Green Commerce Manual for Protected Site Strategies

Landscape Transformation Business Planning

3keel

NE793

NATURAL ENGLAND

Contents

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Authors:

Jim Elliott
Laura Watson
Russell Ashfield
Tom Curtis
Alison Rickett
Livia Barreca

3Keel is an **independent sustainability advisory firm**, working with clients spanning the full range of value chains, from the largest retailers through to working directly with farmer groups - and all stages in between. Since being founded in 2013, we have worked with a range of project partners spanning NGOs, governments, and private sector organisations.

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3Keel has been a B Corp since 2020. In 2023 we were recertified with an **outstanding 132 points**, which demonstrates our strong purpose and sound management.

What we do

Urgent action is needed to address the climate and ecological crises. We use our knowledge and skills to accelerate systems change and business transformation towards a world in which nature, people, and enterprises thrive.

Our Expertise

We combine a pragmatic and personal approach. This enables us to build close relationships with our clients to develop innovative solutions to complex challenges. We are continually developing our understanding of the most pressing sustainability issues facing clients, allowing us to support business resilience in a fast changing world.

Issues & methods

Our specialisms include nature-based solutions, GHG management, LCA, climate risk, deforestation and biodiversity.

Sectors

We are specialists in land-based systems, natural resources and supply chains. We have extensive experience in food & beverage, the wider FMCG sector and retail. Our team has direct, practical experience working in agriculture and in close collaboration with farmers.

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Executive Summary

Protected sites (European Sites, Sites of special scientific interest, or Marine conservation zones) cover 8% of our land area and 51% of inshore waters. Despite significant government spending, as of 2024, only 35% of SSSIs were in favourable condition, a decline from 38% nearly a decade earlier in 2016. A new approach to protected site management is needed. As a result of the Environment Act (2021), Natural England (NE) gained new powers to create 'Protected Site Strategies' (PSSs), and since then NE have been piloting delivery of these strategies.

As part of the wider PSS programme, 3Keel were commissioned to work with NE to develop an integrated Green Commerce Model for PSS, building on a previous concept note. The model, which we now call Landscape Transformation Business Planning (LTBP), combines systems thinking tools with business planning approaches to understand underlying causes and drivers of environmental underperformance and develop and implement clear plans to address them. This work included 1) a research and development phase to build the model from an existing concept, 2) a consultation phase where we worked with ICF (Inner City Fund), PAS (Planning Advisory Service) and Defra (Department for Environment, Food & Rural Affairs) and a core group of NE staff and PSS pilot coordinators, and 3) an iteration phase for developing and finalising outputs.

The LTBP consists of four phases:

1) System mapping,
2) Exploring solutions,
3) Preparing for action, and
4) Delivery and adaptation.

This model is designed to be iterative and cyclical - both within phases and for the whole process. The key principles for the model are that the approach is: transformational, delivery focussed, adaptive not linear, and addresses underlying drivers of environmental underperformance. All four phases are likely to be useful in the initial development phase of a PSS (before formalisation of the overarching strategy) to explore and experiment what is likely to work. But the phases and tools in the manual should also be revisited when a PSS is operational, to identify opportunities to fill gaps and adapt to changing circumstances. The model is designed to be adaptable and inspire innovation.

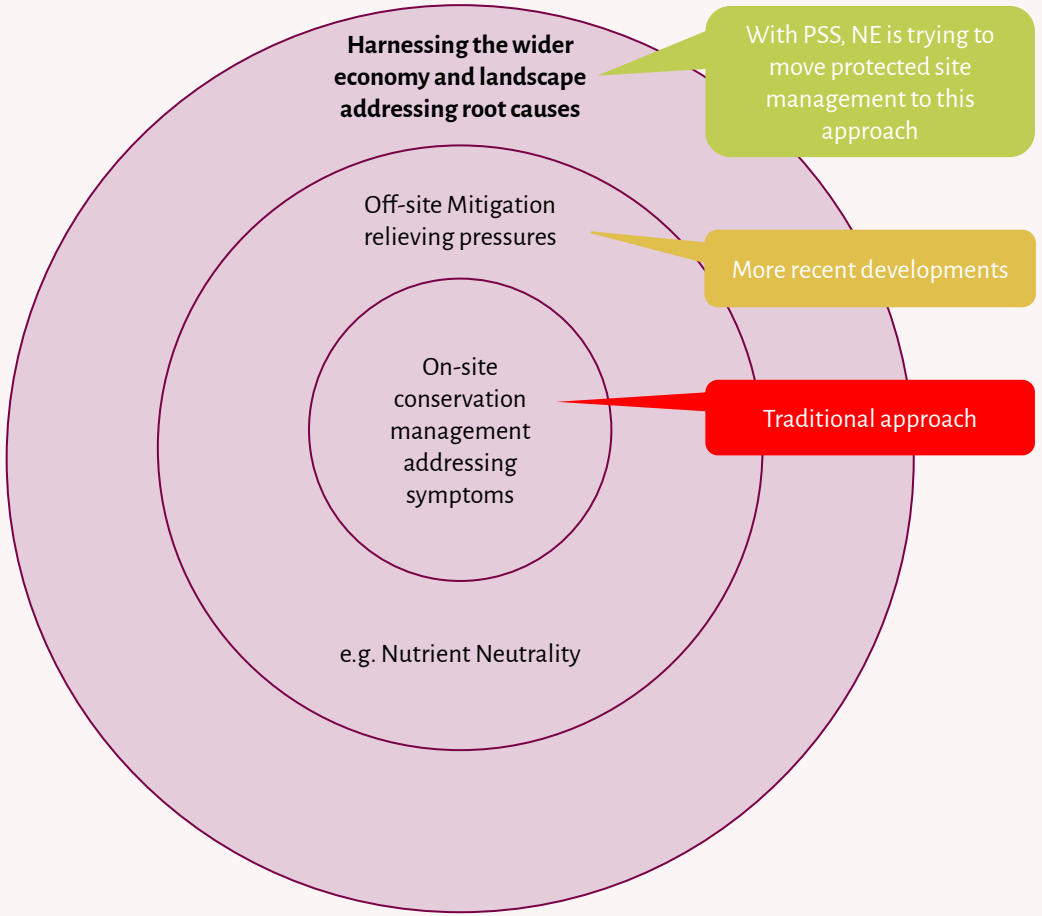
Introduction

Protected Site Strategies

The Protected Site Strategy (PSS) process is being designed to create meaningful change where traditional approaches have not been effective in improving site condition. Often this is because condition is being impacted by the wider landscape or economic and social drivers which are not being effectively addressed.

PSS is being seen as a tool to catalyse action to transform landscapes and seascapes for nature's recovery and a resilient economy. The condition of the protected sites is used as a monitoring point indicating the health of the wider landscape.

For PSS a "protected site" means— (a) European site, (b) a site of special scientific interest, or (c) a marine conservation zone— to the extent the site or zone is within England, Environment Act (2021)



The approach outlined in this toolkit, Landscape Transformation Business Planning (LTBP), aims to harness the wider economy and landscape, to address underlying causes and drivers of environmental underperformance.

Landscape Transformation Business Planning

Landscape Transformation Business Planning is an approach to systematically engineer changes in a regional land or sea economy, such that it delivers transformative and long-term change in environmental outcomes.

It provides a capability to deliberately select, combine and deploy levers and mechanisms like planning policies, grants, commercial land management practices and ecosystem markets, in a coordinated way to deliver a range of outcomes across landscapes. It enables creative new solutions to persistent challenges, focussing on action and delivery on the ground.

The **Landscape Transformation Business Planning process** is based on the following principles:

Focussed on addressing root causes - providing a plan for systemic change rather than being limited to attracting more funding to treat symptoms through conservation management approaches

Transformational - different from what has happened before, operating at landscape scale with interventions that 'shifting the needle'

Delivery focussed – built around producing and implementing clear plans that address problem statements in practice throughout the landscape

Adaptive - utilise adaptive management rather than linear project approaches i.e. avoid getting locked into a predetermined set of activities and end dates with no flexibility to alter course or build up over time

Collaborative - aims to foster collective actions that recognise interconnections between the economy, nature, society and culture to support more effective nature conservation and recover

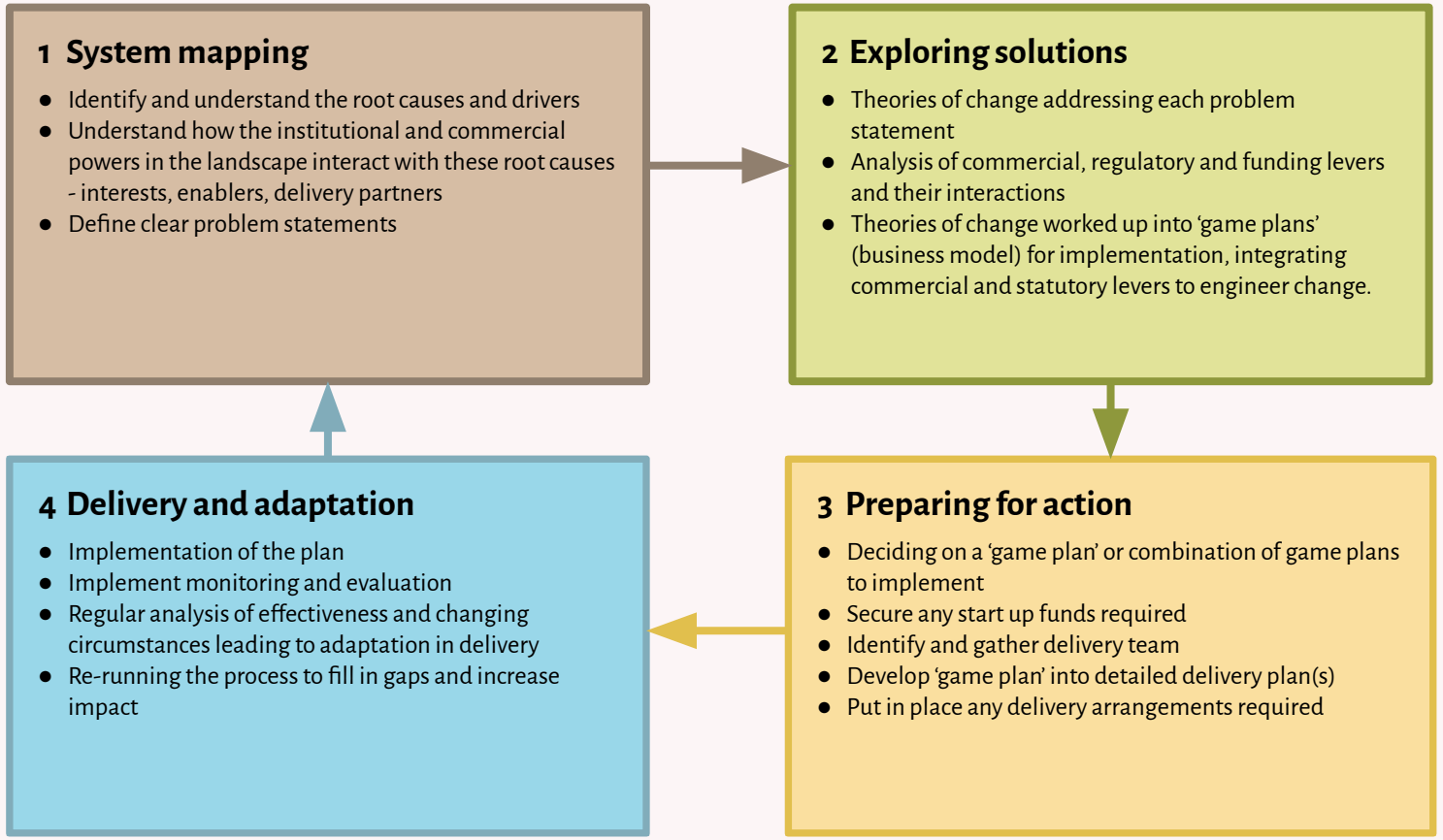
Proposed model

For more information and guidance on core and cross-cutting themes of the PSS approach, for example, purposeful stakeholder engagement, building skills/ communities of practice, project management, governance, please refer to the advisory guidance. The relevance of these core and cross-cutting themes will be highlighted at various stages throughout this manual.

For information on getting to stage 1, see the Advisory Guidance Phase 0.

The diagram below shows an overview of the proposed model to integrate green commerce into PSS, with more detail on the connections within phases in the diagrams that follow.

Principles
Transformational, delivery focussed, adaptive not linear, addressing underlying drivers/causes



Green Commerce

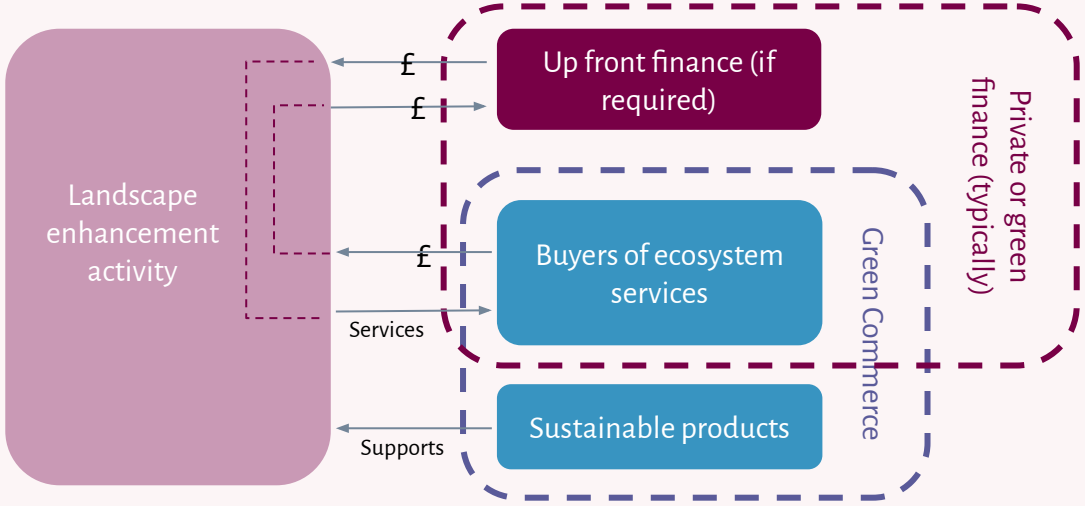
Harnessing and engineering the local land and marine economy so that it supports environmental recovery is central to Landscape Transformation Business Planning.

This means finding ways to ensure commercial activities (i.e. buying and selling goods and services) serve to improve environmental resilience and outcomes rather than damaging them: 'green commerce' (see diagram opposite). This includes purchase of ecosystem service benefits to improve business resilience, as well as creating markets for products that directly support sustainable land and marine management.

Green Commerce refers to all commercial activities (i.e. buying and selling) that serve to improve environmental resilience and outcomes.

Green Finance refers to investment in environmental projects that requires a financial return on the investment or loan for those providing the investment funds.

This manual covers all four main phases of the PSS process as identifying and deploying green commerce opportunities relies on insights and activities in each phase. Rather than a green commerce model being a 'bolt on' or 'module' of a wider PSS development and implementation process, our model is a proposal for how the wider PSS process should be conducted. While 'green finance' is often seen as a means to fund important conservation work, our proposed approach seeks to systematically engineer changes in a regional land economy, such that it delivers transformative and systemic, rather than marginal, changes in landscape outcomes.



Private business (from local to international) and public bodies including central government, local authorities and government agencies can all play a role in green commerce to the extent that they either carry out, or are otherwise involved in commercial activities (e.g. through regulation, innovation funding, purchase of ecosystem services like flood protection).

Using this manual

This manual outlines proposals for how a PSS can be developed and implemented using Landscape Transformation Business Planning to maximise impact. It is structured around the four main phases of the PSS.

All four phases are likely to be useful in the initial development phase of a PSS (before formalisation of the overarching strategy) to explore and experiment with what is likely to work. But the phases and tools in the manual should also be revisited when a PSS is operational, to identify opportunities to fill gaps and adapt to changing circumstances.

The tools, methods and approaches proposed in the manual are suggestions intended to help identify, develop and deploy new solutions to break down barriers to progress.

- Their relative importance will vary from one PSS to another
- Some will be more familiar than others
- Some PSSs will already have a lot of relevant information, data and insights to feed into the approach proposed in the manual

There is no obligation or expectation to follow the process exactly as outlined. In particular, it may be beneficial to move back and forth between and within some phases.

The ‘outputs’ listed for each phase are intended to help PSS’s develop and implement solutions that will work - they are not requirements and do not necessarily need to be a document or formal output.

PHASE

1

System mapping

Analysing systems to understand
and identify where change needs to happen

Introduction to system mapping

With the urgency to act to turn around the decline of nature there is a strong temptation to jump to thinking about solutions. Indeed, for many landscapes and seascapes there will already be a good idea of what the problems are and years or decades of work to try to address them.

However, landscape transformation business planning has been designed to be deployed in areas where traditional approaches have not been effective in turning around decline or mitigating emerging risks. **The system mapping phase is essential** for opening up new ideas and avenues for effective action to improve the environment.

Purpose

System mapping is all about understanding what needs to change and who has the power and resources to make change happen. It involves:

- defining a number of clear problem statements to be addressed
- investigating and understanding physical environmental processes relevant to the problem statements
- investigating and understanding the drivers or root causes of those physical processes
- investigating and understanding who the main players are in the land or marine economy, and what their interests, connections and resources for influencing change are.

System mapping can be thought of as a process for focussing in on the areas where there are the biggest opportunities to break the status quo, which will be the targets for the next phase: coming up with solutions.

Outputs

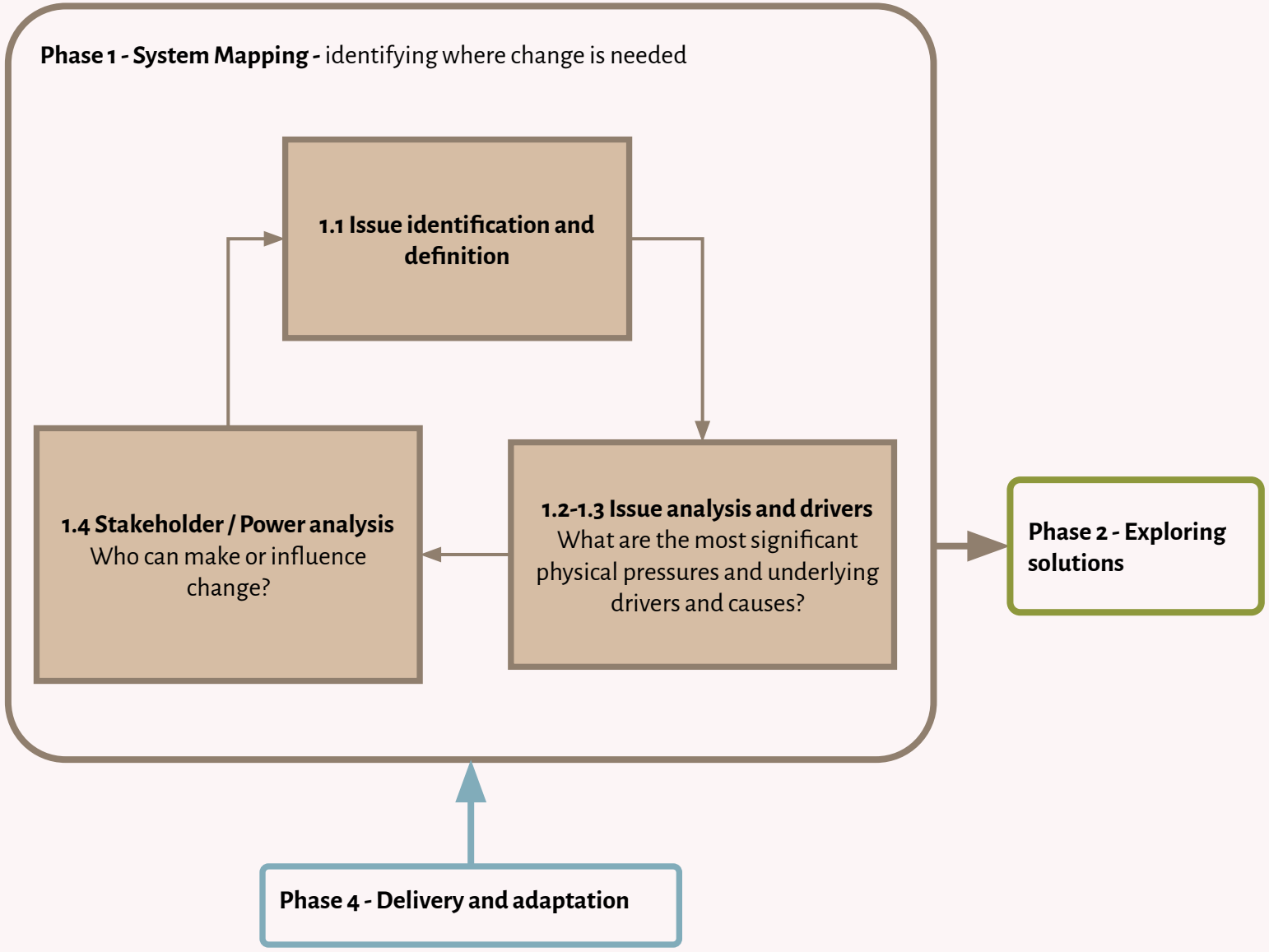
- **A cause and effect model for the problem/issue** - this identifies what the most significant root causes/drivers of the problem are that need to be addressed
- **A stakeholder power map** - this identifies who needs to change, who can influence change, and relevant connections (influence pathways) and resources.

Overview of system mapping

The system mapping process is not linear. It will usually start with identifying one or more high level target issues and problems (e.g. for PSS the condition of the site), followed by processes to understand in more detail the root causes/drivers of problems and issues and who has influence.

These latter processes lead to development of a number of problem/issue statement/s which form the basis of the solution exploring phase (2).

The diagram below shows the sub-stages of **Phase 1 - System Mapping**



1.1 Issue identification & definition

Problem statements provide the bounds and the scope for the rest of the landscape transformation process. Finding solutions, preparing for action and delivery and adaptation are all based on solving the problems and issues defined in the statements. They provide focus and clarity.

Completing a problem statement is an iterative process which involves integrating information gathered in the other steps in the System mapping phase. An initial issue definition provides the basis for physical pressure analysis, root causes/drivers analysis, and stakeholder power mapping, all of which feedback into understanding different framings and completing a problem statement.

Pitfalls to avoid

- **Rushing into defining a 'vision':** Avoid the temptation to do 'visioning' at this stage. While a vision can help to engage certain stakeholders, creating a vision for what the landscape should look like at this stage is likely to lead to jumping to solution development too early and consequently narrowing options and scope of the landscape transformation. It can also create a 'castle in the sky', distracting focus from the core task of creating delivery mechanisms.

- **Making the initial issue definition too narrow:** the purpose of landscape transformation business planning is to identify new entry points, angles and approaches to solve a persistent issue. Defining the issue too narrowly from the start can preclude the identification of potential new approaches.

There are three main stages to producing the problem statements:

1. **Initial issue definition:** The first task in this phase is to define one or more problems that need to be solved. This provides the basis for analysing the physical pressures and root causes/drivers to be addressed. This is likely to be on the performance of a protected site e.g. "pearl mussels are internationally important and endangered and the community in the Clun is not viable".

2. **Issue framing:** It may be useful to explore different problem framings, i.e. the different perceptions of the issue, e.g. for the problem "pearl mussels are internationally important and endangered and they are not viable in the Clun", other framings on this problem could be "development is being blocked by environmental protections" (economic framing), "farmers are always blamed for perceived environmental problems" (social framing), "the trout/ salmon fishery is important and is struggling" (recreational framing), "the river is too polluted to swim in" (recreational/public health framing) etc. This may involve some targeted and purposeful stakeholder engagement to gather perspectives, or may be possible to do with what is already known about the main stakeholder groups.

3. **Problem statements:** The problem statements will be the target of the solutioning, delivery capacity and implementation phases. They should clearly define the issues to be addressed based on the analysis of drivers and root causes and the problem framings identified, as well as roughly defining the geographical scope (see example in Appendix 1). The problem statement outlines:
   - The gap between the current situation and the desired situation
   - Provides some historical context for the problem
   - Outlines the impacts of the issue on different stakeholders, and the importance of finding solutions
   - Identifies the main root causes and drivers that need to be addressed

   For some areas it may be particularly important there is wider stakeholder buy in for the problem statements. In this case employing a facilitator to run a targeted process to develop shared problem statements is an option.

1.2-1.3 Issue analysis and Drivers

There is often an urgent need to treat the symptoms of environmental underperformance to limit damage and protect important species and habitats in the short term, for example with conservation management actions like scrub removal. But this approach is unlikely to be sustainable in the long term if underlying causes and drivers are not also addressed, providing a more permanent solution and enabling recovery, not just protection.

Alongside understanding the interests and drivers of the influential actors in the relevant land/sea system (phase 1.3), accurately identifying the most significant root causes of the problem is the basis for the solutioning phase (phase 2).

Pitfalls to avoid

- **Desire for perfect, comprehensive data:** It is natural to want to know as much as possible about a problem before trying to solve it. But environmental systems are complex and gathering comprehensive data could take years or even decades and is unlikely to be necessary. In most cases, there is probably already enough knowledge about the physical problems in a landscape to at least get started. Some extra data gathering e.g. modelling flow pathways of runoff, may be more appropriate for the solutioning phase of the process once there is more clarity that this sort of information is needed.

- **Doing stakeholder power analysis before drivers or root causes analysis:** Stakeholder analysis can feel like a good place to start. But LTBP is all about driving action that changes the status quo and shifts the needle on a persistent problem/s in the landscape. In this context it is important for stakeholder power analysis to be focussed on identifying and understanding those who can have the most influence on the problem being addressed: understanding the problem leads to identifying the most relevant stakeholders.

Issue and drivers analysis has two parts, and the information gathered feeds into cause and effect mapping to identify the most significant drivers and root causes:

1. **Issue and pressure analysis and diagnosis** is about understanding the physical issue, in other words the direct pressures and threats creating the problem. What ecosystem functions are underperforming in the landscape or seascape, contributing to the initial issue identified? Much of this will likely already exist, and the best sources of existing data and information will have been identified in the initiation checklist.

   It's useful to have an idea of the relative contribution of different pressures to the issue. This will enable more accurate identification of the most significant drivers and root causes. Addressing a pressure that is only causing five per cent of the problem is unlikely to be sufficient.

2. **Drivers of underperformance** is about understanding why the direct pressures are occurring e.g. why are trees and shrubs choking the sand dunes, why is farmland being managed in a way that leads to water pollution etc. It's likely that this will be less well understood than the direct physical pressures. Practitioners will have ideas and hypotheses about underlying drivers e.g. "farmers over stock their land because they think it will make them more profitable". Some research and insights from wider groups, e.g. local communities and user groups, may be beneficial to test these ideas, alongside considering local and national influences.

   Cause and effect modelling is a tool that helps to map and understand complex systems. It makes it easier to identify what the most significant root causes and drivers of an issue are over time (see appendix 2).

1.4 Stakeholder / Power analysis

Stakeholder power mapping is about identifying the most influential actors in the land or marine system, understanding their connections within the system, and what their interests are. It identifies who has the power to make relevant change, who can influence change in different ways, and who might be the core participants who can help deliver the change on the ground.

Part of this is starting to gain an understanding of the core interests of influential people and organisations, which on the face of it are unlikely to be related to the initial problem definition, and probably won't even be obviously 'environmental'. The task at the solution exploring phase (phase 2) is to identify interventions that serve both these stakeholders' interests and the environmental problem.

Pitfalls to avoid

- **Focussing too narrowly on the issue definition:** There will be relatively few stakeholders in the land or marine system who have much real interest in, for example, the plight of pearl mussels in Shropshire's rivers. There will be more who are interested water quality, flooding, recreation opportunities etc. (i.e. the relevant landscape functions and services), and possibly even more who have some interest in farm land and how it is managed (the underlying natural capital assets). The issues and drivers analysis, alongside a simple function/asset heat mapping exercise can help identify a wider pool of potentially interested and influential stakeholders.
- **Carrying out a wider stakeholder engagement exercise:** While there are points in the LTBP process where purposeful stakeholder engagement may be beneficial (for example, to gather information, understand drivers, secure participation of delivery partners etc.), the stakeholder power mapping exercise is not intended as an engagement process. Some information gathering may be needed, but the process of identifying and mapping influential stakeholders is itself a behind the scenes activity.

Stakeholder / Power mapping involves 1) identifying relevant influential stakeholders and 2) mapping them to understand their role in the existing system and the role they might play in transforming the landscape or seascape:

1. **Identifying influential stakeholders** can be done by splitting potential stakeholders into four high level groups (see appendix 3):

    - Those whose decisions directly impact the issue (e.g. land owners)
    - Those who have influence over direct decision makers or the decisions they are making (e.g. regulators, customers etc.)
    - Those who are influential within the local political economy (e.g. large businesses, local council, NGOs and community groups)
    - Those who are recognised local change makers (e.g. individuals recognised as leaders in the locality regardless of any official position)

2. **Mapping stakeholders**: there are a number of ways to 'map' stakeholders once identified. For example, stakeholders can be mapped on a power/interest matrix (though other attributes may also be useful to understand), and then relationships between the stakeholders can be added (appendix 2). Exploring solutions (phase 2) can then focus on:

    - How to activate influential stakeholders whose interests are aligned with the issue definition
    - How to find areas of common interest with influential stakeholders whose interests are not currently aligned
    - How to harness the relationships between stakeholders in pursuit of solving the issue

Further resources can be found in the PSS Advisory Guidance

PHASE 2

Exploring solutions

Identifying which levers and resources to mobilise to make change happen on the ground

Introduction to exploring solutions

The system mapping phase identified what the most significant root causes of the issue are, who has power to make or influence change, and crystalised this into a small number of clearly defined problem statements.

Exploring solutions uses all this information to identify theories of change for addressing the problem statements. Available levers for implementing these theories of change (commercial and regulatory levers, and public and private funding options) are analysed and combined to build up a range of comprehensive 'game plans' (or business models).

Understanding what motivates key influential stakeholders and finding ways to implicitly or explicitly relate this to the problem statements is the crux of finding solutions.

Purpose

Solution finding needs to produce a plan that is commensurate with sustainably addressing the problem statements. It ensures a wide range of options for addressing the issues are considered before honing in on and developing the most promising approach in the Preparing for action phase (phase 3). There will be many options for action that is relevant to the issue and worthy, but simply isn't going to shift the needle in a meaningful way. Finding solutions uses theories of change as a tool to sense check and justify if an approach is likely to work.

Understanding what motivates key influential stakeholders and finding ways to implicitly or explicitly relate this to the problem statements is the crux of finding solutions.

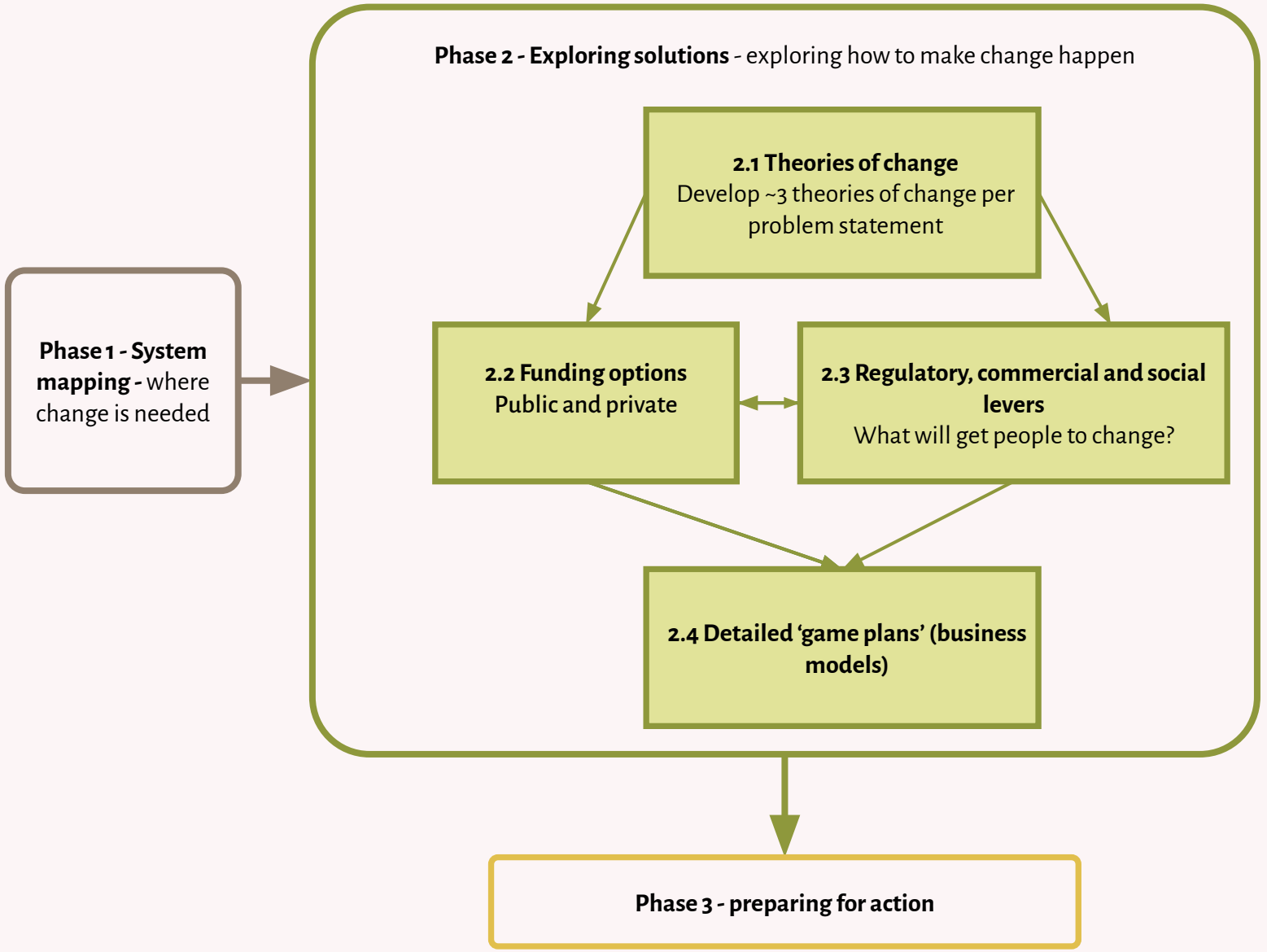
Outputs

- **A series of theories of change for each problem statement** - making sure a full range of options for addressing a problem are considered and that the logic for how they're expected to work is clearly outlined
- **A series of 'game plans' -** detailing how available resources and levers will be combined and deployed to implement theories of change

Overview of Exploring solutions

Finding solutions takes the problem statements (and underlying drivers and power analysis) from the system mapping phase and develops theories of change to address them. The theories of change are built up into detailed 'game plans' or business models by exploring delivery mechanisms to implement them. These consist of targeted set of commercial, regulatory and funding mechanisms selected and combined to deliver the theory of change.

The diagram below shows the sub-stages of **Phase 2 - Exploring solutions**



2.1 Theories of change

Theories of change outline a particular route or approach for solving each problem statement. It's beneficial to produce more than one for each problem statement as there is always more than one way to solve a problem and your final chosen approach may draw on elements of less obvious solutions that might otherwise have been overlooked.

The theories of change should be drawn explicitly from the issue analysis and stakeholder power mapping carried out in the System mapping phase (phase 1). Think about who (which stakeholders) the game plan is targetting, which root causes it's addressing and how.

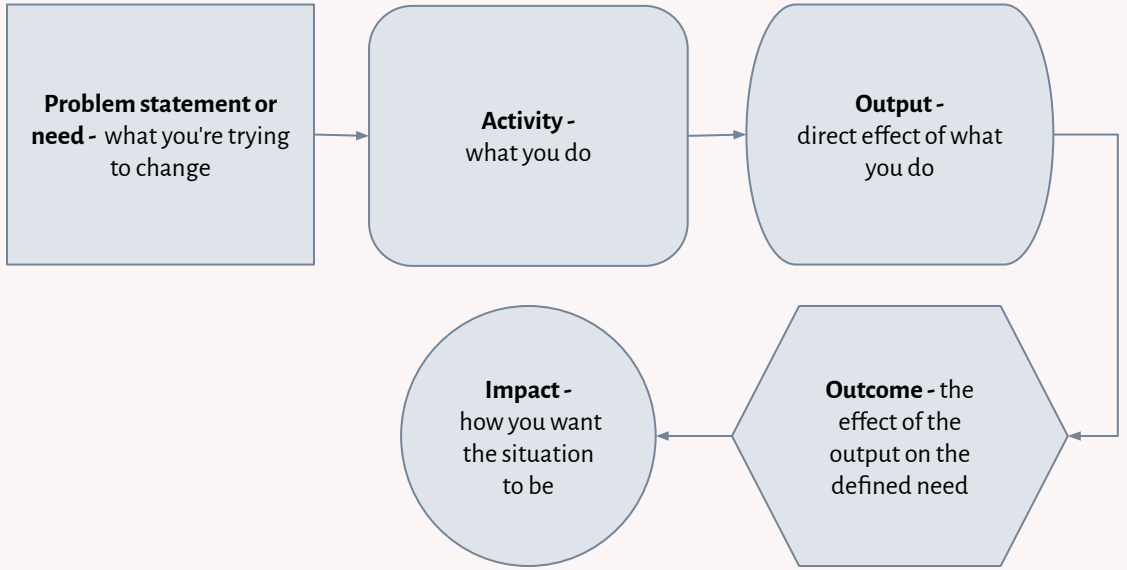
Pitfalls to avoid

- **Thinking too narrowly about potential solutions:** everyone involved in a Landscape Transformation Business Planning process is likely to have some preconceived ideas about how a problem might be approached. Zeroing in too early on a promising angle risks missing other approaches that may have ultimately contributed to the final approach chosen. This stage is the time to think big and bold.
- **Approaches not commensurate with the challenge:** often the most obvious 'solutions', and the apparently easiest to implement, will not be sufficient to meaningful set the landscape on a path to solving the problems identified. In almost all places there will be a long history of good work aimed towards improving environmental outcomes. For those embedded in these places and this work, there will be a strong temptation to reach for boosting what is already being done as the solution e.g. a bit more funding is needed for scrub removal. While that may be necessary, the inability of these approaches to achieve environmental recovery suggests they won't be sufficient on its own.

It may be helpful to start with a creative brainstorming session to identify all the different ways the issues identified might be approached (see appendix 4). Theories of change are then a useful tool for making the logic of each explicit and sense checking its ability to shift the needle on the issues identified.

A theory of change maps out the path from the problem or need, to activities, to outcomes and finally to impact. Importantly it also provides an opportunity to make explicit any assumptions required to make this logic path work, and to provide evidence where available for why the chosen activity/ies will lead to certain outcomes and then to the desired impact (Appendix 5).

The diagram below illustrates how theories of change can be constructed:

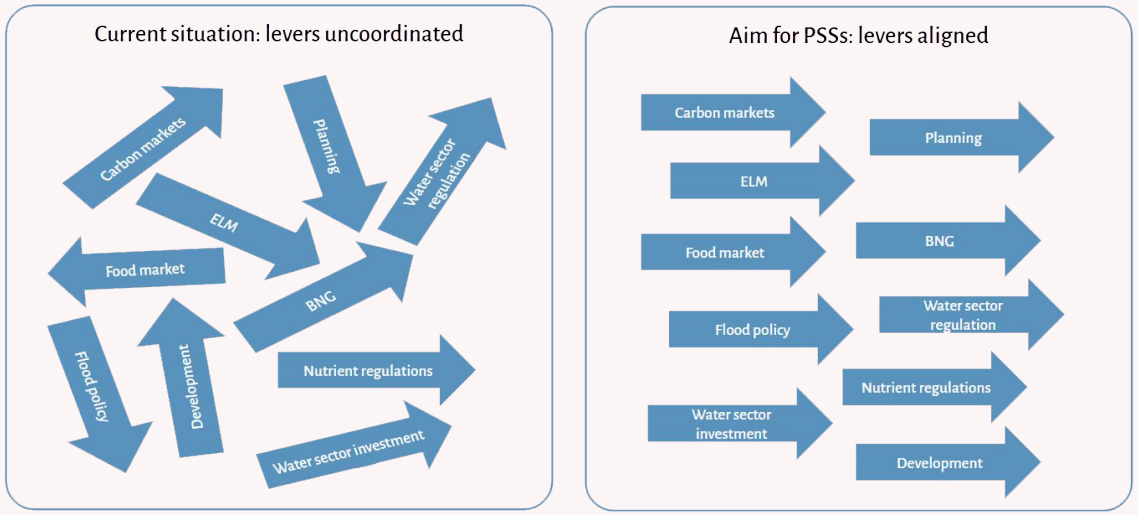


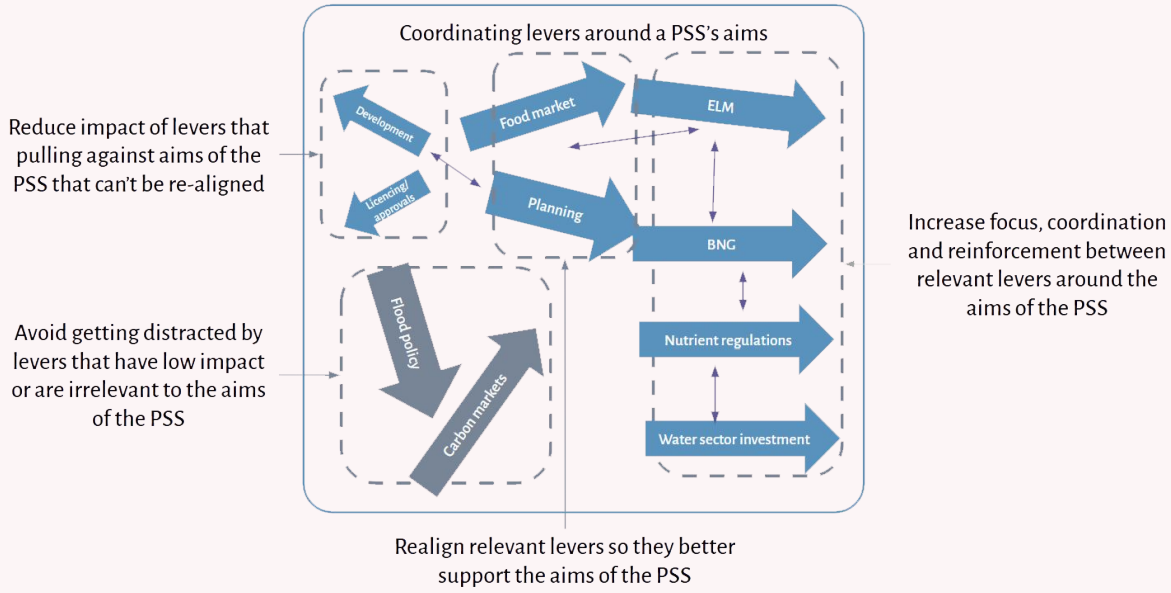
2.2-2.3 Funding Options and Levers (commercial, regulatory and social)

There already exists many levers and mechanisms which shape how land and seas are used and managed, and the environmental outcomes that result. Often these are 'pulling' or 'pushing' in different directions, slowing or blocking progress towards environmental (and often economic) goals.

This phase is all about identifying, selecting, combining and realigning levers and funding, in a deliberate and coordinated way in order to be able to successfully implement the theories of change to solve the problem statement/s.

A perfect realignment as represented in the top graphic opposite is unlikely to ever be achievable, but the bottom graphic shows a more nuanced and realistic illustration of how this realignment process could be carried out.





2.2-2.3 continued

Understanding interests and motivations

Theories of change or game plans will usually involve one or more of the following:

- stakeholders needing to change what they're doing
- stakeholders needing to change how they interact with others
- the need to find extra funding (for land management changes or other activities like skills development, knowledge sharing etc.) (more on next slide)

For all of these it is important to understand the interests and motivations of the relevant stakeholders, beyond their potential interest (or not) in the environmental problems at issue. What are the commercial, regulatory and social pressures and incentives acting on them? How can these be tweaked, realigned, boosted or eased to support the theory of change? Can the interests (environmental or otherwise) of big economic players be met through actions that also contribute to the theory of change, thereby opening up a new potential funding stream? Are there outside interests that could be brought in e.g. while they may have little interest in river water quality, big philanthropists interested in diet change for climate mitigation may fund work on MSO to reduce livestock numbers?

Creating conditions for private funding

If a theory of change involves attracting private funding, it is worth understanding why businesses are not currently paying. It might be that there is demand for nature-based services and the only thing preventing transactions taking place is a lack of knowledge of opportunities. In these cases private funding may be relatively easy to secure by marketing the projects.

However, it may be the case that, while a nature-based project or intervention appears to have benefits for businesses, the costs (including risk) and benefits are simply not attractive enough. Take time to understand why businesses are not currently paying for ecosystem services and explore ways to make the cost/benefit equation more attractive, for example:

- **Focus on core business needs -** select interventions that help address core business needs
- **Boost the value of benefits -** for example, find a provider that will offer participating businesses preferential interest or insurance rates, get councils and regulators on board so participating businesses can build valuable relationships etc.
- **Increase the costs of doing nothing -** for example, local council or regulator pressure, high profile local campaigning etc.

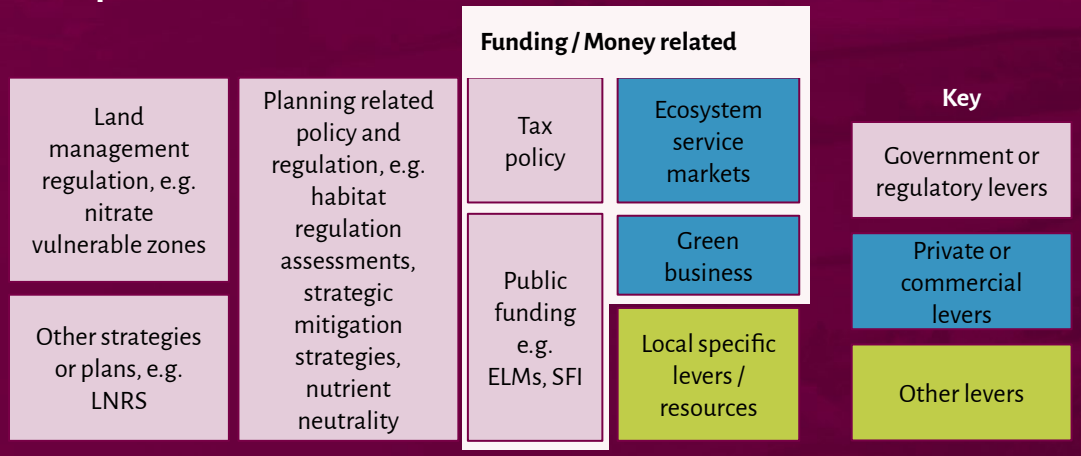
Further details regarding routes for attracting funding, public and private, are shown in appendix 6.

2.2-2.3 continued

Combining levers

Achieving change at scale requires levers to be combined in a coordinated way, acting on multiple parts of the system. Armed with a good understanding of the interests and motivations of the key players, and the underlying drivers that need to be addressed, commercial, regulatory, social and funding levers can be pulled in a coordinated way to solve the defined problem statements.

Examples of levers:



Further details on private financial levers can be found in the **LUC Green Finance Toolkit**

Opportunities should be sought to tweak different levers in order to boost delivery and reinforce solutions. In particular, thinking about how commercial and regulatory levers can be deployed in unusual ways to increase impact can be fruitful.

The Sussex Woods PSS pilot aimed to create greater incentives to control deer populations by creating reliable, large scale markets for venison. One of the barriers to providing venison at scale and controlling deer populations is the behaviour of deer, particularly fallow deer. They live in large herds and move around a lot, gravitating to 'sanctuaries' where little or no population control activities are taking place.

The PSS pilot team were able to facilitate the trial of a 'multi-landowner' approach to night licences which enabled co-ordinated culling across over 90 contiguous landholdings split within 3 separate Deer Management Groups. This is estimated to have doubled the number of deer culled and with a significantly higher proportion of does. The complexity and amount of evidence needed to secure a night licence means individual land owners would not have done it independently. However, it was an unusual use of the licensing regulations by the regulator (Natural England) facilitated by and for the PSS pilot. The night licences further supported the enterprise solution to the deer problem by stipulating that the licencees should target does (much more important for population control than bucks, the traditional target of deer stalkers).

2.4 Developing ‘game plans’ (business models)

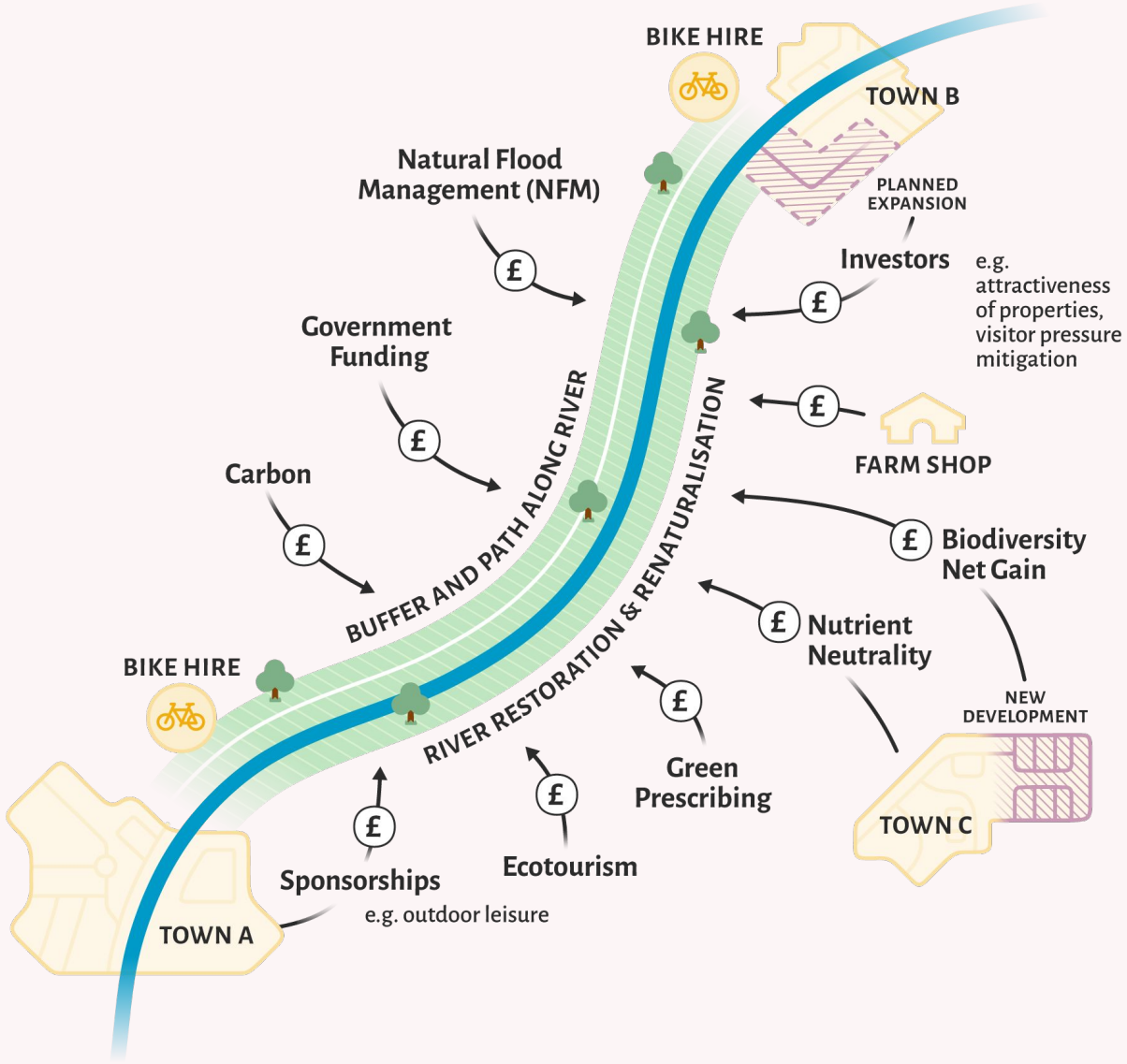
Combining theories of change with appropriate combinations of levers creates ‘game plans’ or candidate business models that, if implemented, would create transformative change in the landscape or seascape. It may also be helpful to start to think about the sorts of delivery arrangements that may be needed to implement each game plan, see phase 4.

At this stage, it’s beneficial to develop a few different game plans to keep options open and identify the best routes.

The image on the right is an example of how game plans and different levers could look, combined in a landscape.

Pitfalls to avoid

- **Dismissing game plans due to lack of evidence:** PSS enables experimentation and iterative development of approaches to solving problems in the landscape or seascape. While it’s important to identify where there is strong evidence to suggest an approach will not work, a lack of evidence to suggest it will work should not preclude it being considered. PSS is an opportunity to develop new solutions that may not have been tried before.



PHASE 3

Preparing for action

Final planning and building capacity for delivery

Introduction to preparing for action

The solutioning phase will have identified lots of different types of possible solutions. The aim of this phase is to consolidate options, gather a suitable team and resources, and design a delivery plan ready for implementation.

Preparing for action is all about focussing in on what is needed to deliver the 'game plans' chosen as the final approach, and streamlining resources around them.

Purpose

Preparing for action takes the process from exploration and ideas generation to the point where it is ready for implementation on the ground. It focusses resources around an agreed approach to transforming the landscape or seascape.

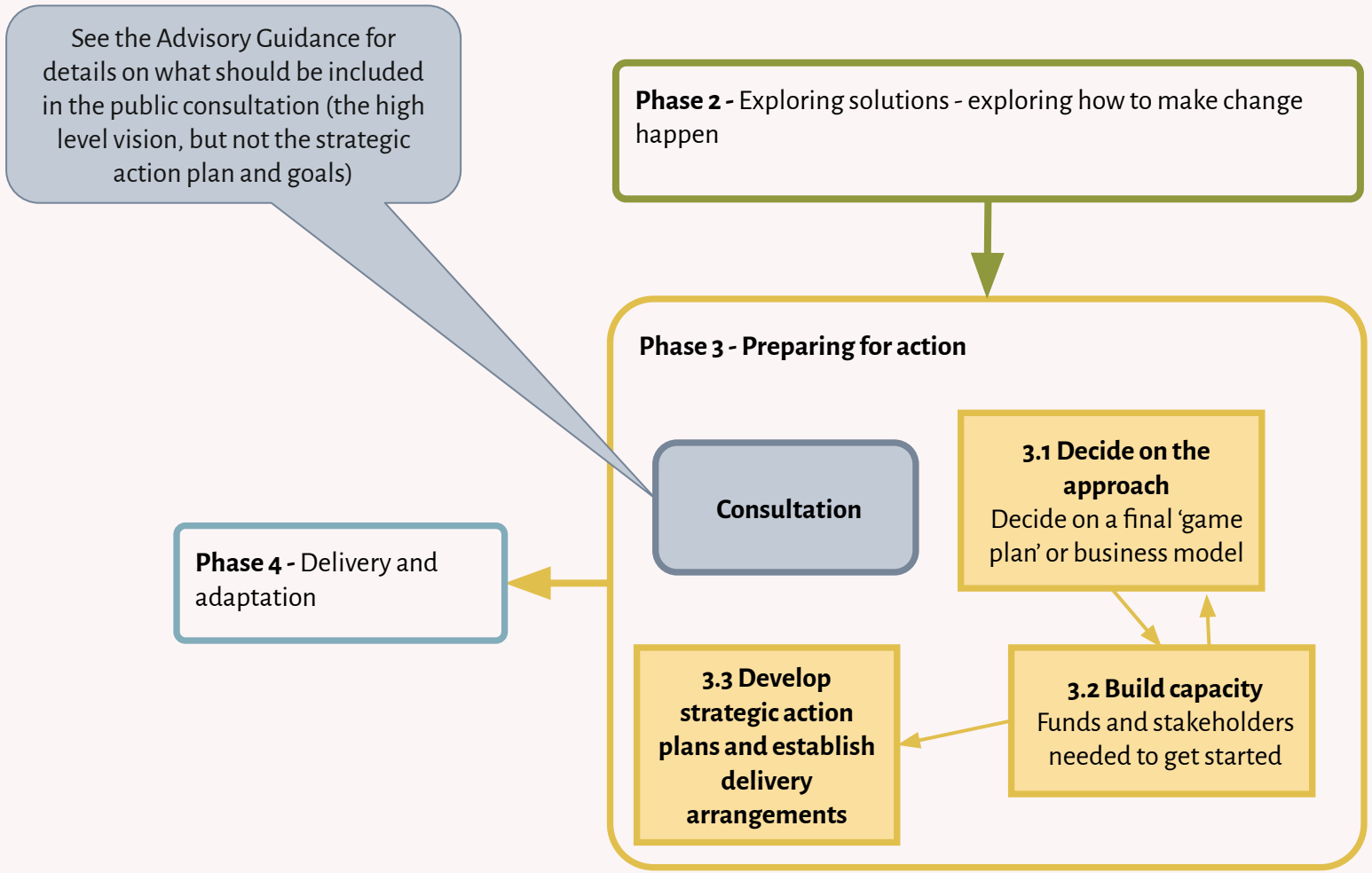
Outputs

- **An agreed approach** - selection or amalgamation of 'game plans' that are implementable and have the best chance of success
- **Building capacity - identification of resources required to deliver the approach** - secured sufficient funding to set up and support the delivery team in the final set up stages, and to fund the initial implementation activities, as well as identified and secured the participation of the appropriate individuals and organisations needed to implement the particular approach chosen
- **Finalised strategic action plans for implementation** - approach written up into a clear delivery plan agreed by the delivery team and other appropriate governance bodies of the PSS

Overview of Preparing for action

Preparing for action starts with deciding on a final approach based on the 'game plans' or business models developed in phase 2 - Exploring solutions. The process of identifying and gathering the resources needed may result in amendments to the chosen approach, for example to ensure the delivery stakeholders fully buy into it. Ultimately the game plan or business model is developed into Strategic Action Plans and any necessary delivery arrangements are set up.

The diagram below shows the sub-stages of **Phase 3 - preparing for action**



3.1 Decide on the approach

The first step of this phase is to narrow down on a coherent approach to be taken forward to implementation, by reviewing and assessing the detail from phase 2 - the game plans for addressing each problem statement, and the levers and resources that could be deployed to make them work.

Narrowing down an approach is important in order to be able to build a delivery team that is tailored to the specific requirements of the approach. There may be a need to revisit and refine the approach once the delivery team is assembled, as it is vital that the team understands and owns the approach fully.

Pitfalls to avoid

- **Assembling a delivery team before deciding an approach:** The delivery team should be tailored to the delivery of the approach, consisting of all and only the individuals and organisations who are best placed to implement it
- **Fear of failure:** While it's important to select an approach that is likely to be successful, there is also room for some risk taking. By definition this process is being followed because traditional/ tried and tested approaches have had limited success so there is a need to try something new and this will always come with a risk of failure. The process is adaptive, not linear, so there are plenty of opportunities to tweak and change direction where things are tried and don't work.

Deciding an approach may be as simple as selecting one of the game plans from phase 2, if there is one that would be particularly impactful. In most cases it's likely that the best approach will consist of a combination of game plans or elements taken from them.

Considerations in deciding on an approach are below:

1. **Impact -** how much of a difference will the approach make in solving the problem statements? If there isn't good reason to believe it will meaningfully 'shift the needle' then it needs reconsidering

2. **Feasibility -** is there a realistic chance of being able to successfully implement the approach on reasonable time scales? Is there a good likelihood of being able to form a delivery team that will have all aspects of the approach within their gift i.e. ensuring there aren't significant aspects of the approach which are outside the control of the team?

3. **Uncertainty -** does the approach rely on big assumptions for which there is little or no evidence? Can a small amount of research decrease uncertainty about whether the approach is likely to work? There is a need to balance risk and trying new things with having good reason to believe something might work (see 'Fear of Failure' pitfall opposite).

For complex PSSs where there is a lot of uncertainty and novel approaches it may be useful to undertake analysis on the merits of the different game plans.

Depending on the nature of the physical pressures and underlying drivers identified in the systems analysis, technical solution options may be important to identify during this stage, as an approach is decided.

3.2 Build capacity, assess & secure resources

These steps are all about gathering the resources and building the capacity needed to implement the chosen approach. As well as the funding for implementing actions as part of the plan, there are also ongoing operating costs for the delivery team, collaboration and knowledge exchange, associated governance, monitoring and evaluation and future adaptation and iteration.

A delivery team needs to be assembled, securing participation of the individuals and organisations needed to collaborate and implement the approach.

Pitfalls to avoid

- **Underestimating operating costs:** It's always easier to find funding for implementing activities on the ground than for ongoing operating and governance costs. But there is no implementation on the ground without those operating costs being covered, all the way through to monitoring, evaluation and adaptation/ iteration.

Further resources can be found in the **PSS Advisory Guidance**

Securing operating costs

For PSS projects, much of the operating costs will hopefully be covered by central government funding or may even already be underway. Other sources may include local project grants, innovation funding, philanthropic donations or investment from businesses who have an interest in the landscape or outcomes.

To build momentum it is also useful to secure some expressions of interests or agreements for at least some of the funding that will go towards actually implementing the approach/plan.

Building a delivery team

The delivery team needs to be built around the specific needs of implementing the chosen approach. Think about:

1. **Skills -** what skills are needed within the core delivery team and what can be bought in at appropriate times?

2. **Keystone players -** are there any people or organisations who are absolutely central and essential to the delivery of the approach?

3. **Size -** the core delivery team needs to be able to function effectively to deliver change on the ground. As a general rule a smaller team focussed on the specific delivery needs is likely to be more effective than a larger one that tries to be representative across stakeholders.

4. **Interests and power dynamics -** be aware of the balance of interests and power amongst delivery team participants in the context of delivering the chosen approach to ensure the team is committed to it.

3.3 Develop strategic action plans and establish delivery arrangements

This phase is all about making the final preparations before implementing the chosen approach. It involves crystallising the approach into one or more clear strategic action plans, outlining the activities to be undertaken and how they will be funded over time. It also involves finalising any delivery and governance arrangements such as financial mechanisms and legal arrangements. This should include thinking about how progress will be monitored and evaluated.

Pitfalls to avoid

- **Overly rigid governance and legal arrangements:** avoid tying things up too tightly or formalising relationships that don't need to be formalised which can save a lot of time and money and allow for flex and adaptation as implementation progresses. There are circumstances where formal legal/governance arrangements are needed (especially when funding is exchanged) so be clear and specific on those.

- **Trying to do everything all at once:** keep the action plan manageable in terms of scope and time-scale. Because this is an adaptive process there are plenty of opportunities to add in additional delivery and build up over time - getting going and building momentum is the priority at this stage.

Further resources can be found in the **PSS Advisory Guidance**

Strategic Action Plan

The Strategic Action Plan should include:

- Clear allocation of roles and responsibilities, governance and oversight,
- Details on how to secure funding for the necessary development and delivery costs,
- Specifics on legal, environmental and financial solutions that are required,
- Understanding of the opportunities for private funding to be included and how to create the right conditions to attract the funding (see section 2.2 above)
- SMART Goals, with a clear plan of how the goals will be achieved.

Annual plans may support medium-term objectives (3-to-5-year). Plans should also clearly align with the Strategy (and therefore with the higher-level vision). Plans should be agile and adaptable to allow for when things are not working but also to embrace new opportunities (for example, as a response to funding or technological innovations).

Delivery arrangements

Delivery arrangements should be built around the specifics of the Strategic Action Plan and the needs of the stakeholders involved. It can include crystallising how the delivery team will function and interact, as well as putting in place appropriate arrangements for any funding transactions and sharing risks, see Appendix 7 for examples.

There are numerous models and legal vehicles that can be used, it's important to ensure these serve and further the achievement of the desired outcomes - sometimes formalising relationships can do more harm than good (see pitfalls opposite).

PHASE 4

Delivery & adaptation (Operations)

Implementing and iterating the plans

Introduction to delivery and adaptation

The delivery and adaptation phase is all about implementing the Strategic Action Plans, monitoring and evaluating progress against the stated problem statements, adapting delivery as appropriate, and ultimately looping back to reassess the problems and find more avenues and opportunities for addressing them.

This is also an opportunity to expand on the scope of the initial strategic action plans, identifying new problem statements, or expanding the geographical area in focus.

Purpose

The purpose of this phase is to achieve real change towards solving the problem statements, adapting accordingly to ensure the situation continues to improve in the most effective way possible, and ultimately addressing the complex environmental issues that impact on protected sites.

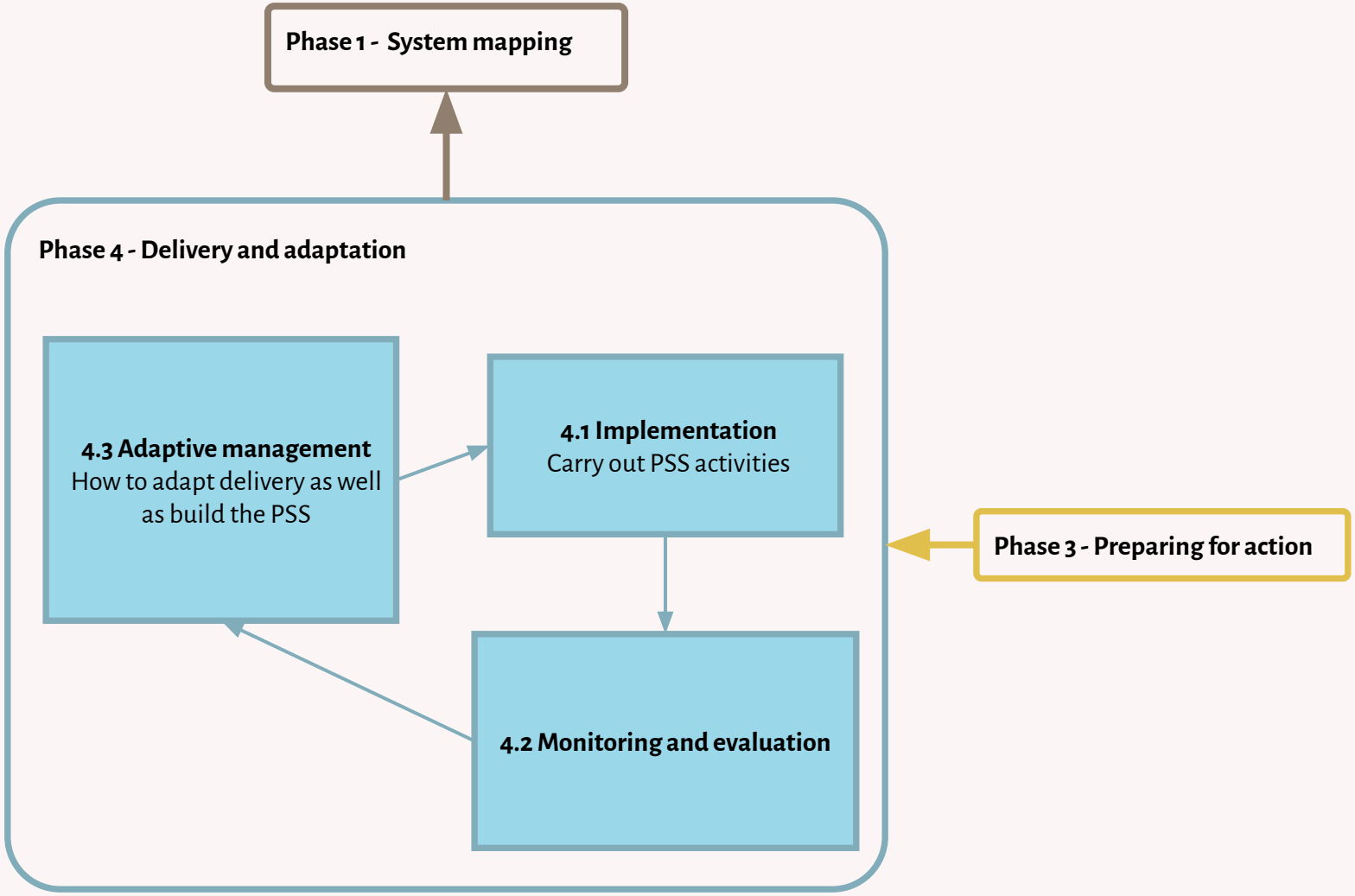
Outputs

- **Monitoring and evaluation -** a monitoring and evaluation plan should be thought about at the preparing for action phase. Appropriate gathering, reporting and evaluation of data will enable progress against the problem statements to be tracked. This is vital information for the adaptive analysis.
- **Adaptive analysis -** using the information from the monitoring and evaluation, the adaptive analysis should identify what has worked and what hasn't in the existing strategic action plan and why, as well as assessing overall progress in improving the landscape or seascape in the desired direction. The analysis identifies how delivery of the existing plan can be adapted to improve outcomes, as well as providing a basis for updating the system mapping running the process again to identify new opportunities to fill in gaps where delivery hasn't worked or to expand to increase impact.

Overview of delivery and adaptation

The delivery and adaptation phase starts with implementation of the strategic action plans. Monitoring and evaluation of the implementation is then key, which feeds into an adaptive analysis to inform improvements needed / possible in the delivery of the existing plans. This allows the revisiting of the system mapping to ensure iterative and circular development to fill gaps and expand delivery.

The diagram below shows the sub-stages of **Phase 4 - Delivery and adaptation**



4.1 Implementation

The Implementation phase will vary substantially between each PSS so specific guidance on how to implement each Strategic Action Plan cannot be provided in detail.

However, some overarching principles regarding implementation, and the next phases of monitoring and evaluation and then applying adaptive analysis to ensure constant iterative development of the process are suggested here.

Pitfalls to avoid

- **Falling into 'classical' conservation project thinking:** Be open to new ways of thinking, including wide collaboration and stakeholder engagement, avoid falling into a safe space of previous delivery with usual partners
- **Focussing on the protected site, rather than the whole landscape:** It is anticipated that many of the issues and problem statements relating to the protected site are likely to have drivers from the wider landscape or at least have opportunities for improvement from the wider landscape to benefit the protected site, so think wider than the site itself.

Implementing the Strategic Action Plan should be an agile process. It will require continuous monitoring, reviewing, and updating of the approach/plan to address change and remain effective.

Appropriate governance structures will be needed to oversee the process and provide direction and ensure accountability. A formal project management approach such as Prince2 or Agile can be adopted. Though this may not be necessary as long as robust procedures that can be scrutinised and adapted are in place.

- Use adaptive Project Management principles to manage budgets and people.
- Be clear about responsibilities and oversight arrangements.
- Monitor progress by defining key performance indicators and specifying milestones.
- Keep a register of risks and challenges and review this regularly.
- Maintain a schedule of engagement, consultation, deliberation, and participation activities with stakeholders and communities to ensure a continuous flow of information sharing and feedback.
- Enhance accountability and allow timely adjustments to strategic action plans.

Further resources can be found in the **PSS Advisory Guidance**

4.2 Monitoring and Evaluation

This phase has two distinct targets: monitoring the condition of the protected site (and relevant landscape or seascape targets), and evaluating the success of the PSS approach so far.

Monitoring determines whether the condition of the protected site, and wider landscape, is improving. Goals and milestones set out in the strategic action plan should also be tracked as part of this process.

Evaluation determines why the protected site condition is either changing or not.

See the **advisory guidance** for more details on Monitoring and Evaluation on the Knowledge Exchange platform, including a Monitoring and Evaluation factsheet.

Pitfalls to avoid

- **Choosing M&E that's more expensive than it needs to be to meet the aims identified:** There are different levels of M&E that can be chosen. For example. external parties evaluating the project, and external assessors collecting monitoring data will be more expensive than project delivery team self-reporting outcomes. The appropriate monitoring and evaluation method should be determined by the aims of monitoring, and stakeholder requirements.

- **Focusing only on individual site condition:** Focussing only on the condition of a particular site will likely lack the granularity to tell if progress is being made on shorter time scales. The process is also focussed on wider landscape or seascape transformation, and the whole landscape (not just a particular site) needs to be assessed through the M&E process.

Further resources can be found in the **PSS Advisory Guidance**

Monitoring: principles

Protected sites serve as indicators of healthy, naturally functioning landscapes. If the wildlife and physical environment within Protected Sites are compromised by issues such as neglect or pollution, that signals that the broader landscape is facing challenges that affect both nature and people. Conditions where this approach may need to be adapted include:

- PSS's will require different levels of monitoring, some more extensive than others, e.g. funders and partners may require monitoring beyond the protected site, and/or extending to full reporting and verification of the outcomes of their involvement (a Monitoring, Reporting and Verification (MRV) programme). The scope of these possible extensions will be defined by the project partners and local context.
- For some protected sites, monitoring data may need to be obtained through partners. For example, water quality monitoring information collected by the Environment Agency and utilities companies.
- Some protected sites may never reach favourable condition - other monitoring may therefore be appropriate for some landscapes.

See **Appendix 8** for further resources on Monitoring and extending it to MRV.

Evaluation: principles

Once information on the status of the protected site has been gathered, the next important step is to understand why any visible patterns are emerging. Evaluation should aim to understand whether reasons for decline or stagnation in condition are due to either:

1. the identified PSS high level vision and strategic action plan is working, but the current delivery mechanism is failing or preventing progress, or,
2. the PSS high level vision and strategic action plan isn't facilitating actions to improve the condition of the protected site

Knowing this will enable the protected site strategy team to choose the correct adaptive delivery approach.

4.3 Adaptive management

The Landscape Transformation Business Planning process is designed to be a permanent feature in the landscape, adapting over time to changing circumstances (e.g. climate change, or changes to social, economic, legislative and political agendas). It will apply learnings about what works or does not work, to continuously manage the improvement of the landscape or seascape as things change. This contrasts to traditional conceptions of a 'project' with a defined end point.

The principle of adaptation applies within a particular delivery or business plan, as well as from one plan to the next.

Pitfalls to avoid

- **Not seeking whole team input:** All delivery stakeholders should be consulted during this phase to adapt management and delivery of the PSS.
- **Not using innovation in actions on land to further adapt management:** Stakeholders may have their own innovative suggestions for on the ground actions, and other possible solutions. The success of these ideas that may have been trialed should be evaluated, and wider adoption considered.
- **Fallacy of sunk costs delaying adaptation during a delivery phase:** Adaptations should be considered as soon as it becomes clear that an aspect of the plan, or the plan as a whole, isn't working, either because circumstances have changed or because the plan was insufficient. As well as adapting the existing delivery, the process of system mapping and solutioning can also be restarted even while the existing plan is being implemented.

Further resources can be found in the **PSS Advisory Guidance**

Adaptation within strategic action plans

Strategic action plans should not lock partners into a defined set of activities even if it becomes clear they are not working or if the context changes making them less suitable. Plans should be adaptable to enable activities that are not working to be changed or discontinued, and to take advantage of opportunities that arise.

This may involve revisiting phases 1-3 and drafting additional strategic action plans, which stay true to the overall vision of the protected site strategy.

Another element to adaptive management is to encourage innovation and trialing of new ideas during the delivery phase. It's important not to constrain possible physical interventions.

Adaptation from one strategic action plan to the next – amending the protected site strategy

Adaptive analysis needs to identify what is working well, what hasn't worked as expected and identify the reasons why so that this can feed into finding other routes to have the desired impact.

This will involve using the data from monitoring and evaluation, and regular engagement with stakeholders to gather insights of where change is needed, for example, regular reviews or an 'all parties workshop' can be used to provide space to reflect and provide feedback on the process, and brainstorm new potential avenues (appendix 9).

This could involve developing additional Strategic Action Plans providing adaptation measures stay true to the overall vision and direction of the Strategy, or if a high degree of adaptation is needed a new high level vision (the protected site strategy) may need to go out again for public consultation.

Celebrate success and keep improving

Appendices

A1 - A9

Appendix 1: Problem statement example

Problem statements ensure everyone has a shared understanding of what is trying to be achieved and why. They summarise the information gathered in the system mapping phase in a concise form, providing a clear focus and scope for the solution finding phase.

Problem identification	What's the gap between the current and desired situation?	E.g. sand dunes do not support rare and important species such as sand lizard and natterjack toad because of proliferation of invasive plants.
Context	What's the background the the problem? How has it developed and what has already been done?	E.g. invasive plants including Japanese rose have increasingly been flourishing in the dunes. This disrupts the dynamism of the dunes and outcompetes native plants which form habitat for rare species such as natterjack toad and sand lizard. Scrub has been removed using expensive rented equipment, as well as by groups of volunteers. However, it quickly returns. There are significant settlements adjacent to and embedded in the dunes.
Impacts	How does the problem affect different stakeholders? How do they see the problem (problem 'framings')? Why is it important to solve?	The dunes are valued locally, but their ecology and management is not well understood. The encroachment of scrub puts a lot of pressure on local land owners (including Natural England and NGOs) as well as volunteer groups. Scrub makes the dunes less amenable to recreational uses.
Causes	What are the root causes and underlying drivers behind the pressures and threats impacting the problem?	Climate change and nitrogen deposition contribute to invasive plant growth, but the main underlying driver that makes scrub removal ineffective is escape of plants from gardens. Where these plants are, why people favour them, and how garden management impacts on escapes is poorly understood.

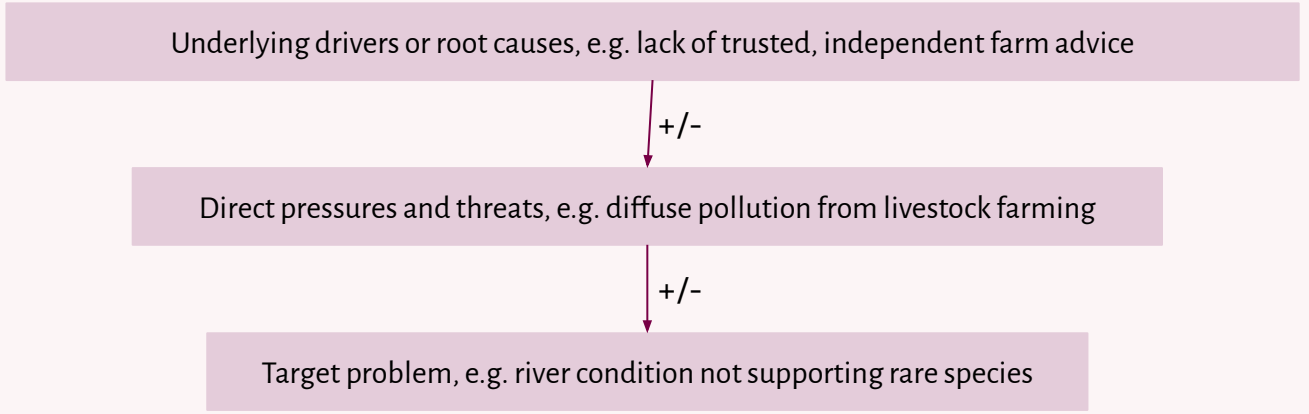
Appendix 2: Cause and effect modelling

Cause and effect modelling is recommended in the system mapping phase to provide a structured way to analyse the problems broadly and deeply enough to open up avenues for new solutions.

The system mapping phase involves analysing what is going on physically that is contributing to the problem identified, and why those things are happening (i.e. what are the root causes or drivers). Cause and effect modelling provides a framework for pulling this information together in a way that:

- Makes it easier to identify if any significant factors have been missed
- Helps to expand understanding of the full range of factors impacting on a problem, potentially opening up new routes to addressing it
- Provides greater clarity and insight on the most significant underlying drivers that need to be targeted in the solutioning phase

Cause and effect modelling starts with the initial problem definition (see 1.1) then builds up 'factors' contributing to this from the physical problem/pressure analysis and analysis of underlying drivers.



Extra resources: Consideo IModeler is a software package for cause and effect modelling which provides useful analytics for identifying the most significant underlying causes, and their impacts over time, which in complex systems are not always clear. See and here for an example of a platform for cause and effect modelling, and an further examples of modelling here.

Appendix 3: Stakeholder power mapping (1 / 2)

Identifying stakeholders

It may be useful to add to the lists proposed below in identifying potential influential stakeholders. Remember this stage is about identifying those who can influence or help implement solutions - it is not necessary to identify a wider set of stakeholders who may be impacted by or otherwise interested in the process at this stage. A wider stakeholder identification process may be more relevant later if consultation or consensus building is required.

Try to identify 'non-usual suspects' who might open up new routes into the problem. One way of doing this is to think about people and organisations who might have interests in the the same underlying natural capital assets (eg arable land, pasture, woodland, waterway etc. that are key to solving the environmental problem identified, even if they don't have an environmental interest per se.

1. Direct decision makers

E.g. Land owners and land managers (grouped as appropriate e.g. members of farm cluster; suppliers to a specific large food manufacturer; NGOs etc.)

2. Influencers of direct decision makers

Soft power E.g. farm advisers	**Soft and hard power** E.g. a customer who can facilitate learning/ skills development as well as putting requirements in a contract	**Hard power** E.g. a regulator

3. Big players in local political economy

Big economic players E.g. biggest local employers	**Economic players with direct landscape interests** E.g. a food manufacturer, an infrastructure operator with environmental risks etc.	**Community and local Interests** E.g. local council, community flood group etc.

4. Local change makers

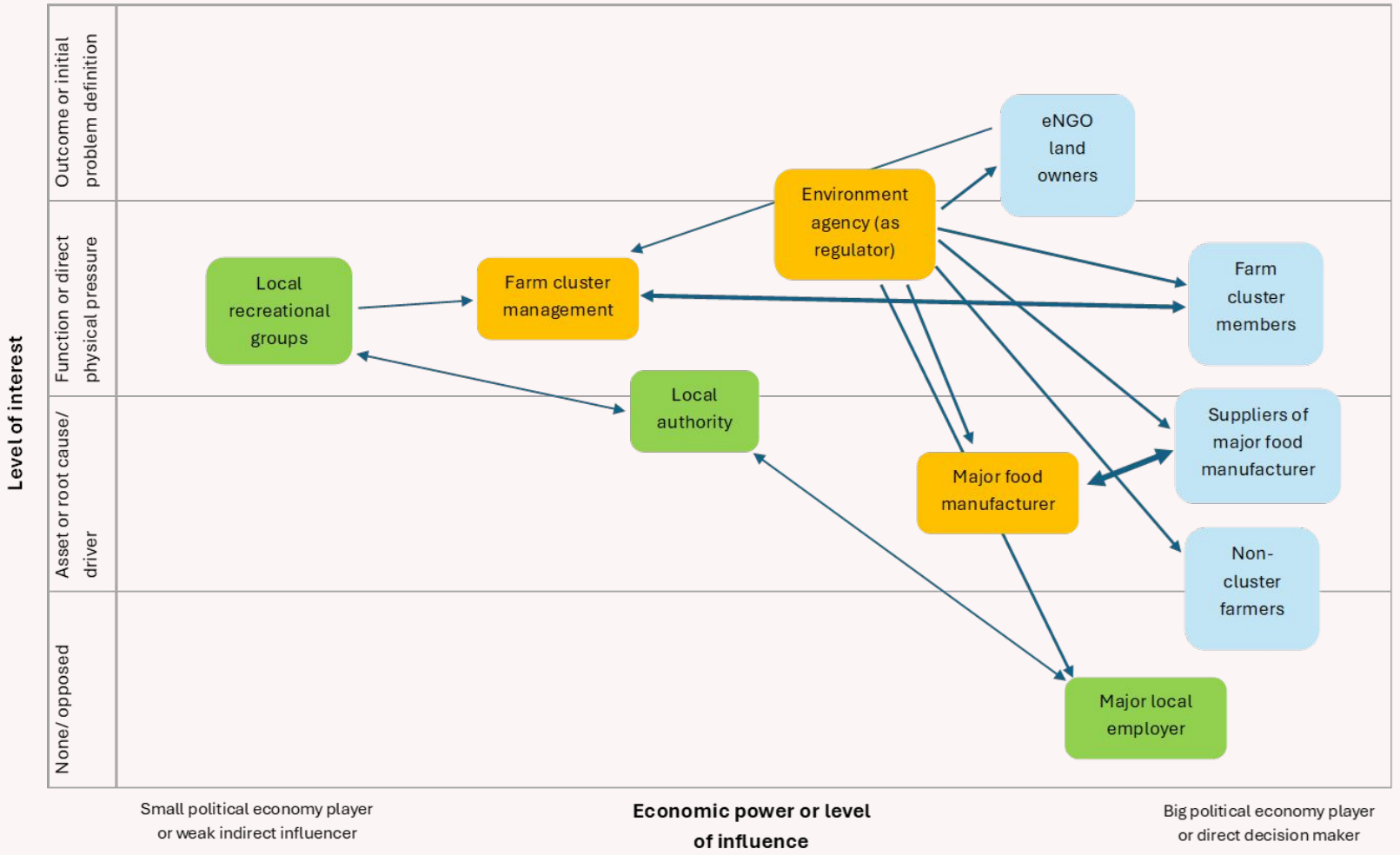
E.g. local celebrities, community activists, farm cluster staff, an influential local landowner etc.

Appendix 3: Stakeholder power mapping (2 / 2)

Mapping stakeholders

The identified stakeholders can be placed on a map like the one below according to their level of influence on the problem, and their level of interest in the problem. This creates a visual output, which can be used to identify those stakeholders most important to work with, highlighting who needs to change, and who can bring pressure to bear.

It might be useful to breakdown to sub-organisation level for some large stakeholders as influence and interests may differ across different departments. Understanding internal dynamics can be crucial. The nature of relationships and what is known about stakeholders' interests can also be added as notes on the map.



Appendix 4: Examples of approaches

The boxes on the right side of this page highlight a range of possible approaches that might be relevant to protected sites. This is indicative only, and does not encompass all possible solutions.

These are intended to help trigger and open up new possibilities that might not have been considered.

A specific **policy** needs to change, before a collective can go any further with the PSS

Landscape scale, **supply chain led projects**, for example Landscape Enterprise Networks (LENs)

Knowledge exchange work, for example peer to peer learning within communities, farmer cluster groups or demo farm networks

A **project pipeline** that is open to crowdfunding, for example Projects for Nature

Collecting **data**, so that individuals can see how they're linked to a wider landscape problem, and could see ways to solve it

Collaborating with a **local community group**, who want landscape change, but may not be motivated by conservation

Campaign or workshops against **anti-social behaviour**

Green business e.g. venison market creation

Blending different financial mechanisms

- For example - Public funding to cover some actions on farm, and private funding to allow actions to go further. For example private funding to test solutions that don't yet have proven impact
- For example - Blending sponsorship funding with green prescribing funding, where a new outdoor leisure activity e.g. new footpath is created as part of the solution

How can PSS draw together **existing initiatives** to address the problem statement of the PSS? Could PSS make action happen quicker, open doors or bring pressure to bear through collaboration with for example Farmer clusters, other strategies e.g. Local Nature Recovery Strategy (LNRS) and Catchment Sensitive Farming (CSF) or other grant schemes e.g. Landscape Recovery and Natural Environment Investment Readiness Fund (NEIRF)

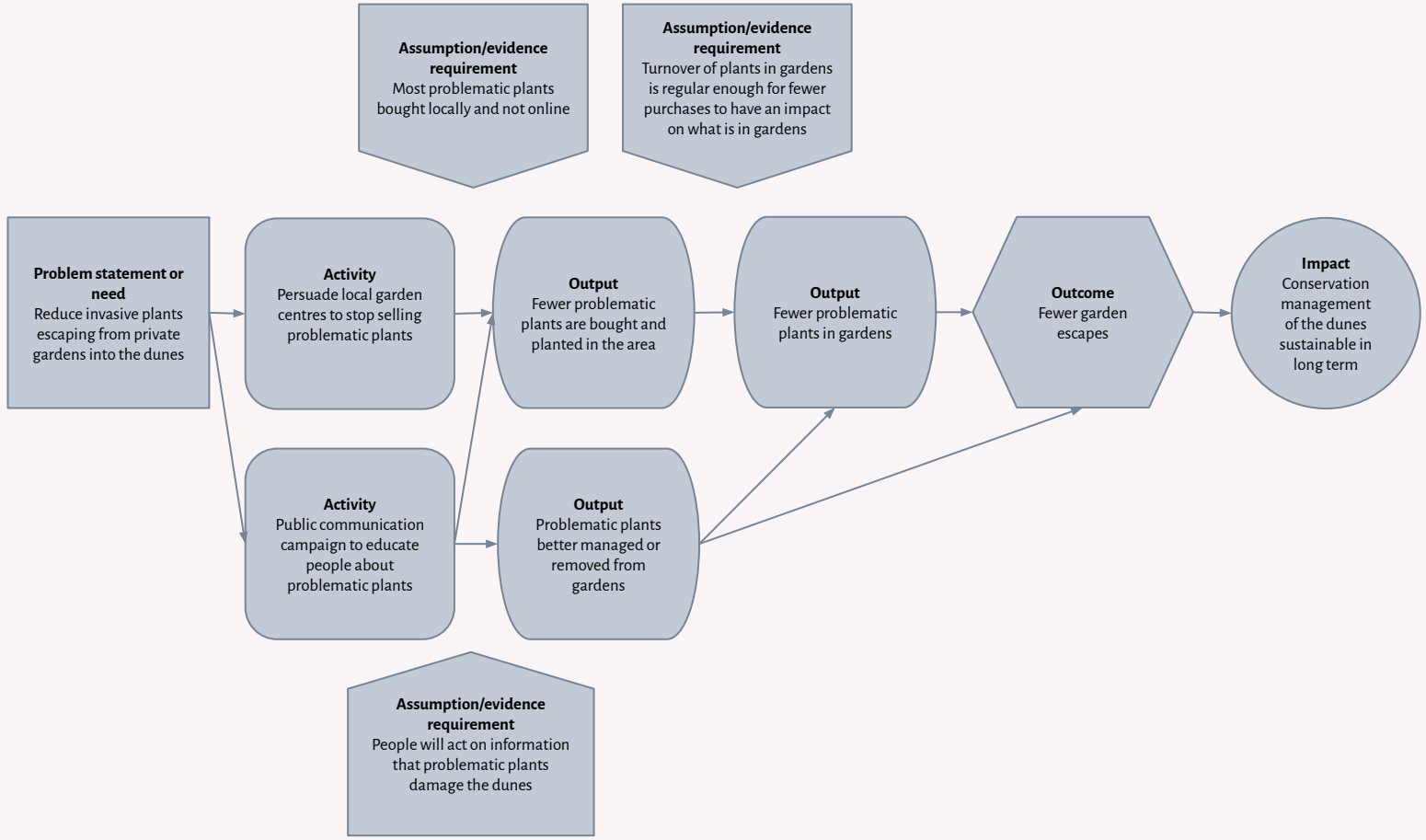
Appendix 5: Theories of change

Theories of change make the logic chain of a particular approach to solving a solution explicit. They are helpful for identifying and filling gaps to ensure solutions are commensurate with the challenge and can shift the needle on the identified problems.

As an example, testing potential approaches to reduce scrub to improve sand dunes for nature:

1. reduce availability of invasive plants to buy
2. encourage better garden management through education
3. provide alternative plants and support to replant
4. Species control agreements and orders

The graphic below shows how a theory of change might be constructed in the context of PSS:

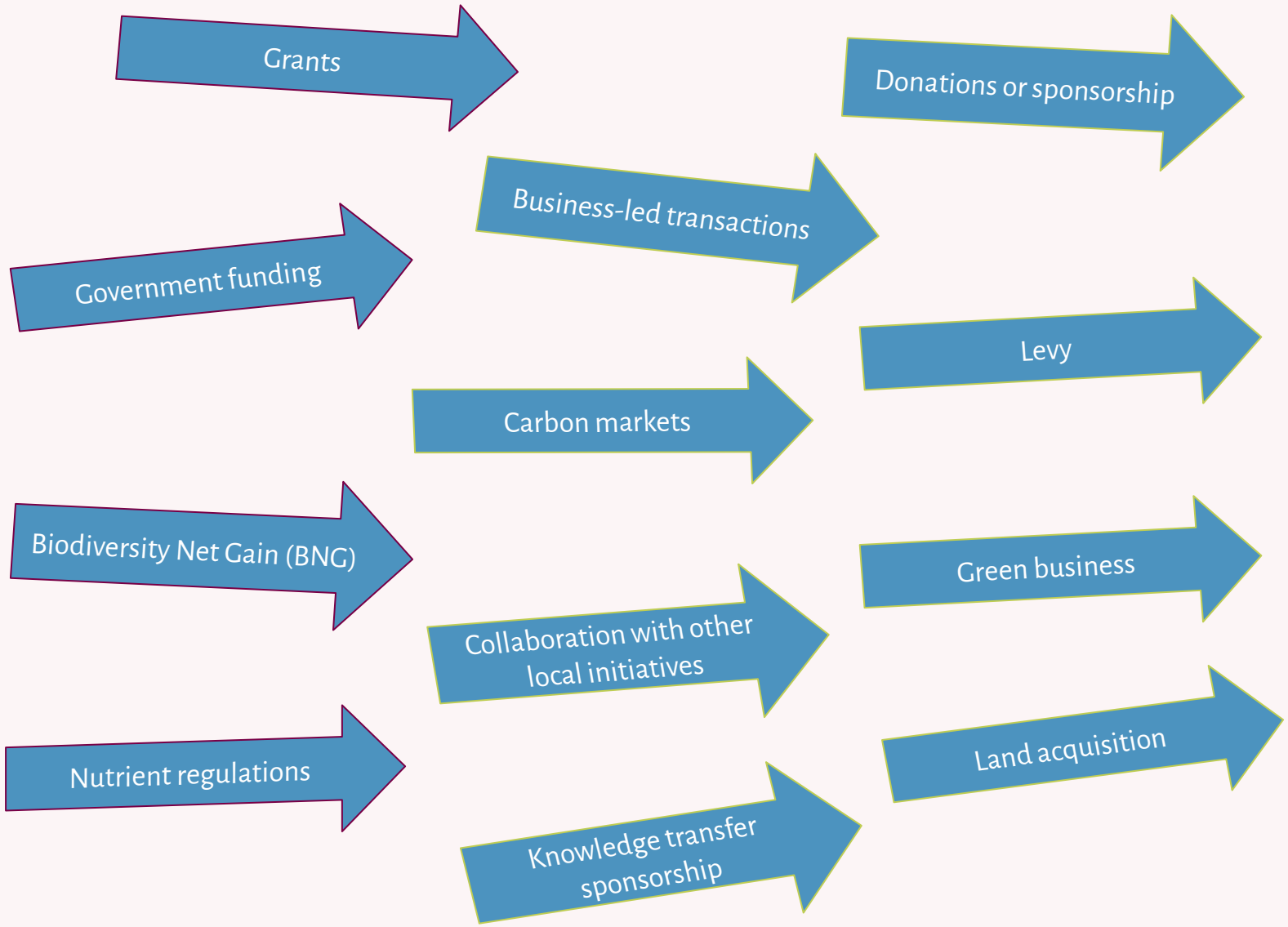


Appendix 6: Possible routes for attracting funding

There are lots of different options for funding the activities that the identified theories of change (ToCs) and the PSS define.

The arrows on the right outline a range of 'routes to market'. The blue outlined arrows highlight those that are more established. Those highlighted in orange are less mature and require different conditions for success.

Along with the theories of change or game plans, the stakeholder analysis is useful to consider here too, as the type of stakeholder will have an influence on the type of route to market which might be most appropriate.



Appendix 7: Financial model examples

There are numerous financial models that can be used to enable transfer of funding. Delivery arrangements should be built around the specifics of the Strategic Action Plan and the needs of the stakeholders involved.

Opposite are examples of just three workable financial mechanisms through which buyers/funders of nature recovery work can transfer funds to suppliers/farmers.

Option	Description
Memorandum of understanding (MOU)	In this structure, the different buyers come to an MOU on who will contribute what amount for what measures. These parties then invest in parallel by transferring their respective contributions to a supply aggregator (usually preferred), or directly to the supply parties (less common).
Individual contracts with the supply aggregator	This option is a more formalised version of the above. Rather than an MOU agreement between demand parties (buyers), in this mechanism a supply aggregator draws up individual contracts with each buyer. Each co-funder then transfers funds according to their respective contract. This legal framework provides security for all buyers and suppliers; they can be more certain that all co-funders will fulfil their payment commitments.
Via a buyer/demand aggregator	This is where funds are collected via an independent neutral party - a demand/buyer aggregator - before they are transferred to a supply aggregator or directly to suppliers. The role of demand aggregator can be fulfilled by a range of entities: ● An existing stakeholder in the project (usually inadvisable as it is more difficult to maintain neutrality and can encounter legal/bureaucratic challenges) ● A bespoke entity. ● Another third party, under e.g. an Escrow arrangement ● An existing trading platform such as NatureBid or EnTrade.

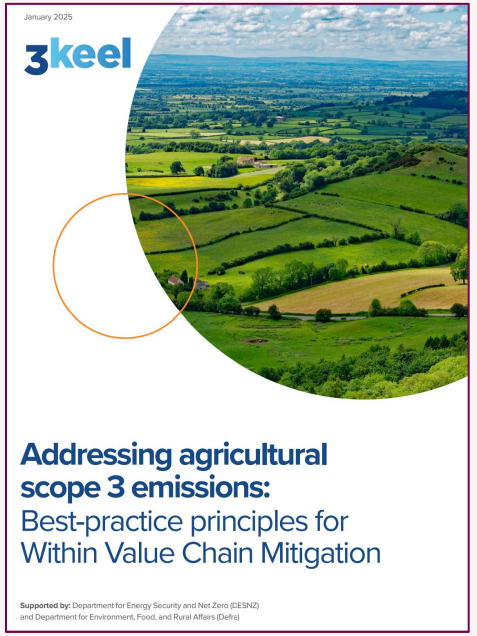
Appendix 8: Extending Monitoring to MRV (Monitoring, Reporting and Verification)

There are various **frameworks** M&E may need to consider alignment with:

Frameworks to consider alignment with:
Greenhouse Gas Protocol - in particular the Land Sector Removals Guidance (LSRG)
Science Based Targets Initiative - in particular the Forest Land and Agriculture Guidance (FLAG)
Appropriate UK legislation - for example Biodiversity Net Gain (BNG)
Taskforce for Nature Related Financial Disclosures (TNFD) & Taskforce for Climate Related Financial Disclosures (TCFD)
Taskforce on Nature Markets
EU Corporate Sustainability Reporting Directive (CSRD)

Additional principles:

- A baseline should be taken at the beginning of the process.
- Choose a balanced, harmonised and proportionate approach.
- Ensure alignment with partner requirements.
- Operate over a landscape scale
- Define a clear purpose, frequency, responsibility, method and granularity for monitoring and evaluation.
- Involve land managers in monitoring taking place on their land.
- Define data ownership - land managers may want to own data about their land, and use it to make decisions about management. Decide whether any individual farmer data is anonymised and outcomes are reported at a landscape level, or whether there's a different data ownership arrangement.



Appendix 9: Adaptive analysis

Suggested topics to cover for a reflective workshop.

Agenda topic	Purpose
A reflection on the successes of the last/current period of delivery	Provide a space where successes can be acknowledged and shared.
A look ahead to the next cycle	PSS team present on their ideas for the next cycle of the PSS, and how they could build on their successes into the future.
Workshop session: looking ahead	A workshop session that gives stakeholders an opportunity to share feedback, and brainstorm suggestions for the next PSS cycle. Encourage innovative thinking and encourage peer-to-peer learning during workshop facilitation.
An expert knowledge sharing session	An expert could deep-dive into a particular part of the PSS process, for example monitoring and evaluation, or building a delivery team. Provide this as an opportunity for peer-to-peer learning.

www.3keel.com

3Keel Group Ltd
7 Fenlock Court
Blenheim Business Park
Long Hanborough
OX29 8LN

t: +44 (0)1865 236500
e: office@3keel.com

About Natural England

Natural England is here to secure a healthy natural environment for people to enjoy, where wildlife is protected and England's traditional landscapes are safeguarded for future generations.

Further Information

This report can be downloaded from the Natural England Access to Evidence Catalogue. For information on Natural England publications or if you require an alternative format, please contact the Natural England Enquiry Service on 0300 060 3900 or email enquiries@naturalengland.org.uk.