



# **Growing Success**

Buglife's Five Year Strategy  
2008-2012

Developed by Buglife staff and trustees with support from the Esmeé Fairbairn Foundation

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## Buglife's Five Year Strategy - 2008-2012

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# Executive Summary

Buglife – The Invertebrate Conservation Trust is the only charity in Europe devoted to the conservation of all invertebrates, and is passionately committed to saving the small things that run the world. The charity was established in 2002 and has a strong conservation track record, saving sites that are home to endangered species; promoting the conservation of invertebrates to the public and land managers; undertaking research and surveys; and influencing policy and legislation so as to benefit endangered species.

Buglife's aim is **'to stop the extinction of invertebrate species and to achieve sustainable populations of invertebrates'**. The work that the charity does is of vital importance because the food we eat, the fish we catch, the birds we see, the flowers we smell and the hum of life we hear, simply would not exist without bugs. Invertebrates underpin life on earth and without them the world's ecosystems would collapse. Bugs are also fantastic animals in their own right and once lost, they cannot be replaced.

There are currently great problems for invertebrates. Many populations are declining and many thousands of species are heading towards extinction. This strategy sets out the priorities for Buglife in terms of the conservation and awareness raising outcomes that the charity intends to achieve in the period 2008-2012.

Buglife itself is a complex life form with volunteers, trustees, Member Organisations, staff and individual supporters all being essential to its effective functioning. Buglife is a unifying force for the conservation of all invertebrates, and works in partnership with others to actively advance their collective aspirations for invertebrate conservation.

Buglife wants a world full of life, where other species can survive and thrive alongside human activities and where the biological heritage passed on to the next generation is as rich, or richer, than that passed on by the previous generation. Our work can make a uniquely valuable contribution to achieving this vision.

The process of producing this Strategy has been a thorough one, with a series of workshops and consultation phases. We have redefined what we want the organisation to achieve and where we want to go, based on the successes of the charity to date. Twenty-nine Key Result Areas have been defined; we will assess the success of the charity against these Key Result Areas.

We will work toward the following outcomes that will directly benefit rare and/or declining invertebrates:-

- developing a 'State of the UK Invertebrates' report
- supporting a meaningful Biodiversity Action Plan (BAP) process that brings together partnerships of Government and Non-Government Bodies to achieve conservation targets for the most threatened species and habitats, with Buglife taking the lead in conserving key BAP invertebrates
- establishing Buglife offices in Wales and Northern Ireland/Ireland
- publishing a report on the impacts of climate change on invertebrates
- ensuring that the Government's protected site networks better represent, protect and sustain invertebrates
- becoming a Lead Partner for the BAP habitat 'Open Mosaic Habitats on Previously Developed Land'
- ensuring that there are no preventable invertebrate extinctions in the UK
- ensuring that the Marine Act contains suitable measures for the conservation of marine invertebrates
- developing international invertebrate conservation by undertaking two or three international projects
- expanding Buglife's work on prioritised habitats

- resolving and improving legislative 'biodiversity duties'
- securing EU policies that place a greater emphasis on the importance of conserving invertebrates

Many of our conservation outcomes can only be achieved if all those with a desire to see invertebrate populations conserved pull together. Buglife will work closely with our current member organisations to develop positive delivery partnerships, and we will aim to have 30 Member Organisations by 2012.

Buglife will also raise awareness of the need for invertebrate conservation amongst the public and decision makers and will provide advice on how to conserve invertebrates directly to those whose actions could damage or aid invertebrate conservation. We will judge our success in achieving this using the following measures:-

- Annual sum of unique daily visitors to website increased by 50% (from 2008 to 2012)
- Increase in number and audience of media occurrences (from 2008 to 2012)
- 800 land managers and relevant officers trained in invertebrate conservation
- Fifteen Buglife bug hunts and similar events run per year averaged over 2011-12
- Education and training hub set up on website

Our members and individual supporters are key to the success of Buglife; our members support the charity financially and give practical assistance when we are campaigning. Our members are also key to spreading messages about the importance of invertebrates and the need to conserve them. Buglife will increase the number of members to 2,000 by December 2012, we will also improve retention so that every year 80% of our members renew their membership.

To achieve our outcomes for awareness raising and developing our membership base we will need more staff resources and to this end we will recruit an Outreach Officer.

The scale of the tasks that we have set out for Buglife over the next five years is considerable and we will need to raise additional resources so that we can achieve positive results for bugs. The Strategy sets out in some detail where and how we intend to secure the resources that we will need. In summary, in 2012 we will need to raise £600,000 restricted income for projects and £150,000 unrestricted income to cover priority work that we cannot raise restricted funds to achieve.

People are the most important part of any conservation organisation. We will foster and support our staff and will also increase the number of volunteers who are contributing time and effort to Buglife so that we can deliver results cost effectively, by the end of 2012 the aim is to have 40 regular Buglife volunteers.

In summary, Buglife has achieved much in its first six years and 'Growing Success' sets out a clear agenda for our work over the next five years. We will be safeguarding and benefitting threatened and declining populations of invertebrates across the UK and beyond, while also influencing and empowering society so that in the future conserving invertebrates is clearly established as an essential activity that benefits everyone.

# Review of Buglife

**Strategy for Growth** produced in 2003 was Buglife's first Corporate Strategy. The document condensed, defined and developed much of the early thinking about what Buglife was, what the charity should do and how it should do it. Five years on Strategy for Growth can be seen to have served us well. Many of the elements have been achieved as we have grown from having two employees, fourteen member organisations and 10 individual supporters, to having nine employees, 10 contractors, 28 member organisations and over 1000 supporters. In just six years Buglife has gone from concept to being a well known and well respected nature conservation charity. Where we have not developed as envisaged lessons have been learnt and approaches adapted. Our experience to date is now incorporated into **Growing Success**, our second strategy.

We can be pleased that we have made very significant progress towards solving some of the key problems affecting invertebrate conservation. For instance, five years ago brownfield conservation was regarded by almost all as a contradiction in terms; now the principle that the biodiversity of brownfields must be conserved is enshrined in the England Biodiversity Strategy, English planning guidance and via the listing of Open Mosaic Habitats on Previously Developed Land as a UK BAP priority habitat. There is still much to do, but there is a glimmer of hope that the endangered populations of invertebrates will not be completely destroyed in the scramble to build on brownfield sites. In addition, 'England's rainforest' Canvey Wick, one of the two most important invertebrate sites to be threatened with destruction since Buglife's initiation, is now a SSSI because of its brownfield invertebrates. Working in partnership with Natural England and others on the 'All of a Buzz...' project in the Thames Gateway has advanced knowledge and appreciation of brownfield biodiversity invertebrates. Other areas where Buglife has made a tangible difference for invertebrates include soft rock cliff conservation and raising awareness about managing habitats for invertebrates. The futures of species such as the Bog bush cricket (*Metrioptera brachyptera*) and the Scarlet malachite beetle (*Malachius aeneus*) are more secure as a result of our surveying, campaigning and awareness raising. Many other examples can be given of positive impacts that Buglife has made on behalf of invertebrates - from our work at the heart of developing a strategy for the conservation of Scottish invertebrates, helping to precipitate the ban on the environmentally destructive use of Cypermethrin as a sheep dip. Indeed, the high demand for Buglife's advice and opinions is further evidence of the gap that existed prior to our establishment and the organisation's success at filling that gap.

Buglife is faced by many challenges; not only do the current activities and campaigns require sustained attention, there are many other invertebrate conservation issues of similar significance that we have yet to start tackling and huge areas where an absence of knowledge needs to be filled before we can understand how human activities are endangering invertebrates. The emphasis on growth that ran through Buglife's first strategy must be maintained, as well as consolidated. If we are going to reverse the startling declines in invertebrate populations, and tackle some of the emerging invertebrate conservation priorities, there will be an undeniable need to direct more resources into conserving invertebrates. Some of these resources can be channelled through government, some through the building of delivery orientated partnerships and some through a clear key third sector role for Buglife.

While the future may be uncertain, only by being prepared and having clarity of purpose can opportunities be maximised to achieve our objectives. This strategy outlines how we will build more capacity for conserving the small things that run the world.

Matt Shardlow  
November 2008

# The Buglife Vision

## Buglife Vision

We want a world full of life, where other species can survive and thrive alongside human activities and where the biological heritage passed on to the next generation is as rich, or richer, than that passed on by the previous generation.

## Buglife Aim

**To stop the extinction of invertebrate species and to achieve sustainable populations of invertebrates**

**We will achieve this by:**

- Undertaking practical conservation projects.
- Promoting the environmental importance of invertebrates and raising awareness about the challenges to their survival.
- Assisting the development of legislation and policy.
- Developing and disseminating knowledge about how to conserve invertebrates.
- Encouraging and supporting invertebrate conservation initiatives by other organisations in the UK, Europe and worldwide.

## Buglife Personality

Buglife will be seen as:-

- unifying,
- professional,
- friendly,
- innovative,
- passionate,
- influential
- and, where necessary, determined.

## Buglife Attributes

- Buglife is the only organisation in Europe committed to conserving all invertebrate species - around 64% of all species.
- Buglife is the professional voice for invertebrate conservation.
- Buglife harnesses the knowledge of invertebrate specialists and works in partnership with others to deliver practical solutions to conservation problems.
- Buglife enthuses and inspires others about the wonder and diversity of invertebrates and their value to humans and the environment.

## Norms - what are the universal truths that we need to communicate?

- Invertebrates comprise the vast majority and variety of animal life and include many fundamentally different life forms.
- Buglife believes that invertebrates are essential to human life; are vitally useful in medicine, agriculture and industry; are key components of the natural environment; are beautiful; are fascinating to study and understand; and are of intrinsic value.
- Allowing an extinction to occur as a result of humanity's impact on the environment without taking adequate steps to prevent the extinction is immoral.
- Failing to measure humanity's impact on the environment in terms of the fate of other species and the threat of extinction is also immoral.
- Human impacts on the environment are widespread and substantial and there have been large declines in abundance and conservation status for many groups of invertebrates in recent years.
- The conservation of invertebrates is a critical issue that needs to be addressed in order for humankind to progress towards sustainable development.
- Buglife's conservation solutions and advocacy are based wherever possible on firm evidence but invoke the precautionary principle where appropriate.
- Buglife's efforts in addressing each conservation problem are allocated in proportion to the scale of that problem (subject to resource availability).
- Education and awareness levels are key to achieving Buglife's vision.
- By creating a societal climate in which people are encouraged to value, study and understand invertebrates, Buglife can ensure that more people are involved with developing the body of knowledge that is required to conserve them.

## Core messages

1. Buglife is the only charity in Europe devoted to the conservation of all invertebrates, and we are passionately committed to saving the small things that run the world, everything from bees to beetles, and jumping spiders to jellyfish.
2. Buglife is the charity that takes action to stop the extinction of invertebrate species and to achieve sustainable populations of invertebrates. We protect bug populations and their habitats, provide information to the public and advise others on invertebrate conservation.
3. Invertebrate populations are declining and many thousands of species are heading towards extinction. We need to take action now to save our threatened wildlife.
4. The food we eat, the fish we catch, the birds we see, the flowers we smell and the hum of life we hear, simply would not exist without bugs. Invertebrates underpin life on earth and without them the world's ecosystems would collapse.
5. Each invertebrate species is unique and plays a critically important role in the web of life. Each species is of actual or potential use to humans. Once lost, they cannot be replaced. Many invertebrates have incredible life stories yet to be told, they contain a myriad of potential uses to humans, but we don't know the value of what we are on the brink of losing.
6. Buglife is a unifying force for the conservation of all invertebrates, and works in partnership with many other conservation and invertebrate-focused groups to actively advance their collective aspirations for invertebrate conservation.

## Buglife Origins

During the UK process of implementing the Convention on Biological Diversity in the 1990s, it was apparent to many involved that there was a lack of connection between invertebrate specialists and decision makers, a role fulfilled by taxon-specific conservation organisations for mammals, reptiles, amphibians, birds, butterflies and moths, and plants. As there was no organisation that was able to expand its remit to include the applied conservation of all invertebrates, it was concluded that there was a need for a new organisation committed specifically to the conservation of all invertebrates. The Invertebrate Conservation Trust was founded in December 2000. Following an anonymous donation, the first staff members were appointed in February 2002 and the charity was publicly launched as Buglife – The Invertebrate Conservation Trust in Spring 2004.

## Buglife Key Milestones

December 2000	The Invertebrate Conservation Trust registered as a company
February 2002	First staff employed
May 2002	Name changed to Buglife – The Invertebrate Conservation Trust
May 2003	Canvey Wick full page article on Page 3 of the Guardian
July 2003	Buglife raises alarm that the Ragwort Bill aims to eradicate Ragwort – the exclusive home of 30 bug species
April 2004	Official launch of Buglife
May 2004	Managing Priority Habitats for Invertebrates CD released
July 2004	31% of MSPs sign up to Buglife’s motion asking for Aucheninnes Moss to be saved from destruction
July 2004	Ragwort Code produced containing bug friendly measures
November 2004	First four leaflets produced in celebrated invertebrate taxa series
February 2005	Canvey Wick designated as an SSSI
March 2005	Wording inserted in draft Clean Neighbourhoods Act to ensure that insects in the countryside are safe from being declared a public nuisance.
February 2006	Sale of Cypermethrin for use as a sheep dip suspended
May 2006	Membership reaches 500
June 2006	Scarlet malachite beetle on front cover of Independent newspaper.
January 2007	Buglife meet Prime Minister Blair as part of campaign to save West Thurrock Marshes
February 2007	Buglife establishes office and officer in Scotland
June 2007	New UKBAP Priority list produced including 431 invertebrate species and ‘Open Mosaic Habitats on Previously Developed Land’
June 2007	Over 500 people trained to identify bumblebees at workshops in Essex and London.
September 2007	‘Managing Coastal Soft Cliffs for Invertebrates’ project completed, 10,400 new records invertebrates generated
February 2008	Buglife takes protection of biodiversity on West Thurrock Marshes to the High Court, but application to revoke planning permission is dismissed.
March 2008	Bringing Aggregates Sites to Life – best practice habitat management guide produced
March 2008	All of a Buzz in the Thames Gateway project completes mapping of 576 brownfield sites in London and the Thames Gateway 55% of area shown to have high biodiversity potential

## Buglife Logo

Buglife’s name, logo and colour scheme are key parts of Buglife’s brand and their consistent use helps to communicate, reinforce and foster awareness about Buglife and the charity’s distinctive personality.

The use of the logo and other presentational issues are covered in the document by the document ‘Buglife Style Guide’.

# The Strategy Process

Buglife's corporate strategy 'Growing Success' acts as a high-level route map to guide the organisation for the next five years and follows the previous 'Building Capacity' strategy produced in 2003. Preparatory work was carried out looking at the progress Buglife has made in the six years of its existence, likely changes in the world in which we operate, opportunities and obstacles.

The strategic priorities identified for development by the corporate strategy are:

- Conservation
- Advocacy, awareness and knowledge and skills development
- Funding and fundraising
- Volunteers
- Relationship with Member Organisations
- Infrastructure and 'how we work'
- The Business Plan

This strategy has its roots in a strategic planning session that took place in early December 2006 with trustees and staff, followed by a 'conservation planning day' and advocacy and awareness day with smaller groups of trustees and staff in 2007. The draft strategy has been consulted on, revised and refined during 2008.

A Business Plan containing annual work programmes and budgets will be drawn up to set the framework to deliver the strategy. The Business Plan will be responsive to feedback from monitoring the progress against the objectives and changes in the external environment. An annual strategic planning cycle, including regular evaluation and assessment of objectives, will be undertaken.

# Conservation

## Introduction

Our conservation work must contribute towards the achievement of the organisation's primary aim:-

To stop the extinction of invertebrate species and to achieve sustainable populations of invertebrates.

Currently the available evidence strongly indicates that populations of most species of invertebrate are in decline. The more data we get and the more analysis that is done the worse the situation appears to be. We estimate that there are at least 1000 species of invertebrate at risk of extinction in the UK in the next 25 years. There are also indications that the general abundance of invertebrates in the countryside has declined with significant knock-on impacts for bird and flower populations.

To save these species and reverse the declines Buglife will have to build consensus and develop partnerships. The public and society must believe that conserving invertebrate populations is the 'right thing to do', and experts and advisors must be willing and able to promote measures that will benefit invertebrates and other biodiversity. Law makers and resource holders must appreciate the need to protect the invertebrate component of our environment and be prepared to provide the conditions for invertebrates to thrive. Politicians will have to be convinced that their level of commitment to preserving biodiversity is a voting issue.

In addition to spreading conservation messages and securing commitment to Buglife's aims there is much practical work required to deliver improved conservation. This will include:-

- influencing the management of nature reserves and the wider countryside to benefit invertebrates
- supporting, influencing and implementing the UK Biodiversity Action Plan process
- influencing the development/amendment of legislation and policies affecting the conservation of invertebrates
- investigating invertebrate ecology, distribution and conservation
- disseminating knowledge about how to conserve invertebrates
- owning and/or jointly managing reserves for the conservation of invertebrates
- encouraging and supporting invertebrate conservation initiatives by other organisations in the UK, Europe and worldwide.

## Conservation Approach

The underlying conservation approach is to build on what Buglife has achieved to date. This will include the continuation of current projects and workstreams – such as, brownfield conservation – as well as a measured expansion into new areas of work which have been prioritised according to set criteria. The conservation strategy recognises that currently Buglife's chief strength is the ability to influence others by campaigning and awareness raising and by working with other organisations. It is also envisaged that Buglife may take a more direct role in land management over the timeframe of this strategy.

Major issues which are likely to shape Buglife's conservation strategy over the next five years include climate change; water resources; habitat loss and fragmentation; changes to the planning system; and threats to the marine environment (for more detail see Appendix 4). The strategy recognises that Buglife can be most effective when campaigning and advocating on our core areas, and hence the strategy will facilitate an increase in these activities.

Buglife's project-driven conservation work has been one of the major successes in the first six years of the organisation. Whether conserving the brownfield habitats of the Thames Gateway or soft cliff habitats across the UK, our projects have enabled us to deliver conservation objectives, raise awareness, obtain funding and build partnerships.

Funding will be sought to implement projects that deliver our Strategic Conservation Priorities and that are assessed as high priority in terms of stopping extinctions and/or achieving sustainable populations. The conservation of globally threatened species will be given special priority. Full prioritisation criteria are set out in Appendix 1.

Buglife will take action to halt the destruction of nationally important sites for invertebrates to the extent that resources allow. Effort will be focussed on the sites with the highest importance as established by the criteria in Appendix 2 and those where the destruction or saving of the site would set an important precedent. To underpin the essential work that we do protecting key invertebrate sites from destruction we aim to employ a Planning Officer. This will enable us to protect more sites directly and influence the development of policy so that fewer key sites for invertebrates are threatened in the future.

One of Buglife's most crucial roles is to collect and collate invertebrate conservation information and apply it to decision making processes to ensure better conservation of invertebrates. Without evidence-based information about invertebrates and their requirements, this vast number of species will continue to suffer from mismanagement and neglect. The success of Buglife's research into species such as the Scarlet malachite beetle (*Malachius aeneus*) highlights the importance of good information to guide on the ground delivery. The significance of research and survey goes beyond the gathering and dissemination of information – it also gives Buglife credibility and weight, which in turn gives us a greater voice and influence in conservation.

Buglife will continue to direct its research and survey work at providing the information to enable us to initiate change, particularly in those areas where others are not active and/or unable to undertake the necessary practical research and information collation. Priorities for research will include BAP species for which existing knowledge is limited; the role of invertebrates in providing ecosystem services; the long term implications of, and solutions to, habitat fragmentation; improving knowledge about habitat management; and the likely impacts of climate change upon invertebrate populations. Research will be undertaken both directly by Buglife and through partnerships with academic and research institutions.

To develop its ability to influence how land is managed Buglife needs to expand its land management skills and experience over the period of this strategy. Initially, this is most likely to be achieved through working in partnership with organisations that are already managing land. Freehold and long leases would only be considered in exceptional circumstances and in light of the considerations listed in Appendix 3.

## **Strategic Conservation Priorities 2008-2012**

The following conservation Key Result Areas will help to shape and guide the development of Buglife over the period of this strategy.

### **KRA 1 - To develop a 'State of the UK Invertebrates' report**

This document will provide a baseline and summary of existing knowledge of invertebrate conservation, including species status (where the data is already available), specific threats and measures needed to secure healthy populations. The report – targeted predominantly at policy-makers – will also set the framework for future requirements in research, survey and conservation policy delivery. It is envisaged that this will be the first of a series of 'State of the UK Invertebrates' reports. In addition, we will encourage the relevant authorities to undertake reviews of groups of species to establish and update

rarity (Red Data Book) and national scarcity statuses and/or establish a mechanism to bring the lists of statuses up-to-date.

**KRA 2 – To support a meaningful BAP process with Buglife taking the lead in conserving key BAP invertebrates**

The 431 UK BAP Priority invertebrates are all threatened and many will dwindle or go extinct unless they are understood and actively conserved. Buglife has already taken a leading role in the revision of the UK BAP and will now look to become a leading organisation in BAP delivery. The scale of this involvement will be determined by the availability of funding and opportunities to work in partnership with other organisations. A shortlist of species priorities has been drawn up and this will be used to determine where Buglife will focus its BAP species and habitat involvement. We will work to retain a meaningful BAP process with strong emphasis on delivery of conservation outcomes and with clear monitoring and accountability (achieving this is KRA 2a).

**KRA 3 - To establish Buglife offices in England, Scotland, Wales and Northern Ireland/Ireland**

Devolution means that increasingly decisions affecting invertebrates are taken at sub UK levels. We need to ensure that we are influential in Scotland, Northern Ireland/Ireland and Wales (directly influencing development of new policy and legislation affecting invertebrates) (KRA 3a). Having established ourselves in England and Scotland the priority will be to establish presences in Wales and Northern Ireland/Ireland.

**KRA 4 - To publish a report on the impacts of climate change on invertebrates**

Climate change presents the greatest mid-to-long term threat to invertebrates, but we do not know how most invertebrates will cope with the predicted rates of change. The production of an authoritative report is an ambitious long-term outcome, however the foundations will be laid during the period of this strategy. The research priorities will be identified and a series of partnerships set up with research institutions to take forward this work. At the same time Buglife will continue to influence other research into the impacts of climate change on the natural environment, to ensure that invertebrates are properly taken into account.

**KRA 5 - To ensure that the ASSI/SSSI network better represents, protects and sustains invertebrates**

The SSSI system is the Government's protected sites network for wildlife, but it was set up before the scale of threat facing invertebrates was known and hence fails to include representative populations of many endangered species. Even where endangered invertebrates occur on SSSIs they are frequently not listed on the designation or are not monitored and hence get only minimal protection. Buglife will work to ensure that the SSSI network is more successful in protecting endangered invertebrates and their habitats. We want an SSSI system with new selection criteria for invertebrates, revised notification policy, and more effective indicators of Favourable Conservation Status for invertebrates (achieving this is KRA 5a). Priorities include influencing the development of new SSSI site selection criteria for invertebrates, advocating the revision of the SSSI notification process so that key invertebrate faunas are listed on all sites where they are of significant importance, and ensuring that site management plans take into account invertebrate requirements where necessary. We will also work to ensure that 'Condition' assessments properly reflects the status of endangered invertebrate species on the sites and that revisions to the SSSI system maintain and enhance invertebrate biodiversity.

**KRA 6 - To become a Lead Partner for the BAP habitat 'Open Mosaic Habitats on Previously Developed Land'**

'Brownfield land' supports an increasingly high proportion of rare and endangered invertebrates but is threatened and remains neglected by mainstream conservation. Buglife is uniquely positioned to take forward the delivery of conservation objectives for this BAP habitat. Our Thames Gateway and Peterborough work has given us a comprehensive skills and knowledge base in the field of brownfield biodiversity and its

interface with planning and regeneration. The Lead Partner role – possibly undertaken in partnership with an organisation with a key role in the reuse of brownfield land – would enable us to take forward the momentum that we have already built up in this habitat.

**KRA 7 - To ensure that there are no preventable invertebrate extinctions in the UK**

This will be delivered through a variety of methods, but will include site safeguard and through influencing the formulation and enacting of policy that affects invertebrates (Quinquennial Review, Biodiversity Action Plan, etc.). Examples of recent site-based campaigning with this aim include the Distinguished jumper spider (*Sitticus distinguendus*) at West Thurrock Marshes and the Streaked bombardier beetle (*Brachinus sclopeta*) adjacent to the Thames Barrier Park.

**KRA 8 - To ensure that the Marine Act contains suitable measures for the conservation of marine invertebrates**

Human activities from dredging, through pollution, to climate change are having a huge impact on marine invertebrates, but there is widespread ignorance of the challenges they face. It is essential that the Marine Act receives assent (KRA 8a) and is robustly implemented. Buglife will continue to support the implementation of the Marine Bill through targeted campaigning work. We will also take an active role in the delivery of marine BAP species and habitats (see KRA 2).

**KRA 9 - To develop international invertebrate conservation by undertaking two or three international projects**

Invertebrates are not just in trouble on mainland UK, there are invertebrate conservation issues across the globe, and notably in other parts of the EU and on the UK Overseas Territories. As one of only two all-encompassing invertebrate conservation organisations in the world, there is clearly the need, and the opportunity, for Buglife to expand into new geographical areas where this supports the delivery of the organisation's core objectives. A policy has been developed to prioritise the most important international projects (see Appendix 1). During this period we will attempt to obtain funding for the development of a European invertebrate conservation NGO network.

**KRA 10 – To expand Buglife's work on prioritised habitats**

Buglife has already been successfully involved in habitat conservation delivery, including coastal, brownfield and freshwater habitats. Over the coming strategy timeframe we will develop project and policy work focussed on additional habitats. These habitats will be prioritised according to their importance to invertebrates, the threats they face, what additional benefit Buglife can contribute and other criteria.

**KRA 11 - To resolve and improve legislative 'biodiversity duties'**

Recent legislation has introduced duties on public bodies to have regard to, or to further, the conservation of biodiversity. These duties need to be enforced, clarified and/or improved to ensure that the conservation of biodiversity is a genuine priority across government and possibly further. Opportunities will be taken to enforce existing duties and to input into reviews of the duties.

# Advocacy, Awareness, and Knowledge and Skills Development

## Introduction

Despite the great strides that have been made in recent times, invertebrates continue to have a modest profile amongst the public and decision-makers. One of Buglife's most critical tasks therefore is to change perceptions and to influence the behaviour of those who could make a positive difference for invertebrates – everyone from politicians and land managers to developers and wildlife gardeners. Almost all human activities impact on invertebrates, positively and/or negatively, so the target audience for our work is correspondingly vast.

Raising the positive profile of invertebrates is a big task for a small organisation. Obvious challenges include limited staff capacity, lack of resources and a dearth of entomological expertise nationally. In order to pursue its objectives Buglife will need to influence others, so that they can promote invertebrate conservation through their own activities and agendas. The importance of strong partnerships cannot be overestimated.

The impressive progress that Buglife has made since its inception suggests that we are on the right track. With clear, compelling messages carefully tailored for our target audiences, and high profile conservation work that supports our charitable objectives as well as engaging the public, there is every reason that our profile and influence will continue to grow.

This section is divided into **Advocacy, Awareness and Knowledge and Skills development**. In practice there are overlaps between the three categories: for instance, lobbying politicians to revise a new piece of legislation to improve its treatment of invertebrates may in practice require elements of all three. Perhaps the clearest definition is made in terms of the target audience for each part of the strategy. Each section contains a review of progress since the introduction of the first Buglife strategy in 2003, as well as identifying key messages, target audiences, methods and indicators of success/Key Result Areas.

## Advocacy

### 1. Target audience

Our advocacy targets audiences that can ensure the delivery of Buglife's conservation objectives now. This includes those involved in the development and implementation of policy and legislation, including politicians, Government departments, statutory bodies and other NGOs. We will develop key messages for each audience and identify the level of engagement we want with each audience. Proposed modes of engagement are will include: briefings (such as position statements); responses and submissions; representation on relevant fora; direct engagement (meetings, events, etc); collaboration (joint projects, publications, etc.).

### 2. Review of progress to date

The previous strategy period has seen Buglife take influential and successful roles in the invertebrate BAP review process and the brownfield conservation agenda. Campaigning work has yielded impressive results with improved policy (the ban on toxic Cypermethrin sheep dip), legislation (amendments to the Clean Neighbourhood Bill) and raised awareness of threatened sites and species (Canvey, Auchennines Moss, West Thurrock Marshes). Buglife has maintained a strong involvement in the development of policy (planning guidance, NERC guidance), often working in close partnership with key partner organisations through fora such as Wildlife and Countryside Link, Scottish Environment Link, Invertebrate Link and the European Habitats Forum.

The experiences of this period have emphasised the importance of influencing others, particularly large NGOs, politicians and statutory bodies such as Defra. The greatest successes have come by communicating strong, clear and coherent messages and intervening at key stages in policy development (i.e. during consultations). The challenges to the organisation have included – perhaps not surprisingly – constraints on staff time, expertise and resources. We will be mindful that our dedication to lifting invertebrates from their current plight may result in the perceptions of Buglife as being an opportunistic, antagonistic, campaigning organisation, rather than a trusted, technically expert, advisor/partner.

### 3. What do we want to influence?

- Marine Bill and implementation
- Climate Change Bill and implementation
- Planning Bill and implementation
- Blueprint Campaign
- Water policy delivery (e.g. Water Framework Directive)
- BAP process (esp. Lead Partners, Target setting and action communication)
- Agricultural policy
- SSSIs – selection criteria, notification policy and condition assessment
- Country level conservation delivery
- Habitats Directive development and implementation
- Habitat management

### 4. Key messages for decision-makers

- a. The food we eat, the fish we catch, the birds we see, the flowers we smell and the hum of life we hear, simply would not exist without bugs. Invertebrates underpin life on earth and without them the world's ecosystems would collapse.
- b. Invertebrates make a significant economic contribution, both directly (pollination, fisheries) and indirectly (landscape, tourism).
- c. Legislation and policy should always seek to avoid harm to invertebrates.
- d. Conserving biodiversity is a key pillar of sustainable development.
- e. Loss of biodiversity is in the long term just as significant an environmental threat as climate change (and poorly conceived climate change mitigation can damage wildlife).
- f. Invertebrates make a significant contribution to our quality of life, both for their intrinsic beauty and for the web of life they support (birds, mammals, fish, wildflowers).
- g. Buglife is able to provide expert help and advice on invertebrates and their conservation.

<b>Advocacy target audiences and key messages</b>	<b>a</b>	<b>b</b>	<b>c</b>	<b>d</b>	<b>e</b>	<b>f</b>	<b>g</b>
Environment Agency and SEPA			✓		✓		✓
Statutory nature conservation bodies in UK countries		✓	✓		✓		✓
Other NGOs	✓	✓	✓	✓		✓	✓
DEFRA key civil servants, Ministers and PPSs		✓	✓	✓	✓	✓	✓
DCLG key civil servants, Ministers and PPSs		✓	✓	✓	✓		
BERR key civil servants, Ministers and PPSs		✓	✓	✓	✓		
DECC key civil servants, Ministers and PPSs					✓		
Treasury and FCO		✓	✓		✓		
RDAs, English Partnerships and other development agencies		✓	✓	✓	✓		✓
MPs (particularly those with an interest in the environment)	✓	✓	✓	✓	✓	✓	✓
Selected Lords and Baronesses	✓	✓	✓	✓	✓	✓	✓
Local authorities			✓	✓		✓	
EU policy-makers	✓	✓	✓	✓	✓	✓	✓

### 5. Methods

Buglife's advocacy strategy will focus on developing and maintaining close relationships with key decision-makers and working in partnership with influential organisations. We will develop strong and coherent messages, communicating these to target audiences, through the provision of information (such as briefings), selective use of the media and effective campaigning (especially on

sites which link to wider issues). We will continue to develop our relationship with the media (see Awareness for more on media relationships). We will also develop and strengthen our links with our Corporate Members and other invertebrate conservation experts and use these relationships and our individual supporters to develop and give greater impact to our advocacy work.

## **6. Barriers to success**

Developing relationships and partnership working both rely upon continuity of staff; Buglife's reliance on the Director and a small core of experienced employees leave it vulnerable to staff turnover. Funding is another obvious constraint – advocacy and policy work is very challenging to fund, and must often be resourced as an adjunct to existing project work. Influence can also be lost due to external factors such as changing personnel in other organisations and changes in policy direction; for instance the 'ecosystem approach' could reduce the support for species conservation within Government.

**KRA 12 - EU policies that place a greater emphasis on the importance of conserving invertebrates**

**KRA 8a - Marine protection legislation in place**

**KRA 2a - BAP process with strong emphasis on delivery of conservation outcomes and with clear monitoring and accountability**

**KRA 5a - SSSI system with new selection criteria for invertebrates, revised notification policy, and more effective indicators of Favourable Conservation Status for invertebrates**

**KRA 3a - Influential in Scotland, Northern Ireland/Ireland and Wales (directly influencing development of new policy and legislation affecting invertebrates)**

## **Awareness**

### **1. Target audiences**

- The general public – primarily those interested in the environment issues
- People who are involved in the wildlife/environment sector
- Our individual and corporate members
- Gardeners
- Farmers
- Fly fishermen
- Parents of young children

### **2. Review of progress to date**

Buglife's first awareness strategy had as its primary aim: *"To establish a public image and profile for Buglife while increasing the awareness of invertebrates and their conservation"*. Certainly the first element has been largely achieved and significant progress has been made against the second, although clearly it remains an ongoing priority. It was further specified in the original strategy that *"Buglife should eventually become the 'outward face of invertebrates' to the scientific community, land managers and land users, the political arena, targeted members of the general public."* It is fair to say that this objective has now been substantially achieved.

Our revised primary aim is to:-

*"Maintain Buglife's public image and profile while increasing the awareness of invertebrate conservation issues and solutions and making invertebrate conservation a more mainstream consideration"*.

The past six years have seen Buglife travel from birth to, if not ubiquity, then widespread recognition. Highlights have included headline-grabbing campaigns such as Canvey Wick and West Thurrock Marshes, a meeting with the Prime Minister and high profile public surveys for

beetles and bumblebees. Dedicated project work has helped to raise the awareness of key decision-makers such as policy makers, statutory agencies, land managers and local authorities. Buglife has received some excellent coverage in the national press (notably a full front page on The Independent) and on television. We have also made the most of opportunities such as the BBC's Life in The Undergrowth, which brought invertebrates to a new audience of millions.

Central to this success has been distinctive and emotive campaigns; a good relationship with the media; high profile public events; a user friendly, informative and easily accessed website; and the wide dissemination of accessible outputs based on sound evidence. We have learned that for interest in invertebrates to grow we need to show how they are relevant to people (contributing to quality of life, the natural world, landscape, food production). Capitalising on children's fascination with bugs is an important first step to this. To get the message out we have targeted key audiences (gardeners, nature lovers, fishermen) as well as employing more 'populist' campaigns. Buglife has also sought to work with and influence other organisations in order to reach their members and supporters.

### **3. Key messages**

- a. Invertebrates are the great majority of wildlife and are critically important to a healthy environment – 'the small things that run the world'
- b. Invertebrates make a significant contribution to our quality of life, for their intrinsic beauty, for the web of life they support (birds, mammals, fish, wildflowers), and for people to enjoy
- c. Invertebrates are wildlife on your doorstep
- d. Invertebrate populations are declining and many thousands of species are heading towards extinction. We need to take action now to save our threatened wildlife.
- e. Buglife is the charity that takes action to stop the extinction of invertebrate species and to achieve sustainable populations of invertebrates.

### **4. Methods**

In light of the achievements in awareness-raising outlined earlier in this section, the emphasis of this strategy timeframe will be 'more of the same, more often, more far-reaching.' Buglife will continue to promote invertebrates and their conservation to an expanding audience through the media, leaflets, posters and other accessible publications and via the website. We will develop high profile and populist campaigns and news stories that promote key invertebrate conservation issues, linking these to project work wherever possible. We will also work more with other organisations to develop 'joint voices' on good stories. In order to tackle ongoing challenges, such as public antipathy towards bugs and the perception amongst some decision-makers that 'invertebrates don't matter', we will continue to communicate strong messages about the importance of invertebrates to humans and all life on earth.

In addition to trying to reach a wide audience, we will tailor our messages to carefully selected sections of the population (fishermen, gardeners etc), attending targeted events that will enable us to reach them. Buglife will not attempt to engage 'hard to reach' audiences, except where this supports the delivery of strategic conservation objectives. Even then we should do so only in partnership with organisations that have a recognised track record in this area.

We will continue to build on existing media relationships and develop new ones, particularly by providing timely, accurate, thorough and useful information when approached for advice or opinions. We will utilise proven routes to audience: print media and magazines, radio and TV, both national and local. More staff will receive media training.

Face-to-face contact gives people a more intimate experience of Buglife and is particularly effective in securing support and communicating detailed messages. Buglife will continue to attend carefully selected events where we are able to access likely supporters or key audiences. We will also use web-based mechanisms inventively to develop awareness levels.

We will develop the awareness of invertebrate conservation issues and solutions amongst our supporters and will utilize them to further propagate awareness.

## **5. Barriers to success**

An ongoing challenge to the work of Buglife is public antipathy towards bugs and the perception amongst some decision-makers that 'invertebrates don't matter'. If we don't make the case for invertebrate conservation strongly enough then there is clearly a danger that it could remain a peripheral consideration to both public and policy-makers.

For invertebrate conservation to become a mainstream consideration Buglife will need to promote its message to a much wider audience. Clearly our ability to do this will be determined by our capacity to attend events, run campaigns and produce accessible outputs such as leaflets. If we lack resources then we will struggle to reach beyond our core heartland support. Media profile may also decline as the organisation matures and becomes less of a novelty; it will be a challenge to maintain our impressive track record of high profile stories and campaigns.

The environmental agenda is ever-changing and the issue of biodiversity loss will need to compete with new and emerging issues such as climate change. There is a danger that biodiversity loss will be relegated down the list of priorities, increasing the difficulty of raising awareness.

**KRA 13 - Outreach (awareness, training and membership) officer in post**

**KRA 23a - Increased Membership**

**KRA 14 - Annual sum of unique daily visitors to website increased by 50% (from 2008 to 2012)**

**KRA 15 - Increase in number and audience of media occurrences (from 2008 to 2012)**

**KRA 20a - Increased unrestricted income**

Other possible measures

- Awareness levels and recall of key messages amongst target audiences
- Response and enquiries from target audiences

## **Knowledge and skills development**

### **1. Target audiences**

- Land managers (RSPB, Wildlife Trusts, NT, MOD, FC etc.)
- Statutory agencies (e.g. EA and NE staff)
- Ecological Consultants
- Training and education providers (universities, FSC, Wildlife Trusts, RSPB)
- Our individual and corporate members
- Local authorities
- Green infrastructure practitioners/urban regeneration professionals?
- Young people (see Methods for approach)
- Schools, universities – but only where these are linked to, and can add value to, the delivery of strategic conservation objectives

### **2. Review of progress to date**

Through Buglife's website leaflets and reports we have provided targeted advice to land managers, the aggregates industry, local authorities and ecological consultants. Over 60,000 more general leaflets about invertebrates and their conservation and about selected habitats have been widely distributed to the general public and schools. We have gained a reputation for producing accessible outputs (such as leaflets and habitat management guides) based on sound evidence. We have also sought to educate through providing people with an opportunity to get involved in the natural world, via surveys such as the Big Bumblebee Hunt (where over 500 people attended our bumblebee identification workshops), wildlife walks and volunteering opportunities.

The experience of trying to overturn widespread public perceptions towards bugs has highlighted the need to promote invertebrate issues as integral to 'mainstream' human considerations such as quality of life, the natural world, food production and the economy. This is not to downplay the intrinsic value of invertebrates, simply an acknowledgement that we must engage people on their own terms. Important though it is, education is not a core 'heartland' of Buglife's work; we need to collaborate with and influence other organisations with more experience in the educational field, such as the British Ecological Society, Wildlife Trusts and RSPB. Similarly there are 'hard-to-reach' audiences that Buglife cannot expect to tackle on its own.

In terms of the educational messages we produce, these are most effective when they are inclusive, accessible and engaging and not overly weighted by scientific and technical jargon. We have also learnt that producing the output isn't enough, it is important to ensure it is adequately promoted and that it actually reaches the key audiences. This can be challenging in project work where the tendency is to complete a task and move on. Education is a long-term process, requiring patience and commitment.

### **3. Key Messages**

- a. Invertebrates are critically important to a healthy environment and our quality of life, and it is important that we take care of them
- b. Traditional conservation action, or action targeted at the needs of other organisms, cannot be relied on to deliver positive conservation outcomes for invertebrates – the needs of rare and endangered invertebrate species need to be considered
- c. The conservation of invertebrates can, and should, be brought onto a par with the conservation of birds, mammals and flowering plants
- d. Many of the mechanisms that could halt invertebrate declines are in place, officers with improved invertebrate conservation skills will result in more cost effective delivery of biodiversity outcomes
- e. Invertebrates are fascinating as well as important and their study brings practical improvements to the environment as well as being fulfilling for the student/expert
- f. There is a need for more invertebrate taxonomy posts, more invertebrate ecology skills in the British workforce and more people working in the environmental sector who understand invertebrate conservation issues
- g. There is an urgent need to catalogue, survey and monitor invertebrate wildlife
- h. Invertebrate conservation and ecology should feature in school education and universities should place greater emphasis and teaching resources on developing the basic invertebrate identification skills of students.

### **4. Methods**

We will seek to provide opportunities for people to come into contact with and learn about wildlife, by running surveys and involving the public in looking for, enjoying and understanding the invertebrates around them and the roles that they play in maintaining ecosystems.

Buglife will make sure that whenever possible the language of invertebrate conservation does not contain words that are unfamiliar or exclusive and may prevent effective communication with the general public. Our leaflets, posters and other publications will be accessible and able to enthuse the public about invertebrates. We will continue to develop the Buglife website, so that it is engaging and accessible, easily navigated, and containing a wealth of information about invertebrates and their conservation, spanning the beginner to the reasonably knowledgeable.

Buglife will continue to support the development of the next generation of entomologists. Our website will provide a portal into invertebrate education and training, a central resource that signposts courses and where people can obtain training and practical experience. We will seek to foster the interest of young people in invertebrates through the continuing publication of Bug Buddies (targeted at 4-10 year olds) and through developing a closer relationship with the Amateur Entomologist Society's 'Bug Club'. We will continue to organise bug hunts, pond dipping, rock pooling and related activities to enthuse children and their parents about bugs.

In the formal education sector, Buglife will support children's right to out-of-classroom learning experiences. We will use our influence to promote education as a key component of Government biodiversity and environment initiatives, while working with others to maximise the biodiversity benefits of the education system. Buglife will advocate the teaching of invertebrate ecology, taxonomy and identification in universities and other higher learning institutions. While we will not seek to become directly involved in providing formal education, we will produce educational materials that can be used by teachers and other NGOs to deliver key parts of the current curricula.

Buglife will seek to provide advice and training to key target audiences with a direct or indirect influence on invertebrates, particularly statutory agency officers, land managers and local authority officers in areas such as planning. Running training courses and producing targeted guidance and literature will help land managers to manage invertebrate habitats sensitively and other officers to undertake their roles more effectively.

Buglife will create a website hub that provides a central signposting resource for educational materials and courses relating to invertebrate knowledge and skills.

### **5. Barriers to success**

It is not part of Buglife's core vision that we become recognised experts in the provision of formal education provision, there is a danger that we could end up providing something that others with more experience in the field can do better. Buglife has limited resource provision for formal education, although this may simply be a reflection of the fact that we have never sought funding exclusively for education. If we are unable to appoint an Outreach Officer a number of the KRAs are likely to be unachievable.

**KRA 16 - 800 land managers and relevant officers trained in invertebrate conservation**

**KRA 17 - Fifteen Buglife bug hunts and similar events run per year averaged over 2011-12**

**KRA 18 - Education and training hub set up on website**

Other possible measures

- An increase in the number of academic institutions with invertebrates and their conservation on the curriculum
- Numbers of members of societies studying specific invertebrate taxa
- Number of people recording invertebrates
- An increase on the number of students with access to fieldwork opportunities

# Finances

## Review of fundraising at Buglife

Since Buglife's inception, the majority of its funding has been received from trusts and foundations, landfill tax credit funders and statutory sources. Whilst other areas of funding such as support from individuals and corporates have been explored, with the exception of legacies these have not been so rewarding. The reasons for this have been mainly the limited capacity of a small core staff team to undertake fundraising and thus a need to focus on a small number of sources of relatively large amounts. The Esmée Fairbairn Foundation deserves a special mention owing to its long-term support of Buglife, which has been especially valuable in these early years. Despite very limited resources to raise funds, Buglife has been very successful at doing so. The staff team has increased significantly in size owing to successful fundraising and a higher profile has resulted in increases in membership. This success is most certainly due to a culture of shared responsibility for identifying potential funders, and a collaborative approach to putting together strong funding applications.

Despite our success, there have been significant limiting factors on the ability of Buglife to raise funds. As a new organisation Buglife has had to develop its brand recognition and public awareness from scratch. Buglife faces a huge challenge in the form of lack of public knowledge about invertebrates generally, about the importance of invertebrates for ecosystems and for people (life support system and economic benefits), and about the threats faced by invertebrate species here in the UK and internationally.

Buglife has also faced a major challenge in only having one dedicated member of staff (the Development Manager) to co-ordinate all fundraising activities (everything from membership, to trust applications, to corporate partnerships), in addition to a wide range of other significant responsibilities (e.g. co-ordinating external communications, event management, website co-ordination and volunteer management). This limited capacity means that all potential funding avenues cannot possibly be fully exploited.

## The external funding environment

In 2007 the Environmental Funders Network published the third edition of 'Where the Green Grants Went'. This report showed that the proportion of funding given to environmental causes by UK grant-making trusts was very small - a mere 1.6% of the £2bn given by the UK's largest grant-making trusts. The 2007 report 'Green Philanthropy' also highlighted that less than 5% of the £8bn of private donations in the UK go to environmental causes. It concluded that environmental charities are unable to effect the change necessary to address issues such as biodiversity loss due to the lack of financial support.

The 'Green Philanthropy' report (New Philanthropy Capital, October 2007) highlighted a number of barriers to environmental funding by donors. These included:

- the overwhelming scale of many environment problems,
- the enduring resistance of many people to scientific projections about the consequences of our way of life,
- the lack of information and guidance available to those donors and funders who really are interested in environment issues.

Buglife must address these issues to enable us to fundraise effectively. We must break down the vast field of invertebrate conservation into manageable segments and offer potential solutions as well as educating about the challenges humans face. Flagship species are an excellent way of helping to achieve this. We must promote alternatives to human activities that may be destructive

to invertebrate populations so that we are seen to be offering solutions whereby both people and animals benefit. However, we must not be afraid to take a stand against human activities that are likely to cause long-term damage to invertebrate species. We must educate the public and potential funders about the need for our work, and the very real difference their support can make to conservation of invertebrates.

Statutory funding is currently undergoing significant cuts which will impact directly on wildlife conservation NGOs. Buglife is fortunate in that we are not dependant on statutory agencies for the majority of our funding. There are declines in the availability of Lottery funding associated with the funding of the 2012 Olympics. Prudence and a diversification of funding sources should protect Buglife from potentially devastating financial impacts.

The current funding climate is not totally bleak, as many organisations and individuals are waking up to their impacts on the environment. Although climate change is the focus of a gradual shift in public attitudes and behaviour, biodiversity is also being recognised as important. Large corporates are often at pains to convince the public of their environmentally-sensitive practices. Popular television shows such as BBC Springwatch and Autumnwatch have shown that there is a public appetite for information about UK wildlife, and a desire to get involved in a practical way in conserving wildlife. This heightened public awareness of conservation issues, and the challenges faced by native species, can only be good news for Buglife from a fundraising point of view.

At this point in time, as a 'young' charity Buglife essentially faces a 'chicken and egg' situation. We need resources (including particularly staff) to provide excellent supporter services and to recruit and retain members. We need resources to continuously write project proposals and submit applications and we need to proactively approach corporates and major donors. Similarly we need to retain experienced and knowledgeable project staff on a long term basis. This will enable us to operate effectively, develop new projects whilst others are underway to prevent gaps and react flexibly to opportunities. With limited financial security there is the problem of losing valuable members of staff when projects come to an end, rather than retaining them in the long-term. These are issues that we must address through diversification of funding, increasing unrestricted income streams and establishing long-term funding relationships.

## **Future Infrastructure and resourcing**

Buglife aims to build strength and stability over the coming five years. Through effective organisational planning we will anticipate funding streams that are coming to an end and identify fresh sources of income to prevent gaps in funding. Buglife will build upon the support provided by current funders, and diversify through exploring new funding streams. In addition to continuing to seek out restricted funding for projects, Buglife will expand into a variety of core fundraising streams. Buglife's fundraising strategy will go hand in hand with our awareness strategy as raising awareness will help us to secure a wider supporter base. Buglife will strive to effectively communicate our achievements, thus enabling us to convince other potential funders (both organisations and individuals) that our work is necessary and that we are able to achieve our objectives.

Buglife will ensure that the following are in place:

- Regular and ongoing PR work to raise the profile of Buglife,
- Rigorous and regular organisational financial analysis to monitor progress and identify potential problems early on,
- Clear systems to monitor all project income and expenditure,
- Annual fundraising plans and annual end of year reviews of progress,
- Continuous research of potential sources of support,
- Infrastructure to support all fundraising activities, including staff and other resources.
- Sufficient staff and volunteers are in place to ensure fundraising objectives are met;

- A supporter database is in place to record both organisational and individual records, so that we can hold details of all contacts in a central location, categorise supporters under supporter types (e.g. member, individual donor, grant-making trust), segment data for appeals, and facilitate analysis of supporters and income raised;

**KRA 20 - To raise £600,000 restricted income in 2012**

**KRA 21 - To increase unrestricted income (KRA 21a) to £150,000/year av. over 2011-12**

**KRA 22 - Less than 10% of 2012 income spent on fundraising**

## **Charitable Trusts and Grants**

So that funding targets are met Buglife will:-

- obtain a mix of funding from Trusts, Foundations, Landfill Communities Fund, Statutory Agencies & Lottery;
- build upon existing sources of grants and identify new potential grants;
- work in partnership with statutory bodies wherever possible but will also be mindful that in order to retain it's independence it must maintain a balance between statutory and other funding;
- aim to seek out both project and core funding from trusts and foundations;
- maintain a database of trusts, foundations, landfill funders and statutory agencies that have been approached for funding, and the outcomes of these approaches;
- aim to put in place a continuous system for research and approaching 'small' trusts and foundations;
- continue to explore all potential sources of lottery funding;
- research Landfill Communities Fund distributing bodies and approach these for funding whenever appropriate to do so;
- take a 'full cost recovery approach' to project funding applications.

**KRA 19a - £275,000 project income from charitable trusts & foundations in 2012**

**KRA 19b - £150,000 project income from landfill and Aggregates Levy in 2012**

**KRA 19c - £125,000 project income from statutory agencies in 2012**

**KRA 19d - £50,000 project income from lottery in 2012**

## **Corporates**

Buglife acknowledges that it is difficult to obtain support from corporates, while our cause is not a priority with their customers and staff. Through raising awareness of the need for invertebrate conservation, and the importance of invertebrates for the environment, Buglife will be better placed to obtain corporate support.

- Due to their reach, partnerships with larger corporates are a means through which we can raise awareness of Buglife and our work, as well as raising income.
- Buglife will aim to build upon existing relationships with corporate partners, and build new relationships.
- Buglife will establish a package of methods via which corporates may support our work. This will include staff fundraising, corporate sponsorship, promotion of pin badges etc. Payroll giving (and company match funding) may be offered as a means of supporting Buglife.
- Buglife will research corporate trusts and foundations and approach these as appropriate.

- Buglife will research potential national and regional corporate supporters, and approach regional companies to support our work in their local area.
- Corporate funds will be accepted by Buglife only for activities that are consistent with Buglife's aims and vision. Buglife will not have relationships with organisations or industries whose principles, policies or conduct obviously conflict with Buglife's values.
- Potential corporate support will be considered in accordance with the Corporate Funding Policy.

**KRA 22 - To have 20 current corporate supporters by 2012**

**KRA 20b - To raise £10,000 per annum from corporate bodies averaged over 2011-12**

## Members

The membership of Buglife is a key area of fundraising and we will strive to increase recruitment and improve retention rates. Members provide a vital source of core funding through subscriptions, and can also be asked to make additional donations. Buglife will involve members through asking them to volunteer at events, write articles for Action Update, and take part in our work (e.g. surveys or campaigns). Members will be provided with the timely arrival of four newsletters per year, as well as an attractive joining/renewal pack.

Since Buglife was set up the recruitment figures have been as follows:

Year	No. New Members	Change
2003	96	
2004	186	(+90)
2005	274	(+88)
2006	252	(-22)
2007	230	(-22)

There has therefore been a decline in recruitment in the last two years. This decline has been reversed in 2008 and we aim to continue this trend through:

- Increased awareness raising of Buglife and our work,
- The introduction of direct debits as a payment option,
- The simplification of website sign up, with downloadable paper joining forms,
- Targeting event attendance to maximise recruitment success,
- Effective administration and good customer service at the point of enquiry,
- Targeting 'join us' appeals at existing warm contacts (e.g. those who have taken part in Buglife surveys, or attended public events),
- The development of an attractive membership pack,
- The development of an attractive gift package,
- Use of the testimonies of existing members and celebrity supporters to encourage others,
- The revision and improvement of Bug Buddies,
- The revision and improvement of Action Update – it will develop into a more professional looking communication to members.

Membership retention in 2006 stood at 64%. In 2007 this has increased to 66%. We will aim to increase retention to 80% by 2012. In 2007 Buglife surveyed its members. We will use this feedback to ensure that wherever possible we satisfy the expectations of our members.

We will increase retention through:

- The introduction of direct debits as a payment option,
- More frequent and more timely communications – a newsletter four times per year at regular intervals,
- Increased offers, discounts and benefits for members,

- The development of an attractive, and tailored, renewal package,
- Regular e-communications containing short updates and links to further information.

**KRA 23 – To increase the number of members to 2,000 in 2012**

**KRA 24 - To improve the retention of members to 80% in 2012**

**KRA 20c - To raise a minimum of £45,000 from membership subscriptions in 2012**

## Supporters

Buglife acknowledges that not all individuals wish to support an organisation through joining it. Individuals may also wish to support Buglife via:

- One off, or ad-hoc, donations,
- Regular donations (Direct Debit),
- Donations in response to appeals,
- In memorium donations,
- Legacies,
- Merchandise such as pin badges.

Buglife aims to increase donations by:

- Clearly offering a variety of ways to support Buglife on the website, with regular features on the homepage,
- Effectively communicating successes and the impact of donations (e.g. a 'shopping list' of what donations of varying amounts can achieve),
- The introduction of Direct Debit as a donation option,
- Carrying out at least one appeal to warm supporters each year,
- Promoting a variety of bug pin badges at events,
- Asking warm supporters to consider leaving a gift in their will to Buglife via communications such as Action Update,
- Fostering and encouraging a small number of significant philanthropic benefactors,
- Offering a community fundraising 'toolbox' to enable supporters to raise funds through organising events/activities (see 'Staff and Volunteers' section for further information on fundraising volunteers),
- Working with a small number of key celebrities to raise Buglife's profile.

Buglife will maximise the value of donations and membership subscriptions using Gift Aid by:

- asking all supporters to gift aid their donations,
- submitting Gift Aid claims annually and keeping records in accordance with HMRC instructions.

**KRA 20d - To raise £60,000 from donations from individuals averaged over 2010-12**

**KRA 20e - To have three new major donors providing over £5K each averaged over 2011-12**

**KRA 20f - To raise £2,000 from community fundraising initiatives in 2012**

**KRA 20g - To raise £30,000 in unrestricted income from charitable trusts in 2012**

**KRA 25 - To have recruited another 'A list' celebrity supporter by 2012**

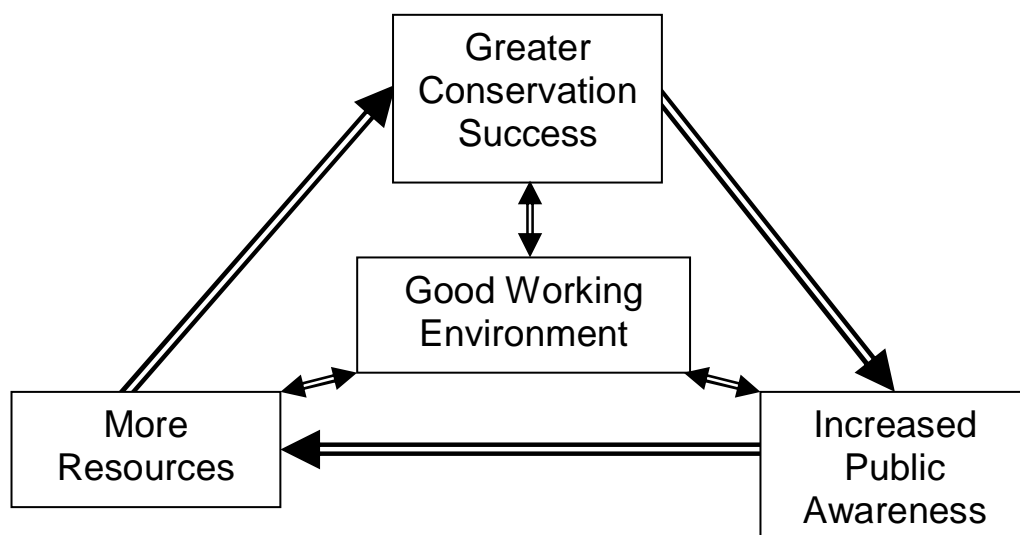
**KRA 26 - To be able to claim gift aid on 70% of donations/subscriptions in 2012**

# Infrastructure and How We Work

## Principles

To be a success Buglife will need to function as a cohesive unit, resources will need to be efficiently gathered and directed to address our conservation and raising awareness priorities.

This requires synergy between those with responsibility for resource acquisition, conservation, policy and awareness raising. If more members of the public support the conservation of invertebrates then there will be more resources available to deliver conservation of invertebrate populations. The two key interdisciplinary activities required are firstly, telling the public about our conservation successes, and secondly converting increases in awareness into increases in resources. Staff and volunteers are much more likely to be able to deliver their own work programmes and to work together effectively if they have a good working environment that is open, honest, rewarding and that has low stress levels. The positive feedback that we hope to achieve is illustrated in the diagram below:-



**Feed back model of growth**

Buglife will develop and grow as an organisation in line with the following principles:-

- Buglife - The Invertebrate Conservation Trust will be a professional, flourishing and effective organisation.
- The invertebrate conservation work of Buglife should unify other individuals and organisations by building consensus and partnerships.
- We must ensure that the processes are in place that will underpin resource effective action.
- Working for Buglife should be a satisfying and pleasurable experience, fostering enthusiasm among the staff and volunteers.
- Friendly yet determined where necessary, Buglife people are respected as the professional voice of invertebrates.

## Staff and Volunteers

The most important part of any conservation organisation is its personnel. The people who work on behalf of the charity's objectives make the organisation what it is, and embody Buglife's values and characteristics.

- Buglife will work to provide a positive and enjoyable work environment, including well administered and maintained office accommodation.
- The charity will maintain a clear line manager system, although some posts will inevitably have complicated lines of management with regard to delivery.
- Staff and volunteers will be annually appraised and clear objectives set for their work area.
- Buglife takes care to ensure that the health and safety of personnel is given high priority.
- Buglife personnel have clear guidance regarding lone working systems, child safety, actions to minimise their working life environmental impact and the appropriate use of internet, email and telephone systems.
- Buglife staff will get a good pay and conditions package and Buglife is accommodating to the needs of staff. Remuneration will be determined by the following considerations:
  - inflation;
  - the job-holder's performance during the period of appraisal;
  - any ways in which the job has changed by virtue of circumstances or the capability of the employee;
  - the financial outlook of the charity;
  - comparisons with charitable sector benchmarks.
- Buglife personnel will receive training and development to enable them to become more effective and knowledgeable in their roles.
- Volunteers will be encouraged and supported, given clearly defined roles or tasked and treated at all times with the same level of respect as a staff member.

The Development Manager is responsible for the fostering and management of volunteers in the charity. Volunteers are likely to be increasingly important to Buglife over the next five years. There is a need to develop more ways that people can practically support the work of Buglife, and a particular need to enrol more specialist experts and fundraising volunteers who are prepared to work closely with Buglife. For more about Buglife's involvement of volunteers in our work see Appendix 5.

**KRA 27 - To have 40 regular Buglife volunteers by the end of 2012.**

**KRA 27a - To have five regular office volunteers by the end of 2012**

**KRA 27b - To have three volunteers helping regularly at events by the end of 2012**

**KRA 27c - To have 10 invertebrate experts regularly volunteering their time to Buglife projects by the end of 2012**

## President and Vice-Presidents

Buglife currently has a President and three Vice-Presidents who are prominent and eminent individuals who share our vision and aspirations. The President and Vice-Presidents provide assistance to Buglife in promoting invertebrates and their conservation. The President and Vice-

Presidents are volunteers but do not have responsibility for, or regular involvement in the running of, the charity.

We will keep our list of appointed Vice-Presidents under review and will appoint additional Vice-Presidents if appropriate individuals who are prepared to dedicate time and effort to supporting the charity are identified.

## **Partners**

Buglife was developed through a partnership process and one of its primary aims is to work in partnership with other organisations and individuals. Buglife harnesses the knowledge of invertebrate specialists and works in partnership with others to deliver practical solutions to conservation problems. Partnership enables the delivery of outcomes across a broader range of objectives and adds value in terms of outreach, scope and access to skills and knowledge.

Buglife will work as a constructive member of Wildlife and Countryside Link, the European Habitats Forum and Invertebrate Link to develop and promote jointly held policy positions.

The foundation of Buglife was welcomed by a wide range of relevant bodies and to date 28 NGOs have joined up as full company members. The charity progresses the invertebrate conservation concerns of the invertebrate specialist and conservation non-governmental organisations that constitute its membership.

## **Member Organisations**

Not-for-profit like-minded organisations that support the aims and objectives of Buglife and wish to show public support for our existence and purpose. They are referred to as Company Members in the Buglife Memorandum and Articles of Association and as such have full voting rights at the AGM and make a small annual financial contribution to Buglife. Our Member Organisations have provided Buglife with invaluable expert support on many of our projects and responses. As we move forward we must work increasingly closely with our Member Organisations, both by engaging their efforts and expertise in resolving conservation issues and also by supporting and fostering their conservation activities. During the period of this strategy we will review our relationship with our Member Organisations and identify how each organisation wants to benefit from their membership, and how we can best increase the involvement of their members in conserving invertebrates.

## **Associate Organisations**

Not-for-profit organisations that support the aims and objectives of Buglife but are unable to become full members with voting rights such as Government organisations (e.g. Museums and Recording Centres) and some unconstituted bodies.

## **Corporate Partners**

For profit companies who provide either direct financial or in-kind support. This includes companies that may wish to join Buglife as they support our aims such as environmental consultants. This category does not have voting rights.

## **Corporate Sponsors**

The same parameters apply as for Corporate Partners, except that the resources or services supplied are not considered sufficient to warrant the title Partner.

## **Statutory Agencies**

Buglife is increasingly being recognised as 'the' invertebrate conservation organisation which has resulted in securing substantial funding via statutory bodies. Buglife will continue to develop this and will work in partnership with statutory bodies wherever possible but will also be mindful that in order to retain its independence it must maintain a balance between statutory and other funding.

**KRA 28 - Total of 30 Member Organisations in 2012**

**KRA 29 - To develop relationships with existing Member Organisations**

## **Systems and structures**

Buglife depends for its efficient functioning on its administrative systems and organisational structures. Notable administrative systems include financial recording, membership database, appraisal process, staff meetings, computer maintenance and backing up, equipment maintenance, filing, and health and safety management. The charity's systems, projects and other work areas must be managed through a structure that ensures that responsibility rests with the appropriate individuals and groups and that facilitates the correct action being taken to progress the charity's aims.

### **Board**

The Buglife Board of Trustees consists of eleven volunteers (but others may be co-opted as necessary) drawn from a range of relevant backgrounds. The Board meets five times a year and has a two day meeting every October to review work areas in more detail. Observers from Buglife's member organisations are able to attend Board meetings.

The Board -

- (1) has ultimate responsibility for directing the affairs of a charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for which it has been set up,
- (2) ensures that the charity complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that the charity prepares reports on what it has achieved and annual returns and accounts as required by law,
- (3) ensures that the charity does not breach any of the requirements or rules set out in its Governing Document and that it remains true to the charitable purpose and objects set out there,
- (4) complies with the requirements of other legislation and other regulators which govern the activities of the charity,
- (5) monitors, evaluates and where possible ameliorates significant risks to the charity.

### **Buglife Operational Team**

The implementation of the strategy, business plan and Board decisions requires coordination between the managers responsible for delivering the charity's aim and objectives. To achieve this Buglife has set up the Buglife Operational Team (BOT). BOT oversees the day-to-day management of workloads and practical decisions about immediate direction and actions required. In addition, BOT discusses, formulates and plans future activities for the charity and helps to prepare information and papers that enable sensible, informed decisions to be made about the management and direction of the charity. Membership of BOT is at the discretion of the CEO but includes key Buglife staff and Board members.

## **Project Management**

Projects have to be assessed individually in terms of their potential awareness and conservation outcomes and the probability that funds will be sourced for the project. It is important that a balance is maintained between our awareness raising activities and conservation activities and the Board has an important role to play in this. It is also obviously imperative that we consider the resource implications of projects fully (full cost recovery) and do not take on projects that risk serious depletion of the charity's resources.

Buglife maintains a 'Project Dossier' that contains all the ideas for projects that have been developed (from very basic outline ideas to a fully costed project plans). New ideas are constantly

being sought and added; these can originate from partners, member organisations, supporters, trustees or staff, or may be based on agreed actions in strategic documents such as the UK Biodiversity Action Plan.

For the purposes of the strategy the term 'project' can be taken in its widest sense, such that a letter to a planning authority about a planning application could qualify as a project. Clearly in practice only the larger projects or grouped actions will be treated as separate projects and thereby need work programmes, budgets and specific funding. The criteria for assessing projects against conservation outcome are set out in Appendix 1. The assessment of awareness outcome will be made against the breadth and depth of the awareness raising. Rated 1-5, a one will only be achieved by a project that achieves a significant level of national publicity in the national media, i.e. millions of people will have heard about the project, message and /or Buglife. All definable tasks should be weighed up and be justifiable in terms of the same conservation and awareness outcomes that would apply to a full blown project.

Projects will be monitored against their objectives throughout their duration. On completion the success of the project will be assessed as far as possible and every attempt made to quantify the impact in terms of extinctions stopped and populations sustained.

## **Greening Policy**

Buglife is committed to high environmental standards. We recognise that, although our activities will bring benefits for conservation, they will have some adverse impact on the environment. The organisation's Greening Policy identifies a set of principles and operating standards designed to minimise adverse effects and to help achieve sustainability in the use of resources. The Policy sets and assesses against targets through an annual review process.

# Annual Work Programme

MONTH	Event	ACTIVITY
Jan		Compile previous year's accounts Produce analysis of progress against Greening Targets Staff pay adjusted
<b>Feb</b>	Board meeting	Review of previous year's accounts Review of Greening Targets Final preparations for AGM Review Risk Assessment document
Mar		Produce Annual Report Audit Accounts Prepare Board sections for Annual Report Produce Buglife Update
Apr	AGM	Present Audited Accounts Prepare First Quarter financial report
<b>May</b>	Board meeting	Produce draft AGM minutes Review AGM First quarter financial review Discussion re. appointment of president and vice presidents (every 2nd year)
Jun		Prepare Six month financial review Prepare forecast income and expenditure to end of FY Produce Buglife Update Send out third quarter membership renewal requests
Jul	Board Meeting	Six month financial review Forecast income and expenditure to end of FY Review Risk Assessment document
Aug		
Sep		Appraisals Accounts etc. to Charity Commission Produce Buglife Update
<b>Oct</b>	Board meeting	Prepare third Quarter financial report Draft Budgets for next FY Third quarter financial review Budget proposals for next FY presented Target setting Nomination of president and vice presidents (every 2nd year) Remuneration report presented and agreed following annual pay review Strategy review, project updates or other strategic or hands on issues deserving Board attention
Nov		Supporting organisation workshop/ conference?
<b>Dec</b>	Board meeting	Budgets signed off for next FY Remuneration finalised if not agreed at the previous meeting Produce Buglife Update

# Buglife Organisational Structure

A visual representation is a good way to try to understand the composition and linkages within an organisation.

In developing the structures a good balance should be met between clear vertical line management and cross cutting matrix management. This will enable an efficient core of staff surrounded by a flexible structure that can be reshaped to meet new challenges and priorities.

Three structures are presented. In each structure the boxes represent parts of Buglife; ovals represent external bodies of which Buglife is a member; firm lines represent lines of management or defined, singular or formal responsibility; and dotted lines represent lines of responsibility for delivery of certain aspects of management or more informal levels of responsibility.

## **Current Structure**

This represents the structure of Buglife in 2007/8 and may be considered close to the bare minimum for the charity to be effective.

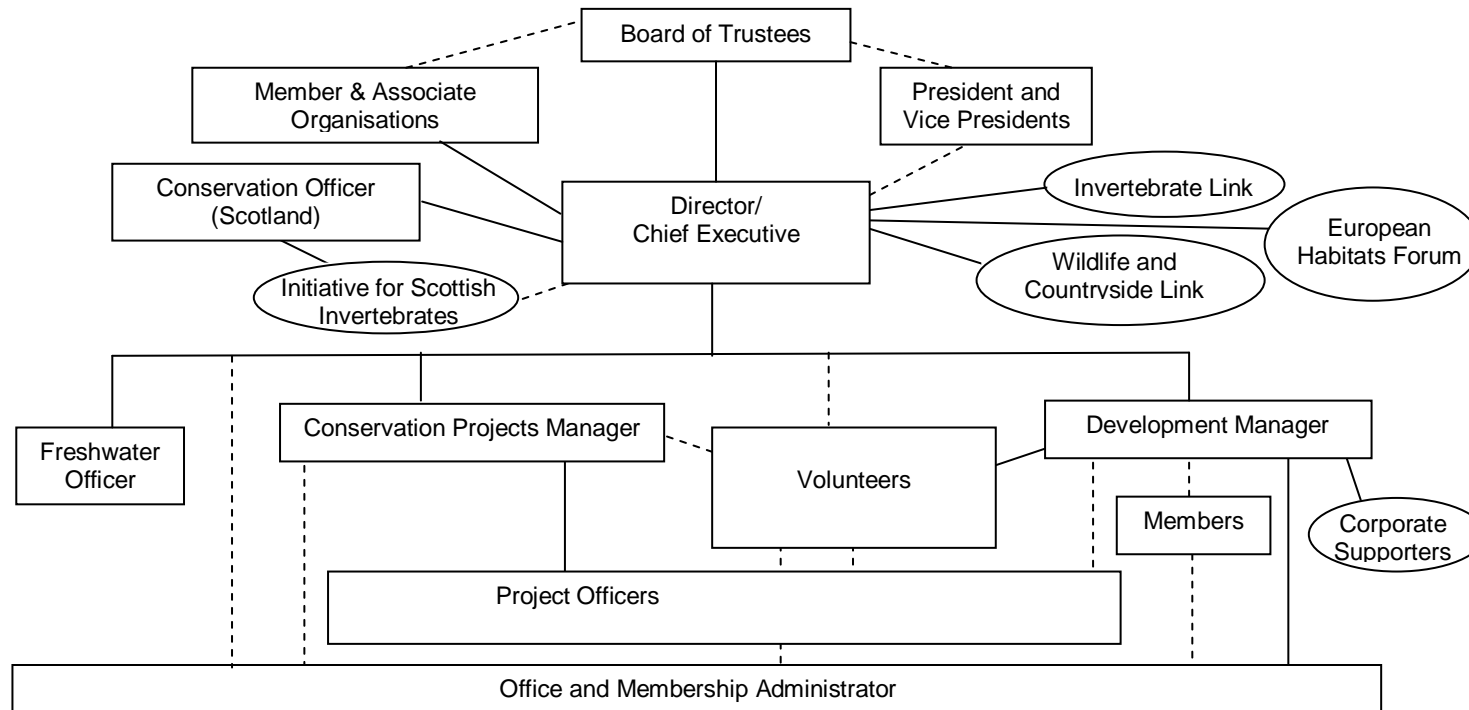
## **Target Structure**

This represents where the charity would like to be at the end of this 5 year strategy.

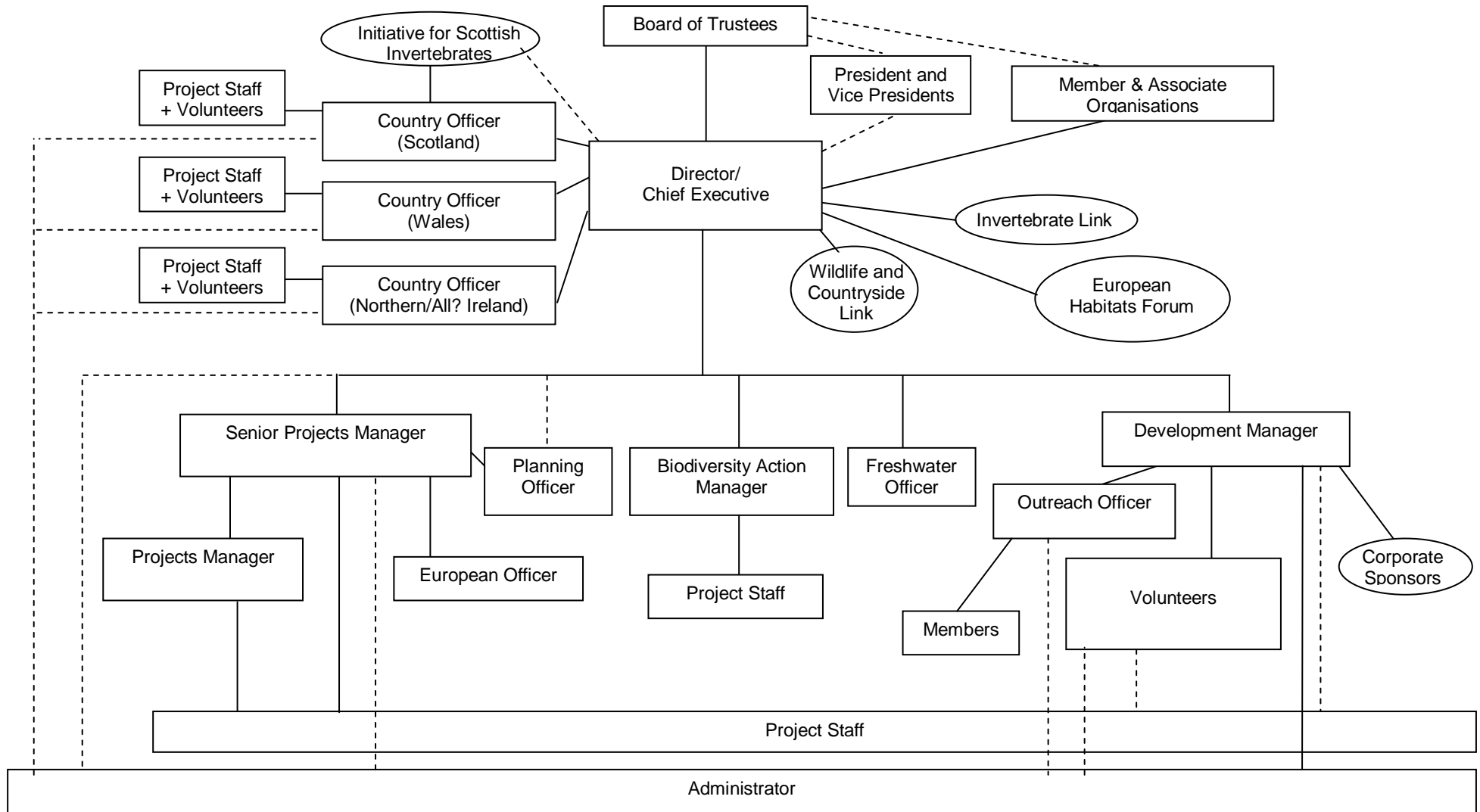
## **Idealised Structure**

This represents a long term goal for the charity, recognising that there will be changes that will alter the structure before it can be achieved.

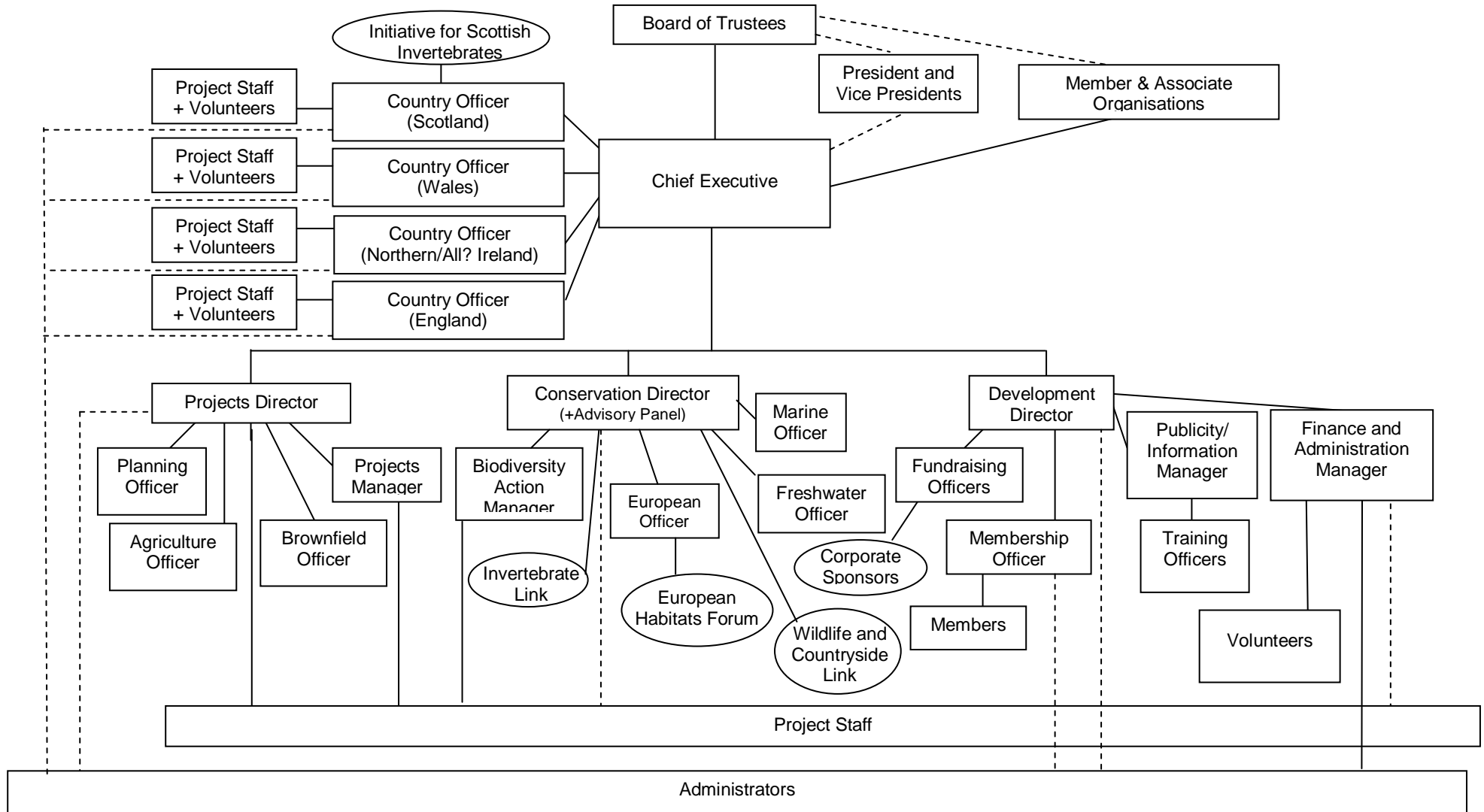
## 2008 Structure of Buglife - The Invertebrate Conservation Trust



# 2012 Target Structure of Buglife - The Invertebrate Conservation Trust



# Idealised Structure of Buglife - The Invertebrate Conservation Trust



## APPENDIX 1

### Assessing Project Conservation Priority

The scale of the challenge facing invertebrate conservation demands that projects are carefully prioritised, and this section puts in place a mechanism for achieving this. Ultimately, an ideal approach would be to assess and rank all invertebrate species and their habitats in order of importance with regard to threat and need for action. The most important project for each species and habitat would then be identified and prioritised accordingly. However, with an estimated 45,000 species of invertebrate in the UK this task is daunting. Even just focusing on the 431 invertebrates listed as Priority Species on the UKBAP would be a huge task and would fail to pick up on a range of issues and projects that would benefit invertebrates that do not qualify for the UK BAP Priority list, such as those that are very rare but not declining, or those that are declining by less than 50% in 25 years. Additionally, the current paucity and unevenness of detailed data would make it difficult to prioritise accurately. As it is currently impossible to use a rigorous ranking process to define which projects to undertake, this section provides some of the principles upon which a project's conservation value can be assessed.

**The highest priority will be given to those projects<sup>1</sup> that directly stop extinctions and/or achieve sustainable populations<sup>2</sup>.** In some cases projects will have immediate tangible benefits, in others the benefit in terms of saved species and sustainable populations may be the long term result of the project. In assessing the value of a project both short and long term benefits must be considered. Long term benefits may also include the positive outcomes for conservation arising from increased awareness, or the knock-on benefits of having set a precedent.

**The conservation of globally threatened species will be given special priority,** with European and national threat following in the hierarchy of priority. Projects resulting in the conservation of 'good' sub-species or distinctive races are not excluded from consideration. Species dependant on ephemeral habitats must be given careful consideration as they pose a particular challenge to traditional conservation, in some cases the conditions on a particular site may be less important than issues affecting how the countryside is managed. However, a species that is not normally resident in the UK and that is known to form temporary colonies or populations that then die out is only likely to be considered a conservation priority if it is internationally threatened or is more likely to establish successfully due to climate change. Similarly, species that are neither native to the UK, nor internationally scarce or threatened, are unlikely to be a priority for conservation work. Generally it will be assumed that a species is native or an established part of the British fauna unless there is indisputable evidence otherwise.

Species occurring at their Northern or Southern limits in the UK require special consideration. Isolated populations may be genetically particularly important, especially in light of climate change. Conserving the core area of a species distribution and the long-term viability of those populations is essential, but alone it is not enough to conserve genetic diversity. However, outlying populations known to be genetically undifferentiated that are likely to perish due to climate change would only be a priority if the future conservation of the species depended on that population.

The challenge of climate change is especially pressing for invertebrate populations. Much existing evidence suggests that the dispersal rate of many species through fragmented landscapes is very slow. There is a risk that a great proportion of our fauna will be unable to adapt quickly enough to changing environmental conditions. While Buglife supports all efforts to link up habitats and create a more ecologically robust countryside, we also recognise that the developing crisis may require desperate, but deliberate, intervention to prevent extinctions.

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<sup>1</sup> The term project can be taken in its widest sense, such that a letter to a planning authority regarding a planning application could be prioritised using the approach outlined here.

<sup>2</sup> Population viability as strictly measured in terms of the number of individuals in a species, guild or habitat may often not be known, in many cases range, distribution or other indicators of population health will be used.

While projects to stop extinctions or achieve sustainable populations at a country or regional level will be considered, for the moment county level projects will only be considered if they qualify under other criteria, or if there are county level Buglife resources available to tackle the issue.

Projects in the Overseas Territories, Ireland, Jersey, Guernsey, the EU or anywhere else in the world, would be undertaken if resources are available.

As well as assessing ranked priority, the assessment should take into account the urgency of the project – in some cases the value of an action depends largely on the timeliness of that action. An assessment of the risks of a project will also help to determine the priority that such a project will be given.

Where necessary the following categories should help to allocate priorities.

### **Importance**

- 1 = Essential to achieving Buglife's Aim (failure = failure of Aim).
- 2 = Contributes significantly to achieving Buglife's Aim.
- 3 = Contributes to achieving Buglife's Aim.
- 4 = Contributes to invertebrate conservation but not clearly to Buglife's Aim.
- 5 = Does not contribute to invertebrate conservation

### **Urgency**

- 1 = Action will only have desired outcome if undertaken in forthcoming year.
- 2 = Action will only have desired outcome if undertaken in next 1-3 years
- 3 = Action will be significantly less effective if not undertaken in next 1-3 years
- 4 = Action is deferrable for up to 5 years
- 5 = Action is deferrable indefinitely

### **Risk**

- 1 = Project will be successful in achieving aims.
- 2 = Project will very probably achieve aims
- 3 = Project may well not achieve aims
- 4 = Project unlikely to achieve aims
- 5 = Unknown or requires further analysis

## **International Projects**

Buglife started in the UK and this is currently our main area of activity. However, Buglife's potential operating area is not geographically restricted. The types of problems being faced by invertebrates in the UK are being faced in many other countries and ultimately we cannot achieve our objectives of 'achieving sustainable populations' and 'stopping extinctions' of invertebrates without a worldwide effort. Hence, it is Buglife's intention to undertake projects overseas where they clearly contribute to Buglife's aims. In the first place (i.e. during the course of this strategy) it is envisaged that there will be a small number of international projects run by Buglife.

### **Factors to Consider When Assessing Potential International Projects**

#### ***Primary Factors***

- The project should clearly contribute to our aim, preferable by making a significant contribution to stopping a global extinction or maintaining very significant populations of invertebrates.
- The project should be a good opportunity to raise awareness about invertebrate conservation in the countries involved and donor countries.

- The project should help to develop a long term commitment to conserving invertebrates in the countries involved.
- The project should not present unacceptable risks to staff or volunteers.
- The project should be fully funded and without long-term unresourced commitments.

***Secondary Factors***

- The project should have a strong partnership base.
- The project would be of particular importance if it affected attitudes, resources or legislation over a significant geographical area.
- The project should have the potential to be an excellent case study for developing additional projects.

## APPENDIX 2

### Site Safeguard

Buglife is frequently approached and asked to assist with protecting threatened sites. This section should help to decide if a site is of sufficient national importance to justify Buglife involvement (and to rank approximately those sites that meet the criteria). All of these criteria can be taken to operate firstly at a UK level, but also at a national level. The exact level of importance of a potential national extinction will be influenced by the status of the species elsewhere on the same island. For instance, the Welsh extinction of a species that is scarce across the UK will have a greater level of significance than the extinction of a species in Wales that is abundant in England. Due to limited resources as a general rule Buglife will not get involved in action to protect sites that are only of regional or local significance, rather than national or UK significance. The exception being where there is a significant precedent to be set or principle to be maintained, or if the site is of sufficient profile that the implications for other sites do have national significance.

The following types of sites should qualify as being of National Importance (see below for definitions):-

- Sites that if destroyed, or not in positive management, could result in the global or European extinction of a species or subspecies.
- Sites that if destroyed, or not in positive management, could result in a species or subspecies being threatened with global or European extinction.
- Sites that contain key populations of threatened or declining species; i.e.
  - Sites critical to the delivery of a Species Action Plan target.
  - Sites essential for the national survival of a Schedule 5 species.
- Sites that if destroyed, or not in positive management, could result in the national extinction of a species.
- Sites with 10 or more rare species that if destroyed, or not in positive management, could result in the loss of 15% of the national population of a species.
- Sites with 2 to 9 rare species that if destroyed, or not in positive management, could result in the loss of 25% of the national population of a species, or would contribute to the decline of three rare species.
- Sites needed to ensure that a species is maintained in Favourable Conservation Status.
- Sites that score exceptionally highly in terms of a well researched 'comparative ecological index'.
- Sites that provide opportunities to make a high profile public case for invertebrate conservation, they may support a 'well known taxon' or regionally important taxa, or may represent a legal or philosophical principle.

#### Definitions

Comparative ecological index -There are several methodologies for the assessment of the quality of invertebrate assemblages. Where there are a good number of studies to provide comparison across sites these scoring or rating systems can be used to determine the highest quality sites, such sites should qualify as of National Importance. Sites can be rated by geographical area (country, region county or natural area) or by habitat (e.g. woodland, sand dune, etc). Analysis can be done across a range of taxa (e.g. aquatic invertebrates) or within one taxon (e.g. ground beetles, spiders, etc.). Analysis and rating will depend on the availability of data and reviews of that data.

Examples of invertebrate quality scoring systems:-

- Species Quality Indices (several methods including Wetscore)
- Species Richness
- Species Diversity (several methods)

Rare – Is thought to, or known to, occur in fewer than 16 square kilometres – synonymous with the combined Red Data Book categories of RDB1, RDB2, RDB3, RDBK and RDBI in all but the most recent

UK invertebrate status texts (IUCN criteria are now used that are focussed on decline and threat rather than rarity). While 90% of assessments are still current, reassessment takes many years. Therefore having a focus on the current rarity for the purpose of site safeguard allows subsequent changes and discoveries to be taken into account.

Schedule 5 – listed on Schedule 5 of the Wildlife and Countryside Act 1981, or equivalent legislation.

Sites – The term 'site' is here meant to refer to the entire area supporting a population or meta-population of the invertebrate being assessed.

Supports – Based on the best available evidence a site is thought to, or known to, sustain a population of a particular species.

## APPENDIX 3

### The Management of Land

How land is managed is probably the key factor in achieving Buglife's conservation objectives. If the countryside is managed badly then the declines in invertebrate abundance will continue. If the key sites for endangered species are mismanaged then scarce species will become rare, and rare species will become extinct. Healthy ecosystems should be partly defined as supporting healthy populations of invertebrates.

#### 100 year vision

By 2110 Buglife will manage a series of nature reserves across the UK for their invertebrate biodiversity. These sites will contribute directly to maintaining the UK's invertebrate biodiversity; they will be well known, being visited every year by thousands of members of the public and many entomologists; and they will promote and demonstrate the conservation of invertebrates to a wide audience, the lessons learnt will be applied over vast swathes of the countryside and will positively affect populations of thousands of invertebrate species.

#### Building influence

Buglife will need to deliver effective advice on land management priorities to landowners, conservation managers and policy setters. If this advice is to be adopted then a much greater percentage of this audience will need to be convinced that action and resources have to be directed towards invertebrate conservation than is currently the case. The challenge is considerable: we need to develop sophisticated and scientifically defensible land management advice that will benefit general populations of invertebrates, but also more specific advice that can be applied to protect the most endangered species from extinction. At the same time there will be a requirement for Buglife to provide training and skills development for land managers and partner organisations, including statutory agency and NGO personnel. Buglife's public engagement and awareness raising activities will contribute to this objective by ensuring that there is sufficient support from the public and society to motivate the implementation of the advice that we provide.

Without being involved in the management of sites Buglife's ability to influence will be limited. This is because:-

- Managing land for invertebrate biodiversity is not at the top of any other land managing organisation's agenda<sup>3</sup>; the concept is pioneering and ground breaking so techniques need to be refined and developed - Buglife will have to show the way.
- Buglife will need to be credible in the eyes of land managers; advice is more likely to be taken seriously if Buglife is seen to be implementing the advice ourselves and able to demonstrate the advice in practice, on the ground.
- Robust management advice will need to be developed, this will require field experiments; the effective operation of field experiments usually depends on some level of control over how the land is managed and a detailed involvement in understanding what, when and how management operations are implemented.

Buglife involvement in managing land would achieve more than improve quality and take up of land management advice. There is also the potential for direct benefits to populations of endangered species, including:-

- Buglife involvement in managing land that is essential to the continued existence of one or more endangered invertebrate species may be the best or only option for maintaining those populations, thus contributing directly to stopping extinctions.

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<sup>3</sup> With the exception of Lepidoptera and Butterfly Conservation.

- On the ground involvement gives Buglife opportunities to provide local advice and develop local initiatives for the benefit of invertebrates that would otherwise not arise.

Land management also brings public awareness and fundraising opportunities:-

- Many funding sources are targeted towards land management; involvement in managing land would open up these funding opportunities.
- Land management presents good profile raising opportunities and provides a rallying point and verifiable outcome for members, member organisations, funders and supporters.
- Land can be used to engage with the public and educate children about invertebrates and Buglife's aspirations.

### **Land Management Options**

Land management involvement takes a wide range of forms from temporary, contractual involvement on sites managed and owned by others through to 'permanent' management responsibilities undertaken under contract, to leasing and freeholding land.

Buglife needs to develop its land management skills and experience over the period of this strategy. Initially, this is most likely to be achieved through working in partnership with organisations that are already managing land. Freehold and long leases would only be considered in exceptional circumstances as the risk of financial or human resource overstretch would be considerable over time.

### **Land Management Considerations**

It is not possible to assess the Buglife land management potential of every site in the UK. Hence, for the period of this strategy Buglife will be largely reactive to opportunities. Land management by Buglife is likely to be considered in a variety of situations, particularly when a very important site is under pending threat. In making decisions about getting involved in managing land the following factors will be given careful consideration:-

#### **Conservation**

- Will managing the site contribute directly to stopping extinctions?
- Is the site of sufficient importance, or potential importance, in terms of national and international significance?
- Are there future invertebrate conservation options, particularly in terms of managing other sites in the vicinity; providing habitat for endangered species not currently found on the site?
- Will managing the site increase our ability to influence the management of other sites (locally or nationally)?
- What will happen to the site and species if Buglife does not get involved in managing the site?
- Is the site suitable for undertaking research and/or experimentation?
- Is the site a good demonstration site for achieving Buglife objectives?

#### **Public Affairs and Profile**

- Will there be good publicity for Buglife and invertebrates?
- Is the site iconic?
- Will our reputation be affected if we do not get involved?
- Is the site suitable for engaging with the public and our supporters and members?
- What are the access and supporter recruitment options?
- Is it important for Buglife to have a presence on the ground in the locality concerned?

## Resources

- Are potential partners and the working arrangements feasible and conducive to positive outcomes in the short and long term?
- What level of staff commitment is required?
- Is our involvement financially feasible in the short and long term?
- Is there an end point to our management involvement?

## APPENDIX 4

### Influencing Policy and Legislation

Some invertebrate conservation issues can only be resolved by influencing government policy. The detail of who, and what, Buglife will be seeking to influence over the course of this strategy can be found in the 'Advocacy, awareness and knowledge and skills development' section. The conservation work programme also needs to take into account the external timescales for the development of policy and legislation, to identify opportunities for input (such as consultation periods) and for high profile campaigning (e.g. the date that draft legislation is introduced into Parliament). Clearly these external drivers are an important consideration when determining the urgency of a project.

<b>Work area\Year</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Planning</b>	Planning Bill; ongoing revision of PPSs	Eco-towns	Eco-towns		
<b>BAP</b>	Finalise Lead Partners, targets	Review of Biodiversity Duty in England and Wales	2010 Target Assessment	Establishment of follow on target	
<b>Farming</b>	Environmental Stewardship Review				
<b>Water Framework Directive</b>		Groundwater Directive			
<b>Species protection</b>	Sch. 5 Review	Sch. 5 Review	Habitats Directive Review?		
<b>Climate change</b>	Climate Adaptation Inquiry				
<b>Marine</b>	Marine Act				MPA system in place

## APPENDIX 5

### Volunteers

#### Background

As a small organisation with few staff, volunteers are a very important resource for Buglife. Currently, volunteers help us in our conservation work, through assisting with specific projects; help us in our office administration; and write articles for our publications (e.g. Bug Buddies is written by a volunteer, as are some Action Update articles). In addition to these more formal methods of volunteering, volunteers also provide us with invertebrate records, take photographs of invertebrates which can be added to our photo library, and alert us to potential conservation issues in their locality.

Buglife's trustees are volunteers who give up significant amounts of their own time, and take on a highly responsible role at Buglife. The roles of Chair, Secretary, Treasurer and Line-manager Trustee are particularly responsible positions, and a great deal of time and expertise is invested in Buglife by those who fulfil these roles.

#### Volunteering Survey

In Autumn 2007, Buglife carried out a members survey which consulted members regarding volunteering for Buglife.

27% of those who completed the survey said that they may be able to further support Buglife by volunteering from home

- 14% of those who completed the survey said they would be interested in **volunteering their bug expertise** for surveys
- 14% of those who completed the survey said they would be interested in **attending local events to promote Buglife**
- 6% of those who completed the survey said they would be interested in **writing articles** for Action Update
- 5% of those who completed the survey said they would be interested in helping to **promote Buglife badges** in their local area
- 1% of those who completed the survey said they would be interested in **organising dress-down days, coffee mornings etc. to raise funds**
- 1% of those who completed the survey said they would be interested in taking part in **sporting events** to raise funds
- 12% of those who completed the survey said they would be interested in volunteering in **other ways**

*Although this totals 53%, this is because members could pick as many options as they wished.*

Other means of volunteering suggested by members included:

- Helping with/organising bug walks in local area
- Writing campaign letters/writing to MP
- Graphic design work
- Data analysis
- Writing articles
- Designing & selling items – proceeds to Buglife
- Survey work (some requested workshops to enhance skills)
- Joining a local Buglife 'group'

There is great potential to tap into this goodwill and offer a variety of volunteering opportunities to members and other supporters.

Buglife acknowledges that volunteers will have a variety of motivations for wishing to volunteer, and that these will include the more personal motivations such as gaining work experience, opening doors to paid employment, building own confidence, and social interaction with others, as well as the more purely philanthropic motivations of giving of their time and skills. All of these motivations are valid and Buglife will aim to meet personal requirements so that a mutually beneficial relationship is established. Volunteers are valuable in many ways. One of these is in terms of project fundraising as volunteer time can be counted as in kind income. This enables Buglife to provide 'match funding' for part funded projects.

Buglife will hold a wide definition of volunteering, so that as many as possible can volunteer for Buglife in ways which suit them and Buglife. Many will only want to undertake work at home or in their local area, and Buglife will aim to offer a range of local volunteering opportunities.

Buglife will ensure that the following are in place:

- Volunteer guidelines will be put in place so that each volunteer receives an induction, has a clearly defined role, knows what they can expect from Buglife, and what is expected from them;
- Volunteers will be offered training and support, as well as ongoing supervision where applicable;
- Volunteers will be integrated into Buglife and into our work and will be communicated with regularly regardless of their physical location;
- Volunteering will be promoted on the Buglife website, with a variety of different volunteering options offered;
- Volunteering opportunities will be targeted at young people wishing to gain skills and experience (e.g. via colleges/universities), those wishing to return to work and aiming to gain skills and retired people who may have more time to spare;
- Infrastructure will be put in place to support volunteering across Buglife, including staff and other resources;
- The Buglife Board will ensure that there is a full complement of Trustees, with the required skills and experience, as per the requirements of Buglife's governing document.

### **Infrastructure and resourcing**

Co-ordination of volunteering at Buglife will be undertaken by the Development Manager. Buglife will aim to establish a 'Volunteer Administrator' post which will itself be filled by a volunteer. This part time opportunity will be targeted at young people, or those wishing to return to work, aiming to gain regular office work experience.

- Buglife will ensure that a supporter database is in place to record details of volunteers as well as all other supporters.
- Buglife will ensure that HO volunteers are catered for with work spaces and computers, to enable them to undertake work for us.
- Buglife will consider introducing an annual Buglife day/week, as a fundraising focus for Fundraising Volunteers.
- Buglife will consider introducing an annual Buglife volunteers day – informative talks and discussions groups as well as a social event and opportunity to thank volunteers.
- Buglife will seek out volunteering funding from statutory sources, as well as trusts/foundations. Funding will enable us to more effectively recruit and support volunteers, as well as providing resources to volunteers and covering expenses.

### **Volunteer Guidelines**

1. Overall management of volunteering at Buglife is the responsibility of the Development Manager.

2. The Development Manager (with assistance from relevant staff) will be responsible for new volunteer enquiries and allocating supervisors to volunteers.
3. Either the Development Manager or a designated Project Officer will be responsible for informal interviews with potential volunteers and volunteer inductions (health & safety, fire procedures, data protection).
4. Each volunteer will be allocated a supervisor. It is this supervisor who will be responsible for setting work, and providing guidance and support on a day to day basis. Note: a volunteer may have multiple supervisors for distinct time slots, or the supervisor may change, depending on the work that the volunteer will undertake.
5. Each volunteer will meet informally with their supervisor to complete a 'Volunteer Role Description' within the first month of volunteering with Buglife. The meeting should consist of:
  - A discussion about the volunteer's skills, background, aims and objectives,
  - A discussion about tasks at Buglife the volunteer could get involved in.
 This should be written up by the supervisor and a copy kept by both the volunteer and the supervisor.
6. The Role Description should be reviewed bi-annually to ensure it is up to date and make any amendments.

### **Main types of volunteering offered by Buglife**

#### Head Office volunteering

- Current office/administration volunteers will continue to receive supervision, and will each be allocated a role description.
- New HO volunteers will mainly be recruited via Peterborough Council of Voluntary Service (PCVS) and our website.
- HO Volunteers will consist mainly of administration volunteers who undertake a variety of tasks under the supervision of the Administrator or Development Manager. Volunteers may also be recruited to undertake specific project work with a designated Project Officer providing supervision.

#### Conservation volunteering

- Through the establishment of a supporter database, Project Officers will be able to search for conservation volunteers local to their project work.
- New volunteers will be recruited through working with local councils of voluntary service.
- Conservation volunteers will consist of those willing and able to undertake field work, such as surveys, and those willing to assist with project-related events/outreach.
- Supervision of conservation volunteers will be provided by Project Officers.

#### Outreach volunteering (non-project)

- Through the establishment of a supporter database, Buglife will be able to search for volunteers local to events and other outreach activities.
- Outreach volunteers will consist of those able to assist at public events (e.g. manning the Buglife stand), or at member events such as bug walks.
- Volunteers will be supervised by the Development Manager.

#### Volunteers at home

- Home volunteers will undertake a variety of tasks in support of Buglife's work. It will not be necessary for these volunteers to be local to the Buglife office or the location of a project. For example, they may write articles for publications, undertake data analysis, or take and donate photographs.

- Volunteers will be supervised by the Development Manager or Project officers depending on the type of work undertaken.

#### Fundraising volunteers

- Fundraising volunteers are those willing to undertake community fundraising work such as organising an event at their place of work to raise funds, taking part in a sponsored event, or promoting pin badges locally.
- Volunteers will be supervised by the Development Manager.

In addition, Buglife will maintain an able and skilled complement Board of Trustees comprising volunteers

## APPENDIX 6

### Key Result Area Summary

KRA 1 - To develop a 'State of the UK Invertebrates' report

KRA 2 – To support a meaningful BAP process with Buglife taking the lead in conserving key BAP invertebrates

2a - BAP process with strong emphasis on delivery of conservation outcomes and with clear monitoring and accountability

KRA 3 - To establish Buglife offices in England, Scotland, Wales and Northern Ireland/Ireland

3a - Influential in Scotland, Northern Ireland/Ireland and Wales (directly influencing development of new policy and legislation affecting invertebrates)

KRA 4 - To publish a report on the impacts of climate change on invertebrates

KRA 5 - To ensure that the ASSI/SSSI network better represents, protects and sustains invertebrates

5a - SSSI system with new selection criteria for invertebrates, revised notification policy, and more effective indicators of Favourable Conservation Status for invertebrates

KRA 6 - To become a Lead Partner for the BAP habitat 'Open Mosaic Habitats on Previously Developed Land'

KRA 7 - To ensure that there are no preventable invertebrate extinctions in the UK

KRA 8 - To ensure that the Marine Act contains suitable measures for the conservation of marine invertebrates

8a - Marine protection legislation in place

KRA 9 - To develop international invertebrate conservation by undertaking two or three international projects

KRA 10 - To expand Buglife's work into additional habitat types

KRA 11 - To resolve and improve legislative 'biodiversity duties'

KRA 12 - EU policies that place a greater emphasis on the importance of conserving invertebrates

KRA 13 - Outreach (awareness, training and membership) officer in post

KRA 14 - Annual sum of unique daily visitors to website increased by 50% (from 2008 to 2012)

KRA 15 - Increase in number and audience of media occurrences (from 2008 to 2012)

KRA 16 - 800 land managers and relevant officers trained in invertebrate conservation

KRA 17 - Fifteen Buglife bug hunts and similar events run per year averaged over 2011-12

KRA 18 - Education and training hub set up on website

KRA 19 - To raise £600,000 restricted income in 2012

19a - £275,000 project income from charitable trusts & foundations in 2012

19b - £150,000 project income from landfill and Aggregates Levy in 2012

19c - £125,000 project income from statutory agencies in 2012

19d - £50,000 project income from lottery in 2012

KRA 20 - To increase unrestricted income (KRA 21a) to £150,000/year averaged over 2011-12

20a - Increased unrestricted income

20b - To raise £10,000 per annum from corporate bodies averaged over 2011-12

20c - To raise a minimum of £45,000 from membership subscriptions in 2012

20d - To raise £60,000 from donations from individuals averaged over 2010-12

20e - To have three new major donors providing over £5K each averaged over 2011-12

20f - To raise £2,000 from community fundraising initiatives in 2012

20g - To raise £30,000 in unrestricted income from charitable trusts in 2012

KRA 21 - Less than 10% of 2012 income spent on fundraising

KRA 22 - To have 20 current corporate supporters by 2012

KRA 23 - To increase the number of members (KRA 24a) to 2,000 by December 2012

23a - Increased Membership

KRA 24 - To improve the retention of members to 80% in 2012

KRA 25 - To have recruited another 'A list' celebrity supporter by 2012

KRA 26 - To be able to claim gift aid on 70% of donations/subscriptions in 2012

KRA 27 - To have 40 regular Buglife volunteers by the end of 2012.

27a - To have five regular office volunteers by the end of 2012

27b - To have three volunteers helping regularly at events by the end of 2012

27c - To have 10 invertebrate experts regularly volunteering their time to Buglife projects by the end of 2012

KRA 28 - Total of 30 Member Organisations in 2012

KRA 29 - To develop relationships with existing Member Organisations