a cross border river is one of the main drivers for the Forum – to ensure that two differing legal, fiscal and administrative systems meet effectively in the middle to achieve an integrated approach.

### **The Board and Executive Committee**

The steering group for the Forum is the Executive Committee which consists of the Board of Directors (currently 4) and key co-opted members from both sides of the border. The Committee is made up of senior managers, from both public and private sectors, that helps steer and scrutinise the affairs of the Forum in detail. Current membership is as follows:

Bob Kay - Tweed Forum Chairman  
 Ian Davidson – Rural Payments and Inspections Directorate  
 Willie McGhee - Borders Forest Trust  
 John Hogger - Environment Agency  
 Northumberland National Park Authority – to be confirmed

Nick Yonge – River Tweed Commission/Tweed Foundation  
Ian Lindley - Scottish Borders Council  
Angela Foss - Scottish Environment Protection Agency  
Andrew Panter - Scottish Natural Heritage  
Chris Badenoch - Tweed Forum Director  
Allan Goodson – Marlfield Estate  
Simon Henderson – West Fenton Farm and Fenton Centre  
Professor Chris Spray - UNESCO Centre for Water Law, Policy and Science

## **Staff**

The Forum currently employs 5 people, 4 of whom are counted as core staff i.e. essential to the day to day running of the Forum. This includes the Manager, CMP Project Officer, Collaborative Action Coordinator and the Office/Finance Manager. There are two other project staff –the Till Wetland Restoration Project Officer and a seasonal Invasives Project Officer.

*NB. It should be noted the finances of the distinct projects (Invasives, Wetland etc) the Forum run are not considered in this business plan. All project budgets, including staff costs, are run separately and are fully funded.*

## **Working Groups**

In addition to the Executive Committee, a number of working groups have been formed to progress and address the priority targets and actions from CMP. At present these include:

- Riverworks Group
- Wetlands and Riparian Habitats Group
- Water Resources.

These groups draw on specialists from the Forum membership and meet regularly to address policy issues such as the streamlining of cross border regulation and the development of practical projects on the ground. Groups such as the Wetlands and Riparian Habitats Group have spawned a number of significant projects which have warranted their own steering groups.

## **4. Achievements and track record**

Over the last decade the Forum has developed a strong track record and performance in delivery and adding value in the field of integrated catchment management. Testament to this is the fact that SEPA and the EA utilise existing Forum structures to deliver the Tweed Area Advisory Group, a requirement in their River Basin Planning duties, as well as the fact that it was recently selected to be an exemplar of best practice under the UNESCO HELP programme (Hydrology for the Environment, Life and Policy).

Key achievements include:

- The development and delivery of the £9 million Tweed Rivers Heritage Project on time, to budget and to standard (under spend of £2144 or 0.00023%). This is still considered a blue print for partnership working at the landscape scale by the Heritage Lottery Fund. Amongst other outputs this brought about 130km of river fenced and planted, 1400 hectares of woodland, wetland and moorland enhanced, 140,000 trees planted, 80 ponds created, 36km of hedgerow created, eradication of alien species along 300km of river etc.)
- The development and servicing of the Tweed Catchment Management Plan, one of the most thorough and dynamic strategies of its kind in the UK.
- Identification and agreement, across a broad range of stakeholders, of priority issues within the catchment, with accompanying strategic delivery of practical measures and projects to deal with those issues including loss of habitats and biodiversity, diffuse pollution control, natural flood management etc.
- The servicing of working groups – such as the Riverworks Group - to help ensure streamlined regulation between agencies, on both sides of the border.
- Inputting at a policy level to key policy consultations as well as contributing to national steering/working groups in key catchment management areas.
- Ensuring integration of TCMP with other planning processes through inputting to the LBAP, river basin planning (WFD), Flood Liaison Group, Community Planning (New Ways) etc.
- Focusing on work that delivers multiple benefits on multiple strategic fronts (i.e fulfilling targets under the Habitats, Water Framework and Floods Directive) and championing the ecosystem services philosophy.
- Leading the way in catchment scale control of invasive plant species at a UK level.
- Coordinating and developing two of the first Natural Flood Management demonstration sites in Scotland (Craik and Eddleston).
- Demonstrating the widespread application of the wetland filtration systems approach to controlling diffuse pollution.
- Assisting SEPA and the EA in engaging stakeholders in the River Basin Planning process through co-delivery of the Tweed AAG.
- Employing a facilitator to ensure that the SRDP environmental measures pertaining to water management are rolled out in a collaborative way and, crucially, ensuring that the right measures are taken up in the right places at the right scale.
- Communications with all stakeholders from small communities through to Ministerial level.
- Establishing a trading arm of the Forum to enable consultancy work to take place outside our immediate remit and thus raise funds to help ensure the continuation of the Forum.
- Facilitating and sourcing funding for a wide range of projects and crucially, *multiplying* contributions to achieve significant gearing and leverage. This is one of the most compulsive arguments/justification for the Forum

approach. For example, over the last few years for every pound that SEPA contributed to the Forum a further £13 was added in terms of work (physical restoration, communication, education, research etc) that fulfils their strategic aims. Likewise with SNH, the gearing is 14 to 1.<sup>1</sup>

- Ensuring a joined up approach and efficient use of available resources to maximise ‘bang for buck’.

Whilst this plan examines the core role of the Forum, the diversity and number of projects that it helps deliver outside the sphere of “core work” should be recognised. Many of these projects would not have happened without the Forum. Some recent projects include:

Tweed Invasives Project, Wetland Filtration Systems, Ponds for Biodiversity, Great Crested Newt Ponds, Craik Natural Flood Management Project, Till Floodplain Restoration Project, Till Wetland Project, Wetland Vision Project, Tweed Water Vole Initiative, Tweed Aerial Survey and Habitat Mapping, Cheviot Futures, Coldingham Priory and Community Garden, Eddleston Water Restoration Project.

## **5. Strategic direction**

### **The need for ICM and Tweed Forum**

The need for integrated catchment management (ICM) has never been more explicit. When the Forum first started ICM was a concept little known outside academic circles, but with the arrival of the WFD it is now part of our legislative framework. A central tenet of the WFD is that it should be delivered in partnership and key into other policy frameworks. Likewise, a new philosophy for habitat and biodiversity projects is the emphasis on ecosystem services i.e. achieving multiple benefits by improving the ecosystems upon which humanity relies, taking into account both the social and economic dimension, alongside purely environmental concerns. It is now clearly recognised that only through frameworks such as ICM will this integration of social, economic and environmental issues be readily achieved.

Tweed Forum is ideally placed to take a lead on these fronts due to its structure, remit and track record.

### **Adapting to change**

The HLF era (1999-2006) saw the Forum focus on the delivery of projects across a very wide spatial and thematic spectrum. It also gave us the opportunity to develop the CMP and more importantly start delivering on the key issues. This now forms the basis and justification for all our work.

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<sup>1</sup> It should be noted that this does not include the monies that will be levered in through RDC’s to action on the ground that actively improves the status of the Tweed (through riparian fencing, wetland creation, buffer zones etc). This will increase the gearing even further.

The loss of HLF monies has meant that the Forum has had to become a leaner entity, clearly aligning our work to delivering and adding value to our member's needs and strategic objectives through the servicing of the TCMP. Whilst staffing levels have remained much the same, it is now essential that we practice full cost recovery and ensure our work has a clear business case. We have also started a commercial trading arm that can help bring monies to the charitable side.

Our CMP work has meant we are ideally placed to help with the river basin planning process and the implementation of restoration work in partnership.

### **Strategic focus**

Our **goal** is integrated catchment management. As already stated, the need to work in a smarter way and to integrate, as far as possible, the varying interests and demands of the stakeholders in the Tweed catchment has never been more pertinent. Tweed Forum has proven the benefits of the collaborative approach and has the track record and structure to deliver this goal.

Our **role** is that of facilitator, enabler, supporter, advocate and influencer - only where there are clear gaps will we take direct action ourselves. This principle of not duplicating, but adding value, is central to the Forum philosophy.

The **aims and objectives** of the Forum are detailed in the CMP together with a plan of **actions and targets**. The CMP is reviewed every three years to monitor progress and to update the action plan. During this process the targets and actions are prioritised (by our members) into work programmes that are taken forward by bespoke working groups. These work plans can be seen in annex III. It is important to note that these plans consist of those priority actions and targets within the plan where the Forum is deemed or invited to have a role by its members.

The Forum will deliver these **targets** through the roles already outlined in section 2. Progress will be evaluated against the **indicators** specified in the plans.

### **Priorities for the future**

Whilst the work plans give the detailed list of actions and targets to be taken forward, the major strategic goal for the future is to help our members deliver their aspirations whilst also delivering on three complimentary EU Directives in an efficient and integrated way. (see Annex for more detail)

Delivery of the **Water Framework Directive and the RBMP** in partnership with SEPA and EA will be central to our work. We are presently delivering work that addresses invasive non native species, diffuse pollution and morphologically degraded stretches. We will continue to facilitate restoration action on the ground that helps achieve good 'ecological status' and seek innovative ways of addressing these 'significant water management issues'. The Forum will help SEPA and the EA meet their RBMP objectives of no deterioration and improvement of water bodies within the Tweed catchment.

We will continue protect and enhance the designated sites but increasingly target other priority wetland habitats that enjoy less attention and protection such as the basin mires and raised bogs, ponds, scrapes, fens and flushes. This will help SNH and Natural England, and indeed all our members, fulfil their obligations under the **Habitats Directive**.

We will strive to lead on the challenge of climate change and making our landscape more resilient to more extreme and unpredictable conditions. Working with land managers and communities to promote natural flood management and help slow down flow and increase storage in the uplands will be a major priority thus progressing actions under the **Floods Directive** for more sustainable flood management solutions.

We will continue to strive for multiple benefits and champion the ecosystem approach and disseminate the lessons learned to other stakeholders and land/water managers.

## **6. Financial implications**

Our ability to deliver this plan is naturally entirely dependent on securing sustainable core funding. Since the cessation of the 70% core support from the HLF, this has become a real a challenge but one that the Forum has met very successfully. Despite the loss of this support there has been virtually no loss in staff capacity.

We are heavily dependent on our members contributions and in particular SNH, SEPA, SBC and the EA. This provides the back bone to our finances and the loss of any one particular strand would have far reaching implications. However, we feel the business case is such that the support will continue. The associated risks are examined in the next section.

The financial plan in Annex I outlines in detail the projected scenarios for the Forum core staff and the assumptions underpinning these.

## **7. Risk Management**

The detailed financial situation is examined in the financial plan but it is evident that the loss of core funding represents the single biggest risk to Tweed Forum. Contributions to core costs are largely sought from the membership on a year by year basis. Likewise, project management fees are generally difficult to predict any length of time in advance and as such the risk is deemed high. For this reason, the Board/Executive Committee, backed up with independent advice, have adopted the policy of holding at least one years core costs in reserve. The Reserves Policy in Annex II examines this in more detail but this cushion gives some comfort against the likes of redundancy fees, loss of membership support or the claw back of public monies due to defaulting on contractual obligations etc.

The main risks to the Forum are considered below:

<b>Category</b>	<b>Risk</b>	<b>Potential impact</b>	<b>Risk level</b>	<b>Mitigation</b>
<b>Financial</b>	Loss of core funding	Insolvency or forced to shed staff	High-Medium	Build business cases/SLA's with key funders/members.
				Keep membership engaged and aware of the Forum services/benefits
				Seek alternative funding.
				Use General Reserve to underwrite the shortfall in the short term.
	Breach of contract	Re-clawing of public monies	Low	Systems in place to closely adhere to contractual obligations.
				Last resort - use General Reserve
<b>Management</b>	Loss of key staff	Loss of experience	Medium	Ensure team building and supportive environment for staff and, as far as possible, competitive salaries.
				Ensure, as far as possible, overlap in contracts.
	Poor staff performance	Lack of delivery. Loss of reputation.	Low	Staff appraisals. Training. Team building.
				Regular meeting of the Executive Committee to review progress.
<b>Legislative</b>	Public and professional liability		Low	Appropriate insurances in place. Use external consultants in areas of higher risk.
<b>Health &amp; Safety</b>	Accidents in and out of the office	Injury to staff	Low	Full H&S audit carried out and policy implemented. Procedures in place.
<b>Other</b>	Termination of office lease	Loss of office space	Medium	Rolling annual lease. Seeking appropriate alternatives.

## **8. Monitoring and evaluation**

The performance of the Forum is principally measured through the delivery of the actions and targets within the CMP and particularly, the work programmes. Since publication the CMP has changed fundamentally, as the actions and targets of the plan are realised, and this is testament to the amount that has been achieved by the Forum membership.

The CMP has just been reviewed and an up-to-date set of work programmes has been produced setting out the priority targets and actions. A new addition will be the establishment of indicators in order to measure progress on the actions. This

will be reviewed regularly by the Executive Committee and formally reported on annually.

## **ANNEX I**

### **FINANCIAL PLAN 2009/10 – 2011/12**

#### **I. SUMMARY**

1.1 Over the last few years Tweed Forum has shown that it can survive without 70% core support from the Heritage Lottery Fund, largely due to the consolidated contributions from member organisations which provide the core of the Forum's finances. This income, however, will never be enough to cover all the activities that the Forum needs to undertake in order to fulfil its role. This section therefore sets out the financial profile of the Forum for the next three years, describes the assumptions upon which this is based and proposes a number of actions to ensure that the organisation continues to function effectively. It is intended that this document is rolled forward on a yearly basis so the position three years ahead is as transparent as possible.

#### **2. BACKGROUND**

2.1 The Business Plan covers the Forum's core work in protecting and enhancing the Tweed Catchment:

- The development and delivery of the Catchment Management Plan (CMP).
- The servicing of the various management and technical working groups.
- The support of the Area Advisory Group and assistance in delivery of Water Framework Directive objectives, including River Basin Planning and restoration work on the ground.
- Facilitation of project work relevant to the objectives of the CMP.

2.2 Individual projects have their own budgets, steering groups and staff and are thus largely outwith the scope of this Business Plan, which is concerned with maintaining the central functions of the organisation. Invasives, for example, are a key project for the Forum and one that the organisation needs to commit resources to over a long period of time, but this does not need to be funded from core resources.

#### **3. KEY WORKING ASSUMPTIONS**

3.1 In drawing up future budgets it is necessary to define the key working assumptions. These are as outlined below.

##### **Expenditure assumptions**

1. To cover the core work, as described in the Business Plan, and to co-ordinate project working the Forum needs the following staff: Forum Manager, Office Manager (4 days/week), CMP Officer (3 days/week) and Collaborative Action Coordinator.
2. Inflation has been built into the budget at 2% per annum (in line with current rate but will track inflation accordingly). However, this will be reviewed by the Executive Committee on an annual basis.

3. Office costs will generally be on a like-for-like basis.
4. If any member of core staff leaves, they will be replaced.
5. The General Reserves will not be used except in extreme circumstances.
6. Projects will be run separately from the core budget. Most projects are supported by separate funding streams and generally need to be fully funded prior to starting. Including the whole turnover of the Forum would therefore be misleading and would not help the debate about the core role and the funding of it. However, income derived from managing projects does appear in the core budget.
7. The Forum is constantly striving to reduce overheads and has of late made creative changes and significant savings to, for example, phone charges (supplier) and motoring costs (pool car arrangement).

### **Income assumptions**

1. Cash contributions do not include inflation.
2. The consolidated contributions from member organisations will remain at around the same level as present for the next three years. This is based upon past experience but it is recognised that this cannot be guaranteed.
3. Surplus unrestricted income made in the current financial year goes to the General Fund and is re-deployed to meet gaps in subsequent years.
4. The General Fund will be built up to the equivalent of one year of core costs, as resources allow (see Reserve Policy for more detail).
5. The interest earned from project funds held in advance is included as a significant budget line although this has decreased markedly of late.
6. While expenditure for the year 2012-13 is shown, it is difficult to predict income streams at this stage, particularly from project management so this is left blank.

## **4. UNAVOIDABLE COMMITMENTS**

4.1 The main commitments, apart from the delivery of projects, are the Forum staff and associated budgets, including office costs.

4.2 Redundancies do, however, represent a cost that will need to be paid for from time to time, but there is enough in the General Fund to absorb these should the need arise (present cost implication based on statutory guidelines is £3500)

## **5. OPTIONS ANALYSIS**

5.1 Project management has proved to be a useful income stream but it is difficult to predict the detail beyond a couple of years in advance and it cannot be guaranteed. Other sources of funding need to be explored wherever possible.

5.2 The expertise of Forum staff is an invaluable asset that can be used to bring in funding through the Confluence Consulting. Current daily rates are in the region of £250/day. Building a viable consultancy arm, as a subsidiary operation, should be considered as a medium term exercise once the core costs of the organisation are stabilised.

The budget shows an income deficit which increases year on year. However, it is normal practice for the Forum to predict an income shortfall at the beginning of the year. Our recent experience has witnessed small surpluses at the end of the financial year, all of which have contributed to the General Reserve.

## **6. FUTURE OPTIONS**

6.1 It is envisaged that income from managing new and existing projects will help meet a large proportion of the shortfall. The following projects will yield income over the next few years:

- Till Floodplain Restoration Project
- Cheviot Futures
- Till Wetland Vision
- Tweed Invasives Project
- RDC output plan payments
- Built heritage projects such as Coldingham Priory
- Eddleston Water Restoration Project

6.2 However, it is likely that the Forum will need to seek new sources of funding to meet the gap or be forced to reduce staff levels accordingly. In relative terms the funding gap is significant and the most obvious sources of funds have already been fully utilised or explored. However, other sources that will be targeted include landfill tax credits, charitable trusts, and Leader (Northumberland and Scottish Borders) as well as opportunities for income generation via the consultancy arm – Confluence Consulting.

## **7. CONCLUSIONS**

7.1 The analysis indicates that Forum needs to maintain a minimum of 3.0 full-time staff equivalents in order to deliver its core objectives. Despite the predicted shortfall, the track record of the Forum in recent years is such that we are confident this will be met in the short to medium term and certainly for the duration of this 3 year financial plan.

7.2 The Forum will continue to secure and harness resources in order to meet this gap and the Executive Committee will continue to monitor its position. This plan will be updated on a yearly basis, and the 3 year projection revised accordingly, to ensure transparency and to allow management decisions to be made well in advance of anticipated shortfalls.

## **ANNEX II**

### **TWEED FORUM**

#### **FINANCIAL RESERVES POLICY**

The Directors/Executive Committee of Tweed Forum have reviewed the charity's need for unrestricted financial reserves and consider that the charity should hold such reserves due to the following reasons:

- The dependence on grant income from public and private sector bodies on a year to year basis with no cast iron guarantees of continuity.
- The risk associated with signing up to onerous contractual obligations with various funding bodies (e.g. EU, HLF etc) that have mechanisms for re-clawing grant if in default of conditions – e.g. up to 10 years after project completion.
- The need to provide for staff redundancies (although this presently stands at only £3500)
- The extremely unpredictable economic climate which means that the usual rules of prudent financial management are largely obsolete.
- The Forum requires sufficient breathing space to find continuation funding or implement an exit strategy that satisfactorily concludes and resolves current commitments (e.g. invasive control work).
- Sufficient resources for one off costs may have to be incurred in the near future such as computer system upgrade and possibly moving to new office premises.

Holding such reserves is consistent with the current statement of recommended practice for charities (SORP 20050.) It is also recommended by the Office of the Scottish Charity Regulator (OSCR).

The Directors, therefore, consider it prudent that the current financial reserves (i.e. the Unrestricted Funds, currently standing at around £160k) should be increased and maintained at a level that is sufficient to cover one year of operating costs. In 2009 this was more or less achieved but it should be noted that these are being used to underwrite the shortfalls predicted in future years.

This principle was confirmed by a visit from an independent financial advisor (sent by Esmee Fairbairn Foundation to assess the competency of the Forum as part of their grant evaluation) in 2007 who stated that a charity of our size should have at least one year of core costs in reserves.

The target will be met by a combination of managed savings; the minimisation of costs and maximisation of unrestricted income through project management earnings (partly through the consultancy arm). Its achievement will be dependant on the agreement of the public sector organisations to allow sufficient flexibility in their grant funding to offer grant with the knowledge that these reserves exist.

Progress towards meeting the financial reserves target will be monitored and reviewed by the Director's/Executive Committee on a yearly basis. Once the target has been met, Directors will review the financial reserve annually.

It should be noted that these reserves are held in a triple star rated savings account – i.e. one of the safest of its type in terms of risk.

## ANNEX III

### CMP WORK PROGRAMMES AND INDICATORS

<b>WATER QUALITY (Strategic Aim 1)</b>							
<b>Target/action</b>	<b>Priority</b>	<b>Timescale</b>	<b>Information need</b>	<b>Advice, awareness, training</b>	<b>Policy</b>	<b>Project</b>	<b>Key Indicator(s)</b>
<b>Target 1.1.1 Reduce the impact of diffuse agricultural pollution on the surface and ground water quality of the Tweed catchment.</b>							
1.1.1.1 Address those agricultural sectors that contribute most to diffuse agricultural pollution with targeted and coordinated action.	<b>High</b>	ongoing		○		○	Collaborative Action Co-ordinator report Catchment Sensitive Farming report Liason with SEPA Diffuse Pollution Group Participate in agricultural seminars/discussions
1.1.1.2 Continue to implement improved farm waste management through nutrient budgeting and other waste minimisation and efficiency measures, where possible.	<b>High</b>	ongoing		○		○	Collaborative Action Co-ordinator report Catchment Sensitive Farming report
1.1.1.4 Increase awareness and promote action amongst farmers of practical ways to reduce diffuse pollution, highlighting the potential economic savings that can be made	<b>High</b>	ongoing		○			Collaborative Action Co-ordinator report Catchment Sensitive Farming report
1.1.1.6 Increase awareness of both statutory and non-statutory diffuse pollution codes of practice.	<b>High</b>	ongoing		○			Number of TForum awareness raising activities
1.1.1.3 Promote the use of Constructed Farm Wetland systems.	<b>Medium</b>	ongoing			○	○	Number of new networking/funding opportunities seized Number of new CFW systems constructed Attendance at Constructed Wetlands Research Group meetings
<b>WATER RESOURCES (Strategic Aim 2)</b>							
<b>Target 2.1.1: Reduce the impact of surface and groundwater abstractions on riverine, riparian and wetland ecology</b>							
2.1.1.3 Explore demand management and storage measures which encourage water conservation and reduce overall abstraction volumes	<b>High</b>	ongoing		○		○	Outcome of investigations into winter storage reservoirs
2.1.1.4 Assess the potential impact of land use changes on flows and undertake monitoring as required	<b>Medium</b>	ongoing	○			○	Outcome of collaboration with Dundee University Number of new findings/additions to the knowledge base

## HABITATS & SPECIES (Strategic Aim 3)

Target/action	Priority	Timescale	Information need	Advice, awareness, training	Policy	Project	Key Indicator(s)
<b>Target 3.1.1: Improve knowledge of the extent, status and distribution of riverine, riparian and wetland habitats</b>							
3.1.1.1 Digitally map current and historical wetland sites and use this to target restoration programmes	High	2011	○			○	Creation of inventory of current and historical wetland sites Number of targeted restoration projects to use inventory
3.1.1.2 Digitally map current riparian habitat restoration work and use this to inform future work and establish habitat networks	High	2010	○			○	Creation of inventory of current riparian habitat restoration work Number of projects to use inventory Numbers of new habitat networks
3.1.1.3 Determine the requirement for RHS in the catchment and implement what is practical	High	2010	○				RHS report for catchment
3.1.1.4 Identify priority areas of riverine, riparian and wetland habitats that require protection and restoration	High	2011	○			○	Inventory of priority areas
3.1.1.5 Develop and maintain a register of designated riverine, riparian and wetland sites in the catchment which includes information on reasons for designation, potential threats and their relevance to local and national biodiversity	High	ongoing	○			○	Creation of register
<b>Target 3.2.2 Encourage the retention and expansion of wetlands and natural ponds to safeguard and enhance ecosystem services</b>							
3.2.2.1 Ensure that Local Plan policy reflects the importance of wetlands and ponds and the planning process encourages the inclusion of ponds and wetlands in landscape development	High	ongoing			○		Relevant sections of Local Plan policy
3.2.2.3 Promote and encourage agricultural practices, which maintain, enhance and create wetland areas and ponds	High	ongoing		○	○	○	Collaborative Action Co-ordinator report Number of TForum awareness raising activities
3.2.2.2 Raise awareness of the importance of wetland sites with appropriate interpretation and guided walks for the public and schools	Medium	ongoing		○		○	Number of TForum awareness raising activities
<b>Target 3.2.3 Develop and implement a wetland and riparian habitat strategy to inform future management.</b>							
3.2.3.1 Encourage reduced stock numbers in riparian areas and where necessary exclude stock to minimise erosion and retain/re establish bankside vegetation	High	ongoing				○	Number of Collaborative Action projects
3.2.3.3 Encourage management of riparian habitats in urban areas and encourage community participation in such schemes	High	ongoing		○	○		Number of interactions with managers of riparian habitats in urban areas Number of communities participating
3.2.3.2 Periodic review of the management of habitat enhancement sites to produce a mosaic of habitats	Medium	ongoing	○			○	Outcome of review

<b>Target 3.3.1 Improve knowledge, understanding and awareness of the potential threats of non native riverine and riparian species and the need to prevent their introduction</b>							
3.3.1.1 Identify and catalogue non native riverine and riparian species that currently pose a threat to the habitats and species of the Tweed catchment.	High	ongoing	○			○	Creation of inventory of non-native species
3.3.1.2 Continue research into the impact and control of non native species on the native habitats and species of the catchment	High	ongoing	○			○	Report on Tweed Invasives Project monitoring
3.3.1.5 Promote the national RAFTS biosecurity planning process and support any local measures that contribute to this process	High	ongoing		■	○		Number of TForum awareness raising activities
							Number of local measures that contribute to process
<b>Target 3.3.2 Control and where possible eradicate priority non-native species</b>							
3.3.2.1 Continue to map the extent of Giant Hogweed and Japanese Knotweed and sources of invasion	High	ongoing	○			○	Mapped distribution of Giant Hogweed and Japanese knotweed
3.3.2.2 Continue with the coordinated catchment wide control programme for Giant Hogweed/Japanese knotweed	High	ongoing				○	Report on Tweed Invasives Project
<b>Target 3.1.2 Improve knowledge and understanding of species of conservation interest</b>							
3.1.2.1 Review data on all priority species and assess the need to commission further survey and monitoring work.	Medium	ongoing	○			○	Outcome of review
3.1.2.2 Coordinate all existing and incoming species data referenced to the river and river corridor and encourage participation of local experts and recorders to achieve this.	Medium	ongoing	○			○	Production of comprehensive database
							Number of interactions with local recorders
<b>Target 3.2.1 Encourage the strategic development of habitat networks throughout the catchment, linking riparian, floodplain, wetland, upland and native woodland habitats</b>							
3.2.1.2 Using the Borders Woodland Strategy tools, promote the creation and enhancement of native woodland, and riparian habitats which form part of a strategic network, linking woodlands to other semi natural habitats on a catchment scale.	Medium	ongoing		○		○	Report on the creation and enhancement of native woodland and riparian habitats
<b>Target 3.3.1 Improve knowledge, understanding and awareness of the potential threats of non native riverine and riparian species and the need to prevent their introduction</b>							
3.3.1.3 Carry out a publicity campaign to raise awareness of the potential threats posed by non-natives, measures to prevent their spread/introduction and methods of control.	Medium	2010			○	○	Number of TForum awareness raising activities
3.3.1.4 Review, and update when necessary, the "Invasives Plants" leaflet containing information on threats, species identification and control methods.	Medium	ongoing			○		Revised "Invasives Plants" leaflet (as appropriate)

## RIVERWORKS (Strategic Aim 4)

Target/action	Priority	Timescale	Information need	Advice, awareness, training	Policy	Project	Key Indicator(s)
<b>Target 4.2.4 Investigate and facilitate the restoration of priority waterbodies which are failing WFD targets due to morphological pressures.</b>							
4.2.4.1 Building on the experiences of the 2008 SNIFFER morphological restoration prioritisation study, prioritise those stretches of Tweed which are failing due to morphological pressures.	High	ongoing				○	List of prioritised stretches
4.2.4.2 Facilitate restoration works, in partnership with relevant stakeholders, on priority stretches.	High	ongoing				○	Number of restoration works facilitated
<b>Target 4.3.1 Support the Controlled Activities Regulation (CAR) process to ensure transparent and effective regulation</b>							
4.3.1.2 Support measures to reduce duplication of effort which may occur during the CAR process.	High	2009			○		Number of measures introduced
4.3.1.3 Continue the riverworks group as a Forum for sharing best practice, disseminating guidance, discussing forthcoming work in the catchment and ensuring cross-border integration.	High	ongoing		○			Number of Riverworks Group meetings
							Report on key outcomes from Group meetings
<b>Target 4.1.1 Improve knowledge of the hydrogeomorphology of the river system</b>							
4.1.1.2 Using historical information such as photographs, maps, remote sensing and logged events establish the past changes of river dynamics within the catchment	Medium	2010	○			○	Collation of historical information
							Report on changing river dynamics within the catchment
<b>Target 4.2.1 To further promote best practice and strengthen provision of advice to anyone considering riverworks within the Tweed catchment.</b>							
4.2.1.3 Raise awareness of the need to notify the relevant authorities of all riverworks, even those outside statutory controls	Medium	ongoing		○		○	Number of TForum awareness raising activities
<b>Target 4.2.2 Identify the different groups involved in riverworks and develop suitable methods to engage, learn and raise awareness of management issues</b>							
4.2.2.1 Continue to raise awareness amongst anglers, fishery managers, riparian owners, ghillies, farmers, landowners and contractors operating within the catchment	Medium	ongoing		○		○	Number of TForum awareness raising activities

## FLOOD MANAGEMENT (Strategic Aim 5)

Target/action	Priority	Timescale	Information need	Advice, awareness, training	Policy	Project	Key Indicator(s)
<b>Target 5.1.1 Identify the different groups involved in and affected by flood management in the catchment and develop suitable methods to educate and raise awareness</b>							
5.1.3.1 Support a cross border presence at the Scottish Borders Council FLAG meetings	High	ongoing			○		A cross border presence at SBC FLAG
<b>Target 5.2.1 Protect the floodplain from inappropriate development</b>							
5.2.1.1 Ensure relevant strategic and local planning policies clearly identify flood risk areas and include policies to control development in such areas.	High	ongoing			○		Relevant sections of policies showing evidence of clearly identified flood risk areas and development control measures
5.2.1.2 Develop a framework for the integrated and open consideration of all new floodplain development proposals throughout the catchment.	High	2010			○		Creation of framework
5.2.1.3 Ensure indicative flood risk maps developed by SEPA and the EA are used to identify non-development areas to planners	High	ongoing			○		Confirmation from planning authorities that flood risk maps are utilised
<b>Target 5.2.2 Pursue opportunities for Natural Flood Management (NFM)</b>							
5.2.2.1 Create floodplain habitats to alleviate flooding risks, allowing the natural functioning of the floodplain.	High	ongoing				○	Number of floodplain habitats created
5.2.2.2 Disseminate NFM approaches that exploit rather than resist the natural dynamics of rivers and wetlands	High	ongoing		○		○	Number of TForum awareness raising activities
5.2.2.3 Monitor/assess NFM activities in the catchment and disseminate findings	High	ongoing	○			○	Outcome of assessment
							Number of TForum dissemination activities
5.2.2.4 Investigate opportunities for establishing or enhancing riparian and floodplain woodland	High	ongoing				○	Report on investigations
<b>Target 5.2.3 Ensure all flood alleviation schemes respect the physical, ecological and aesthetic integrity of the river system.</b>							
5.2.3.1 Ensure any flood alleviation schemes are planned and carried out on a catchment scale basis	High	ongoing			○		Confirmation that catchment scale is considered
5.2.3.2 Ensure all flood alleviation proposals are developed in relation to other ecological plans to ensure schemes do not exacerbate flooding elsewhere or have a detrimental ecological impact	High	ongoing			○		Confirmation that ecological concerns are considered

<b>Target 5.3.3 Improve knowledge on the effect of riparian and floodplain woodland on flood flows</b>							
5.3.3.1 Continue to carry out research on the impact of floodplain woodland on flood flows to build up evidence base.	<b>High</b>	ongoing	○			○	Report on research efforts
<b>Target 5.1.1 Identify the different groups involved in and affected by flood management in the catchment and develop suitable methods to educate and raise awareness</b>							
5.1.1.1 Update, as necessary, the "Flood Awareness" leaflet containing a "who's who" in flood management, including useful contacts and information sources.	<b>Medium</b>	ongoing		○			Revised "Flood Awareness" leaflet
<b>Target 5.1.2 Improve knowledge of historic flood events within the catchment</b>							
5.1.2.2. Study and collate historical information such as photographs, archived material and logged events to establish historical flood events.	<b>Medium</b>	2009	○			○	Collation of material
							Dissemination of findings on historical flood events

## ACCESS & RECREATION (Strategic Aim 6)

Target/action	Priority	Timescale	Information need	Advice, awareness, training	Policy	Project	Key Indicator(s)
<b>Target 6.1.2 Ensure that water users acknowledge and respect each others rights and responsibilities</b>							
6.1.2.4. Raise awareness of the risk posed by recreation in the spread/introduction of non native species.	High	2009		○	○	○	Number of TForum awareness raising activities
<b>Target 6.1.1 Promote responsible access by all river users</b>							
6.1.1.2 Encourage adoption of the National Canoeists Code of Conduct developed by the Scottish Canoe Association	Medium	ongoing			○		Report on uptake of Code
<b>Target 6.1.2 Ensure that water users acknowledge and respect each others rights and responsibilities</b>							
6.1.2.2 Address the potential need for mediation between anglers and canoeists and where feasible develop formal agreements and disseminate widely	Medium	ongoing	○			○	Report on mediation efforts Number of formal agreements
6.1.2.3 Increase dialogue between different recreational users and between water based recreational activities and land management and conservation activities through seminars, magazine and newspaper articles and information leaflets	Medium	ongoing		○			Number of TForum awareness raising activities
<b>Target 6.2.1 Increase educational and interpretation facilities based on the built, natural and cultural heritage of the Tweed and its tributaries at appropriate sites</b>							
6.2.1.1 Continue to identify further interpretation opportunities in the catchment	Medium	ongoing				○	Number of interpretation opportunities identified
6.2.1.2 Support the provision of environmental education in the Tweed catchment	Medium	ongoing			○		Number of TForum actions which support the provision of environmental education
<b>Target 6.2.2 Support tourist and recreational activities based in and around the Tweed and its tributaries, which aid the sustainability of the local economy</b>							
6.2.2.4 Encourage nature based tourism based on the Tweed and its tributaries.	Medium	ongoing			○		Number of TForum actions which encourage nature based tourism

## CMP DELIVERY & DEVELOPMENT (Strategic Aim 7)

Target/action	Priority	Timescale	Information need	Advice, awareness, training	Policy	Project	Key Indicator(s)
<b>Target 7.1.2 Develop a learning approach to the decision-making, development and delivery of the CMP and RBMP to ensure effective implementation.</b>							
7.1.2.1 Improve the skills base and capacity amongst stakeholder groups to enable them to collectively address issues raised in the CMP and RBMP process.	High	ongoing		○			Report on TForum activities which improve skills base and capacity amongst stakeholders Regular stakeholder meetings
<b>Target 7.2.1 Address the fragmented, sectoral approach to, and the cross border nature of, water resource management in the Tweed catchment</b>							
7.2.1.1 Ensure Tweed Forum continues to enable different stakeholders to meet and engage with each other.	High	ongoing		○			Number of stakeholder interactions
7.2.1.2 Continue to improve cross border communication through the work of Tweed Forum and where necessary develop additional opportunities.	High	ongoing		○	○		Report on cross border communication
<b>Target 7.3.1 Review the CMP at appropriate intervals</b>							
7.3.1.1 Ensure CMP process dovetails with the objectives of RBMP and Flood Planning process to avoid duplication of effort.	High	ongoing			○		Report on integration efforts Regular contact with relevant parties
7.3.1.2 Carry out reviews as appropriate of CMP actions, engaging all stakeholders involved in implementation activities and ensure this review also takes into account the needs of the RBMP Measures Delivery planning process.	High	ongoing				○	Production of review document
7.3.1.3 Update the CMP and ensure new issues, actions and targets are incorporated where appropriate.	High	ongoing				○	Updated CMP
7.3.1.5 Continue to service the Working Groups and progress the priority actions in the CMP work programmes and RBMP.	High	ongoing				○	Regular meetings of Working Groups Report on key outcomes from Group meetings
7.3.1.6 Use WFD classification/objectives and the flood planning process to target activity within the catchment.	High	ongoing			○		Report on targeted activity
7.3.1.7 Tweed Forum to review research needs and identify gaps.	High	2009	○			○	Production of review document
7.3.1.4 Prioritise, programme and cost, where appropriate, CMP actions and use this information to inform the Working Groups	Medium	ongoing				○	Production of Work Plans to inform the Working Groups

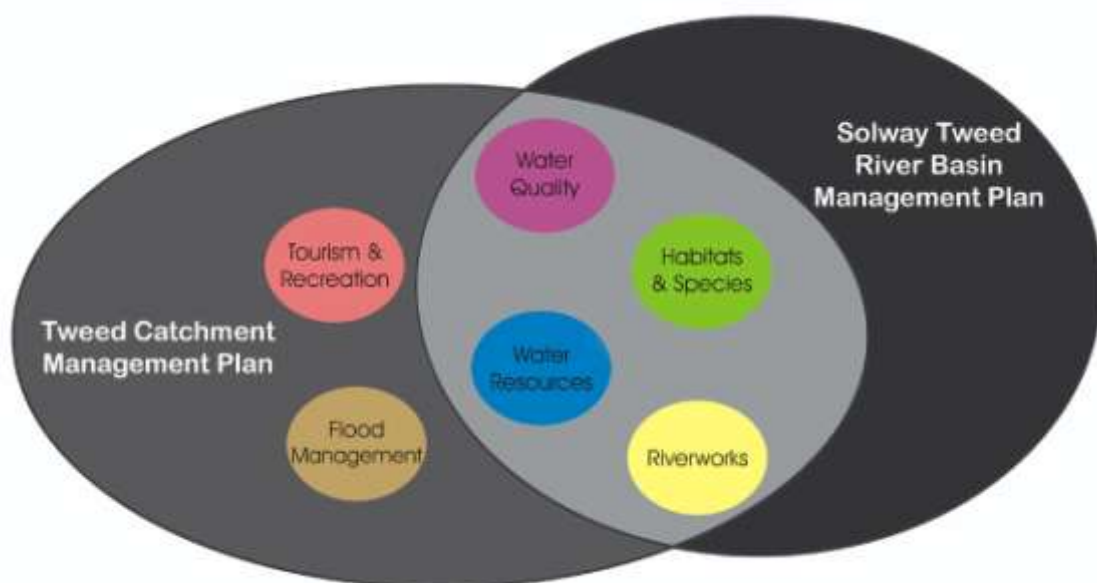
<b>Target 7.4.1 Secure resources to deliver actions identified in the CMP and AMP</b>						
7.4.1.1 All Tweed Forum members to identify opportunities and partners to fund CMP and relevant AMP implementation activities	<b>High</b>	ongoing				Via regular TForum led meetings
7.4.1.2 All Tweed Forum members to identify where activities in the CMP action plan help meet statutory obligations.	<b>High</b>	ongoing				Via regular TForum led meetings
7.4.1.3 All Tweed Forum members to identify and build upon existing institutional and community capacities to deliver actions set out in the CMP/AMP.	<b>Medium</b>	ongoing				Via regular TForum led meetings
7.4.1.4 Be open and responsive to emergent opportunities, which enable delivery of the CMP/AMP.	<b>Medium</b>	ongoing				
<b>Target 7.1.1 Ensure opportunities for ongoing involvement and engagement with the Catchment Management Plan and the RBMP process.</b>						
7.1.1.1 Establish opportunities for stakeholders to learn together to address issues raised in the CMP/Area Management Plan (AMP).	<b>Medium</b>	ongoing		○		Number of opportunities established
7.1.1.2 Ensure wide dissemination of all information relating to the CMP/AMP using a variety of media including the project web page.	<b>Medium</b>	ongoing			○	Number of TForum dissemination activities

## ANNEX V

### Tweed Forum, the WFD and Other European Directives

#### (i) Water Framework Directive

Tweed Forum has a remit of integrated catchment management through stakeholder engagement and delivery of restoration work on the ground. SEPA and EA have exactly the same duties under the WFD. Whilst the territories of the RBMP and the CMP are slightly different, analysis has shown that around 80% of the targets and actions listed in the Tweed CMP are relevant to the WFD and Solway-Tweed RBMP. This overlap is clearly shown in the diagram below.



SEPA and the EA have developed a network of Area Advisory Groups across the UK. The membership, structure and spatial remit of Tweed Forum is such that it is ideal for performing this function on Tweed and SEPA and the EA have recognised this and use the Forum as the AAG. In addition to the roles and functions detailed in the main business plan, the Forum performs the following functions that are relevant to the delivery of the WFD and the RBMP.

- Stakeholder engagement – not just through formal, structured meeting but more importantly constant communication and joint working on a day to day basis.
- Administration of the AAG – organising meetings, collation of agenda/papers/minutes etc.
- Input to the AAG/RBMP – including help with identifying SWMI, measures, objectives, links with other plans etc.
- Dissemination of information and awareness raising– highlighting the RBMP process and goals of WFD through stakeholder meetings, newsletters, talks, presentations and events

- Development and delivery of measures that bring about restoration and ultimately an improvement of water bodies.
- Servicing dedicated working groups – Riverworks, Wetlands and Riparian Habitats and Water Resources, Flood Liaison Action Group - that help deliver the above.
- Promoting best practice in ICM and ensuring that the lessons learnt at the practical level are fed back to the policy level e.g. input to SNIFFER research projects on natural flood management and prioritisation of morphological restoration.

However, the key outcomes of these services are actual improvements in the status of Tweed water bodies. The following gives an example of how this is being actively addressed by the Forum:

- The control of non native invasive plant species on over 300 miles of watercourse on an annual basis. Flowering Hogweed is a thing of the past and eradication is looking a real possibility. This project is the blue print for catchment scale invasive species control.
- The facilitation of 18 constructed farm wetlands to treat dirty water run off in priority catchments such as the Leet Water which suffers from diffuse pollution.
- The restoration of channelised watercourse on the Borthwick Water (including a major meander restoration) and Eddleston Water to bring about ecological enhancements and natural flood management benefits.
- The taking down of extensive flood banks on the Till and re-meandering of tributary streams.
- Habitat enhancement through the fencing off of bank sides and planting of native riparian trees e.g. 20 farms visited and signed up on the Eye Water – A RBMP Priority catchment.
- Development of a wetland strategy that will guide and prioritise wetland work.

Perhaps the most significant recent development is the employment of a dedicated member of staff to help facilitate restoration work through the SRDP that meets the objectives of the CMP and WFD. The Collaborative Action Coordinator role is to initiate action from neighbouring landowners to address some of the key rural priorities under the SRDP, using Rural Development Contracts. A large number of farmers have been visited and applications are being developed in the following areas:

- Reduction of nutrient inputs to key designated basin mire sites through the creation buffer strips and fertiliser rationalisation.
- Exploration of natural flood management prescriptions in the Borthwick Valley and Gala Water.
- Recruitment of riparian fencing projects in neighbouring farms on the Eye Water, a priority catchment for diffuse pollution locally.
- Riparian fencing on overgrazed tributaries of the Yarrow, one of the most important tributaries for the rare spring salmon component.
- Exploration of catchment scale restoration on the Eddleston Water.

This post is a shared resource and is being used as an agent by SEPA to meet their own objectives.

The Forum will continue to develop further projects that build on the progress made to date. Some, such as the Eddleston Water Restoration Scoping Study are already underway. Others need further prioritisation work and the input of SEPA/EA classification expertise will be essential in guiding where this effort is directed.

In short, through the Forum the competent authorities can deliver their duties under the WFD in exactly the way the legislation intended i.e. in partnership and in an integrated way. The other fundamental benefit is the overwhelming cost effectiveness that this represents. In recent years, for every £1 SEPA contributes towards Tweed Forum, it gets out another £13 in work that directly supports the delivery of the WFD. For this relatively small amount of money SEPA gets amongst others administration, engagement, awareness raising, policy level input, research/data needs, working groups but most importantly improvements on the ground that help protect and improve the ecological status of the Tweed waterbodies.

## **(ii) Habitats Directive**

The Tweed is an SAC and a SSSI and has a wealth of other designated wetland sites that are less well known and celebrated. All statutory bodies have a remit to uphold the Habitats Directive as it is widely acknowledged that habitat loss and degradation has had a big impact on biodiversity in recent decades. However, a great deal has been done in recent years to rectify this. Tweed Forum has a key role to play and, as well as championing key species such as water vole and great crested newts, has facilitated a huge amount of wetland and riparian habitat work. For example, the Tweed Rivers Heritage Project witnessed a 130km river enhanced through fencing and planting, 140,000 trees were planted and 80 ponds were created.

The Forum has built on this by continuing to facilitate wetland creation/restoration work and ensuring this happens in strategically important areas and to create a robust habitat network. It is leading on the development of a Tweed Wetland Strategy and is proactively encouraging collaborative take up of RDCs that will help enhance key sites. This includes some of the most threatened and important habitats such as the basin mires of the central Borders; Great Crested Newt habitats, key salmonid nursery and spawning streams.

This work is about more than simply conserving biodiversity but also making it accessible to the public where appropriate and promoting the concept that these ecosystems provide services that are economic (e.g. angling, flood alleviation) and social (health, aesthetics, landscape etc.) as well as environmental. Improving the robustness of these habitats also helps improve the resilience against the vagaries of climate change.

### **(iii) Floods Directive**

Whilst the full ramifications of the Floods Directive have yet to be felt, it is highly likely that liaison groups similar to the AAG will be needed. It makes sense to use the same mechanisms, particularly when the stakeholders and the issues are so similar. Tweed Forum can again add value in this area by ensuring engagement in the flood planning process. In the meantime the local authority is keen to see the Forum as a secretariat to the FLAG (Flood Liaison Action Group).

We have also forged a relationship with the local authority whereby we develop and deliver their natural flood management (NFM) aspirations in conjunction with other stakeholders. NFM is set to become a standard component of flood planning and this relationship with the Council will put us in a good position to deliver on this front in conjunction with SEPA.

Much of this type of work helps increase resilience against the vagaries of climate change and more extreme weather events. The Forum is carrying out work to increase storage and slow down the flow in the uplands (e.g. Craik, Eddleston and Gala Water) as well as making space for water in the lowlands (Till floodplain). This helps attenuate the effects of floods and droughts but also helps increase the robustness of important habitats and the species they support.

## **GLOSSARY**

AAG	Area Advisory Group
EA	Environment Agency
FTE	Full Time Equivalent
ICM	Integrated Catchment Management
HELP	Hydrology, Environment, Life Programme
LBAP	Local Biodiversity Action Plan
SBC	Scottish Borders Council
SEPA	Scottish Environmental Protection Agency
SLA	Service Level Agreement
SRDP	Scottish Rural Development Programme
TCMP	Tweed Catchment Management Plan
TCMPI	Tweed Catchment Management Planning Initiative
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WFD	Water Framework Directive