

**Business Plan  
2005 - 2008**

**ASSOCIATION OF  
Local Government Ecologists**





# Association of Local Government Ecologists

## Business Plan 2005-2008

### Contents:

### Page

Executive summary	3
Chapter 1. Introduction	4
Chapter 2. The Strategy	5
Chapter 3. ALGE and the Internal Plan	9
Chapter 4. Stakeholders and the External Plan	14
Chapter 5. Resources	19
Chapter 6. Measuring progress	22

### Annex:

1. Membership classes	24
2. Membership as at November 2004	26
3. ALGE representation	27

## **Executive summary**

Established in 1994 the Association of Local Government Ecologists (ALGE) is the only organisation supporting professional officers with responsibility for, and an interest in, biodiversity and nature conservation in Local Authorities and National Parks. ALGE also provides formal advice to the Local Government Associations in the UK and responds to consultations on biodiversity issues that affect local government delivery.

This Business Plan, which will be revised annually, enables partners to understand what ALGE will be delivering over the next three years and looks to encourage others to join in with this work - either as members or as partners. There are real opportunities for combining effort in the drive for biodiversity and Local Authorities have a key role to play in reaching decisions based on efficiently stored data as well as practical management advice, including access provision.

ALGE looks forward to working with its partners, especially the statutory nature conservation agencies, on an ever expanding front, supporting its members to deliver quality programmes, and encouraging Local Authorities to achieve long lasting biodiversity gains.

## Chapter 1. Introduction

1.1 Established in 1994 the Association of Local Government Ecologists (ALGE) is a professional officer society. ALGE supports officers with responsibility for and interest in biodiversity and nature conservation in Local Authorities (LA) and National Parks (NP) in England, Scotland, Wales and Northern Ireland. ALGE also provides formal advice to the Local Government Association in the UK, governmental organisations and others on local government issues that affect biodiversity.

1.2 ALGE's Business Plan for April 2005 to March 2008 is based on the action identified in our ALGE Strategy *Increasing the Momentum*. It is in effect ALGE's route map for anticipated work to enable the goals in the Strategy to be achieved. The Plan takes account of discussions with English Nature, the Countryside Council for Wales, DEFRA and the LGA about further work required as the current *Biodiversity and Best Practice* project, which they supported financially, ended in March 2005.

1.3 The plan is divided into two broad parts:

- the maintenance and development of ALGE as an Association in support of the membership;
- work with partners to promote biodiversity in Local Authorities and National Parks.

In each section actions, measures and targets are identified and these are swept up to form Chapter 6.

## Chapter 2. The Strategy

### Increasing the Momentum

2.1 In March 2004, with the support of key partners, ALGE published *Increasing the Momentum*. This presented a clear vision of what a Local Authority/National Park should be capable of achieving when its performance for all matters relating to biodiversity is good or excellent and provided a benchmark for self-assessment. As ALGE members are directly or indirectly employed by, and contribute directly to, the work of Local Authorities they are also responsible for making significant contributions individually and collectively to the achievement of the quality performance described in the Strategy. *Increasing the Momentum* also, importantly, identified ALGE's Strategy for the period 2004 -2010.

2.2 ALGE's primary objective is to promote biodiversity, nature conservation, and sustainable development in all ways by and through its members. It seeks to do this by:

- Promoting and developing good principles and practice throughout local government including Local Authorities and National Parks.
- Providing and maintaining an active advice and support forum amongst its members for the exchange of best practice, information and ideas.
- Providing advice to central government, local authority associations and chief officer societies.

2.3 The planned activities for 2005 to 2008 that enable ALGE to contribute to these aims fall under three broad headings:

1. For each and every member of ALGE there is need to provide an appropriate support and advice interface with colleagues so that ALGE's members provide effective fit for purpose advice on time, and continue to develop themselves professionally.
2. Externally ALGE will work to increase the level of biodiversity awareness and associated policy needs in Local Authorities, National Parks and Government Departments looking for an improved performance in and through its key partners.
3. As an association ALGE looks to secure its future through developing its administrative, financial and organisational base and building its capacity to enable efficient and effective long term delivery of 1 and 2 above.

### Planned activities

2.4 Throughout this plan and elsewhere it is envisaged that ALGE will, although remaining a small association, 'pack a big punch' through maximising the use of its resources – primarily its members. It is not intended that through this plan ALGE moves away from the effective ways of working that it has developed over the last ten years which characterise its lead position in the field of Local Authority nature conservation and biodiversity advice. Rather it is the intention to build further on success and drive forward on a firm financial base.

### **Action 1. Improvement of ALGE business.**

ALGE will publish this business plan on the web and produce an annual report describing the results of the work based on the measures and targets that have been adopted. See [www.alge.org.uk](http://www.alge.org.uk).

## **Governance**

2.5 The Governance of ALGE will be improved over the time of this plan. The Constitution is now being revised and the management of the Association will also be streamlined to enable more to be achieved.

2.6 Within ALGE there are currently four officer posts with additional support provided by committee members. The ALGE committee - Chair, Treasurer, Secretary, and Membership Secretary plus members and development and project officer co-optees as needed - meets quarterly to ensure that ALGE's business is being effectively and efficiently delivered specifically to:

- ❖ Review and confirm upcoming business on an annual rolling basis.
- ❖ Review progress in year and ensure ongoing work is kept on track.
- ❖ Maintain a financial overview.

2.7 ALGE's new Constitution which will, subject to amendment, be approved at the AGM in 2005, provides the organisational and legal basis for all ALGE formal activity including committee work. The cost for attendance at meetings as well as time spent on committee work is normally met by Local Authorities. This support for ALGE by individual LAs is encouraged by the LGA, but ALGE can meet these expenses if required.

**Committee structure and posts**

2.8 It is likely that:

- a. The Committee structure of ALGE will change with more officers appointed to spread the workload within the Association and gain wider involvement and ownership of ALGE members.
- b. The current committee will evolve into an Executive Committee.

2.9 Officer posts in ALGE - table 1 below – fall into three classes – those key officers (shown in bold in table 1) elected on a rolling three year programme at the AGM, those who may volunteer, and those who may employed from time to time (not included in Table 1) and who may be co-opted onto the committee. Table 1 is based on quarterly meetings through they year with an additional two committee meetings for each of the Officers identified.

**Table 1: ALGE committee and meetings.**

Post	Annex	Number of meetings per annum (excluding Conference)	Estimated time input per annum in days
<b>Chair</b>		4 + 2	50
<b>Secretary</b>		4 + 2	30
<b>Treasurer</b>		4 + 2	20
<b>Membership Secretary</b>		4 + 2	20
<b>Auditor</b>		4 + 2	20
Conference Manager		4 + 2	10
Web Master		4 + 2	15
Consultation Manager	See outline in Para 4.4	4 + 2	30
Committee members (9+2 co-optees)		4	44
Membership Committee(5)		4 + 2	20
<b>Total</b>			<b>259</b>

**Action 2. Effective Governance.**

The current ALGE constitution will be revised to fully reflect current practices and provide a sound framework for the organisation.

**Action 3. Officers and committees.**

1. The ALGE Committee will be expanded and renamed as the Executive Committee.
2. Conference, Membership and External Affairs Committees working to a programme agreed by the Executive Committee will be established.

## Chapter 3. ALGE and the Internal Plan

3.1 Following agreement at the AGM on 10 November 2004 ALGE is now able to offer membership in three categories, all of which require Local Authority (LA)/National Park (NP) employer involvement in some way – they are full, associate and corporate membership - Annex 1 provides a full account.

3.2 In summary full membership is open to officers employed in LAs/NPs while Associate membership is available for officers not employed by LAs/NPs but who contribute directly to the delivery of biodiversity in Local Authorities or National Parks. Corporate membership is open to LAs/NPs and enables up to four named officers to be ALGE members. The new category of Corporate membership is being trialled in 2005 and Associate membership is being considered for introduction in future years.

3.3 All ALGE members work as specialist professionals usually as part of a wider multi-disciplinary team. They may often be the sole representative of the ecological profession in their authority providing ecological advice in planning departments, and/or running Biological Record Centres and/or providing a focus for biodiversity. All members have the delivery of nature conservation or biodiversity advice as a key part of their job and often therefore need professional advice and support from colleagues in similar roles. It is this supporting role which is one of the key strengths of ALGE.

3.4 As a member of ALGE the service received from membership includes:

- Knowledge of colleagues in local government across the country dealing with similar issues from day to day via the web based membership directory.
- Involvement in Country or Regional Groups of the association to provide more local networking/problem solving.
- Participation in the professional network supported by the ALGE e-group, linking members through the internet. Members can be in touch easily with the latest issues and receive immediate support and advice from fellow members across the country who face or have faced similar issues.
- Access to the latest good practise guidance which ALGE places on the web providing a practical manual for practitioners to assist in decision making.

### Membership classes

### Benefits of membership

- Attendance at free or at cost CPD training, seminars, conferences, and other events and functions organised by ALGE. These serve to provide a way of members exchanging views, hearing the latest developments in different topical subject areas and having an input to clarify best practice.
- Opportunity to contribute or lead on written responses to a range of government consultations to ensure that local government officers have a clear voice speaking authoritatively for biodiversity at both regional and national level.
- Ability to suggest initiatives that could be pursued by the association to further its aims. This can also lead to active involvement in project and working groups.

3.5 At the present time there are over 200 members of ALGE distributed across 153 of the 425 Local Authorities (including National Parks) in England, Wales, Scotland and Northern Ireland. All but four members are in England and Wales, with three members in Scotland and one in Northern Ireland. In regional terms the strongest membership is in the South East, the North West and Wales (see Annex 2). In National Parks ALGE membership is surprisingly incomplete with only 5 of 13 (including the proposed New Forest and South Downs) National Parks with members. There is a gradual take up of corporate membership with, to date, eight LAs/NPs joining in this way.

3.6 In some Local Authorities and National Parks there are small teams of ALGE members who are able to support one another but the majority (64%) of members work alone providing nature conservation and biodiversity advice within a Local Authority or National Park.

3.7 In those authorities without any ALGE members ecological advice may either be provided by a non ALGE member of staff or such advice may be obtained through contract advice from outside the Local Authority. The index of Local Authorities without ALGE members is therefore only a proxy indicator of the availability of ecological advice and performance.

3.8 Currently the ALGE country and regional groups (based on government office regions) and which all have an ALGE country or regional lead/focus (Annex 3.) are developing especially in Wales, Scotland and the West Midlands, the South East and North West. The delivery of the biodiversity agenda in Local Authorities as the regional agenda expands is increasingly important and meetings could bring benefit in promoting and exchanging best practice through regional Biodiversity forums in

**Number  
of  
Members**

**Regional  
groups**

a coordinated way. As ALGE members currently have significant and diverse inputs into regional biodiversity and nature conservation initiatives on an individual basis the opportunities for information exchange and development are high. Offering seminars on a regional basis in 2005 has proved a popular means of attracting ALGE members and others to regional events.

#### **Action 4. Improvements to the current membership service.**

1. Membership services will be attractively packaged and a web based membership list for members will be available.
2. The active exchange of issues using IT will be maintained and enhanced and a good practise guidance suite for common issues will be made available.
3. Training courses/seminars and other learning opportunities will be provided for the membership.
4. Active participation in agenda setting especially at regional and national levels will be encouraged and promoted.

- Membership process**
- 3.9 All classes of membership are asked to download and complete a simple form available on the ALGE web site ([www.alge.org.uk](http://www.alge.org.uk)) and send it to the ALGE Membership Secretary. Membership applications are considered on a quarterly basis by the Membership Committee.
- 3.10 To maintain a smooth membership process for existing and new full and corporate members requires a simple process with as low and simple an administrative input as practical whilst ensuring effective assessment and handling of membership applications and funds. As ALGE grows, dealing with renewals may become too big a job for volunteer officers and the buying in of an appropriate service will need to be considered.

#### **Action 5. Membership renewal.**

1. Encourage renewal of existing individuals and continue to monitor losses and gains in membership on a quarterly basis.
  2. The ALGE website will provide ALGE membership application details and there will be remote access to the ALGE account for the Treasurer.
- 3.11 The current membership of ALGE needs to grow further to enhance the exchange of experiences and other benefits as well as looking to raise biodiversity delivery standards in Local Authorities and National Parks. The new membership

categories (introduced November 2004 AGM) will encourage this, provided there is an increased awareness of the opportunities/benefits of membership available via an attractive package. Linked to the new membership structure a programme will be developed which looks to gain more individuals in full membership classes and develops the new corporate membership.

#### **Action 6. Full Member recruitment.**

1. Produce separate membership packs for each grade of membership concentrating on full and corporate membership emphasising the service provided through membership.
2. Identify target authorities where membership is weak.
3. Work through local ALGE members to secure new full members to maintain the large network of practitioners.

#### **Action 7. Corporate Member recruitment.**

1. Produce separate membership packs for each grade of membership concentrating on full and corporate membership emphasising the service provided through membership
2. Identify target authorities.
2. Prepare detailed accounting process and data base.
3. Contact and utilise individual ALGE member's contacts
4. Approach targeted authorities using prepared material – see action above.
5. Monitor issues arising/ success /income.
6. Report back to committee/project - see below

#### **Action 8. Development Officer requirement.**

To drive the membership forward a Development Officer, at least on a part time basis, will be beneficial.

- 3.12 The combined ALGE AGM and Conference is an annual one day event enabling all ALGE members to meet and consider a topic of current importance. It is *the* key event in the annual ALGE calendar. Normally it consists of a topical subject with leading edge presentations to ensure that ALGE members participate in current matters, are kept up to date and provided with essential CPD and networking opportunities for members.

A successful Conference is considered to involve at least one third of the membership.

- 3.13 The ALGE AGM is usually held during part of the day enabling annual officer appointments and the forward programme to be agreed. This has the benefit of getting all/most of the Conference attendees to attend the AGM and makes an economic and efficient process although it may impinge on Conference. Normally Conference is arranged in London/the regions in alternate years.
- 3.14 These are significant and worthwhile events of high utility to ALGE members. Consideration will be given opening Conference to a wider audience to yield income as well as a recruiting ground by inviting non ALGE LA staff. However the balance will always be weighted in favour of ALGE members to ensure that this key benefit of membership is maintained.
- 3.15 ALGE will explore the opportunities to put the ALGE Conference back to back with the Conferences/meetings of other Institutes. The on-costs from this arrangement especially in liaison time may be significant so early planning is essential. There are also opportunities to expand Conference to include external interested parties or partnerships and this could enable fund generation in some way e.g. by charging a premium for attendance. However LAs can only afford limited training fees and so the cost of the day and any accommodation cost for ALGE members will remain modest to ensure good attendance.

**Action 9 Improvements to Conference/AGM organisation.**

1. Conference Manager and support committee to be appointed.
2. Streamline booking and financial arrangements.
3. At each AGM Conference title and venue for the following year to be a standing item.
4. Consideration to be given to a back to back arrangement with another Institution's conference.

## Chapter 4. Stakeholders and the external plan

### Partners

4.1 A simple analysis of ALGE's current and potential external partners shows there are a number of partners who are key to the effective delivery of biodiversity by Local Authorities and National Parks either directly or indirectly through policy drivers. ALGE will ensure that their expertise is fully utilised in furthering biodiversity and nature conservation in Local Authorities and National Parks.

4.2 The partner list has been compiled under five broad headings as follows:

**National Government** – Parliament, Ministers and Government Departments especially those related to local authority and biodiversity policy i.e. DEFRA, ODPM, and I&DEA.

**Local Government** – Regional Assemblies and all other related organisations e.g. Regional Biodiversity Forums, Development Agencies, Local Authorities and National Parks.

**Statutory Agencies** – English Nature (Natural England), Countryside Council for Wales, Scottish Natural Heritage, Committee for NC in NI, Environment Agency, and BSi.

**Voluntary sector** – Wildlife Trusts and RSPB.

**Professional Associations** – LGA, WLGA, POS, National Planning Forum, TCPA and ALGAO.

4.3 For each of the above a simple action plan has been developed which outlines what action ALGE will take in the next three years based on the following generic principles:

- Maintaining an overview of opportunities to promote biodiversity in all ways especially by Local Authorities and National Parks principally through responding effectively on time to appropriate consultations seeking to develop policies and practices which promote biodiversity.

### Principles for Partnership

- Providing effective products and services which will be fit for purpose and primarily aimed at delivering the Vision. Where appropriate look to recover the cost of these products and services through contractual or sponsorship arrangements to offset the cost of production and enable ALGE to be a viable and flourishing association.
- Aiming to involve ALGE membership in product and service delivery to lower overheads and also to ensure that products and services are fit for purpose with members using their expertise in and learning from their production.

### **Action 9. Plan for National Government.**

1. Respond to all consultations effectively and on time using ALGE members to help with an identified lead person.
2. Identify on an ongoing basis those areas of planning legislation, policy and practice which affect biodiversity detrimentally and develop responsive programmes that seek appropriate changes.
3. Develop an influencing strategy for selected politicians, senior staff and their advisers in government departments to make them aware of the issues affecting biodiversity and the opportunities for and the benefits of proposed changes.

- 4.4 At the present time English Nature helpfully provides a regular national consultation update list for ALGE. This provides a valuable screening source to enable decisions to be made over consultation responses.

### **Action 10. Improvement to the consultation process.**

ALGE will appoint a Consultation manager to:

- Maintain the effective links with English Nature (Natural England) and the Countryside Council for Wales.
- Manage the process for and number of consultation responses including the register.
- Place responses on the ALGE web site for members to use/refer to.
- Take appropriate follow up action.

- 4.5 A plan for Regional and Local Government (See *Increasing the Momentum*) will be developed involving ALGE's regional representatives – see Annex 3. This will involve working with partners and producing a simple template approach to help

identify the opportunities at the regional level for biodiversity gain.

#### **Action 11. Improvement to Regional level working.**

ALGE will encourage regional agencies and Local Authorities to:

1. Secure competence in ecology to enable effective delivery of responsibilities at the regional level.
2. Ensure an effective database and information system that will meet the needs of regional and Local Authorities.
3. Through Regional, County and District fora look to retain the existing biodiversity and where possible secure biodiversity gains.
4. Ensure that Spatial Strategies, SEA and planning policies are aligned to delivering biodiversity.
5. Provide sufficient well presented quality advice to secure existing biodiversity through development control, planning decisions and land management.
6. Provide appropriate training and learning opportunities for staff in all aspects of biodiversity and nature conservation planning.
7. Provide an input to Community Strategies and enable community participation.
8. Work to ensure joined up working across the region within Local Authorities so that BAP can be effectively delivered.

4.6 ALGE's relationship with the government conservation agencies is critical and needs to be maintained and developed to ensure, as far as possible, common policy approaches to biodiversity and nature conservation issues in the advice provided to Local Authorities, National Parks and the other partners identified in this plan. The work that has been undertaken through the working partnerships to date has yielded real benefits and ALGE looks to build on these achievements working with the agencies to secure further benefit.

### Action 12. Improvement to working with Agencies.

1. Seek regular contact with major agencies through the year to ensure that services and products are fit for purpose and meet priority requirements in relation to Local Authority biodiversity services including planning/development control and estate management.
2. Look to work with agencies on the delivery of enhanced biodiversity through joint responses to consultations and other joint working opportunities.
3. Provide an effective fit for purpose set of products to time in accordance with any contract arrangements that exist.
4. For the Environment Agency seek to develop an effective relationship and joint working practices.
5. Look to influence agency forward planning for LA/NP biodiversity gain.

- 4.7 Work with the voluntary sector in the last few years has yielded benefit but further input to achieve greater synergy and higher output would be productive. In particular work with the Wildlife Trusts and the RSPB should look to tackle key policy areas which Local Authorities and National Parks, as well as Regional Authorities, apply and which are working against best practice in biodiversity. In addition there are opportunities to emphasise the value of products though appropriate kite marking.

### Action 13. Improvement to working with the Voluntary Sector.

1. Establish an effective relationship and liaison process with key voluntary partners.
2. Develop a simple common plan which seeks to influence biodiversity gain in LAs and NPs and, in particular, at the regional level look for themes and topics where joint working would increase effectiveness – linked to actions 9,10,11 and 12 above.
3. Look to kite mark appropriate products.

- 4.8 ALGE has a key role in relation to the LGA where it acts formally as conservation adviser. ALGE looks to extend and formalise this arrangement so that ALGE's contribution is properly recognised and accepted. A similar role will also be explored with the Town and Country Planning Association. In addition ALGE looks to

exploring a more formal statement from these two important associations regarding biodiversity and nature conservation delivery. ALGE also looks to exchange information with and mutually support the Association of Local Government Archaeological Officers (ALGAO).

**Action 14. Improvement to working with other Associations.**

1. Maintain and develop the role of conservation adviser to the LGA with appropriate contractual arrangements.
2. Establish a similar role and status with other Local Authority associations especially TCPA and POS seeking an element of biodiversity delivery in each of these two Association's objectives and strategies.
3. Liaise and work with the other Local Authority officer societies especially ALGAO to enable a more cross cutting approach which strengthens the approach and builds on successes.

4.9 Opportunities abound for ALGE to work with on a wide front. However capacity is limited and most benefits will accrue to the key areas identified in this plan. The inputs to other fora will be monitored so that appropriate adjustments can be made.

**Action15. Improvement to representation on Fora.**

Maintain an overview of the representational role of ALGE in various fora and specify the priority, benefits, likely time input and expected outputs for any new initiative.

**Action 16. Measures and Targets.**

Identify a shortlist of measures and targets for ALGE for the next three years.

**Plan for  
Fora**

**Measures  
and  
Targets**

## Chapter 5. Resources

5.1 The resources that ALGE can deploy are of four broad types:

- time and expertise given by members and their employing authorities (including travel costs).
- funds to employ contractors/staff.
- funds for other activities.
- funds raised for specific pieces of work or contracts.

ALGE is not a profit making body or a trading company. All funds are used to assist the work of the Association i.e. to provide its members with services or to provide technical advice to other organisations - see paragraph 3.4 above.

5.2 Funds come from annual subscriptions and from products and services that ALGE provides and/or any grants that ALGE secures. A breakdown of the income stream over the last five years is provided in Table 2 below.

**Table 2.** Simple analysis of subscription and other income over the years from 96/97 to 03/04.

Year	Total income (£)
96/97	1748
97/98	3155
98/99	2690
99/00	5439
00/01	10336
01/02	15000
02/03	15000
03/04	10000
<b>Average over 8 years</b>	<b>£7921</b>

5.3 This shows a steady and increasing income from subscriptions greatly supplemented by funding in the last three years from CCW and EN through a Biodiversity project. It is these additional funds which have enabled ALGE to raise its profile and secure a greater impact through the employment of a Development and Project Officer.

5.4 The Biodiversity and Best Practice project was designed to raise standards in LAs delivery of biodiversity as well as raising

ALGE's profile. This project is based on the unique qualities of ALGE i.e. as a membership organisation it is the only source of LA employee ecological expertise in the UK.

- 5.5 In addition, the new membership categories introduced at the 2004 AGM provide the opportunity for two new income streams - Individual Associate Membership and Corporate Membership. From a brief analysis it is clear that the likely income from subscriptions over the next 3 years is in the region of £7000 and this is used as the forward planning figure.
- 5.6 ALGE has now agreed with EN/CCW/DEFRA a new contract starting in April 2005. This relates to key parts of the ALGE strategy in themes 3,4,5,6 and 8 as well as looking to boost ALGE members own competence through training and continuing professional development. This will provide an additional £10k pa for two years i.e. to March 2007 to enable this work to be achieved.

#### **Expenditure**

- 5.7 The ongoing annual running costs of the Association cover a range of relatively small items such as room hire, postage and distribution, expenses, stationery etc and amount to £1300. There are no office costs or overheads and much time is given by officers *gratis*, with their employers meeting the costs, although this may not continue as local authority budgets become tighter. There is an additional cost of £6,000 for the ALGE Conference (one day event) for 100 attendees.
- 5.8 At the present time ALGE has no permanent staff but employs a Project and Development Officer on a call off contract basis.
- 5.9 Expenditure on projects has, to date, been supported by income and as new projects come on stream this balance needs careful management. An additional margin on these projects needs to be built in to cover core costs of the association and to enable ALGE to move, in time, towards the employment of at least one full time officer.

#### **Balance Sheet**

- 5.10 From the above the total expenditure (excluding member time inputs) in ALGE amounts on average to £26,000pa (Conference, running costs, Project and Development Officers) with a current annual income from membership alone of c.£4,000 with a predicted rise over the next three years to £7,000. This therefore means that products and services need to be provided which generate at least £22,000 a year to maintain the status quo. The external plan is therefore of critical importance to the future growth and indeed survival of ALGE.

## Budget for 2005/6

5.11 The proposed budget for 2005/6 is provided below. The budgets in ALGE are currently prepared annually and it is planned that a three year profile will be put in place in 2005.

<b>OUTLINE ALGE BUDGET FOR 2005/6</b>			
			2005-6
<b>INCOME</b>			
1	<b>Operating surplus brought forward</b>		
	Operating surplus general		NIL
	Subs paid in advance		NIL
2	<b>Subscriptions</b>		4000
3	<b>Conference fees 2005</b>		3150
4	<b>BSI project</b>		
	Landmark balance brht forward:		2120
	Landmark second payment		3500
	BSI payments		5000
5	<b>LDF seminars</b>		8000
6	<b>Biodiversity and LAs project</b>		
	EN		5000
	CCW		5000
7	EN Service standards		2500
8	<b>Interest : Project Business Acc</b>		200
	<b>Total:</b>		<b>38470</b>
<b>EXPENDITURE</b>			
1	<b>Core work fees</b>		10000
	Project officer	5000	
	Development officer	5000	
2	<b>AGM and conference costs</b>		3000
3	<b>Running costs</b>		
	Room hire		500
	Postage and Distribution		400
	Stationary, fliers, membership forms		500
	ALGE reps expenses at meetings		500
	PO Box		106
4	<b>Web-page maintenance/development</b>		750
5	<b>Regional Group development costs</b>		1000
6	<b>Exhibition materials</b>		500
7	<b>Interview expenses</b>		500
8	<b>BSI project</b>		
	Project officer		4000
	Publication		1000
9	<b>LDF</b>		
	Project officer fees & other		7250
10	<b>EN service standards</b>		2500
	<b>Total</b>		<b>32506</b>
11	<b>Contingencies @10%</b>		3250.6
	<b>Total</b>		<b>35756.6</b>
	<b>Contribution to Reserves</b>		2714
	<b>Total Expenditure</b>		<b>38470.6</b>

## Chapter 6. Measuring progress

6.1 In order to measure progress effectively a number of measures and targets have been identified throughout the text. These are gathered here to enable a shortlist of measures and targets to be identified against which the key activities of ALGE can be measured.

### Measures identified for the Plan include:

- M1 An active web site with active exchange of quality information.
- M2 Effectiveness of ALGE at regional level.
- M3 Training programme developed and well attended.
- M4 Volunteers coming forward as requested for consultation responses etc.
- M5 Sharing of work across ALGE especially for consultations and stakeholder liaison.
- M6 Effective promotional material for all classes of membership.
- M7 Growth in the three classes of membership.
- M8. Consultations responded to in year.
- M9. The degree to which ALGE's comments and ideas are taken note of.
- M10. Increased profile for ALGE.
- M11 Ecological competence in the region.
- M12 Biodiversity database functionality and relevance.
- M13 GIS of biodiversity and nature conservation features.
- M14 Policy framework providing benefits for biodiversity.
- M15 Numbers of staff with an effective understanding of legislation .
- M16 Community involvement in biodiversity.

### Targets identified for the Plan include:

- T1 75% of members using the web site actively.
- T2 Suite of good practise guidance installed on web.
- T3 Four regional groups established and functional with benefits identified.
- T4 Three training courses provided per annum with at least 50% attendance.
- T5 Twenty ALGE members active in agenda setting and consultations etc.
- T6 Consultation log and archive maintained.
- T7 5 significant consultations completed per annum with follow up action.
- T8 Every county in England to have an ALGE member by 2007
- T9 Twenty five new ALGE members in Scotland and NI by 2007
- T10 Ten new members from Regional Assemblies/Development Agencies
- T11 Two Corporate members per annum
- T12. Respond to five major consultations per annum.
- T13. Achieve 50 % success rate in adopted comments per annum.
- T14. Assess profile by the number of national referrals to ALGE, contacts made and contracts let for services and products.
- T15 By 2007 in every Regional and Local Authority secure or gain access to ecological competence and a fully functional GIS database.

T16 Look for effective development control and policies delivering a quality biodiverse environment in every Local Authority by 2006.  
T17 Achieve Community Strategies involving the local community fully in understanding of the need for and benefits gained from biodiversity delivery.

## **Annex 1.**

### ***Membership classes***

The following three classes of membership were agreed at the AGM November 2004.

#### ***A. 'Individual Membership' for officers in LAs/NPs***

1. Full Membership to be open to officers in LAs/NPs where a key part of their job description is delivery of biodiversity or nature conservation, not restricted by a requirement for certain 'appropriate' qualifications or length of service. This could include ecologists promoted to management of wider service areas but including biodiversity.
2. One vote per member.
3. Eligible for Committee.
4. Full membership fee to be £25pa from 1<sup>st</sup> April 2005 and held for three years and then reviewed.

#### ***B. 'Individual Associate Membership' for officers in other organisations***

1. Associate Individual membership to be open to officers employed by other organisations where it can be clearly demonstrated that: A key part of their job description is the delivery of biodiversity or nature conservation within LAs/NPs ;  
The post holder work for the LA/NP is defined by either grant conditions or a service level agreement.
2. Not generally eligible for the Committee; Committee would have one Individual Associate member to represent them all.
3. Associate Individual membership fee to be £25pa from 1<sup>st</sup> April 2005 and held for three years and then reviewed.
4. No voting rights.
5. This category to be introduced for 3 years and its use and potential implications monitored by Committee.

#### ***C 'Corporate Membership'***

1. Open to all Local Authorities or national parks.
2. Corporate members would nominate one lead officer.
3. Including the lead officer, up to four named officers (who each fulfilled the requirements of individual membership) could have access to egroup, and would receive individual mailings from ALGE and copies of ALGE publications etc (i.e. all the benefits of Individual Membership, except voting rights).
4. One vote per four named officers and all would be eligible for Committee.
5. Fee £100pa. If additional access to egroup required this would be adjusted upwards at £25pa per person.

It is vital for ALGE to maintain its ecological and local government expertise and to be able to demonstrate this. It is proposed that:

1. Annual monitoring of employer, ecological qualifications, experience and job description requirements for the delivery of biodiversity or nature conservation. Results to be set out in the ALGE annual report.
2. Committee to be composed of at least 50% of its membership of those who hold a degree or equivalent in a relevant subject and have three years relevant work experience.

## Annex 2.

### **Membership of ALGE as at November 2004 by Government Office Region**

Govt Office Region	Number of Local Authorities in Region	Local Authorities with at least one ALGE member	Total number of ALGE members in the region	Local Authorities without ALGE members
North West	47	24	37	23
North East	25	8	8	17
East Midlands	45	11	19	34
Wales	22	19	29	3
West Midlands	38	13	24	25
Yorkshire & Humberside	22	9	11	13
London	34	11	12	23
South East	74	26	41	48
East	54	11	15	43
South West	50	17	27	33
National Parks (inc 2 proposed)	13	5	8	8
	424	154	231	270

### Annex 3.

#### ALGE representation on Fora including Regional Leads. (Ratified November 2004)

Fora	Sub group of fora if appropriate	ALGE representative	Notes
Biodiversity and Good practice in Local Authorities Project	Steering group	Annie Cooper Alex Tait Pauline Homer Derek Lott Steve Moon	ALGE Chair representing LGA ALGE representing ALGE ALGE with NBN connections! ALGE Wales rep. WLGA
UK Biodiversity Group	<i>Not currently active?</i>	Vacant	ALGE representing LGA
England Biodiversity Group	(Alex Tait David Pape		representing LGA) ALGE representing ALGE
	Local and Regional Strategy Implementation Group (England)	David Pape	ALGE representing LGA
	National parks	Rod Griffin	
Wales Biodiversity Partnership	Welsh LBAG	Steve Moon Greg Carson	
Scotland Country Group		a number of ALGE members	representing their Local Authorities
Urban Habitat Network		Lin Hand	
National Biodiversity Network	Policy and Projects Advisory Committee	Derek Lott	Represents ALGE and is main contact with LGA
	LRC Project Group	Nicki Court & Derek Lott	Derek represents LGA as well
Wildlife Link		Mike Oxford (Project officer)	
Regional Biodiversity Fora NB These are ALGE members who attend regional fora, not necessarily formally representing ALGE. Needs exploring.	West Midlands	Dave Grundy	
	East Midlands	Annie Cooper	
	South East	Andrew Jones	
	South West Biodiversity Partnership	Pauline Homer	
	North East	Keith Bowie, Graham Megson	
	North West	Judy Palmer	
	Yorkshire and Humber	Ben Mc Carthy, Graham Megson	Unofficial
	East Anglia	Vacant	

IEEM	Guidance for Env Assess	Steve Moon  John Archer	
Herps Amphibian and Reptile Link		Greg Carson	
Building for Nature Project	Steering Group	John Edwards	
Audit Commission and I&DeA Biodiversity and Performance Indicators.		Murray Davidson	
Exploring Multi Agency Approach to Community Strategies South West group		Lucy Corner	
Partnership Against Wildlife Crime PAW	PAW UK Committee	Vacant	
	WALES PAW	Steve Moon Richard Wistow Alison Jones Greg Carson	
	East Anglia	Vacant	
	North Yorks Police PAW	Graham Megson	
WGS Woodland Creation Steering Group		Ross Kennerley	
DEFRA SSSIs and PSA target group		Mike Oxford ( project officer)	
NAW Roads and Otters Steering Group		Kris Roberts	ALGE Wales
NAW Trunk Road BAP group	Steve Moon Jill Jackson Caroline Wilson.		ALGE Wales
CIRIA project	Mike Oxford		
TCPA project	Mike Oxford		
Forum for the Application of Conservation Techniques.		Dave Haslam (Walsall MBC)	ALGE represents LGA as well. Overseeing group for the Grazing Animal Project, Ecolots, Practical Solutions Handbook, Scrub Management Handbook, Herbicide etc. Co-ordinated by EN with support from Forestry Commission, Association of National Parks, CCW, SNH, MOD, Wildlife Trust, DEFRA etc.