

Whitley Wildlife Conservation Trust Strategic Plan 2013-2020



Contents

| | |
|---|----|
| Introduction | 2 |
| Education and Engagement Strategy | 3 |
| <i>In Situ</i> Conservation Strategy | 6 |
| <i>Ex Situ</i> Conservation Strategy | 9 |
| Conservation Advocacy Strategy | 11 |
| Values, Ethics and Responsible Management | 14 |
| Appendix 1. Education and Engagement Target Audiences | 16 |
| Appendix 2. Education and Engagement Delivery Methods | 17 |
| Appendix 3. <i>In Situ</i> Conservation Management | 19 |
| Appendix 4. Institutional Collection Planning | 21 |



Introduction

The Whitley Wildlife Conservation Trust (WWCT) was founded in 1955 to receive the legacy of its founder, Herbert Whitley. The WWCT is dedicated to protecting our wildlife heritage through the conservation of species and habitats locally, nationally and globally. The WWCT owns and manages three nature reserves in Devon (Slapton Ley National Nature Reserve, Primley Park and Clennon Gorge) and three Environmental Parks collections in south west England (Paignton Zoo, Living Coasts and Newquay Zoo).



Vision

A world rich in wildlife and wild places

Mission

The WWCT is an education, scientific and conservation charity dedicated to protecting our global wildlife heritage and inspiring in people a respect for animals, plants and the environment

Strategic Aims

1. **Education and engagement** of the public on the conservation of the natural world.
2. ***In situ*** conservation of species and habitats.
3. ***Ex situ*** conservation of threatened species
4. **Conservation advocacy**: shaping behavior-change for the benefit of biodiversity.

Education and Engagement Strategy

Introduction

Zoos provide a unique opportunity to engage all sectors of our society with wildlife, biodiversity and its conservation. Ultimately, our education efforts must be judged and developed according to their impact upon attitude and behaviour and the extent to which this impact benefits WWCT's mission.

Education and Engagement Mission

To contribute to the conservation of biodiversity locally, nationally and globally by educating and engaging the public on conservation of the natural world

Strategic Objectives

- To enable all audiences to understand why biodiversity matters
- To improve visitor understanding of the role of zoos in conservation
- To motivate and empower the public to take action to conserve biodiversity

Principles

- Potential audiences for this Strategy range from those already committed to, and knowledgeable about, biodiversity conservation ('greens'), to those with little knowledge of, nor interest in, the subject ('reds'). It is in the nature of zoo sites, and one of their greatest strengths, that the majority of their visitors are 'reds'. Therefore the animal collections at the zoos must be of sufficient size, diversity, interest and accessibility to attract as many visitors as possible to the sites. As animal diversity is a key driver for visits to the zoos then it follows that each site should contain as diverse an array of species as possible, subject to the physical and environmental constraints inherent to each.
- There is no theoretical limit to the number of zoos required, the constraints are economic in nature and decisions to acquire, dispose of, or close zoos will depend upon the precise location, potential footfall and competition at the site. As a general rule, zoo sites should be self-supporting but if they add something unique to the 'mix' of WWCT zoos, and reach potential audiences that the other zoos may not attract, then mission delivery considerations may be taken into account.
- WWCT is currently a south-west regionally-based organisation. If educational opportunities arise to expand the Trust's area of influence beyond the south-west they will be considered



taking into account the economic advantages and risks, measured against the potential increase in output of the Trust's aims.

- All education programme activities will meet the criteria established below to ensure they are appropriate and effective, with contributions to biodiversity conservation evaluated.
- All staff and volunteers will have responsibility to educate and engage the visiting public and wider community.

Methods

Existing staff experience and expertise within WWCT suggests that we can effectively educate and engage using the following methods:

- Developing and marketing the sites to attract the widest target audience.
- Informal (free-choice) and formal education through the WWCT sites.
- Informal and formal education in the wider local community through development of the WWCT brand.
- Raising awareness of all strategic WWCT aims and objectives across staff and volunteers enabling them to deliver education and engagement objectives.
- Maintaining and developing links with education providers (schools, colleges, universities and teacher training institutes) and other environmental organisations.
- Education activities will be integrated within *in situ* programmes, as appropriate.
- Researching and evaluating Conservation Psychology.
- Showcasing environmental technologies and innovations.
- Embracing technology and innovation in conservation education

Criteria

WWCT education activities will be chosen and continued according to the following criteria:

- Extent of contribution to WWCT mission delivery – outputs and outcomes,
 - High priority target audience (see Appendix 1)
 - Number of people reached
 - Preferred methods of reaching target audiences (see Appendix 2)
- Financial cost/benefit analysis
- Staff expertise and capacity
- Appropriate exit strategies will be drafted as needed

Reporting and Evaluation

Activities, outputs and outcomes should be evaluated and reported on annually. The Executive Director in conjunction with relevant SMT members will then make final recommendations for continued support or otherwise in the next financial year. Trustees will review the reports.

Full WWCT education section meetings will be held twice a year (Sept/Oct and March/April), with the FCR Conservation Psychology lead present.

Proposals for operating or supporting new educational activities or projects should be submitted to the Head of Education and Executive Director/Director of Operations/Director of Newquay Zoo for their consideration in conjunction with relevant SMT members.

Subject to continuing need and satisfactory progress, existing activities will generally be given priority over new activities.



In situ Conservation Strategy

Introduction

All conservation efforts must ultimately be judged on their impact on wild populations and ecosystems. Therefore direct support for conservation in the field is essential and the role of zoos in such efforts is explicitly recognised in the World Zoo and Aquarium Conservation Strategy (WZACS, 2005). However, conservation impacts can be increased if *in situ* and *ex situ* activities of zoos are fully integrated thereby making maximum use of existing staff expertise, interpretation and fundraising programmes.

In Situ Conservation Mission

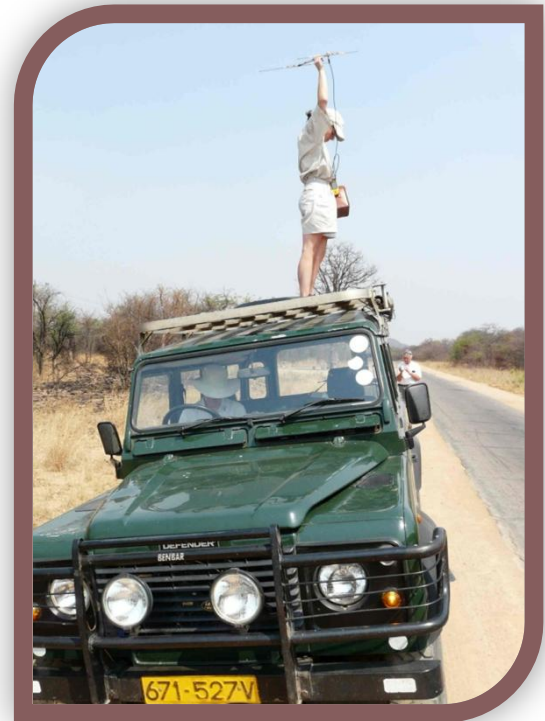
To contribute to the conservation of biodiversity locally, nationally and globally by carrying out conservation in the field

Strategic Objectives

- To operate field conservation projects in the UK and overseas
- To support field conservation projects operated by other appropriate organisations
- To ensure all field projects are fully integrated with *ex situ* activities of the WWCT zoos including collection planning, exhibit design, education, retail and marketing
- To set aside a proportion of WWCT annual income exclusively for operating or supporting field conservation projects in line with WZACS recommendations

Principles

- All field projects operated by WWCT will follow internationally recognised systematic conservation planning principles to achieve maximum conservation impact with the available budget
- All field projects supported by WWCT will meet the criteria established below to ensure they are appropriate and effective
- All field projects will be evaluated annually by the Executive Director and the Director of Conservation, Research and Advocacy to ensure they are achieving their stated conservation goals
- We will work to raise awareness of field conservation projects among WWCT staff, visitors and the general public whenever possible



Methods

Existing staff experience and expertise within WWCT suggests that we can effectively operate and/or support projects using the following methods:

- Management of habitats and/or species for conservation
- Breeding organisms for re-introduction
- Ecological research on habitats and/or species that informs their conservation
- Conservation education to change attitudes and behaviour
- Capacity building in conservation areas by providing training, expertise or equipment
- Fundraising from our zoo visitors for the above activities

WWCT-operated projects

These are projects for which WWCT staff has significant input into project management. Project operation requires infrastructure, resources and good knowledge of local conditions. Therefore, we can maximise our impact if we operate several projects within each of a small number of sites in key biodiversity areas – WWCT Regional Programmes. Projects can then complement each other by sharing local facilities and staff. Details of how these projects will be established and operated are given in Appendix 3.

WWCT-supported projects

These are projects operated by another organisation to which WWCT donates money, advice, organisms for reintroduction or equipment, with minimal input into project management. WWCT is ideally placed to raise awareness and funds for conservation projects due to the large visitor base of its zoos. In addition, WWCT zoos can provide animals and plants for recovery or reintroduction programmes and should do so whenever there is a conservation need for such action. If this is a species the zoos already hold and breed then the costs of providing animals is minimal. The opportunity to contribute to reintroduction or recovery programmes is considered during the collection planning process.

Criteria

WWCT Regional Programmes will represent long term commitments and are not likely to change once established. The locations of our Regional Programmes will be based on the following criteria:

- Local biodiversity and its degree of threat – we can achieve most by locating our programmes in areas of high biodiversity, particularly in globally recognised priority areas.
- Existing staff knowledge and local contacts – we already have good knowledge and contacts in some areas which will be a great advantage
- Political stability and personal safety – we should avoid investing in an area that is unlikely to remain stable and safe in the medium to long term

WWCT-operated projects must be based at one of our Regional Programmes and will be selected on the basis of the following criteria:

- Target species/habitat and activity – the degree of threat to the target species/habitat and the success of similar activities in the past are key factors in maximising conservation impact. Linkage with other ecological networks will be considered
- Staff expertise and consistency with other projects - utilising staff expertise and the experience gained from other projects will reduce costs and increase the chance of success.
- Integration with other WWCT activities - this includes *ex-situ* collections, research areas, retail activities (e.g. links to fair trade products), etc. and will create clear links between the WWCT aims of conservation, education and research.
- Ability to obtain additional funding from external sources - the possibility of raising funds from external sources is important. However, it should be noted that projects where other sources of funding are not available may be those where WWCT can have a greater impact on conservation.

In order to ensure an effective contribution, WWCT-supported projects will be selected based on the following criteria:

- Target species/habitat and activity – the degree of threat to the target species/habitat and the success of similar activities in the past are key factors in maximising conservation impact
- Good project management - projects must be operated by reputable organisations with clear objectives based on sound conservation principles ideally following internationally recognised principles of conservation management. They must meet the WWCT's ethical standards (below), particularly if we are donating animals from the WWCT collections. They must provide appropriate feedback on project progress and what has been achieved using WWCT support
- Use of current staff contacts and knowledge - projects that arise from current staff contacts and interests make better use of limited time and financial resources, particularly in establishing that the previous two criteria are met
- Integration with other WWCT activities - fundraising, awareness-raising and education will all be better facilitated if supported projects are integrated with the zoo collections and other activities
- The anticipated effects of climate change on target species, geographical area or habitat zone where the project will be based

Reporting and Evaluation

Annual reports for operated (using Miradi) and supported projects (Excel form) must be completed by the project co-ordinator. The Executive Director and Director of Conservation, Research and Advocacy will review the reports annually. The Executive Director will then make final recommendations for continued support or otherwise in the next financial year. Subject to continuing need and satisfactory progress, existing projects will generally be given priority over new projects.

Ex Situ Conservation Strategy

Introduction

The WWCT owns three zoos which together comprise a Living Collection of plants and animals that can significantly contribute to species conservation as explicitly recognised in the World Zoo and Aquarium Conservation Strategy (WZACS, 2005).

Ex-situ conservation mission

To contribute to the conservation of biodiversity locally, nationally, and globally, by maintaining a Living Collection of animals and plants.



Strategic Objectives

- To increase the conservation value, impact, and relevance of the Living Collection
- To increase the linkages between *in situ* conservation and the Living Collection
- To carry out appropriate research on the Living Collection leading to conservation benefits

Principles

- We will breed animals and propagate plants with a view to establishing self-sustaining *ex-situ* populations in collaboration with like-minded institutions.
- In line with the Education and Engagement Strategy we will maintain as diverse a Living Collection as necessary in order to enable visitors to understand why biodiversity matters
- The Living Collection will be aligned with a view to supporting on-site education and conservation advocacy
- Non-threatened taxa will only be added to the Living Collection if there are significant education, advocacy or 'crowd-pulling' reasons for keeping them

Methods

To increase the conservation value, impact and relevance of the Living Collection by:

- managing the Living Collection according to Institutional Collection Plans (ICPs) which will use a number of criteria to determine the conservation value of taxa (see Appendix 4).
- phasing out taxa of little conservation value in favour of taxa with high conservation value except where they have an agreed alternative role within the Living Collection.

To increase the linkages between *in situ* conservation and the Living Collection by:

- participating in appropriate re-introduction projects associated with species held where resources allow.
- promoting awareness of *in situ* projects for species held.
- ensuring that all WWCT *ex-situ* and WWCT *in-situ* activities are fully integrated.

To carry out appropriate research on the Living Collection leading to conservation benefits by:

- utilising existing staff experience and expertise within WWCT in order to effectively carry out worthwhile research projects
- fostering links with like-minded academic and scientific institutions to carry out collaborative non-invasive studies
- prioritising resources with a view to focussing on species/topics in most need of attention
- ensuring that record keeping is optimised to enable evidenced-based decision-making and effective research

Reporting and Evaluation

The ICPs will be evaluated annually by the Executive Director and Curators to ensure that they are achieving the stated *ex-situ* conservation goal of improving the conservation value of the Living Collection.

Other goals of the collection i.e. education, advocacy, research and visitor appeal will be evaluated every 3-5 years.

Conservation Advocacy Strategy

Introduction

In this strategy we define advocacy as any process that helps to influence change in behaviour, policy or outlook to the benefit of biodiversity conservation. The WWCT's three zoos are high profile, highly visual, well known and respected organisations within their local communities and throughout the South West, a region largely dependent on tourism income and attractive to tourists for its natural environment, especially its coastline. The WWCT zoos are among the largest and best tourist attractions in this region and collectively have almost a million visitors annually, considerable purchasing power and the potential to influence individuals, communities, businesses and government to adopt pro-conservation behaviour. Promoting individual level behaviour change is primarily covered under the Education and Engagement Strategy, this strategy is therefore concerned with behaviour and policy change at an organisational level, although there is clearly overlap between the two strategic aims.



Conservation Advocacy Mission

Conserving biodiversity by driving policy change

Strategic Objectives

- To be a credible voice in advocacy for biodiversity conservation
- To influence policy change at local, national and international levels
- To promote ethical practice in all areas of our work
- To empower staff to become advocates for conservation
- To use the living collections to promote the history and current work of the Trust

Principles

- WWCT will ensure it uses all available staff expertise to advocate biodiversity conservation among target audiences and emphasise the intrinsic value of wildlife and the need for stewardship
- WWCT will strive to ensure congruence and transparency in its own operations such that we live up to our own advocated standards or can justify why some actions are not feasible at the current time. WWCT will ensure it uses the huge opportunity provided by its zoos to

showcase pro-conservation products, services and systems and demonstrate that successful business and conservation are mutually compatible

- WWCT will use available resources to assist in research and development of pro-conservation products and services

Audiences

Target audiences include

- Local councillors, MPs, MEPs
- Business 'movers and shakers' especially corporate members and those in the zoos' supply chains
- Statutory bodies, other NGOs and zoos
- Journalists and editors
- Academic institutions and professional associations
- Landowners
- Potential funders
- Zoo visitors and supporters (but dealt with under the Education and Engagement Strategy)

Many of these audiences will be best reached through opportunities to be involved with the zoos due to the appeal of living collections and/or access to large numbers of zoo visitors. Others will prefer to be associated with the non-zoo activities of the WWCT.

Themes

Existing staff experience and expertise within WWCT suggests that we can be effective advocates for pro-biodiversity behaviour in the following areas:

- Purchasing and procurement e.g. palm oil free products, MCS approved fish, FSC wood, ethical trading
- Business partnerships to develop and promote new biodiversity-friendly products and services e.g. rainforest village coffee, waste recycling/reuse systems, green energy
- Low impact land use
- Local coastal management
- The illegal wildlife trade
- Resource efficiency and environmental management

Methods

- Appropriate training will be provided for all staff, students, interns and volunteers to enable them to become conservation advocates.
- The WWCT and its zoos will continue to develop best practice in the areas of environmental management and ethical business to achieve minimal business impacts on wildlife
- The WWCT's reserves and zoo grounds will be managed to promote local wildlife
- Appropriate traditional and new media will be used to reach target audiences with key messages
- Appropriate promotional links will be made with other NGOs etc. to highlight biodiversity issues e.g. Decade of Biodiversity, Alliance for Zero Extinction etc.

- Appropriate staff will make significant contributions to other organisations e.g. BIAZA, EAZA, WAZA, CBSG, BGC, IUCN to ensure that biodiversity issues are recognised and incorporated into national and international policy
- Advocacy training courses/resources will be developed for external organisations
- Collection and zoo master-planning will consider the needs of advocacy activities
- Advocacy activities will be selected on the basis of existing staff expertise or the availability of funds to employ staff for specific advocacy projects with priority given to the above themes

Reporting and Evaluation

Research into advocacy methods and evaluation will be conducted to ensure advocacy activities are evidence-based and effective. Advocacy activities will be reported on and evaluated annually based on access to target audiences, potential numbers influenced, definable outcomes and cost

Values, Ethics and Responsible Management

Animal welfare

WWCT will ensure that it follows the Secretary of States Standards for Modern Zoo Practice in undertaking to promote good husbandry and optimising animal welfare both within its collections and during transit to or from other institutions. All activities operated or supported by WWCT must comply with the animal welfare recommendations issued by relevant government authorities, universities, conservation bodies and the ethical policies of WWCT. The conservation benefits of all activities will be weighed against any potential impacts on animal welfare

Plants

WWCT will manage its botanical gardens in a manner that promotes good habitat management, creates effective immersion exhibitory, and adopts an integrated approach towards zoo horticulture.

Ethical Acquisition of Animals and Plants

WWCT zoos will adhere to the mandatory requirements of WWCT policies and those of the BIAZA Animal Transaction Policy.

Disease Surveillance

WWCT will adhere to the IUCN Reintroduction Guidelines and the requirements of EU legislation (e.g. the Balai Directive) pertaining to reducing the risk of disease transmission as result of plant and animal movements both intra, and inter, collection.

Partners

Due diligence will be applied to the selection of partner organisations in all WWCT activities depending on the nature of the partnership and in accordance with WWCT core values.

WWCT will maintain contact with other conservation organisations working on similar activities or in the same locations to prevent unnecessary duplication of efforts.

Relevant nature authorities and their policies

All WWCT activities will be conducted with the permission and co-operation of the relevant national and local nature authorities. All WWCT activities will adhere to the relevant recommendations and guidelines set out by appropriate conservation bodies including but not restricted to The World Conservation Union (IUCN) and relevant specialist groups, regional and global zoo associations and any other collaborative organisations.

Impact on the environment

All WWCT activities must consider the impact they have on the wider environment (e.g. travel) and balance them against conservation benefits gained. All activities must comply with the relevant recommendations issued by government authorities, conservation bodies and the environmental policies of WWCT.

Local communities and cultures

All WWCT activities must be mindful of the opinions and cultures of the communities within which they work and of those communities affected by them. WWCT recognises that in the long term conservation can only be successful with the support of local people. Where appropriate WWCT will seek to engage and work with local people towards the mission of the Trust.

Safeguarding

WWCT is committed to safeguarding the welfare of all people who come into contact with its activities. This applies not only to its three zoos but also other locations where it conducts its work. It is the responsibility of each individual within the organisation to prevent the neglect and physical, emotional or sexual abuse of children, young and vulnerable people. All activities must comply with the 'Safeguarding' and 'Protection of Children, Young and Vulnerable People' policies of the WWCT. Each WWCT zoo has a Child Protection Coordinator.

Health and safety

All WWCT activities will incorporate appropriate health and safety measures for staff, volunteers and other stakeholders into the planning process and operating procedures. All relevant activities will be Risk Assessed and comply with the relevant guidelines and policies issued by government authorities.

International conventions

WWCT activities will be managed in accordance with relevant recommendations and targets associated with the World Zoo and Aquarium Conservation Strategy (WAZA 2005), the Convention on Biological Diversity Strategy 2011-2020, the IUCN Commission on Education and Communication and the Nagoya Protocol on Access and Benefit Sharing.

HMRC requirements for charities spending money abroad

To comply with this legislation WWCT will ensure that we:

1. Know what the organisation is to which we donate funds.
2. Know what the organisation is trying to do, i.e. its aims.
3. Have an indication as to what the money we donate will be spent on.
4. Have an indication subsequently that the money has been spent as expected.

Records of this information will be provided by the Field Conservation & Research Dept. and kept by Accounts for inspection by the HMRC as required.

Appendix 1. Priority audiences for Education and Engagement

Zoo-based Education and Engagement

- High
 - Adult visitors
 - Family groups
 - OAPs
 - Key Stage 2 school groups
 - Higher Education groups
 - Teachers
- Medium
 - Key Stage 3 and 4 school groups
 - Further Education groups
 - Language Schools
 - Businesses
- Low
 - Pre-school groups
 - Key Stage 1 groups
 - Special Interest groups

Outreach Education and Engagement

- High
 - Special Interest groups
 - Environment-focused Further and Higher Education groups
- Medium
 - Businesses
 - Local community groups
 - Teachers/Schools
 - General Further and Higher Education groups
- Low
 - Key Stage 2,3 and 4 groups



Appendix 2. Education and Engagement Delivery Methods

| | Species Signage | Interactives | Immersive Exhibit | Animal Presentation (e.g. Bird Show) | Animal Contact | Presentations (non-'show' presentations e.g. Presenter/Keeper talk) | Audio Visual (including DVDs produced for distribution) | Tours | Staff-led activities | Self-led play | Non-specific staff-visitor interactions | Other written materials (e.g. Guidebook, factsheet) | Provision of interest group (e.g. Membership, clubs, special interest courses) | Digital Media | PR | External Events |
|---|-----------------|--------------|-------------------|--------------------------------------|----------------|---|---|-------|----------------------|---------------|---|---|--|---------------|----|-----------------|
| Zoo-based Education and Engagement | | | | | | | | | | | | | | | | |
| HIGH PRIORITY AUDIENCE | | | | | | | | | | | | | | | | |
| Adult visitors | | | | | | | | | | | | | | | | |
| Family groups | | | | | | | | | | | | | | | | |
| OAPs | | | | | | | | | | | | | | | | |
| Key Stage 2 groups | | | | | | | | | | | | | | | | |
| Higher Education groups | | | | | | | | | | | | | | | | |
| Teachers | | | | | | | | | | | | | | | | |
| MEDIUM PRIORITY AUDIENCE | | | | | | | | | | | | | | | | |
| Key Stage 3 and 4 groups | | | | | | | | | | | | | | | | |
| Further Education groups | | | | | | | | | | | | | | | | |
| Language Schools | | | | | | | | | | | | | | | | |
| Businesses | | | | | | | | | | | | | | | | |
| LOW PRIORITY AUDIENCE | | | | | | | | | | | | | | | | |
| Pre-School groups | | | | | | | | | | | | | | | | |
| Key Stage 1 groups | | | | | | | | | | | | | | | | |
| Special Interest groups | | | | | | | | | | | | | | | | |



| | Species Signage | Interactives | Immersive Exhibit | Animal Presentation (e.g. Bird Show) | Animal Contact | Presentations (non-'show' presentations e.g. Presenter/Keeper talk) | Audio Visual (including DVDs produced for distribution) | Tours | Staff-led activities | Self-led play | Non-specific staff-visitor interactions | Other written materials (e.g. Guidebook, factsheet) | Provision of interest group (e.g. Membership, clubs, special interest courses) | Digital Media | PR | External Events |
|---|-----------------|--------------|-------------------|--------------------------------------|----------------|---|---|-------|----------------------|---------------|---|---|--|---------------|----|-----------------|
| <p>Outreach Education & Engagement</p> <p>HIGH PRIORITY AUDIENCE Special Interest groups Environment Focused Further & Higher Education</p> <p>MEDIUM PRIORITY AUDIENCE Businesses Local community groups (e.g. Church groups, rotary clubs) Teachers/Schools General Further & Higher Education</p> <p>LOW PRIORITY AUDIENCE Key Stage 2, 3 and 4 groups</p> | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
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Appendix 3: *In Situ* Conservation Management

Establishing WWCT Regional Programmes

Over the duration of this strategy all WWCT operated projects overseas will become focused into a small number of WWCT Regional Programmes, each with a locally-based Programme Manager and basic infrastructure. There will be central co-ordination of all overseas Programme Managers by the WWCT Overseas Conservation Officer to ensure that all programmes comply with the planning, monitoring and feedback systems put in place and benefit from good contacts with all relevant WWCT staff (including education, marketing, retail etc.). In effect we already have a South West UK Regional Programme within which several projects are already operated. These will continue to be centrally co-ordinated by the WWCT UK Conservation Officer.

Each WWCT Regional Programme will have:

- Locally-based Programme Manager - permanent/semi-permanent, ideally of local origin. Usually employed by a local NGO with funding provided by WWCT.
- Basic office facilities – computer, internet etc.
- Basic field equipment – GPS etc., vehicle if necessary
- A UK-based WWCT Programme Officer – this will be the existing contact for current projects
- A UK-based Field Conservation and Research Department advisor – may be the same person as the Programme Officer
- One or more UK-based WWCT Project Co-ordinators – the main contact for individual projects within a Regional Programme, initially likely to be the same person as the Programme Officer

Project selection, reporting and management

New projects

Proposal forms for operating (Miradi-based) or supporting new projects (Excel form) should be made by the proposed project co-ordinator, their HOD and the programme officer (in the case of operated projects) and submitted to the WWCT Executive Director. Proposals may be submitted at any time but, except in extremely urgent cases, any funding will not be available until the next financial year.

Reporting and presentation

Reporting and presentation of all field conservation projects is of vital importance for evaluating the success of projects and promoting the conservation work of WWCT. The project co-ordinator and relevant programme officer (for operated projects) are responsible for ensuring all field projects provide regular reports. The project co-ordinator will ensure that annual reports are completed for evaluation, that the relevant programme officers and conservation officers are kept informed of project progress and that useful images and information about the project are available. The conservation officers will work with the education and marketing departments to increase the awareness of all our field projects among WWCT staff, zoo visitors and the general public.

Budget control

All WWCT field projects will have their own nominal codes and the whole budget associated with the projects will be included under these codes (including all travel, training etc. and salaries for any employees who work solely on that project). Staff should keep accurate records of time spent working on particular field projects on a monthly template which can be filled in with hours spent on project per day. The relevant director/HOD will control the budget codes for their projects but monthly accounts for all field project codes will also be sent to Head of FCR for a central record.

Exit strategy

Funding for WWCT-operated projects will be guaranteed annually on a three-year rolling basis. This will ensure that if WWCT decides to withdraw from a project, for whatever reason, that the project has time to seek support from other sources.



Appendix 4. Institutional Collection Planning

An Institutional Collection Plan (ICP) is a Living Document that gives an overview of the current state of the collection and the role of each species within the collection. It is a tool that is used to plan the future and progress towards it. The ICP should be reviewed annually and its progress towards a 5 year plan monitored in the light of changes to any relevant external conservation priorities.

A dynamic collection plan will prioritise:

- species recognised by external conservation bodies as facing imminent extinction and as such in urgent need for *ex-situ* conservation action
- species which have a strong educational role within the Living Collection
- species that highlight active *in-situ* conservation efforts undertaken by WWCT
- species for ethically sound research projects that increase our knowledge of their welfare and/or have an application for both *in-situ* and *ex-situ* conservation

Criteria for selecting species of high conservation value:

- degree of threat – IUCN (World Conservation Union) Red List status and the qualifying criteria for this status
- inclusion in a global, UK or local conservation action plan (BAP, SAP or HAP), particularly if that plan recommends *ex situ* conservation
- inclusion in the Global Strategy for Plant Conservation
- inclusion in the EAZA Regional Collection Plan or the BIAZA Native Species Collection Plan (taking into account UK BAPs, SAPs, and HAPs)
- inclusion in other recognized lists of species of conservation importance e.g. EDGE (Evolutionarily Distinct & Globally Endangered) www.zsl.org/conservation/species/edge, AZA (Alliance for Zero Extinction)
- species for which an *ex-situ* population could directly enhance the effectiveness of WWCT *in situ* programmes
- the anticipated effects of climate change on the species or its geographical area or habitat zone

Other criteria for selecting species

- existence of approved management programmes / Action Plans
- appropriateness of facilities and adequate resources
- the environmental impact of holding the species – impacts of construction of new exhibits, energy costs of maintaining suitable exhibit conditions, impacts of providing the required diet
- availability of stock of approved genetic provenance
- staff expertise and experience with the species or similar species
- integration with other WWCT activities - this includes *in-situ* conservation, research areas, retail activities (e.g. links to fair trade products), fundraising, awareness-raising and the support of the WWCT aims of conservation, education and advocacy
- Unique Selling Point (USP) for the institution i.e. 'rarity factor' in the *ex-situ* environment