

Contents

Foreword	vii
Acknowledgements	xi
Introduction	1
1 Why Plan?	5
1.1 Introduction	6
1.2 The Weaknesses or Failures of Some Planning Systems	8
1.2.1 Plans Must Contain Site-Specific Management Objectives for the Features	8
1.2.2 A Plan Should Be a Public Document	9
1.2.3 A Plan Should Contain a Comprehensive Archive of Actions and Investigations	9
1.2.4 Continuity of Management Is Essential	9
1.2.5 There Is a Primary and Almost Exclusive Focus on Recreation	10
1.2.6 Failure to Determine Carrying Capacity	10
1.2.7 Issue-Driven Versus Goal-Driven Planning	11
1.3 An Inappropriate Approach or Attitude to Planning	11
1.3.1 Bureaucracy	11
1.3.2 Failure to Comply with a Plan	12
1.3.3 Lack of Corporate Support	12
1.4 Conclusion	13
2 Structure, Preparation and Precautionary Principle	15
2.1 A Recommended Structure and Contents for a Management Plan ..	15
2.1.1 Components of a Plan	16
2.1.2 Recommended Contents of a Management Plan	18
2.2 Preparation	24
2.2.1 The Size of a Plan	24
2.2.2 Minimum Format	24
2.2.3 Who Should Be Involved in the Preparation?	25

2.2.4	Presentation.....	26
2.2.5	Plan Approval.....	26
2.2.6	Inputs, Outputs and Outcomes	27
2.3	The Precautionary Principle	28
3	Language and Audience	31
3.1	Language and Audience	31
3.2	Sharing Enthusiasm	33
3.2.1	Two Examples of Visions for an Upland Acidic Oak Woodland.....	34
3.2.2	Vision for the Condition of a Blanket Bog.....	35
3.2.3	Visions for a Species: Guillemots.....	37
4	Local Communities and Stakeholders	39
4.1	Background.....	39
4.2	Definitions	42
4.3	Stakeholder Involvement in Plan Preparation	43
4.3.1	When Should Stakeholders Be Involved?.....	43
4.3.2	Are Facilitators Important, and What are the Key Considerations when Establishing Meetings with Stakeholders?	43
4.3.3	Is Everything Negotiable?	44
4.4	Stakeholder Section in a Management Plan.....	45
4.4.1	Description/Stakeholder Analysis	46
4.4.2	Objectives for Stakeholders	47
4.4.3	Performance Indicators and Monitoring.....	47
4.4.4	Status and Rationale	47
4.4.5	Management Projects	48
5	Survey, Surveillance, Monitoring and Recording	49
5.1	Definitions	50
5.1.1	Survey.....	50
5.1.2	Surveillance	50
5.1.3	Monitoring	51
5.1.4	Recording	51
5.2	Survey.....	51
5.3	Monitoring	52
5.3.1	Background.....	52
5.3.2	Monitoring and Adaptable Planning.....	56
5.3.3	Performance Indicators.....	56
5.3.4	Establishing Monitoring Projects	58
5.4	Surveillance	60
5.5	Recording	60

6 Adaptable Management, Review and Audit	63
6.1 Adaptable Management.....	63
6.1.1 Introduction	63
6.1.2 Background	65
6.2 Management Plan Audit	75
6.2.1 The Audit Procedure	75
7 Ethics and Conservation Management or Why Conserve Wildlife?	77
7.1 Introduction.....	78
7.2 What Does Nature Conservation Mean?	79
7.3 Values	80
7.4 Science	81
7.5 Conservation (Environmental) Ethics	84
7.6 Deep Ecology	87
7.7 Anthropocentric (Instrumental Values)	89
7.8 Finally a Personal View.....	92
8 What Do We Value?	95
8.1 Biodiversity: The Rio Convention	96
8.2 Do Cultural Landscapes and Their Semi-Natural Habitats Contribute to Global Biodiversity?	96
8.3 Wilderness.....	98
8.4 Outcomes Delivered by Natural Processes	98
8.5 Natural/Naturalness	99
8.5.1 Original Naturalness.....	101
8.5.2 Present Naturalness	102
8.5.3 Future Naturalness	103
9 Approaches to Conservation Management	105
9.1 Introduction	106
9.2 Management Planning by Prescription.....	107
9.2.1 Management Will Vary from Place to Place.....	109
9.2.2 Management Should Vary from Place to Place	109
9.2.3 Management Will Change with Time.....	109
9.3 Management by Defining Conservation Outcomes	110
9.4 Management by Enabling Process	112
9.4.1 Wilderness Management.....	112
9.4.2 Management Options	115
9.5 Experimental Management.....	117

10 Legislation and Policy	119
10.1 Legislation	119
10.1.1 Examples of Legislation	121
10.2 Policies	126
11 Description	129
11.1 Introduction	129
11.2 Description: Recommended Structure for the Contents	131
12 Features and Evaluation	149
12.1 Features	150
12.1.1 The Identification of Wildlife Features	150
12.2 Evaluation	152
12.2.1 NCR Criteria for Identifying Important Features	152
12.2.2 The Selection of Features Based on Previously Recognised Assessments	158
12.2.3 Resolving Conflicts Between Features	162
12.2.4 Combining Features	164
12.2.5 Ranking or Prioritising Features	164
12.2.6 Identifying Potential Features on Wildlife Creation Sites	164
12.2.7 Summary Description of the Feature	167
13 Factors	169
13.1 Background	169
13.2 Factors and Planning Defined Outcomes (Features Approach)	174
13.3 Factors Can Be Positive or Negative	175
13.4 Types of Factors	175
13.4.1 Main Divisions for Factors	176
13.4.2 Features as Factors	177
13.4.3 Anthropogenic Factors	178
13.5 The Preparation of a Master List of Factors	182
13.6 Primary Factors, Secondary Factors and Global Factors	182
13.6.1 Primary Factors	185
13.6.2 Secondary Factors	185
13.6.3 Global Factors	186
13.6.4 The Relationship Between Primary, Secondary and Global Factors and Features	186

14 Objectives for Biological Features	189
14.1 Background	190
14.2 Definition of an Objective	195
14.3 Objectives are Composite Statements	196
14.4 SMART Objectives	196
14.4.1 Specific	196
14.4.2 Measurable	197
14.4.3 Achievable	197
14.4.4 Relevant	197
14.4.5 Time-based	198
14.5 An Objective Must Be Communicable	199
14.6 Objectives are Best Written in the Present Tense	199
14.7 Favourable Conservation Status (FCS)	200
14.8 Visions for Features	201
14.8.1 Visions for Habitats	201
14.8.2 Visions for Extremely Dynamic Features	205
14.8.3 Visions for Species	206
14.8.4 The Level of Definition for an Objective	208
14.9 Performance Indicators	209
14.9.1 Favourable Condition and Favourable Conservation Status	210
14.9.2 Attributes	211
14.9.3 Specified Limits	218
14.9.4 Factors as Performance Indicators	225
14.9.5 Management as a Performance Indicator	233
14.10 Testing Objectives	234
15 Rationale for Biological and Other Features	237
15.1 Background	237
15.2 Conservation Status	238
15.2.1 Status or Condition	239
15.2.2 Condition of a Feature	239
15.2.3 Status of a Feature	240
15.3 Rationale: Conservation Status	241
15.4 Rationale: Factors	244
15.5 Recording	248
15.6 Management Options or Strategies	248
15.7 Finally: Nature Conservation Management	249
16 Action Plan	251
16.1 Background	251
16.2 Preparing an Action Plan	252
16.2.1 Projects	252

16.2.2 Relationship Between Projects and Objectives	254
16.2.3 Planning Individual Projects	255
16.2.4 Work Programmes	259
16.3 Operational Objectives	260
17 Access, Tourism and Recreation	273
17.1 Definition	274
17.2 Introduction	274
17.3 Background	276
17.3.1 ROS: Recreation Opportunities Spectrum	278
17.3.2 LAC: Limits of Acceptable Change	278
17.3.3 VAMP: Visitor Activities Management Planning	278
17.3.4 VIM: Visitor Impact Management	279
17.3.5 TOS: Tourism Opportunities Spectrum	279
17.3.6 VERP: Visitor Experience and Resource Protection	279
17.3.7 ECOS: Ecotourism Opportunity Spectrum	279
17.3.8 PAVIM: Protected Area Visitor Impact Management	280
17.3.9 Discussion	280
17.4 Planning for Access and Recreation	282
17.4.1 Introduction	282
17.4.2 Relationship with the IUCN Protected Area Management Categories	283
17.4.3 The Relationship Between Access and Wildlife Conservation	284
17.4.4 Structure and Contents of the Access Section of a Management Plan	285
Case study 1	315
Case study 2	345
Case study 3	367
Case study 4	381
Case study 5	399
Glossary	411
References	415
Index	421