



Wiltshire Wildlife Trust

Strategic Plan 2010 – 2015



**If you believe that nature provides beauty and hope
and is worth defending,
where every contribution is valued and repaid in kind,
where experience is shared with everyone
so people are part of the solution,
living on a fair share of the world's resources,
then welcome to the Wiltshire Wildlife Trust.**

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Registered Charity No. 266202

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1. Executive Summary

Wiltshire Wildlife Trust was set up in 1962 to campaign and take action to protect the natural environment. Since then the Trust has grown to become one of the UK's leading environmental charities, working to create a sustainable future for wildlife and people.

Our work covers the unitary authority boundaries of Swindon and Wiltshire. We are part of the UK Wildlife Trusts movement (a network of 47 local Trusts with a combined membership of over 750,000) and part of The South West Wildlife Trusts.

As the Trust approaches its 50th anniversary, we believe a bold new approach is needed to tackle the threats to the natural world before it is too late. The 2010 - 2015 Strategic Plan reflects this sense of urgency, placing a greater emphasis on raising awareness of the likely impacts of climate change and the need to develop adaptation and mitigation measures, including the importance of creating 'Living Landscapes' based on functioning ecosystems. The Trust will continue to lead and support the transition of society towards more sustainable living and will seek to ensure that our work is based on sound knowledge and evidence and that we use this to influence and inform decisions by others.

Our Vision is "a sustainable future for wildlife and people". It is based on a Wiltshire of living landscapes full of wildlife and enjoyed and valued by everyone, where people live in sustainable and resilient communities with a high quality of life achieved with minimum environmental impact.

As a membership organisation, the Trust is committed to working with our supporters and volunteers and a full range of different partners. **Our Mission** is "to help wildlife adapt to climate change; value, protect and enhance ecosystem functions; inspire people to enjoy, understand and take action to protect the natural world; help people to live more sustainably and enhance their health and wellbeing through greater contact with nature".

The full range of our charitable objects is set out in the Trust's Memorandum of Association. These remain unchanged, although the amount of activity each year in fulfilling each of them varies, dependent upon an assessment of needs and priorities and the availability of resources. For the next five years, April 2010 to March 2015 we have set ourselves the following objectives:

1. **Create Living Landscapes across Wiltshire**
2. **Lead and support the transition of society towards more sustainable living**
3. **Ensure our work is based on sound knowledge and evidence and use this to influence and inform decisions by others**
4. **To be widely recognised and respected for our work and to grow our resources and increase support for our mission**
5. **To ensure the organisation is effective and fit for purpose**

Underpinning this work are the **core values** that define our character, commitment and culture and will ensure that we succeed in achieving our vision:

Passion: We care passionately about all wildlife; we believe that the rich world of nature is an essential part of what makes life worth living and that we depend on it as our life support system. We believe nature is at the heart of true sustainability. We will seek to build resilience and act sustainably in all we do.

Inclusive: We value and encourage the contribution of everyone, seeking to involve people of all social groups, age, race, sex and culture. Working with others to achieve our vision, we will share our expertise and knowledge in all we do.

Partnership: We are members of The Royal Society of Wildlife Trusts and South West Wildlife Trusts, contributing to as well as benefiting from the partnership at regional, national and international levels.

Independence: We are independent of governments and non-party political. We work with decision-makers but will offer constructive criticism, standing up for what we believe in and not compromising our principles.

Expertise: Local knowledge and experience at grass roots is our key strength. We will continue to learn from others and the natural world to increase our understanding and improve our effectiveness. We will act professionally and be sound in science and sincere in ethics.

Indicators of past performance

	1998/99	2003/04	2008/09
Nature reserves owned	24 (452ha)	28 (742ha)	30 (886ha)
Nature reserves leased	10 (101ha)	9 (72ha)	9 (62ha)
Farming Operations	None	Blakehill Farm	Blakehill Farm Coombe Bissett Farm Lower Moor Farm
Livestock Numbers	6 Cattle 3 sheep	10 Cattle 30 Sheep	319 Cattle 192 Sheep 6 Ponies
Learning Centres	None	Langford Lakes Nature Reserve	Langford Lakes Nature Reserve and Lower Moor Farm Nature Reserve
No. of pupils 'reached'	Not recorded	14,257	16,297
Wiltshire & Swindon Biological Records Centre:			
No. of planning applications — processed	10,077	12,750	9,404
screened	3,549	3,154	2,321
reported on	275	340	234
No. of biological records held	Incomplete records	684,897	715,740
No. of staff employed:			
Full time	29	52	47
Part time	8	15	23
No. of members (inc. Watch)	10,607	14,799	18,796
Total income from Membership (inc. Gift Aid)	£209,328	£349,207	£636,777
Annual income	£1,271,821	£2,587,580	£3,910,680
Expenditure:			
Revenue	£958,426	£2,554,655	£2,872,434
Capital	£103,541	£52,079	£559,635
Net assets at year end	£2,813,032	£5,201,013	£7,379,660

2. Wiltshire Wildlife Trust Strategic Plan 2010-2015

2.1 Background

Wiltshire Wildlife Trust was set up in 1962 to campaign and take action to protect the natural environment. Since this time it has grown in size, remit and reputation. We are now the largest environmental organisation in Wiltshire and widely recognised and respected for its “strong environmental leadership”¹. Our work covers the unitary authority boundaries of Swindon and Wiltshire and as a part of The South West Wildlife Trusts and The Royal Society of Wildlife Trusts our efforts extend regionally, national and internationally.

2.2 Purpose of the document

This plan supersedes the Trust’s current Strategic Plan 2005-2010 and has been written by reference to The Wildlife Trusts’ Development Strategy 2007-2012 which was published during 2007 and the RSWT Draft Plan 2009-2015 circulated in November 2009.

2.3 Director’s Introduction

The threats to the natural environment are much greater now than when the Trust was formed. Biodiversity has continued to decline with the destruction and fragmentation of habitats. As highlighted by Prince Charles, “with natural systems being disrupted, increasingly our landscapes are not fit to cope anymore. Small isolated pockets of land can no longer provide the protection needed for wildlife”². The total area of land designated for nature conservation in Wiltshire is 14.6% (50,817ha in a county of 347,600 ha.) This comprises approximately 21,565ha of County Wildlife Sites, 29,287ha Sites of Special Scientific Interest, of which 22,055ha are also designated European Special Areas for Conservation and 20,678ha is a Special Protection Area). Although these figures are relatively high compared to other parts of the UK, these areas are insufficient to protect or halt the loss of biodiversity.

Since 1962, a number of species have become extinct and what were once common are becoming rare. There are many reasons for the loss of biodiversity. Current threats include invasive plants (e.g. Balsam), predation (e.g. Mink), illegal activities (e.g. Hare coursing), changes in water quality (e.g. agricultural runoff & hormone disrupters), water quantity (e.g. from abstraction for public water supplies), lack of appropriate management (over & under grazing, hedgerow neglect, abandoned coppice), eutrophication (e.g. from atmospheric nitrogen deposition and use of fertilizers) and continuing use of toxic chemicals (e.g. agricultural herbicides, insecticides and fungicides).

Climate change poses a new “severe threat to biodiversity”³. Climate change is already happening and global mean temperatures are projected to continue rising at a rapid and accelerating rate over the coming decades⁴. There is very strong scientific evidence that rapid climate change is being caused by the greenhouse gases produced by human activity⁵ and globally, the impacts on people are already devastating⁶. It is not only the direct effects of climate change, but the indirect ones such as the availability of water and food supplies and the pressure from a growing population that is having an impact on both people and natural systems. Even in Wiltshire, where the effects of climate change are likely to be less severe than elsewhere in the world, the impact on wildlife and people is likely to be profound.

¹ The 2009 Comprehensive Area Assessment of Wiltshire carried out by the Audit Commission, December 2009. This provides an independent overview of local public services. This affirmed the Trust’s position as the leading environmental organisation in the county, providing “strong environmental leadership” and services in the county. P6; p14

² Speech by HRH The Prince of Wales at opening of Lower Moor Farm, Wiltshire. 2007

³ Monarch Report 2009. (http://www.ukcip.org.uk/images/stories/Pub_pdfs/Monarch3synthesis.pdf)

⁴ Intergovernmental Panel on Climate Change report. 2007 (http://www.ipcc.ch/publications_and_data/ar4/syr/en/spms2.html)

⁵ Ibid IPCC 2007

⁶ The World Health Organisation estimates that already 150,000 people are dying each year as a result of climate change, while the UN estimates that there will be hundreds of million environmental refugees. 2009

The failure of the World's leaders to reach a legally binding agreement at Copenhagen significantly increases the likelihood of greenhouse gas concentrations continuing to rise and the average global temperature increasing by more than 2 degrees centigrade. This is currently regarded as the maximum 'safe' level if we are to avoid catastrophic consequences. However, on the basis of current action it is likely that we are heading for a 3 to 4 degrees centigrade rise⁷.

There is global recognition of the need for immediate action with a consensus that global greenhouse gas concentrations must peak by 2020 and then fall rapidly. The target for reducing emissions in the UK is 40% by 2020 and 80% by 2050⁸. Greenhouse gases are a consequence of modern life and in particular the increasing use of fossil fuels. Achieving a low carbon future will present big challenges for society and food and energy security will become major issues.

The present level of consumption of natural resources is simply not sustainable nor equitable. Here in Wiltshire, we consume an average of three planets worth of resources each year⁹. The Trust believes that the respect and care of nature is at the heart of true sustainability. The world of nature is an essential part of what makes life worth living and we depend upon it as our life support system. Tackling unsustainable lifestyles in order to mitigate accelerating climate change will be an essential part of reducing the pressure on the natural environment.

Local Authorities need to plan for a managed energy descent and a decline in fossil fuels, particularly oil. Initially, this is likely to impact on spatial and transport plans, but will extend to all aspects of Wiltshire life. More generally, society needs to shift from a focus on 'standard of living' to an increased quality of life, based on the consumption of a fair share of the world's resources and low environmental impacts. Already such plans, policies and strategies are being developed locally. For example, Swindon Borough Council has identified 'One Planet Living' as the major policy driver for its future plans and policies¹⁰ and Wiltshire Council is now developing its climate change adaptation strategies and carrying out a sustainability appraisal of its core strategies and Local Development Frameworks¹¹.

Even if the reduction in atmospheric pollution can be achieved, we need adaptation measures to help us manage the changes that are already inevitable. With a 2 degrees centigrade increase, locally we are still likely to see greater extremes of weather; droughts, floods, intensity of rainfall, cloud cover and humidity, high winds and heat waves. Perhaps even intense periods of cold as European weather patterns change as the Gulf Stream effect which keeps Britain's climate 5 degrees centigrade warmer than it should be is diverted by melting ice from Greenland and the Arctic¹².

Depending on the scenario, for Wiltshire, the prognosis for the 2080s is between 3-6 degrees centigrade hotter in summer (hotter still in our towns); a summer reduction in precipitation of up to 50% but a 13-22% increase in winter, soil moisture will decrease by up to 42% in summer. There will be an increase in fires. Both directly and indirectly, this will add to the decline in biodiversity and impact on people.

In general, wildlife can and will adapt to climatic changes – it has done so in the past. However, because of the speed of climate change and the lack of suitable habitats, it is likely that the impacts on native wildlife will be particularly serious. The main impacts of these changes will be a reduction in vernalisation,

⁷ Presentation to Annual Meeting of The Wildlife Trusts, Nov. 2009 by Prof. Sir John Lawton (Chair of Yorkshire Wildlife Trust and a member of WWT. He is an ecologist and chair of the Royal Commission on Environmental Pollution and former head of Natural Environment Research Council based in Swindon).

⁸ Ed Miliband: Statement to the House of Commons on the Copenhagen Summit, January 2010. Emissions reductions are measured against 1990 levels (the year of the first report of the IPCC).

⁹ Eaton, R.L., G.P. Hammond and J. Laurie, 2007. 'Footprints on the landscape: an environmental appraisal of urban and rural living in the developed world', *Landscape and Urban Planning*, 83 (1), 13-28 [DOI: 10.1016/j.landurbplan.2007.05.009] – invited contribution to a Special Issue on 'Cities and Sustainability'.

¹⁰ See <http://www.swindon.gov.uk/environment/oneplanet.htm>

¹¹ See

<http://www.wiltshire.gov.uk/environmentandplanning/planninganddevelopment/planningpolicy/localdevelopmentframework/wiltshirecorestrategy/wiltshirecorestrategiesustainabilityappraisal.htm>

¹² A Natural Environment Research Council directed programme - RAPID-WATCH is undertaking a 10 year study (2004-2014) to assess the strength and structure of the Atlantic Meridional Overturning Circulation (MOC).

synchrony, nutrient changes to habitats (through fire, flooding etc), an extended growing season (leading to increased pressure to grow winter crops, new crops, including perhaps biofuels) and changes in the competitive balance between herbivores, predators etc. All of which will lead to changes in population, community and habitat structure and distribution.

This poses difficult questions for the Trust. For example, if a site is managed for a single species or habitat which we might reasonably expect to disappear despite our best efforts, should we not review our management of the site or indeed whether it should be a reserve at all? How will we plan to receive new species (some wanted, some not) into the county? Is the current management of our estate sustainable and will it allow or impede the ability of species and habitats to adapt?

All species occupy a particular 'climate space' and as the climate changes, different species will gain, lose or experience a shift in climate space¹³. Whilst in the past, dispersal occurred as a natural response to climate change, today the rate of climate change and the fragmented nature of habitats means that our countryside is insufficiently permeable or receptive. We therefore need to adopt adaptive management principles if we are to assist and not hinder the dispersal of species. Many if not all species may need assistance in dispersal through the county, region and UK.

It is not clear if England's current collection of wildlife areas represents a coherent and robust ecological network that will be capable of responding to the accelerating impacts of climate change. To address this, the Government has recently appointed Professor Sir John Lawton to chair a review of England's wildlife network. The review will consider if the existing protected-area network is fit for purpose, and if it isn't, what should be done about it. The review will publish its findings in June 2010.

The need to safeguard and enhance ecological function is increasingly recognised. Natural ecosystems provide society with a wide range of essential 'life support' services without which society becomes unsustainable. These include food and water supply, disease control, flood and pollution management, mental and physical wellbeing, fuel and energy.

The "Living Landscapes" approach has been developed by The Wildlife Trusts to re-build ecosystem function over large areas. Linking them together allows organisms to move through a more permeable countryside. In addition, people can benefit from ecosystem repair through cleaner water, better flood management, protection from drought and more opportunities for healthy living. These large areas of wildlife rich habitats connected through ecological networks allow wildlife to flourish and increase their resilience to climate change and other threats.

Living Landscapes builds on an approach pioneered in Wiltshire¹⁴ and uses the Rebuilding Biodiversity methodology¹⁵. This approach has been recognised by DEFRA and the UK Climate Change Impacts Programme¹⁶ and others as an important contribution to climate change adaptation. This holistic approach has emerged as the most significant and best hope for our natural environment at a time when there is an overriding need to restore ecosystems and natural processes at a speed and on a scale that would until recently have seemed impossible.

The economic cost to society of the degradation of ecosystems is now being recognised. An assessment of the value of the goods and services provided by nature is being carried out globally by a UN initiative led by

¹³ Birds and Climate Change, by Prof. Sir John Lawton. Joint Meeting of Wiltshire Ornithological Society and Wiltshire Wildlife Trust, Corn Exchange, Devizes. 2007

¹⁴ In 2000 the Wiltshire Wildlife Trust began to address the fragmented nature of many habitats and species by the creation of either large single areas or networks of corridors and buffer zones managed to help wildlife adapt to climate change and reduce its vulnerability.

¹⁵ Rebuilding Biodiversity was developed by the South West Wildlife Trusts. It led to the development of a detailed assessment of the size of each habitat needed to secure the future of the characteristic species of each habitat type and then mapping out the areas within each county that offered the greatest opportunity – this became the Strategic Nature Map that was adopted as part of the SW Regional Spatial Strategy adopted by Government.

¹⁶ http://www.ukcip.org.uk/index.php?option=com_content&task=view&id=335&Itemid=9

Pavan Sukhdev¹⁷ and in the UK by the National Ecosystem Assessment¹⁸. These assessments focus on both economic and non economic values. Actions to address the degradation of ecosystems are more likely when society fully values the natural environment. Increasingly recognised are the beneficial effects of regular contact with nature on human health and wellbeing.

The Trust has always created opportunities for people to have regular contact with nature and each year there is an extensive programme of guided walks, talks, formal and informal education for all age groups. In 2006 the Trust set up the Wiltshire World Changers Network as a means of supporting and encouraging individuals and groups wishing to take action on the environment. Directly or indirectly we estimate that by 2010 there were 9000 people linked into this network, making a significant contribution to the creation of sustainable and resilient communities. Whilst funding for such work is difficult to secure, the Trust will continue its education and community support work over the coming few years within the budgetary constraints.

Since its inception, the work of the Trust has been based on sound science and evidence based. In its early years it depended on support from the Nature Conservancy Council. As the Trust developed and employed its own professional staff, so it built expertise and knowledge. The Trust now conducts some of its own research and evaluations. In 1998 the Trust accepted the management the Wiltshire & Swindon Biological Records Centre, which for the past 35¹⁹ years has catalogued and stored information about Wiltshire's wildlife. The South West Observatory currently produce a regional State of the Environment report but no such assessment is made at the county level. To assess progress in building a more sustainable future for wildlife and people, the creation of more resilient communities and to measure the impacts of climate change there is a growing need for the Trust to collect a broader range of data together with its analysis and interpretation to enable sound decision making by many different organisations and individuals. The Trust proposes to link this work as part of the Wiltshire and Swindon Intelligence Network and provide an annual report on the state of the environment to the Wiltshire Assembly.

In summary, the need for Wiltshire Wildlife Trust to take action has never been more urgent. In response to climate change, the UK's wildlife will need to adapt. While this has happened before, in previous ages there were no man-made obstacles – cities, motorways and expanses of sterile countryside – to overcome. Over the next five years and beyond we will work to recreate functional and connected ecosystems on a landscape scale, helping wildlife (and people) adapt to the impacts of climate change. This will be achieved through the engagement of people at every level and through ensuring that our vision for Living Landscapes is high on the political and public agenda. At the same time we will do what we can to help people mitigate climate change by encouraging them to take action to live more lightly and reduce greenhouse gas emissions and dependency on fossil fuels. As Prince Charles said “The Trusts can be an inspiration to people, helping them to understand the link between climate change and the impacts on wildlife and the need to reduce – urgently – the amount of CO₂ released into the atmosphere”²⁰. We will enhance our data collection, analysis and evaluation and so report annually on the state of Wiltshire's environment. We will optimise the use of our assets for education and learning, develop our use of multimedia and improve our communication and reach. Underpinning this will be activity to build our support and resource base and the continuing development of our organisational effectiveness.

¹⁷ The Economics of Ecosystems and Biodiversity (TEEB) study is a major international initiative to draw attention to the global economic benefits of biodiversity, to highlight the growing costs of biodiversity loss and ecosystem degradation, and to draw together expertise from the fields of science, economics and policy to enable practical actions moving forward – see <http://www.teebweb.org/>

¹⁸ National Ecosystem Assessment was set up but the Environmental Audit Committee of the House of Commons to enable the identification and development of effective policy responses to ecosystem service degradation.

¹⁹ The BRC was set up in 1975 and its management was transferred to WWT in 1998.

²⁰ Speech by HRH The Prince of Wales at opening of Lower Moor Farm, Wiltshire. 14th May 2007.

3. Focus and direction

It is important to recognise that The Trust already has a series of obligations and commitments and that one of the keys to achieving our mission is to build on existing work by adding impetus and value to what we already do and to develop new approaches. This Plan therefore refines the previous strategic direction, building upon previous successes and our strengths and seeks to address some of the weaknesses that were identified during the consultations and also to grasp some of the opportunities that have been identified and the challenges we face.

As a result there is a sharper focus to some of the Trust's work, principally:

- The setting of our traditional reserves work into the context of Living Landscapes, investigating opportunities to expand and buffer our nature reserves and working closely with neighbouring landowners to help them adopt wildlife friendly management practices
- Developing ambitious plans to restore whole landscapes and reconnect fragmented habitats, and building support for these Living Landscapes schemes
- The consolidation of our farming operations
- Building on our successes in engaging with communities seeking to 'live lightly' we will mobilise more people to join us in taking action to mitigate the impacts of climate change and protect wildlife
- Building up and broadening our knowledge and evidence base to underpin our campaigns and Living Landscapes work
- Becoming much bolder and stepping up our advocacy and influencing work by promoting our vision for Living Landscapes to decision makers and key partner organisations and especially local authorities, Natural England and the Environment Agency
- Focusing on increasing our profile and growing resources to support our mission by being much more proactive in media, fundraising and development activities
- Being committed to organisational effectiveness by developing our internal systems and procedures, structures and skills base to ensure that we operate efficiently and sustainably.

4. Vision, Mission and Objectives and Values

Our Vision is “a sustainable future for wildlife and people”. It is based on a Wiltshire of living landscapes full of wildlife and enjoyed and valued by everyone, where people live in sustainable and resilient communities with a high quality of life achieved with minimum environmental impact.

As a membership organisation, the Trust is committed to working with our supporters and volunteers and a full range of different partners. **Our Mission** is “to help wildlife adapt to climate change; value, protect and enhance ecosystem functions; inspire people to enjoy, understand and take action to protect the natural world; help people to live more sustainably and enhance their health and wellbeing through greater contact with nature”.

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Underpinning this work are the **core values** that define our character, commitment and culture and will ensure that we succeed in achieving our vision:

Passion: We care passionately about all wildlife; we believe that the rich world of nature is an essential part of what makes life worth living and that we depend on it as our life support system. We believe nature is at the heart of true sustainability. We will seek to build resilience and act sustainably in all we do.

Inclusive: We value and encourage the contribution of everyone, seeking to involve people of all social groups, age, race, sex and culture. Working with others to achieve our vision, we will share our expertise and knowledge in all we do.

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Independence: We are independent of governments and non-party political. We work with decision-makers but will offer constructive criticism, standing up for what we believe in and not compromising our principles.

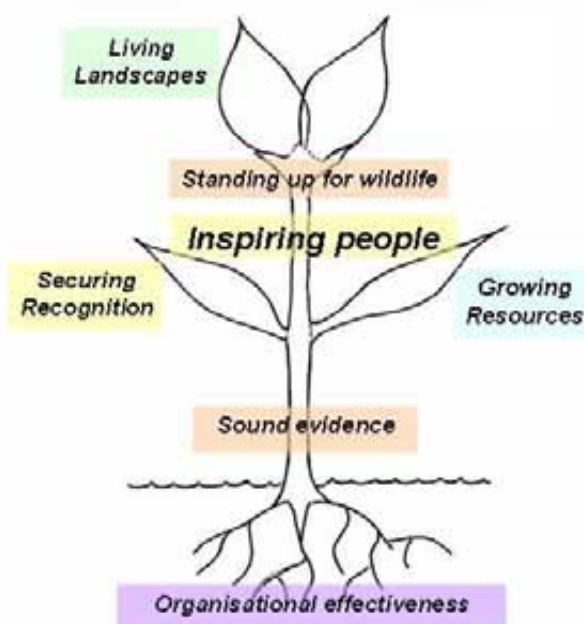
Expertise: Local knowledge and experience at grass roots is our key strength. We will continue to learn from others and the natural world to increase our understanding and improve our effectiveness. We will act professionally and be sound in science and sincere in ethics.

5. Plan Delivery

5.1 Framework for delivery

This Plan is a **framework** – setting out the Trust’s strategic direction and vision, and the key mechanisms for delivery. It is not an operational plan. As previously mentioned, this Plan has been written by reference to The Wildlife Trusts’ Development Strategy 2007-2012 which first introduced the objectives based framework used in this Plan. Although this Plan has refined The Wildlife Trust’s original eight objectives into our five objectives the diagram below provides a useful illustration of how each of the key strategic objectives relate to each other.

Each year the Trust will also produce an Annual Business Plan which will use this Strategic Plan as a framework to ensure everyone within the Trust is working towards our vision and objectives.



5.2 Objective Leads

It is vital that each objective is assigned a clear lead. We will establish a Leadership Team in order to develop a holistic and integrated approach, with the Leadership Team taking collective responsibility for the delivery of this Plan and develop strong collaborative working and liaison between teams. To achieve this, an element of restructuring and refocusing is proposed and outlined below:

Objective 1: Create Living Landscapes across Wiltshire

Led by the newly created post of Head of Adaptation the purpose of this team is to deliver our living landscapes vision on the ground. This will be through strategic conservation projects, land acquisition, reserves management, landowner advice, habitat creation projects, partnership building and local advocacy. The team will work closely with the Environmental Policy and Information team in terms of inputting to opportunity mapping, reserves management plans, Wildlife Site surveys and monitoring the impacts of climate change on species and habitats, including the arrival of new species into the county. The team will also work closely with adjacent Wildlife Trusts to deliver cross border Living Landscapes projects.

Objective 2: Lead and support the transition of society towards more sustainable living

Led by the newly created post of Head of Mitigation it will be necessary to review how successful activity has been in this area with a view to sharpening and refocusing our work. Particular emphasis will need to be given to creating an overall “Sustainable Living” strategy which outlines how we will (with others) work

to deliver core messages and inspire action about Living Landscapes (climate change adaptation) and climate change mitigation. We also urgently need to introduce business plans which will deliver viable flagship Education Centres and also develop a long term strategy for our Watch and schools/colleges work with an appropriate balance between working with students, capacity-building for staff, and inspiring institutional leadership. Working closely with other teams (and key volunteers), the strategy will identify the direction and future development of this work and the mechanisms for engaging communities and institutions around the development of sustainability visions and practices, developing Friends of/Local Groups, enhancing the visitor experience on our nature reserves and the re-introduction of Wildlife Gardening.

Objective 3: Ensure our work is based on sound knowledge and evidence and use this to influence and inform decisions by others

Led by the newly created post of Head of Environmental Policy and Information this team will provide the evidence base to support and underpin all of the Trusts' conservation activity and further its key objectives through the development and influence of policy through high level advocacy work. The team will also deal with non biological data (CO₂ emissions, air/water quality etc). There will be greater emphasis on analysis, evaluation and interpretation to assess the impacts of climate change and ensure we are meeting our objectives in managing our own land. We will use this enhanced information base and analysis to provide the evidence for the annual state of the environment reports we will publish. A new post of Environmental Intelligence Officer is being created to support this work and our work on BAPs will be part of this section. An advocacy plan and information strategy will be produced to help direct the work of the team, identify priorities and clarify collaborative working with other teams and other Trusts in the South West and nationally.

Objective 4: To be widely recognised and respected for our work and to grow our resources and increase support for our mission

This objective will be led by the newly created post of Head of Fundraising, Marketing and Communications. Here, we have identified that our fundraising/marketing and communications work, whilst delivering impressive outputs, is currently rather fragmented and has no one responsible for leading it or developing a clear sense of direction for the future. The strategic aim is therefore to merge the functions of communications and fundraising/marketing to provide coherence, integration and a clearer direction for these two interrelated strategic functions. Separate Communications and Fundraising strategies will be needed to determine core messages and mechanisms for delivering these to identified audiences, improve brand recognition and profile and increase income generation through membership development, fundraising, corporate sponsorship and a major donor programme. Threats to traditional income sources will be addressed through identifying and securing long term and sustainable income from new initiatives.

Objective 5: To ensure the organisation is effective and fit for purpose

Led by the Head of Business Support the team will include finance, administration, governance, internal policy and processes, HR and training, volunteer management and training, resources, legal, health and safety, ICT and knowledge management including the library and central filing system. Emphasis will be given to upgrading ICT systems where finances allow, increasing the skills base of the Trust through training and staff development and with consideration being given to securing a more sustainable office/farm operation with much reduced environmental impacts.

Each objective lead will be responsible for developing a team plan and key strategies for delivery and for ensuring their staff have clear work plans that are aligned to the strategic objectives and outcomes.

Director

The role of the Director is to lead, manage, co-ordinate and guide all the affairs of the Trust and its subsidiaries according to the policies and objectives agreed by Council. During this phase of Plan implementation it will be important for the Director to inspire staff about the Trust's vision and reinforce

the strategic direction. As the principal external advocate, the Director will build key relationships to ensure the Trust succeeds in its bold vision.

Council and Committees

As the accountable body, the role of Trustees in helping to drive forward this Strategic Plan is crucial and Trustees must be fully engaged. As part of this Plan, it is suggested that the advisory Committees to Council are reviewed and reconstituted to have a clear link to the strategic objectives and more defined role in overseeing and advising on their delivery.

Objective	Existing Committee	Possible new Committee?
1. Create Living Landscapes across Wiltshire	Reserves Committee Farming Committee Biodiversity Committee	
2. Lead and support the transition of society towards more sustainable living	Langford Nature Reserve Committee	
3. Ensure our work is based on sound knowledge and evidence and use this to influence and inform decisions by others	BRC Management Group Biodiversity Committee	
4. To be widely recognised and respected for our work and to grow our resources and increase support for our mission	Finance Committee	
5. To ensure the organisation is effective and fit for purpose	Personnel Committee Finance Committee Health & Safety Working Group	

6. Programme of Key Actions

The key actions needed over the next five years flow from the focus and direction previously referred to. These actions are designed to address the impacts of climate change and place Living Landscapes at the heart of our work and to provide the resources to underpin this work.

The actions are strategic in that they will be led by the Trust's Leadership Team to focus and align the Trust to the strategic objectives and ensure we are a more effective and coordinated organisation in order to deliver our bold vision.

1. Create Living Landscapes across Wiltshire – Led by Head of Adaptation

We will:

1. Build upon the achievements to date of the Trust's Living Landscape projects in North Wiltshire and on the chalk down land and initiate and support the development of further Living Landscapes in the Cotswold Water Park and other strategic areas.
2. Manage and develop the Trust's own land to "fit" our Living Landscapes vision:
 - a. Ensure that the Trust's estate is managed according to best current nature conservation practice, so that our reserves are in favourable or recovering condition
 - b. Increase the area of the Trust's land ownership by proactively pursuing land acquisition and delivering habitat creation and restoration projects to create larger nature reserves that are viable management units.
3. Transform the Trust's farming activities into economically self sustaining, low carbon operations and maximise income from various Agri-Environment Schemes.
4. Undertake 'special projects' on our reserves as appropriate.
5. Promote Living Landscapes and provide information, advice and practical support where applicable to other land managers, local communities and other relevant groups on how they can protect, maintain and enhance biodiversity on their land and rivers.
6. Run projects to tackle specific issues such as invasive plants along Wiltshire's rivers and waterways or to protect key species.

2. Lead and support the transition of society towards more sustainable living - Led by Head of Mitigation

We will:

1. Identify and monitor those areas where climate change mitigation measures and action to address the unsustainable use of natural resources is most needed including:
 - a. Work closely with Wiltshire and Swindon Councils on sustainable living initiatives
 - b. Develop a range of community initiatives which encourage people to cut CO₂ emissions, reduce their dependency on fossil fuels, increase energy efficiency and tackle fuel poverty
 - c. Develop a range of community initiatives which encourage people to practice waste minimisation including recycling and re-use, composting, use of food digesters, using 'real' nappies, and tackling litter.
2. Inspire people to enjoy, understand and take action to protect the natural world:
 - a. Produce and implement an 'Access and Interpretation Strategy' to enhance the visitor experience and increase opportunities for learning on Trust's nature reserves
 - b. Formulate and implement business plans to run financially viable Education Centres at Langford Lakes, Lower Moor Farm and Blakehill Farm to provide high quality learning experiences for a range of audiences
 - c. Develop and expand the Trust's Resilience Programme, building on our Future Jobs Fund work and any successor initiatives

- d. Work with leaders and teachers in schools and colleges to help them develop and deliver engaging and effective sustainability-focused learning for students, and help them develop as sustainable institutions
 - e. Identify and help deliver core messages to inspire people to take action about Living Landscapes and Sustainable Lifestyles.
3. Develop a range of community initiatives which encourage people to make healthier choices and address health problems including:
- a. Healthy eating, growing their own food or purchasing locally produced food
 - b. 'Gardening for wildlife'
 - c. Encouraging walking and practical conservation work as a way for people to reduce stress, tackle obesity, the causes of heart disease or mental health problems.

3. Ensure our work is based on sound knowledge and evidence and use this to influence and inform decisions by others – Led by Head of Environmental Policy & Information

We will:

- 1. Build a sound evidence and environmental information base:
 - a. Develop the Wiltshire & Swindon Biological Records Centre (WSBRC) as the primary focus for the collection, storage, analysis, evaluation, use and dissemination of biodiversity information in the county
 - b. Coordinate the County Wildlife Sites network to assist the Trust and partner organisations in developing Living Landscapes
 - c. Develop the environmental component of the Wiltshire and Swindon Intelligence Network
 - d. Produce "Annual state of the environment" reports.
- 3. Progress Biodiversity Action Plans:
 - a. Co-ordinate the Wiltshire and Swindon Biodiversity Action Plan (BAP) Partnerships
 - b. Monitor and report on the delivery of the "New BAP framework" such as those for Wiltshire, Swindon, Cotswold Water Park, South West England etc.
- 4. Provide the evidence base to underpin work on the Trust's nature reserves:
 - a. Develop a strategic approach for producing, monitoring and evaluating 10 year management plans for each nature reserve and incorporate climate change adaptation measures as appropriate.
- 5. Support the creation of Living Landscapes across Wiltshire:
 - a. Complete the mapping exercise to identify and describe Living Landscape areas across Wiltshire
 - b. Develop a framework for demonstrating delivery of Living Landscapes schemes.
- 6. Provide strong environmental leadership by standing up for wildlife and the environment:
 - a. Play a leading role in promoting change on a landscape-scale for wildlife and people to ensure the landscape-scale approach is built into local decision making
 - b. Target our advocacy and influencing work on areas that will best deliver Living Landscapes
 - c. Respond to plans, policies, frameworks & strategies and exert a strategic influence on the planning system to benefit wildlife and the environment
 - d. Actively participate in partnerships, forums & committees
 - e. Work with others in lobbying and campaigns on local, regional and national issues.

4. To be widely recognised and respected for our work and to grow our resources and increase support for our mission – Led by Head of Fundraising, Marketing & Communications

We will:

- 1. Increase and strengthen membership of the Trust:
 - a. Develop in-house recruitment capacity

- b. Establish a campaign for recruitment and retention (setting targets for membership) that includes widening the profile, age groups, etc and develops the offer/benefits to members
 - c. Run a campaign to increase Gift Aid sign up and convert Standing Orders to Direct Debits
 - d. Increase corporate membership and private sector involvement and support for Wiltshire Wildlife Trust
 - e. Strengthen our 'intelligence' about members and use to tailor our support and engagement.
 - f. Promote membership throughout the Trust, ensuring this is communicated in all Trust materials, events and at Trust locations and that all staff and volunteers are encouraged and supported to achieve this aim.
2. Develop marketing and communications:
- a. Prepare an overall 'Communications Strategy' and implement key elements
 - b. Invest in staff training and development to enhance communication skills and approaches
 - c. Identify and exploit opportunities to reach new and existing audiences through greater use of new communication media such as e-zines, podcasts, DVDs, e-mails with embedded video clips, streaming video, web cams etc.
 - d. Develop and implement an internet marketing strategy
 - e. Link into national campaigns and develop local campaigns and provide opportunities for the involvement of our members and supporters
 - f. Develop our capacity to listen and respond to (requests) issues, feedback, questions etc promptly and to satisfactory standards (but need to manage expectations)
 - g. Develop the Trust's extensive media catalogue (audio, video, photographic) to support its media activity and the development of commercial opportunities
 - h. Build brand identity and recognition
 - i. Establish a baseline of Trust recognition/reputation from which to measure progress and mechanisms for measuring the effectiveness of the 'Communications Strategy'.
3. Enhance fundraising:
- a. Develop and deliver a 3 year 'Fundraising Strategy' that will incrementally grow and diversify income to support the Trust's Strategic Plan and annual Business Plans
 - b. Deliver a series of celebratory events, campaigns and fundraising opportunities to mark Wiltshire Wildlife Trust's 50th Anniversary in 2012
 - c. Build capacity and the coordination of fundraising across the Trust
 - d. Explore ways of growing core funds including opportunities for generating long term and sustainable income from new initiatives from major developments such as wind farms, holiday lets, conservation credits, etc)
 - f. Invest more in the Legacy campaign linked to Living Landscapes
 - g. Exploit opportunities for developing commercial activities through WEEL
 - h. Build and maintain funding relationships with (new officers and members) at Wiltshire Council and Swindon Borough Council and statutory bodies
 - i. Run capital appeals to support key projects and campaigns, and specifically Living Landscapes initiatives
 - j. Exploit opportunities for developing commercial activities through WEEL.

5. To ensure the organisation is effective and fit for purpose – Led by Head of Business Support

We will:

- 1. Financial Management:
 - a. Develop and maintain an appropriate financial policy framework (Financial Standing Orders) to guide financial management, governance and compliance
 - b. Ensure financial, business and project performance is adequately planned, targeted and effectively monitored

- c. Ensure robust financial control of the Charity's assets and funds, including compliance with appropriate governance procedures
 - d. Establish rolling 3 year financial forecasting (as norm)
 - e. Create capital replacement fund (via depreciation)
 - f. Provide an effective and efficient accounting, financial information and reporting service to the Trust's subsidiary company.
2. Enhance Information and Communications Technology (ICT)/e-comms /e-learning:
- a. Consider upgrading the computer system, databases and software to enhance performance and meet organisational needs
 - b. Research and develop our capacity for e-commerce and endorsements
 - c. Develop systems for capturing, retaining and sharing knowledge and skills within the Trust and develop the use of e-learning.
3. Office Facilities:
- a. Ensure the provision of suitable, environmentally sustainable and cost-effective office accommodation
 - b. Manage the organisation's facilities, vehicles and supplies to ensure a well-equipped, comfortable and efficient working environment
 - c. Explore the benefits of centralised procurement.
4. Health & Safety & Risk Management:
- a. Update procedures and ensure compliance with relevant Health & Safety regulations
 - b. Maintain a robust 'Risk Management' process and ensure the 'Risk Register' is updated annually and monitored and reviewed on a regular basis.
5. Human Resources:
- a. Improve staff retention and development through skills audits and appropriate and targeted training.
 - b. Develop staff performance measures including the 'staff appraisal' system.
 - c. Increase the number of active volunteers and develop structures and procedures to enhance the quality/value of the volunteering experience for both the individual and the Trust.

7. Performance Management

There are different ways of measuring and demonstrating success and it is a complex issue to get right. The Trust has decided to take a 4 pronged approach – strategic outcomes, 5 year measurable targets, annual business plan targets and Strategic Performance Indicators (SPIs) as outlined in the next section.

7.1 Strategic Outcomes

The table below details the key strategic outcomes for our long term vision (non-measurable but nevertheless these provide a good basis for value judgements) together with 5-year measurable targets. Annual business plan targets will be set each year, which will help track progress towards the five year targets; these will either be numeric measures (if this is possible) or qualitative.

Obj.	Strategic Outcomes (Long term vision)	5 Year Measurable Targets
1.	<ul style="list-style-type: none"> Living Landscape schemes deliver significant benefits for biodiversity and people, and demonstrate our vision to a wide audience Nature Reserves fully integrated with the Living Landscapes vision The Trust is a major deliverer of land management advice to others 	<ul style="list-style-type: none"> 5 year success indicators as described in LL vision documents are achieved (e.g. hectares of land acquired/ habitat created/ species benefit/partners or policies influenced etc.) Reserves strategy produced and implemented, linking Trust land with our wider vision 100% of Trust reserves in favourable or recovering condition x % of Wildlife Sites owners and managers advised Farms financially self supporting
2.	<ul style="list-style-type: none"> Every student in Wiltshire schools and colleges will benefit from an environmental learning experience with the Trust during their formal education Every school in Wiltshire will have well cared for wildlife areas in their school grounds Every school and college in Wiltshire will have an monitored sustainable travel plan All Trust events are well managed with clear learning objectives and positive feedback Every Community Area/cluster will have an active Watch Group within it People across Wiltshire are inspired by the Trust to learn about and engage with both wildlife and wild places, and with the idea and practice of sustainability 	<ul style="list-style-type: none"> Sustainable Living strategy produced and all high priority tasks achieved Long term strategy for Watch/schools/colleges work agreed, implemented, and evaluated Education activities established in identified gaps xxxx school children taught by Trust staff and/or volunteers xx viable Education centres operational xx % of Trust reserves with upgraded access/interpretation Wildlife Gardening project operational
3.	<ul style="list-style-type: none"> All our work is underpinned by sound evidence Policy is influenced through the use of research projects and data All relevant strategic plans include good biodiversity, sustainability and climate change adaptation policies which help deliver living landscapes Green infrastructure policies help deliver living landscapes 	<ul style="list-style-type: none"> Vision documents produced for key living landscape areas 100% of Trust reserves have up to date management plans and data monitoring in place Evidence base for living landscapes developed Annual State of the Environment Reports Advocacy plan produced and delivered Min. x% success rate in policy influence work Measurable change in published policies and their implementation BAP targets met

		<ul style="list-style-type: none"> • % of County Wildlife Sites surveyed • X % planning applications commented on •
4.	<ul style="list-style-type: none"> • The Trust is widely recognised as the foremost conservation organisation in the county • The website is used to showcase the Trust's work and highly visited • The Trust is recognised as the premier authority on wildlife issues by the local media • The Trust's vision and mission is respected and understood by partner organisations 	<ul style="list-style-type: none"> • Significant improvement in general public's recognition of the Trust • Communication strategy produced and all high priority tasks delivered including use of new media (You Tube, Facebook etc) • New branding strategy produced and implemented • xxxxx unique visitors to our website • xx television spots • 100 radio spots • Fundraising Strategy in place and operational • £xmillion raised through major donor/legacies programme • xx,000 members target reached • Member lapse rate stable at 10% • 50:50 ratio of restricted: unrestricted income reached • New initiatives generating income long term and sustainable income
5.	<ul style="list-style-type: none"> • The Trust becomes a more effective and business like organisation with excellent governance and skilled staff 	<ul style="list-style-type: none"> • Trust restructured to deliver Plan • x% spend on admin/business support maintained; invest in infrastructure • Performance management system in place and working • 5 year budget targets delivered • New finance system in place • Clear and effective governance and management processes • Green/sustainable office/farm with neutral carbon footprint • Consultancy company generating significant £xxx profit for Trust

7.2 Developing Strategic Performance Indicators for the Trust

Measuring performance was identified as an area for improvement during the consultation process and it is suggested that the Trust develops a set of 'Strategic Performance Indicators' (SPIs) during the first year of this Plan, agreeing a baseline from which to measure progress in five years time. These will need to be considered by the Leadership Team but some examples of areas we need to focus on and baseline indicators are outlined below:

Objective 1: Create Living Landscapes across Wiltshire

SPI - A measure of the success of living landscapes, using biodiversity (habitats and possibly species) as an indicator. A baseline measure should be established which could include the condition of our nature reserves, the extent and type of landowner advice given, a total hectareage of BAP habitat we are involved in, and some measure of connectivity. We should concentrate on areas that we are directly involved in rather than looking at the state of biodiversity across the entire county.

Objective 2: Lead and support the transition of society towards more sustainable living

SPI - A measure of how well we have inspired and engaged people and whether our key messages are understood and have led to more people taking action for local wildlife. The baseline could be established during the development of our Sustainable Living strategy, looking at our current activities and how successful they are.

Objective 3: Ensure our work is based on sound knowledge and evidence and use this to influence and inform decisions by others

SPI - A measure of the breadth and quality of information and data we use and whether we are using it effectively to underpin the delivery of objectives 1 and 2, as we should be.

SPI - A measure of the success of our political and policy influence. The baseline could be the extent of our engagement with the most important decision-makers, and the extent to which the Living Landscapes concept and biodiversity-friendly policies are embedded into key policy documents.

Objective 4: To be widely recognised and respected for our work and to grow our resources and increase support for our mission

SPI - A measure of how well the Trust is recognised and respected. Here we could consider undertaking a reputation audit in year one of this Plan, which is likely to form the baseline for this measure.

SPI - A measure of the financial resource-base of the Trust. The baseline could be relatively easy for this indicator; we could simply include the amount and % of unrestricted income.

Objective 5: To ensure the organisation is effective and fit for purpose

SPI - A measure of the organisational effectiveness of the Trust. We could look at a number of indicators here, perhaps the implementation of a performance management system, and our skills and training plans, including the funds we have invested in this.

It is suggested that staff work these up further and that they are discussed at Trust Committees and Council with the aim of agreeing a set of baseline measures during the first year of the Plan.