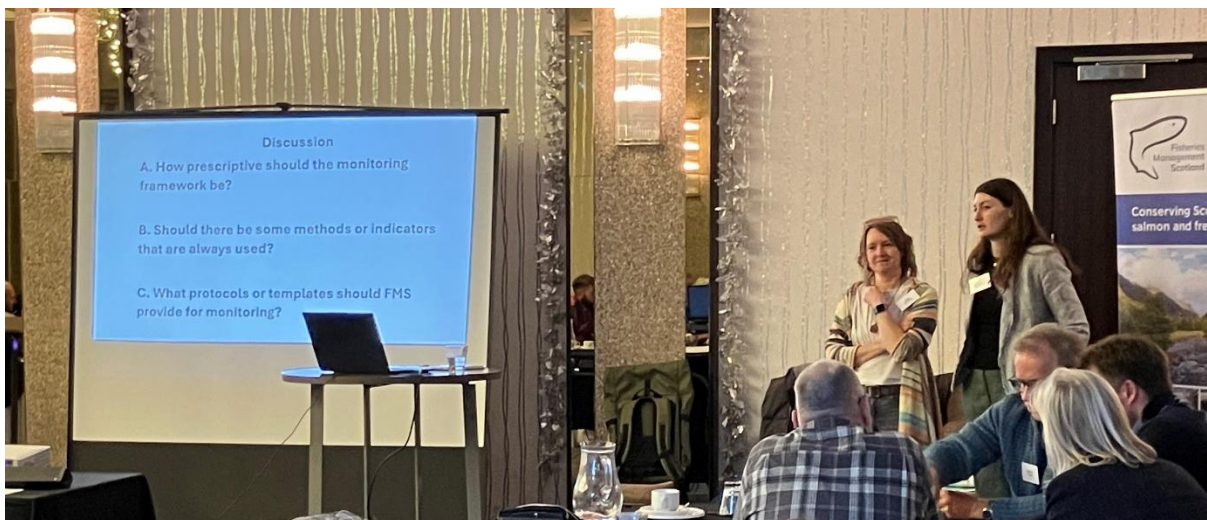


Developing The River Catchment Restoration Fund

Workshops Summary Report¹

November 19th/21st, December 7th 2024



This report is one deliverable of the FIRNS supported project “Developing a portfolio of river restoration investment packages and delivery support measures for the Source to Sea Fund”

This project is supported by The Facility for Investment Ready Nature in Scotland (FIRNS). Delivered by NatureScot in collaboration with The Scottish Government and in partnership with the National Lottery Heritage Fund.

Additional support is provided by the Golden Bottle Trust

1. Introduction

Three workshops were held to provide stakeholder input to developing The River Catchment Restoration Fund being led by Fisheries Management Scotland (FMS).

Two were in-person workshops. One for south Scotland based stakeholders on 19th November held in Larkhall, Lanarkshire. The other was held on the 21st November held in Inverness for stakeholders from the North.

The two workshops were each run along similar lines with exercises to engage participants repeated for each group of North and South participants.

A third workshop was a shortened online version held on 7th December that was held to attract participants who couldn't attend either of the earlier two workshops, including those who were held up from attending the Inverness workshop due to the inclement weather at that time. The online workshop was shortened and designed to provide a summary of the input received from participants in the earlier in-person workshops, and to invoke any further commentary and input to developing The River Catchment Restoration Fund and inclusion in this summary report.

2. Workshops' purpose

The workshops were designed to bring FMS members and stakeholders up to date with the development of a River Catchment Restoration Fund and to secure input from FMS members and stakeholders on the Fund's development. This stakeholder input helped to build on the engagement work conducted over the summer to strengthen the fishery management planning process in support of preparing a market-ready pipeline of river restoration focused projects.

- The workshop agenda is included at Annex 1.

3. Workshop outputs

In total, 59 participants took part from 33 stakeholder organisations comprising river and fishery trusts, district salmon fishery boards, estate managers, landowners, eNGOs and public agencies

- A full participant list is included in Annex 2.
- The slides used in the workshop are downloadable [here](#). The slide images are available in Annex 3.

A series of sessions were run during each workshop with participants working together to answer questions in small breakout groups. The presentation slides mentioned in Section 2 above provides the context for the workshop sessions. The sessions were as follows;

- Addressing challenges in getting projects to delivery stage
- Desirable characteristics of a river restoration fund
- Necessary requirements of the river restoration fund monitoring framework

- Targeting the fund to corporate contributors

Each of these are addressed in the subsequent sections 3.1-3.5

The workshop sessions were self-documenting with participants making their own notes and comments on prepared templates. Summarised outputs are included in the following sections. Full transcriptions are included in the annexes.

The purpose of the outputs is to use these as a resource to draw from to help inform aspects of the river restoration fund's development.

3.1 Addressing challenges in developing deliverable projects

The challenges in developing projects are listed under the “challenge” headings in the table below. These are derived from the summer stakeholder engagement work and represent the most mentioned challenges that are faced while developing river catchment restoration projects. Workshop small groups were each given a challenge and were asked to brainstorm solutions for each. See below for a summary table.

Challenge	Description	Solutions
Organisational capacity	Lack of time and sometimes skillset to develop projects, especially for smaller organisations	• More development funding availability • Support for FMS members to acquire more funding • Skills building and training
Effective partnership with SEPA	This challenge was mostly shared in the context of lack of support for barrier removal/easement and water quality enforcement which could undermine benefits from restoration work	• Open engagement, accountability and soft political pressure • Build more formal working relationships • RBMP 4 as an upcoming opportunity
Agricultural land use dynamics	Concern from farmers about trade-off with basic payments; impacted by value of surrounding agricultural land; wider cultural difference with how farmers view rivers	• Finding common ground with farmers to build trust • Subsidy payment incentives through new Ag Bill • Regulation and pressure

Challenge	Description	Solutions
Suitable available funding	Inflexibility and competition of current funding mechanisms	- Funds to allow bundling of full cost of projects; integrated outcomes - Funds to adopt more adaptable mindsets
Landowner willingness	Alternative land use interests; Not seeing the benefit; Wanting the project to be at least cost neutral	- Education, public hall and onsite events to communicate benefits - Use existing Trust/Board relationships with landowners
Deer management	Undermining native regeneration and growth	- Incentives to reduce deer numbers in an evidence-based way - Share best practice examples to get stakeholder buy-in

Annex 4 includes a full transcription of the workshop outputs for this workshop session.

3.2 Desirable characteristics of a river restoration fund

The session was designed for participants to think about characteristics that come to mind when they think about an accessible and high-quality river catchment restoration fund. A summary of the key points is included in the table below:

Must have	Nice to have	Shouldn't have
- Baselines & assessment of outcomes/benefits - Holistic and flexible funding (full cost recovery, multi-year funding, upfront payments, development cost) - Flexible budget spending	- Capacity within the fund to support project teams (dedicated fund manager, application guidance, stakeholder engagement assistance) - Community benefits (i.e. education, employment) - Maintenance and monitoring costs	- Lengthy application form - Onerous or rigid reporting requirements - Unachievable outcomes - Support poor quality projects with possible negative impact - Greenwashing

Must have	Nice to have	Shouldn't have
• Clear benefits for rivers/biodiversity/wider ecosystems • Streamlined & flexible application process		

Annex 5 includes a full transcription of the workshop outputs for this workshop session

3.3 Necessary requirements of the river restoration fund monitoring framework

This session focused on the emergent monitoring framework that was in development by a consultant contracted to the project. A short presentation to introduce the monitoring framework was followed by the breakout groups addressing five questions relating to what are the necessary requirements for the river restoration fund monitoring framework? A summary of the results of this exercise follows

3.3.1 What outcomes or benefits will investors want to see?

- Business resilience and improved environmental impact (e.g., water quality, biodiversity).
- Positive public perception and enhanced reputation.
- Measurable and tangible impacts, showing success in specific outcomes.
- Alignment with climate change resilience and community/social benefits.
- Simple and relatable messages that are easy to communicate and sell.

3.3.2 How prescriptive should the monitoring framework be?

- Needs standardization, but flexibility to accommodate project-specific details.
- Balanced approach, ensuring scalability and adaptability across different projects.
- Should enable comparison across projects but allow for context-specific metrics.
- Monitoring tools and methods should be flexible and based on established methods and aligned to established datasets.
- Monitoring plans and methods should be proportionate in relation to the nature and scale of the projects.

3.3.3 Should some methods or indicators always be used?

- For projects that have similar objectives such as water quality improvements, biodiversity, flooding, or barrier removal - some standardisation in method selection across similar projects could be beneficial
- Indicators should be project-specific but aligned with national data sets.
- Use of baseline data consistent with datasets that already exist for the river catchment.
- Ensure proportionality in range or complexity of indicators in relation to project scale and objectives.

3.3.4 What protocols or templates should FMS provide for monitoring?

- Clear best practice protocols and existing guidance for established methods.
- Digital tools for data collection, presentation, and integration.
- Guidance and principles for consistent monitoring strategies.
- Training and skill-building initiatives for members.
- Ecosystem service calculators to show impact and value for investors.

3.3.5 What framework elements/aspects of monitoring contribute most to ‘high integrity’?

- Transparent, consistent, and replicable methods across projects.
- Strong baseline data and continuous integration of pre-existing datasets.
- Use of qualified professionals and peer-reviewed techniques.
- Statistically robust design and long-term monitoring, including control sites where required.
- Verifiable reporting that is adaptable to project outcomes.

The full list of workshop groups’ outputs from this session are included at Annex 6.

3.4 Targeting the fund to corporate contributors

The final session focused on how to market the fund and specifically to draw on participants knowledge of potential contributors to the fund who might be operating in their geographic area, and who FMS might approach for potential funding. The results are include in the following table.

Sector	Interest / Key words	Companies and trade bodies
Aquaculture	Environmental impacts, (Mowi 3 farms, 2 lochs, 1 shore)	Mowi, Scottish Sea Farms, Loch Duart, Scottish Salmon Producers, Salmon Scotland,
Whisky distilleries	Temperature, image of Highlands, whisky, water	Scottish Whisky Association

Sector	Interest / Key words	Companies and trade bodies
	security, No clean water no whisky	
Automotive Trade	Mitigation, pollution	Arnold Clark
Shipping		Free Port
Tourism	Ecotourism, habitat quality, aesthetics, wilderness experience, North Coast 500, sustainability, beauty, Loch Ness, canoes	Jacobite cruises, Cobbs Hotels, MacDonald Hotels, Active Highs, In Your Element, Council, tourism groups
Aluminium and steel		
Commercial forestry	Forested area, less deer more trees	RTS, Forest and Land Scotland, CONFOR, Tilhill, Scottish Woodlands
Oil and gas		
Angling	fish abundance	local communities and companies, Andrew Wallace of Fishmongers.
Retail including outdoor equipment shops	ethical production, angling supplies	Tiso, Nevis Sports, Patagonia, Go Outdoors, Mountain Warehouse, British Retail Consortium
Renewables hydro	renewables, use of rivers for hydro and storage, Restoration, mitigation and water quality	SSE, Green Highland, RWE, Eon, SPEN, Northwind Power (offshore), OFGEM, Drax,
Renewables wind	public relations,	SSE, Green Highland, RWE, Eon, SPEN, Northwind Power (offshore), OFGEM
Renewables solar		
High Net Worths	biodiversity crisis, billionaires with a conscience	
Big charities		
Agriculture including dairy	incentives, livestock containment	NFUS, Quality Meat Scotland,
Scottish Government	Agri-Environment support	
Developers	infrastructure,	One Group Construction,
Transport	railways, aviation	Scotrail, British Travel Association, DFDS, Network Rail, Calmac, Stena Line; Aberdeen, Glasgow, Inverness and Edinburgh airports; Prestwick Aerospace;
Landowners		Scottish Land and Estates, Church, MOD, Crown Estate,

Sector	Interest / Key words	Companies and trade bodies
Food and drink	venison, beer	Food and Drink Federation Scotland, Brewdog, Tennents, National (brewing) Association?
Housing		Scottish Association of Landlords
Financial Services		KPMG,
Port authorities	dredging	Allied British Ports
Pharmaceuticals		Glaxo Smith Kline, Beechams,
Quarrying		Breedon (Tillycoutry), Hillhouse Quarry Group.
Water Company		Scottish Water
Events (sports)	water sports, MTB, golf, sustainable impact 'glow'	Football clubs,
Paper mills		
Woollen Mills		Edinburgh Woollen Mill,
General	Nature positive, biodiversity friendly, ESG, social licence, public relations, compliance, "cold clean water", community benefits, local amenity, geographical area, guilt, land management practice, water quantity, water quality, greenwashing,	

Annex 1 In person workshop Agenda



Heritage
Fund



Net Zero
Scotland
Scottish
Government



Workshops Developing The River Catchment Restoration Fund

South Scotland 19th November, [Radstone Hotel](#), Ayr Road, Shawsburn, Larkhall, ML9 2TZ

North Scotland 21st November, [SRUC](#), 9 Inverness Campus, Inverness, IV2 5NA

The two workshops will be repeated for each group of North and South participants.

Workshop purpose

The workshop is to bring FMS members up to date with the development of a River Catchment Restoration Fund that is currently underway by FMS. To secure input from FMS members to its development through workshop discussions, and to build on the work that took place over the summer to strengthen and prepare a market-ready pipeline of river restoration focused projects.

Outline Agenda

Time	Session	Lead	Content
09:30	Arrival and refreshments		
10:00	Welcome	Paul / Alan	Introductions, housekeeping, today's format Workshop objectives What we want from participants Why River Catchment Restoration Fund?
10:10	Introduction	Paul	Background to the fund How the fund will work Where we are in the process Discussion
10:30	Projects includes break	Leah	Engagement findings The project pipeline Restoration process, challenges and solutions Discussion and workshop
12:30	Lunch		
13:30	Monitoring Framework	Julia	The Monitoring Framework purpose Baselines, indicators and monitoring Impact reporting Discussion and workshop
14:45	Break		
15:00	Marketing	Paul	Source/s of funding Identifying corporate sectoral interests Developing a pitch/es
15:30	Summary and next steps	Leah/Paul	Final thoughts Next steps Wrap up
16:00	Depart		

This project is supported by The Facility for Investment Ready Nature in Scotland (FIRNS). Delivered by NatureScot in collaboration with The Scottish Government and in partnership with the National Lottery Heritage Fund.

Annex 2 Participants

first name ▼	last name ▼	Organisation ▼	workshop location ▼	
Martyn	Haines	Annan DSFB	Larkhall	
David	McColl	Clyde River Foundation	Larkhall	
Alan	Wells	Fisheries Management Scotland	Larkhall	
Jenny	Fergusson	Kilkerran Estate	Larkhall	
Toby	Miller	Clyde River Foundation	Larkhall	
Chloe	Grant	Fisheries Management Scotland	Larkhall	
Pat	Hunter Blair	Girvan DSFB	Larkhall	
Fiona	Simpson	Crown Estate Scotland	Larkhall	
Lawrence	Ross	Dee DSFB	Larkhall	
Bob	Younger	Fisheries Management Scotland Board Member	Larkhall	
Peter	Landale	Nith DSFB	Larkhall	
Jamie	Ribbens	Galloway Fisheries Trust	Larkhall	
Jonathan	Louis	Forth Rivers Trust	Larkhall	
Stuart	Brabbs	Ayrshire Rivers Trust	Larkhall	
Ann-Marie	MacMaster	Esk Rivers and Fisheries Trust	Larkhall	
Benjamin	Townsend	Tweed Forum	Larkhall	
Willie	Yeomans	Clyde River Foundation	Larkhall	
Helen	Feenan	Fisheries Management Scotland	Larkhall	
Luke	Scott	Galloway Fisheries Trust	Larkhall	
Jamie	Stewart	Tweed Foundation	Larkhall	
Alison	Baker	Atlantic Salmon Trust	Larkhall	
Struan	Candlish	Ayrshire Rivers Trust	Larkhall	
Craig	MacIntyre	Esk DSFB	Larkhall	
Andy	Sides	Tay Rivers Trust	Larkhall	
Elle	Adams	Findhorn Watershed Initiative	Inverness	
David	Allison	Grosvenor Estate	Inverness	
Daniel	Amos	Grosvenor Estate	Inverness	
Sunny	Bradbury	Cromarty Fishery Trust	Inverness	
Sandy	Bremner	River Dee Trust	Inverness	
Chris	Conroy	Atlantic Salmon Trust	Inverness	
Chris	Daphne	Ness DSFB	Inverness	
Richard	Davies	Outer Hebrides Fisheries Trust	Inverness	
Richard	Fyffe	Don DSFB	Inverness	
Sarah	Hadfield	Lochaber Fisheries Trust	Inverness	
Jim	Henderson	Nith DSFB	Inverness	
Andrew	Johnson	West Sutherland Fisheries Trust	Inverness	
Robert	Laughton	Findhorn, Nairn and Lossie Rivers Trust	Inverness	
Clementine	Leemans	Kyle of Sutherland Rivers Trust	Inverness	
Ben	Mardall	Grosvenor Estate	Inverness	
Richard	Miller	Deveron DSFB	Inverness	
Mira	O'Donnell	Kyle of Sutherland Rivers Trust	Inverness	
Debbie	Parke	Nith Catchment Fishery Trust	Inverness	
Chris	Perkins	Scottish Marine Environmental Enhancement Fund	Inverness	
Rob	Pitkin	Lochaber Fisheries Trust	Inverness	
Brian	Shaw	Ness DSFB	Inverness	
Julia	McCarthy	McCarthy Ecology	All	
Leah	Reinfrank	Fisheries Management Scotland	All	
Paul	Sizeland	Fisheries Management Scotland	All	
Will	Marshall	Urr DSFB	online	
John	Fraser	Ugie DSFB	online	
Graeme	Anderson	Argyll Fisheries Trust	online	
Richard	Miller	Deveron DSFB	online	
Alan	Kettle-White	Argyll Fisheries Trust	online	
Ashe	Windham	Kyle of Sutherland Rivers Trust	online	
Shona	Marshall	West Sutherland Fisheries Trust	online	Lkhal 30
Richard	Bellamy	Urr DSFB	online	Invnss 21
Keith	Williams	Kyle of Sutherland Rivers Trust	online	online 8

Annex 3 Workshop slides (PowerPoint version available [here](#))

WELCOME

River Catchment Restoration Portfolio Project workshop

19th and 21st November
Larkhall and Inverness

Supported by FIRNS
The Facility for Investment Ready Nature in Scotland

Logos: Fisheries Management Scotland, Net Zero Scotland, NatureScot, Heritage Fund

Agenda

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15:10	Depart		

Slide 1

Workshop objectives:

- Bring FMS members up to date with the development of a River Catchment Restoration Fund that is currently underway by FMS.
- Build on the work that took place over the summer to strengthen and prepare a market-ready pipeline of river restoration focused projects.
- Secure input from FMS members to the fund's development through workshop discussions.

2

Introduction

3

Green Finance Institute Investment Readiness Toolkit

4

Green Finance Institute Investment Readiness Toolkit

5

6

Summary of opportunities identified

The Project identified and assessed three distinct funding models targeting river catchment restoration opportunities in Scotland to support Source to Sea objectives

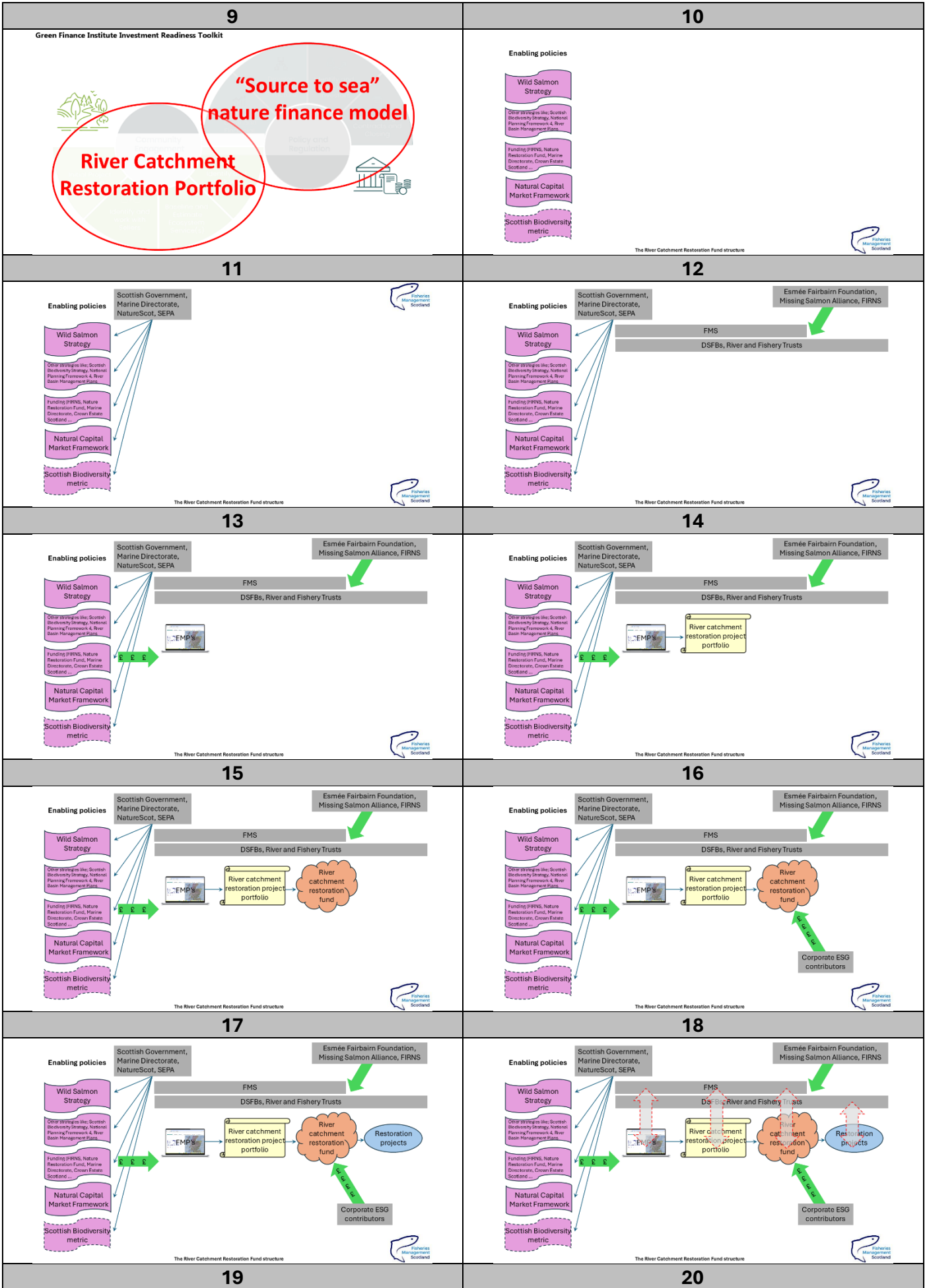
finance earth

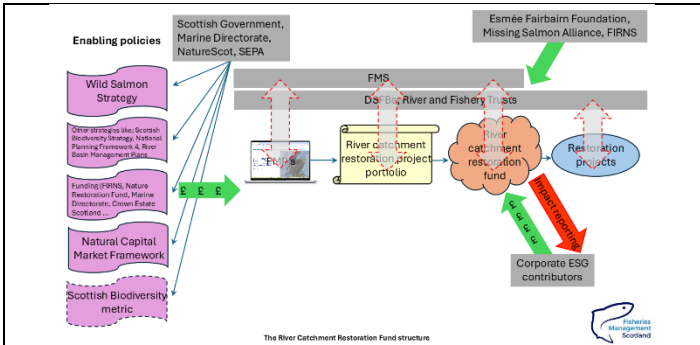
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Green Finance Institute Investment Readiness Toolkit

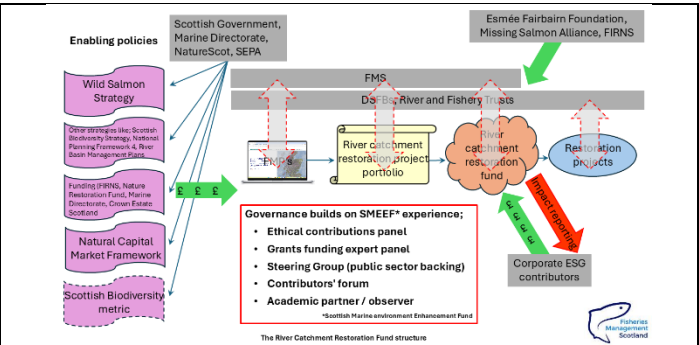
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Green Finance Institute Investment Readiness Toolkit





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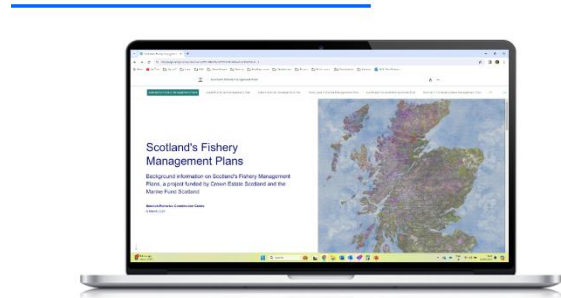
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River Catchment Restoration Portfolio Project Outputs timeline

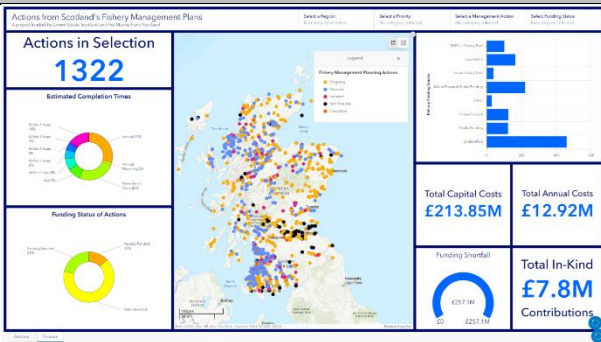
Month	Activity
April/May '24	Establishment of representative Steering Group
April-May '24	Project scoping document including data investigation and collection method
May-Sep '24	Catchment-wise site-based project proposals "delivery readiness appraisal"
Aug-Sep '24	Community engagement and benefit realisation strategy
May-Oct '24	Identification of suitable metrics for determining baselines and impacts
Nov '24	National stakeholder workshop
Aug-Dec '24	Portfolio of investable projects
Feb '25	Scotland's river catchments investment potential summary report.
Mar '25	Project evaluation

= completed
 = in progress

23



24



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Broad qualitative criteria determining FMPs' actions readiness for delivery

Criteria	Ready (within a year)	Almost (2-3 years)	Promising (5+ years)
Permissions	Permissions are in place or agreed in principle.	Permissions are in place or agreed in principle.	Permissions are in place or agreed in principle.
Landowner	Landowner is identified and agreed in principle.	Landowner is identified and agreed in principle.	Landowner is identified and agreed in principle.
Project scope	Project is scoped and described as required in the scope of the project.	Project is scoped and described as required in the scope of the project.	Project is scoped and described as required in the scope of the project.
Project Remission and costs	Project is scoped and described as required in the scope of the project.	Project is scoped and described as required in the scope of the project.	Project is scoped and described as required in the scope of the project.
Capacity to deliver	The FMP lead has capacity to deliver the project.	The FMP lead has capacity to deliver the project.	The FMP lead has capacity to deliver the project.
Baseline and monitoring	The FMP lead has capacity to deliver the project.	The FMP lead has capacity to deliver the project.	The FMP lead has capacity to deliver the project.
Community	The FMP lead has capacity to deliver the project.	The FMP lead has capacity to deliver the project.	The FMP lead has capacity to deliver the project.
Timescales	The FMP lead has capacity to deliver the project.	The FMP lead has capacity to deliver the project.	The FMP lead has capacity to deliver the project.

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Broad qualitative criteria determining FMPs' actions readiness for delivery

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Project pipeline

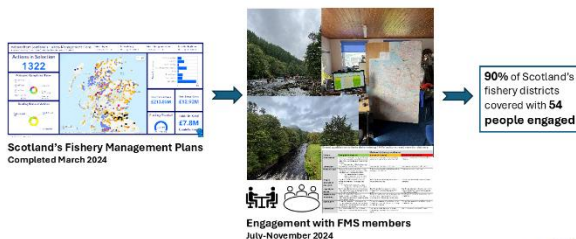
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Engagement Findings: The Project Portfolio



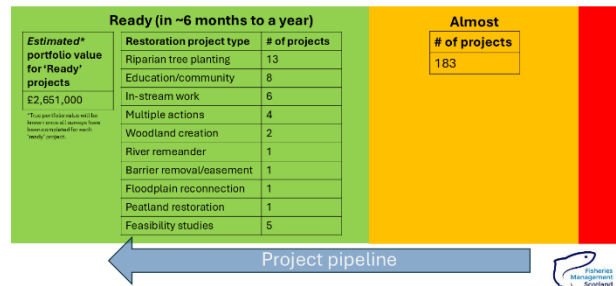
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Background and method



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River restoration project portfolio outlook



30

A deeper look at the portfolio projects

- Partial project funding
 - "You don't necessarily need to fund all of it. If we had access to half of it, we can look for **match funding**. That would be a huge help."
 - Forestry Grant Scheme only covering 70% of project costs
 - Aspects of larger projects that funding didn't come as easily for (e.g. in-stream works, bank stabilisation)
- Projects which recently lost out on funding due to competition
- Uncertainty about the future of public funding
- Education and community initiatives
 - These initiatives are usually delivered in-kind or ad hoc as pots of funding are available and there is capacity



"The time it would take to get projects off the ground is lengthy... the lead-in time for some of these things, just in terms of conversations and scope and works, and rescoping works, **it adds up.**"

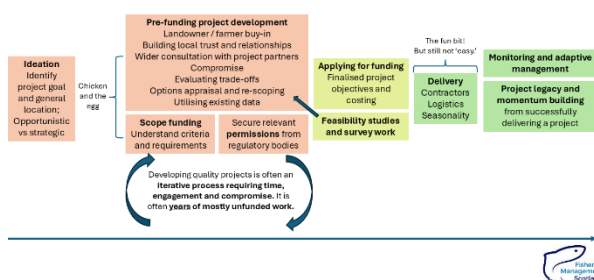


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Nuts and bolts of restoration

FMS members play a part in some or all of those stages



Key challenges

Challenge	Description
Organisational capacity	Lack of time and sometimes skillset to develop projects, especially for smaller organisations
Effective partnership with SEPA	This challenge was mostly shared in the context of lack of support for barrier removal/easement and water quality enforcement which could undermine benefits from restoration work
Agricultural land use dynamics	Concern from farmers about trade-off with basic payments; impacted by value of surrounding agricultural land; wider cultural difference with how farmers view rivers
Suitable available funding	Inflexibility and competition of current funding mechanisms
Landowner willingness	Alternative land use interests; Not seeing the benefit; Wanting the project to be at least cost neutral
Deer management	Undermining native regeneration and growth



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Activity – The Project Pipeline (45 minutes)

- Each table will be assigned a challenge. Work together to brainstorm solutions, including which actors are key to realising each solution (25 minutes discussion, 20 minutes share)
- Use actual restoration project examples if you have them to illustrate a point
- Try not to just look at your challenge in isolation. Think broadly about what is needed to make progress

Suggested solution	Who are the main actors and how could they help?



10-minute Break

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Current funding mechanisms and gaps (e.g.)

Funding Mechanism	Fund Administrator	Objective	Gaps / Concerns
Water Environment Fund	SEPA	Help remove barriers	Need at least 1.5 km of good spawning habitat upstream
Open Rivers Fund	Open Rivers Fund	Complete Barrier Removal	Will only fund the barrier removal component
Nature Restoration Fund	NatureScot	Support Scotland's biodiversity and nature recovery	Competitive and limited funding available. Long lead-in process and generally supports larger projects.
Forestry Grant Scheme	Scottish Forestry	Increase native woodland planting	Fencing costs haven't been re-evaluated in years. Need a minimum amount of hectares to qualify. Strict rules about % survival rate.
Agri-Environment and Climate Scheme	Rural Payments and Services	Increase biodiversity on farmland	Competitive and budget reducing
Peatland ACTION	Scottish Government	Restored degraded peatland in Scotland	No forest to bog schemes. Competitive and budget reducing
Wild Fisheries Fund	Salmon Scotland (previously Foundation Scotland)	Supports projects related to wild salmon populations	Direct relationship between funder and project
Wind Farm Community Funds	Foundation Scotland	Distribute funds mainly from renewable energy companies	Very geographically limited



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River Catchment Restoration Fund Sentiments

The Fund Idea It's good that there will be separation between contributor and projects "It's sensible to focus on ESG instead of carbon and BNG since those are confusing at the moment" This is great if it can fill the gaps of existing funds Portfolio can help communicate the scale of need	Application Process Balance between trusting local organisations and doing due diligence to check quality of restoration project Join up application process with other existing funds or frameworks to reduce reporting burden	Funding Decision & Implementation How will the fund ensure projects from a range of organisational sizes are supported? There is a need for more flexibility in spending money and time	Broader Questions Will contributors pay for project development work given how expensive that can be? Who bears the risk if things go wrong? Will work funded by the fund then not be eligible for carbon?
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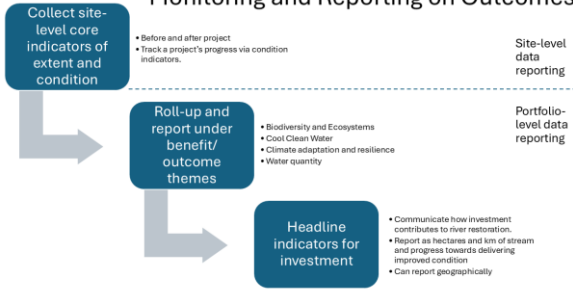
River Catchment Restoration Fund Sentiments

The Fund Idea It's good that there will be separation between contributor and projects "It's sensible to focus on ESG instead of carbon and BNG since those are confusing at the moment" This is great if it can fill the gaps of existing funds Portfolio can help communicate the scale of need	Application Process Balance between trusting local organisations and doing due diligence to check quality of restoration project Join up application process with other existing funds or frameworks to reduce reporting burden	Funding Decision & Implementation How will the fund ensure projects from a range of organisational sizes are supported? There is a need for more flexibility in spending money and time	Broader Questions Will contributors pay for project development work given how expensive that can be? Who bears the risk if things go wrong? Will work funded by the fund then not be eligible for carbon?
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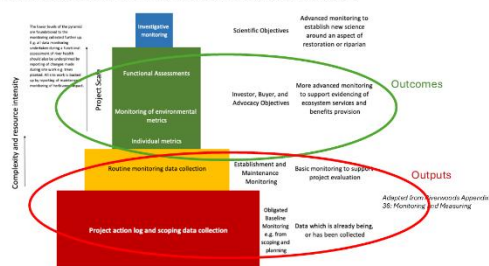


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40

Activity – The Fund (40 min) - What are the characteristics of an accessible, high-quality river catchment restoration fund? (20 minutes brainstorm, 20 minutes share) - Use your experience from applying to funds - What should be the balance between supporting development and delivery funding? - Write notes outside of these boxes if you aren't sure where they go Must have Nice to have Shouldn't have Sort characteristics into these buckets! 	Final questions or reflections (5 min) - What feels most relevant to you that has been talked about today? - Is there anything you feel is missing?  
41	42
Final questions or reflections (5 min) - What feels most relevant to you that has been talked about today? - Is there anything you feel is missing? If you'd like to discuss anything further or if you have a project that you think would be good for our portfolio, please email me at leah@fms.scot  	Lunch! 
43	44
Monitoring Framework	 Slide credit: Stream Mechanics
45	46
Broad Aims for the Monitoring Framework Flexible and adaptable - Accommodate a range of projects (now and in the future) with different outcomes, management actions, project scales, and monitoring needs. Support High-integrity projects - Create consistent expectations for monitoring to demonstrate outcomes and project performance Easy to understand and use - Communicate outcomes in terms general audiences can understand - Include monitoring approaches that are accessible Support Portfolio-level reporting - Aggregate results from individual projects to communicate outcomes relevant to fund contributors and investors	Monitoring and Reporting on Outcomes 
47	48
Discussion What aspects of monitoring contribute most to high integrity?	What outcomes will the portfolio deliver? Biodiversity and ecosystems Cool, clean water Water quantity Climate adaptation and resilience K-M Global Biodiversity Framework Targets Wild Salmon Strategy Taskforce on Nature-related Financial Disclosures UN Sustainable Development Goals
49	50

What indicators should be measured?



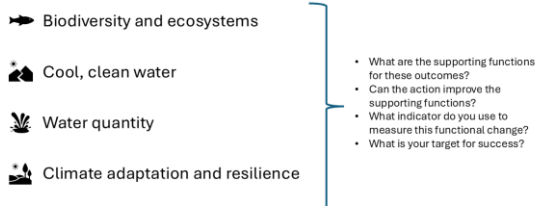
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What data to collect for outcomes:

- State of Nature metrics (*aligns with GBF and TNFD*)
 - Extent of restored areas
 - Area of each ecosystem/habitat type
 - Area/length of connected stream corridor
 - Connectivity
 - Condition indicators
 - Via individual metrics and/or functional assessments
- Create a consistent but flexible process allows for:
 - Evaluating different types of projects via *Indicator selection*
 - Evaluating different scopes/scales of projects via *Method selection*

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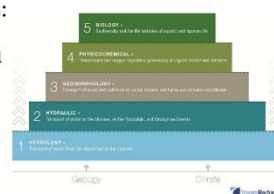
Linking actions to outcomes via indicators



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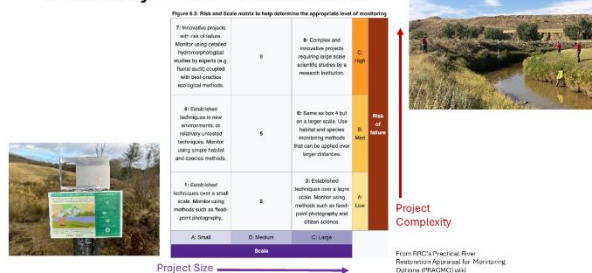
Potential condition indicators

- Function-based Indicators:
 - Hydrologic Regime
 - Hydromorphology and physical habitat
 - Water Quality
 - Biological communities
- Integrated condition assessments that evaluate multiple functions



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Flexibility in method selection



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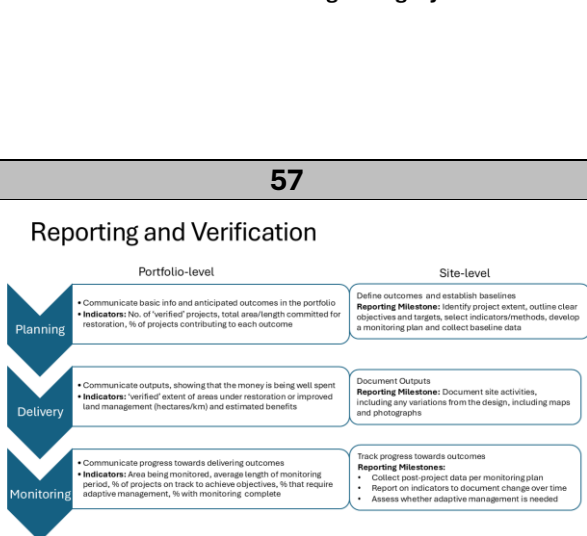
Discussion:

How prescriptive should the monitoring framework be?

Should there be some methods or indicators that are always used?

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What makes this high integrity?



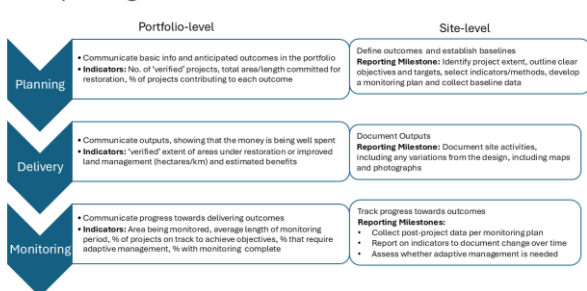
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Consistent Monitoring and Measurement

- Post project monitoring (e.g., via individual metrics and/or functional assessments) is needed to evidence outcomes.
- The same indicators should be evaluated for baseline and all post-project monitoring.
- Each project should include indicators and methods that:
 - Are based on established protocols or evidence
 - Relate to key ecosystem functions
 - Align with project goals and objectives and delivery of specific outcomes.
 - Are appropriate for the scope and scale of the project.
- Start with the end in mind: Develop a monitoring plan that identifies indicators for each objective, the monitoring design (including methods, timing and frequency of sampling, before vs. after vs. BACI, etc.), reporting requirements and when adaptive management may be needed.
- Bonus: consider how project-specific monitoring could contribute or integrate into catchment-level efforts (e.g., establishing new invertebrate monitoring sites)

58

Reporting and Verification



60

Parting thoughts, questions or ideas?

15-minute Break 	Marketing 									
61	62									
Corporate drivers o Sustainable Development Goals (SDG's) o Global Biodiversity Framework (GBF) - 2030 targets o Taskforce for Nature-related Financial Disclosure (TNFD) o Environmental, Social and Governance (ESG) commitments, Shareholder and Annual Reports o Voluntary offsets, voluntary contributions Policy drivers o Market Framework for Natural Capital o Scottish Biodiversity Strategy o Wild Salmon Strategy SMEEF proven experience Marketing the "offer" o The portfolio of projects and the appeal of river catchments o The assurance of monitoring demonstrable performance against baselines o Selling the benefits of ecologically improved rivers and associated biodiversity o Expertise and professionalism – ability to deliver good projects nationally o Tying in with corporate imperatives, impacts and associations 	Potential Sectors • Energy and engineering • Oil and gas • Food and drink • Agriculture and forestry • Infrastructure and construction • Tourism • Textiles • Finance and business services 									
63	64									
In your geographical working area or from your own experience 1. What are the key sectors you think would have an interest in improving the biodiversity and condition of river catchments? 2. What do you think are these sectors' main or specific areas of interest in relation to their business activity - list some key words 3. Can you name any particular companies or trade associations we should think about approaching? <table><tr><td>Sector</td><td>Area/s of interest – key words</td><td>Company/trade association</td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr></table> 	Sector	Area/s of interest – key words	Company/trade association							Summary and next steps 
Sector	Area/s of interest – key words	Company/trade association								
65	66									

Annex 4 Workshop output: Addressing challenges in developing deliverable projects.

3.1.1 Organisational Capacity		
Solution	Who should be involved?	Notes
Availability of development funding	Key aspects of future fund Nature Restoration Fund FMS push for this in other funding pots	
Advice/guidance for Board members/Trustees/staff	FMS SEPA/NatureScot? Alignment with national strategies	
Skillset/governance on DSFBs. Broader funding base for DSFBs + Trusts	Wild Salmon Strategy Workstream	What are existing policies that are looking at capacity - advice and guidance, long-term confidence, skillset diversity
National support for bid development	FMS (increased capacity) SEPA, NatureScot? Alignment with national strategies	
National Lottery Heritage Fund	Director of DSFB applied to fund	
Benchmarking	Other fishery trusts + boards to provide experience with previous funding projects	
Training	Sharing internal industry expertise Regulatory or governing bodies	
Funding to include specialist project support	Industry specialists	
Building funding for ongoing project pipeline	Project fee to sustain restoration officer's role	
Knowledge sharing Shared employment?	SEPA - centralised form of training FMS expertise > big consultancy (a Ben Townsend but for geomorphology)	Training and staff for small organisations, funds for full-time staff Hard to take on someone if you don't know if we can do projects - we only do electrofishing, we can't do geomorphology

3.1.2 Working in partnership with SEPA		
Solution	Who should be involved?	Notes
Open and honest engagement	SEPA FMS Members	
Educations + knowledge exchange on catchment/fish protection	Data share + acquisition Consultation (formal + informal)	Trusts/Boards are local experts for catchment Tokenistic consultation

3.1.2 Working in partnership with SEPA		
Solution	Who should be involved?	Notes
RBMP Assessment re-prioritisation	IEMA (EIA advice) Env Standards Scotland ScotGov Cab Sec for SEPA	Balance for economic, environmental, and social Holistic decision criteria
Enforcement accountability	Press Social media	
SEPA resourcing + governance (addressing deficiencies)	Env Standards Scotland	
Build local relationships with SEPA - personal, strong, sharing info	Trust and Board staff Local SEPA officers/Staff Get to the right person	Someone mentioned that SEPA fast-tracked a CAR license for risk analysis for a weir removal. It's a weir that has been planned to be removed for 15 years. They engaged their local contact to get this done
Political pressure (softly)	FMS Feedback from local board/trusts Change policy	Unclear who SEPA contact can be, they've been centralised
Build formal working relationship £	Trust/Board --> SEPA (charge a fee) Sea lice sampling Water quality - subcontract water quality __? Genetics/juv. Salmonids Habitat SEPA --> Trust/Board Geomorphology?	FMS facilitation. SEPA is not at these workshops. They need to be part of the solution.
Engagement and empathy	Trusts/DSFBs Catchment partnership NFU, JHI, NatureScot	Regulator, Trust, landowner have different understanding on what good looks like

3.1.3 Agricultural land use		
Solution	Who should be involved?	Notes
Policy	Updates to policy in line with biodiversity objectives	
Incentives	Allowance for payments for non-agri production/change land use Development funding / engagement Accreditation/certification to show support / sustainability	Red Tractor equivalent for farmers
Regulation	Tougher regulation on offenses Clearer rules/regulations give current ineffective regs	
Use of other models from adjacent sectors	(nothing was written here)	

3.1.3 Agricultural land use		
Solution	Who should be involved?	Notes
Build trust with farmers	Identify common ground - local DSFBs and Trusts Neighbourly. Approved of shared success. Ensure local skill sets are present and sustained (i.e. no misinformation) Bring all parties to the table	
Pressure from SEPA	Assessment (independent) of cost-benefit analysis	
Gov't agencies playing catch-up requires rapid evolution	Regulatory bodies need to drive this New agricultural payment system Strategic identification of aligned objectives	
Two-way education	Next generation of farmers & existing landowners Schools & universities upskilling & driving interdisciplinary research	
Conflict resolution forum / communication	Follow 'common ground' model of deer management groups Forestry, SEPA, Local DSFBs, Neighbours	
Funding the currently unfundable core funding to develop projects and monitor outcomes	Public + private funding DSFB Assessment levy limits income. Limitation of structure to fund. FGS, Nature Restoration Fund, SG - AECCS, Marine Fund Scotland, SEPA WEF, Crown Estate Scotland Enviro Grants, Heritage Lottery Funds, Charitable Foundations, Wind Farms, private landowners	Admin funding for smaller trusts?

3.1.4 Suitable funding		
Solution	Who should be involved?	Notes
Encourage innovation + creative solutions to be funded (reduce perceived risk)	FMS Government regulation BNG Universities and research bodies	
Fencing off riverbanks to remove stock but still allow alternative access to water source	Landowners, Trusts, Private funders for new technology	

3.1.4 Suitable funding		
Solution	Who should be involved?	Notes
Policy + funding integration between to allow stackable + sustainable requirements	ScotGov FMS Sector bodies	
Balance - consultancy versus project work. Build reputation of organisation.	Trusts + Boards - knowledge sharing country-wide. Skilling up. Professional accreditation - national body	
Funders willing to engage at landscape-scale (rather than piecemeal basis) and with integrated target outcomes (e.g. woodland peatland in one scheme)	Be open to hybrid funding models + flexibility NatureScot SEPA Landowner(s) FMS Contractors	
Project stakeholders and funders adopt mindsets which are adaptable and holistic - reflecting nature (not just financial years, for example)	ScotGov and agencies - be more holistic FMS Members - keep feedback + pressure advocating for better approaches	
River specific funding pots (NRF etc more competitive)	FMS nature finance team Corporate funders FMS members	
New land use funding opportunities - figure out how to make the most of them (e.g. wind farms)	Windfarm developers Council/planning authorities Developers with NPF4 net gain Requirements - work with local trusts for high impact offsets	
Vital to bundle full cost of schemes including: development, ongoing maintenance and monitoring	Contractors are able to provide full costings, multi-year Trusts and DSFBs are building relationships and trust over the long term Funders appreciate full cost value of projects	Recognising social capital and need for ongoing maintenance
Greater clarity on potential benefits for landowner/farmer	Political lobbying - re subsidy change Practical demonstration sites - costs and benefits (via SRUC, FMS, SFU, SLE) through an agreed approach Involve landowner interest groups Involved communication with members and identify synergies	Politicians to align objectives and show wider benefits

3.1.5 Landowner willingness		
Solution	Who should be involved?	Notes
Developing associated revenue streams/subsidy regimes (e.g. riparian management)	Scottish Forestry Dept of agriculture/rural affairs and rural economy directorate Coordinated lobbying 2026 Opportunity	
Research & education - re Catchment Management + appeal to landowner	Landowner involvement Consultation NFU, SLE understanding promulgation of new technologies and working methods	Synergies
Use current DSFB staff + contacts	Bailiffs etc Board members Engage with all owners. Provision of professional agents, How will this affect me in future years (funding). Duration of contract.	DSFBs know the owners Volunteers to engage the owners
Use current Trust directors/staff	FMS	There was a recommendation to create a GIS map of landowner sentiment overlaid with other data for planning strategic locations for restoration work
Use current/completed projects to extol experience + get rid of fears	Landowners/farmers at public events	Use current projects, people look next door if something is done well
Events in local public halls. Onsite talk and walk	Project coordinators Professionals in the sector Landowners (key)	
Explain practical benefits - cost benefits	Give landowner input to plan	Take cost out - we have at best buy-in at no cost -- but also sometimes landowners have more buy in if they throw a few thousand ££ in
Boost the venison market	Supermarkets to support supply chain to the public	

3.1.6 Deer management		
Solution	Who should be involved?	Notes
Incentivise deer management with per deer payment	ScotGov	There was a consultation / pilot earlier this year from NatureScot around deer management We need the carrot more than the stick.

3.1.6 Deer management		
Solution	Who should be involved?	Notes
Financial penalty for those that have responsibility but don't act	ScotGov	
Right to hunt legislation?	ScotGov Landowners	
Shared stalkers for communities/zones	Deer management groups	
Evidenced based deer management. Ecological assessment of deer catchment capacity	Landowners Stalkers Crofters Farmers NatureScot National Parks Deer management groups	Varied targets by land (fitness of herd, evidence of regen) NatureScot resistance to fund fencing
Examples of progress and measures across estates, herd fitness, quality of stalkers, peatland condition.	Best practice examples	
Economic model to reduce deer numbers	Larders for local venison schemes Change the stalker model quality vs quantity	
Engage to achieve culture of change at every level	Stalkers, farmers, estate managers, landowners, government	

Annex 5 Desirable characteristics of a river restoration fund

Must have	Nice to have	Shouldn't have
Full cost recovery; budget flexibility; lots of cash; ethical moral values; maintenance costs; agile decisions making/rolling application process; streamlined application process	Loan to bankroll project cash flow (placed between Must/Nice to have); Advanced funding model - cash flow (placed between Must/Nice to have); scalable (placed between Must/Nice to have); accreditation process for applicants	No restrictions on ability to match fund
Expression of interest; upfront/partial payment; consenting agency involvement; access to pre-application advice to make projects as strong as possible; expert assessment panel; clear fund guidance on qualifying projects; pre-fund cost recovery; transparent advice	Dedicated fund manager; project tracking portal; clear decision timeframes; simple post-project reporting	Lengthy application forms (no repetition); delayed pay out; strict fund requirements
In order of importance: Clear fund objectives; Clarity of process for project (plan -> baseline data -> audit -> implementation plan -> monitoring -> reporting); Assessment of outcomes; measurable outcomes; clear understanding of liability/risks and who is responsible; clear understanding of problem to be addressed; industry engagement model; transparency (audit trail); support to develop proposal	Government accreditation; standardising approaches; community/public benefits; publicity/education; match funding; maintenance payments	Greenwashing; encourage poor projects
Open to range of trusts/boards and types of projects; limitation on who could receive funding - 3rd sector, community groups; Work in partnership with trusts/boards/landowners; Funds capacity to deliver eg guidance from FMS; outputs - levels of improvement metrics	Decision making criteria to aim for geographical spread; unfundable types of restoration; equitable distribution to an extent; compatibility with match funding - public+private; criteria set for development work	Over awarding to lower quality 'ready' projects; do not 'play the metric'
Flexibility (multi-year funding so not restricted by financial year); development; clear benefits to river (biodiversity/process/quality); accessible to small organisation (proportionate reporting/monitoring); measurable benefits where appropriate; high quality projects that align (where possible) with FMPs	Wider biodiversity benefit; flood risk management (match funding?); further thought on on-going maintenance + liability for this	Greenwashing; arduous reporting requirements

Must have	Nice to have	Shouldn't have
Staged payments (starred as most important); adaptable/flexible; ability to fund overheads; development work; easy EOI process; in line with real cost - full cost recovery; monitoring (baseline)	Payment for all project admin (i.e. claims); support to build long term sustainability within the org; ongoing payment scheme for duration of project; long-term monitoring; inflationary uplifts	Shouldn't be limited by other funding streams; complicated application/claim process; to meet too many objectives (so that the main one is diluted/fails)
Clear objectives; skill sets identified; appropriate monitoring; £	Not too many hurdles to funding (placed between Must/Nice to have); adequate timescales;	A need for novelty
Multiple funders (diversity public/private); aligned to other funding priorities; expert decision panel; recognition of unique projects; knowledge bank, multi-year funding	Community benefit (placed between Must/Nice to have); flexibility, metrics for success, recognition, online portal	Onerous reporting; onerous application process
Wide scope (equipment, staff time, delivery, monitoring, preparatory work); biodiversity/ecosystem-based scope if bridge gap between current funds and NRF funds; multiple year funding	All or nothing?	Lengthy application process; straightforward application process -> should be too complicated; unrealistic time scales
Landowner's permission; measurable realistic achievables; agreed/acceptable time scales; wildlife benefits; good recording/feedback	B-DNG (placed between Must/Nice to have); community buy-in; educational benefit; employment benefit	No negative impact; no unachievable outcomes; if possible, no outside contractors
Holistic; flexible; streamlined application process; data-led priorities; includes development maintenance+monitoring costs; stakeholder engagement -> grassroots input from those who know land+place; ecosystem approach big picture thinking; open to innovative ideas, left field approaches; baseline+monitoring	Feedback on application; interface with funders/corporates themselves - who+where money is coming from; verbal/interview/viva element to application process to contextualise paperwork; prioritises local contractors+community wealth building	Too prescriptive or not flexible - allow shifts within budget line with good reason; silo mentality
Common sense application form; flexible financial periods; realistic timescales	Flexibility on budget capital costs; hand holding/guidance; stakeholder engagement assistance	No claw backs; fixed capital costs; rigid reporting requirements

Annex 6 Necessary requirements of the river restoration fund monitoring framework

What outcomes or benefits will investors want to see?

- Business resilience (improved water quality e.g., whisky)
- Positive reputational impacts
- Social license gain
- Biodiversity net gain development condition
- Environmental improvement relevant to their business
- Publicity (danger of greenwashing!)
- Measurable impact = success
- Improved public perception
- Taking leadership role
- Suitable framework
- PR levels of contribution
- Tie into legal strategies/outcomes
- Relatability
- Geographic area
- Simple positive messages that can sell (e.g., reduced catastrophic flooding, saving salmon, clean rivers (water quality), biodiversity, climate change resilience)
- Climate adaptation
- Social/community benefit
- Community economic benefit
- Catchment level

How prescriptive should the monitoring framework be?

- Needs to be standardized but not too rigid that indicators aren't project specific or are too difficult/not possible to demonstrate
- Support standardization/prescription, but selected tools proportionate to the scale and nature of project
- Prescriptive enough to allow scaling to portfolio monitoring (overall impact of the fund)
- Has to be prescriptive to maintain repeatability between projects
- Provide a monitoring toolbox that can be tailored/employed to suit specific projects
- Monitoring needs to be proportionate (based on scale of project)
- Not prescriptive but guidance based on principles of best practice
- Needs to be well thought out
- Suite of monitoring optional metrics, each project to provide data on one or more but not all
- Balancing core metrics everyone measures for benchmarking, but also space for context-specific metrics to demo place-based impact too.
- Adaptable rather than prescriptive
- Agreed criteria to suit funders and project delivery staff
- Depends on scale/objectives
- Established or novel technique
- Matrix based
- Wide range of projects requires flexibility
- Methods should be standardized and should align to existing national data sets (e.g., NEPS, StRMN, SFCC)
- Need to be flexible enough to allow development/takeup of new (better) methods

- Must be focused (objective) and hypothesis based i.e., not monitoring for monitoring's sake
- Not so that it delays or inhibits existing (or new) monitoring plans
- Not too prescriptive
- Focus on project difficulty (outputs) rather than results (outcomes)
- Selectable protocols that can be adaptive to landscape and expected outcomes
- Suite of resources available

Should some methods or indicators always be used?

- Standardized methods for assessment factors, e.g., for bank erosion, for barrier removal, for riparian projects.
- Need to account for outcomes that have low environmental signal
- Perhaps drawing from a suite of standard indicators, choice depends on nature of project
- Yes where projects are of similar scale/nature
- Before and after photos
- Log of activities
- Phase 1 habitat survey @ baseline and repeat over project duration
- River habitat or morph survey (aspirational)
- Nutrient monitoring
- Impact on local economy (i.e., local contractors used)
- Consider WFD targets/assessments
- Best practice for 'types' of projects e.g., peatland restoration ,riparian tree planting, barrier removal)
- Recognize size/scale/cost of project to ensure proportionate
- Small – increased numbers of macroinvertebrates/salmon/eels/etc.
- Improved water quality – metric? Water temperature matching the STR requirement for data
- Industry best practice depending on outcome e.g., deer %/km
- Flood resilience and natural flood management – wider outcomes from projects
- Investigate existing data availability and consistency with methods/data already employed within the catchment
- Similar projects in different geographical areas should be the same
- Length or area
- Water quality and quantity
- Biological indicators, e.g., fish/inverts/INNS/biodiversity
- Fixed point imagery
- Geomorphology
- Bang for buck
- Indicators need to be identified at a national level
- Yes, but depends on outcomes/objectives
- No, may be a waste of time/resources for certain projects
- Stick to project scope
- Number of trees
- Structure removed Y/N
- Video/photo
-

What protocols or templates should FMS provide for monitoring?

- Best available techniques
- Assessment protocols
- Best practice
- SOPs for suite of monitoring approach – keep this under review (regular timescale)
- Don't reinvent the wheel where guidance already exists.
- +SFCC to coordinate training to upskill survey skills across members
- Digital platforms for collection and presentation of data
- FMS should provide a best practice guidance/principles to inform monitoring strategies
- Multiple benefits calculator demonstrating ecosystem services and metrics to demonstrate impact/benefit to investors of use of new technologies for monitoring.
- Time frequency

What framework elements/aspects of monitoring contribute most to 'high integrity'?

- Research into impacts of particular interventions is important to improve knowledge building on in adaptive methods and contributing to evolving monitoring metrics
- Replicability/consistency of deliverable outputs at portfolio level
- Baselineing
- Draw on pre-existing datasets the network holds (e.g., invertebrates, habitat, vegetation, geomorph)
- Integrates ecological socio-cultural and economic outcomes/returns
- Third party verifiable
- Transparent
- Consistent approach to monitoring
- Approved criteria at start and maintain throughout
- Starting with good quality baseline
- Capability of monitoring staff
- Repeatability – same monitoring over time
- Statistically robust
- Compare control sites
- BACI
- Best practice
- Qualified, experienced individuals
- Peer-reviewed
- Should encompass the main outcomes/objectives
- Standardized survey techniques
- Point source photography/drone/video/visual
- Consistency across the board
- Robust experimental design
- Holistic – not restricted to fish
- Dissemination – dependant on audience
- Acknowledge that things take time – long term
- Use industry standard
- Consistent and universal protocols
- Repeatable

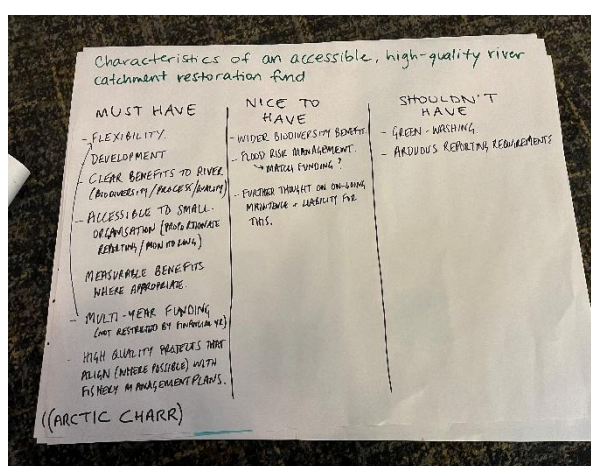
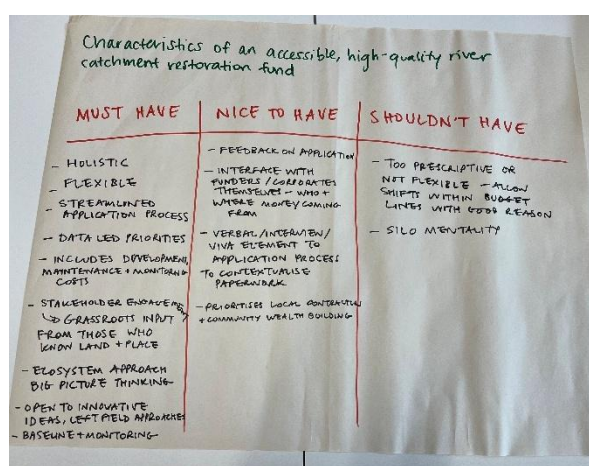
Annex 7 Workshop photo gallery



1. Larkhall Workshop 17 November

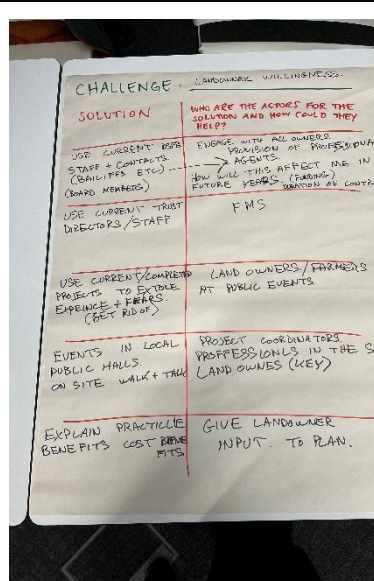


2. Inverness Workshop 19 November

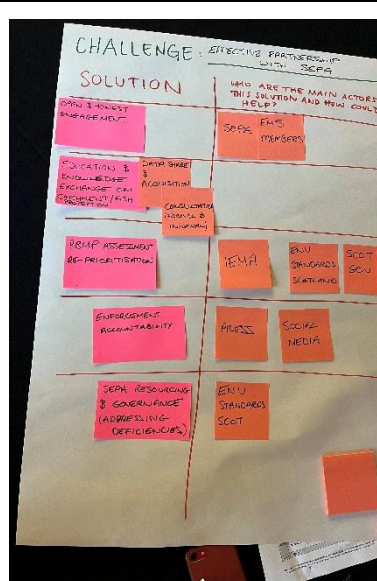


3. Example output

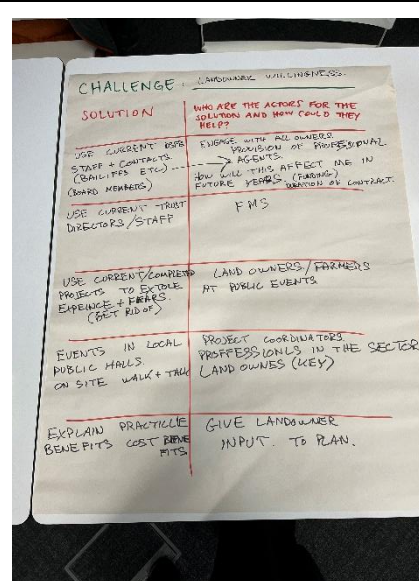
4. Example output



5. Example output



6. Example output



7. Example output