

## **BULLETIN TO INFRASTRUCTURE SERVICES COMMITTEE – 8 JUNE 2022**

### **2021/22 ANNUAL REPORT ON ABERDEENSHIRE COUNCIL'S RANGER SERVICE**

#### **1 Purpose of the Bulletin**

- 1.1 To inform the Committee of the activity of the Ranger Service for the period 1 April 2021 to 31 March 2022 through the presentation of the Aberdeenshire Council Ranger Service Annual Report, as shown in **Appendix 1**.

#### **2 Background/Discussion**

- 2.1 Aberdeenshire Council Ranger Service seeks to connect people to place through improved engagement with our natural and cultural heritage which will enable responsible use, protection, and enhancement of these resources.
- 2.2 The Ranger Service provides first-hand provision of information, interpretation, advice, and guidance on Aberdeenshire's natural and cultural heritage for residents and visitors. The Service contributes to the monitoring, management, and enhancement of environmental assets to promote and encourage engagement with Aberdeenshire's outdoors in a responsible and sustainable way.
- 2.3 Aberdeenshire Council Ranger Service delivery takes place within the framework provided by the 2020-2023 Ranger Service Strategy. The Strategy aligns with NatureScot "Connecting People and Place, a policy statement on rangering in Scotland" (2020) document and clearly identifies aims and objectives to deliver Scottish Government and Aberdeenshire Council priorities, plans and strategies.
- 2.4 The Service is part of the Specialist Services Team, within the Planning and Economy Service. The Ranger Service has 6 full time equivalent (FTE) permanent Rangers, 1 based in each administrative area of Aberdeenshire, and is line managed by a part-time (0.6 FTE) Co-ordinator.
- 2.5 The Annual Report has been brought to this Committee as it is the policy reporting Committee for the Service in order to inform Members of the activity the Ranger Service has undertaken in relation to the above Strategy. This is the first Committee which the Bulletin has been presented to. It is intended that the Bulletin will also be presented to the Sustainability Committee due to the work which the Ranger Service undertakes in respect of sustainable development and climate change.

#### Summary of Annual Report for 2021/22

- 2.6 A successful application to NatureScot Better Places Green Recovery Fund (round 2b) funded two part-time Seasonal Hotspot Access Countryside Rangers to work between 1 July and 31 October 2021 to support communities and land managers at countryside hot spot sites impacted by increased visitor numbers since 2020.

- 2.7 The Ranger Service continued to adapt service delivery to ensure compliance with Covid-19 guidance, which at times included travel restrictions and restrictions on visits to schools, community groups and attendees at public sessions. This saw a continuation of a blended approach of online and face-to-face service delivery. The return of face-to-face service delivery has been warmly welcomed by the public and user groups, with high demand for this service as restrictions allowed.
- 2.8 Online social media posts continued to be very popular and there was a steady growth on all platforms. A Ranger Service YouTube channel was created as a place for the public to easily find and view videos which has proven to be popular. A Guide to Tree Planting and Aftercare, Mowing for Biodiversity ALDO course and an online Biodiversity Education Pack were notable contributions to online resources during this period.
- 2.9 The return of face-to-face service delivery allowed the Ranger Service to resume work exploring options to generate income. This included it being agreed at Infrastructure Services Committee on 10 March 2022 that the Ranger Service can charge for sessions for commercial organisations.
- 2.10 Storms Arwen, Barra, Malik, and Corrie caused severe damage to many of the sites used by the Ranger Service. Where woodlands have been, or remain, inaccessible due to storm damage the Ranger Service has adapted service delivery to continue to provide opportunities for outdoor learning, environmental interpretation, and engagement. Although the Storms were unwelcome, they have afforded opportunities to improve biodiversity through replanting with native species. As such, the Ranger Service are working with colleagues and communities to explore opportunities to replant and create welcoming environments for communities and biodiversity.

### **3 Scheme of Governance**

- 3.1 The Committee is able to consider this item in terms of Section F.7.1 of the List of Committee Powers in Part 2A of the Scheme of Governance as the Bulletin allows scrutiny and review of the activity of the Aberdeenshire Council Ranger Service.

### **4 Implications and Risk**

- 4.1 An Integrated Impact Assessment is not required because this Bulletin is only to inform the Committee on the performance of the Ranger Service and does not have a differential impact on any of the protected characteristics.
- 4.2 A Town Centre First Impact Assessment is not required because this Bulletin is only to inform the Committee on the performance of the Ranger Service and there are no impacts on Town Centres.

- 4.3 There are no financial or staffing implications arising from the content of this Bulletin, but trends are used to inform future budget planning.
- 4.4 The following Risks have been identified as relevant to the on-going delivery of the Ranger Service Strategy on a Corporate Level ([Corporate Risk Register](#)):
- *ACORP006 Reputation management (including social media)*. The Ranger Service promotes the work which it undertakes and engages with communities through social media. This is all undertaken in accordance with the Council's Social Media Procedure.
- 4.5 The following Risks have been identified as relevant to the on-going delivery of the Ranger Service Strategy on a Strategic Level ([Directorate Risk Registers](#)):
- *ISR007 Safeguard the built and natural environment*: Conserve the natural and historic environment by protecting and enhancing landscape, biodiversity, and historic assets. It is recognised that there is a heightened risk of the natural environment being damaged or lost as a result of climate change. The Ranger Service will continue to provide support, advice, and promote best practice to residents, visitors, groups, and communities within Aberdeenshire, including children and young people, to ensure that they are aware of the natural environment so that it is preserved, and biodiversity is enhanced.

**Alan Wood,**  
**Director of Environment and Infrastructure Services**

Bulletin prepared by Fiona Banks, Ranger Service Co-ordinator  
22 April 2022

### **List of Appendices -**

Appendix 1 – Aberdeenshire Council Ranger Service Annual Report 2021/22

**ABERDEENSHIRE COUNCIL RANGER SERVICE ANNUAL REPORT 2021/22****1. Introduction**

- 1.1. Aberdeenshire Council Ranger Service seeks to connect people to place through improved engagement with our natural and cultural heritage which will enable responsible use, protection, and enhancement of these resources. This connection can also improve health and well-being, provide volunteering and learning opportunities, increase skill levels, and support regeneration and tourism.
- 1.2. The team works within the framework of the Ranger Service Strategy 2020-2023, providing a structured approach to service delivery which is responsive to the needs of local communities and environments. The Strategy is primarily an Aberdeenshire Council working document to help manage and deliver the key priorities, aims and objectives of the Ranger Service. The Strategy aligns to the “Connecting people and places – a policy statement on rangering in Scotland” published in 2020 by NatureScot.
- 1.3. The Ranger Service continued to adapt service delivery to ensure compliance with Covid-19 guidance. This saw a continuation of a blended approach of online and face-to-face service delivery. The resumption of face-to-face service delivery has been warmly welcomed by the public, schools, and community groups, with high demand returning for this element of service delivery as restrictions were lifted. At the same time, online social media posts continued to be very popular with a steady growth of over 1,500 followers across all platforms.

**2. 2020-23 Ranger Service Strategy Aim 1: Promotion of our Natural and Cultural Heritage**

- 2.1. The Ranger Service seeks to provide a warm welcome to Aberdeenshire’s countryside and coast for residents and visitors and provide support to vulnerable and minority groups to access our natural and cultural heritage. Due to the Covid-19 pandemic the Ranger Service was required to adapt service delivery to account for travel restrictions and physical distancing guidance when in place, which resulted in lower numbers than prior to the pandemic.
- 2.2. During the reporting period there were 47 public and 55 adult community group face-to-face sessions attended by 1,580 residents and visitors. Topics included rockpools, freshwater invertebrates, woodland invertebrates, bats and moths, red squirrels alongside guided natural and cultural heritage walks.
- 2.3. The Ranger Service worked in partnership with Live Life Aberdeenshire Libraries Service to offer activities to support the 2021 summer reading challenge. The Ranger Service also offered support for Live Life Aberdeenshire’s Creative texture walk at Aden Country Park.
- 2.4. Groups attending a face-to-face session included, Aberdeenshire Council Adoption Team, Aberdeenshire Family Learning, Aberdeenshire Council Foster Team, Aberdeenshire Council Social Work, Aberdeenshire Health and Social Care

Partnership Shared Lives, Backbone CIC New Scot Syrian Refugees, Branching Out Plus (mental health group), Ellon Inner Wheel, Grampian 50+ Ramblers, Live Life Aberdeenshire Adult Learning, Portlethen Moss Community Group and Westhill Rotary Club.

- 2.5. Initiatives supported through on the ground service delivery included Ballater Walking Week, Big Butterfly Count, Mental Health Week, National Nest Box Week, Rare Invertebrates of the Cairngorms and Year of Coasts and Waters.
- 2.6. Amongst others, partnership working took place with Aberdeen City Ranger Service, Aberdeenshire Council Sustainability and Climate Change Team, Bailies Of Bennachie, Balmoral Castle and Estate Ranger Service, Birse Community Trust, Butterfly Conservation, Cairngorms National Park Ranger Service, Fraserburgh Community Council, Grampian Association of Storytellers, Huntly and District Development Trust, Invercauld Estate, Live Life Aberdeenshire, NatureScot, National Trust for Scotland Ranger Service, North East Scotland Biodiversity Partnership Police Scotland, Scottish Fire and Rescue Service, HM Coastguard and the Scottish Wildlife Trust.
- 2.7. The Ranger Service developed a YouTube channel as an easily accessible platform for Ranger Service videos created since 2020. This has proven to be popular with the public with a steady increase in viewers since launching. Videos added this year included, Kentish Glory Moths, Garden Rewilding, Waterfall Walk and Rocky Shore Explore.
- 2.8. There were 597 online social media information posts to promote Aberdeenshire's natural and cultural heritage. Posts included a tour of the Causey Mounth route to promote Sir Walter Scott's connections to Aberdeenshire for its 250<sup>th</sup> Year Anniversary celebrations. A weekly series of posts on pre-history for Scottish Archaeology Month, a video guide to pebbles on the shore and individual posts for raising awareness and understanding of general interest matters including cultural heritage, flora and fauna species, tracking and biological recording.
- 2.9. The Ranger Service provided online information and activities to support local and national festivals including The Ranger Service, provided online information and activities to support local and national festivals including:
  - Big Garden Bird Watch
  - Cairngorms Capercaillie Project
  - Cairngorms Nature Big Weekend
  - Great Scottish Squirrel Survey
  - Hedgehog Awareness Week
  - International Bog Day
  - National Science Week
  - Nest Box Week
  - Scottish Archaeology Month
  - Scottish Environment Link Big Nature Day
  - Scottish Geology Festival UK Fungus Day
  - World Bee Day

- World Book Day
- World Mental Health Day
- World Oceans Day
- World Ranger Day

- 2.10. There continued to be significantly higher numbers of visitors to Aberdeenshire’s countryside and coast than in pre-pandemic times. A successful application to NatureScot’s Better Places Green Recovery Fund enabled the employment of two Seasonal Access Rangers to work with the Ranger Team, partner Ranger Services and Council Services, land managers and communities to help manage the negative impacts of increased visitor numbers and progressing 45 actions from the Aberdeenshire Visitor Management Plan 2021.
- 2.11. The Seasonal Access Rangers undertook positive visitor engagement to explain and encourage responsible countryside access and key messages on proper dog control, littering, toileting, wild camping, fires, barbecues, and responsible parking. This was done face to face at 336 site visits and online through 115 social media posts.
- 2.12. The Seasonal Access Rangers worked closely with the Council’s Communications Team to issue media releases to local and national media outlets throughout the summer on the Scottish Outdoor Access Code to promote responsible access and behaviour in the countryside. The Seasonal Access Rangers maintained close contact with partner Ranger Services and land managers and were able to rapidly share information on parking availability and fire risk warnings.
- 2.13. Where time allowed the Seasonal Access Rangers were also able to undertake conservation work to mitigate the impacts of increased visitor numbers. This included 170 litter picks and clearance of 45 fire scars being undertaken over the summer period.
- 2.14. The Ranger Service provided information on the Scottish Outdoor Access Code to land managers and community groups on topics including proper dog control, responsible countryside access and outdoor cooking. The Ranger Service reviewed and developed a series of responsible access posters to promote responsible access and raise awareness of the Scottish Outdoor Access Code, introducing new posters on wildflower theft, and fire and barbecue use.

<b>Aim 1 - Promotion of our Natural and Cultural Heritage: Annual Performance Indicators</b>		<b>2021/22</b>	<b>2020/21</b>
<b>Strategy Objective 1: Increase awareness, understanding and care of our natural and cultural heritage through personal connection</b>			
I.	Number of public sessions offered and number of participants	118 sessions	14 sessions
		1,770 attendees	116 attendees

<b>Strategy Objective 2: Support recreation and enjoyment helping to improve people's physical and mental health and wellbeing</b>		
II. Number of group sessions for health and well-being supported and number of participants	61 sessions 883 attendees	10 sessions 93 attendees
<b>Strategy Objective 3: Provide a welcoming and reassuring presence for less confident users including tourists and people and groups who benefit from increased support.</b>		
III. Number of online resources made available.	2	7
IV. Number of sessions with vulnerable or disadvantaged groups.	10 sessions 74 attendees	1 session 14 attendees
V. Number of sessions with BAME or other minority groups.	2 sessions 23 attendees	2 sessions 24 attendees
<b>Strategy Objective 4: Provide Ranger Service Volunteer Opportunities in public engagement role</b>		
VI. Number of Ranger Service volunteers recruited to role VR080 (public facing).	5	0
VII. Number of "drop-in" volunteers at public and group sessions and number of volunteer hours.	17 sessions 139 volunteers 170.5 hours	0
<b>Strategy Objective 5: Develop community engagement with our natural and cultural heritage</b>		
VIII. Number of community group sessions to promote connection to natural and cultural heritage	71	6
IX. Number of presentations delivered to local communities and groups and number of attendees.	13	0
X. Number of community group requests for meetings and site visits to empower local decision making.	5	2
<b>Strategy Objective 6: Promote Responsible Countryside Access</b>		
XI. Number of sessions where Scottish Outdoor Access Code and access rights and responsibilities are promoted.	113	14
XII. Number of resources produced.	2	7

*Please note sessions may cover more than one objective.*

### **3. 2020-23 Ranger Service Strategy Aim 2: Support Nature Connection in School Pupils and Young People.**

- 3.1. The Ranger Service aims to provide support to schools and youth groups to undertake and benefit from outdoor learning opportunities and provide support to attain awards recognising increased understanding of our natural and cultural heritage.
- 3.2. During this Strategy period work with schools and young people continued to be disrupted by restrictions to school and youth group visits due to the covid-19 pandemic.
- 3.3. When restrictions and guidance allowed, the Service was able to deliver face-to-face sessions to schools and youth groups. Topics studied included minibests, freshwater invertebrates, wildlife detectives, rockpools, pebble identification, food chains, sand dunes, plants, moth recording, rocky shore ecology, river estuaries and Scottish Outdoor Access Code.
- 3.4. The Ranger Service continued to offer online sessions where requested. Topics included local studies, cultural heritage, flora, fauna, and online careers fairs.
- 3.5. The Ranger Service worked in partnership with the Live Life Aberdeenshire Youth Music Initiative to provide nature connection activities and minibest sessions as part of the music production activities for young carers and care experienced children. The Service also worked in partnership with Live Life Aberdeenshire Macduff Marine Aquarium to provide rocky shore activities for school visits and with the National Health Service (NHS) to provide local rock pooling sessions for children disadvantaged through poverty.
- 3.6. The Ranger Service launched its Aberdeenshire Biodiversity Education Pack, an online resource to encourage and support sustainable outdoor learning. The pack contains simple step by step guides for nature connection activities suitable for the different Aberdeenshire habitats explored in the pack. The teacher activity guides are supplemented by pupil guides which can be downloaded onto devices to be taken out into local areas. To launch the pack the Ranger Service has worked in partnership with Environment Planners to use Nature Restoration Fund grant funding to offer schools the opportunity to get "BeeBall" kits containing wildflower seed, compost, and a planter. This will improve school grounds for biodiversity and offer learning opportunities linked to the Biodiversity Education Pack. Both initiatives have been extremely well received with very positive feedback from teachers.
- 3.7. Restrictions, due to the Covid-19 pandemic, have meant the Junior Ranger Award has not been progressed this year by either Aberdeenshire Council Ranger Service or partner organisations. However, the Ranger Service was able to successfully deliver the John Muir Award with school and youth groups, including Kemnay Academy and Aberdeenshire Council Social Work Family and Children's services in Banff and Buchan and Formartine. The Ranger Service will be looking to prioritise delivery of a Junior Ranger Programme for this year and will continue to support young people to become the next generation of Rangers.

<b>Aim 2 - Support Nature Connection in School Pupils and Young People: Annual Performance Indicators</b>	<b>2021/22</b>	<b>2020/21</b>
<b>Strategy Objective 7: Support outdoor learning and help young people to enjoy, share, understand and connect with the natural and cultural heritage of Aberdeenshire.</b>		
XIII. Number of school sessions delivered and number of participants.	82 Sessions 2,539 attendees	8 sessions 195 attendees
XIV. Number of education resources completed	2	0
XV. Requests for guidance, information, or resources to support outdoor learning	6	10
<b>Strategy Objective 8: Deliver training in outdoor education to teachers and other education providers</b>		
XVI. Number of training sessions delivered and number of participants.	3 sessions 45 attendees	0
XVII. Requests for guidance, information, and support in delivering training.	0	1
<b>Strategy Objective 9: Develop the next generation of Rangers through Junior Ranger schemes and the promotion of rangering as a career path for young people.</b>		
XVIII. Number of young people attending sessions and achieving Junior Ranger Award.	0	0
XIX. Number of Junior Ranger Award sessions supported.	0	0

*Please note sessions may cover more than one objective.*

#### **4. 2020-23 Ranger Service Strategy Aim 3: Protect, Sustain and Enhance Care of our Natural Heritage**

- 4.1. The Ranger Service seeks to support positive action by public and communities to combat biodiversity loss and climate change and support the enhancement of biodiversity.
- 4.2. The Ranger Service worked with the Greenspace Officers to deliver Toolbox Talks on Mowing for Biodiversity to Landscape Services Teams in Formartine, Marr and Kincardine and Mearns. The talks informed Landscape Operatives of the need to protect and promote biodiversity on council managed spaces and provided information to staff to support them in answering questions from members of the public about site management.
- 4.3. The Ranger Service alongside the Greenspace Officers developed an ALDO course, Mowing for Biodiversity. This course raises awareness of the importance of

mowing and other site management regimes in protecting and promoting our biodiversity to other council staff and Elected Members.

- 4.4. During this reporting period the Ranger Service worked to provide information for interpretation boards and leaflets for communities and visitors including Boddam, Collieston, Catterline and Stonehaven.
- 4.5. There has been a great interest in tree planting in community spaces and school grounds, partly driven by the Green Canopy initiative for the Platinum Jubilee celebrations. In order to support schools and communities looking to plant trees in a responsible and sustainable way the Ranger Service created a video Guide to Tree Planting and Aftercare which gives information on suitable site and species selection, planting and aftercare.
- 4.6. There were also 38 public, school and community group sessions to undertake practical action on biodiversity and climate change. Sessions included tree planting with Aberdeenshire Council Greenspace Officers, wildflower plug planting, orchard meadow management and piling dams creation and maintenance.
- 4.7. As part of COP26 and to raise awareness of individual actions on climate change, the Ranger Service worked in partnership with the Bailies of Bennachie to develop a “Carbon trail” in the forest around the Bennachie Visitor Centre. The Carbon trail was popular with the public, schools and university groups and received both local and national media coverage.
- 4.8. Information from the carbon trail was also used online during Climate Week North East, alongside information on Garden rewilding to promote awareness of actions individuals can take to improve gardens for biodiversity.
- 4.9. The Ranger Service also provided a digital expo booth to North East Scotland Climate Action Network (NESCAN) as part of the Mapping Community Climate Action online event which attracted over 90 visitors.
- 4.10. The Ranger Service also provided support to 20 volunteer Lepidoptera recorders to identify records and submit those records to North East Biological Records Centre (NESBReC). The Ranger Service also supported NESBReC with 8 site visits to confirm records of non-native invasive species.

<b>Aim 3 - Protect, Sustain and Enhance Care of our Natural Heritage: Annual Performance Indicators</b>		<b>2021/22</b>	<b>2020/21</b>
<b>Strategy Objective 10: Provide volunteer opportunities for communities and organised groups in biological recording, practical conservation, biodiversity enhancement and climate change actions.</b>			
XX.	Number of Ranger Service volunteers recruited to role VR70 (non-public facing).	0	0
XXI.	Number of attendees at community/ad-hoc volunteer sessions, attendees.	40 sessions 719 volunteers	3 sessions 10 volunteers

<b>Strategy Objective 11: Enhance the condition of natural and historic features through site and countryside management.</b>		
XXII. Number of sites where Ranger Service delivery has enhanced natural or historic features and number of site management plan actions delivered.	78	3
XXIII. Requests for support, guidance or information on enhancing sites.	48	33
<b>Strategy Objective 12: Encourage and support positive action by the public to address the climate emergency and biodiversity loss.</b>		
XXIV. Number of sessions and attendees	38 sessions 656 attendees	5 sessions 27 attendees
XXV. Number of Aberdeenshire Council's Pollinator Action Plan actions delivered.	36 sessions	1
XXVI. Number of partner organisations supported, and number of partnership action plans objectives/ sessions delivered to combat biodiversity loss and climate change.	13	2
XXVII. Requests for support, guidance or information on climate change and biodiversity loss	21	13
<b>Strategy Objective 13: Support partner organisations to combat biodiversity loss and climate change and support the enhancement of biodiversity.</b>		
XXVIII. Number of public sessions offered and number of participants	13 sessions 311 attendees	5 sessions 27 attendees
XXIX. Requests for support, guidance or information from partner organisation	22	13

*Please note sessions may cover more than one objective.*

## **5. 2020-23 Ranger Service Strategy Aim 4: Continuous Improvement**

- 5.1. The Ranger Service seeks to maintain a skilled and committed ranger workforce, adaptive and responsive to the needs of our diverse communities, delivering a high quality, efficient, continually improving service to all users.
- 5.2. During this reporting period the Ranger Service saw a significant rise in the number of followers and engagements with its social media channels. Followers on Facebook rose from 3,089 on 1 April 2021 to 4,422 on the 31 March 2022. Twitter saw a growth of 193 followers over the same period.
- 5.3. On the ground training sessions with the Scottish Countryside Ranger Association North East resumed in January 2022 and courses attended so far include Tree

Safety after storm events and Countryside Access. Aberdeenshire Council Ranger Service also ran a lepidoptera training session for Cairngorms National Park Authority Seasonal Rangers. The Team has continued to attend training workshops on increasing diversity in Rangering and outdoor sectors. This has included an invitation to attend a planning session for a skills academy to increase skills and confidence in minority groups looking to access the outdoors.

- 5.4. Severely impacted by the onset of the pandemic, the Ranger Service was able to resume its volunteer programme and has received a number of enquires leading to the engagement of a further 5 volunteers bringing the total number of Ranger Service Volunteers to 10. Volunteers come from a number of backgrounds, including those who are retired, working and studying. Activities undertaken by volunteers vary according to interest and include surveying and mapping invasive species, support for public events, support for school and group sessions and support at community events such as Climate Change Strathdon.
- 5.5. During this reporting period the Ranger Service committed to supporting and mentoring one of its volunteers to achieve the Scottish Countryside Rangers Association Ranger Foundation Award. This will enable the volunteer to gain the skills required to satisfy the competency requirements of the award and gain a qualification to improve employability in the sector.
- 5.6. The Ranger Service is also supporting a University of Aberdeen STEM (Science, Technology, Engineering and Mathematics) ambassador student through providing volunteering opportunities to take part in and present STEM activities to schools and groups using the Ranger Service in the Kincardine and Mearns area.
- 5.7. The Ranger Service has not been able to accept donations either online or in person due to the absence of any regulation in this respect within Aberdeenshire Council's Financial Regulations. This is currently being addressed by a cross-service working group and a resolution is hoped to be in place shortly.
- 5.8. At the Infrastructure Services Committee on 10 March 2022 it was agreed that the Ranger Service could charge commercial organisations for exclusive sessions delivered by the service from 1 April 2022. Work is currently being undertaken by the Ranger Service to get all relevant procedures in place so this can be advertised and promoted in 2022-23.
- 5.9. The Ranger Service ran an online public feedback survey to seek opinions and feedback on service aims, service delivery, the work of the Seasonal Access Rangers and the principle of charging commercial organisations to deliver exclusive activity sessions. The opportunity for feedback was welcomed by the public with 273 responses being submitted. The responses were a positive reflection of the work undertaken by the Service and were fully supportive of the aims of the service and the variety of service delivery. It was identified through the survey that there are gaps in the advertising of events, and this will be addressed by the Team in 2022-23.
- 5.10. The Team continues to maintain individual Personal Performance Plans and produce a team action plan and annual report to measure service delivery.

