

Northwest Biodiversity Service

Business and Communications Planning Format Delivery Matrix March 08 -March 09

Activity update for 08/09 22 April 2008

Number/ name	Activity	Linkage	Specific target	Delivery responsibility	Barriers	Budget	Funding status	Communications	Timeframe	Progress
1. Establishing and maintaining a broad partnership										
1 a) Partnership meetings	Co-ordinate meetings of the Northwest Biodiversity Forum (NWBF), maintaining themed approach. Continue to improve communication between Forum and Executive Group. Consider presentations, case studies, project site visits, workshops on practical impacts.	UKBAP / NW targets. The meetings and group members should be structured to support delivery of the Business Plan.	Co-ordinate four meetings a year of the NWBF. Ensure at least one meeting per annum is of an alternative format i.e. site visit based, information/presentation based, based around topics linked to delivery.	Regional Biodiversity Manager (RBM) working with the NWBF Chair	Non attendance of partners at meetings. Decision required on whether meetings are strategic or action/output orientated. Time available to organise site visits.	RBM work programme and in-kind secretariat support from NWRA and NWBF members.	Funded as part of RBM post. In-kind support from NWBF members for meetings and visits (eg. Time, donation of transport, lunch, meeting space).	Ensure timely setting of Agendas. Ensure members updated on meeting dates. Ensure new members and replacement members are informed and welcomed (see actions below around member offering/welcome pack).	Meetings for 08/09: 15 May (Habitat Creation & Site Visit); 11 Sept; 4 Dec	15 May meeting set around Habitat Creation and publicity of Regional Habitat Targets. Site visit to Wheeldon Copse (with Landlife and Woodland Trust).
1 b) Review of Northwest Biodiversity Forum (NWBF) membership - PRIORITY	Focussed action to re-engage and improve participation by all members. Target business sector representation to enhance Forum membership. Ensure ongoing commitment by current partners.	Link to Influencing on behalf of the NWBF, and links back to member organisations.	Review levels of interest and participation in Forum activity and project delivery. Build upon Member Review held in 2006. Actively recruit new members to fill gaps.	RBM / Chair NWBF / Regional Executive Group	Time availability of new target members of the partnership.	RBM with support from REG	Funded	Review interest through one-to-one conversations.	Q1 2008	Need to initiate review at next REG and following NWBF. Also, through telephone and email responses.
1 c) Membership pack	Maintain Membership Pack with annual review tied into Business Plan cycle. Incorporate Business Plan into Membership Pack.		Annual update of Membership pack. Explain the benefits /services open to members e.g: access to funding signposts; case studies; access to best practice information; partnership development. Outline what the group expects from members in return.	RBM / Regional Executive Group		Part of REG work programme	Funded	Delivered via email and uploaded to NWBF website.	Update at next REG meeting	Update 3rd July REG meeting.
2. Delivering BAP regionally/ locally	In terms of delivery, regional role is as follows: coordination, communication, infrastructure development, best practice sharing, training, positioning, data-sharing, signposting, planning and facilitating of biodiversity delivery.									
2 a) Delivery of Regional Habitat Targets - PRIORITY	Develop and deliver a plan for regional habitat target ownership and delivery. As part of this process maintain an overview of significant biodiversity projects in the region and identify gaps within the delivery framework. Encourage to input project details into	Regional Biodiversity Targets, BARS, and Local Business Plans	Identify ownership of priority habitats and identify delivery opportunities for 08/09. By end Q3 have a regional target delivery plan. Identify key agency delivery within Q1/2.. Identify gaps within delivery by Q4. Ongoing updates of the regional Project Log.	RBM with Regional Executive Group and LBMs. Also wider Forum and other staff within key agencies.	Access to information and breadth of full range of biodiversity projects.	RBM work with Forum and for Natural England	Secured	Publicity of Regional Habitat Targets to wide audience. Ensure NWBF website has full info. Develop plan for delivery of targets - ensure summary available (Q3) and full plan for wider dissemination. Project Log to be added to website - new functionality	Plan by Q3 2008. Project Log update ongoing	Plan to be developed by RBM as part of core NE work - to be initiated Q1

2 b) Landscape Scale Project	Investigate the opportunity for wetland projects to deliver landscape scale projects. Build upon NWWN and NENW work. Work within the scope of the NW Wetland Vision.	Regional Biodiversity Targets, BARS, and Local Business Plans	Review existing projects and outcomes of existing projects (NENW) by Q1. Liaise with EA on NW Wetland Vision work and delivery options. Work with partners to draw up an implementation plan by end Q2	RBM with Regional Executive Group and LBMs. Also wider Forum and other staff within key agencies.	Access to information. Funding opportunities and staff time for applications.	RBM work programme	Secured	Publicity of landscape scale projects and opportunities for the North West.	Review Q1 and initiate partner liaising. Enf Q2 identify opportunity and initiate implementation plan.	Plan to be developed by RBM as part of core NE work - to be initiated Q1/2
2 c) Guidance for local SMART targets - PRIORITY	Disseminate guidance to LBMs on setting of SMART targets for local habitat delivery, following from review of regional targets.	Revised national targets and species and habitats review.	Provide data and guidance to LBMs on production of local SMART targets.	RBM and Natural England Staff	LBAP partnership requirements	RBM work programme	Secured	Data in MapInfo format, guidance document. Revised regional target outputs	Ongoing 2008	RJP working with LBAPS for local interpretation of regional and national data.
2 d) Planning and coordinating to facilitate delivery of local projects	Where appropriate support projects in local BAP delivery. Facilitate initiation of new projects to fill any gaps identified in delivery of key UK and regional targets.	National & Regional targets. Local Business Plans.	Identify projects where regional coordination will focus & support as required.	LBM and RBM time and other partners delivery time.	RBM, LBM and other delivery partner time.	RBM work programme	Potentially funding streams for projects that are across a few subregions.	Managers to work together, coordinating, adding value.	Ongoing but reviewed annually.	RBM working with Lancs and NM. LBAPs on possible sub-regional grassland project aimed at Local Wildlife Sites.
2 e) Regional Species Project	Identify status of key species across the region, building on Natural England Species Recovery Programme work. Work with partners on their lead species status. Identify delivery mechanism opportunities for species recovery as applicable. Lead towards identifying Regional Species Targets	National & Regional targets. Local Business Plans.	Identify current status for key species led by partners (NE, EA, RSPB and FC initially).	RBM with Regional Executive Group and LBMs. Also wider Forum and other staff within key agencies.	RBM and other delivery partner time.	RBM work programme	Secured	Publicity of key species status and wider publicity of appropriate projects initiated.	Initiate review Q1 and work with partners Q2/3. Have delivery plan in place by Q4.	RBM to liaise with NE SRP team nationally. Also RBM to initiate interest among Forum members.

3. Fundraising for BAP delivery										
3 a) Ensure ongoing funding for LBM posts from March 08 - PRIORITY	Initiate the Funding Plan to ensure continuation of funding donations for 5 manager posts and continuation of service.	UKBAP, LBAPs rely on manager posts to drive forward delivery.	To ensure secured funding beyond Mar 08 for the manager posts.	Regional Executive Group, LBAP Steering Groups, RBM to support with co-ordination.	Access to funding for posts.	5x35k per annum total = £175k	Deliver Funding Plan for 08/09. Look for in-kind support and funding from the funding officers of partner organisations.	Careful co-ordination on communications with funding bodies and businesses to avoid duplication.	By end Q2 2008	Plan produced with implementation needed from Q1 2008. Main targets are public body donations, especially Local Authorities (under NERC Duty responsibility). Also businesses.
3 b) Ensure ongoing funding for projects.	Work with LBMs to ensure coordinated approach to project funding. Maintain project summary for wider dissemination. Develop Funding Strategy for project delivery.	National, regional and local targets.	To ensure funding for continued project delivery. Look for partnership opportunities within LBAPs to maximise project delivery. Initiate a funding strategy for coordinated regional and large scale sub-regional projects.	Regional Executive Group, LBAP Steering Groups, RBM to support with co-ordination.	Competition for project applications with key funders			Careful coordination required to avoid duplication of effort.	By end Q3 2008	Ongoing liaising between LBMs to ensure coordinated approach to funding. RBM to work with LBMs on developing a Funding Strategy for project delivery - identify opportunities through ANEC Group.
3 c) SITA Trust Panel	Forum Members and the RBM provide the SITA Trust Panel function to advise the SITA Board on project recommendations.	NW and LBAPs delivery.	Provide assessment of projects against SITA criteria and BAP target delivery, and recommendations for funding. Signpost to match funding opportunities to match the SITA funding.	Trained members of the NWBF and RBM.	Loss of staff in partner organisations leading to lack of continuity in PAP membership	Part of NWBF core service funding	SITA is a potential funding stream at sub-regional level.	Email updates to NWBF members and LBMs. Promote SITA website for updates.	4 meetings per year	Ongoing. Need to ensure awareness of funds for full Year 3 spend. SITA PAP dates: 14 May 08; Aug 08

3 c) Online funding signposting service	Maintain online funding signpost service for local and regional partnerships with six-monthly review.	Natural England external funding staff, also NWBF members. Link to LBAP delivery.	Update funding signpost content every 6 months	RBM	Access to upto date information about funding streams	Part of NWBF core service funding	Secured	Make available via NWBF website	Next update due June 2008	Latest version to be added to website and next version produced June 08.
3 d) Build relationships with the key funders	Target priority funders (HLF, Biffa, Wren, Grantscapes, and Esme Fairbairn Foundation) to optimise funding opportunities.	Natural England external funding staff, L&RSIG, NWBF members and LBAPs	Identify what contacts are being made nationally. Pursue regional contacts and identify themes coming out from these organisations. Discuss new opportunities.	Regional Executive Group & RBM.	Possible lack of awareness of funding streams. Lack of skills in some areas on application process.	Travel and expenses only. In-kind support from Regional Executive Group	Secured	Careful coordination required to avoid duplication of effort.	Ongoing	Relationships being developed locally (e.g. Tubney and Cumbria LBAP) but ongoing work. Need to initiate regional relationships - link to funding work under 3 b).

4. Reporting and monitoring										
4 a) BARS reporting	Continue discussions with Natural England to overcome limitations of BARS reporting system. Ensure use of system meets local and regional reporting needs. Liaise with regional/local partners to ensure projects reported through BARS.	UKBAP, Regional Targets & LBAPs	Continue discussions with LBMs and NE staff ensuring system meets regional requirements. Promote use of the system by all delivery organisations	RBM and LBMs, NWBF partner organisations	BARS is ignored or regarded as inadequate.	RBM working with RJP (NE)	Secured	Encouragement through partner communications to complete BARS reporting.	Ongoing, in-line with national reporting.	Reporting round End 2008. Work initiated in Greater Manchester on refining input to system - will be shared with all LBMs. Work with RJP (NE) on this throughout 2008.
4 b) Success Story Document	Initiate the production and produce a document detailing all of the successes and delivery benefits of the NW Biodiversity Service from Oct05 to Mar08.	NWBF and wider regional and national partners with LBAPs. Useful for leveraging additional funding	Using 6 monthly reports produced by each LBAP, start the Success Story document and liaise with LBAPS for additional content. Provide summary highlights in timely manner for funding applications by LBAPs.	RBM and LBMs, with REG	Variety of information input from each LBAP	RBM work programme and LBMs work programmes	Secured	Full document will be publicised and summary and highlights produced and disseminated as appropriate. All on websites.	Initiate Q1, with highlights produced end Q1. Full document by Q3 2008	Need to pull together final reports for March 08 to initiate LBAP content input.
4 c) Defra reporting on core services	Collate information from the sub-regions for submission to DEFRA.	DEFRA, England Biodiversity Coordinator	Timely reporting against core objectives to Defra	RBM and LBMs	Lack of delivery results in poor reports.	LBMs work programmes	Secured	Provide timely report to Defra as required	Annual.	Report sent to DEFRA August 2007. Included local and regional reports. Awaiting reporting template for March 08 - final report.
4 d) Core services report to partnership funders	Prepare and submit six-monthly reports to Natural England and Environment Agency.	NE, EA	Timely reporting against core services to Natural England and Environment Agency	LBMs	Lack of delivery results in poor reports.	LBM work programmes	Secured	Provide timely reports to EN and EA as required	6 monthly, March and September	Next report due March 2008. Received some (April 08).

5. Integrating BAP into policy (regional/ local)										
Policy officers in the forum should be working on this.										
5 d) NERC Biodiversity Duty - liaising with Local Authorities	Enhance and ensure Local Authority understanding of the NERC Biodiversity Duty through targeted regional programme of activities.	Link to UKBAP and NWBAP delivery	Identify regional opportunities and deliver regional activities targeted at all LAs within region, building on 07/08 work	RBM with NE staff and L&RSIG. Also, with REG input. LBAPS	Low take-up from LAs, with only junior staff involved.	No funding identified to date		Awareness of Duty raised across region through targeted workshops/regional event and design and production of targeted leaflets (07/08 for NM and Lancashire)	Ongoing.	Ensure NWBF website kept up to date on NERC Duty content. RBM to work with L&RSIG on DEFRA reporting for NERC Duty uptake.

5 e) Involvement in policy formation.	Influence policy formation and respond to key consultations. Where appropriate co-ordinate a response from the forum to maximise impact. Members of Forum to share information on key consultation documents/ opportunities.		Key work areas to include: Promote biodiversity in the context of River Basin District Plans; Influence forthcoming RES Review; Continue working together on influencing RSS and its Implementation Plan; NWRA Environmental Capacity Study; and, Green Infrastructure work; Influence Habitat Potential Toolkit role out; Influence PBRS role out; Influence Climate Change Action Plan work	NWBF members where appropriate. Some work areas NE responsibility.	Tight timeframes for consultation.	Part of NWBF core service funding and in-kind support from members	Funding secured	Profile of the Forum to be raised through engagement in regional structures.	As required - reactive	Ongoing
6. Promoting BAP										
6 a) Communication plan	Ensure updates of the Communication Plan including identification of appropriate projects and contacts for publicity. Ensure communications included in this plan.	Link to improved internal communication amongst NWBF, RBM and LBAPs.	Use outcomes from the Plan to deliver improved communications to increase awareness of NWBF Business Plan and wider BAP delivery within the region.	RBM with REG and LBM input.	Funding for communication structures.	Part of core service funding and in-kind support from members	Some RBM budget	Utilise new website for improved information provision and dissemination. Ensure meetings are documented and available for non-attendees as appropriate. Identify opportunities to improve communication amongst NWBF members and wider partnerships. Identify other mechanisms for communications as appropriate eg. internal NE and other partners communication tools	Ongoing.	Deliver final plan
6 b) Publicise and promote new regional habitat targets.	Promote the new regional habitat targets. Develop an implementation plan to identify ownership and delivery mechanisms. Incorporate additional habitat targets derived from the UK review of habitats and species	Revised national targets and species and habitats review.	Work with NWBF to ensure ownership and delivery of new regional habitat targets. Ensure coordination with LBAPs and ensure awareness of appropriate delivery projects. Ensure incorporated into relevant policies and plans.	RBM in consultation with NWBF and Natural England Staff	NWBF ownership of new targets	RBM work programme	Secured	Communicate new targets to LBAP partnerships, NWBF and wider delivery agents.	Initiate promotion Q1 2008, with Plan in place by Q3 2008	Work with REG and NE staff (RJP) in promoting targets and identify publicity opportunities.
6 c) NWBF Website	Maintain new NWBF website. Develop functionality and use of the NW Biodiversity website through inclusion of project area of website and ensure relevant content management. Improve membership use and info sharing for local managers.	Link to Communication Plan	Increase value of the website to LBMs and other users. Ensure new sections added as appropriate including NERC Duty for public bodies, Business and Biodiversity section, Project Case study section (to be developed 2008)	RBM to co-ordinate	Funding availability for communications	RBM work programme	Secured	Improve value of website and promote use to LBMs and the NWBF members. Ensure wider awareness of website and monitor usage through web stats.	Ongoing. Additional development Q3 2008	RBM preparing new content for website - ongoing task. New website to be launched June 08.
6 d) Work with identified NW businesses to advance biodiversity delivery	Identify follow-up opportunities to Business & Biodiversity Conference (Dec 06) to determine and implement joint delivery opportunities.	Initiate NWBF Business + Biodiversity sub-group	Identify opportunities to raise awareness to businesses the NW biodiversity Service and links with LBAPs. Reconvene the Bus & Bio sub-group to take forward	NWBF executive group to reconvene sub-group with some RBM support	Potential lack of business interest/representation	TBC	TBC	Reconvene Business and Biodiversity Subgroup. Ensure have Business & Biodiversity pages on website.	Q2 2008 and ongoing	Business & Biodiversity sub-group not yet re-initiated - link with 1 b) and wider partnership development.

6 e) Business Advice Project - Roll Out	Continue with pilot programme in Cumbria to provide biodiversity training for businesses and business advisors. Work with ENWORKS to roll out advice training in other sub-region (Lancashire?). Support LBAPs to ensure specific funded involvement in programme	Provided through LBAPs	Continue with the pilot programme in Cumbria. Ensure profile of LBAP involvement is raised and acknowledged. Support regional roll-out through ENWORKS as appropriate	Cumbria pilot - Cumbria Rural Enterprise Agency, Cumbria LBAP, Natural England Lancashire - through ENWORKS and LBAP	Potential lack of business interest.	LBM additional service - separate funded work	NENW funding for LBAP support	Marketing to the end user required	Roll-out 2008	Work with NENW on continued pilot work and roll-out to region. Ensure LBAP involvement is funded and formal contract of specified work provided.
7. Representation										
7 a) Regular meetings of Regional & Local Biodiversity Managers	Organise meetings and other methods to enable Local Biodiversity Managers to work together.	Link to improved internal communication	Bi-monthly meetings of R and LBMs	RBM and LBMs		Part of regional service	Secured	Consider communications best practice and internal communications methods.	Bi-monthly	Ongoing. Useful meetings for internal training. Need for training/development needs to be identified and included in meetings. Support for new LBMs
7 b) Regular meetings of Regional & Local BAP chairs	Organise meetings and other methods to enable Local BAP chairs to be aware of regional and other local opportunities..	Link to Communication Plan	Bi-annual meetings of Regional and Local BAP Chairs.	NWBF Chair with RBM		Part of regional service.		Consider communications best practice and internal communications methods.	Bi-annual	Regular meetings of Regional and Local Biodiversity Chairs. Ensure joint meeting at least annually with REG. Minutes of L&RSIG to be sent to Local Chairs.
7 c) Attendance at national biodiversity meetings.	Ensure attendance and feedback from L&SIG meetings, UK BAP Conference, national RBM meetings and UK LBAP conference.			NWBF Chair, RBM, LBM - as appropriate.	Time constraints	Travel expenses	Travel allowance secured	Feedback where relevant	Ongoing.	Ongoing.