

SCOTTISH NATURAL HERITAGE – RANGER SERVICES IN SCOTLAND

Operational and Grant Application Guidance 2008

Introduction

This document provides guidance on the role of Rangers in Scotland and SNH's grant support of them. It has been designed to help those wishing to apply for SNH grant for Ranger Services from April 2009. The guidance supplements the *Rangers in Scotland* statement published by SNH in July 2008.

Voluntary sector organisations, community groups and private land owners/managers are able to apply for support for the work delivered by Ranger Services. Local Authorities are no longer eligible to apply for grant for the delivery of Ranger Services.

This document is provided in two parts:

- the information you need on the new approach to SNH funding of Ranger Services; and
- how to apply for a Ranger grant.

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The Annual Grant Cycle – at a glance

Before the grant period has started	Yearly cycle of grant period	After the grant period has ended
<p>By 1 September - submit Grant Application form accompanied by Service Delivery Statement and Year 1 Annual Work Programme</p>		
<p>By 1 April – Finalise Year 1 Annual Work Programme plus Local and National Reporting outputs</p>		
	<p>At intervals specified in grant offer – submit Grant Claims supported by Local Monitoring report</p>	
	<p>Year 1 only – submit Equality and Diversity Statement by date as specified in grant offer</p>	
	<p>By 1 September during final year of grant offer – submit grant application for next period, if applicable</p>	
	<p>By 1 February - submit revised Service Delivery Statement and draft Annual Work Programme for next year; Agree and finalise Work Programme by 1 April</p>	
	<p>By 1 May of each year within the grant period – submit National Monitoring report for the reporting year just ended</p>	
		<p>By 1 May – submit National Monitoring report for the final reporting year just ended</p>

This timeframe assumes that reporting years coincide with financial years, ie start on 1 April.

PART 1 - THE NEW APPROACH TO SNH FUNDING OF RANGER SERVICES

SECTION 1: INTRODUCING THE NEW APPROACH TO MANAGING RANGER GRANTS

1.1 What does SNH expect from a Ranger Service?

The statement ***Rangers in Scotland*** provides a clear national perspective to guide the development of Rangers during the next ten years. The statement, published by SNH in July 2008, has been endorsed by COSLA, Forestry Commission Scotland, Historic Scotland, the Cairngorms and Loch Lomond & the Trossachs National Park Authorities and the Scottish Countryside Rangers' Association.

Like other parts of government, SNH is moving towards an outcome-led approach to its grants programme, including funding for Rangers. ***Rangers in Scotland*** is based around three Ranger Aims. Applicants will need to demonstrate how the Ranger Service will deliver across each of these. For each Ranger Aim (see table below) a number of SNH Objectives for Rangers and SNH Ranger Grant Outputs have been developed. Work planning, reporting and grant payment will be based on the delivery of the associated outputs. These are:

SNH OBJECTIVES FOR RANGERS	SNH RANGER GRANT OUTPUTS
<i>The specific objectives SNH wants to see Ranger Services deliver.</i>	<i>The specific outputs that Ranger Services deliver for SNH funding.</i>
Ranger Aim 1: To ensure a warm welcome and provide support for people to enjoy the outdoors	
1.1 People are aware of the opportunities to enjoy the outdoors in the service area.	Sites, routes, activities and events effectively promoted. Promotional material distributed through press, leaflets, web-sites, newsletters etc
1.2 People can find out about how to make the most of the places they visit in the service area.	Visitor facilities planned and managed to secure broad appeal. Orientation, way marking and information and advice provided.
1.3 People from all sectors of society are encouraged to use the sites, facilities and activities provided by the Ranger Service.	Community outreach work undertaken. Events/activities to attract broader range of users/specific target groups to sites undertaken. Equality and Diversity Statement developed.
Ranger Aim 2: To increase awareness, understanding, care and responsible use of the natural and cultural heritage	
2.1 People have a greater understanding and awareness of the natural heritage of the service area.	Events and Interpretation programmes for local people developed and delivered. Educational and learning programmes for schools and communities developed and delivered.
2.2 People have opportunities to care for and enhance the natural heritage of the service area.	Work with volunteers and community-based groups to deliver practical action etc completed.

SNH OBJECTIVES FOR RANGERS	SNH RANGER GRANT OUTPUTS
<p>2.3 The public and land managers are aware of their responsibilities under the Scottish Outdoor Access Code and are encouraged to act to support the sustainable management and use of the outdoors to meet a range of social, economic and environmental objectives appropriately.</p>	<p>Promotional SOAC activities completed – publications, events, displays, leaflets, talks etc.</p> <p>Local source of advice on SOAC provided.</p> <p>Support and liaison on access issues, eg instances of irresponsible behaviour reported.</p>
<p>Ranger Aim 3: To support the sustainable management and use of the outdoors to meet a range of social, economic and environmental objectives</p>	
<p>3.1 A clear role for Rangers within the co-ordinated planning, provision and management of access, countryside and greenspace resources.</p>	<p>Input and advice to Local Access Forum provided.</p> <p>LBAP and Species Action Plan work completed.</p> <p>Input to relevant strategies and initiatives – core paths planning, sustainable tourism, community planning etc provided.</p>
<p>3.2 Sites and facilities for enjoying the outdoors are well managed to required standards and their use monitored to ensure the needs of local communities and visitors are met.</p>	<p>Preparation and review of site management plans.</p> <p>Infrastructure managed.</p> <p>Health & Safety inspections completed.</p> <p>Actions to respond to the requirements of visitors with special needs undertaken.</p> <p>Visitor monitoring completed.</p>
<p>3.3 The natural heritage of the places valued by people is well cared for and enhanced.</p>	<p>Site improvement work completed.</p> <p>Site management and monitoring completed.</p>

1.2 The envisaged work areas of Rangers

We do not anticipate Ranger Services having difficulty in using the 3 Ranger Aims as the basis of their planned activities and we will expect all supported services to deliver across each of the Aims. Most Ranger Services will already be delivering a wide range of the SNH Objectives and Ranger Outputs; supported services need not necessarily contribute to all of the Objectives. The balance of delivery between the Aims is likely to vary from service to service and will primarily be determined by the Ranger Service employer, although SNH Area staff are likely to input to this process to impart local priorities.

1.3 Ranger Employer Objectives

In this guidance, the term Ranger Employer Objectives is used for those objectives that the Ranger employer wants to see their Ranger Service deliver that do not fit with the SNH Objectives for Rangers.

In assessing grant applications, SNH will determine which of the elements of a Ranger Service's proposed delivery are eligible for SNH support.

For example, we will not fund the following activities, although these could still be delivered by the Ranger Service as an Employer Objective:

- Activities which focus on aspects of the built historic environment.
- Managing and operating commercial enterprises.
- Instructing formal sports activities.
- Work requiring looking after animals on a day-to-day basis.
- Undertaking a high proportion of administrative duties.
- Undertaking a high proportion of routine maintenance tasks.

To help us assess the appropriate level of eligibility for SNH funding, we ask that the percentage of Ranger time to be spent delivering SNH Objectives for Rangers and Employer Objectives is outlined in the Service Delivery Statement.

1.4 Framework for work planning and performance monitoring

The framework for Ranger Service work planning and reporting will comprise the following elements:

- A short **Service Delivery Statement** to accompany the application, providing a strategic overview of the proposed work of the Ranger Service over the period of the application (3 years in most cases). This statement must be reviewed annually within the course of a multi-year grant offer. A template is provided at [Annex A](#).
- An **Annual Work Programme** setting out the detail on an annual basis. The work programme for the first year of delivery will be required as part of the grant application process. Work programmes for subsequent years should be submitted on an annual basis as agreed with the SNH Area Office. A template is provided at [Annex B](#).
- **Service performance reporting** to detail progress with the delivery of the agreed work programme. This will comprise 2 elements:
 - Local monitoring – a simple system reporting on selected, locally agreed, aspects of the Ranger Service’s work, to support the claim and payment of grant. The detail and timing of this will be agreed with the SNH Area Office. Progress is reported using the Annual Work Programme ([see Annex B](#)).
 - National monitoring – reporting on a Ranger Service’s delivery on selected, nationally identified, aspects of work common to most Ranger Services (including non-SNH-supported Services). Further guidance is provided at [Annex C](#). This monitoring information will be collated annually and used to demonstrate the achievements, value and benefit of Ranger Services.

It will be a condition of grant that service performance reporting is completed and submitted within agreed timescales.

SECTION 2: THE ROLE OF RANGERS

The role of Rangers in Scotland has evolved from a foundation in countryside legislation and national policy advice, and in response to the needs of individual locations and employing organisations. The core roles advocated for all Ranger Services are outlined in the statement ***Rangers in Scotland***, but SNH will look to services it grant aids to establish good working practices and help us deliver our aims and objectives.

This section is designed to help guide those applying for and receiving SNH grant for Ranger Services. It provides guidance on some specific aspects of the role of Rangers and aims to show Rangers and their employers how SNH wishes to steer some of the focus of grant-aided services. Key operational and policy areas are identified where we will expect supported Ranger Services to plan to contribute effectively. The guidance addresses two themes – ways of working; and key areas of work.

Ways of working -

2.1 Equality and Diversity

SNH is legally bound to consider equality and diversity in all that we do. Therefore, when we grant-aid Ranger Services, we need to ensure that those services embrace equality and diversity in their operating principles. Examples of how this works in practice include: making sites and information accessible to people of all ages and abilities; working with groups not usually involved with Ranger activities; the advertising and recruitment of Ranger staff etc. Where necessary, Ranger Service staff should identify training or development needs which will enhance their skills in this area.

Each SNH-supported Ranger Service will be required to consider these issues and demonstrate this through the development and implementation of a simple Equality and Diversity Statement. This will be a condition of grant. See Annex D for further guidance.

2.2 Working with others

SNH-supported Ranger Services are likely to have opportunities to collaborate with staff from the local authority, national park authority, relevant NGOs or community groups etc. Contributing to projects involving other Rangers, or Access Officers, LBAP Officers, Planners, Greenspace staff, Health Promotion staff or volunteering organisations etc can bring efficiency gains and wider benefits to the service being provided. For example, adding events to a combined programme will enable wider promotion, and Rangers can often provide local on-the-ground knowledge and contacts that will be useful.

Working with landowners, land managers and land management bodies is a fundamental part of the way Rangers work, as is working with other partners / stakeholders with a formal interest in the area.

2.3 Managing or implementing on the ground

SNH envisages that Rangers will have a role in both contributing to planning and management decisions and in the implementation of those decisions, whether directly or in a supervisory capacity.

Key areas of work -

2.4 Biodiversity

Rangers contribute to meeting Scotland's Biodiversity Target of halting the loss of biodiversity by 2010 through their contribution to the delivery of the Scottish Biodiversity Forum Implementation Plans, particularly through facilitating Local Biodiversity Plan actions.

Rangers have a particularly important role in supporting public education, awareness and participation associated with biodiversity, providing a key link between people and ecosystems. Activities include guided walks and talks, leading practical work parties, interpretation of the environment and school visits, both indoors and outdoors. Although not a core part of their work, Rangers can also have a role in the monitoring or management of other habitats and species if this is agreed to be a priority between the Ranger Service manager and the SNH Area Officer.

2.5 Protected areas

Ranger Services that operate over sites that include land designated, for its natural, cultural, landscape or other value, should liaise with the relevant authority to ensure that they are aware of management objectives and are working in ways which complement, not conflict with these. The issue here is awareness and integration, and Rangers should have knowledge of sites within their area which have local, regional, national and international designations.

2.6 Promoting responsible behaviour

Access legislation came into effect in 2005 and Rangers have played a variety of roles in the early period of its implementation. SNH expects supported Ranger Services to contribute to promoting the Scottish Outdoor Access Code and advising land managers and access-takers on its detailed interpretation in specific settings/locations. In their contact with individuals or local groups (land managers or recreational users) Rangers should maximise opportunities to promote understanding of the Code and people's responsibilities. Site-specific access issues are a key example of how Rangers from other sectors can assist the local/national park authority staff if cases arise in their area.

2.7 Encouraging participation

SNH's [Enjoying the Outdoors](#) policy (2007) has a key objective to increase public participation in enjoyment of the outdoors, and recognises that special effort is needed to provide people of all abilities, ethnic minorities and less advantaged communities with a range of opportunities. SNH-supported Ranger Services should play their part in providing and managing infrastructure, both at sites and in the wider countryside, providing information and interpretation, and promoting opportunities for outdoor recreation and other forms of engagement to a wide audience. Within their integrated role, Rangers have the potential to increase people's motivation and confidence to get outdoors and either explore by themselves or get involved in environmental education or conservation programmes. Through increased participation, greater awareness and understanding of the natural heritage will be developed, increasing people's commitment to care for it.

2.8 Physical and mental health and well-being

Ranger Services, through the core services they provide, have always contributed to a healthier Scotland. Managing countryside and greenspace sites which are welcoming, developing access infrastructure in the wider countryside, delivering events programmes which are appealing to a wide range of people, encouraging access to, and active enjoyment of, the outdoors all have the potential to bring public health benefits. SNH-supported services should use these general activities, and those more directly related to health issues such as facilitating Health Walks and working with groups whose aim is to restore good health or prevent ill-health, to demonstrate the contributions Ranger Services make.

2.9 Community development and environmental volunteering

The involvement of local communities in the natural heritage has the potential to contribute to social, economic and environmental objectives. Participation in shared activities, increasing individual skills, and improving the quality of their local environment can be empowering for communities and so help them to achieve these objectives. SNH-supported Ranger

Services should seek opportunities to work with local communities, should seek to create new opportunities for engaging the community in the natural heritage, and should monitor the demand from communities for their support.

In addition to working with groups, Rangers should aim to engage with individual volunteers and, where appropriate, should investigate the opportunities to engage medium/long term volunteer input into aspects of the Ranger Service's objectives. Locally-based volunteers can be a useful supplement to a Ranger Service, adding value to its outputs, as well as enabling volunteers to share and develop their skills. The organisation of such volunteer input can be informal, or can be developed onto a more formal basis for volunteer Rangers.

SNH has a [Statement of Policy and Priorities on Environmental Volunteering](#) in which our vision is expressed as: *Through environmental volunteering, more people in Scotland will take positive action for the natural heritage and in doing so will enjoy benefits to their quality of life and well being.*

2.10 Environmental education

Rangers' roles will normally include contributing to the delivery of formal and informal environmental education with a view to promoting first-hand experience of the natural heritage. SNH-supported Ranger Services should plan their delivery of environmental education so that this is a balanced element within Ranger Aims 1 and 2. The range of potential audiences for environmental education needs to be considered in terms of how best to cater for them, and, where relevant, this assessment should include which staff are best-placed to contribute most efficiently. In some situations there are specialist Education Officers, in which case there should be integration with the Ranger Service. If work pressure is created by demand from the formal education sector, opportunities could be taken to train teachers and provide support so that schools can better use outdoor sites themselves.

2.11 Rural development and tourism

Depending on the nature of the area in which they work, the delivery of core Ranger roles can contribute significantly to natural heritage-based tourism, help raise the quality of the visitor experience and therefore bring economic benefits. The management of access infrastructure, the welcoming appearance of a well-managed location, as well as the provision of information and events programmes, add to the appeal of an area to visiting tourists and can influence how long people stay. All-year-round Ranger Services can also play a role in attracting tourists during the off-peak season.

Some concern has been raised, from wildlife tour operators, that free services provided by publicly subsidised Ranger Services are excluding them from legitimate business. However, if integrated responsibly, commercial activity can add value to the publicly subsidised services and potentially provide additional resources, and vice versa. Support for commercial activity and possible onward referral of tourists to other local places of interest, at the same time as providing an inclusive, high quality service for all visitors, has potential to be an important role for Ranger Services in tourism.

SECTION 3: DELIVERY OPTIONS FOR RANGER SERVICES

This section covers the main issues relating to the delivery of Ranger Services. Employers should consider the relevant options and seek advice from SNH Area staff on the most appropriate mechanisms for their specific circumstances and any implications for grant support.

3.1 Combined posts

In some circumstances it may be desirable for Ranger functions to be provided by combining Ranger duties with those of another member of staff - in effect, employing one person to fulfil 2 part-time posts. This is likely to arise in the private, voluntary and community sector and in parts of the country where the activities of a Ranger are not needed full-time or are seasonal. Employment of local staff has the benefit of local knowledge, a wider understanding of local land-use needs and continuity through a number of years. Examples of the types of roles that may combine practically with Rangering include gamekeeper, shepherd, forester or ghillie.

SNH will continue to be open to approaches concerning combining Ranger functions with compatible posts. If SNH is to be involved in funding the SNH Objectives for the Ranger element of such a delivery mechanism, there will have to be adequate demonstration of need, and that the staff proposed for the combined roles have the appropriate skills and attitudes. Training will normally be required (see Section 4.3 Skills and Experience).

3.2 Joint Services/Partnership Projects

Shared, joint or partnership project Ranger Services may make good sense in a number of circumstances:

- where the needs of one employer are not sufficient to justify the establishment of a service;
- where recreation planning and management requirements point to the need for close working across land ownership boundaries;
- to close a geographic gap identified as needing Ranger cover; and
- to secure economies of scale.

3.3 Ranger Services wholly or partly within National Parks

Ranger Services operating entirely within a National Park where the National Park Authority oversees the work of Rangers in the area (LLTNPA; CNPA from April 2009) will be ineligible to apply to SNH for grant. SNH and the National Park Authorities will agree on a case by case basis which is the appropriate lead body for services operating across Park boundaries.

3.4 Volunteer Rangers

As outlined in 2.9 above, volunteers can bring significant benefits to the work of Ranger Services, and volunteering can bring a range of benefits to the individuals involved. SNH recognises the value of volunteer Rangers but sees them as a supplement to, not a substitute for, employed Rangers. SNH may be able to financially support some aspects associated with volunteers working with Ranger Services.

3.5 Marine Ranger Services

SNH will consider applications for Ranger Services, operating wholly or partly, within the marine environment if appropriate for local circumstances.

SECTION 4: MANAGING AND ADMINISTERING THE RANGER SERVICE

4.1 Income generation

SNH recognises that some Ranger employers may choose to charge for some of the services or products that they provide through the Ranger Service. This is considered reasonable wherever such charging does not conflict with the objectives of the Ranger Service, as described in the Service Delivery Statement. For example, in some circumstances it may be appropriate to charge for a guided walk or an evening lecture given by a visiting speaker.

It is important that charging does not limit those services to a significantly smaller cross-section of the public than it would be desirable to reach, and that it does not conflict with the aim of providing a welcome to visitors. In the event of any doubt, SNH advice on whether an event or activity with charges is eligible for SNH support should be sought. As a general rule, any money made from charges should be invested back into the Ranger Service. Charges may, however, be made for associated services that the visitor may wish to make use of for example: car parking, toilets, etc.

You should be aware that, under The Adventure Activities Licensing Regulations 2004, if organisations are charging for adventure activities such as trekking¹ for people under the age of 18, the organisation may need to be licensed. More information is available from the [Adventure Activities Licensing Authority](#) (AALA) Tel 029 2075 5715.

4.2 Management and Administration

- Management and Administration by Rangers

All elements of a Ranger's work involve some component of management and administration. Ranger employers should see that basic administrative work undertaken by Rangers is kept to a minimum through:

- such work being a direct consequence of pursuing core Ranger roles and not on extraneous activities; and
- providing adequate administrative support to services where their size and need points to this.

Management time for tasks detailed in the Annual Work Programme should be included as an integral part of the time required to deliver the task.

- Management of Rangers

It is the responsibility of the Ranger employer to provide adequate management support for Ranger staff, including regular line management supervision and review. This responsibility is not eligible for SNH grant.

4.3 Skills and Experience

Staff holding Ranger posts within SNH-supported services should be suitably trained and/or experienced to deliver the 3 Ranger Aims and the SNH Objectives for Rangers. This will be discussed by the SNH Area Officer and the Ranger manager, taking into account the Ranger skills and competencies being developed by the [Scottish Countryside Rangers' Association](#) (SCRA).

¹ "trekking" means journeying on foot, horse or pedal cycle or ski-ing over terrain–

(a) which is moorland or more than 600 metres above sea level; and

(b) from which it would take more than 30 minutes travelling time to reach any accessible road or refuge;

SNH recommends that all new recruits to SNH-supported Ranger posts undertake appropriate training, and all supported post-holders have access to relevant specialist training courses and other methods of staff development.

SECTION 5: FUNDING FOR RANGER SERVICES

SNH is moving towards an outcome-led approach to its grants programme, including our support for Rangers. In practice, our contribution will continue to be informed by the costs of delivering Ranger Services, but there will be a stronger role in this process for defining and reporting on the outputs we expect services to deliver.

5.1 Established Ranger Services

From April 2009, SNH will be able to offer **up to a maximum** of £12,000 per year per Full Time Equivalent (FTE = 220 days). The level of grant offered will depend on SNH Area priorities, affordability and past levels of grant.

5.2 New Ranger Services

We recognise that applicants setting up a new Ranger Service may, in some circumstances, need extra advice and support. If you are applying for a grant for a new Ranger Service, it is essential that you discuss your ideas with your local SNH Area staff at an early stage so that you can get advice on our corporate and local priorities. It is vital that the right initial staff appointment(s) are made to any new service, so our staff will also be able to provide advice on drafting a job description and job advert, and may require involvement in short-listing and interviewing as a condition of grant award.

In addition to the advice and support, SNH may offer, subject to need, an initial enhanced level of grant, on a declining basis, over the first three years. From April 2009, SNH will be able to offer **up to a maximum** of:

- Year 1 £14,000 per FTE
- Year 2 £13,000 per FTE
- Year 3 £12,000 per FTE

This initial enhanced level of support can be offered at the discretion of the SNH Area Office depending on need, local priorities and affordability.

PART 2 - APPLYING FOR SNH GRANT

SECTION 6: GENERAL INFORMATION ON SNH GRANTS

From April 2009, applications for support towards Ranger Services will be fully integrated with the SNH grant programme. The SNH grant application pack contains general information about the SNH grant programme. This is available on the [SNH website](#), where you can also download a Word version of the application form, or from your local SNH office. We suggest you read the information and guidance contained in the pack as it is not repeated in this note.

SNH grants are competitive and Ranger Service grant applications will be prioritised alongside others. For applications totalling £10,000 and above you should submit your application ahead of our grant deadlines – 1 September and 15 April. **If you are applying for a Ranger Service grant to commence on 1 April, you will need to submit your application by 1 September.** In practice, it is advisable to submit your application well before this date to give you time to provide any additional information that we may ask for you before the closing date. It is important to note that this is a firm closing date – applications received after 1 September will not be considered until the next application deadline on 15 April.

Applications totalling less than £10,000 can be submitted at any time, however you will need to ensure there is sufficient time for the grant to be assessed prior to the commencement of your service. We suggest you submit your application at least 8 weeks before. More information on our deadlines and decision timescales is available in the SNH grant application pack.

Applications for grant support towards Ranger Services should be submitted under the ***Enjoying Scotland's Outdoors*** grant scheme. Ranger Service applications tend to be 3-year grants. Applications for shorter periods will be considered depending on need and local circumstances.

Please note, grant applications for projects associated with the Ranger Service, whether capital or revenue in nature, should be submitted separately and will be prioritised against other grant applications received at the time.

SECTION 7: PREPARING YOUR APPLICATION

Given the changes in how SNH funds and makes decisions on Ranger Service grant applications, we suggest you prepare the documents that are required to supplement your grant application **before** you complete the SNH grant application form. The information gathered in preparing these documents will help you to complete your application form. They are:

- A Service Delivery Statement.
- An Annual Work Programme.

The [At a Glance guide](#) on page 2 provides a useful overview of the application process, and associated documentation related to SNH Ranger Service grants.

7.1 Service Delivery Statement

The purpose of this document is to:

- provide information about the strategic direction of the Ranger Service;
- provide context for each Annual Work Programme;
- provide linkage to the previous SNH grant (if applicable) or grant year; and
- provide information about how the Ranger Service is adapting to change (if applicable).

The statement must cover the period for which grant is being applied for, eg 3 years. A template [Service Delivery Statement](#), with guidance, is available for your use at Annex A.

Please note, it will probably be easier for you to complete Question 5 of the Service Delivery Statement (the estimated % of Ranger time to be spent delivering SNH and Employer Objectives) once the Annual Work Programme has been completed. This information will be used to calculate the amount of Ranger time eligible for SNH support.

7.2 Annual Work Programme

An Annual Work Programme should be prepared for the service as a whole on an annual basis. A [template](#), with guidance, is available for your use at Annex B.

The Annual Work Programme for Year 1 needs to be drafted and submitted with the SNH grant application form. For Years 2 and 3, you need to submit this to SNH 2 months prior to the start of the new grant year, eg 1 February for a 1 April start. This is to enable time for it to be agreed and finalised with the SNH Area office prior to the new grant year starting.

Once you have completed these two documents you will have the information needed to complete your grant application form.

7.3 SNH grant application form

We require you to complete and submit a signed application form. However, for questions 16, 18, 21 and 31a there is no need to repeat information provided in the Service Delivery Statement and the Annual Work Programme as they can simply be cross-referenced (e.g. “see Service Delivery Statement, Question 3i”). You do not need to complete questions 31b, 31c or 34 as your SNH Area Officer will use standard costs information.

Question 43 of the application form asks you to outline when you would prefer to be paid. Depending on the individual applicants’ circumstances, there are likely to be between 2 and 4 grant claims for each reporting year. SNH would prefer not to assess claims/make payments in late February/March i.e. at the end of the financial year. Your payment schedule is linked to performance in achieving outputs and whatever schedule is agreed will need to be reflected in the wording of the Ranger Service Targets and Milestones. Any significant or persistent underperformance may lead to a reduction in the amount of grant paid.

Once you have completed and signed your grant application form you will need to submit a hard copy to your local SNH Area office. It is also helpful if you can submit an electronic version but the hard signed copy must be received before the grant assessment process can begin. In addition you will also need to provide the following supporting documents:

For all Ranger Services

- Service Delivery Statement
- Annual Work Programme

For new Ranger Services / first time grant applicants only

- Job description and person specification
- Most recently available annual audited accounts

SECTION 8: SNH GRANT CONDITIONS

Our [standard conditions](#) apply to all SNH grants and, in addition, the following special conditions will also normally apply to all Ranger grants:

- SNH reserves the right to be involved in the recruitment of Rangers appointed to supported services.
- The Annual Work Programme and service performance outputs must be finalised to SNH's satisfaction prior to the start of each reporting year.
- SNH support for the Ranger Service will be acknowledged in any promotional material and on any information/publications produced by the service. See SNH grant programme information sheet 'How to acknowledge our support for your project'.
- All SNH-supported Ranger Services will be required to use the Ranger logo.
- Performance reporting of local monitoring targets and outputs must be submitted to support each grant claim.
- Performance reporting towards national output measures must be submitted to SNH within one month after the end of year to which it applies, e.g. by 1 May for grants running from 1 April.
- An Equality and Diversity Statement must be submitted and agreed with SNH during the first year of the grant period. The timing will be agreed with the SNH Area Office.

SNH may add other special grant conditions to individual Ranger Service grant offers as appropriate. These will be listed in your offer of grant.

If you have previously had a grant from SNH for a Ranger Service, you should note that the standard conditions and special conditions outlined above differ from the conditions previously attached to your Ranger grant. You should satisfy yourself that you are content with the conditions included in your offer letter before signing the grant acceptance.

SECTION 9: WHERE TO GET HELP

If you have any queries about completing the grant application form please contact your local SNH Area Officer who will be able to give advice on the application form and the development of the Ranger Service for your area. You can find out the contact details of your local SNH Area office at www.snh.org.uk/about/ab-hq.asp.

You will also be able to get help with queries related to completion of the application form and the process from the grants helpline which you can contact by email at grants@snh.gov.uk or telephone 01738 458677.

The purpose of this document is to:

- provide information about the strategic direction of the Ranger Service;
- provide context for each Annual Work Programme;
- provide linkage to the previous SNH grant (if applicable) or grant year; and
- provide information about how the Ranger Service is adapting to change (if applicable).

A Service Delivery Statement covering the full period for which you are applying for grant should be completed to accompany your grant application. You will be required to review it and update the information provided, as necessary, and submit it annually with your draft Annual Work Programme for the relevant year.

When making revisions in advance of Years 2 and 3, please add to your original document, rather than using a fresh template to create a new version, so that we can see how the original issues/estimates have been revised. If you wish, you could use a different font colour to indicate new information. Please expand the boxes if more space is required. When completing this statement for the first time, we do not expect it be more than 2-sides of A4.

Specific notes to help you complete the Service Delivery Statement:

- Q2** When completing this statement as part of the grant application, enter the full period for which grant is being applied for, e.g. the 3-year period/financial years 2009/10 – 2011/12. For Years 2 or 3, enter the relevant period/financial year.
- Q3**
- i** When completing this statement as part of the application, this question only needs to be addressed if you have had a previous formal offer of grant from SNH for the Ranger Service. For subsequent years, consider what the previous year's grant helped you to achieve.
 - ii** When completing this statement as part of the application, provide comment on the main strategic issues that the Ranger Service hopes to address over the full period for which you are applying for grant. For subsequent years, review the original statement to consider what, if anything, has changed or whether any new strategic or significant issues have emerged, and make a new comment, as necessary.
 - iii** When completing this statement as part of the application, provide comment on how the Ranger Service will respond to these strategic issues including an indication of priorities. For subsequent years, review the original statement to consider what, if anything, has changed including whether operational priorities may have changed, and make a new comment, as necessary.
- Q4** When completing this statement as part of the application, provide figures for your planned staffing resource for each year of the period for which you are applying for grant. For subsequent years, provide revised figures for the specific year in question, as necessary.
- Q5** When completing this statement as part of the application, provide your estimate of the percentage of Ranger time to be spent delivering SNH (as detailed in the Annual Work Programme and grouped by Ranger Aim) and Employer Objectives. For subsequent years, provide revised figures for the specific year in question, as necessary.

<p>1. Name of Ranger Service</p>					
<p>2. Grant period covered by this Statement e.g. 2009/10 – 2011/12; 2010/11</p>	<p>Full grant period</p>	<p>Year 2</p>	<p>Year 3</p>		
<p>3. Key issues affecting area of operation</p> <p><i>The information in Q3i can be referred to in Question 16 of the grant application form.</i></p> <p><i>The information in Q3ii and 3iii can be referred to in Question 18 of the grant application form.</i></p>	<p>i. What has the previous SNH grant / year’s grant helped you to achieve?</p> <p>ii. What are the main strategic issues that the Ranger Service hopes to address over the period of the grant applied for?</p> <p>iii. How will the Ranger Service respond to these issues?</p>				
<p>4. Number of Ranger Posts/Full Time Equivalent (220 days = 1FTE)</p> <p><i>The information in Q4 can be referred to in Question 31a of the grant application form.</i></p>			<p>Year 1</p>	<p>Year 2</p>	<p>Year 3</p>
	<p>Posts</p>				
	<p>FTEs</p>				
<p>5. Estimated % of Ranger time to be spent delivering SNH and Employer Objectives</p> <p><i>This information will be used to calculate the % of time eligible for grant. It will be easier to complete this once the Annual Work Programme has been calculated.</i></p>			<p>Year 1</p>	<p>Year 2</p>	<p>Year 3</p>
	<p>Ranger Aim 1 (1.1 – 1.3)</p>				
	<p>Ranger Aim 2 (2.1 – 2.3)</p>				
	<p>Ranger Aim 3 (3.1 – 3.3)</p>				
	<p>Employer Objectives</p>				

Complete the Annual Work Programme to detail the work that the Ranger Service plans to deliver for the forthcoming year. When completing Q21 of the grant application form, simply state 'refer to the Annual Work Programme'.

The table is structured using the 3 Ranger Aims and the SNH Ranger Objectives contributing to each of these. The **SNH Ranger Grant Outputs** column provides an indication of the types of activity which might fall under each of the Objectives and will provide a useful guide to the correct allocation of work across your proposed work programme.

In the **Ranger Service Outputs** column you should provide information on the outputs that the Ranger Service will deliver. How much detail to present will be a matter of judgement. While time allocated to SNH Ranger Objectives needs to be fully accounted for, the exact detail of every contributing task is unnecessary and tasks requiring only a limited time commitment to deliver should be grouped together wherever possible.

The **Ranger Service Targets and Milestones** column should define the steps towards achieving the Outputs, and be linked to the grant claim schedule. You should discuss and agree this with your SNH Area Officer and whatever schedule is agreed will need to be reflected in the wording of the relevant targets and milestones.

SNH wishes to keep reporting requirements consistent with the level of grant awarded. You do not need to include targets and milestones for each individual output. We are not stipulating a rigid framework for the number of outputs to be reported on in relation to a specific amount of grant or number of FTE Rangers. SNH Area staff will agree with the Ranger Service manager an appropriate number of outputs to be reported on. This will reflect the nature, breadth and scale of the grant. As a rough indication, for a small Ranger Service, reporting on four to five outputs may be acceptable – but this is not prescriptive. To start this process, please give an initial indication (in the **Ranger Service Targets & Milestones** column) of those outputs you consider will be most appropriate for in-year reporting.

Each Ranger Service will need to report on the local outputs identified and agreed with SNH in the **Ranger Service Targets & Milestones** column of the Annual Work Programme. The Annual Work Programme table includes a **Progress Summary** column which should be used to provide a summary of progress towards achieving the annual targets and outputs. The Work Programme, with the **Progress Summary** column completed, should be submitted in support of grant claims, the frequency of which will be specified in the grant offer. The **Progress Summary** column of the Annual Work Programme should be updated cumulatively throughout the year – there is no need to submit a new report with each claim.

Annual Work Programme and Local Monitoring

Annex B

SNH OBJECTIVES FOR RANGERS	SNH RANGER GRANT OUTPUTS	Ranger Service Outputs	Ranger Service Targets and Milestones	Progress summary
<i>The specific objectives SNH wants to see Ranger Services deliver.</i>	<i>The specific outputs that Ranger Services deliver for SNH funding.</i>	<i>The specific outputs that the Ranger Service applying for grant will deliver to be eligible for SNH funding. Include all tasks but focus on Key Tasks of particular interest or requiring particular mention, eg new areas of work. Include number of days (for each SNH Objective - 1.1, 1.2 etc - for Rangers not per output).</i>	<i>Defined steps towards achieving Output. Link to payment schedule. No need to include targets & milestones for every individual output – agree an appropriate number of key ones with SNH.</i>	<i>Record of achievement against milestones. NB - Please provide information on nationally reported outputs in a separate table - Annex C</i>
Ranger Aim 1: To ensure a warm welcome and provide support for people to enjoy the outdoors.				
1.1 People are aware of the opportunities to enjoy the outdoors in the service area.	Sites, routes, activities & events effectively promoted Promotional material distributed through press, leaflets, web-sites.			
1.2 People can find out about how to make the most of the places they visit in the service area.	Visitor facilities planned and managed to secure broad appeal. Orientation, way marking and information and advice provided.			
1.3 People from all sectors of society are encouraged to use the sites, facilities and activities provided by the ranger service.	Community outreach work completed Events/activities to attract broader range of users/specific target groups to sites completed.			

SNH OBJECTIVES FOR RANGERS	SNH RANGER GRANT OUTPUTS	Ranger Service Outputs	Ranger Service Targets and Milestones	Progress summary
Ranger Aim 2: To increase awareness, understanding, care and responsible use of the natural and cultural heritage.				
2.1 People have a greater understanding and awareness of the natural heritage of the service area.	Events and Interpretation programmes for local people developed and delivered. Educational and learning programmes for schools and communities developed and delivered.	 <div style="border: 1px solid black; width: 40px; float: right; text-align: center;">days</div>		
2.2 People have opportunities to care for and enhance the natural heritage of the service area.	Work with volunteers and community-based groups to deliver practical action etc completed.	 <div style="border: 1px solid black; width: 40px; float: right; text-align: center;">days</div>		
2.3 The public and land managers are aware of their responsibilities under the Scottish Outdoor Access Code and are encouraged to act to support the sustainable management and use of the outdoors to meet a range of social, economic and environmental objectives appropriately.	Promotional SOAC activities completed - publications, events, displays, leaflets, talks etc. Local source of advice on SOAC provided. Support and liaison on access issues, eg instances of irresponsible behaviour reported.	 <div style="border: 1px solid black; width: 40px; float: right; text-align: center;">days</div>		

SNH OBJECTIVES FOR RANGERS	SNH RANGER GRANT OUTPUTS	Ranger Service Outputs	Ranger Service Targets and Milestones	Progress summary
Ranger Aim 3: To support the sustainable management and use of the outdoors to meet a range of social, economic and environmental objectives.				
<p>3.1 A clear role for rangers within the co-ordinated planning, provision and management of access, countryside and greenspace resources.</p>	<p>Input and advice to Local Access Forum provided</p> <p>LBAP & Species Action Plan work completed</p> <p>Input to relevant strategies & initiatives – core paths planning, sustainable tourism, community planning etc provided.</p>	<p style="text-align: right;">days</p>		
<p>3.2 Sites and facilities for enjoying the outdoors are well managed to required standards and their use monitored to ensure the needs of local communities and visitors are met.</p>	<p>Preparation and review of site management plans.</p> <p>Infrastructure managed.</p> <p>H&S inspections completed.</p> <p>Actions to respond to the requirements of visitors with special needs undertaken.</p> <p>Visitor monitoring completed.</p>	<p style="text-align: right;">days</p>		
<p>3.3 The natural heritage of the places valued by people is well cared for and enhanced.</p>	<p>Site improvement work completed.</p> <p>Site management & monitoring completed.</p>	<p style="text-align: right;">days</p>		

Consistent with the commitment in **Rangers in Scotland** to improve national reporting of the benefits of Rangers and their achievements, services will be required to report annually on a limited suite of national output measures. These measures have yet to be finalised but will be selected on the basis that they cover elements which all Ranger Services will be able to contribute to and which avoid the need for new and complex recording systems to be established. SNH will collate national monitoring data, present it annually, and report on trends over time.

A new National Reporting table will be required to report on progress and delivery of the Ranger Service's contribution towards these national measures. This will be required to be submitted to SNH within one month after the end of year to which it applies, e.g. by 1 May for grants running from 1 April. The national monitoring report is required as a separate document to assist the collation of returns by all Ranger Services. Submission of this report will be a condition of grant for SNH-supported services and failure to provide this information may result in non-payment of grant.

Further guidance on the suite of national measures and their definition will be issued prior to 1 April 2009. The measures will relate directly to the 3 Ranger Aims and will enable the consistent recording of selected benefits of Ranger Service delivery across Scotland. As an indication, this might, for example, cover:

- The number of people benefiting from Ranger Service delivery;
- The area of land benefiting from the services of Rangers.

For illustrative purpose, an outline National Reporting Table is shown overleaf, with two indicative measures.

National Reporting Table

Annex C cont'd

Name of Ranger Service -

20XX/YY (add Reporting Year, eg 2009/10)

Please submit this monitoring report to SNH by 1 May following the Reporting Year to which it applies.

Ranger Aim	National output measures	20XX/YY Report
1. To ensure a warm welcome and provide support for people to enjoy the outdoors	N - How many people did your Ranger Service welcome, to how many sites? (SNH Obj 1.3)	
2. To increase awareness, understanding and responsible use of the natural and cultural heritage		
3. To support the sustainable management and use of the outdoors to meet a range of social, economic and environmental objectives	N - How much land and water does the Ranger Service contribute to the management of (in hectares)? How much of this land has a natural heritage designation? (SNH Obj 3.2)	

SNH is legally bound to consider equality and diversity in all that we do. Therefore, when we grant aid Ranger Services, we need to be sure that these Services also embrace equality and diversity in the work that they do, across the 6 equality strands – race; gender; disability; age; religion or beliefs; and sexuality.

Each SNH-supported Ranger Service will be required to consider these issues and to demonstrate this through the development and implementation of an Equality and Diversity (E&D) Statement during first year of the period of the grant applied for. Development of the E&D Statement should be included in the Annual Work Programme under SNH Objectives for Rangers 1.3.

This work will bring together much of the equalities work that Rangers do already, for example: making sites more accessible to disabled people; aiming to involve sectors of society who are not usually involved with Ranger Service activities and events etc.

Areas of work to be considered in the E&D Statement are primarily how Rangers work with others. The Statement will record and demonstrate how the Ranger Service will:

- offer a range of activities, events and services likely to be accessible to as many people as possible;
- look for ways to involve those sectors of society who are not usually involved with Ranger Service activities and events;
- carry out an accessibility audit of the places where the Ranger Service operates, and make any improvements, etc.

As part of the process, consultation with key stakeholders, e.g. the Local Access Panel, local disability groups, the local community etc may be helpful. If a Service has already developed an E&D Statement, this should simply be reviewed and updated as necessary.

We wish to make the preparation of the E&D Statement as straightforward and useful a task as possible. To assist, further guidance, including a template, will be issued before April 2009.