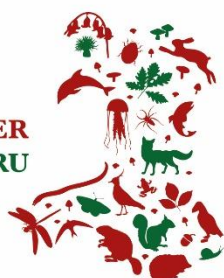




Business Plan 2025-2030

Initiative for Nature Conservation Cymru

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INITIATIVE FOR NATURE
CONSERVATION CYMRU

Business Plan 2025-230

Initiative for Nature Conservation Cymru (INCC)

April 2025

Executive Summary

The Initiative for Nature Conservation Cymru (hereafter INCC) was launched in 2018 with a vision of *a Wales with more wildlife in more places, created by a society that intrinsically values the natural world*, and a mission to be the *strong unconstrained voice that Welsh wildlife needs, speaking out and putting the needs of wildlife first*. This business plan is the second strategic document for INCC, following on from its first Strategic Plan, which ran from 2019 to 2023.

During its first seven years, INCC has built its staff base to five part-time roles, delivered a number of successful legal challenges in defence of our natural environment, launched its journal of note *Natur Cymru*, and managed several successful large practical conservation projects including the high-profile reintroduction of Marsh Fritillary butterflies to Llantrisant. It has built its income and cashflow into a resilient model that sustains the projects it is currently running, with *Natur Cymru* covering its own costs and supporting INCC's wider charitable work.

This business plan covers our priorities for the coming five years. Our conservation priorities will be:

- a) Delivering and demonstrating best practice land management
- b) Species recovery
- c) Developing the reach and impact of *Natur Cymru* magazine
- d) Developing a Nature Investigations Unit
- e) Supporting early career conservationists

We also have organisational development priorities which are:

- f) Increase INCC's donor base and total annual donation value
- g) Review Board roles, training and succession planning
- h) Increase INCC's unrestricted reserves
- i) To grow INCC's public profile

Key components to delivering this growth include: diversifying our income through growing our mission-led consultancy work; increasing unrestricted income through donations, appeals, and *Natur Cymru* subscriptions; project income through grants and foundations to support direct conservation delivery; building our Nature Investigations Unit.

Increasing our reach through a greater public profile and promotion of our work will increase our impact and effectiveness by enabling our fundraising and making our message more accessible.

Our main risks relate to our size: the potential impact of staff loss or failure to recruit appropriate trustees could have a significant impact on our operations, and the potential impacts of future growth on our 'back room' functions like cashflow and financial systems need management. This plan sets out how we will achieve this through mechanisms such as succession planning, increased financial reserves, and unrestricted income generation.

INCC is a small charity which punches above its weight with regard to the change it has already delivered. We believe it is unique in the conservation charity sector in Wales in not accepting government money, and our staff and supporters value this independence; this is reflected in the level of individual giving we receive. This business plan will allow us to build on these strengths to achieve more in the coming five years.

Initiative for Nature Conservation Cymru (INCC)

c/o Science Centre

National Botanic Garden of Wales

Llanarthne, Carmarthenshire

SA32 8HG

Charity Number 1180113



info@incc.wales



www.natureconservation.wales

Registered with/Cofrestrwyd gyda'r



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1. Introduction

1.1 Why INCC was started

INCC was formed in response to the growing need for a truly independent nature conservation organisation for Wales; an organisation that was able to speak out and challenge environmental decision makers to do more for wildlife and nature conservation. To help achieve this we undertake a wide variety of nature conservation activities, including:

- Species and habitat conservation
- Research, surveys and monitoring
- Community engagement and education
- Advocacy
- Habitat management and landowner advisory

1.2 INCC's legal status

INCC was formally established as a Charitable Incorporated Organisation (CIO) in 2018 (Charity Number 1180113), to serve the wildlife of Wales and the people who care for and value the natural world. INCC operates on a Wales-wide remit, from its marine waters and coastal ecosystems to its lowland habitats and mountainous terrain.

INCC also holds the company Natur Cymru Ltd (Company number 05636217). This company used to produce the magazine *Natur Cymru*, before INCC took it on as part of its own charitable work. The original company was retained by INCC in a dormant state in case of future opportunity for its use.

1.3 INCC's vision and mission

Our vision is: A Wales with more wildlife in more places, created by a society that intrinsically values the natural world.

Our mission is: To be the strong unconstrained voice that Welsh wildlife needs, speaking out and putting the needs of wildlife first.

The reasons for the declines and losses of wildlife in Wales are numerous and complex, but INCC believes that the heart of the problem lies in the fact that Welsh wildlife has lost its voice. Few communities in Wales today fully realise the very desperate situation wildlife is now in, or the factors that continue to cause the losses. Without knowledge of the situation, there can be no drive to put things right at either the public or political level. INCC's unique role in the nature conservation sector in Wales is to speak out for all wildlife, to be the voice that is needed, and to tell the story from wildlife's point of view. While other organisations focus on specific taxa, habitats, places, or local interests, INCC speaks out for Welsh wildlife in its entirety. Unlike other nature organisations active in Wales, INCC will not accept Welsh Government or Natural Resources Wales grant funding for any of its core activities, operations or governance. This, along with the support from members, will ensure that

INCC will remain uncompromised, objective, and able to speak out and challenge decision makers for the benefit of wildlife.

1.4 INCC's values

INCC's staff were consulted in order to identify our core working values, developed from our vision and mission as outlined above. The results are shown in the word cloud to the right.

Independence, ambition and innovation were the most strongly held values, reflecting our intent to drive our mission through true independence, and to secure real positive change through new ways of working.



1.5 Organisational structure

Honorary President Iolo Williams

Our Trustees INCC is governed by a board of six trustees (voluntary roles)

Our staff INCC currently has five part-time staff:

Chief Executive Officer	Rob Parry
Natur Cymru Manager	Lizzie Wilberforce
Species Officer	Vaughn Matthews
Conservation Officer	Richard Bluck
Conservation Officer	Eliza Chapman

Volunteers INCC is fortunate to benefit from a large number of volunteers across the full range of its operations, from our trustees to volunteers who assist with surveys, land management and advocacy.

1.6 Approach to funding

To remain uncompromised and objective we do not seek or accept direct funding from Welsh Government or its statutory environmental body. Instead, INCC relies on the generosity of individual supporters, grant giving trusts and foundations. We also diversify our income through more commercial approaches such as *Natur Cymru* subscriptions, consultancy, and sales of merchandise.

1.7 Our first seven years

During the first seven years of our operations, INCC has seen significant growth and delivered some substantial achievements against its first strategy, including (but not limited to):

- (1) The appointment of three permanent and core funding underwritten staff: the CEO, Natur Cymru Manager and Species Officer
- (2) The development and delivery of a population reinforcement project for Marsh Fritillaries in South Wales, with the species reintroduced to Llantrisant Common
- (3) The re-launch of the journal of note *Natur Cymru* under a new, financially sustainable model
- (4) The acquisition of the charity's first nature reserve, Llwyndewi Farm, in Carmarthenshire
- (5) A community driven landscape nature conservation project in the Amman Valley, Carmarthenshire.
- (6) The creation and development of a community wildlife garden and polytunnel in Cwmamman, Carmarthenshire with support from local volunteers
- (7) A range of other wildlife projects including for Water Voles in the South Wales valleys and the Vale of Glamorgan
- (8) Three large farmland nature restoration projects in South and West Wales.

2. Governance and management structures

There are two principal governance structures in place: INCC's own governance and a sub-group who act as directors for the dormant company Natur Cymru Ltd.

2.1 Governance summary

2.1.1 INCC governance summary

INCC is governed by a Board of Trustees (currently 6). The Board meets every 3 months. Key post holders are as follows:

Daniel Jenkins-Jones	Chair
Carys Solman	Treasurer
Lyndsey Maiden	Secretary

The INCC Board is responsible for reviewing, monitoring, and approving budgets; financial management; strategies; policies (including but not limited to health and safety, privacy, data management); and major operational decisions such as approval for large project proposals or land acquisitions. The Chief Executive Officer attends all Board Meetings to provide updates and present proposals, and other staff sometimes attend depending on the agenda.

Recruitment to the Board is currently organised by invitation, but applicants have to provide supporting information which is reviewed by the Board prior to acceptance (by majority vote) with multiple invitations made for comparison. Invitations to be considered for the Board are issued following discussion of skills gaps to ensure a wide range of knowledge, experience and contacts are represented on the Board at any one time.

Members of the Board also assist in a number of operational areas in addition to their governance role, for example:

Chair	Assistance with media, communications, and Welsh language interviews
Treasurer	Payroll, bank management, finance management
Secretary	Support with website, film production and communications
All	Reviewing and advising on grant applications, research, contract reports, contributing to <i>Natur Cymru</i> magazine. Support with networks and contacts for fundraising and publicity, production of publicity material

2.1.2 Natur Cymru Ltd governance summary

Natur Cymru Ltd is a dormant company and is managed by three officers drawn from a mixture of INCC's staff and Board of Trustees, who act as directors for the company:

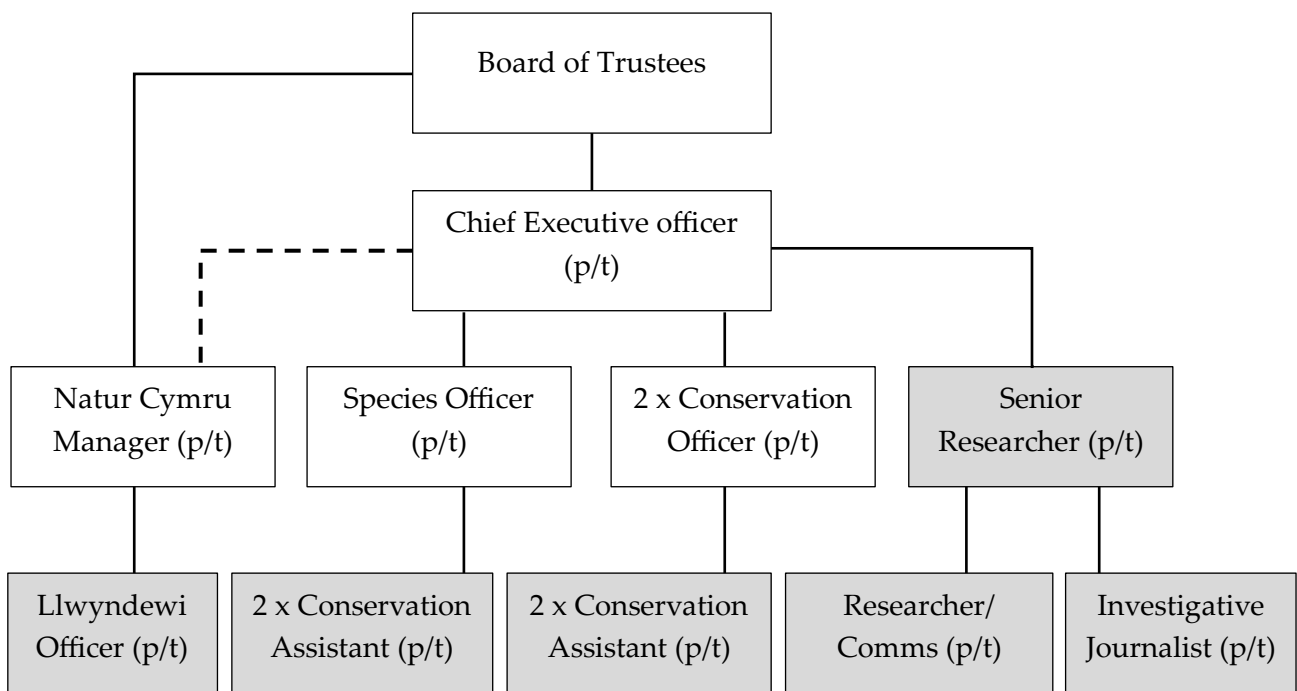
Lizzie Wilberforce	Director, chair (INCC staff)
Carys Solman	Director, company secretary (INCC trustee)
Lyndsey Maiden	Director (INCC trustee)

The directors currently meet annually for the AGM, to review and approve the dormant accounts for filing in line with company law and Natur Cymru Ltd.'s own Memorandum and Articles of Association.

2.2 Management structure

2.2.1 Organisational structure

The management structure of INCC is shown in the flow diagram below. Roles in grey are positions that are currently vacant, pending funds being secured, and represent our intended growth in the next five-year period.



The table below explains the individual post holders and their purpose and function within the charity.

Role	Post holder	Funding, purpose and function
Chief Executive Officer	Rob Parry	Part-time role, permanent. Organisational development, project development, funding, advocacy, lobbying, external relations, finance, consultancy.
Natur Cymru Manager	Lizzie Wilberforce	Part-time role, permanent. Editing and production of 6-monthly journal, management of subscriptions. Management of donor databases, organisational support, consultancy.
Species Officer	Vaughn Matthews	Part-time role, permanent. Project delivery, ecological surveys and land management, consultancy.
Conservation Officer	Richard Bluck	Part-time, fixed term project role (Water Voles in South Wales)
Conservation Officer	Eliza Chapman	Part-time, fixed term project role (Water Voles in South Wales)
Llwyndewi Officer	Vacant	Part-time, fixed term project role (Water Voles in South Wales)
Senior Researcher	Vacant	Part-time, fixed term. Managing investigations unit, sourcing stories and issues for investigation, advocacy, external relations.

Researcher/Communications	Vacant	Part-time, fixed term. Assisting with investigations, campaigns, advocacy and communications, including content creation.
Investigative Journalist	Vacant	Part-time, fixed term. Lead investigator on stories, media liaison, content creator and producer
Conservation Assistant	Vacant	Part-time, fixed term. Assisting with project delivery, ecological surveys and land management.

2.2.2 Recruitment

INCC seeks to recruit the best candidate for any job based on merit. The competitive recruitment and selection process based on a detailed job description ensures the identification of the person best suited to the job and to the charity. INCC treats all candidates equitably and efficiently, with respect and courtesy, to ensure that the candidate's experience is positive, irrespective of the outcome, and aims to give feedback to unsuccessful candidates wherever possible. Documentation is treated confidentially in accordance with INCC's Privacy Policy. Unless approved otherwise by the Board of Trustees, all jobs are advertised externally (for example on the website, social media, and if appropriate, using paid-for services such as Countryside Jobs Service).

2.3 Volunteers

INCC works with approximately 63 volunteers through its direct delivery work and a further 35 through Natur Cymru. These comprise a wide range of roles including but not limited to:

- Supporting ecological field survey work
- Management of the community garden and growing wildflowers in the polytunnel in Cwmamman
- Survey and land management work on INCC's nature reserve at Llwyndewi Farm
- Contributing articles, photographs and artwork for INCC's magazine *Natur Cymru*
- Planning and delivering community events
- Fundraising

Volunteers are managed by all members of staff according to whose function they support. In 2024-25 INCC benefitted from approximately 800 hours of volunteer support.

2.4 Future governance

At present INCC is a small charity with five-part time staff, and ambitions to recruit four more, plus four living wage short term internships (Conservation Assistants). There is sufficient capacity within the current line management structure to support these additional staff.

The primary challenges of the current model include:

- The dependence on voluntary Trustees for some core functions including payroll. If the organisation grows beyond what is currently planned and approved in this current business plan (identified above), additional staff capacity may be required in this area, or an adjustment to the job description of existing core-funded roles to create support capacity.
- The reduced number of sources of external funding we can access, as a result of our position that we do not accept government funds: however, this is core to our guiding principles and is not negotiable. This is mitigated by diversifying into alternative income streams.

Skills gaps are identified through discussion between the Chief Executive Officer and the Board of Trustees. These are filled either through the recruitment of Trustees or by seeking funds to recruit staff with the relevant skills (for example, the development of the Nature Investigations Unit proposal followed an exercise that identified the lack of capacity and skills to do this priority research work within in the existing team).

3. Strategy

3.1 Our priorities to 2030

INCC has five mission-focussed priority areas of work for the period 2025-2030.

- a) Delivering and demonstrating best practice land management
- b) Species recovery
- c) Developing the reach and impact of *Natur Cymru* magazine
- d) Developing a Nature Investigations Unit
- e) Supporting early career conservationists

3.1.1. Delivering and demonstrating best practice land management

Being involved in direct land management was a key part of INCC's first strategy document, recognising that this increases the organisation's knowledge and understanding of the issues at the heart of nature recovery in Wales, and lends more authority to our voice when advocating for wider land use change.

As well as delivering nature recovery on third party land, since the last strategy was written, we have also taken on two assets of our own:

- A community wildlife garden and polytunnel in Cwmamman
- Our nature reserve Llwyndewi Farm near Ammanford (25-year lease from 2024)

We have also developed significant and long-term advisory relationships with three large landholdings in Pembrokeshire, Ceredigion, and the Vale of Glamorgan which are restoring their natural heritage.

In the 2025-2030 period our key development work areas will be:

- To secure funding to establish an ecological baseline for our nature reserve at Llwyndewi Farm, and from that to develop an evidence-based management plan. To invest in the infrastructure to deliver the plan, and to put in place sustainable land management practices for its long-term future. Demonstrating nature's recovery on the site at the end of the five-year period.
- To develop our community wildlife garden in Cwmamman so that it supports more wildlife and people. This will be achieved through the provision of well-managed habitats on site, and volunteering opportunities for the local community. It will also be used to host events for the wider public and to grow plants for INCC's conservation work elsewhere (e.g. *Succisa pratensis* for our species recovery work with Marsh Fritillaries).
- To deliver nature's recovery by working effectively with third party landowners. To develop our relationships with existing landowners and provide advice on their landholdings, to demonstrate nature's recovery as a result of our advice and involvement. To increase our network of landowners whom we advise.

3.1.2 Species recovery

Over the first strategy period, INCC has delivered successful species recovery initiatives including reintroducing Marsh Fritillaries to Llantrisant Common and supporting the (previously unknown) population of Water Voles in the South Wales valleys. Working with species has been core to our work from the outset, but since the last strategy we also have come to recognise the value of using the concept of Flagship Species to communicate our priorities and engage people in our work. The Marsh Fritillary project has been a powerful example of how talking about a species can open audiences to the subject of habitat management in the way talking just about the habitat can never achieve.

In the 2025-2030 period our key development work areas will be:

- To continue to manage an *ex situ* population of Marsh Fritillaries for breeding, for the purposes of additional future reintroductions
- To maintain and develop our input to Llantrisant Common and the surrounding landscape, to improve habitat suitability and monitor the impact of our work, demonstrating the future sustainability of the butterfly population we have reinforced
- To deliver a Marsh Fritillary reintroduction project in Pembrokeshire
- To deliver a Grey Partridge population reinforcement project in the Vale of Glamorgan
- To maintain our input in the Amman Valley to restore habitats and monitor the impact of our work regarding key breeding bird species such as Willow Tit, Pied Flycatcher, Barn Owl and House Martin
- To deliver further Water Vole habitat and population restoration projects across Wales
- To identify opportunities for species recovery work in north Wales

3.1.3 Developing the reach and impact of *Natur Cymru* magazine

Natur Cymru magazine had been independently published (by Natur Cymru Ltd) from 2001-2017, but ceased publication in 2017 due to cuts in government grant support. INCC took on the dormant magazine and re-launched it in 2021, through its charitable work. The magazine is now published twice a year and is self-funding through subscriptions, and sustainable because it no longer relies on grant support. The minimum cost of subscription is £30 a year. The magazine currently has 626 subscription addresses, and the average subscriber contribution is £38, significantly more than the minimum value.

Natur Cymru income supports the post of the Natur Cymru Manager as well as the direct production costs of the magazine, and in so doing, it provides for a range of wider support functions for the charity that this post delivers, including managing donations and donor support, IT support, consultancy work, and more.

Net growth in the subscriber database is slow, although lapse rate is below 5% a year, much lower than most non-profit lapse rates.

Natur Cymru includes content from all across Wales, and all conservation stakeholders, from non-profits to volunteers and government bodies. It is an important vehicle for INCC's own messages, through our own leader article, but it also performs an important national role of information sharing, education, and networking for the entire conservation community.

In the 2025-2030 period our key development work areas will be:

- To grow the subscriber database to 700 addresses
- To keep the lapse rate below 5% annually
- To support one INCC fundraising appeal annually through the Natur Cymru mailing

3.1.4 Developing a Nature Investigations Unit

INCC was formed as an independent nature conservation organisation that was able and willing to challenge environmental decision makers on behalf of wildlife and the nature conservation sector in Wales. We have begun this work through *Natur Cymru* magazine, with a series of investigative articles, for example looking into the impacts of tree planting in Wales, conservation careers, and the future of Wales' Sites of Special Scientific Interest. Our work in this area has also developed further through a series of legal challenges that we have successfully led against government inaction or decision-making in the natural environment. However, we have specifically included a Nature Investigations Unit in the current business plan to recognise that the organisation currently lacks both the capacity and the skills to develop this area of work much further. We already have important partnerships in this area of work, including Leigh Day, the law firm who represent us, and Cardiff University School of Journalism, Media and Culture (JOMEC), with whom we will work closely.

In the 2025-2030 period our key development work areas will be:

- To fundraise additional resources to support a Nature Investigations Unit. Over half the funds have already been secured.
- To recruit additional staff to increase skills and capacity in research and journalism
- To investigate and publicise at least three significant stories around the environment and conservation in Wales

3.1.5 Supporting early career conservationists

Supporting early-career conservationists is a growing part of INCC's work. After an investigation into pay and other barriers to working in conservation (published in *Natur Cymru* in 2022) we recognised that we could and should do more to help a greater diversity of people who are new to conservation get onto the career ladder. We are currently one of the least diverse professions in Wales.

Over recent years we have developed a strong relationship with Bridgend College and other educational institutions, supporting students from a range of related courses, and employing two in their first career roles.

In the 2025-2030 period our key development work areas will be:

- Offer paid internships to support students into their first paid work experience
- Offer training and experience to students and career-changers to help them develop their CVs
- Deliver lectures and other educational material to upskill early career conservationists in applied conservation

3.2 Impact on the organisation

All five of these priority work areas feed back to our core vision and mission: either delivering nature recovery, increasing opportunities for people to make a difference, or acting as a truly independent advocate for Wales' wildlife. They represent ambitious targets, but they are achievable if we secure the additional staff capacity that we have planned.

The two areas that will have the greatest impact on the organisation's day to day operations will be the development of the nature reserve at Llwyndewi Farm, and the Nature Investigations Unit. This is because both require additional staff capacity, and in the case of the nature reserve, significant capital expenditure.

For this reason, we have identified additional priority work areas for this business plan period, related to organisational development and governance.

3.2.1 Increase INCC's donor base and total annual donation value

In 2024-25, INCC received over £38,000 in donations from supporters and members of the public (i.e., not from trusts or foundations) through a mixture of *Natur Cymru* linked donations; appeals; and individual donations. This, along with *Natur Cymru* subscription

funds, is critical to the core support of our organisation's work. This comes from approximately 300 individual donors.

In the 2025-2030 period our key development work areas will be:

- To review our processes for record-keeping donor data to improve the donor experience
- To maintain at least £20,000 donation income to INCC annually
- To grow the number of individual active donors to 400

3.2.2 Review Board roles, training and succession planning

As INCC's income and staff complement grows, the charity's capacity for supporting functions such as finance, health and safety, and HR will also have to grow. Our organisation will have to develop new policies and procedures.

At present some of these functions are carried out by trustees, or split between multiple staff members.

In the 2025-2030 period our key development work areas will be:

- Review operational work that is currently delivered by Trustees and model capacity requirements beyond 2030
- Undertake a training review for both staff and Trustees
- Undertake succession planning for key Trustee roles

3.2.3 Increase INCC's unrestricted reserves

INCC's average balance of accessible funds during the year 2024-25 was £72,705. This is sufficient to carry the cashflow impacts of the projected projects for the 2025-30 period, but we would like to increase our reserves to give us more of a buffer against periods of heavier expenditure. We would also like to increase our unrestricted reserves for long-term financial security.

In the 2025-2030 period our key development work areas will be:

- Increase our accessible cash at bank to £100,000

3.2.4 To grow INCC's public profile

INCC's public profile is an important part of meeting its vision and mission, because it is a small team working to deliver across Wales. Using our public profile to extend the reach of our messages is therefore key. In recent years INCC has done well in terms of outreach through broadcast media as well as newspapers, online articles and social media. However, increasing this profile further will help us to increase our conservation effectiveness but also help to increase our donor base and meet other of our aims in this business plan period.

In the 2025-2030 period our key development work areas will be:

- To increase our Welsh language capacity for external engagement work

- To grow our key social media audiences, whilst gradually moving away from the use of X
- To deliver at least three press releases each year
- To deliver increased media content (information videos, velfies, animations and infographics)
- Produce online and written literature (leaflets etc) regarding INCC, our work, our principles and how to support the charity.
- Grow our supporter base amongst college and university students, as well as early career conservationists.

3.3 Review

These strategic aims will be reviewed in 2027, and again in 2029 in preparation for the next phase of planning.

4. Audience appraisal and current approach

4.1 Our audiences

INCC has succeeded in building a solid audience base given its relatively recent inception and small size. This includes but is not limited to:

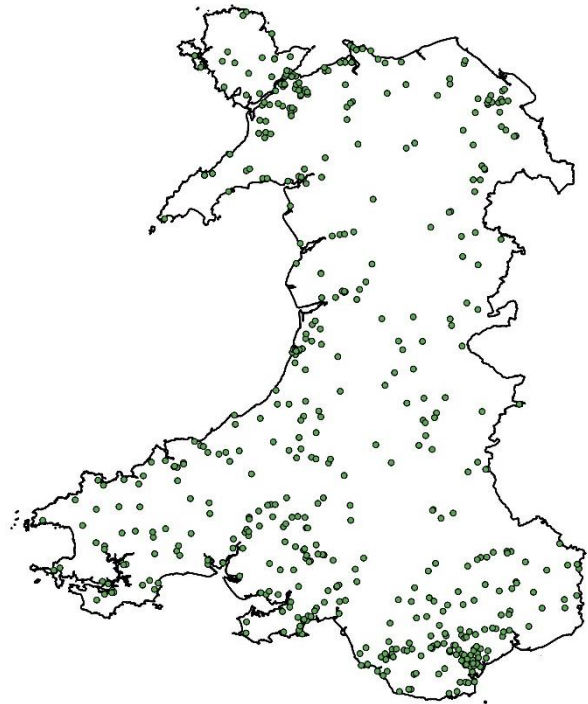
- Over 600 Natur Cymru subscribers
- 858 subscribers to our INCC-wide digital newsletter
- Over 200 subscribers to more topic-specific digital newsletters
- Social media audiences as follows (with *Natur Cymru* having its own profiles, jointly branded to INCC):

Platform	INCC	<i>Natur Cymru</i>
Facebook	1600	1200
X	1987	1817
Bluesky	137	350
Instagram	350	-
LinkedIn	-	137

We have not collected personal data from our supporters and followers so cannot currently do a detailed assessment of the demography or location of our supporters. However, we know from our social media accounts that our online audiences are approximately 2/3 female, and mostly between the ages of 35-55. It also appears that the average age of *Natur Cymru* readers is at least in this band or potentially higher.

The *Natur Cymru* audience is well informed on conservation issues, as the magazine is moderately technical and appeals to an already-engaged audience. However, our social media and some of our project work deliberately targets audiences newer to conservation and from across Wales.

Our *Natur Cymru* subscribers are well distributed across the whole of Wales (see map, accurate at the start of April 2025 - addresses outside of Wales are excluded) despite our direct delivery being mostly South Wales based so far. It therefore represents our most geographically diverse audience group.



We also know that our *Natur Cymru* readers are our most dedicated and supportive audience: it is a smaller number of contacts than our online audiences, but our experience from past funding appeals has shown that they are much more likely to support our work financially (beyond their existing subscription) than our online following.

Our audiences are all growing - at different speeds - apart from our followers on X, who are slowly diminishing as people leave the platform. INCC is likely to step away from X in due course.

Whilst we lack quantitative data analysis of our audience to date, it appears that the greatest part of our audience is made up of people who are already well informed about the natural environment, who have therefore responded supportively to our mission of being an independent voice that challenges decision-makers and acting as positive disruptors.

We also have a separate audiences represented by our partners and other businesses and landowners who work with us on a contractual and consultancy basis. To date we have worked mainly with sympathetic landowners and businesses, as we only take on consultancy work that is mission-led: that is, compatible with our own aim and mission. This has included, for example, contract work for the RSPB, Wildlife Trusts, and Denmark Farm, as well as private landowners.

4.2 SWOT analysis

The following table outlines our SWOT factors in growing our reach and impact.

Strengths	Weaknesses
Our small size makes us agile. Our demonstrable independence through our funding model. People know us as individuals behind the face of our organisation, and we are able to build strong relationships. Small charities are seen as less bureaucratic with less spent on overheads.	Our small size limits our capacity and skills in core areas such as finance, comms. Our lack of staff base in north Wales. Lack of Welsh language capacity. Dependence on external systems to support financial transactions (Stripe, GoCardless).
Opportunities	Threats
Our existing audience is very loyal and supportive of our mission. To use the skills, interests and experience of staff and core volunteers to shape new projects. Greater outreach via social media. Increasing support from young people as we focus on supporting early career conservationists. To develop our website and online platforms for smoother individual giving. To develop our mission-led consultancy based on our skilled and experience staff base.	Global financial change. X is still our largest online audience but that is being eroded by global social change. Cost of living pressures and high demands for donations across the charity sector. Potential for an ageing supporter base. Changes to key contractors on whom we rely heavily, e.g. our <i>Natur Cymru</i> designer and IT support companies.

4.3 Sector comparisons

Unlike many charities in the conservation sector, INCC does not have a membership structure. The closest equivalent is *Natur Cymru* subscription, which performs many of the same functions for those who engage with us.

At £30 a year, *Natur Cymru* is not particularly competitive on a transactional basis (compare to *British Wildlife* at six editions a year for £33 compared to our two for £30). However, our relevance by being Wales-only appears to compensate for this to some extent, and increases our appeal. If subscription is considered through the lens of an alternative to membership, it compares favourably with most charity memberships (Wildlife Trust £30, Coed Cadw £48, RSPB £60). The fact that 40% of subscribers donate on top of the minimum subscription fee demonstrates that they are invested in the charity as a whole, and do not see their relationship with us as purely transactional.

Our offer in terms of access to land, events, and other 'benefits' of engagement with the charity are more limited because of our small size, but they are largely available for free to supporters and are underwritten by grants or core staff time; they are intended to contribute to our engagement and education functions rather than to raise income.

Our consultancy offer is relatively competitive at £350 a day currently, which is low to middle range for the services we offer.

4.4 Marketing strategy

4.4.1 Audience strategy

Because we are a relatively young and still a small organisation, growing our audience is a key area of work for us. Our approach to organisational development has always been to grow our audience base through demonstrating our ability to delivery for nature and the nature conservation sector.

In the 2025-2030 period our key development work areas will be:

- Increase our outreach by targeting audiences already engaged in wildlife and conservation, as they are most likely to subscribe to *Natur Cymru* and become future donors
- Increase our contacts in the world of journalism, to help us get our stories 'out' into the public domain and to new audiences
- Increase our following in younger generations, through our work with early career conservationists and using appropriate platforms, to future-proof our supporter base

4.4.2 Our offer

Natur Cymru magazine is a clear offer which can be marketed accordingly to audiences with an existing interest in conservation.

We also offer consultancy capacity for those who align with our mission and aims: this can be land management advice, project delivery, management planning or ecological survey work.

We have a limited number of merchandise items available (with recommended donation value) via our website including pin badges and hard copy report documents.

4.4.3 Pricing strategy

Natur Cymru: because the magazine is not at an easy price point on a purely transactional level, we will retain the same £30 minimum cost over the coming period. Increases in the cost of production have so far been successfully offset by growing the reader base, and this will remain our strategy for the next five years. However, we will explore a formal student subscription rate which is more affordable in order to support greater accessibility for this key audience.

Consultancy: The range of consultancy services will remain mission-led to align with our overall organisation ambitions. Whilst it is important to remain competitive, we will also continually review pricing for the services we offer, particularly with consideration to the skill set of staff delivering consultancy work and the increased cost of living.

4.4.4 Promotion strategy

At present our strategy will be to try and grow our reach by using existing tools and minimal capital investment: we are still small, and we should be able to grow further without having to access less receptive audiences yet, so we will rely on good practice with our existing tools over the next five years.

Social media. We will use social media both to promote our core messages (demonstrate our impact) and to increase traffic to and subscription to *Natur Cymru* and our newsletters. We will gradually phase out our use of X as our audiences grow on other platforms. We will use more internally generated video content and engage with other social media users to increase traffic and provide as much bilingual content as we can.

Press releases. We will use press releases whenever possible to share both our success stories and our concerns about Welsh wildlife: to reach a wider and newer audience; to build our credibility as an impactful charity; to increase brand familiarity.

Website. We will review our website and encourage traffic via our social media channels and the use of links to our online content. We will review the shop element of our website to ensure that the user experience is as effective and easy as possible.

Advertising. We will take every opportunity (cost allowing) to advertise *Natur Cymru* to conservation-friendly audiences through e.g. flyer inserts in wildlife magazines - primarily through more local-interest groups to avoid the large costs and uncertain returns of national publications. Occasional paid-for advertising on social media will also have a role (e.g. in the run up to Christmas to market gift subscriptions for the magazine).

Face to face events. Face to face events have been clearly shown to be our most effective tool for recruiting *Natur Cymru* subscribers: both through stalls at wildlife events and through talks given to local interest groups and conferences. This will be a major focus for marketing the magazine in the coming years.

Natur Cymru. *Natur Cymru* remains one of the best mechanisms for telling some of our more detailed stories about our work. We will use our feature/leader article to share more in-depth information about our projects and research, to continue building our credibility as an effective operator in our sector. We will also work towards a blog associated with *Natur Cymru* which provides content not suitable for the magazine (more time-sensitive information that cannot wait for a 6 monthly publication).

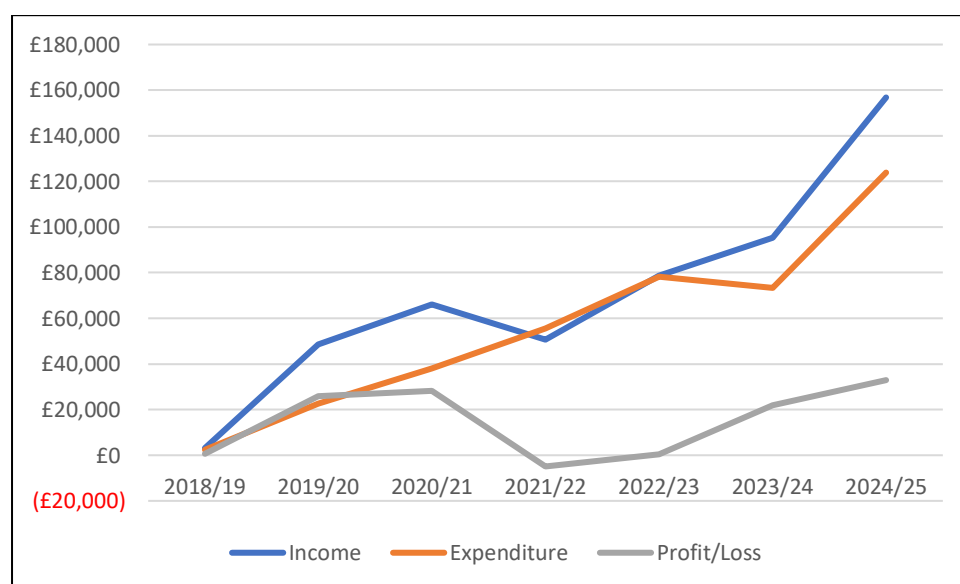
Merchandise. Sales of goods is likely to remain a small element of our overall income stream and marketing approach, but potential does exist to expand this area. We will continue to produce, promote and sell items directly related to INCC's conservation work, such as Marsh Fritillary conservation handbook and pin badges and Water Vole pin badges. In addition to these, INCC will look at other potential sales goods, specifically branded merchandise, making the most of the INCC logo, which feedback has shown to resonate with supporters. We will work towards the creation of environmentally friendly branded merchandise such as clothing and car stickers. These have the added potential of promoting the charity as well as bringing in an income.

5. Financial appraisal

5.1. Financial assessment

INCC's annual income has been steadily increasing each year since our inception in 2018 (see table and graph below), including through two years of a global pandemic and economic uncertainty. The growth of INCC during this time reflects the organisation's original strategy of delivering for nature whilst growing slowly to establish a good foundation.

Financial Year	Income	Expenditure	Profit/Loss
2018/19	£3,150	£2,400	£750
2019/20	£48,572	£22,660	£25,912
2020/21	£66,133	£38,027	£28,106
2021/22	£50,667	£55,584	£-4,917
2022/23	£78,669	£78,190	£479
2023/24	£95,337	£73,328	£22,009
2024/25	£156,800	£123,877	£32,923



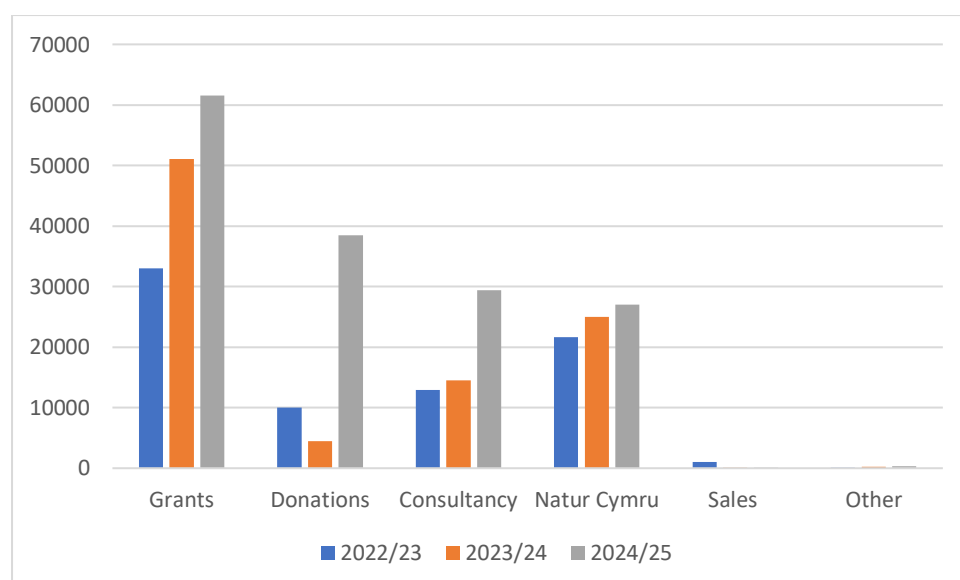
INCC's core costs are low due to the lack of premises and other overheads. In 2024/25 our full cost recovery (overheads) were only £7.20 per person per day. The main core running costs are the cost of salaries of the three members of staff whose roles are not fully project-funded. Of these, the Natur Cymru Manager is fully funded by magazine subscriptions. This leaves the cost of two part-time salaries and associated overheads which are funded by donations, consultancy, and other unrestricted income.

5.2. Financial model

INCC has five main funding avenues, of which grants offer the greatest potential to provide income for the charity. In addition to grants, donations, consultancy and *Natur Cymru* subscriptions all provide an important income for the charity. The sales of goods, such as

Marsh Fritillary pin badges and booklets do not provide much of an income, and there is only a little room for growth in this field. The other four income sources, however, have been showing a steady increase over the past three years and INCC aspires to retaining the current trajectory for the next five-year planning period.

Income Generation	2022/23	2023/24	2024/25
Grants	33000	51097	61507
Donations	9990	4452	38492
Consultancy	12951	14540	29391
Natur Cymru	21672	24985	27017
Sales	990	25	66
Other	66	238	327
Total	78669	95337	156800



5.3. Income and expenditure

Since registering as a charity in 2018, INCC has grown from employing one part-time officer to employing 2.5 full-time equivalent officers. Over the next five years, INCC would like to increase its investigations and campaigning work streams as well as undertake essential work at our Llwyndewi Farm nature reserve. This will involve a great deal of investment and financial resources, generated through grants and increased fundraising.

To achieve the vision in both workstreams, INCC will need to raise a combined £800,000 during the planning period. Projected income and expenditure for the business plan period are shown in the table below.

Financial Year	Income	Expenditure	Profit/Loss
2025/26	£390,000	183,000	£207,000
2026/27	£255,000	£328,000	-£73,000
2027/28	£270,000	343,000	-£73,000
2028/29	£285,000	265,000	£20,000
2029/30	£300,000	280,000	£20,000

These amounts of funding required across our two largest planned projects will undoubtedly create an inconsistency in projected profit and loss, as grants are often received in lump sums in one financial year but needed to be spent over several financial years. INCC operates a cash-based accounting system rather than accruals-based, and so records transactions only when cash is received or paid. This distorts the annual profitability figures, causing the loss shown in 2026/27 because of funds received in 2025/26.

6. Risk register

Risk	Description	Likelihood	Severity	Mitigation
Staff or Trustee loss	Loss of key individuals causes business interruption	Medium	High	Increase flexibility within the team by knowledge sharing across key functions. Regular reviews and forward planning for predictable staff change.
Website	Failure of shop element which supports Natur Cymru	Medium	High	Maintenance contract to ensure website is regularly reviewed and updated
Data loss – business impact	Loss or damage to Natur Cymru database	Medium	High	Most information is stored both within the website and offline. Regular backups of data to encrypted hard drive.
Trustee recruitment	Failure to recruit suitable Trustees limits governance effectiveness	Medium	Medium	Undertake review of skills gaps and succession planning.
Funding loss	Reduced support from grants and foundations	Low	Medium	Diversify income as much as possible and increase unrestricted income through donations and consultancy
Cashflow	High expenditure and low income lead to cashflow problems	Medium	Medium	Work to increase reserves, careful management of new commitments, increase unrestricted core income
Legal costs	Legal challenge against INCC in response to our own investigative work, or unexpected legal costs of our own challenges	Low	High	Take legal advice before publishing anything open to challenge. Maintain 'fighting fund' for unexpected legal costs.
Data breach - GDPR	Penalties for breaching rules	Low	Medium	Signed up to ICO for regular updates. Annual review. Use of encrypted backups and password-protected hardware. Data and privacy policies in place and regularly reviewed.

Loss of reputation	Inaccurate information put externally, successful counter-challenge to legal challenge	Low	High	Legal advice taken before legal challenges are made, reviews of social media content, appropriate delegation of tasks to competent staff
Natur Cymru Sales	Reduced income through reduced sales	Low	Medium	Keeping same price point increases value for money. Review feedback and adjust content to maintain quality.

7. Monitoring and evaluation

We will measure our performance with the following performance indicator metrics:

Work area: **Delivering and demonstrating best practice land management**

Metric: Impactful engagement with at least four major landowners at any one time,
Demonstrable nature recovery at Llwyndewi Farm (measured via the management plan)

Work area: **Species recovery**

Metric: Marsh Fritillary population at Llantrisant is maintained

Work area: **Developing the reach and impact of *Natur Cymru* magazine**

Metric: *Natur Cymru* subscription addresses (mailing list) is increasing (net)

Work area: **Developing a Nature Investigations Unit**

Metric: Research and Journalism staff employed, legal challenges to decision makers are successful, shown through a change in activity of decision-makers

Work area: **Supporting early career conservationists**

Metric: At least two paid internships secured

Work area: **Increase INCC's donor base and total annual donation value**

Metric: Annual donations are increasing

Work area: **Review Board roles, training and succession planning**

Metric: succession planning in place

Work area: **Increase INCC's unrestricted reserves**

Metric: At least £100,000 accessible cash reserves by 2030

Work area: **To grow INCC's public profile**

Metric: Social media following is increasing

Trustees will review the charity's progress against these metrics annually and work with the CEO to adjust fundraising and operational priorities for any risk areas identified.

8. Contact details

Registered address:

Initiative for Nature Conservation Cymru, c/o Science Centre, National Botanic Garden of Wales, Llanarthne, Carmarthen, Carmarthenshire, SA32 8HG

Website: www.natureconservation.wales

Telephone: Rob Parry 07821 397625
Lizzie Wilberforce 07794 811132

Email: info@incc.wales

