



From mountain to sea

# **Aberdeenshire Council Ranger Service Strategy**

## **2017-20**

*“We will aim to raise awareness and understanding in order to promote and protect Aberdeenshire’s natural and cultural heritage - connecting people with place.”*



The Strategy is primarily an Aberdeenshire Council working document to help manage and deliver key priorities of the Ranger Service for the next 3 years.

## Contents

<b>1</b>	<b>Introduction</b>	<b>3</b>
1.1	Scope of Strategy	3
1.2	Aberdeenshire Council's Vision for the Ranger Service	3
<b>2</b>	<b>Resources</b>	<b>4</b>
<b>3</b>	<b>Aberdeenshire Council Ranger Service Golden Thread</b>	<b>4</b>
<b>4</b>	<b>Ranger Service Strategy Priorities, Aims and Objectives</b>	<b>6</b>
4.1	Key Priorities 2017-20	6
4.2	Aim 1 – Deliver a Programme of Public Events	7
4.3	Aim 2 – Enhance Community Learning and Participation	8
4.4	Aim 3 – Support Schools and Other Environmental Education Providers	9
4.5	Aim 4 – Protect and Enhance Natural Heritage	10
4.6	Aim 5 - Support, Sustain and Enhance Facilities at the Bennachie Visitor Centre	11
4.7	Aim 6 – Continuous Improvement	12
<b>5</b>	<b>Annual Performance Indicators</b>	<b>14</b>
5.1	Aim 1 – Deliver a Programme of Public Events	14
5.2	Aim 2 – Enhance Community Learning and Participation	14
5.3	Aim 3 – Support Schools and Other Environmental Education Providers	14
5.4	Aim 4 – Protect and Enhance Natural Heritage	14
5.5	Aim 5 – Support, Sustain and Enhance Facilities at the Bennachie Visitor Centre	14
5.6	Aim 6 – Continuous Improvement	14
	<b>Appendix 1 – Ranger Service Team Action Plan</b>	<b>15</b>

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# 1 Introduction

From mountain to sea, Aberdeenshire boasts a rich and valuable resource in its natural and cultural heritage. Wildlife sites of international importance, local and national nature reserves, award winning beaches and Country Parks, and a diverse timeline of cultural heritage assets to share and manage sustainably.

Identifiable by the national ranger logo, the Aberdeenshire Council Ranger Service provides the welcome to Aberdeenshire's outdoors. The Rangers work wherever people engage with the environment, whether that is in Aberdeenshire's rural, urban, coastal, inland or upland settings. The Rangers are highly knowledgeable about Aberdeenshire's natural and cultural heritage and the sustainable management of Aberdeenshire resources, and are imaginative and effective communicators who are able to share this knowledge with residents and visitors.

## 1.1 Scope of Strategy

Connecting people with place, Aberdeenshire Council Ranger Service promotes the enjoyment, understanding and care of Aberdeenshire's natural and cultural heritage. This is in alignment with other Ranger Services and follows National Ranger Service Aims identified by Scottish Natural Heritage. The Service delivers first hand provision of information, advice, activities and interpretation on Aberdeenshire's natural and cultural environment for people of all ages and social groups. The Service contributes to the management, enhancement and monitoring of environmental assets to promote and encourage engagement with Aberdeenshire's outdoors in a responsible and sustainable way.

This Strategy shows where the Ranger Service Objectives clearly deliver or contribute to Scottish Government and Aberdeenshire Council Priorities. The Strategy is primarily an Aberdeenshire Council working document to help manage and deliver key objectives of the Ranger Service. The Strategy also provides opportunities to improve efficiency, participation and collaboration with key stakeholders and partners and embed best practice in the delivery of the Ranger Service.

The Strategy provides a structured approach to service delivery for the next three years. Through the period of the strategy there will be a requirement to consider the challenges of our changing environment and changing needs of our present and potential user groups. To reflect these changes and challenges, an Annual Team Action Plan will be prepared which will provide detailed actions on the delivery of the Strategy and will reflect new and emerging priorities.

## 1.2 Aberdeenshire Council's Vision for the Ranger Service

It is Aberdeenshire Council's vision to be the best area and the best Council in Scotland.

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It is the vision of the Ranger Service that the benefits gained from Aberdeenshire's unique environment should be available to those who live, work and visit Aberdeenshire, and that the value of these resources and the need to protect and enhance them for future generations through sustainable management is understood. This vision for the Ranger Service can be summarised as:

*"We will aim to raise awareness and understanding in order to promote and protect Aberdeenshire's natural and cultural heritage - connecting people with place"*

Increasing public engagement with the natural environment can lead to its enhancement for future generations, improved health and well-being, reduced inequalities, increased opportunities for volunteering, increased skills learning, and can support regeneration and tourism.

## **2 Resources**

Aberdeenshire Council Ranger Service is part of the Specialist Services Team, Planning & Building Standards within Infrastructure Services.

The Ranger Service comprises six (Full Time Equivalent) Rangers and staff at the Bennachie Visitor Centre. The Centre is staffed by one (0.5 FTE) Warden, part time (0.7 FTE) Seasonal and Relief Assistants, and one (0.27 FTE) cleaner. The team is line managed by a (0.6 FTE) Ranger Co-ordinator.

The Ranger Service has a base in each of the Council administrative areas and is therefore ideally placed to work with residents and visitors to engage them directly in the local environment.

The Bennachie Visitor Centre staff manage the day to day operation of the building and its resources on behalf of the Bennachie Centre Trust. The Centre attracts over 35,000 visitors each year and provides an educational resource for the whole of Aberdeenshire.

## **3 Aberdeenshire Council Ranger Service Golden Thread**

The Golden Thread of the Ranger Service is illustrated in the table below. In addition the Rangers work to the following National Ranger Aims:

- To ensure a warm welcome and provide support to help people enjoy the outdoors.
  - To increase awareness, understanding, care and responsible use of the natural and cultural heritage.
  - To support the sustainable management and use of the outdoors to meet a range of social, economic and environmental objectives.
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Scottish Government Purpose	To focus government and public services on creating a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth.			
Scotland Performs Scottish Government National Outcomes (A1)	National Outcome Our young people are successful learners, confident individuals, effective contributors and responsible citizens	National Outcome Our children have the best start in life and are ready to succeed		National Outcome We live longer, healthier lives
	National Outcome We have strong, resilient and supportive communities where people take responsibilities for their own actions and how they affect others	National Outcome We value and enjoy our built and natural environment and protect it and enhance it for future generations	National Outcome We take pride in a strong, fair and inclusive national identity	National Outcome Our public services are high quality, continually improving, efficient and responsive to local people's needs
Scottish Government National and Plans, Policies & Strategies (A2-8)	A2) Scotland's Biodiversity – A Route Map to 2020	A3) Curriculum for Excellence - Learning for Sustainability - Outdoor Learning	A4) Physical Activity Implementation Plan – A More Active Scotland	A5) Land Reform Act (Scotland) 2003 – Delivery Plan
	A6) Community Empowerment	A7) National Tourism Development Framework		A8) National Planning Framework 3
Aberdeenshire Council Vision	Serving Aberdeenshire from mountain to sea – the very best of Scotland			
Aberdeenshire Council Plans & Strategies (B1-6)	B1) Aberdeenshire Council Single Outcome Agreement 2013-23		B2) Aberdeenshire Council Community Plans	
	B3) Aberdeenshire Council Plan 2013-17		B4) Infrastructure Services Service Plan 2017-20	
	B5) Local Development Plan 2017		B6) Corporate Asset Management Plan 2015-20	
Ranger Service Vision	We will aim to raise awareness and understanding in order to promote and protect Aberdeenshire’s natural and cultural heritage - connecting people with place			
Ranger Service Strategy (C1)	C1) Aberdeenshire Council Ranger Service Strategy 2017 - 20			
Ranger Service Plans (C1a-b)	C1a) Annual Team Action Plan	C1b) Annual Individual Workplans		



## 4 Ranger Service Strategy Priorities, Aims and Objectives

The Ranger Service Strategy aims and objectives have been drawn together to reflect the strategies, plans and policies which form the 'golden thread' (see Section 3) between Scottish Government outcomes and delivery on the ground. The Strategy objectives provide a common framework for a customer and performance focussed service which works in partnership with stakeholders to deliver a high quality, efficient service for best value.

As part of this process key priorities have been identified which reflect current national and corporate priorities of inclusion, community empowerment, biodiversity, sustainable economic development and tourism. The Strategy is, however, intended to be a flexible document that can be amended through the Annual Team Action Plan each year, which can provide detailed actions to ensure delivery of the Strategy to reflect new and different work opportunities and requirements.

The Annual Team Action Plan (Appendix 1) provides the detailed actions the Ranger Service will take to achieve the Strategy Objectives and indicates how the core outcomes of the Strategy will be measured. The team will use the Strategy and the Action Plan to develop individual annual work programmes which will reflect the specific natural and cultural heritage needs and aspirations of Aberdeenshire.

### 4.1 Key Priorities 2017-20

Table1: Key Strategy Priorities 2017-20

Key Priority	Success Measure	Outcome
1 Further develop partnership working to reach vulnerable and disadvantaged groups	Number of sessions with vulnerable/disadvantaged groups	Increased wellbeing Increased joint project delivery
2 Develop volunteer policy and procedures, and increase volunteering opportunities	Number of volunteers	Increased volunteering opportunities Improved engagement with local environment Better protected and enhanced biodiversity Greater awareness and understanding of natural heritage
3 Develop promotion of the Bennachie Visitor Centre through	Receive accreditation of the Quality Assurance	Increased awareness and recognition of this asset

Visit Scotland accreditation schemes	Criteria, Welcome Scheme and Visitor Information Partner leading to increased visitor numbers	Increased public awareness of the natural and cultural heritage of Bennachie  Improved service delivery
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## 4.2 Aim 1 – Deliver a Programme of Public Events

Deliver a programme of events for residents and visitors to Aberdeenshire to raise awareness and understanding of Aberdeenshire's natural and cultural heritage, to protect and enhance biodiversity, and to provide opportunities for volunteers.

Table 2: Aim 1 Objectives

Objective	Golden Thread (see Section 3)	Outcome
<b>1.1</b> Raise awareness and understanding of Aberdeenshire's natural and cultural heritage at public events	A1, A2, A7, A8, B1, B2, B3, B4	Greater awareness and understanding  Improved engagement with local environment  Promotion of the region
<b>1.2</b> Promote responsible behaviour and the Scottish Outdoor Access Code at public events	A1, A2, A5, B1, B2, B3	Greater awareness and understanding of access rights and responsibilities
<b>1.3</b> Promote the health benefits of outdoor activity at public events	A1, A2, A4, A8, B1, B2, B3	Increased wellbeing
<b>1.4</b> Protect and enhance biodiversity and provide volunteer opportunities at public events	A1, A2, A6, A8, B1, B2, B3, B4, B5	Better protected and enhanced biodiversity  Improved engagement with local environment  Increased volunteering opportunities

**1.5** Work in partnership with colleagues and other organisations, and support local, national and international festivals and initiatives

A1, A2, A4, A5, A6, A7, B1, B2, B3, B4

Increased joint project delivery

Promotion of the region

Efficient working and best use of resources

### 4.3 Aim 2 – Enhance Community Learning and Participation

Work with local communities and organised groups to raise awareness and understanding of our natural and cultural heritage, and to provide volunteer opportunities to protect and enhance biodiversity.

Table 3: Aim 2 Objectives

Objective	Golden Thread (see Section 3)	Outcome
<b>2.1</b> Deliver sessions to communities and organised groups on natural and cultural heritage	A1, A2, A3, A6, A8, B1, B2, B3, B4	Greater awareness and understanding Improved engagement with local environment
<b>2.2</b> Promote the Scottish Outdoor Access Code on sessions with communities and organised groups	A1, A2, A5, A6, B1, B2, B3	Greater awareness and understanding of access rights and responsibilities
<b>2.3</b> Promote the health benefits of outdoor learning on sessions with communities and organised groups	A1, A2, A4, A6, A8, B1, B2, B3, B6	Increased wellbeing
<b>2.4</b> Provide volunteer opportunities for communities and organised groups for biological recording, practical conservation and biodiversity enhancement	A1, A2, A4, A6, A8, B1, B2, B3, B4, B5, B6	Better protected and enhanced biodiversity Improved engagement with local environment Increased volunteering opportunities



<b>2.5</b> Deliver, or support the delivery of, the John Muir Award to organised groups	A1, A2, A6, B1, B3	Greater awareness and understanding
		Improved engagement with local environment
		Increased joint project delivery
<b>2.6</b> Support local communities in projects that achieve sustainability, protect the environment, and conserve and enhance biodiversity	A1, A2, A6, A8, B1, B2, B3, B4, B5, B6	Better protected and enhanced biodiversity
		Improved engagement with local environment
<b>2.7</b> Engage disadvantaged and vulnerable communities and groups with the environment	A1, A2, A4, A5, A6, A8, B1, B2, B3, B4, B6	Increase wellbeing

#### 4.4 Aim 3 – Support Schools and Other Environmental Education Providers

Provide advice, support and expertise to other education providers in their delivery of environmental education and outdoor learning.

Table 4: Aim 3 Objectives

Objective	Golden Thread (see Section 3)	Outcome
<b>3.1</b> Deliver education sessions for schools and other formal education groups on natural and cultural heritage	A1, A2, A3, B1, B2, B3, B4	Greater awareness and understanding
		Improved engagement with local environment
<b>3.2</b> Promote the Scottish Outdoor Access Code on formal education sessions	A1, A2, A3, A5, B1, B2, B3	Greater awareness and understanding of access rights and responsibilities
<b>3.3</b> Promote the health benefits of outdoor learning on formal education sessions	A1, A2, A3, A4, A8, B1, B2, B3	Increase wellbeing
<b>3.4</b> Provide volunteer opportunities on formal education sessions for biological recording,	A1, A2, A3, A8, B1, B2, B3, B4	Better protected and enhanced biodiversity

practical conservation and biodiversity enhancement		Improved engagement with local environment
		Increased volunteering opportunities
<b>3.5</b> Deliver, or support the delivery of, the John Muir Award to formal education groups	A1, A2, A3, B1, B2, B3	Greater awareness and understanding Improved engagement with local environment Increased joint project delivery
<b>3.6</b> Work in partnership with colleagues in Children's Services to provide opportunities for outdoor learning for disadvantaged and vulnerable children	A1, A2, A3, A4, A8, B1, B2, B3, B4	Increase wellbeing
<b>3.7</b> Contribute to and deliver CPD, workshops and training for other environmental education providers	A1, A2, A3, B1, B2, B3	Increased skills learning

## 4.5 Aim 4 – Protect and Enhance Natural Heritage

Work with colleagues and partners on projects and initiatives to protect and enhance Aberdeenshire's natural heritage.

Table 5: Aim 4 Objectives

Objective	Golden Thread (see Section 3)	Outcome
<b>4.1</b> Work with colleagues in the Environment Team on biodiversity projects and monitoring of key wildlife sites	A1, A2, A8, B2, B3, B4, B5, B6	Better protected and enhanced biodiversity Greater awareness and understanding of natural heritage
<b>4.2</b> Support the work and projects of the North East Scotland Biological Records Centre	A1, A2, B2, B3, B4	Better protected and enhanced biodiversity

		Greater awareness and understanding of natural heritage
<b>4.3</b> Support the work and projects of the North East Scotland Biodiversity Action Partnership and Cairngorms Nature	A1, A2, A8, B2, B3, B4	Better protected and enhanced biodiversity Greater awareness and understanding of natural heritage Increased joint project delivery
<b>4.4</b> Support national and international nature conservation initiatives	A1, A2, A8, B2, B3, B4	Better protected and enhanced biodiversity Greater awareness and understanding of natural heritage Increased joint project delivery
<b>4.5</b> Provide support and advice to residents, visitors, groups and communities on accessing and protecting our natural heritage and enhancing biodiversity	A1, A2, A6, A8, B2, B3, B4, B5, B6	Better protected and enhanced biodiversity Greater awareness and understanding of natural heritage
<i>See also Objectives 1.4, 2.4, 2.6 and 3.4</i>		

#### 4.6 Aim 5 - Support, Sustain and Enhance Facilities at the Bennachie Visitor Centre

Work in partnership with the Bennachie Centre Trust, Forestry Commission Scotland and the Bailies of Bennachie to deliver a quality experience for visitors to Bennachie and the Bennachie Visitor Centre.

Table 6: Aim 5 Objectives

Objective	Golden Thread (see Section 3)	Outcome
<b>5.1</b> Provide a quality experience for visitors – provide a welcome,	A1, A2, A7, A8, B1, B2, B3, B4	Greater awareness and understanding

information, and advice, and obtain feedback on visitors' experience		Promotion of Bennachie and other attractions in the area.  Improve visitor experience
<b>5.2</b> Work in partnership with other parties to maintain and develop interpretation and information available at the Centre	A1, A2, A7, A8, B1, B2, B3	Greater awareness and understanding  Increased joint project delivery
<b>5.3</b> Promote and support the use of the Centre for events, groups and schools with the Ranger Service	A1, A2, A3, A4, A5, A6, A7, B1, B2, B3	Greater awareness and understanding  Improved engagement with local environment
<b>5.4</b> Promote and support the development of the Centre as a host for environmental and educational initiatives - training courses, workshops and meetings	A1, A2, A3, A4, A5, A6, A7, B1, B2, B3	Increased skills learning

## 4.7 Aim 6 – Continuous Improvement

Ensure that the Ranger Service delivery is high quality, continually improving, efficient and responsive to local people's needs.

Table 6: Aim 5 Objectives

Objective	Golden Thread (see Section 3)	Outcome
<b>6.1</b> Develop and maintain a Team Strategy and Action Plans	C1, C1a, B3	Efficient working
<b>6.2</b> Ensure staff CPD requirements are met	C1, C1b), B3	Professional standards are maintained
<b>6.3</b> Maintain Key Performance Indicators	C1, B3	Monitored work outcomes
<b>6.4</b> Produce performance reports	C1, B3, B4	Monitored work outcomes

<b>6.5</b> Maintain continuous service improvement	B1, C1, B3, B4	Continuous improvement
<b>6.6</b> Use social and other media to promote the Ranger Service and it's work, including the Bennachie Visitor Centre, for communication and feedback	C1, B3	Effective communication and promotion

## **5 Annual Performance Indicators**

### **5.1 Aim 1 – Deliver a Programme of Public Events**

- I. Total number of events delivered
- II. Total number of participants on events
- III. Total number of events offering volunteering opportunities, number of volunteers and number of volunteer hours
- IV. Feedback from participants

### **5.2 Aim 2 – Enhance Community Learning and Participation**

- V. Total number of sessions delivered
- VI. Total number of participants
- VII. Total number of sessions offering volunteering opportunities, number of volunteers and number of volunteer hours
- VIII. Total number of sessions for disadvantaged or vulnerable groups, and number of participants
- IX. Total number of John Muir Awards supported or delivered, and number of participants
- X. Feedback from participants

### **5.3 Aim 3 – Support Schools and Other Environmental Education Providers**

- XI. Total number of education sessions delivered
- XII. Total number of participants
- XIII. Total number of sessions offering volunteering opportunities, number of volunteers and number of volunteer hours
- XIV. Total number of sessions for disadvantaged or vulnerable groups, and number of participants
- XV. Total number of John Muir Awards supported or delivered, and number of participants
- XVI. Number of CPD sessions delivered or supported, and number of participants
- XVII. Feedback from participants

### **5.4 Aim 4 – Protect and Enhance Natural Heritage**

- XVIII. Total number of events, community sessions and education sessions to protect or enhance biodiversity

### **5.5 Aim 5 – Support, Sustain and Enhance Facilities at the Bennachie Visitor Centre**

- XIX. Total number of visitors
- XX. Total number of events, groups and schools at the Centre
- XXI. Total number of training events, workshops and meetings at the Centre
- XXII. Feedback from visitors

### **5.6 Aim 6 – Continuous Improvement**

- XXIII. Up-to-date Ranger Service Action Plan
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## Appendix 1 – Ranger Service Team Action Plan

Ranger Service Team Action Plan 2017 - 2018				
AIM 1 - DELIVER A PROGRAMME OF PUBLIC EVENTS	Actions	Lead Officer	Completion date	Annual Performance Indicator
<b>Objective 1.1</b> Raise awareness and understanding of Aberdeenshire's natural and cultural heritage at public events	1. Plan, prepare and deliver an annual programme of 95 events throughout Aberdeenshire	Rangers	March 2018	I. Total number of events delivered  II. Total number of participants on events
<b>Objective 1.2</b> Promote responsible behaviour and the Scottish Outdoor Access Code at public events	1. Promote SOAC, responsible behaviour and leave no trace at 30 events	Rangers	March 2018	III. Total number of events offering volunteering opportunities, number of volunteers and number of volunteer hours
<b>Objective 1.3</b> Promote the health benefits of outdoor activity at public events	1. Promote the health benefits, mental and physical, of being outdoors and being active at 10 events	Rangers	March 2018	

<b>Objective 1.4</b> <b>Protect and enhance biodiversity and provide volunteer opportunities at public events</b>	1. Provide volunteer opportunities for the public to protect and enhance biodiversity at 10 events	Rangers	March 2018	IV. Feedback from participants
	2. Provide volunteer Ranger opportunities at 15 public events			
<b>Objective 1.5</b> <b>Work in partnership with colleagues and other organisations, and support local, national and international festivals and initiatives</b>	1. Work with other partners and colleagues to deliver joint events, eg other Ranger Services, North East Scotland Biodiversity Partnership, SNH, Forestry Commission Scotland, RSPB, National Trust for Scotland, estates, NHS, local health groups	Rangers	March 2018	
	2. Deliver events to support local festivals and initiatives, e.g. Energetica Summer Festival, Wild About Aden, Ballater Walking Festival, Cairngorms Nature Big Weekend			
	3. Deliver events to support national and international festivals and initiatives, e.g. Big Garden Birdwatch, Beachwatch, National Nestbox Week, National Meadows Day, Climate Week, Scottish Archaeology Month			
<b>AIM 2 - ENHANCE COMMUNITY LEARNING AND PARTICIPATION</b>	<b>Actions</b>	<b>Lead Officer</b>	<b>Completion date</b>	<b>Annual Performance Indicator</b>
<b>Objective 2.1</b> <b>Deliver sessions to communities and organised groups on natural</b>	1.Plan, prepare and deliver 140 sessions to communities and groups	Rangers	March 2018	V. Total number of sessions delivered

and cultural heritage				VI. Total number of participants
<b>Objective 2.2</b> <b>Promote the Scottish Outdoor Access Code on sessions with communities and organised groups</b>	1. Promote SOAC, responsible behaviour and the principles of leave no trace at 50 sessions	Rangers	March 2018	VII. Total number of sessions offering volunteering opportunities, number of volunteers and number of volunteer hours
<b>Objective 2.3</b> <b>Promote the health benefits of outdoor learning on sessions with communities and organised groups</b>	1. Promote the health benefits, mental and physical, of being outdoors and being active at 40 sessions for communities and organised groups	Rangers	March 2018	VIII. Total number of sessions for disadvantaged or vulnerable groups, and number of participants
<b>Objective 2.4</b> <b>Provide volunteer opportunities for communities and organised groups for biological recording, practical conservation and biodiversity enhancement</b>	1. Provide volunteer opportunities for communities and groups to protect and enhance biodiversity at 40 sessions	Rangers	March 2018	IX. Total number of John Muir Awards supported or delivered, and
<b>Objective 2.5</b> <b>Deliver, or support the delivery of, the</b>	1. Support or deliver elements of the John Muir Award to 8 groups	Rangers	March 2018	

<b>John Muir Award to organised groups</b>				number of participants
<b>Objective 2.6</b> Support local communities in projects that achieve sustainability, protect the environment, and conserve and enhance biodiversity	1. Support at least 6 local community projects eg Portlethen Moss, Haughton Country Park (with Landscape Services)	Rangers	March 2018	X. Feedback from participants
<b>Objective 2.7</b> Engage disadvantaged and vulnerable communities and groups with the environment	1. Work with partners and colleagues such as Foyer REACH, mental health groups and other support groups to deliver 60 sessions to disadvantaged or vulnerable people	Rangers	March 2018	
<b>AIM 3 - SUPPORT SCHOOLS AND OTHER ENVIRONMENTAL EDUCATION PROVIDERS</b>	<b>Actions</b>	<b>Lead Officer</b>	<b>Completion date</b>	<b>Annual Performance Indicator</b>
<b>Objective 3.1</b> Deliver education	1. Plan, prepare and deliver 190 sessions to schools and other formal education groups	Rangers	March 2018	XI.Total number of

<b>sessions for schools and other formal education groups on natural and cultural heritage</b>				education sessions delivered
<b>Objective 3.2 Promote the Scottish Outdoor Access Code on formal education sessions</b>	1. Promote SOAC and responsible behaviour at 40 sessions	Rangers	March 2018	XII. Total number of participants
<b>Objective 3.3 Promote the health benefits of outdoor learning on formal education sessions</b>	1. Promote the health benefits, mental and physical, of being outdoors and being active at 10 sessions	Rangers	March 2018	XIII. Total number of sessions offering volunteering opportunities, number of volunteers and number of volunteer hours
<b>Objective 3.4 Provide volunteer opportunities on formal education sessions for biological recording, practical conservation and biodiversity enhancement</b>	1. Provide volunteer opportunities to protect and enhance biodiversity at 15 sessions	Rangers	March 2018	XIV. Total number of sessions for disadvantaged or vulnerable groups, and number of participants

<b>Objective 3.5 Deliver, or support the delivery of, the John Muir Award to formal education groups</b>	1. Support or deliver elements of the John Muir Award to 10 schools or formal education groups	Rangers	March 2018	XV. Total number of John Muir Awards supported or delivered, and number of participants
<b>Objective 3.6 Work in partnership with colleagues in Children’s Services to provide opportunities for outdoor learning for disadvantaged and vulnerable children</b>	1. Deliver 20 education sessions for vulnerable or disadvantaged children	Rangers	March 2018	XVI. Number of CPD sessions delivered or supported, and number of participants  XVII. Feedback from participants
	2. Work with colleagues to reach and engage disadvantaged and vulnerable children in outdoor learning out with mainstream education			
<b>Objective 3.7 Contribute to and deliver CPD, workshops and training for other environmental education providers</b>	1. Deliver 5 CPD sessions for teachers/group leaders	Rangers	March 2018	
	2. Support the local Scottish Countryside Ranger Association to develop a programme of training for the region			



AIM 4 – PROTECT AND ENHANCE NATURAL HERITAGE	Actions	Lead Officer	Completion date	Annual Performance Indicator
<b>Objective 4.1</b> <b>Work with colleagues in the Environment Team on biodiversity projects and monitoring of key wildlife sites</b>	1. Support Environment Team on biodiversity projects, e.g. Pollinators Action Plan, Species Champions	Rangers	Ongoing	XVIII. Total number of events, community sessions and education sessions to protect or enhance biodiversity
	2. Monitor key wildlife sites, e.g. Local Nature Conservation Sites, and contribute to monitoring records	Rangers	Ongoing	
<b>Objective 4.2</b> <b>Support the work and projects of the North East Scotland Biological Records Centre</b>	1. Submit biological records to NESBReC	Rangers	Ongoing	
	2. Promote biological recording and citizen science at public events and to schools and groups	All	Ongoing	
	3. Support and promote NESBReC events	All	Ongoing	
<b>Objective 4.3</b> <b>Support the work and projects of the North East Scotland Biodiversity Partnership and Cairngorms Nature</b>	1. Support NES Biodiversity Partnership and Cairngorms Nature on projects and events, including contributing to priority species and habitat actions with partners and volunteers	Rangers	Ongoing	
	2. Attend Partnership meetings and deliver actions	Rangers	Ongoing	

<b>Objective 4.4</b> <b>Support national and international nature conservation initiatives</b>	1. Support initiatives raising awareness of natural heritage and conservation issues, including invasive non-native species (Overlaps with objectives in Aims 1, 2 and 3)	All	Ongoing	
<b>Objective 4.5</b> <b>Provide support and advice to residents, visitors, groups and communities on accessing and protecting our natural heritage and enhancing biodiversity</b>	1. Provide advice and support as requested	All	Ongoing	
<b>AIM 5 - SUPPORT, SUSTAIN AND ENHANCE FACILITIES AT THE BENNACHIE VISITOR CENTRE</b>	<b>Actions</b>	<b>Lead Officer</b>	<b>Completion date</b>	<b>Annual Performance Indicator</b>
<b>Objective 5.1</b> <b>Provide a quality experience for visitors – provide a welcome,</b>	1. Provide staff to ensure the Centre is open throughout the season	Bennachie staff	Ongoing	XIX. Total number of visitors
	2. Welcome visitors, answer enquiries and deliver high quality customer service accessible to all	Bennachie staff	Ongoing	

<b>information, and advice, and obtain feedback on visitors' experience</b>	3. Ensure available information and interpretation is up to date, relevant and accessible to all where possible	Bennachie staff	Ongoing	XX. Total number of events, groups and schools at the Centre
	4. Produce a programme of temporary displays to enhance the experience for repeat visitors	Bennachie staff	Ongoing	
	5. Deliver the Bennachie Welcome project and actions from the Bennachie Visitor Experience Plan	Bennachie staff	Ongoing	XXI. Total number of training events, workshops and meetings at the Centre
	6. Ensure maintenance of the building and appropriate standards are met	Bennachie staff	Ongoing	
	7. Monitor and review feedback and implement improvements	Bennachie staff	Ongoing	
	8. Ensure all criteria for tourist and visitor accreditation schemes are met	Bennachie staff	Ongoing	XXII. Feedback from visitors
<b>Objective 5.2 Work in partnership with other parties to maintain and develop interpretation and information available at the Centre</b>	1. Attend Bennachie Working Group and Bennachie Centre Trust meetings and deliver actions	Bennachie staff	Ongoing	
	2. Produce new BVC leaflet and update BVC website as and when appropriate	Bennachie staff	Ongoing	
	3. Support partner projects, e.g. Forestry Commission Scotland and Balies of Bennachie	Bennachie staff	Ongoing	
<b>Objective 5.3 Promote and support the use of the Centre for events, groups</b>	1. Deliver events and sessions for schools and groups at the Centre	Bennachie staff and Garioch Ranger	Ongoing	

and schools with the Ranger Service				
<b>Objective 5.4</b> Promote and support the development of the Centre as a host for environmental and educational initiatives - training courses, workshops and meetings	1. Facilitate and administer the use of the Centre and meeting room by other users	Bennachie staff	Ongoing	
<b>AIM 6 – CONTINUOUS IMPROVEMENT</b>	<b>Actions</b>	<b>Lead Officer</b>	<b>Completion date</b>	<b>Annual Performance Indicator</b>
<b>Objective 6.1</b> Develop and maintain a Team Strategy and Action Plans	1. Implement 3-year Strategy for the Ranger Service	All	Ongoing	XXIII. Up-to-date Ranger Service Action Plan
	2. Produce an annual Action Plan for the Ranger Service	All	Ongoing	
	3. Contribute to an annual Specialist Services Team Plan	All	Ongoing	
	4. Undertake regular Team Meetings	All	Ongoing	
	5. Undertake 1 to 1s as required	All	Ongoing	
<b>Objective 6.2</b> Ensure staff CPD	1. Provide opportunities for staff to attend relevant training events/seminars/conferences/workshops	All	Ongoing	

<b>requirements are met</b>	2. Undertake regular Employee Annual Reviews	All	Ongoing	
<b>Objective 6.3 Maintain Key Performance Indicators</b>	1. Maintain Performance Indicator spreadsheets	Rangers	Ongoing	
<b>Objective 6.4 Produce performance reports</b>	1. Produce an annual briefing report for ISC on the performance of the Ranger Service	All	Ongoing	
	2. Contribute to other performance reporting – e.g. Planning Performance Report, Biodiversity Duty Reporting, National Ranger Reporting	Co-ordinator	Ongoing	
<b>Objective 6.5 Maintain continuous service improvement</b>	1. Review and revise procedures and processes to ensure are up-to-date and staff informed	All	Ongoing	
	2. Monitor feedback and implement any improvements identified ensuring staff are aware	All	Ongoing	
	3. Input to complaints and compliments database	All	Ongoing	
<b>Objective 6.6 Use social and other media to promote the Ranger Service and its work, including the Bennachie Visitor Centre, for communication and feedback</b>	1. Promote and publicise events and news through local media	All	Ongoing	
	2. Promote and publicise events and news through social media and websites	All	Ongoing	
	3. Maintain the Ranger Service events mailing list and email regular updates on upcoming events	All	Ongoing	

