

## Ecosystem Approach Quick Start Guide #3

# Producing an Integrated Delivery Plan

### What is an integrated delivery plan?

A plan of shared priority actions for an area, to deliver multiple benefits.

The aim is to set out shared actions for a place, identifying how these will be achieved, who will do it and where they could happen. Integrated means joined-up.

This can be a succinct plan showing how actions can be integrated; it doesn't need to be long or complicated.

There is no set way to produce an integrated delivery plan but it will follow the ecosystem approach principles outlined in Quick Start Guide #1.

### Who is this guide for?

- For large scale partnerships looking to adopt the ecosystem approach.
- Others working with groups of people who want to develop a joined-up plan to enhance multiple benefits for a place

### Involving people is key

It is important to make sure a range of different interests / stakeholders are represented from the earliest opportunity. Your plan will benefit from having this range of knowledge and perspective from the start. This could be through a meeting/workshop, with people representing the different outcomes desired from the area. Although more time consuming it may be more realistic to break this into separate workshops, targeting invitations towards people's key interests. Do check that all the different interests are represented; for a shared plan, people will want to feel they own it. People with apparently 'minor' interests may be key to the project's success: don't just invite the 'usual suspects'.

This guide outlines a series of steps that can be adopted to produce an integrated delivery plan based upon the experience of the Natural England initiated [upland ecosystem service pilot projects](#).

### And why produce one?

- To get buy in from all people and delivery bodies in a place around a common plan.
- To agree **shared actions**, across an area, which provide **multiple benefits**.
- To identify "**win-win**" actions, which contribute to more than one objective.
- To address tensions (or "**trade-offs**") where outcomes require different actions.
- To ensure joined-up and efficient delivery, enabling us to pool resources by working with partners contributing to shared delivery outcomes
- To provide an effective way of engaging people.
- Better value for money through the integration of land management actions.

# Ecosystem Approach Quick Start Guide #3

## Producing an Integrated Delivery Plan

### Involving stakeholders in an integrated delivery plan

For this example, steps 1-6 could be pulled together in one or more stakeholder workshops; however it will need to be refined afterwards to ensure that people are satisfied with it. This is likely to involve follow-up meetings and discussions with partners.

1. **Identify the multiple benefits;** you'll want to determine what your place provides. Ask the group to identify all of the things that the natural environment of the area provides to people but avoid /using ecosystem services terminology if it is going to be off-putting (see Quick Start Guide #2). This could be done as a quick brain storm exercise, with people writing benefits on post-it notes. [National Character Area profiles](#) have a section providing background context on the ecosystem services of an area that could be used to kick start the discussion.
2. **Agree the key ecosystem services:** Through group discussion, based on your long list, agree the most important ecosystem services to focus on, to a maximum of about ten. This will include discussion about partner objectives allowing them to identify the outcomes they want that are expressed through the ecosystem services.
3. **Consider the drivers of change:** What factors are affecting the provision of the ecosystem services identified now and in the future? Which of these factors can you manage for? What can you do to enhance the resilience of the natural environment in this area to change?
4. **Identify actions for individual ecosystem services:** Identify what management is needed to enhance each of the key ecosystem services e.g. tree planting to enhance water quality. Consider whether different actions are needed to manage for the long term.
5. **Produce a delivery matrix:** this is a way of pulling together all the actions for individual ecosystem services and highlighting which actions will also enhance other ecosystem services.



**Workshop producing an integrated delivery plan matrix:** ecosystem services are listed along the top of the matrix in this picture and actions are down the side. The white 'ticks' show where an action enhances a service.

6. **Identify priority actions to enhance multiple services:** Using your matrix, and through group discussion, agree 5-10 key actions that contribute to multiple ecosystem services.
7. **Address the gaps:** Are there some services that won't be enhanced by this combination of actions? Do some services require bespoke actions e.g. historic environment?
8. **Contributions to objectives;** identify which actions contribute to which organisational/partner objectives. This could be recorded as extra columns on the matrix, as in the example below. Identify the "win-win" actions.

# Ecosystem Approach Quick Start Guide #3

## Producing an Integrated Delivery Plan

- 9. Identify the trade-offs:** It is important to consider whether some of the key actions will impact on the provision of other ecosystem services. Can these trade-offs be addressed through modifying the key actions or locating actions in particular locations (e.g. avoiding planting trees on deep peat)? Trade-offs obviously have to be addressed sensitively and through careful negotiation. If a trade-off affects a particular group of stakeholders, consider with who, and when is the best time, to raise this (e.g. with a farmer through discussions of an agri-environment scheme or with a farming sector representative).
- 10. Identify how the actions will be implemented and who will contribute to delivery:** Once you have a matrix you can begin to identify the mechanisms and funding that can be used to deliver the actions. Some of these may tie into existing initiatives. Agree who will contribute to which actions and identify whether there are other partners or stakeholders who could be involved in delivery. Future opportunities can also be aligned to the plan.

Key Action	Ecosystem Services and Benefits									Partner Objectives										
	Water provision	Food and fibre	Carbon storage and sequestration	Erosion Control	Water quality	Flood Regulation	Cultural landscape, historic environment	Recreation, inspiration, education and Health	Biodiversity	Biodiversity 2020 - SSSI target	Biodiversity 2020 - habitat targets	Climate Change adaptation	National Character Area Profile	Catchment Sensitive Farming	Improved access to natural environment	SCaMP2	Catchment Flood Management Plan	Water Framework Directive	Heritage at Risk	Lake District National Park Partnership Principles of Land Management
1. Increase Woodland Cover	x	x	x	x	x	x	x	x	x		x	x	x	x		x	x			x
2. Achieve Sustainable Grazing	x		x	x	x	x	x		x	x	x	x	x		x	x	x			x
3. Sustainable River Management			x	x	x	x			x	x	x	x	x			x	x			x
4. Restore Scheduled Monuments at Risk				x	x		x	x												
5. Improve Access			x	x	x		x	x	x											
6. Manage Nutrients on Improved Grassland			x	x	x		x		x	x										
7. Improve Biodiversity of Valley Habitats				x			x	x	x	x										

This is an example of a delivery matrix compiled using the steps above. It has been refined and shows how key actions contribute to ecosystem services and multiple objectives.

### Opportunity Mapping

The process above can be extended in further workshops to identify the opportunities to deliver the priority actions on the ground; this doesn't dictate where an action **will** take place, but rather where opportunities exist to enhance ecosystem services through the priority actions that have been identified. Participants can be actively involved in this by annotating large scale maps. Opportunity mapping and how this can be incorporated into an integrated delivery plan is referred to in the evaluation of the [upland ecosystem service pilot projects](#).

Follow the link for an example integrated delivery plan for the [Bassenthwaite ecosystem services pilot project](#).

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