



Moving Forward

London Biodiversity Partnership Business Plan

2004/05 to 2008/09



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Message from the Chair of the London Biodiversity Partnership

London is a concrete jungle. However, few people realise that it is more 'jungle' than 'concrete'. London's rainforest is its parks, gardens, woodlands, meadows, rivers and other unique habitats that shelter many special animals and plants. Some of our wildlife even makes its home on our buildings and industrial landscapes. Together, this biodiversity provides calm and stillness in the midst of the hectic city and is a key part of London life.

Biodiversity enhances London, providing stunning backdrops and places to relax and unwind. It stimulates opportunities for healthy outdoor activities such as gardening or walking, provides opportunities for the development of skills and training, and offers functional benefits such as cooling local environments and reducing storm water flows. Furthermore, engagement with biodiversity is a good opportunity for businesses to build sustainable relationships with local communities.

The London Biodiversity Partnership aims to protect and enhance London's biodiversity. There is much to do – many sites and species are threatened by inappropriate development, lack of good management, and a general lack of awareness. However the Partnership has set excellent foundations for taking action together – and has a number of high profile successes under its belt.

We now need to move forward, and I am pleased to present this Business Plan as a coherent statement of our future aims and business direction. The Plan spells out the reasons why you should be involved, and outlines our key actions over the next 5 years. At its heart is the need for further core resources to support our partners in their work. I would urge you to contribute in which ever way you can, to ensure that Londoners and their biodiversity continue to benefit from this important initiative.

David Goode

*Chair, London Biodiversity Partnership and Head of Environment,
Greater London Authority*

Executive summary

London is a green city, two-thirds open green space and water, with major wildlife habitats such as the Thames, meadows, parks and woodlands, and much loved species such as the house sparrow, peregrine falcon and water vole. However, London faces key challenges in conserving its wonderful biodiversity whilst providing for housing, commerce and transport, and the other social and economic needs of a city of this magnitude.

The London Biodiversity Partnership was established in 1996 in response to this challenge, helping its members undertake work to conserve key habitats and species, and promote biodiversity to Londoners. The London Biodiversity Action Plan sets out the Partnership's work. To be delivered effectively, the Partnership must secure further resources, as set out in this Business Plan.

This Business Plan charts the direction for the London Biodiversity Partnership for five years from 2004/05. It has been prepared by the Partnership in consultation with members, and with the assistance of independent research. The key aspects of the business direction are:

1. **Partners will be more effective at delivering biodiversity action** as a result of implementing this new business direction.
2. **The Partnership will engage more stakeholders** to increase biodiversity action in government, business, academia, voluntary sector and other sectors.
3. **The Partnership will be more effective at communicating and marketing** internally and externally. External marketing will increase and target fund raising efforts and raise the profile of the Partnership.
4. **The Secretariat will be expanded** to include a Project Manager, Project Officer and Funding Facilitator. A Marketing secondee will be sought.
5. **The Partnership needs 'core' funding for its Secretariat in order to continue.** This will be secured from a mixture of sources: subscriptions from London Boroughs, donations from other stakeholders, and grants from funding bodies, and a proportion of bids for project funding where possible.

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Section A : Overview

Origins

"As a world city with natural resources unparalleled in any other major conurbation, London is perfectly placed to take advantage of the new agenda for biodiversity. The production of the London Biodiversity Action Plan addresses the concerns of landowners and land users, planners and politicians, businesses and local communities, who are beginning to recognise biodiversity is a vital part of London life".

London Biodiversity Partnership: Our Green Capital

The London Biodiversity Partnership was established in 1996 to develop a Biodiversity Action Plan for the capital. It is now the body that is responsible for overseeing the London Biodiversity Action Plan's ongoing development and implementation.

The Partnership brings together representatives from a wide range of public, private and voluntary sector bodies and has proven itself as an effective, committed Partnership to conserve and enhance biodiversity in London. It is able to draw on a wide range of experience and expertise, working together in a way that was not possible before. More than 30 organisations have signed up to the Partnership, and many more are involved through its working groups, networks and events.

The Partnership works through the London Biodiversity Action Plan, the basis for developing and implementing Partnership projects. This work helps to deliver national biodiversity objectives and targets set out in the UK Biodiversity Action Plan, the Government's response to biodiversity commitments made at the 1992 Earth Summit. The London Biodiversity Action Plan is also a key framework for delivering elements of individual partner's business or organisation action plans, and a key mechanism for delivering the Mayor of London's Biodiversity Strategy.

The London Biodiversity Action Plan: delivering for Londoners

The London Biodiversity Action Plan is an ambitious programme of practical action to conserve nature in London, placing particular importance on the value of wildlife for Londoners.

It involves an audit of London's biodiversity, the establishment of working groups to develop and implement action plans for key habitats, species and generic issues, and a programme of monitoring, review and reporting.

The London Biodiversity Action Plan seeks to protect and conserve nationally important habitats and priority species within the capital. It also identifies habitats and species that are declining or vulnerable on a regional scale. As well as rarities, the action plan therefore features some quite widespread habitats and species, especially those that are characteristic of London and provide good opportunities for people to experience hands-on contact with the natural world. Enabling access to nature is a valid contribution to the health and quality of life of Londoners and a key part of sustainable development.



Many London boroughs are also undertaking Local Biodiversity Action Plans for their own areas. These respond to locally special habitats and species, such as the chalk downland in south London, the ancient oak/hornbeam woodland in north London, the old docks and brownfield sites in east London and garden squares in the city centre. They focus on contact with local communities, and are in touch with local aspirations and concerns.

Several major companies in London have embarked on biodiversity action plans for their own land holdings, and have successfully introduced biodiversity into corporate policy.

Key achievements

The Partnership has a strong track record of achievements in conserving and promoting the biodiversity of Greater London and this has been recognised by Government in their England Biodiversity Strategy 'Working with the Grain of Nature' and the 2003 publication 'Natural Partners' which illustrates achievements of Biodiversity Partnerships in England.

The Partnership adds funding value by supporting initiatives such as:

The Capital Woodland project which was recently awarded a Heritage Lottery grant to prepare a bid in excess of a million pounds. This project aims to ensure long term sustainability of London's woodlands through higher quality management and increased understanding, so as to maximise their potential for public access, biodiversity and life-long learning.

Chalking Up London Downs was a £70,000 initiative also partially aided by the Heritage Lottery Fund, designed to promote the cultural value of London's chalk grassland and their importance for wildlife and people. The result of this work helped to establish the key priorities for chalk grassland management taking into account their socio-economic importance.

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The Biodiversity Action Plan for London encourages people to participate in research activities such as:

The house sparrow survey, the largest single species survey ever carried out. More than nine thousand people across the capital took part in locating areas sparrow population. The results showed larger sparrow populations in the city's outer boroughs and stressed the necessity to continue our research to establish the causes of sparrow decline.

The Partnership action plans have made a significant contribution to the creation and improvement of habitats for species such as:

Sand martin for which artificial nest sites have been established at key sites across the city and the erection of fences on the Inner Thames Marshes as part of habitat improvement for water voles.

Best practice guidelines aimed at developers, planners and site managers have been produced by working groups such as the black redstart and heathland, resulting in a positive response from the target audiences and adopted by some of our partners.



The London Biodiversity Partnership's vision

The London Biodiversity Partnership has a vision of a city rich in wildlife, enjoyed by people. In this vision, biodiversity is conserved and celebrated through business, community and government working together.

In this vision, members of the London Biodiversity Partnership work together identifying and protecting special habitats and species, creating new wildlife areas, enhancing Londoners' enjoyment of nature, and making a vital contribution to their health and quality of life.

The Partnership's mission

The mission of the London Biodiversity Partnership is to ensure delivery of the London Biodiversity Action Plan, assist the delivery of national biodiversity action and facilitate regional biodiversity action.

The Partnership will:

- ♦ Facilitate partners to implement the London Biodiversity Action Plan
- ♦ Facilitate secure project funding to deliver biodiversity action
- ♦ Act as a link between the London Biodiversity Action Plans, borough and company Plans and the UK Biodiversity Action Plan
- ♦ Provide guidance to businesses, boroughs and other organisations preparing and implementing Biodiversity Action Plans, avoiding duplication of effort and ensuring maximum efficiency in the maintenance of biodiversity
- ♦ Maintain an audit of London's priority species and habitats
- ♦ Help to develop new Action Plans where necessary
- ♦ Communicate to promote biodiversity to Londoners
- ♦ Recruit new organisations to the Partnership
- ♦ Serve as a focus for interaction with Biodiversity Action Plans in other capital cities, particularly in Europe.



Section B : Moving Forward

The business direction

In this section the Business Plan describes how the partnership will develop its organisational structure, funding and legal status.

"A business plan says what you are going to do, why you are doing it, when you are going to do it, how you are going to do it, who will do it, where it will be done, what it will cost and what if any are the likely snags - not necessarily in that order" Partnership Stakeholder

The London Biodiversity Partnership Business Plan provides a basis for ensuring the future sustainability of the Partnership and it proposes ways to find financial and in-kind support over the next five years to deliver the mission.

The Business Plan also sets out the rationale for establishing an expanded Secretariat to assist in day to day working, facilitate delivery of the London Biodiversity Action Plan, and improve communication both amongst members, and externally to the public and other stakeholders.

The London Biodiversity Partnership Business Plan has been developed through a process of consultation with partner organisations and independent research. This included a Business Involvement Survey with a range of businesses in London to examine the 'business case' for involvement of business in supporting the Partnership. The survey gauged preferences for type of participation from business and their interest in various forms of financial and in-kind support for the Partnership.

All the relevant data from partners and research have been fed into the process of writing the Business Plan.

Why be involved?

The Business Plan supports the development of the Partnership's relationships with its partners from all sectors, in order to deliver the Biodiversity Action Plan more effectively.

Local and regional government

London boroughs have a crucial role to play in co-ordinating and implementing Biodiversity Action Plans in the capital. They are major landowners, policy makers, funders, and facilitators. They have central roles within planning, regeneration, highways, housing, education, leisure, community development and many other areas. Some two-thirds of London boroughs are engaged with the biodiversity action planning process in some way.

The London boroughs benefit from the Partnership through the maintenance of the London Biodiversity Action Plan, as this provides the framework for borough plans and the link between local and national initiatives. Other benefits include provision of advice on establishing biodiversity partnerships and preparing and implementing action plans, assistance with national reporting, and a database of contacts and useful information.



Furthermore, the Partnership will help to co-ordinate and support the activities of the *London Boroughs Biodiversity Forum*, an independent advisory body that:

- ◆ Facilitates communication and promotes action between the boroughs and members of the London Biodiversity Partnership
- ◆ Provides a support network for local authority officers leading borough Biodiversity Action Plans
- ◆ Inputs to and is guided by the evolving London Biodiversity Action Plan
- ◆ Promotes exchange of information, best practice and a discussion of problems
- ◆ Maintains links with the Local Agenda 21 process
- ◆ Creates potential for inter-borough activity
- ◆ Helps identify joint funding opportunities and
- ◆ Helps raise awareness of biodiversity among London Boroughs

As noted, the Mayor of London has now published a Biodiversity Strategy (2002) and has a duty to ensure that the work of the Greater London Authority and the functional bodies (such as the London Development Agency and Transport for London in particular) is compatible with his other strategies, and meets cross-cutting objectives for sustainable development, health and equalities. Through the London Biodiversity Partnership the Mayor will be able to support the effective delivery of biodiversity outcomes across London.

Through its expanded Secretariat, the Partnership will better communicate to the London Boroughs the business case for their financial and in-kind involvement. It will aim to increase local government engagement with the Partnership from Boroughs not already involved.

Private Sector

Engaging the private sector is of critical importance to the success of the Partnership in future. The Partnership will as a priority encourage and support private sector engagement with the London Biodiversity Action Plan, highlighting business benefits.

There is considerable value to the private sector of developing their own biodiversity policy and strategies, producing action plans in association with environmental management systems and managing their landholdings to support local and national biodiversity objectives. Biodiversity appears in the top 5 list of environmental issues that all companies, irrespective of their sub-sector and business activities, deem to be sufficiently material to report on.

Joining the Partnership, and embracing biodiversity, allows businesses to seize opportunities for:

- ◆ improving relationships with regulators, customers, local communities and other stakeholders;
- ◆ minimising environmental risk; and
- ◆ improving company performance and reputation.

Some organisations from the private sector are already working closely with the Partnership, for example through the Tower Mustard, Water Vole and Grey Heron Species Action Plans, through the sponsoring of publications, and by lending their



expertise to working groups. However, there is opportunity for greater involvement of the business community in furthering biodiversity conservation in London, and the Partnership will assist in providing guidance and assistance.

The Partnership's recent Business Involvement Survey demonstrates that some businesses in London view their land management responsibilities as important in a biodiversity context. They are therefore willing to provide both financial and in-kind contributions to the Partnership. These opportunities will be pursued by the expanded Secretariat.

Government agencies and non-departmental public bodies

Various agencies and non-departmental public bodies in London have a significant role in ensuring proper consideration of biodiversity objectives. They are concerned with delivering the UK Biodiversity Action Plan through appropriate engagement with local Biodiversity Action Plans and enforcement of legislation.

Some of these bodies, such as English Nature, Environment Agency, Countryside Agency and Forestry Commission, have remits that are directly relevant to biodiversity conservation. Others, such as the Royal Parks Agency, English Heritage, Crown Estates, Prison Service and Government Office for London have the potential to support biodiversity conservation through land management, policy-making and regulation. Most, either directly or indirectly, can provide funding for implementation of biodiversity action plans.

An effective London Biodiversity Partnership will benefit these bodies by:

- ♦ capacity-building to achieve national objectives through local action
- ♦ providing the monitoring link between national and local initiatives
- ♦ providing a framework for effective inter-agency working, particularly in respect of ensuring policy integration and complementary projects

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By joining the London Biodiversity Partnership all agencies and non-departmental public bodies can demonstrate their commitment to achieving national biodiversity objectives through delivery at the local level.

Voluntary Sector

A wide range of voluntary conservation organisations active within Greater London have biodiversity conservation as a core remit. In others it forms part of a broader work remit. They are involved in a wide range of activities including environmental education, volunteering and community involvement, advocacy, policy development, research, campaigning, collecting biodiversity information and land management. Their voluntary status gives them the flexibility to carry out a wider variety of work and develop closer links with the wider community.

Membership of the Partnership benefits these organisations by:

- ♦ co-ordinating effort and resources;
- ♦ providing opportunities to take part in larger-scale projects;
- ♦ providing access to additional experience and expertise
- ♦ the chance to publicise their work; and
- ♦ possible access to additional funding.



In addition, many voluntary organisations are funded or part-funded through membership and have a significant number of volunteers and community involvement activities enabling the Partnership to publicise the London Biodiversity Action Plan. There is thus a positive two way relationship that the Partnership will continue to foster in future.

Education and academia

The Partnership supports lifelong learning as an important way to increase understanding of and commitment to biodiversity. It believes that learning is a lifelong inclusive process regardless of age, gender or ethnicity. The Partnership believes that a substantial proportion of its objectives can be delivered through a diversity of formal (schools, colleges and universities) and informal (displays, visitor centres, roadshows etc.) learning processes. These can engage the community and ensure that the benefits of nature conservation in London are clear, understood and supported.

The Partnership is committed to encouraging our partners' learning programmes which:

- ♦ further the promotion and understanding of the Biodiversity Action Plan process; and
- ♦ strive to give their staff the necessary tools to deliver learning objectives through events such as seminars and workshops.

Some recent and ongoing initiatives include the House Sparrow survey, the Water Vole display and leaflets and the Sand Martin bank construction and interpretation at the London Wetland Centre.

By supporting and being actively involved in the Partnership work, academic institutions will be in a privileged position to establish links with our partners in the London Boroughs, business and other organisations and could have an influential role in the development of new educational approaches for the benefit of the Biodiversity Action Plan process. The Biodiversity Action Plan process also provides students with opportunities for taking part in research projects linked to some of the individual Action Plans.

Other organisations

In addition, there are other organisations that can contribute to the delivery of biodiversity conservation, although this does not form part of their core work. These can include organisations in the voluntary housing sector, broader environmental sector e.g. Transport 2000, FoE, BioRegional, civic societies e.g. London Forum, Civic Trust, 'Friends of' groups e.g. Friends of Nunhead Cemetery, Friends of Dulwich Park, and community development organisations e.g. Planning Aid for London, Black Environment Network.

Many of these can benefit from learning about the London Biodiversity Action Plan, and help contribute to the Partnership, especially in terms of expertise and new audiences. The expanded Secretariat will look at ways to engage these potential partners in future.



Organisational structure

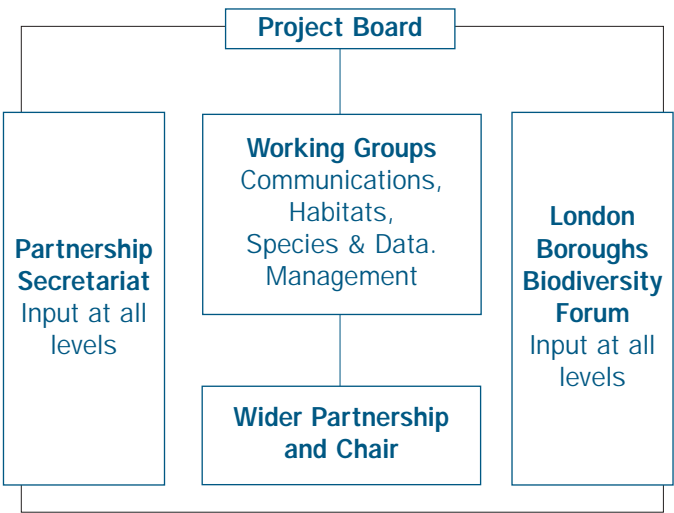
The Business Plan supports a ‘Partnership with co-ordination’ structure through the expanded Secretariat which will allow the Partnership to make management improvements which support its longer term sustainability.

The Partnership is overseen by a **Project Board**. A series of **Working Groups** develop particular aspects of the work.

A **Project Officer** currently co-ordinates the work programme of the Partnership and liaises with local Biodiversity Action Plans in individual boroughs. The project officer post is currently funded by the Esmée Fairbairn Foundation and hosted by the London Wildlife Trust.

The Partnership meets as a whole at least twice annually, convened by its **Chair**.

Local authority input is provided at all levels by representatives of the **London Boroughs Biodiversity Forum**.




The Project Board

The Project Board is the overall co-ordinating group for the Working and Steering Groups. It co-ordinates the Partnership’s strategically important activities, discusses strategic issues and works towards solutions, it provides a voice for Chairs of the Working Groups and other key partner organisations and aims to be representative of the wider Partnership and biodiversity stakeholders in London. It offers two open places, available on a first-come-first-served basis via arrangement with the Chair.

The Project Board is chaired by a member who is elected by the Board. The chairing role rotates and is currently filled by a representative of the GLA.

The composition of the Board is shown in the table below. It currently consists of a number of members: organisations with voting rights that represent the five key sectors involved in nature conservation in London, and the chairs of the three working groups plus the Partnership project officer. The Board has 14 places available for the members, giving a possible maximum size of 19 for the Board.

	Sector	Number of places available for members	Current representatives (July 2004)
Members	Statutory	2	English Nature Environment Agency
	Local and Regional Government	4	Greater London Authority Association of London Government LBBF representatives x 2 (Bromley and Islington)
	Environmental NGOs	4	BTCV London Natural History Society London Wildlife Trust RSPB
	Business	2	London Underground Thames Water
	Landowning organisations	2	Peabody Trust Royal Parks
Others	Chairs of working groups /other bodies	–	Habitats, Species and Data (currently GLA) Communications (currently EN) Management Working Group (currently LWT) Biodiversity Records Centre representative (currently GLA) 
	Staff	–	London Biodiversity Project Officer
	Total	18	



- ❖ The Project Board co-ordinates a number of working groups. Under its Terms of Reference the Board is provided by the Working Groups with a summary of key decisions in advance and the Board oversees and co-ordinates these decisions if necessary.

The Working Groups

The Partnership has three Working Groups, which take responsibility for the areas of Management, Habitats, Species and Data (ie action plans) and Communications. These are co-ordinated by the Project Board. Each is chaired by members who also sit on the Project Board.

Under their Terms of Reference the Working Groups have the opportunity to raise strategic issues requiring discussion by the Project Board. The Partnership has recognised that a small number of Working Group leads and members are undertaking a substantial amount of the work needed to carry out the Partnership's mission.

❖ The Secretariat will as a priority work with partner organisations to expand the pool of partners who become involved in working groups as members or chairs to spread the workload more broadly.

❖ The Secretariat will facilitate improved internal communication between Working Groups and those implementing action plans.

Expanding the Secretariat

Expanding the Partnership Secretariat is critical to the future sustainability of the Partnership. Roles for the Secretariat in future will include to:

- ♦ act as a point of communication, internal and external to the Partnership;
- ♦ assist in fund raising with a particular focus on increasing business support;
- ♦ assist with bid preparation in conjunction with partners;
- ♦ help develop the Partnership by engaging more partners from all sectors;
- ♦ assist with forward planning at a strategic level;
- ♦ support the operation of working groups and chairs;
- ♦ undertake Secretariat duties such as to co-ordinate meetings and written material such as advice notes;
- ♦ help to co-ordinate and support the activities of the London Boroughs Biodiversity Forum;
- ♦ manage the review of Action Plans;
- ♦ project manage consultants as necessary;
- ♦ run the Partnership website;
- ♦ advance learning, evaluation and monitoring.

The sections below on funding and Secretariat staffing define how these roles will be fulfilled.

Legal and charitable status

Maintaining current legal status over short to medium term

The Partnership will maintain its current unincorporated status for at least the next two years while it consolidates its organisational, partner engagement and core funding position. Over the short term (24 months) it is not necessary to become a formal legal entity to carry out the work priorities of the Partnership. Nor will it immediately seek charitable registration.

❖ The Partnership will review this stance in two years time and again formally consider the need for incorporation at that time with a view to commencing the incorporation and charitable registration process.

❖ Over the next two years the Secretariat will continue to cautiously explore further the possible setting up of the Partnership as a company limited by guarantee, but only if specifically approved by partners; feeding back findings to partners and seeking their endorsement at each step.



Section C : Funding

This section sets out the agreed approaches to sustaining the financial viability of the Partnership over the 5 year business planning period.

Current funding arrangements

Up to now the Partnership has relied on a mix of sources of funding including grants, donations and in-kind support. This funding mix is set to continue to support the Partnership but support will also include new sources such as sponsorship and subscriptions. Sponsorship will be made possible by specific fund raising activity with business and other partners by the Partnership Secretariat. Subscriptions are expected from London Boroughs and other partners.

The Partnership is currently funded by a substantial grant from the Esmée Fairbairn Foundation which ends in September 2005 and smaller annual contributions from some of its partners.

The Esmée Fairbairn Foundation grant is secured by the London Wildlife Trust which acts as host to the Partnership Secretariat and as employer and line manager of the project officer. The London Wildlife Trust is paid a small amount towards its costs in hosting and accommodating the Project Officer and managing the Partnership's finances.

Partnership development and future funding

The Partnership will require new sources of funding in future to cover the core activities of its Secretariat staff.

❖ The Business Plan seeks to establish ongoing funding for Secretariat functions, noted in the section above, and including:

- ♦ partnership co-ordination;
- ♦ partnership management (strategic and day to day);
- ♦ networking, marketing and promotion;
- ♦ action plan review and monitoring;
- ♦ production of reports;
- ♦ fundraising for core activities and project implementation.

Expansion of the Secretariat

To undertake the above functions, the Business Plan proposes development of the Secretariat over the next two years into the following roles.

Project Manager

The Project Manager will work to an expanded work programme at strategic level including management of the Partnership, reporting to the Project Board, and line managing a project officer and funding facilitator.

The Project Manager will concentrate on improving the organisational processes of the Partnership including better communication between the Partnership and potential stakeholders and members, the Project Board and the wider Partnership, and the Working Groups and action plan deliverers. The Manager will ensure



transparency in decision making. The Project Manager will also work in closely with the funding facilitator to pursue increased coverage of the Partnership among relevant organisations, and funding from all potential sources.

Funding Facilitator

The funding facilitator would be responsible for increasing the profile of the Partnership and attracting business financial and in-kind support. The funding facilitator may work with partners (action plan leads etc), singly or in consortia, primarily to attract project funds to the Partnership.

The focus of the post will be on increasing Partnership funding from among existing stakeholder and potential stakeholder organisations, attracting financial and other support from the business community and London boroughs. The funding facilitator will also have a role in promoting the biodiversity message and strategic position of the Partnership in London. In their work with partners, the funding facilitator would be careful to avoid the Partnership overall competing with individual partners for funding.

The Funding Facilitator would have limited input into identifying funding sources, bidding for funds from external funders and may in some cases assist in preparing bids.

Project Officer

The Project Officer post will include information provision to partners and others, managing meeting and events, and upkeep of the website.

The Project Officer's administrative and promotional assistance would give the Project Manager more time to manage the Partnership at a strategic level in its work of implementing the London Biodiversity Action Plan. The post holder would support the funding facilitator by assisting with event management and the marketing aspects of the Partnership website. The urgent need for this position responds to the findings through consultation with stakeholders that an augmented Secretariat is required for the Partnership to function effectively in future as a 'Partnership with co-ordination'.

Marketing support to the Partnership

- ❖ The Partnership will seek to obtain the services of a senior marketing manager as an 'in-kind' contribution from a London business for a limited period.

As a form of in-kind support, the Business Plan supports the potential for the Partnership to attract this expertise to work closely with other staff on aspects of their work programme with marketing implications.

The marketing expert would be out-posted at the Partnership office, possibly part time, for a three to six month period, to offer advice and support in developing the Partnership's marketing programme. The value of this post is supported by the findings of the Business Involvement Survey.

Planning the establishment of the Secretariat

Expanding the Secretariat has financial implications for the Partnership. Most notable is the increase of funding that will be required over the year 2005-06. The proposals in the next section are based on the likelihood that increased outputs from extra core resources in 2004/05 will provide strong arguments for increased



donations and other forms of direct sponsorship and in-kind support and can be obtained from partner contributions in 2005/06. Table 1 shows all of the new roles coming on stream in 2004-05, however some staging of these new posts will be advisable and the figures should be revised as necessary to reflect this.

- ❖ The Partnership will seek to establish new Secretariat staffing roles in a staged manner, so that the Partnership can manage this change both financially and administratively.

Funding the Secretariat - indicative

The figures set out in this Business Plan are indicative.

The following *indicative* table sets out the funding expected to be required over the life of the Business Plan to support an expanded Secretariat consisting of a Project Manager, Project Officer and Funding Facilitator. Detailed notes to the table are given in Appendix 2.

Table 1: Funding the Secretariat

Indicative funding table							
	Proportion of overall budget averaged for whole programme	Year 1 (04-05)	Year 2 (05-06)	Year 3 (06-07)	Year 4 (07-08)	Year 5 (08-09)	Total Cost over five year period
Project Manager		33,000	33,500	34,000	34,500	35,000	170,000
Project Officer		25,000	25,500	26,000	26,500	27,000	130,000
Funding Facilitator		29,000	29,500	30,000	30,500	31,000	150,000
Office expenses		16,000	16,000	16,000	16,000	16,000	80,000
Publications, Website, Promotion		10,000	10,500	11,000	11,500	12,000	55,000
Indicative Total Costs	100%	113,000	115,000	117,000	119,000	121,000	585,000
Secured income	(Year One only)	34,230					34,230
Subscriptions from Boroughs		10,000	12,000	13,000	14,000	15,000	64,000
Other contributions from existing partners		15,000	25,000	30,000	30,000	30,000	130,000
Indicative Required Contributions		53,770	78,000	74,000	75,000	76,000	356,770



Hosting the Secretariat

The Secretariat of the Partnership is currently hosted by the London Wildlife Trust at its offices in Southwark. The Trust also supports the Partnership financially by absorbing some oncosts and providing some administrative support. This is a substantial and very valuable level of in-kind support for the Partnership.

The London Wildlife Trust will maintain its hosting of the Secretariat at least for the term of the Esmée Fairbairn Foundation grant funding (up to September 2005).

The Partnership expects to maintain a close working relationship with the London Wildlife Trust in future based on their continued hosting of the Partnership Secretariat. The Partnership will review its location and financial relationship to LWT when it reviews the need to incorporate and seek charitable status in two years time (in mid 2006).

Reducing risk

Financial risk could be reduced in a number of ways:

- ♦ by not upgrading the project officer role to project manager thus keeping this salary component down as a proportion of the Secretariat budget;
- ♦ by not employing a project officer to assist the manager;
- ♦ by not employing a funding facilitator;
- ♦ by reducing the amount spent on publications, website and publicity.

However, the Business Plan demonstrates that such an approach would be counterproductive for the Partnership in fulfilling its vision and mission. Choosing not to expand the Secretariat will adversely affect its capacity to improve the strategic and day-to-day workings of the Partnership to most effectively deliver the London Biodiversity Action Plan, to bring in more partners and to attract significantly higher levels of funds for implementation from business and other sectors. In all these ways such a risk reduction approach would undercut the Partnership's effectiveness.

Funding sources

The Partnership will require ongoing 'core' funding to support the proposed Secretariat staff and administration which will in turn assist in the sustainability and growth of the Partnership.

In seeking to expand sources of funding, a proportion of financial support gained for projects will be used for maintaining the Secretariat. The Business Plan proposes using a small proportion of project funding to maintain and expand the capacity of the Secretariat as well as seeking specific funding for the core. Expanding the Secretariat will allow the Partnership to increase funding sources and opportunities and thus better support the implementation of the London Biodiversity Action Plan. The process of expansion will be undertaken cautiously and exponentially.



This section deals with the funding sources that will support the Partnership in future.

Contributions

- ❖ The Partnership supports a limited form of membership contribution to provide core funding.

This will be applied to London Boroughs only, as they have (through the London Borough Biodiversity Forum) expressed a willingness to make a contribution, if not set too high, to support the Partnership's core functions. Like other partners they do not wish to see the Partnership develop as a 'pay-to-play' or 'two-speed' organisation with non-paying members isolated.

A contribution level for London Boroughs is proposed in the Business Plan and is set at around £1000 per Borough to help pay for the Partnership's core costs. Boroughs will be encouraged to give a higher amount annually if they can do so. More Boroughs will be encouraged to join the Partnership and contribute in this way.

Donations

- ❖ The Partnership has relied on donations from partner organisations in the past and will continue to seek them as a very important and expanding source of funding for Secretariat and project support.

A number of agencies, organisations and local government partners have already given substantial donations annually. This goodwill towards the Partnership will be built on in future, in particular through the actions of the Funding Facilitator, without putting partners under pressure to give.

The Partnership will demonstrate to potential givers the value that support for the Partnership will add to boroughs and businesses in London in pursuing their own biodiversity objectives.

It is envisaged that the Funding Facilitator will take primary responsibility for increasing donations from all sources including existing and new partners. It is expected that partners (in particular larger agencies, boroughs and businesses) will see that they have a role to play in assisting with core funding to support the ongoing management of the Partnership as well as taking part in projects.

Grants

The Partnership Secretariat has been supported by a substantial grant from the Esmée Fairbairn Trust. This comes to an end in 2005. No further grant funding will be available from that source and it is not expected that a replacement grant purely for 'core' functions can be expected in future. It is proposed through the Business Plan to treat grant funding as one pot from which both project and core support can be secured. It has become more common for organisations to build core funding proportion grant applications. National Government's Compact with voluntary organisations adopts this approach.

- ❖ The Business Plan proposes that, in future, bids to grant funding bodies will nominate a small percentage of the funding - around 5-10% depending on the size of the overall bid - to be used to support the implementation of the grant through the Secretariat where this is allowed within the bidding guidelines.



This approach will emphasise the direct link between Secretariat support and successful project completion. For very small bids it may not be appropriate to take a core funding proportion.

- ❖ The Partnership Secretariat, through the Funding Facilitator, will support the review of the Funding Strategy and assist partners to bid for funds from regional, national (such as Heritage Lottery Fund) and European sources as appropriate.

In-kind support

- ❖ The Partnership will continue to seek in-kind support from partners.

Partner representatives from voluntary and private organisations, agencies and Boroughs sit on the Project Board, chair the Partnership, provide representatives on Working Groups as well as performing as Action Plan leads who have a crucial role in bidding for grant income. The London Wildlife Trust which hosts the Partnership provides a substantial level of ongoing in-kind support to the Secretariat. These very valuable areas of support will be built on by the Partnership in future and new forms of in-kind support developed. The expanded Secretariat will have a key role in generating more in-kind support from all areas.

The recent Business Involvement Survey demonstrated that there is considerable potential to increase levels of in-kind support from business. Marketing efforts as described in the next section should include a focus on increasing this in-kind support.



Section D : Marketing and Communication

This section explains the efforts the Partnership will make both with marketing to external partners and to improve internal communication.

Internal communication

The new structure aims to ensure that the Partnership enjoys improved internal communications so that LBP will be able to work more effectively and respond to the wider Partnership's external needs.

The expanded secretariat will have primary responsibility for managing improvements in internal communication between the board and working groups and the wider Partnership. The Project Manager will be responsible for communications at strategic level. The project officer will take responsibility for website improvements. These will include improved internal communications through an email-based discussion group and other web-based information provision. The Communications Working Group will have oversight of this area of work.

External marketing

The Partnership needs to increase its external marketing efforts in a number of ways in order to ensure its ongoing sustainability. The Communications Working Group will have oversight of this area but day-to-day core marketing work will be primarily carried out by the expanded secretariat.

The LBP is not a campaigning organisation and thus its marketing efforts will not include campaigning and lobbying. It needs to be cognisant of the terms of the British Code of Advertising, Sales Promotion and Direct Marketing. All marketing communications should be legal, decent, honest and truthful.

The Partnership's 'brand' is a valuable asset for its marketing efforts. The Partnership has undertaken a range of outstanding biodiversity projects that contribute to its 'brand', examples of which can be found in the Partnership's Annual Reports. These are an important basis of past performance for its marketing efforts in future. The Partnership will consider ways to develop its brand exposure through both PR to increase its profile externally and marketing to increase its financial and in kind resources.

This work will be managed by a marketing secondee, with the Funding Facilitator and Project Officer, and will include:

- ♦ Work on donor retention and loyalty, which could include database marketing, e-marketing, and the use of marketing software.
- ♦ A focus on national government, charitable trusts, European and other international organisations in the public sector as well as a range of organisation in academia, and business community in the private sector.
- ♦ Work to increase funding support for the Partnership possible through good marketing efforts linked to corporate social responsibility (CSR).



- ♦ Consider making more efforts in cause related marketing (CRM). Research shows that when faced with two similar products or services the vast majority of consumers are more likely to buy the one associated with a good cause. The business involved can thus promote its brand and achieve competitive edge while the Partnership benefits from increased support and visibility.
- ♦ Investigate other possible marketing areas including e-marketing which can encompass techniques such as email and text messages. The augmented website managed by the project officer could be an important tool for highly targeted e-campaigns with potential donors.



Section E : Key Actions

		Deliverables by year				
Objective	Action	Year 1 (04-05)	Year 2 (05-06)	Year 3 (06-07)	Year 4 (07-08)	Year 5 (08-09)
Produce and implement Biodiversity Action Plans and co-ordinate their monitoring	Co-ordinate the work of partners on the London Biodiversity Action Plan	Co-ordinate work of all partners involved in implementing the 11 Habitat Action Plans, 12 Species Action Plans, the species statements and the Generic Action Plans				
		Review Action Plans and develop at least two more habitats action plans identified in the audit				
	Provide the framework for borough biodiversity Partnerships	Encourage at least another 10 London Boroughs to develop Biodiversity Action Plans Help to co-ordinate at least three meetings of the London Boroughs Biodiversity Forum per year				
	Provide the input to national biodiversity targets and monitoring	Adopt and use the national Biodiversity Reporting System (BARS) as internal reporting/monitoring system Provide annual reports to UK Biodiversity Action Plan on the progress of the London Plan Represent London Biodiversity Partnership at seminars and workshops organised by the UK Biodiversity Action Plan and England Biodiversity Strategy. Contribute to the development of the UK Biodiversity Action Plan and England Biodiversity Strategy				
	Promote national and international links	Promote links between the London Biodiversity Action Plan and initiatives in other cities in the UK and Europe through activities such as exchange of information				
Provide guidance and advice	Hold events for London Biodiversity Action Plan practitioners and others	Hold annual themed seminar for London boroughs or others in the wider Partnership Help to organise themed events aimed at those in the wider Partnership such as the London Bird Conference				
Maintain the London Biodiversity Audit	Maintain and publicise the London Biodiversity Audit		Update the Audit annually via the Partnership website and publicise the results Establish a formal complimentary link between the Partnership and the Greenspace Information for Greater London			



		Deliverables by year				
Objective	Action	Year 1 (04-05)	Year 2 (05-06)	Year 3 (06-07)	Year 4 (07-08)	Year 5 (08-09)
Increase involvement and attract new partners	Provide opportunities for involvement of others in the broader Partnership		Secure wide representation from all Partnership sectors in the main working groups			
	Promote the value to business of Business Biodiversity Action Plans	Encourage private organisations to develop Biodiversity Action Plans and engage in biodiversity as part of their Environmental Management Systems				
	Hold seminars on company Biodiversity Action Plans		Organise an annual seminar to promote the benefits of company Biodiversity Action Plans			
	Publicise Partnership	Provide added value for media releases – incorporate partner logo where relevant on Partnership publicity material Continue to develop and maintain the London Biodiversity Partnership website as a major tool for promoting the Partnership and sharing information				
Funding	Review Funding Strategy produced to guide bids for London Biodiversity Action Plan project funding	Integrate core and project funding Publish revised Funding Strategy	Publish revised Funding Strategy			
	Assist partners at strategic level in seeking external funding		Use the revised Funding Strategy in developing links with funding bodies. In some circumstances it will be appropriate for action plan working groups to negotiate funding, in others it may be advantageous for the Partnership to work in conjunction with partners, for example in seeking large grants from the EU			
	Review Business Plan in conjunction with Partnership	Consult the Partnership on revised Business Plan and further refine as necessary	Review Business Plan annually			

Appendices

Appendix 1: Notes to indicative funding table

- ♦ **Salary levels** for the Project Manager, Project Officer and Funding Facilitator are derived from a review (journal, web-based) of recent London based job advertisements for similar positions in the voluntary sector. Yearly increments of £500 are shown for each and they don't include any annual increase in cost of living.
- ♦ **Office expenses** are derived from cost figures provided by LWT. Office costs will rise from the current figure of £6,000 for one Project Officer when two further officers are employed. LWT suggest that overheads will be approximately £5000 per staff member.
- ♦ **Publications, Website, Promotion.** This is a speculative figure in that the Secretariat will have choices about how much it spends annually on website, other promotional activity and publications. It is shown as rising slowly on the assumption that more will be done in this area as the Partnership expands. It may be reviewed as the work programme is developed further.
- ♦ **Secured income.** The Esmée Fairbairn Foundation funding does not fit the normal financial year but spans from September of one year to August of the following year. Thus the amount shown in the 2004-05 financial year from this source may 'bleed into' the 05-06 financial year, making the shortfall between existing and required funding somewhat smaller than shown for 05-06.
- ♦ **Subscriptions from Boroughs.** The LBBF has proposed a £1,000 subscription fee and the table indicates the income to the Partnership if a slowly increasing number of London Boroughs were to pay this per year starting from a baseline of 10 boroughs paying. As such it is a speculative element of the table.
- ♦ **Other contributions from existing partners.** There are three partners who gave £5,000 for the year 2004-05. Following discussion with the Partnership, the assumption is made that this order of funding can be expected to rise substantially if the business case for higher levels of ongoing funding is convincing to existing partners. Therefore while the figures in this row are speculatively projected from the current promised level of £15,000 thus far in 04-05 there is good reason to suppose that this £15,000 figure is very much at the lower end of the spectrum. There may also be 'one-off' donations from existing partners that increase this amount for a particular year that are not expressed in this table. It is therefore assumed that the projected funding is reasonable and may indeed underestimate what can be achieved through contributions from existing partners.



Appendix 2: Advantages and disadvantages of legal and charitable status

Legal status

Advantages	Disadvantages
Ability to employ staff and enter into contracts without being influenced by another organisation's agenda	Exposure to financial liabilities and cash flow difficulties 'between grants'
A legal existence independent of the individuals who are members. It has rights and duties and can only act through its directors	Lack of engagement with partners who may feel that issues are now the independent body's problem
Ability to improving income generating potential ie to raise and hold funds and to source funds not otherwise available	Potential competition with existing bodies for funds
Independence of strategic thinking without being influenced by a sponsoring organisation's agenda	Organisational management is labour and time intensive in a context of very limited budgets

Although it is recognised that incorporation as a company limited by guarantee brings advantages in relation to fund generation and holding, research for the Plan suggested that the Partnership was not being unduly restricted in sourcing funds for its work at present by being unincorporated.

The main perceived disadvantage of remaining unincorporated is the unlimited liability to which members are exposed. However the Partnership has worked around this potential problem by securing and administering grants and other income through partner organisations and can continue to do so at least in the short to medium term.

Charitable status

Advantages	Disadvantages
Access to charitable funds	Strict and exacting regulations
Advice and support from the Charities Commission	Registering process is time consuming. Group must prove that able to fulfil the legal requirement to register
Immediate recognition that the aims and activities of the group are 'worthy and honourable'	Substantial annual auditing and reporting requirements. Requirement for trustees
Tax advantages	

The Business Plan notes the advantages in relation to charitable funds and tax of obtaining charitable registration. The tax advantages are significant and there are three methods of tax-effective giving that can be pursued as a charity - gift aid, payroll giving and share giving. The benefits are set out in the table. It should be noted only 20% of charitable donations currently make use of these advantages:

Method	Tax advantage to charity and giver
Gift Aid	Donations are increased by an extra 28% by the Inland Revenue. For example if a standard rate taxpayer makes donation of £100 the charity can claim an extra £28. Donation thus worth £128 to the charity at no extra cost to donor. Higher rate taxpayers can also reclaim £23 in tax relief from £100 donation. Gift Aid can be used in relation to solitary donations, as well as on direct debits and standing orders.
Payroll giving	Allows donors to give money to favourite charity straight from gross salary before tax is deducted. Thus a donation of £10 would only cost donor £7.80 (or £6 if individual is a higher rate taxpayer). Plus, the Inland Revenue will top up payroll gifts by 10%, turning a £10 donation into £11.
Share giving	Donors giving shares to charity are entitled to claim full income tax relief equal to the market value of their shares and any associated costs such as brokers' fees. So if a higher rate taxpayer makes a donation of £1,000 worth of shares to charity they will receive £400 in income tax relief, making the real cost of the donation only £600. There will also be no capital gains tax (CGT) applied.

To offset against these advantages, the financial and trustee responsibilities of charitable status would be added to already high work loads of some partners. The Business Plan proposes that with its limited resources at present to undertake these roles or the process of registration the Partnership does not seek charitable status immediately. It is proposed that this be a medium term objective using the resources of the expanded Secretariat to undertake the process of further research, support of potential office bearers and registration.







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