



Application writing Example proposals

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TECHNICAL APPLICATION FORMS

**Part B – technical summary and overall
context of the project**

SUMMARY DESCRIPTION OF THE PROJECT (Max. 3 pages; to be completed in English)**Project title:**

Development of a programme for the management and restoration of Natura 2000 in Wales

Project objectives:

The purpose of the project is to develop a programme for the management and restoration of Natura 2000 in Wales. That programme will:

- address all of Wales' Natura 2000 sites, both terrestrial and marine;
- be a strategic, costed framework for making substantial progress in Wales towards the achievement of favourable conservation status (FCS) of habitat types and species in Annexes I and II of the Habitats Directive, species of birds listed in Annex I of the Birds Directive and regularly occurring migratory species of birds;
- focus on Natura 2000 as the cornerstone of Wales' efforts to achieve favourable conservation status, providing a strategic approach to the management of Natura 2000 sites in Wales in accordance with the Habitats and Birds Directives and also to the implementation of measures both inside and outside Natura 2000 site boundaries;
- have a high level of sign-up from relevant stakeholders in the public, private and voluntary sectors to ensure that implementation of the Natura 2000 programme begins as soon as possible;
- include an 'Natura 2000 Management and Restoration Programme for Wales' which provides a platform for seeking funding for Natura 2000 related projects from all potential sources, and integrating Natura 2000 funding into other financial instruments and policy areas;
- establish conservation management priorities for Natura 2000 for the period 2014 to 2020, and provide signposting for prioritising actions thereafter;
- include financing plans for site management and non-site based mechanisms, based on assessment of the opportunities provided by the range of domestic (public and private) and European financial instruments;
- provide the primary and substantive basis for review and elaboration of a Prioritised Action Framework (PAF) for Natura 2000 sites in Wales;
- identify key gaps in the evidence base for managing Natura 2000, including relating to the conservation status of habitats and species, the nature of pressures affecting them, and the types of mechanisms that could be used for addressing those pressures, and identify projects to address those evidence gaps.

Actions and means involved:

The means used to achieve these aims will be the dedicated project staff employed by the project, the input of existing CCW staff, staff in other organisations and contractors used for specific actions. CCW existing staff will be essential to this project, working alongside the project staff to provide evidence and data relevant to the project.

The following Actions will be completed to achieve the project objectives.

Action A1:- Recruit the project team to work alongside CCW in house staff to deliver the project.

Action A2:- Using existing sources of published and unpublished data and information and expert opinion, identify Natura 2000 sites which, in whole or in part, have "issues" and "risks" to Natura 2000 "features", and barriers to their conservation and restoration, both within the Natura 2000 sites and in the wider countryside and marine environment.

"Feature" means a habitat type or species for which a Natura 2000 site is designated, namely a Habitats Directive Annex I habitat type or Annex II species, or a bird species listed in Annex I of the Birds Directive or a regularly occurring migratory bird species.

"Issue" means a factor that is considered to be currently having an adverse impact on one or more features.

"Risk" means a factor that is not currently considered an issue, but is considered likely to become an issue in the near future unless action is taken.

Action A3:- Evaluate the suitability of existing mechanisms to address the risks and barriers identified in Action A2, and identify priorities for change and development.

Action A4:- Using the outputs of Action A3, identify new or enhanced mechanisms for addressing risks and barriers, at individual site level, regional (sub-Wales), all-Wales and UK levels.

Action A5:- Identify funding and delivery opportunities and constraints (both financial and non-financial) for the mechanisms identified in Actions A3 and A4, assessing the potential role of a wide range of financial sources and instruments including EU, domestic, public and private sources.

Action A6:- Develop costed action plans defined at appropriate scales (e.g. site based, habitat/species based, theme or sector based, regionally based) for achieving Natura 2000 site conservation objectives and maintaining or improving conservation status of habitats and species.

Action A7:- Prepare an 'Natura 2000 Management and Restoration Programme for Wales', drawing on key material in the Action plans produced by Action A6. This programme will be an authoritative reference for future funding of measures and projects necessary to implement the Natura 2000 management and restoration programme. In particular it will provide a basis for future applications to EU and domestic funding streams, and be used to seek to influence relevant national funding programmes and policies.

Action A8:- Prepare and publish an account of the design, conduct and results of the project critically appraising its achievements and identifying lessons learned and best practice in the development of a programmatic approach to Natura 2000. This account is intended to be of benefit to other regions of the EU considering the establishment of a programmatic approach to the management and restoration of Natura 2000.

Action A9:- Throughout all tasks, identify evidence gaps and undertake or commission the necessary work to fill those gaps within the time scale of the project, or include such work in the action plans referred to in Action A6.

Action A10:- Develop and implement a communication and advocacy plan for the project, to enable effective and timely engagement of key stakeholders in the project and to help ensure sign up to the Action plans (Action A6) and 'Natura 2000 Management and Restoration Programme for Wales' (Action A7).

Action A11:- Scope, specify and develop a means of holding data and text which has the functionality to produce and easily update a Natura 2000 programme and to enable flexibility in providing forecasting reports and planning scenarios dependent on different funding scenarios and sources.

Actions E1 - E5:- Public awareness and dissemination of the results. This action involves the development and implementation of a publicity strategy which will identify target audiences and develop methods of communication/dissemination suited to different audiences and stakeholders. There will be close links and synergies with Action A10.

Actions F1 - F3:- Overall Project operation and monitoring. Recruit staff, develop and implement a project and financial management structure, monitor and report progress against milestones, maintain necessary liaison with EC/agents.

Expected results (outputs and quantified achievements):

Output 1 (relates to Action A1)
Project team employed.

Output 2 (relates to Action A2)
A matrix/database or other suitable product, identifying, for each habitat and species which is the object of Natura 2000 designation in Wales, the key threats and conservation issues, relevant at individual site level and wider environment level.

Output 3 (relates to Action A3)
An account of the range of mechanisms currently in place, and an assessment of their suitability and effectiveness to address the issues and risks to Natura 2000 in Wales.

GENERAL DESCRIPTION OF THE AREA / SITE(S) TARGETED BY THE PROJECT
 IF YOUR PROJECT INVOLVES SEVERAL DISTINCT SUB-SITES, PLEASE FILL IN ONE FORM FOR EACH SUB-SITE

Name of the project area: (max. 100 characters)

All Natura 2000 sites in Wales, including its territorial waters

Surface area (ha):

Natura 2000 sites in Wales (including Welsh parts of cross-border sites) covering 703,853 ha

EU protection status:

SPA NATURA 2000 Code : All 20 sites wholly or partly in Wales are included.

pSCI NATURA 2000 Code : No pSCIs. All 92 SACs wholly or partly in Wales are included.

Other protection status according to national or regional legislation: (max. 500 characters)

98% by area of terrestrial and intertidal SACs, and 99% by area of terrestrial and intertidal SPAs, is designated under domestic legislation as 'Sites of Special Scientific Interest' (SSSI). SSSI designation is the main statutory basis for site-based conservation under domestic legislation, and provides much of the statutory basis for Natura 2000 site protection and management in Wales. Except in intertidal areas, marine SACs and SPAs are not generally underpinned by SSSI designation.

Main land uses and ownership status of the project area: (max. 1.000 characters)

66% of Wales' terrestrial and intertidal Natura 2000 area is privately owned and the primary land uses are agriculture (mostly livestock) and forestry. The remaining area (34%) is owned or directly managed (by lease or similar legal arrangement) by voluntary conservation bodies and public sector organisations. In these areas, agriculture and forestry are the primary land uses, along with activities such as recreation, military activity and biodiversity conservation. A very small proportion (1% by area) is owned and managed by CCW. Over 90% of the area of terrestrial Natura 2000 sites is under agricultural use. In marine sites (which comprise approximately 80% of the total area of Welsh Natura 2000 sites) the seabed is almost all owned by the British Crown. Some areas of seabed are leased to private sector bodies to, for example, develop and operate shellfisheries, oil and gas resources and offshore energy installations. Commercial fishing is carried out in most marine Natura sites.

Scientific description of project area: (max. 10.000 characters)

The project area includes all of Wales Natura 2000 sites, which include a diverse range of ecosystems including mountain areas and extensive upland moors and heath, rivers, lakes, bogs, mires and fens, lowland and riverine woodland, lowland grasslands, sand dunes, estuaries and other coastal habitats, subtidal sandbanks, reefs and open sea areas and a small number of artificial habitats such as canals, ponds, disused quarries and buildings.

Although the focus of the programme to be developed by the project is the management and restoration of Natura 2000 sites in Wales, the programme will include measures applicable inside and outside the Natura 2000 site boundaries. The habitats and species for which Natura 2000 sites are designated are affected by issues and risks occurring both within site boundaries and in the wider countryside and marine environment. Examples might include pollution of surface water within sites from diffuse or remote sources, and impacts on life stages of populations of migratory species while they are not within the site boundaries. The achievement of favourable conservation status for habitats and species is not possible through site based measures alone.

Importance of the project area for biodiversity and/or for the conservation of the species / habitat types targeted at regional, national and EU level (give quantitative information if possible): (max. 10.000 characters)

This project will be implemented across Wales. Approximately 8.5% of Wales' land area (including intertidal) is within Natura 2000 sites, with SACs covering 7.5% of the land area, and SPAs covering 4.8 % of the land area. Approximately 35% of Wales' territorial waters are within Natura 2000 sites.

Wales' Natura 2000 sites support a significant proportion of the habitat types and species of community interest that occur in the UK. Wales has approximately 15% of the UK's total Natura 2000 area (including taking into

account current proposed Sites of Community Importance (pSCI) in UK offshore waters). 53 natural habitat types and 28 species listed in Annexes I and II of the Habitats Directive respectively, are represented as designated features in Welsh SAC designations (graded C or above in the Natura 2000 standard data forms). 38 species of birds are designated features of SPAs in Wales, including 15 species listed in Annex I of the Birds Directive and 23 regularly occurring migratory species. A number of other bird species form part of internationally important bird assemblages on SPAs.

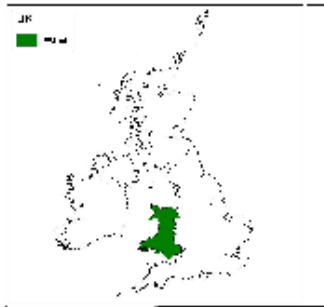
Pictures (If you wish to add a table or a picture, save it as an image file and upload it)



Add project area

Delete project area

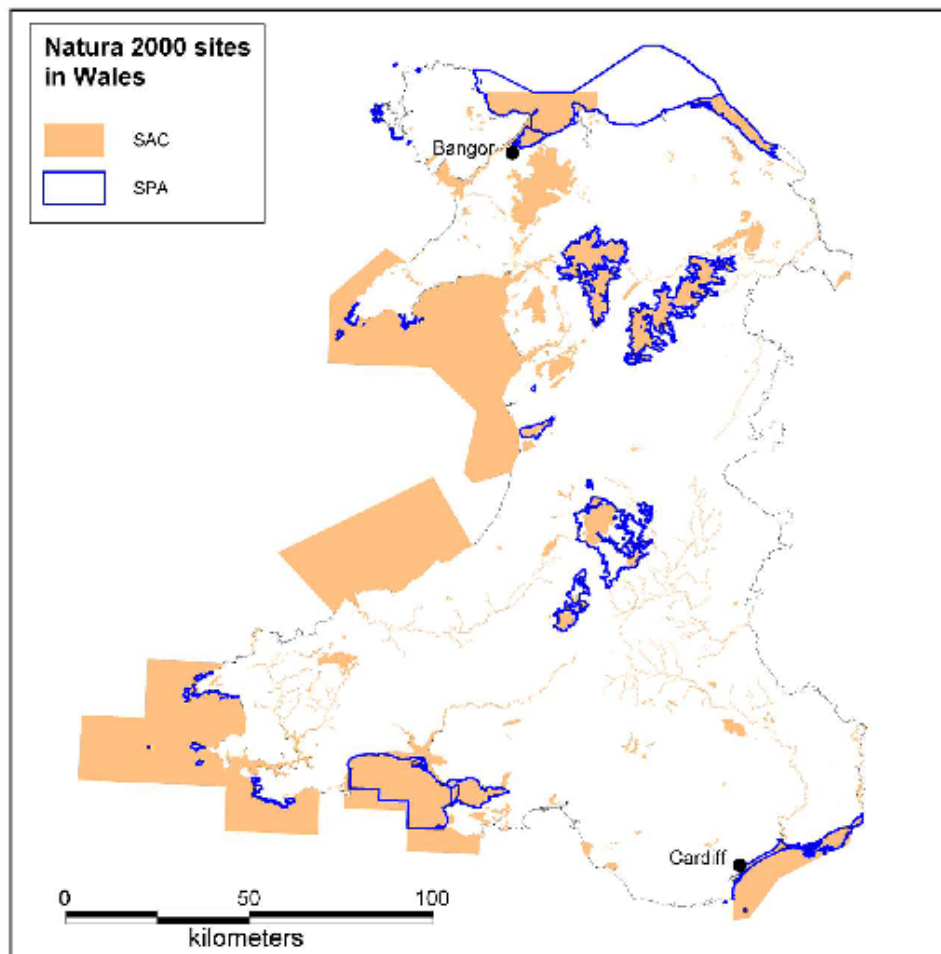
MAP OF THE GENERAL LOCATION OF THE PROJECT AREA
(Please indicate the scale of the map)



Clear image

Map scale "LOCATION IN THE COUNTRY" 1: 21,500,000

Map scale "LOCATION IN THE REGION" 1: 1,500,000



Clear image

DESCRIPTION OF SPECIES / HABITATS TARGETED BY THE PROJECT (max. 10.000 characters)

A key part of the project will be to identify sites, habitat types and species which are priorities for action, and to develop measures, funding mechanisms and timescales for implementation accordingly. The following tables list the habitats and species to be considered in the project.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it)



Name of the picture:

Habitats Directive Annex I habitat types which are designated features of one or more SACs in Wales (graded A, B or C on standard data forms)	
Scientific term	Common term
Oligotrophic to mesotrophic standing waters with vegetation of the <i>Littorelles</i> uniflorae and/or of the <i>Facétio-Najas</i> setae	Clear water lakes or lochs with aquatic vegetation and poor to moderate nutrient levels.
Hard oligo-mesotrophic waters with benthic vegetation of <i>Chara</i> spp.	Calcium-rich nutrient-poor lakes, lochs and pools.
Natural eutrophic lakes with <i>Megnoliopsis</i> or <i>Hydrocharitaceae</i> -type vegetation	Naturally nutrient-rich lakes or lochs which are often dominated by pondweed.
Natural dystrophic lakes and ponds	Acid peat-stained lakes and ponds.
Turloughs	Turloughs.
Water courses of plain to montane levels with the <i>Ranunculus fluitans</i> and <i>Caltha</i> - <i>Sagittaria</i> vegetation	Rivers with floating vegetation often dominated by water-crowfoot.
Active raised bogs	Active raised bogs.
Degraded raised bogs still capable of natural regeneration	Degraded raised bog.
Blanket bogs	Blanket bog.
Transition mires and quaking bogs	Very wet mires often identified by an unstable 'quaking' surface.
Depressions on peat substrates of the <i>Rhynchospora</i>	Depressions on peat substrates.
Calcareous fens with <i>Cicadium mariscus</i> and species of the <i>Carex diandra</i>	Calcium-rich fen dominated by great fen sedge (saw sedge).
Patryfying springs with tufa formation (<i>Cratoneurion</i>)	Hard water springs depositing lime.
Alkaline fens	Calcium-rich springwater-fed fens.
Sandbanks which are slightly covered by sea water all the time	Succial sandbanks.
Estuaries	Estuaries.
Mudflats and sandflats not covered by seawater at low tide	Intertidal mudflats and sandflats.
Coastal lagoons	Lagoons.
Large shallow inlets and bays	Shallow inlets and bays.
Reefs	Reefs.
Annual Vegetation of drift lines	Annual Vegetation of drift lines.
Perennial vegetation of stony banks	Coastal shingle vegetation outside the reach of waves.
<i>Salicornia</i> and other annuals colonising mud and sand	Glasswort and other annuals colonising mud and sand.
Atlantic salt meadows (<i>Glaux-Puccinellietalia maritima</i>)	Atlantic salt meadows.
Submerged or partially submerged sea caves	Sea caves.
Vegetated sea cliffs of the Atlantic and Baltic coasts	Vegetated sea cliffs.
Embryonic shifting dunes	Shifting dunes.
Shifting dunes along the shoreline with <i>Ammophila arenaria</i> ('white dunes')	Shifting dunes with marram.
Fixed dunes with herbaceous vegetation ('grey dunes')	Dune grassland.
Dunes with <i>Salix repens</i> ssp. <i>argentea</i> (<i>Salix argentea</i>)	Dunes with creeping willow.
Humid dune slacks	Humid dune slacks.
Northern Atlantic wet heaths with <i>Erica tetralix</i>	Wet heathland with cross-leaved heath.
European dry heaths	Dry heaths.
Alpine and boreal heaths	Alpine and subalpine heaths.
Calaminarian grasslands of the <i>Violetalia calaminaria</i>	Grasslands on soils rich in heavy metals.
Siliceous alpine and boreal grasslands	Montane acid grasslands.
Alpine and subalpine calcareous grasslands	Alpine and subalpine calcareous grasslands.
Semi-natural dry grasslands and scrubland facies on calcareous substrates (<i>Festuco-Brometalia</i>)	Dry grasslands and scrublands on chalk or limestone.
Species-rich <i>Nardus</i> grassland, on siliceous substrates in mountain areas (and submountain areas in continental Europe)	Species-rich grassland with mat-grass in upland areas.

Name of the picture:

Molinia meadows on calcareous, peaty or clayey-silt-laden soils (<i>Molinia caerulea</i>)	Purple moor-grass meadows.
Hydrophilous tall herb fringe communities of plains and of the montane to alpine levels	Tall herb communities.
Alpine pioneer formations of the <i>Carrion bicoloris-atrolucae</i>	High-altitude plant communities associated with areas of water seepage.
Siliceous scree of the montane to snow levels (<i>Androsace tetra alpinæ</i> and <i>Gaiopictalia tetra</i>)	Acidic scree.
Calcareous and calcist scree of the montane to alpine levels (<i>Thlaspi/alea rotundifolia</i>)	Base-rich scree.
Siliceous rocky slopes with chasmophytic vegetation	Plants in crevices on acid rocks.
Caves not open to the public	Caves not open to the public.
Atlantic acidophilous beech forests with <i>Ilex</i> and sometimes also <i>Taxus</i> in the shrublayer (<i>Quercion robur-petraeae</i> or <i>Ilex-Fagenion</i>)	Beech forests on acid soils.
<i>Asperulo-Fagetum</i> beech forests	Beech forests on neutral to rich soils.
<i>Tilio-Acerion</i> forests of slopes, screes and ravines	Mixed woodland on base-rich soils associated with rocky slopes.
Old sessile oak woods with <i>Ilex</i> and <i>Blechnum</i> in the British Isles	Western acidic oak woodland.
Bog woodland	Bog woodland.
Alluvial forests with <i>Alnus glutinosa</i> and <i>Fraxinus excelsior</i> (<i>Alno-Pedion</i> , <i>Alno incanae</i> , <i>Salicion albae</i>)	Alder woodland on floodplains.
<i>Taxus baccata</i> woods of the British Isles	Yew-dominated woodland.
Habitats Directive Annex II species which are designated features of one or more SACs in Wales (graded A, B or C on standard data forms)	
Scientific term	Common term
<i>Tursiops truncatus</i>	Bottlenose dolphin.
<i>Halobosaurus grypus</i>	Grey seal.
<i>Triturus cristatus</i>	Great crested newt.
<i>Rhinolophus hipposideros</i>	Lesser horseshoe bat.
<i>Rhinolophus ferrumequinum</i>	Greater horseshoe bat.
<i>Barbastella barbastellus</i>	Barbastelle.
<i>Lutra lutra</i>	Otter.
<i>Petalophyllum ralfsii</i>	Petalwort.
<i>Rumex rupestris</i>	Shore dock.
<i>Gentianella anglica</i>	Early gentian.
<i>Euphydryas (Euphydryas, Hypodryas) aurinia</i>	Marsh fritillary butterfly.
<i>Vertigo geyeri</i>	Geyer's whorl snail.
<i>Vertigo angustior</i>	Narrow-mouthed whorl snail.
<i>Vertigo mouliniana</i>	Desmoulin's whorl snail.
<i>Margaritifera margaritifera</i>	Freshwater pearl mussel.
<i>Coenagrion mercuriale</i>	Southern damselfly.
<i>Austropotemobius paupis</i>	White-clawed (or Atlantic stream) crayfish.
<i>Petromyzon marinus</i>	Sea lamprey.
<i>Lampetra planeri</i>	Brook lamprey.
<i>Lampetra fluviatilis</i>	River lamprey.
<i>Alosa alosa</i>	Al's shad.
<i>Alosa fallax</i>	Twilite shad.
<i>Salmo salar</i>	Atlantic salmon.
<i>Cottus gobio</i>	Bullhead.
<i>Drepanolobus (Hamatocaulis) vernicosus</i>	Slender green feather-moss.
<i>Luronium natans</i>	Floating water-plantain.
<i>Liparis loeselii</i>	Fen orchid.
<i>Trichomanes speciosum</i>	Killarney Fern.

Name of the picture:

Populations of bird species in Annex I of the Birds Directive and regularly occurring migratory species represented as qualifying interests of one or more SPAs in Wales	
Scientific term	Common term
<i>Sterna paradisaea</i>	Arctic tern (breeding)
<i>Limosa lapponica</i>	Be-tailed Godwit (wintering)
<i>Cygnus columbianus bewickii</i>	Bewick's swan (wintering)
<i>Limosa limosa</i>	Beck tailed Godwit (wintering)
<i>Pyrrhocorax pyrrhocorax</i>	Chough (breeding)
<i>Pyrrhocorax pyrrhocorax</i>	Chough (wintering)
<i>Melanitta nigra</i>	Common Scoter (wintering)
<i>Sterna hirundo</i>	Common Tern (breeding)
<i>Phalacrocorax carbo</i>	Common Loon (breeding)
<i>Numerius arquata</i>	C. Grebe (wintering)
<i>Callidris alpine</i>	D. Lin (wintering)
<i>Anser albifrons albifrons</i>	European white-fronted goose (wintering)
<i>Anas strepera</i>	Gadwall (wintering)
<i>Morus bassanus</i>	Gannet (breeding)
<i>Podiceps cristatus</i>	Great Crested Grebe (autumn moult period)
<i>Anser albifrons flavirostris</i>	Greenland White-fronted goose (wintering)
<i>Pluvialis squatarola</i>	Grey plover (wintering)
<i>Circus cyaneus</i>	Hon. Harrier (breeding)
<i>Callidris canuta</i>	Knot (wintering)
<i>Sterna albifrons</i>	Little Tern (breeding)
<i>Puffinus puffinus</i>	Manx shearwater (breeding)
<i>Falco columbianus</i>	Merlin (breeding)
<i>Haematopus ostralegus</i>	Oystercatcher (wintering)
<i>Falco peregrinus</i>	Peregrine (breeding)
<i>Anas platyrhynchos</i>	Pintail (wintering)
<i>Fratercula arctica</i>	Puffin
<i>Alca torda</i>	Razorbill
<i>Mergus serrator</i>	Red Breasted merganser
<i>Milvus milvus</i>	Red Kite (breeding)
<i>Gavia stellata</i>	Red Throated Diver (wintering)
<i>Tringa totanus</i>	Redshank (on passage)
<i>Tringa totanus</i>	Redshank (wintering)
<i>Sterna dougalli</i>	Roseate tern (breeding)
<i>Sterna sandvicensis</i>	Sandwich Tern (on passage)
<i>Sterna sandvicensis</i>	Sandwich tern (breeding)
<i>Tadorna tadorna</i>	Shelduck (wintering)
<i>Anas platyrhynchos</i>	Shoveler (wintering)
<i>Hydrobates pelagicus</i>	Storm petrel (Breeding)
<i>Anas crecca</i>	Teal (wintering)
<i>Arenaria interpres</i>	Turnstone (wintering)
<i>Anas penelope</i>	Wigeon (wintering)

CONSERVATION PROBLEMS AND THREATS

Provide this information for those species and habitat types directly targeted by the project

(max. 10.000 characters)

The most commonly cited issues affecting terrestrial Welsh SAC features are agriculture and land management, with grazing (either under-grazing or over-grazing) perhaps being the largest cause for concern on terrestrial areas. Over-grazing can lead to loss of vegetation structure and the failure of more vulnerable species to reproduce and maintain themselves. This can lead to the loss of plant species and associated fauna. Very heavy grazing and trampling can also lead to the exposure of bare soil and erosion, destroying habitats. Conversely, a lack of grazing can be a problem on lowland SAC habitats because it is no longer economically viable to graze livestock on sand dunes, wetlands and other agriculturally unimproved habitats. Under-grazing commonly results in scrub encroachment, sometimes together with invasive species problems.

Low-nutrient systems (such as sand dunes, bogs, heaths and oligotrophic waters) are particularly vulnerable to pollution of the land, air and sea. Nitrogen and diffuse phosphate represent a significant risk to the habitats and species within Natura 2000 sites. Other issues and risks to terrestrial sites include land drainage, burning, recreational disturbance and habitat damage, predation of species and spread of invasive non-native species. Unauthorised development (taking place without being subject to assessment under Article 6.3 of the Habitats Directive) is a risk on some sites.

In marine areas, there is essentially open access for fisheries and recreation. Even activities that occur within a management and regulatory framework, such as fisheries, are generally not restricted to specific areas. This means that whilst an activity may not be occurring on one area at a given time, there is no guarantee that the activity will not take place in the future. In addition to the impacts of fishing, risks to marine Natura 2000 sites and features also include pollution (chemical, thermal, acoustic), invasive species and recreational disturbance. Intertidal and sea areas are generally less regulated than on land, so activities such as inappropriate access by people and vehicles, fishing or bait collecting are more difficult to control. The coastline and shallow inshore areas are also subject to change by natural and/or human-generated erosion and deposition which can radically alter habitats in relatively short periods of time.

Climate change is expected to affect marine and terrestrial Natura 2000 habitats and species in years to come although the nature and extent of many of these impacts is still unclear. Temperature increases, warmer, wetter winters and hotter, drier summers are expected.

**PREVIOUS CONSERVATION EFFORTS IN THE PROJECT AREA
AND/OR FOR THE HABITATS / SPECIES TARGETED BY THE PROJECT** (max. 10.000 characters)

The project area and the habitats and species targeted by this project have previously been subject to a range of conservation efforts.

Traditional management practices:

Many of the habitat types designated and protected by Natura 2000 in Wales are the product of historic or traditional land management practices which are sympathetic to biodiversity conservation. In many cases these practices have been pursued by landowners independently of any explicit 'nature conservation' mechanisms. Ensuring the continuation or reinstatement of traditional land use practices which are sympathetic to biodiversity and in particular to Natura 2000 features, in the face of profound economic and social change in rural areas, is a key challenge.

Designation under domestic legislation:

Nearly all of the terrestrial and intertidal Natura 2000 area in Wales is protected by designation as Sites of Special Scientific Interest (SSSI). Underpinning SSSI designation provides a key part of the statutory framework for the protection and management of Natura 2000 sites on land in accordance with Articles 6.1 to 6.4 of the Directive. Landowners are required to obtain consent from CCW before carrying out potentially damaging operations (each SSSI has a list of such operations which forms part of the legally binding designation of the site), and CCW may refuse consent, or grant consent subject to conditions. SSSI designation also empowers CCW to serve management schemes and management notices on landowners for the purpose of securing the conservation of the features for which the sites are designated. CCW is also empowered to enter into management agreements (contracts) with landowners. About 22% of terrestrial SACs by area are under some form of contractual management agreement. CCW is statutorily required to exercise all these functions in order to fulfil the requirements of the Habitats Directive, including in particular Article 6. .

Protection under legislation transposing Article 6 of the Habitats Directive:

All Natura 2000 sites and the features for which they are designated are subject to a domestic legal framework transposing the requirements of Article 6.2, 6.3 and 6.4 of the Directive. This includes in particular a general obligation on all public bodies, regardless of their primary function, to exercise their functions with regard to the requirements of the Habitats Directive, and a specific procedure to be followed for plans and projects, in accordance with Article 6.3 and 6.4 of the Directive.

Information regarding the management requirements of terrestrial Natura 2000 sites in Wales has now been gathered and published on CCW's web site in the form of core management plans. These plans describe the site and its importance and include conservation objectives, monitoring results and action (if any) required. They also divide each site into management units which provide the basis for identifying actions. However, these plans do not include any time schedule or funding plan. For marine sites, conservation objectives are provided within a revised package of advice issued under Regulation 35 (formerly Regulation 33) of the Habitats Regulations. This advice is issued to relevant marine authorities and includes conservation objectives and information on potentially damaging operations. Some marine sites are subject to management schemes prepared jointly by the local and sectoral authorities with jurisdiction over the sites. These schemes reflect, to varying degrees, the advice issued by CCW and identify actions considered necessary to ensure the site's objectives are achieved. However, as is the case with terrestrial sites, these marine schemes do not include any time schedule or funding plan. All the actions for terrestrial and marine sites are collated and held on an all-Wales Actions Database (which also includes all non-Natura 2000 SSSIs). The Actions Database is a planning tool for partner organisations involved with delivering the Wales Environment Strategy target to bring designated sites into favourable condition. The database does not identify possible funding sources for necessary work. This database is a key resource for the project, and its substantial development and refinement to support a comprehensive, costed and widely supported Natura 2000 programme is a key objective of the project.

CCW was instructed to investigate and scope a new potential mechanism to provide enhanced support for Biodiversity Action Plan delivery in Wales and specifically an all-Wales conservation land management scheme that would complement agri-environment schemes. The report did not focus on Natura sites and did not identify sources of funding for the works.

All of the tools mentioned above are insufficient to steer the future management of Natura 2000 in Wales because a programmatic approach is now required to take these plans forward in a strategic and prioritised way. The management plans and Actions Database, whilst providing information about management requirements at detailed site level, do not contain information regarding the costs of identified management, nor the relative priorities between N2K sites and features. None of the above tools identifies sources of funding for the actions.

Local authority spatial plans:

All land areas of Wales are subject to one or more development plans prepared by local authorities. These plans include policies and measures promoting the conservation of biodiversity and also usually include specific policies and prescriptions relating to the protection of Natura 2000. The development of a spatial planning framework for marine areas is currently underway.

Protective land ownership:

A small proportion of Wales' Natura 2000 sites, and non-Natura designated areas which provide important habitat for Annex II species and/or ecological connectivity, are owned or leased by statutory and voluntary conservation organisations and public sector bodies with statutory duties to further their conservation.

Agri-environment measures:

Approximately 40% of the terrestrial and intertidal Natura 2000 area in Wales is under some form of agri-environment agreement under the Wales Rural Development Plan. These agreements aim to promote farming practices that are sensitive to the environment, natural resources and wildlife generally rather than being specifically focussed on the management and restoration of Natura 2000 features. All agri-environment agreements that affect Natura 2000 sites are subject to assessment of their implications for the designated Natura 2000 features.

EU LIFE funded projects:

A number of Natura 2000 sites in Wales have benefited from projects carried out with financial support from LIFE. These are listed in form A7.

The Environment Strategy for Wales:

The Environment Strategy for Wales (ESW) provides the framework within which to achieve an environment which is clean, healthy, biologically diverse and valued by the people of Wales. The Strategy was published on 17 May 2008 and is available on the Welsh Government web page, <http://wales.gov.uk/topics/environmentcountryside/epq/envstratforwales/?lang=en>

One of the outcomes identified in the for Wales (ESW) is that sites of international, Welsh and local importance are to be in favourable condition to support the species and habitats for which they have been identified, by 2026.

Wales' Special Sites Project was launched in early 2007 to bring major stakeholders together to tackle working towards the targets. The Wales Biodiversity Partnership has been charged with leading on the task, and a commitment among a wide range of organisations is essential to deliver it.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it)



EU ADDED VALUE OF THE PROJECT AND ITS ACTIONS (max. 10.000 characters)

The development of this programme for Natura 2000 site management and restoration for Wales will demonstrate the particular process and methodology used. A report describing this process and methodology will be produced and made available to all EU member states (Action A8). It will include lessons learned and recommendations for Member States or Regions embarking on similar programmes. Success can only be measured in the longer term by evaluating the levels of funding accessed to achieve Natura 2000 management and restoration, and consequently the achievement of favourable conservation status of Natura 2000 habitats and species in Wales.

Without a programmatic approach to sharing information about the levels of funding required, the funding sources available and mechanisms required to manage and restore Natura 2000 sites in Wales, future opportunities to access resources in Wales, the UK and EU may be missed.

A project approach with the very clear objectives of developing the programme and action plans will in itself raise awareness of the management requirements of Natura 2000 and there may be unforeseen benefits of increased participation, funding and positive management.

SOCIO-ECONOMIC EFFECTS OF THE PROJECT (max. 10.000 characters)

Since the primary purpose of this project is to develop a Natura 2000 programme to be implemented from 2014 onwards, the socio-economic effects (other than the employment of staff to carry out the project) are likely to be manifest after the project is completed. Until the Natura 2000 programme itself is developed it is not possible to identify the social and economic effects of the programme in any detail. However since key elements of the programme are to identify the costs of managing and restoring Natura 2000 in Wales and to identify potential funding sources and delivery opportunities, the main social and economic effects are likely to derive from synergies and benefits from integrating Natura 2000 funding with other funding streams, for example agriculture, fisheries, regional economic development and funding connected with social and cultural policies and programmes. If the Natura 2000 programme is successful, an increased number of funding mechanisms will be oriented towards the delivery of common social, economic and environmental goals rather than towards competing priorities.

The role of biodiversity in the provision of ecosystem services to society in Wales is the subject of a significant cross-sectoral Welsh Government policy initiative, called the Natural Environment Framework (NEF). The Natura 2000 programme to be developed by this project will ensure that the particular role of Natura 2000 in the provision of ecosystem services, and hence the social and economic value of Natura 2000, is recognised as a major component and driver of the NEF.

BEST PRACTICE CHARACTER OF THE PROJECT (max. 10.000 characters)

This project will build upon the work carried out to date through CCW's Special Sites Project which was initiated in order to meet the challenge of meeting a target within the Environment Strategy for Wales.

This target is: Wales Environment Strategy; Outcome 21:

That sites of international, Welsh and local importance are in favourable condition to support the species and habitats for which they have been identified.

Timeline:

By 2010, 95 per cent of international sites in favourable condition;

by 2015, 95 per cent of Welsh SSSIs in favourable condition

and by 2026, all sites to be in favourable condition.

Wales failed to reach the target of 95% of international sites (i.e. Natura 2000 and Ramsar sites) being in favourable condition by 2010. We have made progress in identifying the issues which need to be tackled, by creating and sharing a database (the Actions Database) and making it available to partner organisations over the internet. There is a significant gap however, between the level of information we have now, captured at individual site management unit level, and the type of strategic prioritised data which is necessary to influence fund holders and decision makers at Wales, UK and EU level.

This project intends to build upon the best practice carried out to date (ie publishing conservation objectives in Natura 2000 site core management plans and sharing the Actions Database with partners), to move forward and develop a prioritised programme for Natura 2000 in Wales for 2014 – 2020 and beyond. We will learn through applying the process we have proposed and we will document and share this with all relevant stakeholders.

DEMONSTRATION CHARACTER OF THE PROJECT (max. 10,000 characters)

'Assessment Of The Natura 2000 Co-Financing Arrangements of The EU Financing Instrument', a project for the European Commission March 2011 (http://www.ieep.eu/assets/791/Assessment_of_Natura_2000_Co-financing.pdf), reports that a lack of coordination and coherence at the national level is one of the key factors hindering an effective use and uptake of the existing opportunities for EU co-funding.

Consequently, improving coordination and coherence in financing Natura 2000 by adopting dedicated national programmes is foreseen as a way forward to improve the situation in the future.

This project aims to demonstrate an approach to drawing up a dedicated Natura 2000 programme for the whole of Wales.

EFFORTS FOR REDUCING THE PROJECT'S "CARBON FOOTPRINT" (max. 10000 characters)

CCW has an externally verified environmental management system (EMS) which is ISO14001 registered and meets the requirements of Level 5 of the Green Dragon environmental standard. The EMS provides a framework for improving our environmental performance and reducing both our carbon and ecological footprints.

Specifically the carbon footprint of this project will be as low as reasonably possible because:

- Electricity for our offices is sourced from Green Tariffs
- Electrical equipment is turned off when not in use (energy efficiency)
- Our headquarters office has a BREEAM excellent rating
- Whenever possible documents will be provided electronically
- When hard copies are required printing will be double-sided on recycled paper
- All waste will be recycled at end use
- Whenever possible meetings will be by audio or video conferencing
- Unavoidable travel will be by public transport as far as practicable, otherwise a low carbon CCW fleet vehicle will be used for car sharing

CCW has positioned itself as a national leader in measuring and tackling public sector greenhouse gas emissions and broader environmental impacts.

We have a Carbon Management Reduction Plan in place to reduce our carbon emissions by 24% by 2012 using 2007/08 as the baseline year.

As an environmental public body, we are fully committed to reducing both our carbon and ecological footprints.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it)



**EXPECTED CONSTRAINTS AND RISKS RELATED TO THE PROJECT IMPLEMENTATION
AND HOW THEY WILL BE DEALT WITH (CONTINGENCY PLANNING)** (max. 10,000 characters)

External events which could have major negative impacts on the successful implementation of the project

1. Lack of key stakeholder engagement and participation.

Potential influence: The management of Natura 2000 sites is influenced by many stakeholders, both public and private. If they are not engaged in the process of management, or are actively negative and do not participate in the development of a forward looking programme the chance of future success in achieving favourable conservation status for habitats and species will be less.

How constraint will be overcome: We recognise this challenge and have identified Action A10 as a very important 'workstream' to engage and maximise stakeholder participation in developing and implementing the programme. Regular project meetings with the Welsh Government regarding the development of the Natura 2000 programme will be held throughout the course of the project.

2. Resignation of project staff, or loss through illness.

Potential influence: Loss of knowledge and skills.

How constraint will be overcome: The loss of staff leaving through resignation (eg moving to a post outside CCW) will be managed by building in sufficient notice periods and moving swiftly to recruit or second other suitable staff to cover the role. CCW has a duty of care to its staff and is committed to maintaining an environment which supports good health and keeps absence levels to a minimum. It aims to achieve this through effective monitoring and management of sickness absence. CCW also uses an intranet based electronic records management and storage system. All project documentation and data will be held in suitable locations on this system which are dedicated to the project, thus minimising the risk of information not being retrievable if any member of the project team or any participating member of CCW in house staff leaves the organisation or is unable to work.

3. The prospective creation of a single environmental body in Wales, bringing together staff from the Countryside Council for Wales, Environment Agency Wales and Forestry Commission Wales into one organisation.

Potential influence: A period of re-organisational change could potentially disrupt the focus of staff on any project.

How constraint will be overcome: The official vesting day of the new organisation is 1 April 2013 but this may be delayed. The decision is for Welsh Government and CCW has no control over this. However, the project manager (with the support of CCW senior management) will aim to minimise the disruption to project staff ensuring that they can remain focussed on the project tasks and timetable. All of CCW's outstanding contractual commitments will be carried over to a new organisation.

4. Difficulty in securing suitable contractors to carry out specialised contracts.

Potential influence: Delays in delivery or poor quality results.

How constraint will be overcome: CCW has built up a list of experienced contractors known to produce high quality work which we can draw upon to invite to tender. CCW has a robust tender evaluation process which aims to ensure that contracts are awarded to contractors who will deliver high quality work and value for money.

5. Unforeseen delays and difficulties leading to problems in completing all actions.

Potential influence: Delays to reaching milestones and producing deliverables.

How constraint will be overcome: The project has been carefully planned and contingency time has been built into all the project stages. The project manager will manage each stage to ensure that there is sufficient contingency time.

6. Exchange rate changes resulting in LIFE+ monies funding less staff time than originally anticipated.

Potential influence: Funds for fixed term appointments not covering as long a period as required to complete deliverables.

How constraint will be overcome: Any shortfall is likely to be relatively small. CCW will draw upon contingency funds to make up any shortfall in order to commit completing the project deliverables. We have costed the project at a precautionary rate of €1.35 to £1.

7. Delays in delivery of database programming by contractor (Action A11) leading to delays in availability of Natura 2000 programme template.

Potential influence: A worst case scenario would be a delay in delivering the Natura 2000 programme itself.

How constraint will be overcome: The specification will be very clear and the contract very closely managed. This Action is planned to take place early in the project time-scale to allow for potential delays. Alternative means of holding data (eg simple spreadsheets) would be used as a last resort if necessary.

8. Disruption to working time due to national crises eg labour strikes, fuel shortages.

Potential influence: Working days lost, achievement of milestones affected, travelling disrupted.

How constraint will be overcome: Extra resources from CCW permanent staff could be seconded to the project if there was a high risk of milestones being missed due to loss of staff days.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it)

**CONTINUATION / VALORISATION OF THE PROJECT RESULTS
AFTER THE END OF THE PROJECT**

Which actions will have to be carried out or continued after the end of the project? (max. 5.000 characters)

An objective of this project is to embed the programmatic approach to the management of Welsh Natura 2000 sites into the working practices of all relevant stakeholders. The 'Natura 2000 Management and Restoration Programme for Wales' (Action A7) will identify a process, timetable and milestones to review risks, issues, mechanisms, funding sources and costs. These will be aligned with EU, UK and Welsh requirements to provide reports and access funds. The 'Natura 2000 Management and Restoration Programme for Wales' will include the design of a governance and steering structure and process for the implementation of the N2K programme, seeking agreement to, and participation in the process from key stakeholders, particularly in the Welsh Government.

In order to maintain the Natura 2000 Programme as 'fit for purpose', the outputs of Actions A2 - A5 and A9 will be subject to ongoing review. These outputs constitute the evidence base for the Action Plans and the 'Natura 2000 Management and Restoration Programme for Wales', which will themselves be 'live' documents subject to ongoing review.

How will this be achieved, what resources will be necessary to carry out these actions?
(max. 5.000 characters)

The programme for Natura 2000 sites from 2014 to 2020 will be hosted in the IT tool to be developed in Action A11 and will be managed by CCW. The site and themed Action Plans will be designed and developed to facilitate updating. The Action Plans will therefore be 'live'. Therefore, after the project itself is finished CCW will continue to host the IT tool which will hold the programme elements. Changes to factors such as new funding mechanisms or increased costs which apply to site management required by particular habitats or species can be applied at any time in the future. The timetable and milestones will be determined as part of this project and managed by CCW working with the Welsh Government.

Protection status under national/local law of sites/species/habitats targeted (if relevant) (max. 5.000 characters)

The habitats and species targeted by the project are protected by SAC and SPA designation. In addition, it is possible that the Action Plans may include identification of measures which extend the protection of habitats and species outside Natura 2000 sites in order to achieve favourable conservation status.

How, where and by whom will the equipment acquired be used after the end of the project?
(max. 5.000 characters)

The only equipment purchases planned are computers for use by the project team and a notice board for displaying information about the project in CCW's Headquarters. These will be retained by CCW and used for the ongoing work relating to the management of Natura 2000 sites in Wales.

To what extent will the results and lessons of the project be actively disseminated after the end of the project to those persons and/or organisations that could best make use of them (please identify these persons/organisations)? (max. 5.000 characters)

The 'Account' (output of Action A8) of this project will be published on CCW's web site and a press release or ebulletin will be issued to draw all relevant stakeholders' attention to its existence. A paper copy will be placed in all CCW libraries. Other means of disseminating the results will be carried out as part of the implementation of the

project's communications plan (see Form C1a, Actions E1-E5).

Key relevant stakeholders at Welsh and UK level:

Welsh Government
Environment Agency Wales
Forestry Commission Wales
Natural England
Scottish National Heritage
Northern Ireland Environment Agency
Defra and other UK Government Departments with functions in Wales
The Crown Estate
Wildlife Trusts
Royal Society for the Protection of Birds
National Park Authorities
Local Authorities

Relevant stakeholders and interest groups will be further developed as part of the communication plan.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it)





LIFE + Nature

TECHNICAL APPLICATION FORMS

Part C – detailed technical description of the proposed actions

Important note:

All calculations and detailed cost breakdowns necessary to justify the cost of each action should be included in the financial forms F. In order to avoid repeating the financial information (with the risk of introducing incoherencies), Part C should only contain financial information not contained in the financial forms (e.g. details explaining the cost per hectare).

Each action described should have a clear indication of its physical target (e.g., action 1 will take place in area "X" and/or will target species "Y"). Whenever this is relevant, the location of these actions should also be identified on one or several maps which must be provided in annex (preferably one map per site). Where feasible, a map of each site should be provided that indicates the location of all the actions taking place on that site.

Any action that is sub-contracted should be just as clearly described as an action that will be directly carried out by the beneficiaries.

LIST OF ALL ACTIONS

A. Preparatory actions, elaboration of management plans and/or of action plans

 Yes No

Action number	Name of the action (max. 200 characters)		
A.1	Establish the project team	-	+
A.2	Gather evidence on issues and risks to Natura 2000 sites and features	-	+
A.3	Appraise of current management mechanisms	-	+
A.4	Identify potential new management approaches and mechanisms	-	+
A.5	Review current funding arrangements for Natura 2000 management and identify and evaluate potential new funding mechanisms	-	+
A.6	Prepare Natura 2000 Action Plans	-	+
A.7	Develop 'Natura 2000 Management and Restoration Programme for Wales'	-	+
A.8	Review of lessons learned	-	+
A.9	Address key evidence gaps	-	+
A.10	Develop and implement a communication and advocacy strategy for the project	-	+
A.11	Produce a functionally flexible IT tool to support the Natura 2000 programme	-	+

B. Purchase/lease of land and/or compensation payments for use rights

 Yes No

C. Concrete conservation actions

 Yes No

D. Monitoring of the impact of the project actions (obligatory only if there are concrete conservation actions)

 Yes No

E. Public awareness and dissemination of results (obligatory)

Action number	Name of the action (max. 200 characters)		
E.1	Prepare a public awareness and dissemination strategy	-	+
E.2	Create and maintain a project Web site	-	+
E.3	Bulletins and briefings	-	+
E.4	Press and media	-	+
E.5	Notice Board	-	+

F. Overall project operation and monitoring of the project progress (obligatory)

Action number	Name of the action (max. 200 characters)		
F.1	Project management by CCW	-	+
F.2	Networking and information exchange	-	+
F.3	Produce After-LIFE Conservation Plan	-	+

DETAILS OF PROPOSED ACTIONS

A. Preparatory actions, elaboration of management plans and/or of action plans

Action A.1	Establish the project team
<i>Description (what, how, where and when):</i> (max. 10.000 characters)	
<p>Following an examination of the tasks required to deliver the project and the estimated time to carry out this work, a team of 7 dedicated project staff is required, as follows:</p> <p>Natura 2000 PROGRAMME PROJECT MANAGER</p> <p>The Manager will be responsible for overall management and delivery of the project outputs. Specifically the Manager will:</p> <ul style="list-style-type: none"> • lead the recruitment of and line manage the rest of the Natura 2000 project team • manage contracts (e.g. the identification of potential funding opportunities in Action A5) • lead on the preparation of the Communication and Advocacy strategy for the project • lead on the preparation of the 'Natura 2000 Management and Restoration Programme for Wales' (Action A7) and the report on lessons learned/best practice (Action A8). • maintain liaison with key partners • be the primary point of contact with the LIFE Unit • report to a project Steering Group • be line managed by the Head of CCW's Terrestrial Ecosystems Group. <p>Details of the project staffing, management and governance structure are given in Action F1.</p> <p>This post will be a full time, fixed term appointment (FTA) for 31 months (only 28 months as part of this project) at Band D on CCW's post grading system. CCW will fund the extra 3 months because we intend to recruit the Programme Manager as soon as the grant agreement is confirmed which will be before the official start date of the project and the Manager will be employed for one month after the project end date.</p> <p>Natura 2000 PROGRAMME PROJECT ADMINISTRATOR</p> <p>The Administrator will be responsible for:</p> <ul style="list-style-type: none"> • maintaining financial records for the project • preparing and submitting financial returns to the LIFE Unit • providing administrative support to the project • organising and minuting meetings of the project steering group, project management group and project team • organising meetings with external parties. <p>This post will be a full time, fixed term appointment (FTA) for 28 months at Band B on CCW's post grading system.</p> <p>Natura 2000 PROGRAMME DATA MANAGER</p> <p>The post-holder will be responsible for:</p> <ul style="list-style-type: none"> • data and information management. The project will access and generate large amounts of information from different sources in different formats. • quality control and assisting the four theme-based coordinators with ensuring that the information products of the various Actions A2-A5 are collated, stored and made available in ways that maximise achievement of the project's objectives. • advising the Programme Manager on data management issues, including, in particular, the development of a specification for the contract to develop the Natura 2000 'tool' to host the Natura 2000 programme and subsequent contract management (Action A11). • using Geographic Information Systems (GIS) and other software to analyse and present data as required. <p>This post will be a full time, fixed term appointment (FTA) for 28 months at Band C on CCW's post grading system.</p> <p>Natura 2000 PROGRAMME THEME COORDINATORS X 4</p> <p>There will be 4 Theme coordinators responsible respectively for leading on:</p> <ul style="list-style-type: none"> • Freshwater and wetland Annex I habitats and closely associated Annex II species ('Natura 2000 Programme Freshwater & Wetlands Coordinator') • Terrestrial Annex I habitats and closely associated Annex II species ('Natura 2000 Programme Terrestrial 	

Coordinator')

- Marine and estuarine Annex I habitats and Annex II marine mammals ('Natura 2000 Programme Marine Coordinator')

- Birds Directive Annex I species and regularly occurring migratory species, and any Habitats Directive Annex II species not falling with the remit of the other 3 posts ('Natura 2000 Species Coordinator')

All Habitats Directive Annex I/II habitat types and species and all bird species for which SACs and SPAs have been designated in Wales (as identified as Grade C or above on the Natura 2000 standard dataforms for SACs, and as listed as qualifying interests in section 4.2 of the forms for SPAs) will be allocated to one of these four posts. Wales' SPA series is currently undergoing review and changes to the qualifying interests of some sites are possible. This project will take account of that ongoing work.

- Each of these 4 postholders will lead on Actions A.2-A.6 and A9 in relation to the relevant habitats and species.

- They will consult with relevant specialists and site managers in and outside CCW, review relevant data sources and published literature, work closely with Project Manager and Data Manager to ensure that the input from this theme to the delivery of project outputs is relevant, timely and conforms to agreed standards.

- They will devise specifications and manage any contracts to address evidence gaps, as required (Action A9)

Each of these 4 posts will be full time, fixed term appointments for 24 months, at Band C on CCW's post grading system.

All the Project team staff will be recruited by CCW's Human Resources (HR) Department in accordance with CCW's existing recruitment policies and procedures. The HR Department will also be responsible for identifying the need for, and provision of, induction and relevant training in CCW corporate systems and procedures (e.g. information and records management, time recording, financial procedures, health and safety, use of IT equipment).

All project staff will be employed by CCW on a Fixed Term Appointment (FTA) basis, and subject to CCW standard terms and conditions of employment for FTAs.

The Project Manager will be in post by the time the project starts. The recruitment process for the remaining project posts will begin on the project start date. All staff will be recruited and in post by 01-12-2012. The Project Manager will be employed until 31-01-2015 ie one month after the end of the project and the other officers until 31-11-2014. Project staff will be part of CCW's Headquarters based Evidence and Advice Directorate, but their actual location is to be decided during the recruitment phase. All staff will be based in a CCW office and be under CCW direct line management.

Reasons why this action is necessary: (max. 2,000 characters)

Adequate staffing is essential to ensure successful implementation of the project, which relies mainly on significant inputs of staff time and expertise. A dedicated project team working solely on the project, and working alongside existing CCW staff, is considered the best option for ensuring the necessary degree of coordination between the different Actions, large number of sites, habitats and species, maximising complementarity and additionality to CCW's other work, and securing the necessary level of commitment to the completion of the project within the anticipated timescale.

Beneficiary responsible for implementation:

CCW

Expected results (quantitative information when possible): (max. 2,000 characters)

A Project team with the necessary skills, motivation and to successfully carry out the project in place by 01-12-2012.

Cost estimation (verify consistency with F forms): (max. 2.000 characters)

Total estimated cost of this action is €12,821 made up as follows.

-€3,708 personnel costs comprising the cost of 12 days of the Project Manager's time at CCW standard salary costs for a post of the relevant grade;

12 days is necessary because CCW's Staff Handbook states that 'A short list of candidates will be drawn up by a sift board normally comprising three people and, wherever possible, male and female representatives.' Due to the current economic climate, we expect a high number of applicants for the 6 posts all of which will be advertised externally. The Project Manager's time allocation for recruitment is therefore calculated at one day per post (total 6) to sift the application forms and one day per post (total 6) to interview for the posts. This gives a total of 12 days.

We have not included staff costs to cover the additional 2 members of CCW staff required for the sifting of applications or for the interview board (which will involve a higher grade member of staff).

- External assistance costs €9,113 comprising the cost of job advertisements placed in web based specialist recruitment sites and CCW's website. This cost is based on CCW's recent experiences of the costs of such advertising.

These costs are consistent with the F forms.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it)

Action A.2	Gather evidence on issues and risks to Natura 2000 sites and features
<i>Description (what, how, where and when):</i> (max. 10,000 characters)	
<p>Natura 2000 sites where "features" are exposed to one or more "issues" or "risks" will be identified.</p> <ul style="list-style-type: none"> - A "Feature" is a habitat type or species for which a Natura 2000 site is designated, namely a Habitats Directive Annex I habitat type or Annex II species, or a bird species listed in Annex I of the Birds Directive or a regularly occurring migratory bird species - An "Issue" is a factor that is considered to be currently having an adverse impact on one or more features - A "Risk" is a factor that is not currently considered an issue, but is considered likely to become an issue in the near future unless action is taken <p>Any sites where there are no issues or risks to features, i.e. where all potentially damaging factors are considered to be under appropriate management control and the condition of all features is either favourable or recovering from unfavourable, will be excluded from the early stages of the project (appraisal of suitability of current management, identification of proposed new approaches), but will be included as necessary in the review of funding (Action A5), development of action plans (A6) and the 'Natura 2000 Management and Restoration Programme for Wales' (A7).</p> <p>For the rest of the sites (likely to be the great majority) the issues and risks to Natura 2000 features, and barriers to their conservation and restoration, both within the Natura 2000 sites and in the wider countryside and marine environment will be identified and described.</p> <p>Key sources of information for this Action will include:</p> <ul style="list-style-type: none"> - The existing core management plans and Regulation 35 advice for Natura 2000 sites published on CCW's website; - Natura 2000 related content of CCW's extant 'Actions Database' of management actions considered necessary on designated conservation sites in Wales; - The programmes of measures within River Basin Management Plans prepared under the Water Framework Directive; - Priority actions to halt biodiversity loss being identified by the Wales Biodiversity Partnership as part of Wales' Biodiversity Action Plan - The results of previous monitoring of the condition of features on the sites, and of factors affecting them, including information that contributed to the UK's last report under the Habitats and Birds Directives; - Expert opinion, including gathered through a series of themed workshops, involving site management staff and habitat/species specialists, both within CCW, in other organisations with management responsibilities for Natura 2000 sites and/or relevant scientific expertise. <p>This action will take place between 01-09-2012 and 31-01-2013.</p> <p>This action will be led initially by the Project Manager and then taken forward by the Project Team once the team is in place (Action A1). There will be extensive input from CCW's specialist and locally-based staff throughout this Action.</p>	
<i>Reasons why this action is necessary:</i> (max. 2,000 characters)	
<p>A comprehensive evaluation of the current status of Wales' Natura 2000 sites, including current issues and risks to features and the achievement of their conservation objectives, is an essential starting point for the development of a programme of action to maintain and where necessary restore the sites and ensure that they make their appropriate contribution to FCS. A wide range of sources of information of value to this project already exist, and this action is necessary to capture, appraise and analyse that information to avoid duplication of effort, to identify key evidence gaps and support the remaining actions.</p>	
<i>Beneficiary responsible for implementation:</i>	

CCW
Expected results (quantitative information when possible): (max. 2.000 characters) 1 x database 4 x technical workshops The main output of this action will be a database or similar product identifying, for each Natura 2000 feature, the key issues and risks and those sites where the issue/risk is significant. The outputs of this stage will also be used to refine and improve the information relating to Natura 2000 sites on CCW's 'Actions Database'. The Actions database is a 'living' system subject to continual updating to reflect new information on issues, threats and actions. Feeding back into the Actions Database the outputs of this Action will ensure that project outputs start to be used in site management as soon as possible, rather than only upon completion of the project.
Cost estimation (verify consistency with F forms): (max. 2.000 characters) Total estimated cost of this action is €64,824 made up as follows: -€60,792 personnel costs, comprising the cost of 239 days of project team members' time at CCW's standard salary costs for posts of the relevant grades; -€1,492 Travel and subsistence costs, comprising the costs of approximately 9 trips by project team members attending meetings, at CCW's standard T&S rates; -€2,540 External assistance costs, comprising the cost of hiring venues and providing tea/coffee and lunch at 4 meetings with external partners. For meetings requiring the hire of commercial venues, a cost of €230 has been used for the venue hire and €13.50 per person for tea/coffee and lunch for 30 people. These costs are based on CCW recent experience of the costs of meetings. These costs are consistent with the F forms.
Pictures (If you wish to add a table or a picture, save it as an image file and upload it) <input type="checkbox"/>

Action A.3 Appraise of current management mechanisms
<i>Description (what, how, where and when):</i> (max. 10,000 characters)
<p>Current management, and currently anticipated future management, of Natura 2000 sites to address the issues and risks identified in Action A2 will be evaluated. Where issues and risks to Natura 2000 sites arise outside site boundaries, the mechanisms currently being used to manage them will also be evaluated.</p> <p>Management mechanisms are currently seen as falling into the following main categories, which are not intended to be used as rigid classification:</p> <ul style="list-style-type: none"> • Physical intervention in habitats/species (including under land ownership/direct management by conservation agencies or other public bodies, or under contracts between private sector landowners/managers and statutory agencies) • Regulation (of landowners, of economic sectors affecting land or natural resources, or of third parties) • Promoting conservation action on a voluntary basis <p>A functional categorisation of management mechanisms will evolve as the project proceeds.</p> <p>This Action will address the degree to which the management mechanisms currently in use for Natura 2000 sites in Wales are fit for purpose, considering in particular both actual effectiveness (positive effect on addressing factors adversely affecting features, or reducing risk of adverse effects) and cost effectiveness (benefit to features per unit of expenditure). Other elements of this appraisal of mechanisms will include assessing the suitability of mechanisms in terms of whether they are or can be sufficiently targeted at specific Natura 2000 site or feature conservation needs.</p> <p>Sites and features for which currently used management mechanisms are considered less than fit for purpose will be taken forward as priorities for change and development in Action A4. Those sites and features for which current mechanisms are considered fit for purpose are equally important components of an overall Natura 2000 management and restoration programme and will be brought back into the analysis in Action A5 – review of funding sources.</p> <p>This work will be led by the Project Team, with substantial input from CCW in-house staff. The views and expertise of other relevant Natura 2000 stakeholders will also be sought.</p> <p>This action will take place between 01-12-2012 and 31-03-2013.</p>
<i>Reasons why this action is necessary:</i> (max. 2,000 characters)
<p>Having characterised risk and issues to Natura 2000 sites and features (Action A2), the necessary next step (this Action A3) is to appraise the degree to which existing mechanisms are, or are not, suitable. This is necessary to ensure that the identification of new mechanisms and potential funding and delivery opportunities is effectively targeted at areas that require development and improvement.</p>
<i>Beneficiary responsible for implementation:</i>
CCW
<i>Expected results (quantitative information when possible):</i> (max. 2,000 characters)
<p>1 x Inventory of management mechanisms and report evaluating of their appropriateness. 4 x technical workshops</p> <p>The key output of this Action will be an inventory of the various types of management mechanism (e.g. statutory, contractual) and an assessment of their strengths and weaknesses in relation to each relevant Natura 2000 site and feature.</p>
<i>Cost estimation (verify consistency with F forms):</i> (max. 2,000 characters)
<p>Total estimated cost of this action is €66,495 made up as follows:</p> <p>-€62,436 personnel costs, comprising the cost of 244 days of project team members' time at CCW's standard salary costs for posts of the relevant grades;</p>

-€1,519 Travel and subsistence costs, comprising the costs of approximately 17 trips by project team members attending meetings, at CCW's standard T&S rates;

-€2,540 External assistance costs, comprising the cost of hiring venues and providing tea/coffee and lunch at 4 meetings with external partners. For meetings requiring the hire of commercial venues, a cost of €230 has been used for the venue hire and €13.50 per person for tea/coffee and lunch for 30 people. These costs are based on CCW recent experience of the costs of meetings.

These costs are consistent with the F forms.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it)



Action A.4 Identify potential new management approaches and mechanisms
<i>Description (what, how, where and when):</i> (max. 10,000 characters)
<p>For the sites and features identified in Action A3 as lacking suitable management mechanisms, or where there are significant barriers to implementation of effective management, potential new mechanisms or improvements to existing mechanisms will be identified.</p> <p>This Action will involve the use of published literature and targeted consultation and engagement with experts and stakeholders outside CCW, including in relevant parts of the Welsh Government and its other agencies, local authorities, academia, and non-governmental organisations. Accessing a variety of sources of information and effectively engaging with stakeholders in this Action is particularly important in order to:</p> <ul style="list-style-type: none"> • Capture experience and best practice from elsewhere in the UK, Europe and internationally, so that lessons learned and best practice can be applied where appropriate in Wales, rather than the project needing to 're-invent the wheel'. • Ensure that proposals for new approaches to management are realistic rather than idealistic. The aim of this project is to develop a Natura 2000 programme that has maximum support from all relevant sectors. It is therefore important to engage with other stakeholders who are likely to be influential in the implementation of any funding strategies proposed as part of the project. Engagement of these stakeholders at the stage of identifying potential new approaches is therefore critical. <p>This analysis will look beyond a specific focus on 'biodiversity conservation' measures, and explore, for example, greater use of incentive or contract based management, and the possibilities of making links and synergies between Natura 2000 management and restoration and the delivery of other environmental, social and economic goals.</p> <p>This Action will be led by the Project Team with substantial input from CCW in-house staff and external expertise.</p> <p>This action will take place between 01-04-2013 and 30-09-2013.</p>
<i>Reasons why this action is necessary:</i> (max. 2,000 characters)
<p>Having characterised the strengths and weaknesses of current management mechanisms (Action A3), it is necessary to explore how they might be improved before exploring potential new funding opportunities.</p>
<i>Beneficiary responsible for implementation:</i>
CCW
<i>Expected results (quantitative information when possible):</i> (max. 2,000 characters)
<p>1x Inventory of potential improvements to management of sites including policy, legislation and practice. 4 x technical workshops</p> <p>The main output of this Action will be an inventory (referenced to particular sites and features as appropriate) of potential improvements to the management of Natura sites and the factors affecting N2K sites and features, including new types of mechanisms and ways in which existing mechanisms could be improved. These may include proposals for changes to government policy, changes in the practice of public sector bodies whose functions depend on, or impact on, Natura sites and features, or even new legislation.</p>
<i>Cost estimation (verify consistency with F forms):</i> (max. 2,000 characters)
<p>Total estimated cost of this action is €85,878 made up as follows:</p> <ul style="list-style-type: none"> -€81,360 personnel costs, comprising the cost of 318 days of project team members' time at CCW's standard salary costs for posts of the relevant grades; -€1,978 Travel and subsistence costs, comprising the costs of approximately 21 trips by project team members attending meetings, at CCW's standard T&S rates;



-€2,540 External assistance costs, comprising the cost of hiring venues and providing tea/coffee and lunch at 4 meetings with external partners. For meetings requiring the hire of commercial venues, a cost of €230 has been used for the venue hire and €13.50 per person for tea/coffee and lunch for 30 people. These costs are based on CCW recent experience of the costs of meetings.

These costs are consistent with the F forms.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it)



Action A.5	Review current funding arrangements for Natura 2000 management and identify and evaluate potential new funding mechanisms
Description (what, how, where and when): (max. 10,000 characters)	
<p>The collective output of Actions A2, A3 and A4 will be to have identified sites and features:</p> <p>(i) where feature condition is favourable or improving and the appropriate management is in place, in other words there are no significant 'risks' or 'issues', as defined in Action A2;</p> <p>(ii) exposed to issues and risks, but where fit-for-purpose management mechanisms are in place;</p> <p>(iii) exposed to issues and risks, and where fit for purpose management mechanisms are not in place and for which potential new management mechanisms have been identified.</p> <p>Under this Action, funding arrangements and opportunities for all of the above categories will be reviewed, specifically to:</p> <ul style="list-style-type: none"> - identify any uncertainties or risks to future funding of suitable management which is currently in place in relation to Natura 2000 sites and features, in the short, medium and long term; - define the extent to which funding opportunities for potential new mechanisms (from Action A4) already exist - identify possible new funding sources. <p>The analysis will include both private and public, and domestic and European potential funding streams.</p> <p>As with Action A4, this work will emphasise engagement with key stakeholders, to help ensure that the evaluation of suitability of funding opportunities is as objective as possible, and to facilitate awareness of new or additional funding sources which could be used to address Natura 2000 management and restoration.</p> <p>CCW will appoint an external contractor to carry out most of this work. The contractor will be expected to consult extensively with key stakeholders to produce recommendations for funding options that have a high level of agreement and to identify constraints relating to potential funding sources.</p> <p>The subcontracted element of Action A5 is scheduled to be carried out between 01-07-2013 and 31-01-2014. This work requires specialist knowledge and we consider that it is better to contract out the work than try to recruit and employ a specialist for such a short period. The specification for this contract will actually be drawn up as the first phase of Action A5 so the exact scope will not be finalised until that time. However, the contract will be based on identification and evaluation of current funding mechanisms (European, UK, Wales, public and private) and their potential for continued use in the future. The contract will also seek to identify funding for new management mechanisms that may have been identified as part of Action A4 and will also investigate possible new funding sources for future work.</p> <p>We would sub-contract the work to a consultant who has experience and extensive knowledge of European and UK/Welsh funding sources. We have sought estimates from one such organisation (Institute of European Environmental Policy, IEEP). These estimates received were those used for costing the Action. We have assumed contractor input of 40 person days at a senior level and 60 person days at a junior/technical level but this may alter when the specification is drawn up, thus potentially reducing the cost.</p> <p>This Action will take place between 01-04-2013 and 31-01-2014, in four phases:</p> <p>Phase 1 – CCW project team to draw up a specification for the contract and let the contract – 01-04-2013 to 30-06-2013</p> <p>Phase 2 – contractor to assess funding (opportunities and constraints) for existing management mechanisms 01-07-2013 to 30-09-2013</p> <p>Phase 3 – contractor to assess funding (opportunities and constraints) for potential new management mechanisms (using the outputs of Action A4) 01-09-2013 – 31-12-2013</p> <p>Phase 4 – finalise contractor's report and publish it. 31-01-2014</p>	
Reasons why this action is necessary: (max. 2,000 characters)	
<p>This Action is necessary because a robust appraisal of funding opportunities must be a key element of this Natura 2000 management and restoration programme, and will be an important part of the Action Plans (Action A6) and the 'Natura 2000 Management and Restoration Programme for Wales' (Action A7).</p>	

Beneficiary responsible for implementation:	
CCW	
Expected results (quantitative information when possible): (max. 2.000 characters)	
<p>The main output of this Action will be a report setting out the methodology and all the findings of the work, and presented to a standard that is suitable for publication. The report will be published on the CCW website as one of the products of the project and will carry the LIFE logo.</p>	
Cost estimation (verify consistency with F forms): (max. 2.000 characters)	
<p>Total estimated cost of this action is €150,734 made up as follows:</p> <ul style="list-style-type: none"> -€27,614 personnel costs, comprising the cost of 104 days of project team members' time at CCW's standard salary costs for posts of the relevant grades; -€123,120 External assistance costs, comprising the cost of a contract to identify and evaluate potential funding sources for Natura 2000 management and restoration. This figure is based on a contractor spending 100 working days on the project, consisting of 60 person days at a junior/technical level at a cost of €972 per day, plus 40 person days at a senior level at a cost of €1,620 per day. These costs are based on typical daily rates charged by professional consultants with relevant experience and knowledge (Institute of European Environmental Policy, IEEP) with whom CCW has previously worked on contracts of this nature. <p>These costs are consistent with the F forms.</p>	
Pictures (If you wish to add a table or a picture, save it as an image file and upload it) 	

Action A.6	Prepare Natura 2000 Action Plans
<i>Description (what, how, where and when):</i> (max. 10,000 characters)	
<p>A series of Action Plans will be prepared, drawing on the outputs from Actions A2, A3, A4, A5 and A9 to bring together information relevant to each individual Natura 2000 site and to other, cross-cutting themes that emerge as the work progresses.</p> <p>The first task under this Action will be to draw up a template for the Action Plans, identifying the minimum required contents and standards, including technical and presentational issues associated with producing electronic 'living' documents which can be updated by multiple users. The preparation of the template will be closely linked with the specification of the IT tool to host the Natura 2000 programme in Action A11.</p> <p>This Action will include:</p> <ul style="list-style-type: none"> - the preparation of site based Action Plans - the identification of themes for non-site based Action Plans - the preparation of non-site based Action Plans <p>It is not possible at this pre-application stage to predict exactly what themes will emerge as appropriate for the non-site based Action Plans, but they may include:</p> <ul style="list-style-type: none"> - Action Plans for habitat types, for species or for groups of habitats or species at an all Wales level - Action Plans for regions or large landscape units within Wales - Action Plans addressing particular sectors or sources of impact on Natura 2000 sites <p>A pragmatic approach will be taken to the identification of themes for non-site based Action Plans. The main criterion in identifying such themes will be whether or not organising actions under that theme will facilitate effective engagement with stakeholders (including landowners and other regulatory bodies) involved in the management of Natura 2000 sites and who carry out functions relevant to the conservation status of habitats and species. For example, a sectoral Action Plan addressing, say, recreational access to water, will only be developed if such a sectoral basis for planning, prioritising and implementing Natura 2000 management actions is considered the most effective way forward.</p> <p>The Action Plans will include information on potential funding sources and the actions within the plans will be costed to an appropriate level of detail. Actions in the Plans will be prioritised and will include both actions for change or development (e.g. implementation of new or enhanced management mechanisms) and actions needed to ensure continuation of current management. They will also specify, where relevant, items of work required to address key evidence gaps (Action A9).</p> <p>The Action Plans will be detailed, technical 'living documents'. This is described further in Action A11.</p> <p>We estimate that a site action plan will take approximately 4 days of LIFE project staff time to complete. The number of themed action plans is not certain but likely to be no more than 12. The themed action plans are more complex than site plans so will take approximately 20 days LIFE project staff time to complete. This Action will be implemented mainly by the LIFE Project team but in addition to the LIFE Project staff time, there will be a substantial additional input provided by in-house CCW staff. This in-house staff time will be included in the work plans of the relevant CCW staff but the cost of this will not be included in the project.</p> <p>This Action will take place between 01-02-2013 and 30-09-2014. There will be two phases, aligned with Action A11:</p> <ol style="list-style-type: none"> 1. Specify a standard template for Action Plans alongside the specification (in Action A11) of the requirements of the information system for holding them (e.g. data fields, report generating, updating) by 31-03-2013. 2. Following testing and refinement of the IT tool (in Action A11), populate the template to produce the site based and theme based Action Plans, between 01-01-2014 to 30-09-2014. <p>As the Action Plans will be 'living' documents subject to ongoing review after completion of the project, the key milestone indicating completion of this Action will be the point at which the Action Plans are made available in electronic form to key stakeholders.</p> <p>The project's objective is to develop a prioritised programme of work to ensure best use of EU and national funding sources. Although the implementation of the action plans will be part of the implementation phase of the programme it may be possible to implement some of the site and theme action plans before the end of the project but the number of these cannot at this stage be predicted. However, the findings of the project will be incorporated into the work programmes of the Single Environmental Body before the project ends.</p> <p>Plans not implemented during the project will be implemented as the resources which are identified within the</p>	

plans themselves become available. Although stakeholders already commit proportions of their budgets towards Natura 2000, the site and theme action plans will clarify the long term requirements and costs of implementation, enabling better resource planning and prioritisation in future. Complete implementation cannot be absolutely guaranteed, however the Welsh Government is committed to meeting the strategic outcomes of its European environmental obligations and is fully supportive of this project as a means of meeting this commitment.

Reasons why this action is necessary: (max. 2,000 characters)

The Action Plans are a key product of the project, bringing together the outputs from other tasks into a form that is accessible and targeted at key audiences and stakeholders involved in Natura 2000 site management and restoration.

Beneficiary responsible for implementation:

CCW

Expected results (quantitative information when possible): (max. 2,000 characters)

A series of Action Plans covering sites, groups of sites and covering other themes as appropriate.
8 x focussed meetings

Cost estimation (verify consistency with F forms): (max. 2,000 characters)

Total estimated cost of this action is €156,928 made up as follows:

-€152,257 personnel costs, comprising the cost of 598 days of project team members' time at CCW's standard salary costs for posts of the relevant grades;

-€3,591 Travel and subsistence costs, comprising the costs of approximately 36 trips by project team members attending meetings, at CCW's standard T&S rates;


-€1,080 External assistance costs, comprising the cost of providing tea/coffee and lunch at 8 meetings with external partners. For meetings not requiring the use of commercial venues (e.g. taking place on CCW premises) a per person cost of €13.50 for tea/coffee and lunch for 10 people has been included. These costs are based on CCW recent experience of the costs of meetings.

These costs are consistent with the F forms.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it)

Action A.7	Develop 'Natura 2000 Management and Restoration Programme for Wales'
<i>Description (what, how, where and when):</i> (max. 10,000 characters)	
<p>This Action will produce an overall programme for Natura 2000 in Wales - "The Natura 2000 Management and Restoration Programme for Wales". The outputs of all relevant Actions will collectively constitute the substance of this Natura Programme.</p> <p>This Action will draw together and summarise information from the action plans to produce key elements of an overall timetabled and prioritised Programme. In order to prioritise across a range of mechanisms, sites, habitats and species, we will develop a scoring system based on relevant criteria. Criteria will include factors such as current conservation status, vulnerability to climate change, significance at European level and size.</p> <p>The emphasis of this higher level Programme will be on identifying key messages to feed into and influence all other relevant areas of government policy in Wales.</p> <p>This Action will also include the design of a governance and steering structure and process for the implementation and ongoing review of the Natura 2000 Programme, seeking agreement to and participation in that steering and governance process from key stakeholders, particularly in the Welsh Government.</p> <p>This Action will be carried out by the Project Team in consultation with relevant in-house CCW staff and representatives of the Welsh Government and other key stakeholders.</p> <p>This Action will take place between 01-07-2014 and 31-12-2014. The key milestones will be to produce a draft 'Natura 2000 Management and Restoration Programme for Wales' by 30-09-2014 and the final 'Natura 2000 Management and Restoration Programme for Wales' by 31-12-2014.</p>	
<i>Reasons why this action is necessary:</i> (max. 2,000 characters)	
<p>The development of this Natural 2000 Management and Restoration Programme for Wales will secure the continued legacy of the project after it has been completed. Also, since a key objective of this project is to develop a programmatic approach to Natura 2000, it is important that the implementation of numerous different, theme and site-based Action Plans is coordinated, to enable strategic prioritisation (e.g. in terms of funding) and monitoring of progress.</p>	
<i>Beneficiary responsible for implementation:</i>	
CCW	
<i>Expected results (quantitative information when possible):</i> (max. 2,000 characters)	
A Natura 2000 Management and Restoration Programme for Wales.	
<i>Cost estimation (verify consistency with F forms):</i> (max. 2,000 characters)	
<p>Total estimated cost of this action is €49,173 made up as follows:</p> <ul style="list-style-type: none"> -€48,275 personnel costs, comprising the cost of 186 days of project team members' time at CCW's standard salary costs for posts of the relevant grades; -€628 Travel and subsistence costs, comprising the costs of approximately 7 trips by project team members attending meetings, at CCW's standard T&S rates; -€270 External assistance costs, comprising the cost of providing tea/coffee and lunch at 2 meetings with external partners. For meetings not requiring the use of commercial venues (e.g. taking place on CCW premises) a per person cost of €13.50 for tea/coffee and lunch for 10 people has been included. These costs are based on CCW recent experience of the costs of meetings. 	


These costs are consistent with the F forms.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it) 

Action A.8	Review of lessons learned
<i>Description (what, how, where and when):</i> (max. 10.000 characters)	
<p>This Action will be the preparation of a review or 'case history' of the whole project, covering its inception, design and conduct, critically evaluating its achievements and the strengths and weaknesses of the methodologies employed to achieve the objectives. The aim will be to produce a report on lessons learned and best practice in the development of a programmatic approach to Natura 2000 management and restoration. This review will be intended to be of benefit to other regions of the EU considering the establishment of a programmatic approach to the management and restoration of Natura 2000.</p> <p>This Action will be carried out by the Project Manager, with input from CCW in-house staff and in consultation with suitable representatives of key external partners who have participated in the project.</p> <p>This Action will take place between 01-01-2014 and 31-12-2014 with the draft report produced by 30-09-2014 and the final report by 31-12-2014.</p>	
<i>Reasons why this action is necessary:</i> (max. 2.000 characters)	
<p>This action is not necessary to the achievement of the objectives of the project itself, but will add considerably to the demonstration/best practice value of the project and the dissemination of lessons learned. The contents of the review may also facilitate the implementation of the Natura 2000 programme itself.</p>	
<i>Beneficiary responsible for implementation:</i>	
CCW <input type="text"/>	
<i>Expected results (quantitative information when possible):</i> (max. 2.000 characters)	
<p>A report reviewing the design, conduct and results of the project and describing lessons learned and best practice.</p>	
<i>Cost estimation (verify consistency with F forms):</i> (max. 2.000 characters)	
<p>Total estimated cost of this action is €12,948, comprising the personnel cost of 49 days of project team members' time at CCW's standard salary costs for posts of the relevant grades.</p> <p>These costs are consistent with the F forms.</p>	
<i>Pictures (If you wish to add a table or a picture, save it as an image file and upload it)</i> <input type="checkbox"/>	

Action A.9 Address key evidence gaps
<i>Description (what, how, where and when):</i> (max. 10.000 characters)
<p>During the course of the other actions it is likely that a number of key gaps in the evidence base for a Natura 2000 management and restoration programme will be identified. This might include, for example, information on the source of an adverse impact on a site, or the suitability of a management mechanism.</p> <p>This action will be led by the Project team, but it is likely that the bulk of the work to address evidence gaps will be carried out by contractors, within the project timescale. As this action is a series of short work packages (10 packages of 20 days work each) which will require specialist knowledge, we do not think it is appropriate to recruit and employ staff. Also, by using sub-contractors, the work on these contracts can be carried out concurrently.</p> <p>If it is not possible to address the evidence gap as part of the project, the necessary work will be identified and prioritised as a component of the relevant action plan(s) in Action A8.</p> <p>This action will take place between 01-09-2012 and 30-09-2014.</p> <p>Any specific work items to address evidence gaps projects will be timed to report back by 30-04-2014, in order for the information to be able to feed into relevant Action Plans. Evidence gaps that cannot be filled by this date will be included in Action Plans as work needing to be done.</p>
<i>Reasons why this action is necessary:</i> (max. 2.000 characters)
<p>This Action is necessary to ensure that the Natura management and restoration programme is based on robust evidence. A clear assessment of the limitations of the existing evidence base is an essential pre-requisite for a targeted series of actions to address those limitations.</p>
<i>Beneficiary responsible for implementation:</i>
CCW
<i>Expected results (quantitative information when possible):</i> (max. 2.000 characters)
1 x Report collating the evidence gaps contract results
<i>Cost estimation (verify consistency with F forms):</i> (max. 2.000 characters)
<p>Total estimated cost of this action is €279,931 made up as follows:</p> <ul style="list-style-type: none"> -€51,727 personnel costs, comprising the cost of 205 days of project team members' time at CCW's standard salary costs for posts of the relevant grades; -€1,404 Travel and subsistence costs, comprising the costs of approximately 16 trips by project team members attending meetings connected with the execution of the contract, at CCW's standard T&S rates; -€107,500 External assistance costs, comprising the cost of a series of separate contracts to address key evidence gaps. This figure is based on an estimated 10 separate contracts, each one involving 20 person days days on the project, consisting of 15 person days at a junior/technical level at a cost of €450 per day, plus 5 person days at a senior level at a cost of €800 per day: $10 \times ((15 \times 450) + (5 \times 800)) = €107,500$.

These costs are consistent with the F forms.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it) 

Action A.10	Develop and implement a communication and advocacy strategy for the project
<i>Description (what, how, where and when): (max. 10,000 characters)</i>	
<p>This Action will consist of the preparation and implementation of a communication and advocacy strategy for the project.</p> <p>The main tasks will be:</p> <ul style="list-style-type: none"> - carry out stakeholder analysis to identify key stakeholders (in public, private and voluntary sectors). CCW takes stakeholder engagement and public participation processes very seriously. Currently it is our view that the key stakeholders, agencies and non governmental bodies are the Environment Agency Wales, Forestry Commission Wales, Welsh Government, RSPB, National Trust, National Parks and Local Authorities. Private landowners are also key stakeholders and the bodies which represent them eg Farmers Union of Wales, National Farmers Union, and Country Landowners Association, Commons Forum, will be engaged as required throughout the project. In relation to marine Natura 2000 sites we will engage with the Welsh Government Fisheries Team, Crown Estate and local authorities. Due to time constraints, we were unable to fully engage these key stakeholders during the preparation phase of the proposal. However, we did discuss the project fully with Welsh Government at a senior level to ensure Government support. Subsequent to preparing and submitting the application we have shared the outline proposal and objectives with members of the Wales Biodiversity Partnership Outcome 21 Group (CCW, Welsh Government, Environment Agency Wales, Forestry Commission Wales, RSPB, National Trust, Local Authorities and National Parks). This has reassured us that we have the support of our key stakeholders. <p>However, whilst we believe that we are aware of the most important stakeholders, it is CCW standard procedure when starting a project to carry out a stakeholder analysis. This analysis ensures that we have identified all the stakeholders relevant to the project, at the time of project start-up.</p> <ul style="list-style-type: none"> - plan and carry out project inception events with influential representatives of external partner organisations, to raise awareness of the project among the external partners and to agree with them a strategy for their participation in the detailed actions. - prepare materials describing the aims and actions of the project, suited to the different audiences - hold a seminar or other event with key partners in early 2014 for a review of the work to date and a stock-take of the degree to which project outputs reflect the needs, views and evidence provided by external partners. Strategic messages from this stock-take will feed back in to ongoing work on the preparation of Action Plans (A6) and the 'Natura 2000 Management and Restoration Programme' (A7). - hold a seminar or other event near the end of the project to review with external partners the main elements of the developing 'Natura 2000 Management and Restoration Programme', to help ensure that this has maximum support. The key stakeholders will be involved in the long term implementation of the project in various roles dependent on their status, for example, land managers will be responsible for practical management actions and Government and its agencies will have a role in ensuring adequate funding and legislative framework for Natura 2000 sites. This event will ensure that all stakeholders are aware of the developing programme and their future roles in its implementation. <p>CCW already liaises regularly at a senior level with a range of partner organisations in the public, private and voluntary sector. Existing forums and networks will be used as far as possible to communicate and advocate this project.</p> <p>The communication and advocacy plan will require frequent monitoring and review particularly during the stages of the transition to a single environmental body for Wales, and possible shifting of responsibility for relevant organisational functions.</p> <p>This Action will be led by the Project Manager, supported by CCW in-house staff.</p> <p>This Action will take place between 01-09-2012 and 31-12-2014 i.e. throughout the course of the project. The communication and advocacy strategy will be finalised by 30-11-2012 and Inception events will be held during 12-2012 and 01-2013. There will be a 'stock-take' seminar in 04-2014 and the draft 'Natura 2000 Management and Restoration Programme' will be reviewed in 10-2014.</p>	
<i>Reasons why this action is necessary: (max. 2,000 characters)</i>	
<p>The successful delivery of the outputs of the project relies on effective and timely engagement with a range of stakeholders who are involved in the management and regulation of Natura 2000 sites and features and who are</p>	

influential over the factors affecting sites and features. A strategic plan for communicating and advocating the aims and actions of the project to stakeholders is an important component both of ensuring their effective engagement during the project aims and actions, and also of maximising the degree of support for the implementation of the Natura 2000 programme after project completion.

Beneficiary responsible for implementation:

CCW

Expected results (quantitative information when possible): (max. 2,000 characters)

Implementation of Communication and Advocacy strategy through:

- 2 x inception events
- 1 x seminar
- 1 x project closure meeting

Implementing the communication and advocacy strategy will ensure that all relevant stakeholders who are in a position to influence the various Actions and outputs and the successful implementation of the Natura 2000 programme, are aware of the project and supportive of its aims. The key benefit of this to the project is to facilitate maximum support and ownership of the action plans and 'Natura 2000 Management and Restoration Programme for Wales'.

Cost estimation (verify consistency with F forms): (max. 2,000 characters)

Total estimated cost of this action is €56,386 made up as follows:

- €50,174 personnel costs, comprising the cost of 188 days of project team members' time at CCW's standard salary costs for posts of the relevant grades;
- €3,672 Travel and subsistence costs, comprising the costs of approximately 28 trips by project team members attending meetings, at CCW's standard T&S rates;
- €2,540 External assistance costs, comprising the cost of hiring venues and providing tea/coffee and lunch at 4 meetings with external partners. For meetings requiring the hire of commercial venues, a cost of €230 has been used for the venue hire and €1 3.50 per person for tea/coffee and lunch for 30 people. These costs are based on CCW recent experience of the costs of meetings.

These costs are consistent with the F forms.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it)



Action A.11 Produce a functionally flexible IT tool to support the Natura 2000 programme
<i>Description (what, how, where and when):</i> (max. 10,000 characters)
<p>This Action will be to scope, specify and develop a means of holding data and text which has the functionality to produce and easily update a Natura 2000 programme and to enable flexibility in providing forecasting reports and planning scenarios dependent on different funding scenarios and sources. One option may be that the costed, themed action plans and site action plans produced would be made available to registered partners on CCW's 'extranet' system via a password-protected login, to enable the plans to be continually updated to reflect, for example, new evidence on feature condition, and, in particular, to enable progress in the implementation of management to be recorded. Collectively the Action Plans and the IT tool will represent a substantial development and refinement of CCW's existing Natura 2000 site core management plans and 'Actions database' for sites.</p> <p>The scoping will be completed by 31-03-2013 and the specification for the IT tool will be written by the Project Manager and the Data Manager.</p> <p>The contract for the work will be managed by the Data Manager working with CCW's Information Services Group. The contract work will be carried out between 30-04-2013 and 31-07-2013. The IT tool will be tested in 08-2013 by the Project Team and other users. Any further programming required will be carried out in 09-2013.</p> <p>Guidance for users of the IT tool will be produced by the Data Manager and the tool will be available for use by 01-01-2014.</p>
<i>Reasons why this action is necessary:</i> (max. 2,000 characters)
<p>This project will develop a prioritised and costed Natura 2000 management and restoration programme of management. This Action will ensure that the programme can be accessed by multiple users and readily kept up to date. At present it is onerous and time consuming to produce financial information to demonstrate the resource requirements of managing Natura 2000, and information produced to date has only provided very broad estimates.</p>
<i>Beneficiary responsible for implementation:</i>
CCW
<i>Expected results (quantitative information when possible):</i> (max. 2,000 characters)
<p>A IT tool which can hold and provide information to support Welsh Government and other key stakeholders to identify management costs and relevant EU financial instruments and national funding streams for Natura 2000 habitats and species in Wales.</p>
<i>Cost estimation (verify consistency with F forms):</i> (max. 2,000 characters)
<p>Total estimated cost of this action is €127,799 made up as follows:</p> <ul style="list-style-type: none"> -€45,273 personnel costs, comprising the cost of 175 days of project team members' time at CCW's standard salary costs for posts of the relevant grades; -€1,256 Travel and subsistence costs, comprising the costs of approximately 6 trips by the Data Manager to other offices to demonstrate and test the IT tool, at CCW's standard T&S rates; -€81,270 External assistance costs, comprising the costs of: <ul style="list-style-type: none"> (i) a contract to develop the IT tool. This figure is based on an estimated 100 person days for an 'Oracle' programmer at €810 per day = €81,000. This daily rate is based on typical daily rates charged by software/programming consultancies with whom CCW has previously worked on projects of this nature. (ii) the cost of hiring venues and providing tea/coffee and lunch at 2 events to demonstrate the IT tool to external partners,

which will not require the use of commercial venues (e.g. will take place on CCW premises) and where a per person cost of €13.50 for tea/coffee and lunch for 10 people has been included. These costs are based on CCW recent experience of the costs of meetings – $10 \times 13.5 \times 2 = 270$.

These costs are consistent with the F forms.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it)



E. Public awareness and dissemination of results

Action E.1	Prepare a public awareness and dissemination strategy
<i>Description (what, how, where and when):</i> (max. 10.000 characters)	
<p>A publicity strategy will be prepared for the Project. This will provide a framework for communications that will seek to raise awareness of the project amongst the key audiences, namely partners, key stakeholders and interested public.</p> <p>All publicity materials will be produced in both English and Welsh in accordance with CCW's Welsh Language Policy.</p> <p>The audiences for publicity materials and events prepared under this strategy overlap with but are not identical to, the key partners and stakeholders which are the anticipated participants in the communication and advocacy strategy (Action A10). Therefore this action, and the other 'E' actions, will be carefully coordinated with Action A10.</p> <p>This action will be completed by 30-09-2012.</p>	
<i>Reasons why this action is necessary:</i> (max. 2.000 characters)	
<p>Effective communication of findings and lessons from projects is an essential element of the LIFE+ process. A communications plan is essential as it provides the project with a clear aim and direction in communicating and publicising its activities and outcomes in a clear, coordinated and consistent way. This action is a requirement for all LIFE+ Nature projects.</p>	
<i>Beneficiary responsible for implementation:</i>	
CCW	
<i>Expected results (quantitative information when possible):</i> (max. 2.000 characters)	
<p>1 x communication and advocacy strategy</p> <p>A clear public awareness and dissemination strategy identifying products, events and a timetable for them.</p>	
<i>Cost estimation (verify consistency with F forms):</i> (max. 2.000 characters)	
<p>Total estimated cost of this action is €1,034, comprising the personnel cost of 4 days of Project Manager's time at CCW's standard salary costs for posts of the relevant grades.</p> <p>These costs are consistent with the F forms.</p>	
<i>Pictures (If you wish to add a table or a picture, save it as an image file and upload it)</i> <input type="checkbox"/>	


Action E.2	Create and maintain a project Web site
Description (what, how, where and when): (max. 10,000 characters)	
<p>Website pages will be designed, set-up and maintained throughout the project and for 5 years after its completion as part of CCW's corporate website. The website will include information on the rationale for the project, its contribution to the Natura 2000 network, a description of the habitats and species covered, information on the project participants and their roles, action plans and reports, and any other relevant materials. It will also include links to information on the Natura 2000 network and LIFE+ funding and will include the LIFE logo.</p> <p>The web site will be designed and programmed as part of our organisation's current web site (please see the pages for the The Anglesey and Llyn Fens LIFE+ Project, link below). Permanent staff CCW costs for this have not been included in the project application as these staff costs will be covered by CCW (and its successor body). http://www.ccw.gov.uk/landscape--wildlife/protecting-our-landscape/special-landscapes--sites/life-project.aspx?lang=en</p> <p>The CCW web site pages will host the links to the relevant film clips on You Tube. http://www.youtube.com/</p> <p>The Project will also use other digital media to engage the public more widely. We will produce a series of short YouTube videos, which will explain why these sites are representative of the Natura 2000 series and what our long term goals are for the sites through our action planning. The YouTube videos will be accessible from the CCW website and also directly on YouTube via the CCW YouTube channel. These videos will be produced by an external contractor, under the guidance of the Programme Manager and with input from the CCW Public Relations team.</p> <p>The website will first go 'live' in a relatively basic form by 31-12-2012 and will be added to and developed on an ongoing basis throughout the project.</p> <p>The YouTube videos will be on-line by 31-10-2014.</p>	
Reasons why this action is necessary: (max. 2,000 characters)	
<p>The website will be a valuable and cost-effective medium for promoting awareness of the objectives of the project - targeting other land managers and stakeholders and reporting results and achievements throughout the life of the project. The general public now more or less expect information to be accessible via the internet. Website publication will also facilitate information exchange with other groups working on similar projects throughout Europe.</p>	
Beneficiary responsible for implementation:	
CCW	
Expected results (quantitative information when possible): (max. 2,000 characters)	
<p>Web pages will be produced and we will be able to monitor the "hits" to the relevant pages. These will enable information about the project to be disseminated to a very wide audience. It will therefore contribute to raising awareness of the project.</p> <p>Approximately 20 YouTube videos to help explain the range of types of Natura 2000 sites as well as the key issues facing them and how our identified action plans would help them in the future.</p>	
Cost estimation (verify consistency with F forms): (max. 2,000 characters)	
<p>Total estimated cost of this action is €8,750 made up as follows:</p> <ul style="list-style-type: none"> - €2,000 personnel costs, comprising the cost of 8 days of project team members' time at CCW's standard salary costs for posts of the relevant grades; - €6,750 External assistance costs, comprising the cost of a contract to make a series of approximately 20 short 'YouTube' videos demonstrating Natura 2000 sites/themes and explaining what the project is about. Each one is estimated to take 1.5 person days of a contractor's time, at €200 per person day. $20 \times 1.5 \times 200 = 6000$. Added to this will be the contractor's travel costs, at an estimated 170 km per video at €0.22 per km: $170 \times 0.22 \times 20 = 750$. Therefore total estimated cost of this item would be $6000 + 750 = €6750$. These costs are based on CCW recent dealings with contractors who carry out work of this type. 	

These costs are consistent with the F forms.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it)



Action E.3	Bulletins and briefings
Description (what, how, where and when): (max. 10.000 characters)	
<p>A regular newsletter, displaying the LIFE logo, will be produced to inform interested parties of the progress of the project and provide details of lessons learned and future actions. The newsletter will be circulated to all relevant groups and individuals and will be produced electronically and also made available via the project website.</p> <p>At the end of the project a Layman's report will be created in paper and electronic format describing the project and its achievements in succinct, non-technical language. The paper version will be printed and bound professionally and the electronic version made available on the project website. 500 hard copies of the report will be distributed to key stakeholders identified during the project, and it will also be available electronically via the website. The LIFE logo will appear in both paper and electronic formats.</p> <p>CCW's communications specialists will advise the Project Manager on the production of standard PowerPoint presentations that will be used to present information to partners. This will be complemented by a Project information leaflet to be used at meetings, at the launch of the project and when meeting stakeholders. The leaflet will describe the project, its objectives and method of working and be in an easily accessible format to appeal to a wide audience. We will also compile a Frequently Asked Questions resource. All PowerPoint presentations will refer to LIFE+ funding and display the LIFE logo.</p> <p>Newsletters will be produced by the following dates: 28-02-2013, 31-07-2013, 31-12-2013, 31-05-2014, 30-11-2014.</p> <p>The Laymans' report will be published by 31-12-2014.</p> <p>A project information leaflet with list of FAQs will be produced by 30-11-2012. Updated versions will be produced if required thereafter.</p>	
Reasons why this action is necessary: (max. 2.000 characters)	
<p>The availability of succinct, attractively presented information in accessible language about the project and its progress and achievements is a key element of the publicity strategy. Such materials can either fulfil their audience's information needs (e.g. where the audience is interested only in high level, summary information) or can invite further interest and point the way to further sources of information for those interested in a higher level of detail. Such material also supports project staff in dealing with numerous enquiries for similar and straightforward information about the project.</p>	
Beneficiary responsible for implementation:	
CCW	
Expected results (quantitative information when possible): (max. 2.000 characters)	
<p>1 x Project information leaflet and list of FAQs (to be revised as necessary throughout the project)</p> <p>5 x newsletters in electronic format</p> <p>500 x hard copies of a Layman's report</p> <p>1x Electronic Layman's report</p>	
Cost estimation (verify consistency with F forms): (max. 2.000 characters)	
<p>Total estimated cost of this action is €15,189 made up as follows:</p> <p>- €4,389 personnel costs, comprising the cost of 19 days of project team members' time at CCW's standard salary costs for posts of the relevant grades;</p> <p>- €10,800 'Other' costs, comprising the estimated cost of printing 500 hard copies of the layman's booklet, including use of copyrighted illustrative material.</p> <p>These costs are consistent with the F forms.</p>	

Pictures (If you wish to add a table or a picture, save it as an image file and upload it) 

Action E.4	Press and media
<i>Description (what, how, where and when):</i> (max. 10.000 characters)	
<p>The project will be launched publicly within 3 months of the start date. The launch will be aimed at making non-project staff, partners and stakeholders aware of the project, its time period and its aims. The launch will be through press release and media coverage. Media work by project team members will be supported by CCW's communications specialists.</p> <p>Media releases will be produced and distributed to local and national newspapers and other media at appropriate intervals throughout the project. These releases will provide information on the objectives of the project and progress towards these objectives. They will be supplemented by articles and news items in other media.</p> <p>A pre-programmed calendar, developed as part of the communication plan, will focus on at least 3 major articles during the course of the project. Currently on CCW's mailing list are, at a Wales level, 13 television contacts, 13 radio contacts, and 28 national print contacts as well as a further 11 more locally based newspapers. In addition to this we have 12 and 8 contacts in nature and agriculture specialist publications respectively.</p> <p>Press releases and feature articles will be aimed at the specialist newspaper, radio and television correspondents and publications such as the bi-lingual and Welsh language Natur Cymru and Naturiaethwr. The project website as well as other online news outlets will also be utilised.</p> <p>All media releases will reference LIFE+ funding.</p>	
<i>Reasons why this action is necessary:</i> (max. 2.000 characters)	
<p>Media work will be an essential means of raising awareness of the project and of the conservation issues on Natura 2000 sites. It will also help to increase general understanding of the purpose of the Natura 2000 network and the role of the LIFE+ Nature programme in biodiversity conservation.</p>	
<i>Beneficiary responsible for implementation:</i>	
CCW <input type="text"/>	
<i>Expected results (quantitative information when possible):</i> (max. 2.000 characters)	
<p>A series of press releases and at least 3 feature articles.</p>	
<i>Cost estimation (verify consistency with F forms):</i> (max. 2.000 characters)	
<p>Total estimated cost of this action is €2,627 made up as follows:</p> <ul style="list-style-type: none"> - €2,276 personnel costs, comprising the cost of 9 days of project team members' time at CCW's standard salary costs for posts of the relevant grades; - €351 Travel and subsistence costs, comprising the costs of approximately 4 trips by the Project Manager to attend media events, at CCW's standard T&S rates. <p>These costs are consistent with the F forms.</p>	
<i>Pictures (If you wish to add a table or a picture, save it as an image file and upload it)</i> <input type="checkbox"/>	

Action E.5	Notice Board
<i>Description (what, how, where and when):</i> (max. 10.000 characters)	
We will place a notice board within the public space in CCW's Headquarters. The notice board will hold information about the programme and the latest bulletins, briefings and press releases will be placed in an accompanying unit. The notice board will include the LIFE logo.	
<i>Reasons why this action is necessary:</i> (max. 2.000 characters)	
A notice board is an obligatory action in a LIFE+ project but CCW regards this as another opportunity to publicise our project and the importance of its links to European funding and European site designations.	
<i>Beneficiary responsible for implementation:</i>	
CCW <input type="text"/>	
<i>Expected results (quantitative information when possible):</i> (max. 2.000 characters)	
A notice board contributing to the effective dissemination of the objectives of the project and the Natura 2000 programme.	
<i>Cost estimation (verify consistency with F forms):</i> (max. 2.000 characters)	
Total estimated cost of this action is €813 made up as follows:	
<ul style="list-style-type: none"> - €208 personnel costs, comprising the cost of 1 day of the Project Administrator's time at CCW's standard salary costs for posts of the relevant grade; - €405 equipment costs, comprising the cost of a notice board to display information about the project in the reception area of CCW HQ building in Bangor. 	
These costs are consistent with the F forms.	
<i>Pictures (If you wish to add a table or a picture, save it as an image file and upload it)</i> <input type="checkbox"/>	

F. Overall project operation and monitoring of the project progress

Action F.1	Project management by CCW
<i>Description (what, how, where and when):</i> (max. 10,000 characters)	
<p>PROJECT MANAGEMENT METHODOLOGY</p> <p>Project management will follow the CCW Project Management methodology which is based on PRINCE2 and also provides in-house mentoring and support. We will review the project management lessons learned to inform and continually improve best practice in project management.</p> <p>All aspects of project management will take full account of the relevant articles of the Common Provisions.</p> <p>CCW's Corporate Planning and Budgeting system (PBS) will be used to plan and budget staff time and project budgets.</p> <p>LIFE+ project funded staff and all other staff time will be recorded and clearly identified using CCW's Time And Activity Recording system (TARA), using specific codes to capture all time spent on this LIFE+ project.</p> <p>NATURA 2000 PROGRAMME PROJECT MANAGER AND PROJECT TEAM Day-to-day management of the project will be the responsibility of the Natura 2000 Programme Project Manager (Project Manager) who will be appointed through CCW's recruitment process at CCW Band D. The recruitment of the Project Manager and the full time salary for two months prior to the commencement of the LIFE+ Project will be funded by CCW. CCW will also fund the Project Manager full time for one month after project closure. The Project Manager will be the link between the Project Management Group, Project Steering Group and the Project Team. Selection criteria for the Project Manager will include demonstrable experience of previous successful project management and he/she will be managed by a permanent senior member of CCW staff with project management experience.</p> <p>The Project Manager will coordinate the work of all other staff and contractors involved in the project and will line manage the following staff:</p> <p>Natura 2000 Programme Project Administrator (1) at CCW Band B Natura 2000 Programme Project Data Manager (1) at CCW Band C Natura 2000 Programme Project Theme Coordinators (4) at CCW Band C</p> <p>The Project Manager and the above 6 staff together constitute the Project Team.</p> <p>The roles and responsibilities of the Project Team, the Project Steering Group and Project Management Group will be defined and agreed in formal terms of reference.</p> <p>PROJECT MANAGEMENT GROUP (PMG) The Project Management Group will meet approximately every 2 weeks and will help the Project Team keep the project on track, identifying any issues which need to be raised with the Project Steering Group. PMG will be made up of the Project Team, a representative from each of CCW's Regions (North, West and South & East) and representatives from CCW Headquarters.</p> <p>CCW staff with relevant expertise will contribute to the project. These staff will contribute towards carrying out the delivery of targets/actions etc arising from the PMG or Project Steering Group.</p> <p>PROJECT STEERING GROUP (PSG) The Project Steering Group will report to CCW's Directors' Team and will be chaired by a CCW Director. Other members of this group will include representatives from CCW Senior Management, CCW Finance Group and other relevant staff. The Project Manager will also attend the PSG.</p> <p>The PSG will meet at the start of the project and every 3 months thereafter. It will also convene for additional 'extraordinary' meetings if this becomes necessary. Meetings will be organised by the Project Manager and held at a location convenient for all participants or by video/audio conference. In general, they will involve a review of progress and expenditure over the previous 3 - 6 months, a preview of expected progress and expenditure over the forthcoming 3 - 6 months, and a discussion of any specific issues or problems that arise. Most issues for discussion at PSG meetings will be identified by the Project Manager and PMG. However, all members of the PSG and any sub or advisory groups will be given the opportunity to specify agenda items for each meeting.</p>	

The Project Manager will be responsible for reviewing, updating and actioning a project risk register on behalf of the PSG, and will be responsible for ensuring that when the project is under threat, or needs putting back on course that relevant PSG members are tasked to deal with the issue. This may involve extraordinary meetings, or sub groups.

All PSG meetings will have written agendas and minutes which will be circulated to all group members and available to all CCW staff for reference through CCW's electronic records management system. They will also be included, as appropriate, in annexes in reports to the Commission.

The PSG will operate on the basis of discussion and consensus. All PSG decisions will be reported in the minutes, and (unless otherwise specified) the Project Manager will lead on their implementation.

Both the PSG and PMG will call on other advisory members when required.

All reports will be produced according to the timetable within the bid document and the requirements laid down by Article 12 of the Common Provisions.

One inception report (to be delivered within 9 months of the project)

One final report, to be delivered within three months of the project end;

One mid term report plus request for mid term funding.

These reports will be submitted to the Commission and circulated amongst project partners and other relevant bodies.

MONITOR PROJECT PROGRESS AGAINST PROJECT PLAN

We will closely monitor progress of the delivery of actions as measured against targets for each stage of the project. Quality of delivery will also be assessed.

Regular activity reports to feed into the PMG, PSG and CCW Directors' Team.

FINANCIAL MONITORING AND REPORTING

Thorough financial monitoring will be carried out throughout the project using the CCW Financial cost centre accounting system.

A financial summary will be included in each progress report and statements of expenditure and income will be included with the mid-term and final reports, as required under the Common Provisions. The statements of expenditure and income will be accompanied by indications of the amount of payment requested.

An independent auditor will be appointed to verify that the financial statements provided to the Commission comply with national legislation and accounting rules and to certify that all costs incurred are eligible under the Common provisions.

Reasons why this action is necessary: (max. 2,000 characters)

Effective project and financial management is essential to ensure that project objectives are achieved in full, on time and within budget, and that all monitoring and reporting obligations are met. The PSG and PMG increase the number and variety of senior CCW staff and experts involved directly in the management of the project and creates a formal mechanism by which the Project Manager can consult and inform all taking part in the project. Welsh Government officials will be invited to participate as members of the PSG to help ensure the full commitment of Welsh Government to the Natura 2000 Management and Restoration Programme.

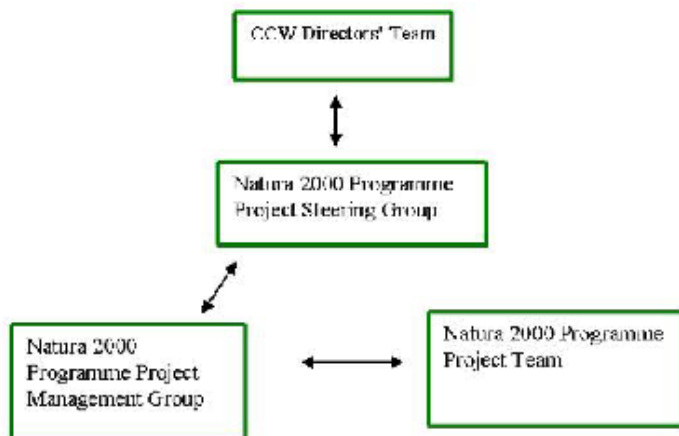
Regular activity monitoring is essential to ensure deadlines are met and that actions are applied to the required standard, and where necessary to ensure that necessary changes to the character of the actions or mode of implementation are made.

Beneficiary responsible for implementation:

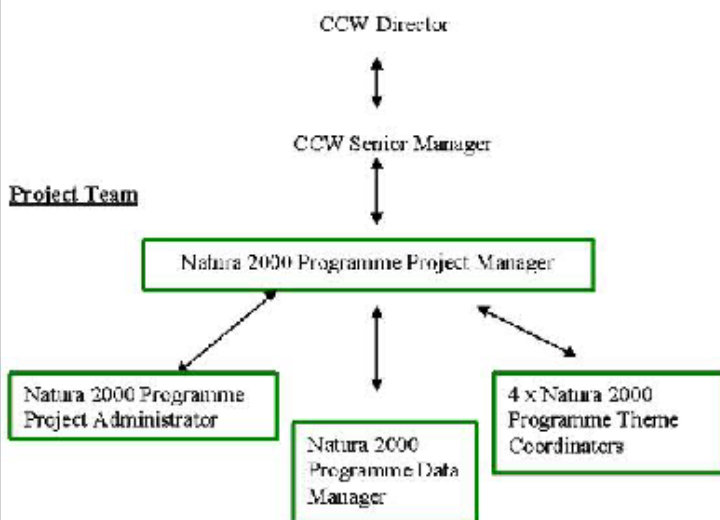
CCW
Expected results (quantitative information when possible): (max. 2.000 characters) The smooth and efficient delivery of the LIFE+ project.
Cost estimation (verify consistency with F forms): (max. 2.000 characters) Total estimated cost of this action is €259,334 made up as follows: - €229,897 personnel costs, comprising the cost of 909 days of project team members' time at CCW's standard salary costs for posts of the relevant grades; - €1,492 Travel and subsistence costs, comprising the costs of approximately 37 trips by project team members to participate in meetings connected with project management and governance, at CCW's standard T&S rates; - €13,500 External assistance costs, comprising the cost of a contractor to carry out an independent audit of the project. This cost is based on CCW experience of the costs of independently auditing other similar projects. - €14,445 equipment costs, comprising the cost of 8 x standard specification laptop personal computers with mobile docking stations and separate screens, for use by the Project manager, Project administrator and each of the 4 theme coordinators, at a cost of €1,820 per laptop, PLUS 1 x high specification laptop personal computer, with mobile docking station and separate screen, for use by the Data Manager, at a cost of €4,725. Total = (8 x 1820) + 4725 = 14,445. These costs are based on CCW standard costs for IT hardware. These costs are consistent with the F forms.
Pictures (If you wish to add a table or a picture, save it as an image file and upload it)

Name of the picture:

Project governance structure



Line management chart of project technical and administrative staff



Project Team

Add picture

Delete this picture

Action F.2	Networking and information exchange
Description (what, how, where and when): (max. 10.000 characters)	
<p>The Wales Biodiversity Partnership Outcome 21 Group was established in 2007 to focus on delivery of Outcome 21 of the Environment Strategy for Wales. This group is chaired by an officer of the Welsh Government and brings together representatives from partner organisations, CCW, Environment Agency Wales, Forestry Commission, Welsh Local Government Association, National Parks, National Trust, The Wildlife Trusts, and the Royal Society for the Protection of Birds. Its purpose is to work in partnership to achieve Outcome 21 of the Environment Strategy for Wales which sets the target of achieving favourable condition of all sites (local, national and internationally important) by 2028. This group will advise the project and will provide a valuable forum for information exchange.</p> <p>Opportunities to network with other conservation agencies (Natural England, Scottish Natural Heritage, Northern Ireland Environment Agency and the Joint Nature Conservation Committee) will be essential, as will networking with other similar projects (including LIFE+ projects) with similar themes. At UK level CCW is represented on the UK Natura 2000 Steering Group and other UK forums dealing with Natura 2000 issues.</p> <p>CCW permanent members of staff are currently representing the UK on the EC expert groups on Financing Natura 2000, Management of Natura 2000 and the sub-group on the management of farmland in Natura 2000 and we will carry out information exchange with other member states.</p> <p>This Action will include travel to Brussels to meet with the Commission and similar LIFE projects to discuss the project's context and objectives and to establish networks with other projects dealing with the same issues in order to share experience and best practice.</p>	
Reasons why this action is necessary: (max. 2.000 characters)	
<p>Networking with stakeholders who can directly influence the management mechanisms (see Action A3) on Natura 2000 sites and project teams working on similar projects will be highly beneficial to the development and implementation of management and measures identified in the Natura 2000 programme. In particular, CCW understands that a LIFE+ application to develop a Natura 2000 programme has been submitted by Natural England. It will be important for the two projects to collaborate on matters of common relevance, for example, cross-border Natura 2000 sites and issues relevant at a UK level.</p>	
Beneficiary responsible for implementation:	
CCW	
Expected results (quantitative information when possible): (max. 2.000 characters)	
<p>Lessons learned from similar projects. Knowledge of stakeholder interests and how to influence at a UK and a European level.</p>	
Cost estimation (verify consistency with F forms): (max. 2.000 characters)	
<p>The costs below relate to specific networking meetings under this Action. However, a considerable amount of networking and information exchange will be carried out under the other actions, where T&S costs have been included accordingly.</p> <p>Total estimated cost of this action is €8,585 made up as follows:</p> <ul style="list-style-type: none"> - €8,260 personnel costs, comprising the cost of 30 days of project team members' time at CCW's standard salary costs for posts of the relevant grades; - €2,825 Travel and subsistence costs, comprising the costs of approximately 3 trips by project team members to participate in meetings with external parties, at CCW's standard T&S rates and trips to Brussels as required. 	

These costs are consistent with the F forms.

Pictures (If you wish to add a table or a picture, save it as an image file and upload it)



Action E.3	Produce After-LIFE Conservation Plan
<i>Description (what, how, where and when):</i> (max. 10.000 characters)	
The 'After LIFE Conservation Plan' will be included as a chapter of the final report and will describe what has been achieved, how this long term programme will be reviewed and updated, how it will be used, and how it will be accessible to all stakeholders. The project activities and resources associated with this are described and accounted for under all the project Actions.	
<i>Reasons why this action is necessary:</i> (max. 2.000 characters)	
This is an obligatory action for LIFE+ Nature projects.	
<i>Beneficiary responsible for implementation:</i>	
CCW <input type="text"/>	
<i>Expected results (quantitative information when possible):</i> (max. 2.000 characters)	
After-LIFE Conservation Plan as chapter of final report.	
<i>Cost estimation (verify consistency with F forms):</i> (max. 2.000 characters)	
There are no costs associated with this action. This is consistent with the F forms.	
<i>Pictures (If you wish to add a table or a picture, save it as an image file and upload it)</i> <input type="checkbox"/>	

DELIVERABLE PRODUCTS OF THE PROJECT

Name of the Deliverable (max. 50 characters)	Number of the associated action	Deadline		
Public awareness and dissemination strategy	E.1	30-09-2012	-	+
Communication and Advocacy Strategy	A.10	30-11-2012	-	+
Project Information leaflet and FAQ	E.3	30-11-2012	-	+
Project website	E.2	31-12-2012	-	+
Project notice board	E.5	31-01-2013	-	+
Report on key threats and conservation issues	A.2	31-01-2013	-	+
Project Newsletter 1	E.3	28-02-2013	-	+
Feature Article 1	E.4	31-03-2013	-	+
Evaluation of current management mechanisms report	A.3	31-03-2013	-	+
Potential new mechanisms report	A.4	30-09-2012	-	+
Project Newsletter 2	E.3	31-07-2013	-	+
Project Newsletter 3	E.3	31-12-2013	-	+
Natura 2000 funding report published	A.5	31-01-2014	-	+
Feature Article 2	E.4	31-03-2014	-	+
Project Newsletter 4	E.3	31-05-2014	-	+
Site and themed action plans	A.6	30-09-2014	-	+
You Tube videos	E.2	31-10-2014	-	+
Project Newsletter 5	E.3	30-11-2014	-	+
'Natura 2000 Programme'	A.7	31-12-2014	-	+
Case history/lessons learned/best practice report	A.8	31-12-2014	-	+
Layman's report	E.3	31-12-2014	-	+
Feature Article 3	E.4	31-12-2014	-	+
Final Audit report	F.1	31-03-2015	-	+
Produce After-LIFE Conservation Plan	F.3	31-03-2015	-	+

MILESTONES OF THE PROJECT