

Initiative for Nature Conservation Cymru (INCC)

Strategic Plan 2019 - 2023

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CADWRAETH NATUR CYMRU



INITIATIVE FOR NATURE
CONSERVATION CYMRU

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Acknowledgements:

The Initiative for Nature Conservation Cymru is very grateful to all supporters and contributors toward the five year strategy, particularly Julian Jones, Wyn Jones, Iolo Williams and The Waterloo Foundation team.

Initiative for Nature Conservation Cymru (INCC)

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Executive Summary

“Biodiversity and related ecosystems are the infrastructure that supports all life on Earth”

Dr Christina Paşca Palmer (2017)

Executive Secretary of the Convention on Biological Diversity

Despite the importance of biodiversity in society, the U.K. remains one of the most nature depleted countries in the world (Heyhow *et al* 2016). The Initiative for Nature Conservation (INCC) is a Charitable Incorporated Organisation (CIO) formed to benefit the wildlife and people of Wales. INCC has a vision of a Wales with more wildlife in more places, created by a society that intrinsically values the natural world.

It's not going to be easy. More than half of all the species assessed in Wales have been declining for several decades and many species have already become extinct and others teeter precariously on the edge of survival, often in too small and isolated populations and habitats (Heyhow *et al* 2016).

As a new nature conservation organisation, INCC can take advantage of the changing political atmosphere in Wales and influence the delivery of new legislation such as the Environment (Wales) Act 2016 and the Wellbeing and future Generations Act (2015). These legislative platforms for nature conservation, coupled with the U.K.'s departure from the European Union represent a very real need for the formation of INCC as an organisation advocating for wildlife and the need for nature conservation.

This Strategic Plan outlines INCC's unique role in the sector, detailing the outcomes and work programmes we aim to achieve. To deliver the best outcomes for wildlife in the long-term, it is clear that INCC needs to secure a strong foundations and a core team of staff and volunteers. It is also clear that these inaugural years of INCC will not just be important in delivering our objectives, but they will be the most crucial in terms of opportunities and threats facing nature conservation in light of political change. The success of INCC will be a turning point for nature conservation in Wales. By speaking out and challenging decision makers and putting the needs of wildlife first, INCC can raise the aspiration level for wildlife and nature conservation in Wales. In doing so we will empower individuals, communities and organisations to do more for wildlife, to speak out and make the difference that is needed to readdress the wildlife losses.

INCC, through its governance, affiliates and staff has the ability to make this happen - but we can't do it alone. Political changes now could decide the future for wildlife in Wales, and without an organisation prepared to unapologetically speak out for the needs of wildlife and nature conservation, that future could be bleak.

Robert Jones Parry



Chief Executive Officer – The Initiative for Nature Conservation Cymru (INCC)

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Vision

**‘A Wales with more wildlife in more places,
created by a society that intrinsically values the natural world’.**

Mission

To be the Strong unconstrained voice that Welsh wildlife needs, speaking out and putting the needs of wildlife first.

Organisation Structure

The Initiative for Nature Conservation Cymru (INCC) is a Charitable Incorporated Organisation (CIO) established in 2018 (Charity Number 1180113) to serve the wildlife of Wales and the people who care for and value the natural world.

INCC operates on a Wales-wide remit, from its marine waters and coastal ecosystems to its lowland habitats and mountainous terrain.

Honorary Positions

President – Iolo Williams

Iolo Williams is a Welsh naturalist, broadcaster, public speaker and writer who has worked in conservation for over 30 years. He is most widely known as a popular member of the *Springwatch*, *Autumnwatch* and *Winterwatch* presenting team and for presenting series such as *Wild Wales*, *Rugged Wales* and *Great Welsh Parks* for the BBC.

Iolo was born and brought up in mid Wales and studied in London for a degree in ecology at North East London Polytechnic. After graduating he went on to work for the RSPB for almost 15 years as Species Officer for Wales, a job he loved as he worked with some of the country’s rarest breeding birds. Eventually this brought him to the attention of the media and BBC 2’s *Visions of Snowdonia* and *Birdman* followed Iolo’s work as an RSPB officer. In the late 1990s Iolo left the Society to work full-time in the media. His series, in both Welsh and English, concentrated on the wildlife of Wales and the world and he co-presented several network series such as *Nature’s Top 40* and *Countryfile*. Iolo has written several books on Welsh wildlife in both English and Welsh and he is a regular contributor to several magazines, including ‘*BBC Wildlife*’.

Trustees

Chairperson – Dr Elizabeth Chadwick

After a degree in Biology at Cardiff University (1997), I returned to Cardiff to undertake a PhD at the Llysdymanor field centre (1998-2003). The study focused on the breeding phenology and winter behaviour of common British amphibians, looking at temporal and spatial variation in phenology, and assessing how changes in climate might influence behaviour and body condition.

Following a short post-doctoral position in 2003 conducting a scoping study for research in the Cape Verde islands, I took over as head of the Cardiff University Otter Project in 2004. While using the otter as the study species, this has enabled me to develop a diverse range of inter-related research projects. These both further our understanding of this elusive European protected species, and use it as a model organism to investigate key ecological principles and processes.

Secretary – Lyndsey Maiden

Lyndsey is a Director of WeDigMedia Ltd, providing multimedia production, content design and social media training. Communications has been at the heart of all of Lyndsey's roles in a number of voluntary sector organisations. Beginning her career with more traditional media forms, she has worked with the BBC, National Geographic, ITV and other large media corporations.

Lyndsey worked for the Wildlife Trust of South and West Wales from 2005 until the launch of WeDigMedia Ltd. She developed both their website and online communications, including social media accounts that are now extensive, lively and engaged with the community. She also provided social media skills training, ensuring that the Wildlife Trust was recognised as a sector leader in terms of digital presence. Lyndsey is highly experienced in the fields of photography, video editing and audio recording. She used these skills extensively whilst working at the Wildlife Trust and, prior to this, with organisations such as UNA Exchange and Oxfam Cymru. She specialises in designing case studies through both print and multimedia and in training clients in video production and delivery of effective social media messaging.

Treasurer – Carys Solman

Carys has worked in nature conservation since 2009. After completing an MSc in Conservation & Biodiversity at the University of Exeter she spent 3 years working in Local Government, delivering biodiversity action from within a Planning Authority in the South Wales Valleys. She then moved to the Third Sector and began working for the Wildlife Trust of South and West Wales, spending 5 years managing sites and projects in the Valleys counties and more recently as Conservation Manager.

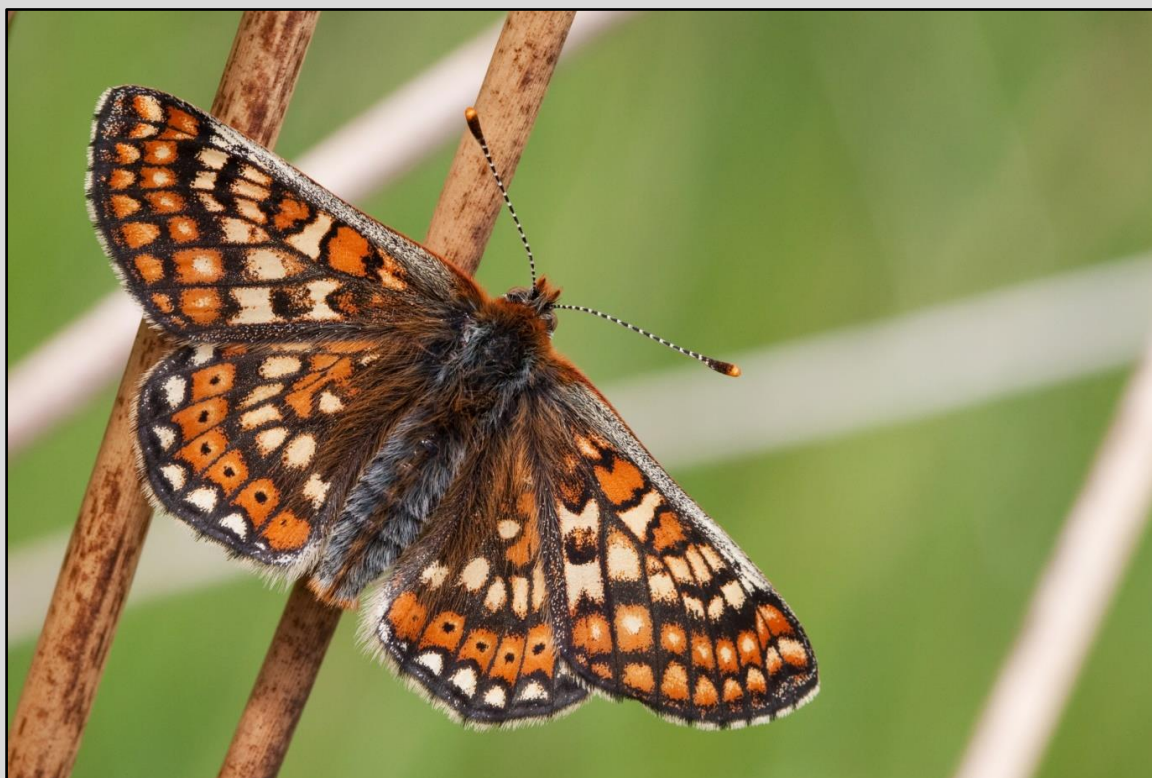
As Conservation Manager, Carys covered important landscapes such as the South Gower Coast, Carmarthenshire's Dormouse and Marsh fritillary population areas, and contributed to All-Wales endeavours such as the Welsh Beaver Project. Carys is skilled in research and practical site management, and has strong background in community work and conservation on the rural-urban fringe.

Introduction and Overview

The recent State of Nature 2016 report (Heyhow *et al* 2016) shows that between 1970 and 2013, 56% of over 3,500 terrestrial and freshwater species assessed in the U.K had declined. Over the past few decades, and despite an increase in environmental public awareness, wildlife in Wales has drastically declined and continues to decline to this day (Heyhow *et al* 2016). The report further highlights that over 1000 species in Great Britain are now extinct or threatened with extinction, including:

- 12% of farmland species threatened with extinction from Great Britain
- 13% of grassland and heathland species threatened with extinction from Great Britain
- 15 % of upland species threatened with extinction from Great Britain
- 11% of woodland species threatened with extinction from Great Britain
- 15% of coastal species threatened with extinction from Great Britain

Case Study: The Marsh Fritillary (*Euphydryas aurinia*)



The Marsh Fritillary butterfly is one of Wales' most iconic species and an emblem of wet meadows and rhos pasture habitat. The species was once a common sight, but catastrophic declines throughout Europe and the U.K. during the 1900s, (Asher *et al* 2001) has meant that only scattered populations now exist in Wales.

Additionally, out of the 8,000 species assessed in the report, 15% are recorded to be either extinct or threatened with extinction from Great Britain. Research by DEFRA moreover indicates only 38.5% of Sites of Special Scientific Interest (SSSI's) in the U.K. were in a favourable condition in 2016, compared with 44% in 2003.

INCC's Role and Position in the Sector

The reasons for the declines and losses are both numerous and complex, but INCC believes that at the heart of the problem is that wildlife in Wales has lost its voice. Few communities in Wales today fully realise the very desperate situation wildlife is now in, or the factors that continue to cause the losses. Without knowledge of the situation, there can be no drive to put things right at either the public or political level.

INCC's unique role in the nature conservation sector in Wales is to speak out for all wildlife, to be the voice that is needed and to tell the story from wildlife's point of view. While other organisations focus on specific Taxa, habitats, areas or local interests, INCC will speak out for Welsh wildlife in its entirety. Unlike other nature organisations active in Wales, INCC will not accept Welsh Government (WG) or Natural Resources Wales (NRW) grant funding for any of its core activities, operations or governance. This, along with the support from members will ensure that INCC will remain uncompromised, objective and able to speak out and challenge decision makers for the benefit of wildlife.

Case Study: The Hedgehog (*Erinaceus europaeus*)



The Hedgehog is one of the most recognisable and most loved mammals in Wales and the U.K. Despite this the species is suffering long-term population declines in both its urban and rural habitats (Wembridge 2011). Between 2003 and 2012, the hedgehog population of Britain fell by an estimated 37% (PTES 2013).

Audience

INCC has three distinct audiences which it aims to work with, influence and inform for the benefit of wildlife and nature conservation in Wales. These audiences include:

1. General Public – including Schools and Colleges
2. Political Level – including Statutory Bodies and Local Authorities
3. Nature Conservation Bodies - including Academic Institutions and Ecologists

INCC's mission to be an unconstrained voice for wildlife in Wales is for the purpose of helping reverse the declines in biodiversity so that wildlife has places to flourish and species can expand their range and are able to live without fear of human indifference. For this to happen it is essential that the people of Wales are made fully aware of the desperate situation Welsh wildlife is in. It is their voice that is the loudest and most listened to by elected officials. With a change in attitude toward wildlife and a greater appreciation of the threats they face, Government agencies and conservation bodies will be in a better position to prioritise wildlife and help reverse the declines.

Underlying Principle and Functions

INCC is based on the fundamental principle of remaining uncompromised and objective for the benefit of wildlife and nature conservation in Wales. This will be delivered through five main functions, all designed to help bring about the changes needed to achieve INCC's overall mission and objectives.

- 1) **Campaigner** – Wales is one of the most nature-depleted countries in the world (Heyhow *et al* 2016) and the remaining Welsh wildlife is still suffering losses and INCC believes still not appropriately prioritised by government or their Statutory Agency. INCC aims to change this. Government must be made aware of the desperate situation Welsh wildlife is in and how decisions at the political level are contributing to continued losses. Essentially, Welsh Government and Statutory Bodies must be made aware of what is needed to reverse the declines in wildlife. INCC believes that to help save wildlife in Wales, public participation in political decisions is essential. Wildlife in Wales does not have a voice and therefore cannot influence decisions that impact them and their habitats. INCC will aim to be that voice, to speak out and represent the needs of wildlife and to advocate on its behalf for the public good.
- 2) **Communicator** - INCC will raise awareness about the precarious state of wildlife in Wales, how we reached this point and importantly what can be done to make Wales richer in wildlife once more. If there is to be a desire to protect and enhance wildlife in Wales, then there must first be awareness, acknowledgement and a clear understanding of the problems.
- 3) **Educator** - Nature conservation is the understanding and analysis of the natural sciences to make appropriate decisions that benefit wildlife. INCC will work with partner organisations

and academic institutes to use the most up to date evidence and research to inform audiences and stimulate debate around nature conservation issues.

- 4) **Employer** - INCC strongly believes that one of the most important aspects of encouraging a society to become more sympathetic toward wildlife is to create and promote job opportunities in the nature conservation sector. Appropriately recognising and fostering the skills and expertise of nature conservationists will help bring about greater long-term benefits for wildlife by ensuring that there are future generations of conservationists and wildlife experts.
- 5) **Practitioner** – INCC will seek to work with partner organisations to undertake specific nature conservation activities including habitat and species focused projects, research and evidence gathering as well as advisory and monitoring.

Underpinning these principles is the organisation's commitment to being socially and environmentally responsible in our activities, to have open and transparent governance and to invest in our staff and volunteers.

Case Study: The Common Toad (*Bufo bufo*)



The Common Toad is one of the U.K.'s most familiar and frequently encountered animals, often found living alongside people in our parks and gardens. Despite the Toads' appeal recent reports indicate that the species has declined by 68% in the U.K. (Petrovan and Schmidt 2016).

Achieving the Mission

1) Campaigner

In INCC's opinion, one of the greatest threats facing nature conservation in Wales today is that it operates in an atmosphere of low ambition for wildlife. Government and statutory body indifference toward wildlife has created an increasingly broader definition of the term 'nature conservation' in Wales, which delivers less and less for wildlife and in doing so, less for people.

INCC will ensure that Government and its Statutory Body are appropriately challenged regarding its own legislation affecting wildlife in Wales. Additionally INCC will promote and publicise its own, more ambitious solutions for nature in Wales and encourage the participation of all local environmental NGOs and the people of Wales to make the changes that are needed if wildlife is to thrive.

Case Study: Lungwort (*Lobaria pulmonaria*)



The Lungwort is a lichen of ancient woodland and named for its sprawling lobes which resemble the human lung. The species is scarce and declining in Wales owing to its sensitivity to atmospheric pollution and changes in woodland structure and management.

INCC will work with and support partner organisations when responding to Welsh and U.K. Government consultations that have the potential to affect or benefit wildlife. Consultation responses and campaigns will focus on the wildlife and bringing about the beneficial changes that are needed.

INCC will also lead its own targeted campaigns on behalf of wildlife. These campaigns will be designed to focus attention directly on wildlife and the state of nature conservation in Wales so that

the necessary improvements at all levels can be made. Members of the public and key supporters of INCC will play a crucial role in campaigns by sharing information and raising awareness of the issues so that the message has an even wider reach.

2) Communicator

To best achieve its mission of speaking out for wildlife, INCC will be active on all media platforms, including in press, publications, social media and television.

INCC will establish a small publishing house which will provide staff and external authors from various backgrounds with a platform to write about and explore wildlife and nature conservation related issues, particularly where they celebrate wildlife in Wales and align with INCC's mission to speak out for wildlife and nature conservation.

INCC staff, working in collaboration with other organisations active in Wales will collate the most up to date evidence and research on wildlife and nature conservation related issues and promote it to all interested audiences in Wales. Where specific topics impacting wider nature conservation issues are concerned, INCC will engage directly with media outlets to better reach and inform the people of Wales.

INCC will be active on a variety of social media outlets and will aim to develop a number of followers and supporters who can help contribute and share the information to an even wider audience. As well as providing general information about nature conservation and wildlife, several campaigns will be developed to direct and focus social media content. These campaigns will be based on speaking out for wildlife and telling particular stories from the point of view of certain wildlife in Wales.

3) Educator

INCC will position itself at the heart of the nature conservation debate in Wales and will set out to ensure that the needs of wildlife are at the forefront of nature conservation activities and initiatives. INCC will also lead the thinking and development around new and alternative approaches to nature conservation. This will be done by producing, collating and disseminating up to date existing evidence, research and case studies on nature conservation activities to a number of organisations and audiences. INCC will also look to work with partner organisations to help demonstrate the benefits to wildlife of these alternative means of nature conservation.

INCC will aim to work in partnership with other nature conservation professionals to produce a publication on the solutions to the declining wildlife in Wales. This 'manifesto' can then act as a means of undertaking necessary actions and enable partner organisation to collaborate further to achieve more for wildlife.

Specially designed nature conservation training programmes will be run and INCC will work with schools and academic institutions to encourage a greater appreciation of nature conservation as a professional discipline.

4) Employer

INCC will seek to offer employment opportunities for nature conservationists in Wales and suitably recognise their skills and the importance of their role for the public benefit within Wales. INCC will run skills and training programmes for staff, volunteers and key supporters so that all involved can develop with the organisation. In addition to internal training, mentoring, apprenticeships and student placements will all feature as a means of encouraging and supporting the nature conservation sector in Wales.

Case Study: Black-legged Kittiwake (*Rissa tridactyla*)



The Kittiwake is the most abundant breeding gull species in the U.K. Despite the U.K. having approximately 8% of the global population of Kittiwakes (Mitchell *et al* 2004), the species is undergoing a prolonged period of decline (JNCC 2017) to the point where it has now been placed on the Birds of Conservation Concern 4 Red List.

Currently, the index used to measure abundance is 35% below the 1986 baseline for the species; 11 colonies surveyed in Wales in 2015 held 4,353 birds apparently on nests (AON), 44% fewer than was recorded at the same colonies during the Seabird 2000 census (6,230 AON) (JNCC 2017).

5) Practitioner

INCC believes that to best promote and speak out for wildlife and nature conservation in Wales, it must also work in partnership to undertake a variety of 'on-the-ground' nature conservation activities as well as its own research and monitoring.

Case Study: White-clawed Crayfish (*Austropotamobius pallipes*)



The White-clawed Crayfish was once widespread and abundant throughout much of England and the Welsh Border rivers and streams (Holdich and Reeve 1991). However since the introduction of the non-native Signal Crayfish (*Pacifastacus leniusculus*) and crayfish plague in the 1970s, the White-clawed Crayfish has significantly declined in population and range (Holdich and Reeve 1991). Today the species has been assessed as Endangered under IUCN criteria, with a suspected decline of between 50-80% in population throughout its global range (Füreder *et al* 2010).

In Wales the species is restricted to river catchments to the eastern border with England, where they face similar threats to the species globally, including the increased risks of habitat loss, degradation and pollution. In 2012 a population of White-clawed Crayfish was destroyed when their freshwater habitat - the River Ennig (a tributary of the River Wye Special Area of Conservation (SAC)) was subjected to a large pesticide pollution incident which affected up to 2km of the river (NRW 2015). To counter the impacts of the pollution, 570 juvenile crayfish were released into the river several years on from the original incident (NRW 2015).

Captive rearing and releases have become an important aspect of White-clawed Crayfish conservation and in Wales over 3,300 crayfish have been released in recent years (NRW 2015).

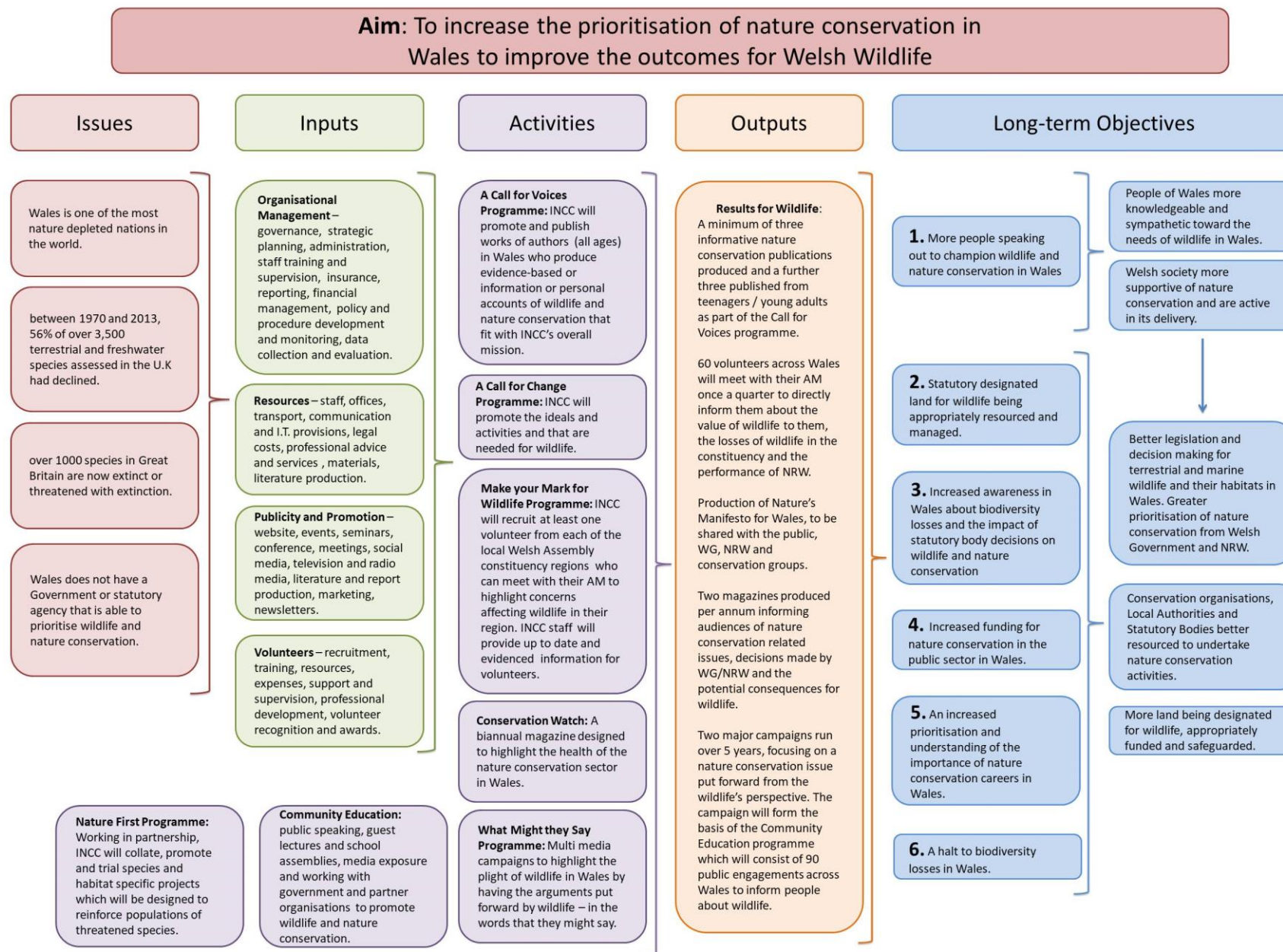


Figure 1: Logic model demonstrating how INCC plans to fulfil its vision

Long-term Objectives & Short-term Outputs

1) More people speaking out to champion wildlife and nature conservation in Wales.

Five year outputs are:

- A minimum of five informative nature conservation 'media sources' produced as part of the 'Call for Voice' programme.
- A minimum of three 'media sources' by children and young adults produced as part of the 'Call for Voices' programme.
- A total of 60 core volunteers across Wales, covering all Welsh Assembly constituencies taking part in quarterly drop in sessions and surgeries with their MPs and AMs. Volunteers will inform elected officials of the state of nature conservation in their constituency and make a plea for greater prioritisation of wildlife in Wales.

Case Study: Wildflower Meadows



Although relatively widespread in Wales, even typical meadow wildflowers are often restricted to roadside verges and waste grounds. During the 20th Century 97% of all the wildflower meadows in England and Wales had been destroyed (Fuller 1987), which equates to approximately three million hectares of wildflower habitat lost since 1945 (Horsley et al 2013).

2) Statutory designated land for wildlife being appropriately resourced and managed.

Five year outputs are:

- The production and promotion of 'Nature's Manifesto', a document outlining to government the changes that are needed to safeguard wildlife and protected sites.
- A total of 60 core volunteers across Wales, covering all Welsh Assembly constituencies taking part in quarterly drop in sessions and surgeries with their MPs and AMs. Volunteers will inform elected officials of the state of nature conservation in their constituency and make a plea for greater prioritisation of wildlife in Wales.

3) Increased awareness in Wales about biodiversity losses and the impacts of statutory body decisions on wildlife and nature conservation.

Five year outputs are:

- A total of 60 core volunteers across Wales, covering all Welsh Assembly constituencies taking part in quarterly drop in sessions and surgeries with their MPs and AMs. Volunteers will inform elected officials of the state of nature conservation in their constituency and make a plea for greater prioritisation of wildlife in Wales.
- A total of 90 visits to schools, universities and community groups to inform people about wildlife, INCC's objectives and nature conservation campaigns.
- A total of 10 'Conservation Watch' newsletters produced and promoted. The newsletters will inform all audiences of nature conservation related issues, the decisions made by WG/NRW and the potential impacts on wildlife.

4) Increased funding for nature conservation in the public sector in Wales.

Five year outputs are:

- The production and promotion of 'Nature's Manifesto', a document outlining to government the changes that are needed to safeguard wildlife and protected sites.
- A total of 10 'Conservation Watch' newsletters produced and promoted. The newsletters will inform all audiences of nature conservation related issues, the decisions made by WG/NRW and the potential impacts on wildlife.

5) An increased prioritisation and understanding of the importance of nature conservation careers in Wales.

Five year outputs are:

- Employ three nature conservation officers.
- A total of 90 visits to schools, universities and community groups to inform people about wildlife, INCC's objectives and nature conservation campaigns.

6) A halt in biodiversity losses in Wales

Five year outputs are:

- Deliver 1 population reinforcement project for a priority species in Wales as part of the 'Nature First' programme. Information gained (lessons learnt, methodologies and results) from the partnership project will be comprehensively recorded, published and disseminated.
- A total of 60 core volunteers across Wales, covering all Welsh Assembly constituencies taking part in quarterly drop in sessions and surgeries with their MPs and AMs. Volunteers will inform elected officials of the state of nature conservation in their constituency and make a plea for greater prioritisation of wildlife in Wales.
- The production and promotion of 'Nature's Manifesto', a document outlining to government the changes that are needed to safeguard wildlife and protected sites.
- A total of 90 visits to schools, universities and community groups to inform people about wildlife, INCC's objectives and nature conservation campaigns.
- A total of 10 'Conservation Watch' newsletters produced and promoted. The newsletters will inform all audiences of nature conservation related issues, the decisions made by WG/NRW and the potential impacts on wildlife.
- A total of two major public campaigns under the 'What Might they Say' programme, designed to inform audiences across Wales of nature conservation related issues (lack of funding, neglect, under-prioritisation etc) from the point of view of wildlife.

Output	Objective
A minimum of five informative nature conservation 'media sources' produced as part of the 'Call for Voice' programme.	1,
A minimum of three 'media sources' by children and young adults produced as part of the 'Call for Voices' programme.	1,
A total of 60 core volunteers across Wales, covering all Welsh Assembly constituencies taking part in quarterly drop in sessions and surgeries with their MPs and AMs. Volunteers will inform elected officials of the state of nature conservation in their constituency and make a plea for greater prioritisation of wildlife in Wales.	1, 2, 3, 6
The production and promotion of 'Nature's Manifesto', a document outlining to government the changes that are needed to safeguard wildlife and protected sites.	2, 4, 6
A total of 90 visits to schools, universities and community groups to inform people about wildlife, INCC's objectives and nature conservation campaigns.	3, 5, 6
A total of 10 'Conservation Watch' newsletters produced and promoted. The newsletters will inform all audiences of nature conservation related issues, the decisions made by WG/NRW and the potential impacts on wildlife.	3, 4, 6
Employ three nature conservation officers.	5
Deliver 1 population reinforcement project for a priority species in Wales as part of the 'Nature First' programme. Information gained (lessons learnt, methodologies and results) from the partnership project will be comprehensively recorded, published and disseminated.	6
A total of two major public campaigns under the 'What Might they Say' programme, designed to inform audiences across Wales of nature conservation related issues (lack of funding, neglect, under-prioritisation etc) from the point of view of wildlife.	6

Table 1: INCC's 5 year strategic outputs and associated long-term objectives

Work Programmes and Associated Long-term Objectives

Programme 1: Call for Voices

This programme is designed to listen to the concerns that nature conservationists of all ages have about wildlife and nature conservation and encourage their voice to be heard through the publishing of their views, literature and media where it fits in with INCC's vision, mission and values.

	Output Description
1	Publish 5 informative nature conservation media sources from nature conservationists across Wales.
2	Publish 3 nature conservation media sources by children and young adults across Wales.

Table 1: Outputs for Work Programme 1

Programme 2: Call for Change

This programme is specifically designed to establish what is needed for wildlife to thrive in Wales. A manifesto for wildlife will be produced in partnership and will outline the legislation required to help achieve INCC's vision.

	Output Description
1	Assemble a suitable group of representatives to discuss and write the 'Nature's Manifesto' document.
2	Publish 1 'Nature's Manifesto' document.

Table 2: Outputs for Work Programme 2

Programme 3: Make your Mark for Wildlife

This programme is designed to directly inform Assembly Members (AM) and Members of Parliament (MP) how important wildlife and nature conservation is to their constituents. Volunteers of INCC within each of the WG constituency areas will speak to their elected officials about the state of nature conservation in their area and ask for change.

	Output Description
1	Create 1 information pack for each of the constituency areas, which will include the issues and threats to wildlife, historical failings for wildlife and solutions that are needed that their representative can fight for.
2	Recruit and train 60 volunteers across Wales, covering each WG constituency, so that they feel confident enough to meet and ask questions of their AM/MP.

Table 3: Outputs for Work Programme 3

Programme 4: Conservation Watch

This programme is designed to highlight and evaluate the health of the nature conservation sector in Wales by collating and analysing case studies, projects and decisions that impact nature conservation in Wales. The biannual magazine will be circulated to INCC's core support and other suitable audiences to help make them more aware of the evolving situation regarding nature conservation in Wales.

	Output Description
1	Assemble a group of suitable representatives to help inform 'Conservation Watch' content.
2	Produce and circulate 16 'Conservation Watch' newsletters over the five-year period.

Table 4: Outputs for Work Programme 4

Programme 5: What Might they Say

This programme is designed to give nature its voice and describe to the people of Wales the threats and losses facing our natural world from the wildlife's point of view. These emotive campaigns will be evidence based and will illustrate to people the plight of wildlife in Wales using specific species, habitats and case studies. The campaigns will be delivered through a number of platforms and will form the basis of several other work programmes including work programme 3 and 6.

	Output Description
1	Deliver 2 'What Might they Say' campaigns over the five-year period.

Table 5: Outputs for Work Programme 5

Programme 6: Community Education

This programme is designed to take the nature conservation message of INCC to a wider audience in Wales by reaching out to schools, universities and communities. INCC will develop a series of digital and physical information on wildlife and nature conservation that will better help illustrate INCC's mission and how audiences can help. Information and messages will be designed around INCC's other work programmes to create a joined up message and encourage further support.

	Output Description
1	Create 1 nature conservation career's guide for students, highlighting the type of careers available in Wales and the training, skills and education needed.
2	Create 3 sets of digital and physical display information to help illustrate INCC's mission to suitable audiences.
3	Undertake a total of 90 school, university or community group visits and events over the five year period to promote the work of INCC and its mission.

Table 6: Outputs for Work Programme 6

Programme 7: Nature First

This programme is designed to demonstrate and publicise alternative nature conservation practices that are rarely deployed for wildlife in Wales such as population reinforcements and species

reintroductions. Working with partner organisations in the U.K., Europe and across the world, INCC will research, collate and publicise examples where such techniques have helped save a species, habitat or population. In addition to publicising case studies, INCC will also undertake its own population reinforcement project with partner organisations including conservation bodies, landowners and Academic Institutions. The project will be fully researched and monitored and all information obtained from the project will be shared with NRW, WG and all other interested parties.

	Output Description
1	Undertake 1 population reinforcement project for a priority species in Wales.
2	Evaluate 3 international case studies of interventional conservation techniques and publish reports on their relevance for Welsh species and habitats.
3	Publish 1 external article/journal on the population reinforcement project.
4	Publish 6 newsletter articles (Conservation Watch) on the population reinforcement and international case studies.
5	Publish 1 Evaluation report of the success and lessons of the population reinforcement project.
6	Publish 5 media releases.

Table 7: Outputs for Work Programme 7

Case Study: Sand Lizard (*Lacerta agilis*)



In the last century, the Sand Lizard has lost an estimated 80% of its range in the U.K. (Beebee and Griffiths 2000). The species was lost entirely from Wales in the 1960s due to habitat loss and fragmentation (Beebee and Griffiths 2000). A reintroduction programme led by Amphibian and Reptile Conservation (ARC) and Natural Resources Wales (NRW) re-established the species on a total of 5 coastal dune sites in North Wales in the 2000s. Monitoring has revealed encouraging signs that the reintroduced populations have established and in some cases expanded significantly (JNCC 2013).

Fundraising

As INCC will not accept WG or NRW funding for any of its core activities, operations or governance a greater emphasis must be placed on alternative and diverse fundraising approaches. Within the first year of operation INCC will create a five year Fundraising Strategy which will map out in detail what INCC needs to do to remain an effective, responsible and financially sustainable organisation.

The Fundraising Strategy will focus on raising sufficient funds from a number of identified themes over a three year period and will include:

1) **Membership / Supporter Scheme**

Three year aims are:

- Create a secure and consented supporters database by approaching existing contacts and potential supporters to obtain their consent in writing to receive advocacy and supporter information from INCC.
- Invest in a suitable membership/donations database to securely record supporter's data and make data processing as efficient as possible.
- Develop a cost-effective supporter's acknowledgement pack which will appropriately thank supporters for their contributions as well as inform them of the work they have helped undertake.

2) **Donations**

Three year aims are:

- Create a secure and consented supporters database by approaching existing contacts and potential supporters to obtain their consent in writing to receive advocacy and supporter information from INCC.
- Invest in a suitable membership/donations database to securely record supporter's data and make data processing as efficient as possible.
- Develop a cost-effective supporter's acknowledgement pack which will appropriately thank supporters for their contributions as well as inform them of the work they have helped undertake.

3) **Grants from Charitable Trusts and Foundations**

Three year aims are:

- Create a secure, usable and regularly updated database of charitable trusts and foundations that support environmental and nature conservation causes', highlighting what particular INCC work programme best aligns with each funders objectives.
- Write / apply to identified trusts and foundations based on INCC's project and core operational priorities.
- Create a monitoring mechanism so that both successful and unsuccessful applications can be assessed, evaluated and lessons learned for future applications.
- Secure two major grants.

4) Legacies

Three year aims are:

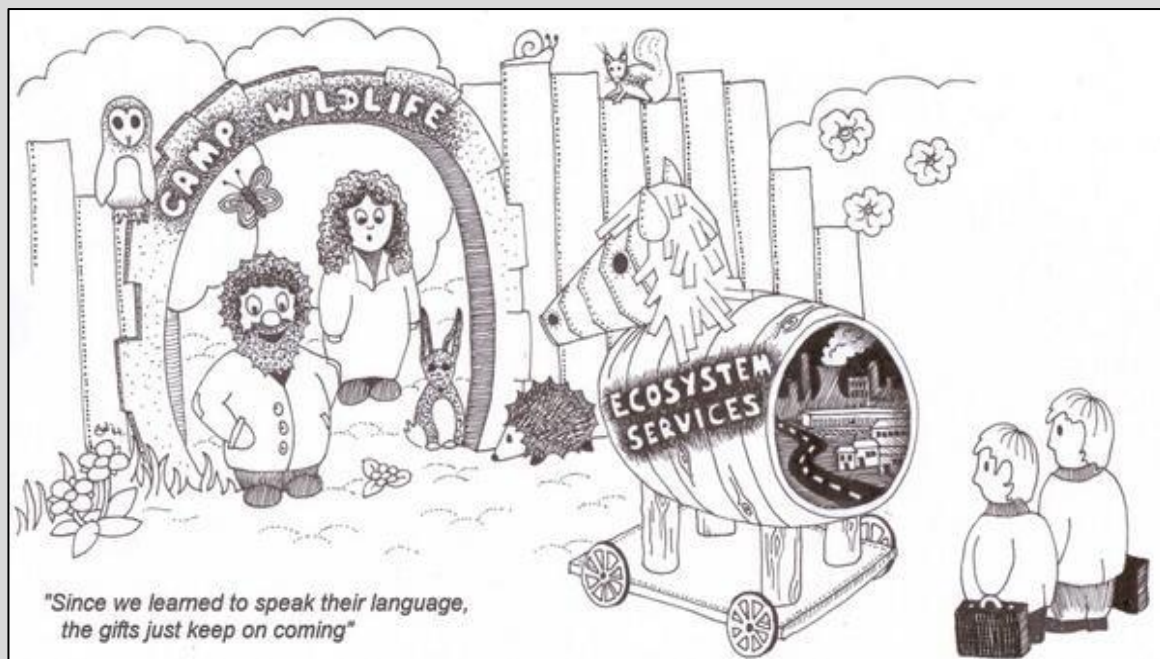
- Implement an INCC legacy campaign to illustrate to the public the positive change that can be made for nature conservation through remembering INCC in a will.

5) Sales and Contracts

Three year aims are:

- Undertake a market research exercise to ascertain the diversity of potential contracts INCC can engage in, assessing if they meet with the organisation's mission and whether the appropriate in-house skills exist.
- Develop a marketing plan to specifically support the sales of INCC materials and particularly publications as part of the call for voices programme.
- Identify outlets and online facilities that could stock INCC materials and publications.

Case Study: Losing Focus



'Speaking the Language'. Political conservation cartoonist (Conservatoon) illustrating the risks from nature conservationists losing focus from wildlife and nature conservation.

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