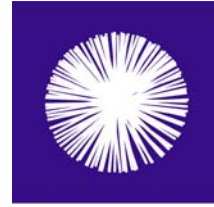


## Will we make a difference? A review of the Scottish Biodiversity Strategy Implementation Plans (2005-2007).



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LINK

### 1.1 Introduction

EU Member States met at Gothenburg in 2001 and pledged to halt the loss of biodiversity by 2010. In light of this and other international commitments, Scotland produced a biodiversity strategy in 2004 to ensure “we meet our international obligations” (SBS 2004 p6). Shortly afterwards six implementation plans were published in May 2005. These plans describe the priority actions for the first three years of the SBS. This report draws on this context and assess whether the Scottish Biodiversity Strategy Implementation Plans are ‘fit for purpose’ of meeting the SBS Objectives.

This comprehensive analysis of the SBS Implementation Plans (2004-2007) indicates that the actions place unequal emphasis on each of the five objectives of the SBS. In particular, they give clear priority to increasing awareness and enjoyment of biodiversity (Objective 2) and developing an effective management framework (Objective 4). Together these objectives account for 65% of the actions. In contrast, approximately only 7% of actions are focussed on halting the loss of species and habitats. This, we believe, reflects an imbalance that will ultimately fail to deliver sufficient effective action to meet the EU target to halt the loss of biodiversity by 2010.

Many of the actions (approx. 50%) suffer from a lack of clear and measurable outcomes. This will frustrate the ability of any future evaluation to effectively monitor progress. Although the plans have a real value in collating existing biodiversity action, into a single reference, only 20% of proposed actions are new and as such, they offer limited added value.

In 2002, a third of the UK's Biodiversity Action Plan (BAP) habitats and a quarter of BAP species were still declining. Many other, wider countryside species are also of conservation importance. For example, *Cicerbita alpina*, Alpine blue sow thistle, only survives on four ledges on Scottish mountains; it is unable to spread to more stable habitats without protection from grazing by deer. Until effective measures to combat over grazing in its habitats, alpine blue sow thistle cannot spread or stabilise. Similarly, in the marine environment direct action is needed to ensure Scottish populations of Common Skate, bottlenose dolphin, fan mussel, *Atrina fragilis*, and native oyster, *Ostrea edulis* are not still in decline by 2010. There are expensive, long term

and in some cases potentially irrevocable consequences if we do not acknowledge these conservation prioritise and implement SMART<sup>1</sup> actions that tackle the relevant issues.

The report makes 7 recommendations which if adopted would enable the working groups, their Chairs and Lead Partners to prioritise and progress actions in the real areas of urgent concern. They would also serve to improve the process of plan production in the next round.

## 1.2 Purpose of the report

This report has been researched and written by the Biodiversity Task Force of Scottish Environment Link to:

1. Establish a baseline assessment of the 2004 – 2007 SBS Implementation Plans.
2. Review the actions against the five objectives of the Scottish Biodiversity Strategy and estimate the extent to which they offer added value and measurable products.
3. Assess the degree to which each of the actions is fit for the purpose of halting the loss of biodiversity by 2010 (see p6 of the SBS and [European Council summit in Gothenburg](#)).
4. Provide a focus for any necessary future analysis that will help to improve the next round of Implementation Plans 2007-2010.

## 1.3 Why now:

The Biodiversity Task Force has prepared this report as a timely assessment of the current Implementation Plans:

1. It is now twelve months since the Minister for Environment and Rural Development officially designated the Scottish Biodiversity Strategy to which public bodies must have regard, when complying with their duty to further the conservation of biodiversity.
2. The current suite of implementation plans covers the period 2004 – 2007; the process for developing the next phase of replacement plans must commence in 2006. This exercise should not only be informed by the content of the first round of plans, but also, address the gaps identified by a robust monitoring process. This report provides the necessary baseline description to inform the production of future plans and offers a valuable context to any monitoring programme.
3. The current Implementation Plans went through many drafts before their publication in March 2005 and in some cases changed quite substantially. It is important to assess the likely effectiveness of the finalised suite of plans so that working groups are able to make any necessary improvements.

## 2.1 Method of evaluation

The evaluation was developed and coordinated by members of the Scottish Environment LINK Biodiversity Task Force (BTF). An evaluation matrix was designed to ensure an objective and comprehensive assessment of the plans. Although the common issues were not published as a plan, they have been treated in the same way as the other plans and the actions they describe have been assessed accordingly. Representatives of LINK member bodies from each of the

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<sup>1</sup> SMART: Specific, Measurable, Achievable, Relevant and Time-based.

Working Groups assessed the actions in their particular plan. To ensure consistency each evaluation sheet was then reviewed by three members of the BTF.

The completed evaluation matrix reviews each of the actions against the following criteria:

1. Contribution to each of the five high level objectives of the Scottish Biodiversity Strategy.
2. Contribution towards the target of halting the loss of biodiversity by 2010.
3. The extent to which the action would deliver one of the five following product types: information/communication tools, policy change or development, habitat protection, habitat enhancement, research reports or education material.
4. Whether it is possible to link a tangible product to the successful completion of any action.
5. Whether the actions describe existing, extended or new activities. This is used as a measure of the added value of the Implementation Plans.

### 3.1 Meeting the Scottish Biodiversity Strategy Objectives

The following section provides a short summary of how the plans as a whole contribute to the five objectives of the Scottish Biodiversity Strategy. See Fig 1 for a graph of this analysis.

#### **A) Species and habitats: to halt the loss of biodiversity and continue to reverse previous losses through targeted actions for species and habitats.**

These Implementation Plans do not adequately address this objective of halting the loss of biodiversity. Only 7% of actions across all the plans make a direct contribution to meeting this objective. Further analysis shows that approximately 79% of those actions contributing to Objective 1 describe continuations of existing work. The lack of priority given to this objective significantly limits the progress the SBS can make towards meeting the 2010 target in Scotland.

#### **B) People: to increase awareness, understanding and enjoyment of biodiversity, and engage many more people in conservation and enhancement.**

This objective emerges as one of the clear priorities for the Implementation Plans. Twenty eight percent of actions from across the plans will contribute to this objective. The focus on engagement in the ICE plan is understandable and welcome; here 71% of actions contribute to this objective. However, a similar emphasis is seen in all the other plans; actions deliver significantly more biodiversity communication than species and habitat conservation. This is even true for the “sectoral” rural and marine plans where 25% and 27% of actions are intended to raise awareness while only 15% and 2% focus on species and habitats. This reflects what the BTF sees as an imbalance in the emphasis the Implementation Plans place on the different objectives of the SBS. Whilst engagement is important, it should not, as seems to be the case here, occur at the expense of urgently needed species and habitats conservation.

#### **C) Landscape and ecosystems: to restore and enhance biodiversity in all our urban, rural and marine environments through better planning, design and practice.**

The evaluation suggests that only 5% of the Implementation Plans actions will help meet this objective. This is a major weakness of the Implementation Plans. Any progress in this area will be reliant on indirect benefits, which might result from policy changes and more integrated

decision making, and although the plans do provide a valuable resource for greater integration there is no process in place to ensure this occurs.

**d) Integration and co-ordination: to develop an effective management framework that ensures biodiversity is taken into account in all decision making.**

This is obviously a clear priority of the plans and shows a commendable focus on mainstreaming biodiversity. Thirty six percent of actions contribute to this objective, the highest percentage for any of the five SBS objectives. However, analysis of the plans suggests that this attempt to integrate biodiversity is undermined by the absence of genuinely SMART actions. Instead, for instance, many actions require the ‘consideration’ or the ‘encouragement’ of further work, neither of which are specific or measurable (e.g. Rural 4.1c, Marine 1.5c, 2.5b, 3.4c, 4.2c, Local 2.1b, 2.2a, Urban 1.2a, 1.2b, 1.3a, 2.1a, 2.1b, 2.3c).

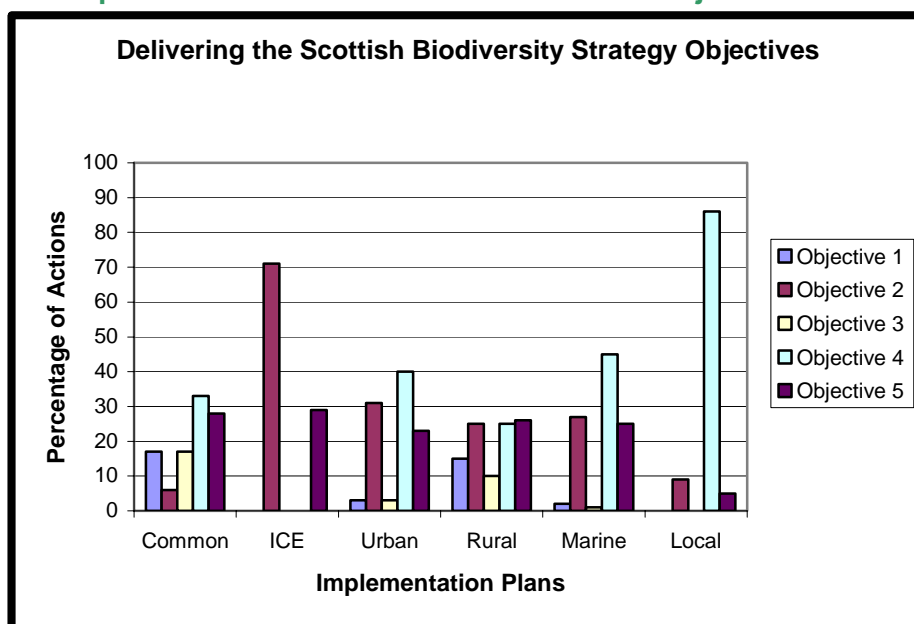
**e) Knowledge: to ensure that the best new and existing knowledge on biodiversity is available to all policy makers and practitioners.**

There is a clear acknowledgement within the Implementation Plans of existing research gaps. Almost twenty five percent of actions contribute to this objective. Some 40% of research actions are likely to be difficult to monitor because their outputs are uncertain.

**3.1.2 Will the plans be measurable?**

Our analyses have shown that it will be difficult to identify or measure clearly the outcome from approximately 50% of the actions. Many of the policy changes are not firm commitments and others rely on third parties for delivery. In such cases it will be impossible to track whether the proposed policy changes and projects will actually deliver meaningful results for habitats, species or even public awareness and involvement. The failure to offer measurable outputs for each of the actions prevents any comprehensive monitoring. Effective monitoring is necessary to ensure future plans address the shortcomings and build on the strengths within these plans. Examples of actions, which are unlikely to produce clear, measurable products, include: Rural actions 1.1c, 1.4a, 1.4b, 2.1a, Marine actions 1.1b, 1.2b, 1.5b, 2.3a 3.1d, Urban actions 2.1a, 2.3c, 3.1c, 4.2c and Local actions 1.2a, 2.1b, 2.1c and 2.2b.

**Fig 1. How The Implementation Plans will deliver the SBS Objectives**



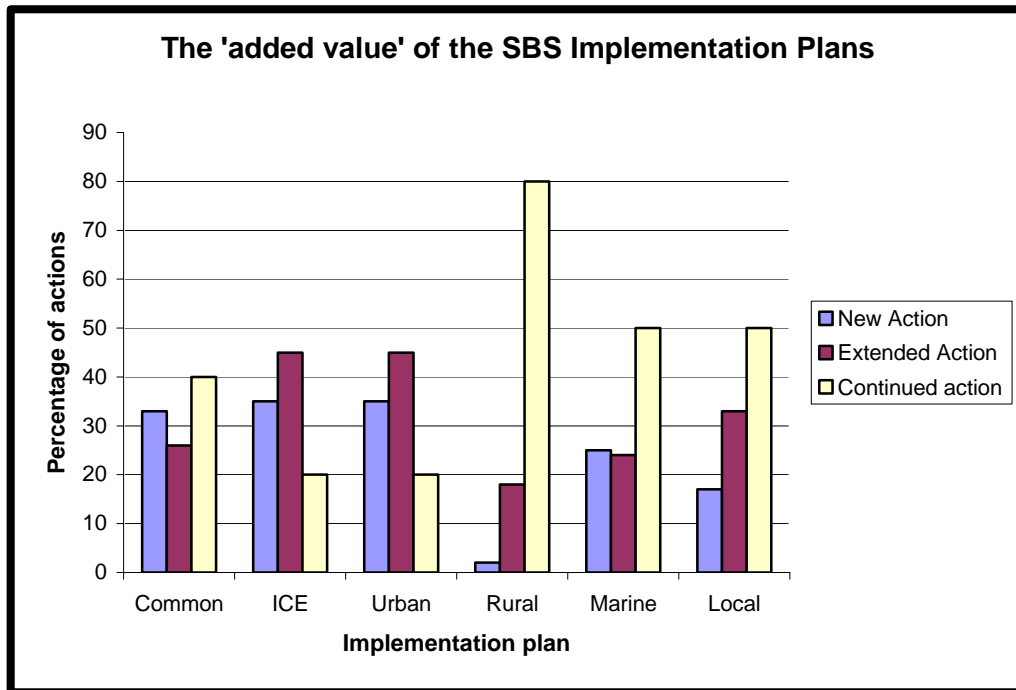
### 3.1.3 Value added

The Implementation Plans offer, for perhaps the first time, a snap shot of existing biodiversity focused activity across Scotland. This collation of current work is of some value as it allows for improved coordination and synergy across sectors. However, our analysis indicates that too few actions describe completely new activity (only some 20%) while approximately 29% of them describe extensions to existing activity. This means the Implementation Plans offer very little in the way of real added value and without new conservation focused action Scotland will be significantly challenged in making any substantive progress towards the 2010 target. The Rural Plan is a good example of where there is limited added value. Of the 15% of actions that deliver for Objective 1, only 16% of these represent new activity. There is also the less tangible, but very real, risk that the Implementation Plans are failing to meet the expectations raised by the Scottish Biodiversity Strategy. Fig 2 shows the breakdown of new actions, extensions of existing actions and continued action for each Plan.

## 3.2 Contribution to 2010 target

From the Biodiversity Task Force's perspective, this set of plans reflect a worrying failure to grasp the nettle and address the need for greater species and habitats conservation that is necessary if Scotland is to meet the 2010 target. This is reflected, we believe, in the preponderance of communication and policy integration actions (65%) and the paucity of actions addressing species and habitats, landscapes and ecosystems (12%). A successful strategy must have a clear sense of priority, especially where resources are limited and in this case, species and habitat conservation must be that priority. The failure of the plans to provide this focus is compounded further by the lack of any timescale, measurable output or lead partner associated with Cross Cutting Action 2.4.2 relating to the UK BAP.

Fig 2. What's new for biodiversity?



### 3.3 Lessons for 2007 –2010

This baseline assessment of the Implementation Plans describes the majority of the plans as not being sufficiently SMART to ensure effective delivery and highlights the lack of actions that will contribute towards the 2010 target. If the next round of plans in 2007 is to improve on this set, there is clearly a need to examine the process by which they were produced. We need to identify *why* many of the final actions are not SMART. How did these actions evolve from a consultation process that repeatedly emphasised the need for SMART delivery? Similarly, we must identify those barriers that effectively limit the plans contribution to the 2010 target. Although the plans were subject to an extensive process of consultation amongst all stakeholders, and this did lead to a number of improvements, it is apparent that this has failed to deliver a strong set of actions. Stakeholder participation *can* deliver better-informed and relevant decisions as well as broad ownership amongst stakeholders. However, if this is to happen, any such process must be built on a critical understanding of participatory and deliberative decision making.

### 3.4 Analysis of the individual plans

#### 3.4.1 Common issues

The final cross cutting issues chapter differs markedly from the consultation plan. The actions no longer have milestones or targets and there are no Lead Partners associated with any of the issues. In addition, the final document no longer includes a number of important issues, such as transport and air quality that must be tackled to deliver wider biodiversity gains. Having

analysed this introductory chapter in exactly the same way as the other plans, we identified 18 actions within it. Approximately 40% of these describe existing work and a further 27% are extensions to current activities. Of the five new actions, two are to set up communication / working groups and the remaining three are to commission research. This type of new action, while a welcome first step, is insufficient to make the required progress on the ground. The cross cutting issues chapter falls short of setting out the focused action needed to pursue those critical issues that Scotland must address if it is to make real progress towards the 2010 target.

### 3.4.2 Interpretation, communication & education

The ICE Implementation Plan contains a distillation of many “people” actions proposed in the consultation process. The most important of these focus on developing coordinated approaches to biodiversity communication and information delivery with non-specialist audiences. Most of the actions have acceptably clear outcomes, and some of those with vague targets are necessarily so because of their early planning stage. The major concern with the plan is the lack of clarity in leadership and commitment, especially of the large-scale core activities (for example 1.1, 1.2, 2.2, 2.3). This will lead to slippage, which is already apparent, or worse, to loss of targets.

### 3.4.3 Urban biodiversity

As with many of the other Plans, the principal weakness of the Urban Plan is the limited number of actions directly concerned with species protection (2%) or habitat enhancement (2%). This apparent failure to prioritise species and habitat conservation is despite the fact that biodiversity in urban areas faces the greatest pressure from development and pollution, a fact identified in the foreword to the Plans. The majority of the actions are focussed on Objectives 2 and 4 (31% and 40% respectively).

Over a third of the actions (36%) appear to relate to the production of information and communications tools ranging from leaflets to seminars and meetings. Continuing to reflect the emphasis on Objectives 2 and 4, some 29% of Urban actions are likely to take the form of research reports, many of which could have been classed as policy changes had the wording been more committed to eventual adoption of new approaches or practices. Many actions are undermined by their requirement to simply ‘consider’ or ‘investigate’ rather than deliver action. For example, Target 1.3a says “*Investigate* scope for incorporating biodiversity plans into planning consents where applicable” and Action 1.3a simply requires research on incorporating biodiversity plans into planning consents to be “*considered*”. The use of such ambiguous language frustrates any future assessment of effectiveness. It is more encouraging to see that the majority of actions represent new work (35%) or extensions of existing work (45%).

### 3.4.4 Rural biodiversity

The Rural Implementation plan is perhaps the most disappointing in terms of the lack of new activity that it is likely to generate, despite its considerable potential to benefit biodiversity in rural areas. Ninety-four actions are contained within the plan, but our analysis showed that a mere 2% of these could properly be classified as ‘new’. The vast majority of actions either build on existing activity, or are simply continuations of work that has already begun.

Whilst there is merit in collating all existing actions being undertaken by public bodies and focusing on reconnecting people with the natural world, we are concerned that many of the actions are (or should be) part of the remit of relevant Scottish Executive or SNH work programmes. For example, Action 1.4, “Encourage positive management under the Natural Care Scheme, to contribute to biodiversity targets on all designated sites” should be an inherent part of the Natural Care programme anyway. Other actions do no more than represent continuation of activity already underway. Nevertheless, we are pleased with new actions such as 3.3a in the Rural Plan which could result in enhanced protection for ancient woodland, one of our most biodiverse and irreplaceable habitats.

There has been a lack of creative thinking on additional actions to include in the Plan. This has resulted in a low proportion of actions which directly lead to policy change, habitat enhancement or protection (only 31% of actions have any of these three as a potential outcome, whilst the rest will result in research reports, education resources, or information and communication tools). We would therefore like to see the limited conservation activity on the ground rectified in the next phase of implementation in the run up to 2010.

### 3.4.5 Marine Biodiversity

At 62%, the number of outcomes for the Marine Plan that are ‘unclear’ or ‘variable’ are some of the highest for any of the plans, which reflects the level of uncertainty surrounding the future of marine management prevalent when the Plan was drafted.

Approximately 70% of the Marine Plan actions would be happening regardless of their inclusion in the Plan itself. The recent launch of ‘Seas the Opportunity’, including the Advisory Group on the Marine And Coastal Strategy (AGMACS), as well as other initiatives such as the Strategic Framework for Scottish Sea Fisheries Industry and the SIFAG environment sub-group<sup>2</sup>, ensures that many of the actions are delivered by parallel processes rather than by the Marine Plan itself.

Many of the intended products of this plan are intended to be ‘policy changes’, many of which are ambiguous and are dependent on decisions being made elsewhere. For example, Action 1.1 says ‘*Decide on best structure to co-ordinate marine policy....*’ and Action 3.1 says ‘*Consider the role of an effective strategic and spatial planning system*’. Neither of these actions actually result in the policy change they describe.

Of the 29% of new actions, a large number describe ‘meeting’, ‘dialogue’, ‘review’, ‘consider’, ‘hold seminar’ and other process related actions. Only two actions directly relate to fulfilling SBS Objectives 1 and 3, one of which (3.2a) is required under European Law and existing policy commitments anyway. With the establishment of the AGMACS to make the more fundamental decisions about Scotland’s seas, clarification of how the Marine Plan can make a real contribution to marine biodiversity is needed. LINK of course, remains committed to the

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<sup>2</sup> Scottish Inshore Fisheries Advisory Group



Marine Implementation Plan but look forward to the implementation process becoming more streamlined and SMARTer following establishment of the AGMACS and clarification of roles.

### 3.4.6 Local delivery

Along with the ICE Plan the Local Plan is the only Implementation Plan that contains no actions towards the SBS Objective 1 of halting the loss of biodiversity. Instead, the emphasis is very much on integration and co-ordination; some 86% of actions are focused on this objective. While many of these are commendable actions, they are weakened by their failure to identify clear, measurable products. As with many of the other plans a large number of actions describing existing work, and in some cases the work has been completed already (e.g. 1.2b and 1.3a). The BTF estimates that approximately only 15% of the actions are completely new and the remaining 85% are either extensions of existing work or simply descriptions of continuation.

## 3.5 Conclusions and recommendations

This report has attempted to offer an answer to the question posed in the title; *will we make a difference?* The short answer is yes, we will. However, even at this early stage and based on this preliminary analysis, it is clear that the first round of Plans are unlikely to make a substantive, and equal, contribution to the Scottish Biodiversity Strategy. The Plans place unequal emphasis on the different objectives of the SBS, an imbalance that is all the more noticeable given the impending 2010 target. The LINK Biodiversity Task Force recognises that gaining public support for biodiversity conservation must be a long term and continuous aim. However, the urgency with which we must tackle the decline in biodiversity, and the limited resources available, means that at this time we should prioritise actions that directly address Objective 1.

Although the plans provide a comprehensive reference of biodiversity action in Scotland, they fall well short of describing the necessary new action that is needed if Scotland is to be recognised as a world leader in biodiversity conservation. This failure is compounded by the absence of sufficiently SMART actions.

This first set of Implementation Plans was produced through an extensive consultation exercise that engaged with a wide range of stakeholder groups. However, the process failed to generate the appropriate actions to progress the 2010 target and, in failing to do so, is unlikely to have met the expectations many stakeholders bought to the process. There is clearly a need to review the methods used to produce this set of Plans and identify why they were unable to produce SMART actions that would tackle the loss of biodiversity.

The Biodiversity Task Force recognises that these plans are a first step in delivering the SBS and we look forward to working with the SBC and through the various Working Groups to ensure that by 2030 Scotland is a world leader in biodiversity conservation. With this aim in mind, the Task Force offers the following recommendations:

- **The actions within the existing plans are refocused and prioritised around the 2010 target.**

- That the SBC produces a work programme, complete with lead partners and milestones, that sets out actions for each of the nine cross cutting issues.
- That a robust and transparent system be put in place for developing the replacement plans that emphasises the importance of SMART actions that will deliver biodiversity conservation.
- That the APSG start developing and costing a series of actions based on protecting and improving habitats.
- That the working groups and their Chairs are encouraged and empowered to prioritise actions within the existing plans.
- That increased collaborative working takes place to integrate biodiversity considerations into incentives for land management including agriculture, forestry and water.
- That annual opportunities are provided for the Chairs of the Working Groups and the SBC to present progress, identify barriers, assess problems, amalgamate, delete or amend actions and work together to deliver on all 5 plans. This should be part of an ongoing process of formative evaluation that will help to inform the next round of plans.

This report has been produced by the Scottish Environment LINK Biodiversity Task Force. The Task Force is made up of representatives from the following organisations: RSPB Scotland, Plantlife, Scottish Wildlife Trust, National Trust for Scotland, Marine Conservation Society, The Royal Zoological Society of Scotland, Butterfly Conservation Scotland, Bat Conservation Trust, The Scottish Raptor Studies Group, Scottish Native Woods and the Woodland Trust.

## Appendix A: Key to analysis tables

**Table 1: SBS Objective addressed**

An individual action may contribute to more than one objective.

Objective	Description
1	Species & Habitat protection
2	Participation & engagement
3	Landscapes & Ecosystems Restoration
4	Policy integration co-ordination & development
5	Knowledge, data and research

**Table 2: LINK Priority rating**

(Contribution to 2010 target)

Rating	Description
A	Essential/ vital
B	High/ important
C	Secondary/ positive but supporting action
D	Non essential/ Not a priority

**Table 3: Measurable outputs** (any one action may deliver for more than one objective)

Output	Description
Information/ Communication tools	New networking opportunities & conferences / Seminars + Non-research publications such as newsletters, leaflets and websites.
Policy Changed or Developed	Change in existing practice or new evidence-based policies developed.
Habitat Protection	Existing sites better protected or new sites now protected, tougher regulations etc.
Habitat Enhanced	Physical projects take place to create new habitat or existing habitat is enhanced.
Research Reports	Baseline survey, academic study or evaluation.
Education Resource	Qualification or accreditation, educational activity, new or improved interpretation.

**Table 4. Tangible outputs**

Outcome	Description
Definitive/ Measurable	A tangible outcome e.g. physical or research project commenced/completed. Or a report or definite policy change of a positive nature.
Unclear/ Variable	Reviews, consultations without guarantee of implementation or final delivery. Outcome is outwith the control of the SBF and may be reliant on the cooperation and goodwill of a third party.

**Table 5. Value added**

Assessment	Description
New Activity	Initiated since the start of the biodiversity process or a direct result of the SBS.
Extended Activity	An action underway prior to the finalisation of the SBS, where activity has been visibly enhanced.
Continued Activity	An action happening prior to the SBS that is simply continuing largely unchanged.



## Appendix B: Summary Analysis

**TABLE 1: Total number of actions in each implementation plan**

Plan	1. SBS High Level Objective					2. Link Priority Rating					3. Measurable Output 2005 - 2007						4. Outcome			5. Value Added					
	1	2	3	4	5	All*	A	B	C	D	All	Inf/Com	P change	Habitat P	Habitat E	Research	Education	Total*	Measurable	Unclear	Total	New	Extended	Continued	Total
<b>Common</b>	3	1	3	6	5	18	4	5	6	0	15		9	3	1	1	5	1	7	8	15	5	4	6	15
<b>ICE</b>	0	20	0	0	8	28	3	8	7	2	20		8	1	0	2	15	26	16	4	20	7	9	4	20
<b>Urban</b>	2	22	2	28	16	70	8	14	29	4	55	27	10	1	4	22	11	28	27	55	19	24	12	55	
<b>Rural</b>	19	31	15	30	33	128	2	18	41	38	99	46	22	7	9	26	14	61	38	99	2	18	79	99	
<b>Marine</b>	2	28	1	46	25	102	16	23	35	8	82	10	62	4	1	18	8	31	51	82	24	23	35	82	
<b>Local</b>	0	2	0	19	1	22	1	7	8	4	20	16	1	0	0	3	0	7	13	20	3	6	11	20	
<b>All Plans</b>	25	104	18	130	87	364	34	75	126	56	291	116	99	13	15	76	49	150	141	291	60	84	147	291	

Some actions appear in more than one column, therefore total number of actions for all plans is greater than 291.

**TABLE 2: For each implementation plan, percentage of actions which fall under specific SBS Objective (comparative summary)**

Plan	1. SBS High Level Objective					2. Link Priority Rating					3. Measurable Output 2005 - 2007						4. Outcome			5. Value Added					
	1	2	3	4	5	All	A	B	C	D	All	Inf/Com	P change	Habitat P	Habitat E	Research	Education	Total	Measurable	Unclear	Total	New	Extended	Continued	Total
<b>Common</b>	17%	6%	17%	33%	28%	100%	27%	33%	40%	0%	100%	45%	15%	5%	5%	25%	5%	100%	47%	53%	100%	33%	27%	40%	100%
<b>ICE</b>	0%	71%	0%	0%	29%	100%	15%	40%	35%	10%	100%	31%	4%	0%	0%	8%	58%	100%	80%	20%	100%	35%	45%	20%	100%
<b>Urban</b>	3%	31%	3%	40%	23%	100%	15%	25%	53%	7%	100%	36%	13%	1%	5%	29%	15%	100%	51%	49%	100%	35%	44%	22%	100%
<b>Rural</b>	15%	24%	12%	23%	26%	100%	2%	18%	41%	38%	100%	37%	18%	6%	7%	21%	11%	100%	62%	38%	100%	2%	18%	80%	100%
<b>Marine</b>	2%	27%	1%	45%	25%	100%	20%	28%	43%	10%	100%	10%	60%	4%	1%	17%	8%	100%	38%	62%	100%	29%	28%	43%	100%
<b>Local</b>	0%	9%	0%	86%	5%	100%	5%	35%	40%	20%	100%	80%	5%	0%	0%	15%	0%	100%	35%	65%	100%	15%	30%	55%	100%
<b>All Plans</b>	7%	28%	6%	35%	24%	100%	12%	26%	43%	19%	100%	32%	27%	4%	4%	21%	13%	100%	52%	48%	100%	21%	29%	51%	100%

NB: Individual assessment tables for each of the Implementation Plans contain the raw data behind this summary analysis and this will be posted on the LINK website: <http://www.scotlink.org>

## Appendix C: Analysis of continued actions

**Table 1: Total no. of actions for each SBS Objective, and number of actions which are defined as "Continued Activity" in the Value Added assessment**

Plan	SBS High Level Objective											
	1		2		3		4		5		All	
	Total	continued	Total	continued	Total	continued	Total	continued	Total	continued	Total	continued
Common	3	2	1	0	3	2	6	2	5	2	18	8
ICE	0	0	20	4	0	0	0	0	8	1	28	5
Urban	2	1	22	1	2	1	28	1	16	8	70	12
Rural	19	16	31	26	15	12	29	25	32	22	126	101
Marine	0	0	6	0	3	0	5	0	13	2	27	2
Local	0	0	2	0	0	0	19	10	1	1	22	11
<b>All plans</b>	<b>24</b>	<b>19</b>	<b>82</b>	<b>31</b>	<b>23</b>	<b>15</b>	<b>87</b>	<b>38</b>	<b>75</b>	<b>36</b>	<b>291</b>	<b>139</b>

**KEY:** Total: Total number of actions for the Plan/SBS Objective

Continued: actions which are defined as "Continued Activity" in the Value Added Assessment.

**Table 2: Percentage of total actions for each Plan/SBS Objective which are defined as "Continued Activity" in the Value Added Assessment**

Plan	SBS High Level Objective					
	1	2	3	4	5	All
Common	67% *	0%*	67%*	33%	40%	44%
ICE	no actions	20%	no actions	no actions	13%	18%
Urban	50% *	5%	50%*	4%	50%	17%
Rural	84%	84%	80%	86%	69%	80%
Marine	no actions	0%	0%*	0%	15%	7%
Local	no actions	0%*	no actions	53%	100%*	50%
<b>All plans</b>	<b>79%</b>	<b>38%</b>	<b>65%</b>	<b>44%</b>	<b>48%</b>	<b>48%</b>

**KEY:** \* Analysis based on 3 or fewer actions

## Appendix D: Analysis of status of outputs.

**Table 1: Total no. of actions for each Plan/SBS Objective, and number of actions for which delivery is uncertain or difficult to monitor**

Plan	SBS High Level Objective											
	1		2		3		4		5		All	
	Total	Uncertain	Total	Uncertain	Total	Uncertain	Total	Uncertain	Total	Uncertain	Total	Uncertain
Common	3	2	1	0	3	2	6	4	5	2	18	10
ICE	0	0	20	4	0	0	0	0	8	1	28	5
Urban	2	0	22	7	2	0	28	13	16	11	70	31
Rural	19	5	31	13	15	3	29	14	32	9	126	44
Marine	0	0	6	4	3	3	5	3	13	5	27	15
Local	0	0	2	2	0	0	19	12	1	1	22	15
<b>All plans</b>	<b>24</b>	<b>7</b>	<b>82</b>	<b>30</b>	<b>23</b>	<b>8</b>	<b>87</b>	<b>46</b>	<b>75</b>	<b>29</b>	<b>291</b>	<b>120</b>

**KEY:** Total: Total number of actions for the Plan/SBS Objective

Uncertain: actions for which delivery is uncertain or difficult to measure

**Table 2: Percentage of actions for each Plan/SBS Objective, for which delivery is uncertain or difficult to monitor**

Plan	SBS High Level Objective					
	1	2	3	4	5	All
Common	67%*	0%*	67%*	67%	40%	56%
ICE	no actions	20%	no actions	no actions	13%	18%
Urban	0%*	32%	0%*	46%	69%	44%
Rural	26%	42%	20%	48%	28%	35%
Marine	no actions	67%	100%*	60%	38%	56%
Local	no actions	100%*	no actions	63%	100%*	68%
<b>All plans</b>	<b>29%</b>	<b>37%</b>	<b>35%</b>	<b>53%</b>	<b>39%</b>	<b>41%</b>