



Surrey Nature Partnership

Healthy Environment | Healthy People | Healthy Economy

Business Plan

2015-18



To see a healthy
natural environment
throughout Surrey
supporting economic
and social benefits

Tom Marshall



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Executive Summary

- Our Vision is to see a healthy natural environment throughout Surrey supporting economic and social benefits.
- Our Mission is to hard wire recognition of the value of the natural environment into all decision making resulting in more informed decisions for Surrey. It will increase recognition of the value of our natural capital and ecosystems as critical assets for Surrey, as important as its financial and social capital, and promote the need for thoughtful, sustainable management of these assets.
- Surrey Nature Partnership (SyNP) is one of 48 Local Nature Partnerships nationally, mandated by Government in 2012 to provide a strategic co-ordinating role for all those interested in the natural environment in Surrey.
- Local Nature Partnerships have a strategic remit for sustainable land management, supporting the economy and promoting health and well-being; they were established to provide a source of expert advice to Local Enterprise Partnerships as they develop, and implement their economic development strategies.
- Surrey has a rich heritage of wildlife, valued by both residents and visitors. It is a popular place to live and work and it is an economic powerhouse that supports the national economy.
- Natural Capital can be defined as the world's stock of natural assets from which we derive a wide range of benefits. The appropriate and sustainable use of these assets, and therefore the services which flow from it, underpins the SyNP approach.

Our Objectives

- To deliver our Vision; be a strategic, co-ordinating Partnership for the natural environment in Surrey through collaboration with a wide range of partners.
- To engage with decision makers in all sectors, including business, social, local government and health, to deliver better decisions which optimise the use of Surrey's natural capital.
- To develop and support innovative approaches for embedding the essential value of a healthy natural environment within all decision making.
- To fulfil our statutory role in strategic planning matters under the 'Duty to Cooperate'.
- To create a self- sustaining partnership by exploring funding opportunities including chargeable services.
- To be a recognised expert with other statutory and policy making organisations across Surrey and the South East and to provide specialist facilitation and advocacy.
- To lead on developing and providing robust evidence on which decisions are based; to interpret evidence for key stakeholders.
- To develop stakeholders understanding of natural capital and its relevance to their own business objectives including developing case studies.
- Our priorities for 2014 – 2016 are to raise the profile of SyNP, to secure funding to sustain the Partnership and to develop a Natural Capital Investment Strategy for Surrey building on our key projects (Valuing Surrey, Biodiversity Offsetting and Future Skills).
- Success will be measured by evidence of better decisions which intrinsically recognise the essential role of the natural environment as well as achieving Biodiversity 2020 outcomes for Surrey and sustainable management of our natural capital.



Introduction

Surrey Nature Partnership (SyNP) is one of 48 Local Nature Partnerships mandated by Government in 2012 to provide a strategic, co-ordinating role for all those with an interest in the natural environment in Surrey.

Local Nature Partnerships were recommended within the Natural Environment White Paper and have a strategic remit for sustainable land management, supporting the economy and promoting health and well-being. They were established to provide a source of expert advice to Local Enterprise Partnerships as they develop, and implement their economic development strategies.

Surrey has a rich heritage of wildlife, valued by both residents and visitors. It is a popular place to live and work and it is an economic powerhouse that supports the national economy. It is the most wooded county in Great Britain and is the single largest net contributor to the UK economy outside London, contributing on average £6billion to the economy.

It is in managing the potential tension between maintaining a growing economy whilst ensuring Surrey's vital natural capital and associated benefits (ecosystem services) can thrive, that the SyNP has a crucial role to play.

"Natural Capital can be defined as the world's stocks of natural assets which include geology, soil, air, water and all living things. It is from this Natural Capital that humans derive a wide range of services, often called ecosystem services, which make human life possible." World Forum on Natural Capital 2013

The appropriate and sustainable use of these assets, and therefore the services which flow from it, underpins the SyNP approach. We will demonstrate how local natural capital can create practical economic opportunities, deliver on broader sustainability objectives and inform ways of working and policy for Local Enterprise Partnerships and other key stakeholders.

In Surrey there are two LEPs; Enterprise M3 (EM3) on the west and Coast to Capital (C2C) on the east. SyNP currently chairs the Executive Committee of the Surrey Countryside Rural Enterprise Forum (SCREF), a collaborative partnership of organisations seeking to ensure more co-ordinated delivery within the countryside and rural Surrey. SyNP currently has a seat on the Rural Groups for both LEPs (representing both SCREF and SyNP) as well as the Groups responsible for overseeing the allocation of the European Structural and Investment Funds.

SyNP was developed following a number of consultative stakeholder events with representatives of over 50 organisations from a wide range of interests including business, health and education as well as more traditional countryside partners. Early guidance from an Executive Planning Group led to the formation of the Executive Board. The first formal meeting of the Board took place in November 2013.

This business plan covers the accounting period 2014 to 2018 and sets out the Vision and Mission of the Partnership and the values and objectives that have been adopted by the Board. The 4 year period of the business plan allows short and medium term activities to be set out whilst at the same time recognising the dynamic policy environment within which SyNP is operating.

Our Vision

“ To see a healthy natural environment throughout Surrey supporting economic and social benefits ”

Mission

The Surrey Nature Partnership (SyNP) will hard wire recognition of the value of the natural environment into all decision making resulting in more informed decisions for Surrey. It will increase recognition of the value of our natural capital and ecosystems as critical assets for Surrey, as important as its financial and social capital, and promote the need for thoughtful, sustainable management of these assets.

Objectives

1. To deliver our Vision; be a strategic, co-ordinating Partnership for the natural environment in Surrey through collaboration with a wide range of partners.
2. To engage with decision makers in all sectors, including business, social, local government and health, to deliver better decisions which optimise the use of Surrey's natural capital.
3. To develop and support innovative approaches for embedding the essential value of a healthy natural environment within all decision making.
4. To fulfil our statutory role in strategic planning matters under the 'Duty to Cooperate'.
5. To create a self- sustaining partnership by exploring funding opportunities including chargeable services.
6. To be a recognised expert with other statutory and policy making organisations across Surrey and the South East and to provide specialist facilitation and advocacy.
7. To lead on developing and providing robust evidence on which decisions are based; to interpret evidence for key stakeholders.
8. To develop stakeholders understanding of natural capital and its relevance to their own business objectives including developing case studies.

Priorities for 2014/15

Our aim in 2014/15 is to raise the profile of the Partnership and its work through establishing an Executive Board and encouraging the Board members to act as ambassadors for the SyNP as well as to deliver two key projects, Valuing Surrey and Biodiversity Offsetting. The Partnership will publish its first Business Plan in 2014 to guide future activity.

Priorities for 2015/16

In 2015/16 our aim is to secure funding for the Partnership to develop the officer support and project delivery capacity and to build on the results from the Valuing Surrey, Biodiversity Offsetting and Future Skills projects. These projects will be the foundation of the Natural Capital Investment Strategy for Surrey which the SyNP will lead on developing in 2015.

In addition the Partnership will continue to act as a facilitator/enabler by organising with key partners appropriate events to stimulate action in line with delivering our Vision and Mission.



Governance

The Partnership has in place a committed, skilled Executive Board representing a number of sectors from business, health, land owner, academia, nature conservation and community. The Board has an agreed Terms of Reference (appendix 1) to which it operates.

As part of the Business Plan development the Board undertook a Stakeholder Engagement session to prioritise key stakeholder groups with a view to preparing engagement plans to more actively embed the work of the Partnership with key stakeholders. This will also help to prioritise the liaison work currently being undertaken by the Chairman as well as assist other Board members in supporting the work of the Partnership (a list of current stakeholders and the results of the analysis undertaken is included in appendix 2).

By utilising the knowledge of the individual Board members the Partnership has access to a strong evidence base to guide the development of this business plan and the delivery of the objectives stated above.

Communication

Over the last year the focus of activity has been to establish the Board and raise the profile of the Partnership. There is a website www.surreynaturepartnership.org.uk providing information on the Partnership and its activities as well as a Twitter account @SurreyNP to help raise awareness. There is a Communications Strategy in place which has guided the initial production of the website and publications.

Advocacy

SyNP has a responsibility to represent, promote and speak out for the natural capital asset of Surrey. To do this it needs to interact with and engage a wide range of stakeholders and partners. These key relationships have been identified by the Executive Board through an extensive mapping exercise. This means that SyNP can actively engage and focus its resources in targeting key messages with the appropriate organisations.

The Key Messages

- ✓ A healthy natural environment underpins a healthy economy and healthy people in Surrey.
- ✓ Surrey's Natural Capital is an asset which must be managed sustainably.
- ✓ Strategic direction and co-ordination provided by SyNP will facilitate effective, collaborative delivery across Surrey.

Project Activity

The other main area of work for the Partnership over the last year has been the development of three key projects, including securing funding for their delivery. These projects are summarised below and more detailed information is included in appendix 3.

- Valuing Surrey (Appendix 3a) (Partners - BioRegional, Surrey Connects, Aldersgate Group, SCC and SWT, Natural England). First phase has attracted sufficient in-kind funding from partners to complete the gap analysis and this allowed £16,000 funding to be secured to deliver Phase 2 work (currently underway). This project will focus on identifying and valuing the key elements of our natural capital in Surrey and then communicating that in a variety of ways to different audiences.
- Biodiversity Offsetting (Appendix 3b) – following a seminar arranged by SyNP the £24,000 funding required for this project has been underwritten by Surrey County Council and used to commission research from The Environment Bank to consider the role of offsetting within Surrey to facilitate sustainable development (currently underway).
- Future Skills (Appendix 3c) – this project brings together partners to develop a 3 – 5 year programme initially focused on providing training in a range of disciplines within the natural environment sector (including traditional management skills, planning, business and accounting skills, digital skills such as GIS, ecological skills, environmental education skills and other transferable skills) to increase employability.

Resources

The current level of activity within the Partnership is being delivered with limited resources. The core funding received by the Partnership each year is £5,000 provided by Surrey County Council and £6000 by Surrey Wildlife Trust. It is anticipated that this funding will be available in 2015/16 as well. A total of £36,500 has been secured towards the projects described above in addition to the core funding received; this has been secured from a number of partners including Surrey County Council (£24k), Surrey Connects (£7.5k) and Natural England (£5k).

There has also been a significant in-kind contribution made from a range of organisations including approximately 400 days of staff and volunteer time (the Chairman and Board members plus officers from Surrey County Council and Surrey Wildlife Trust providing support). In addition meeting and catering expenses were kindly donated by partners such as Surrey Connects and Eli Lilley (for the Conference).

However, in order to sustain the current level of activity, and to extend and develop the Partnership additional funding is required. There are a number of potential funding options available (summarised in appendix 4) and a priority for 2015/16 will be to pursue the most appropriate funding solutions.

Work Plan 2014-18

Objective	Task	Who	2014	2015	2016	2017
1. To deliver our Vision; be a strategic, co-ordinating Partnership for the natural environment in Surrey through collaboration with a wide range of partners.	1.1. Establish an Executive Board with Terms of Reference to deliver the Vision	Chairman				
	1.2. Prepare a Business Plan to guide the work of the SyNP in delivering the Vision	Board/ Officers	•			
2. To engage with decision makers in all sectors, including business, social, local government and health, to deliver better decisions which optimise the use of Surrey's natural capital.	2.1. Carry out a programme of 1:1 meetings with key stakeholders	Chairman & Board	•	•	•	•
	2.2. Conduct Stakeholder Mapping exercise to inform Business Plan	Board	•			
	2.3. Develop detailed stakeholder engagement plans	Board/ Officers		•		
3. To develop and support innovative approaches for embedding the essential value of a healthy natural environment within all decision making.	3.1. Deliver Valuing Surrey Project	Board/ Officers				
	3.1.1.Phase 1 Gap Analysis (complete 2013)					
	3.1.2.Phase 2 Natural Capital Asset Check for Surrey		•			
	3.1.2.1. GIS Analysis		•			
	3.1.2.2. Business roundtable event with Surrey Connects		•			
	3.1.3.Phase 3 Detailed analysis for Pilot Area (to be selected)			•		
3.2. To lead on the development of a Natural Capital Investment Strategy for Surrey			•			
4. To fulfil our statutory role in strategic planning matters under the 'Duty to Cooperate'.	4.1. Biodiversity Offsetting Project	Board/ Officers	•			

Work Plan 2014-18

Objective	Task	Who	2014	2015	2016	2017
5. To create a self-sustaining partnership by exploring funding opportunities including chargeable services.	5.1. Secure existing funding contributions	Board/ Officers	•			
	5.2. Develop funding options			•	•	•
	5.3. Secure project funding as necessary		•			
6. To be a recognised expert with other statutory and policy making organisations across Surrey and the South East and to provide specialist facilitation and advocacy.	6.1. Review and implement Communications Strategy	Board/ Officers	•	•		
	6.2. Complete 2.3 above			•		
7. To lead on developing and providing robust evidence on which decisions are based; to interpret evidence for key stakeholders.	7.1. Organise events/activities within our 3 key areas (land management, economy, health & well-being) to achieve this objective:	Board/ Officers				
	New Environmental Land Management Scheme Validation workshop		•			
	Greenspace & Health Conference		•			
	Habitat Creation Workshop		•			
	Future Skills workshop		•			
	Future events to be agreed			•	•	•
8. To develop stakeholders understanding of natural capital and its relevance to their own business objectives including developing case studies.	8.1. Refer to 3.1 above		•	•	•	•



Measures of Success

Surrey Nature Partnership will have succeeded in achieving its Mission when

- ✓ The Partnership has secured funding to sustain itself within the next two years.
- ✓ Biodiversity 2020 outcomes for Surrey have been achieved.
- ✓ The Natural Capital Asset in Surrey is managed in a demonstrably sustainable way.
- ✓ There is evidence of better, more informed decisions being made across the county.
- ✓ There is a trend towards increased natural capital/ecosystem services value within the county.
- ✓ Natural capital considerations are embedded within policy of key organisations.
- ✓ Projects which contribute to the objectives continue to be developed and implemented.
- ✓ The stakeholder engagement plans, including depth and level of engagement with key stakeholders, are achieved.

There will be further work during 2015/16 to develop the baseline evidence against which the above measures of success can be judged. The Valuing Surrey project will deliver a baseline against which the trend in change in the natural capital value of the county can be assessed. The Biodiversity 2020 targets for Surrey are currently being developed by the Biodiversity Working Group.

The progress made against the objectives will be reported each year in the Annual Review.

Risk Management

A number of risks which could impact on the delivery of the business plan have been identified and measures put in place to mitigate these risks.

Risk	Level	Action Plan	Progress	Comment
Lack of funding	High	Secure sufficient funding to sustain the Partnership until at least 31st December 2018.		Core funding commitment for SWT/SCC remains in place. Paper submitted to Board for discussion to identify funding opportunities. Projects funding will be secured as needed. Particularly high risk due to the current constraints on LA funding.
Local Authority Funding reduced or removed	High			
Lack of recognition/ status	Medium	Review and continue to implement Communications Strategy. Develop action plans for Stakeholder Engagement.		Programme of profile raising successful, particularly through project work.
Change in central government policy	High	Support national and regional LNP voice.		Yes – key member of SE LNP Cluster
Reduced commitment from partners	Low	Implement action plans for Stakeholder Engagement. Communicate updates with wider partnership.		Newsletter to all partners in December.

Appendices

Appendix 1

Surrey has a rich heritage of wildlife, valued by both residents and visitors. It is a popular place to live and work and it is an economic powerhouse that supports the national economy. It is in managing the potential tension between maintaining a growing economy whilst ensuring Surrey's vital natural capital and associated benefits (ecosystem services) can thrive, that the SyNP has a crucial role to play. LNPs have been positioned by central government to work in close liaison with Local Enterprise Partnerships (LEPs).

SyNP will be 'one voice' for Surrey. We aim to bring together people who can make a positive contribution across different sectors and achieve outcomes with the maximum benefits.

There are numerous challenges facing Surrey over the short, medium and long term which would benefit from an overarching approach to prevent duplication and overlap but more importantly ensure that the best and most innovative solutions are achieved. The current Governance Structure (Appendix 1) of an Executive Board and Working Groups (set up as required) will bring together expertise and senior figures to ensure that decisions protect and enhance the natural environment and that the true costs and benefits of the environment are taken into proper account.

Terms of Reference

'Surrey Nature Partnership is one of 48 Local Nature Partnerships mandated by Government in 2012 to provide a strategic, co-ordinating role for all those with an interest in the natural environment in Surrey'.

Vision

'To see a healthy natural environment throughout Surrey supporting economic and social benefits'.

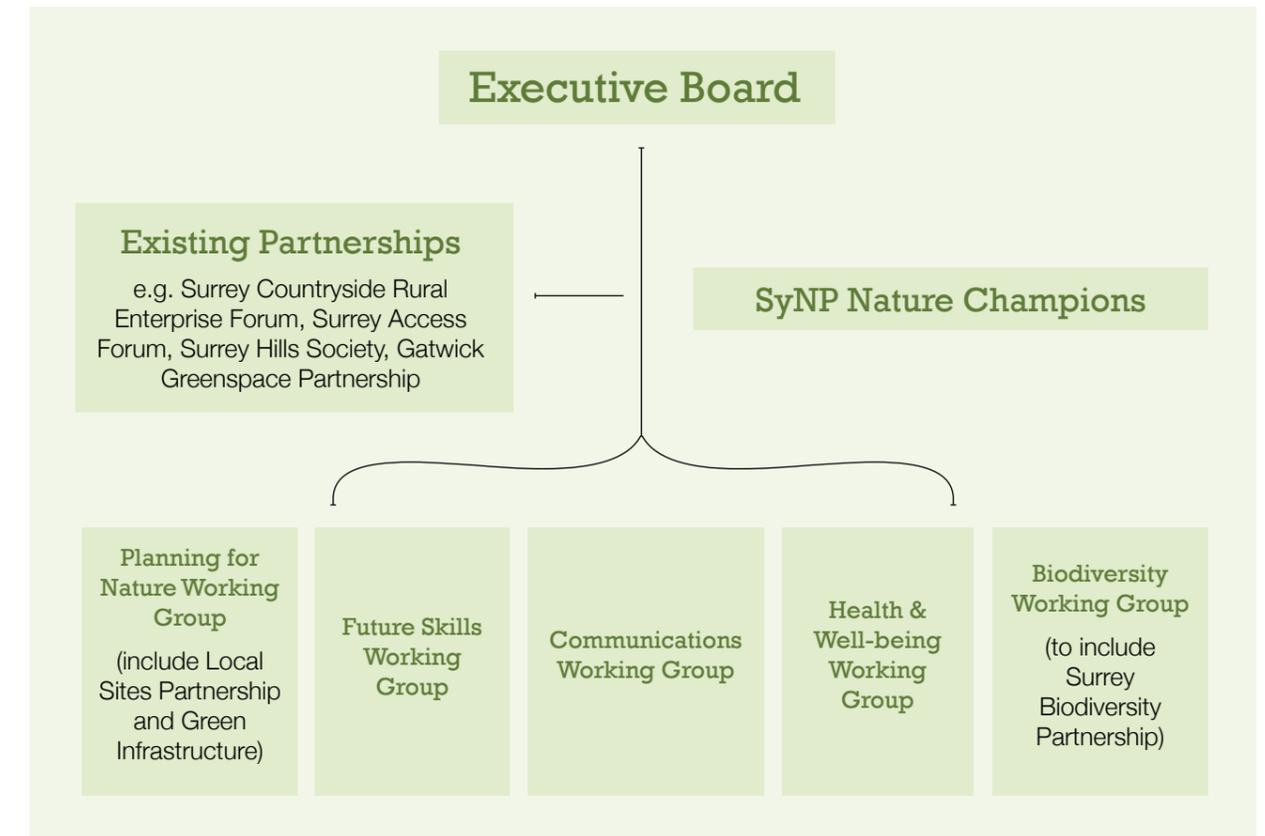
Mission

The Surrey Nature Partnership (SyNP) will hard wire recognition of the value of the natural environment into all decision making resulting in better informed decisions for Surrey. It will increase recognition of the value of our natural capital and associated ecosystems as critical assets for Surrey, as important as its financial and social capital, and promote the need for thoughtful, sustainable management of these assets.

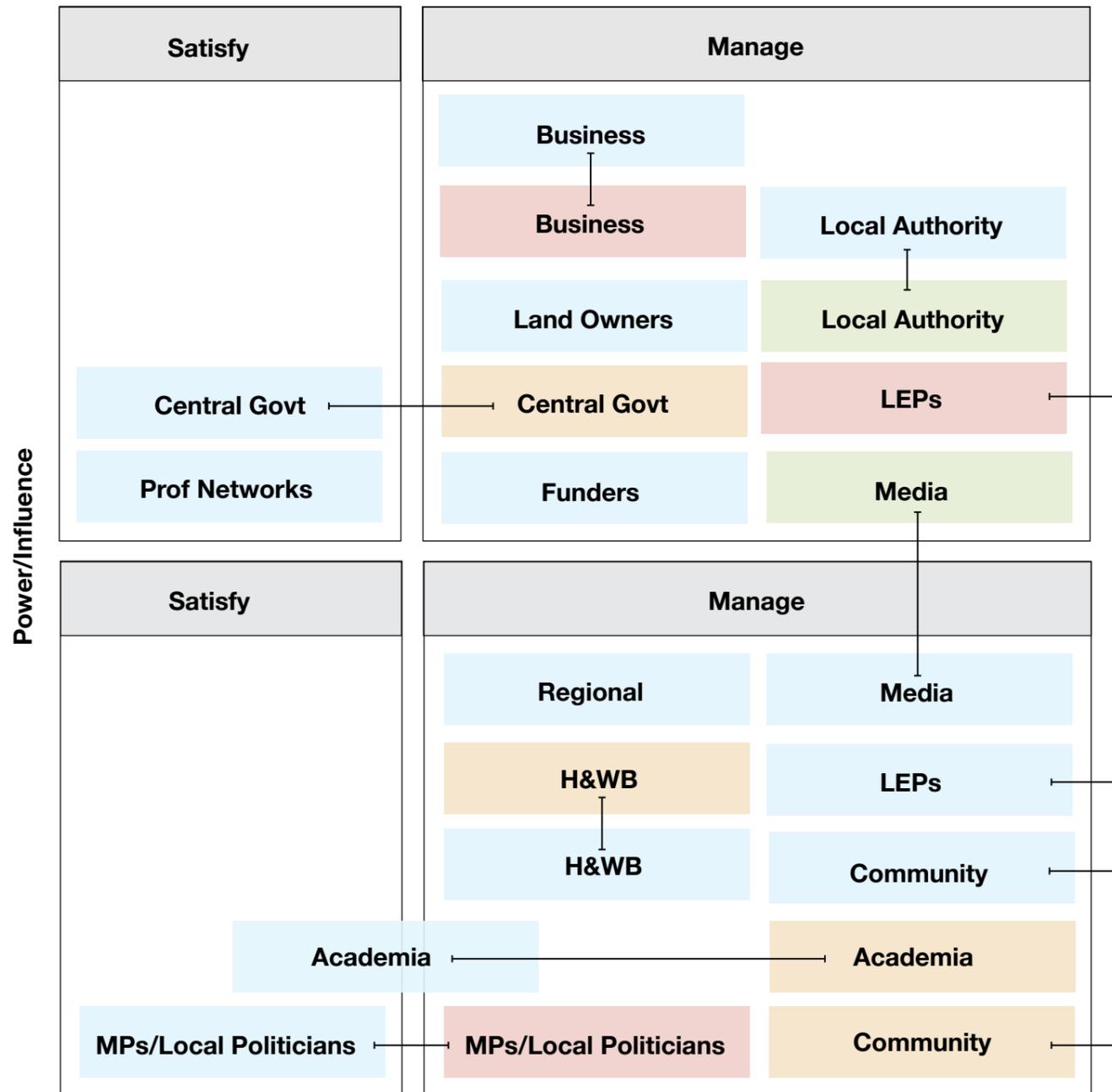
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Governance Structure



Appendix 2



Key to matrix:

Blue – starting position for ALL groups

Stakeholder groups that have moved to a new position are then categorised as follows with timescales yet to be defined but suggestions included:

Green – medium term (suggested 6 – 18 months)

Orange – longer term (suggested beyond 18 months)

Red – short term, to be defined (suggested 3 – 6 months)

Appendix 3a

Valuing Surrey

Introduction

Surrey has a special combination of a rich natural environment and healthy economy. It is the most wooded county in Great Britain and is the single largest net contributor to the UK economy outside London, contributing on average £6billion to the economy.

However, Surrey, like the rest of the UK, consumes more resources than is sustainable. If everyone in the world lived in this way we would need three planets to sustain our levels of consumption and deal with the consequences of our lifestyles. Furthermore, despite a wealth of natural assets the majority of resources consumed in the county are not sourced locally resulting in a low level of resilience.

The project partners have identified the need to collaborate on the significant opportunity to link this thriving economy with Surrey's undervalued natural assets. By creating a robust evidence base, the project will demonstrate how the economic valuation of local natural capital should be intrinsic to strategic decision-making in the local economy.

It will also demonstrate how local natural capital can create practical economic opportunities, deliver on broader sustainability objectives and inform ways of working and policy for other Local Enterprise Partnerships and Local Nature Partnerships.

Objectives

This project will focus on developing an understanding of the value of the natural capital of Surrey which underpins the provision of ecosystem services (such as food production, water provision, flood alleviation, crop pollination) from which we benefit.

Understanding this value and incorporating it within decision making will deepen understanding of Surrey as a place which brings together both prosperity and high quality of life.

Through Collaboration The Partnership Aims To:

- Gain, and communicate widely, an understanding and appreciation of the value of the natural capital and ecosystem services in the Surrey region;
- Realise the full economic, social and environmental potential of the natural capital and ecosystem services through collaboration on, and stimulation of, initiatives and strategies that exploit identified opportunities; and
- Showcase a pioneering method of collaboration between the recently instituted LNPs and LEPs which enables both to deliver their remits to maximum positive effect. This may have national significance and inspire replication in further regions.

Progress to date

Phase 1: Complete

Complete a Gap Analysis to identify existing work at international, national and local levels in this area and from this develop the project's USP.

Key project objectives identified through Phase 1:

1. To make it locally useful and applicable
2. To understand the natural capital asset value for Surrey in 2014
3. To shift from impacts to solutions and opportunities
4. To understand/ model various management scenarios and influence major decisions

Phase 2: In Progress

Understand the present value of Surrey's natural capital and identify areas for maximising this value and safeguarding areas of threat; understand and inform the management of the natural capital asset of Surrey.

Develop a set of scenarios for the county to allow effective communication of the concept of natural capital and its management as an asset to different audiences.

- Key elements of this phase are to prepare an initial Natural Capital Asset Check for Surrey by:
- Collation of existing evidence base
- Analysis to prioritise natural capital and identify key issues
- Report – including a non-technical summary for key stakeholders (which will directly inform the communication/storytelling element of this phase). This will include some headline results in economic terms e.g. one or two elements of natural capital most at risk or an opportunity for natural capital restoration.

Phase 3: Not Started

Publish and disseminate the results of Phase 2; indicate how the methodology employed could be utilised at different scales. Influence decision makers to use this information in developing the Surrey economy and to encourage the use of the model in other areas across England.

Key Messages

Work to date has led to two key aspects emerging:

- scale (the local approach) and
- communication (embedding the concept in decision making through developing scenarios and communicating them effectively to different audiences).

#valuingsurrey

Appendix 3b

Biodiversity Offsetting

Introduction

Surrey Nature Partnership, as a mandated Local Nature Partnership, has a statutory role in strategic planning matters under the 'Duty to Cooperate'. The Partnership will take a strategic overview of local plans prepared by Surrey's Local Authorities as part of delivering the overall Vision for Surrey. In addition large scale, significant developments will require consideration not only from the environmental perspective but also other facets such as infrastructure and the economy. One example of a tool which may become available to Local Authorities is Biodiversity Offsetting and the Partnership has an opportunity to help inform the use of this tool through the provision of an analysis of the potential for Biodiversity Offsetting within Surrey.

"Biodiversity offsets are conservation activities that are designed to give biodiversity benefits to compensate for losses - ensuring that when a development damages nature (and this damage cannot be avoided) new, bigger or better nature sites will be created" (Defra, September 2013).

In November 2013 Surrey Nature Partnership organised a seminar on Biodiversity Offsetting at which the Chief Executive of The Environment Bank came and spoke about how Biodiversity Offsetting works and how it might be relevant to Surrey in the future. Applying the offsetting metrics would ensure that biodiversity loss is accounted for in planning decisions and, potentially, create a significant funding source for habitat creation throughout the county.

Outcome

In order to provide a strategic overview and information with regard to the possible benefits and/or challenges of implementing biodiversity offsetting in Surrey the Partnership has commissioned a report from The Environment Bank to strategically identify the levels of supply and demand for offsetting. The Environment Bank use Government models of growth and local information from planning departments to estimate demand, and use existing nominated areas and habitat creation plans (likely to be Biodiversity Opportunity Areas in Surrey) to estimate supply. The final report will offer a number of advantages:

- A clear, strategic direction for Local Authorities with regard to the least damaging areas for development, with a protocol to ensure impacts on biodiversity are avoided or offset,
- Insight into the planning and costs of strategic habitat creation within the County, and evidence regarding the sufficiency (or otherwise) of this habitat creation given the potential offset demand,
- Reassurance to Local Planning Authorities (developers and the associated business community) that there is an adequate supply of local offset receptor sites which can be brought forward to receive funding,
- Assessment of the relationship with the Community Infrastructure Levy and SANGS,
- Further embedding of the Biodiversity Opportunity Areas as a key spatial framework within the County planning system.

Appendix 3c

Future Skills & Employment Working Group

Purpose

To bring together a broad group of organisations with an interest in developing skills and employability within the natural environment sector. Current members include:

- Surrey Wildlife Trust (SWT)
- Surrey County Council (SCC)
- Surrey Countryside Rural Enterprise Forum
- University of Surrey
- Surrey Youth Focus
- National Trust
- Woodland Trust
- STEMNET

Aim

To work together to develop a 3 – 5 year programme initially focused on providing training in a range of disciplines within the environment sector (including traditional management skills, planning, business and accounting skills, digital skills such as GIS, ecological skills, environmental education skills and other transferable skills) to increase employability.

Current Status

- A development bid is being written (due for submission in December) to fund 2 part-time officers, one based with SCC and one with SWT to develop the full project.
- Potential areas for innovation:
- Under-represented groups/deprived groups
- Identifying future skills needs in a range of sectors
- Sustainability (e.g. ecologists for biodiversity offsetting)
- Ability to roll approach out to other LNPs
- Long term vision
- Opportunity for engagement with the youth sector to encourage 11 – 25 year olds to develop an interest in the natural environment which will provide a flow through to the trainee/apprenticeship scheme. This bid is being developed separately (Our Environment Our Youth fund managed by TWT) and in conjunction with Surrey Youth Focus with the intention of developing a Surrey Youth Environmental Forum engaged in a range of activities within the natural environment.

Appendix 4

Funding Proposals

Funding Model	Comment	Viability	
<i>Recommended in Funding Strategy</i>			
1. Membership Subscriptions from Local Government, NGOs, businesses, partners, other organisations	Projected income initially £10k annually but there would be considerable resource required to maintain membership and clearly defined services would be required.	The income raised would need to be spent on an officer to support the membership and would not assist in further delivery of the Business Plan objectives. However, a model similar to Surrey Youth Focus may be more viable.	Low/ Medium depending on type of membership offer
2. Provision of services/products	These would need to be defined but some work has started on assessing what services it may be possible to provide. No income projection has been prepared.	Arguably the two key projects are products which have a value and could be used to generate an income.	Medium
3. Grant applications	Bids to a range of potential funders could be made.	This is likely to be more relevant for projects the Partnership may wish to carry out than to fund the infrastructure costs.	High – for projects Low – for
<i>Other Options</i>			
4. Corporate Support	Initial research has been started to identify the top targets for corporate support.	Further work is required to clarify what SyNP would offer for corporate support but other LNPs in the South East have been successful in securing this type of funding.	Medium
5. Investment Fund	Secure investments from a variety of sources including philanthropic, brokerage of payments for ecosystem services, green investors		Unknown
6. A combination of several of the above options		This would be the best approach in the long term because it provides a broader funding base. For example partner or corporate member contributions may be secured to fund infrastructure costs if the Partnership can demonstrate practical delivery of relevant products which are more easily grant funded.	High

How are other LNPs being funded?

We have carried out an analysis of all the other 17 LNPs and the majority are in a similar position to SyNP with regard to funding. Some have attracted funding from their LEP or Local Authority and a number are starting to gain corporate sponsorship. A number have survived so far on funding carried over from their Biodiversity Partnership but this is generally coming to an end. The offer of services, partner contributions and grant applications are the most common suggested funding sources.

Surrey Nature Partnership is one of 48 Local Nature Partnerships mandated by Government in 2012 to provide a strategic co-ordinating role for all those with an interest in the natural environment in Surrey.

Local Nature Partnerships have a strategic remit for sustainable land management, supporting the economy and promoting health and well-being; they were established to provide a source of expert advice to Local Enterprise Partnerships as they develop, and implement, their economic development strategies.

One of the most important aspects of our work is bringing together multi-discipline colleagues at an early stage to generate innovative, thoughtful approaches which further our objectives of developing healthy people, a healthy environment and a healthy economy within Surrey.

Board Members:

Paul Wickham Chairman, Surrey Nature Partnership

Mike Goodman, Surrey County Council

Mark Pearson, Surrey Connects

Helen Atkinson, Director for Public Health

Bill Biddell, Country Land & Business Association

Adam Wallace, Natural England

Jason Gaskell, Surrey Community Action

Chris Wilkinson, Surrey Wildlife Trust

Jonathan Hodrien, University of Surrey

Cate Newnes-Smith, Surrey Youth Focus

Sarah Jane Chimbwandira, Director, Surrey Nature Partnership

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