| | Ten Components of Excellence in Local Delivery Approaches | |
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| 1 | **Agreement about what needs to be achieved and how it will be achieved** | This component is about making sure that everyone involved in delivery it is clear about what it is that is trying to be achieved , how it will be achieved and what the benefits will be. Those involved in delivery need a clear 'route map' agreed among themselves, although the route map may come in many forms with varying degrees of formality. The route map sets out how the desired outcomes will be reached. It requires:<br>• A line of sight between national goals and local opportunities.<br>• A description of what is needed for goals to be achieved.<br>• That any underlying assumptions have been examined and are sound; this includes assumptions about cause and effect (i.e. "if we do this, then we get that".)<br>• That all relevant partners are involved including those impacted on by the proposals (such as landowners).<br>• Actual or potential links to other initiatives are understood<br>• That it can be read and understood widely. |
| 2 | **Doing the right thing in the right place** | Delivery should take place within an agreed geography, determined by:<br>• Opportunities and priorities for protection and enhancement of ecological networks, ecosystems and ecological processes ; and<br>• opportunities for multiple benefits from biodiversity actions (i.e. opportunities to embed the ecosystems approach).<br>The aim is not to do everything everywhere but to concentrate activity where it can have the most impact. Carrying out activities in the right location will often produce opportunities to work with other initiatives. |
| 3 | **Getting the governance and delivery model right** | Local delivery can take many forms. This will range from work by individuals and single organisations, through collaboration between small numbers of organisations to large multi-member partnerships. Successful delivery will be underpinned by effective governance arrangements that allow for efficient decision making and allow blockages to be identified and resolved. The most effective model of governance will depend on local circumstances The nature and size of any delivery arrangements may need to change as delivery progresses. Governance arrangements must be flexible, able to adapt to changing circumstances and allow for conflicts between competing priorities to be resolved. |
| 4 | **Wide support for biodiversity action** | The success of local delivery initiatives will be helped considerably if there is wide support from local people and other sectors. Engagement with the community and with other sectors can provide opportunities for delivering biodiversity gains in novel ways, create valuable new collaborations, and allow better use of scarce resources. |
| 5 | **Back room arrangements which support frontline delivery** | Integration and collaboration must become guiding principles for local delivery. Front line delivery needs to be supported by efficient administration and back office services. Where delivery is done through collaboration or partnership there may be a need for coordination or facilitation to bring interests together to create conditions for effective joint working. |

| 6 | **Building and maintain good working relationships** | Effective delivery requires good working relationships with others. Maintaining working relationships with others requires active effort. Good performance demands that people who want to take action which delivers biodiversity conservation get the support they need. Local delivery bodies must build trust, maintain and foster it. Outreach and on-going support should be built into delivery approaches. Mechanisms should exist to deal with any conflicts arising from competing priorities. |
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| 7 | **Securing resources** | Delivery requires resources (financial and/or non-financial). New ways of paying the way must be developed. Building collaborations with other sectors, or other parts of the environmental sector can be used to deliver biodiversity gains in creative ways. There is an urgent requirement for rapid development of new ways to procure resources and capacity. |
| 8 | **Understanding and championing the wider value of biodiversity action.** | Successful delivery initiatives must be able to articulate the wider benefits that they bring. Key messages must be effectively conveyed demonstrating:<br>• The natural environment provides tangible benefits to communities and its conservation is a responsibility of all.<br>• Improving the environment can make healthier lifestyles easier.<br>• Traditional nature conservation bodies need to be prepared to share leadership of biodiversity action with other local deliverers of public benefits such as health and well-being, climate change, crime reduction and economic development. Adopting the ecosystems approach within delivery can help with this.<br>In return, the delivery of public policy that has benefit to the natural environment must be alive to the importance of biodiversity action. |
| 9 | **Accessing the best possible evidence and knowledge** | Designing effective local action is dependent on having access to relevant and of good quality evidence. This evidence is made up of data (records of fact, such as vegetation survey data or individual species records), information (things interpreted from data, such as habitat inventories) and experience (local knowledge and skills, such as knowing about other local activity which may affect or contribute towards delivery). In addition to this there is a raft of socio-economic information that may be of valuable to local delivery practitioners. Clear reporting mechanisms are needed to allow progress to be monitored. Issues around access to relevant data (including legal issues around sharing between organisations) need to have been resolved |
| 10 | **Building strong networks for sharing of skills and experience** | Delivery activity should not exist in isolation. Good networks should exist to allow skills and experience to be exchanged between different initiatives, different parts of the country and different communities of interest (for example around health, access, or economic development). Functioning networks help to prevent isolation and allows working with other sectors and interests. An England network should allow blockages and issues to be raised and discussed with practitioners from around the country. |