



The  
**Wildlife**  
Trusts

## How We Work Together

46 Wildlife Trusts and the Royal  
Society of Wildlife Trusts

Our history, our roles and our shared values



## A brief history

In May 1912, a month after the Titanic sank, Charles Rothschild, a wealthy English banker and entomologist, held a meeting to discuss his radical idea about saving places for nature. This meeting led to the formation of the Society for the Promotion of Nature Reserves (SPNR), which would later receive a Royal Charter and become the Royal Society of Wildlife Trusts (RSWT). This signalled the beginning of UK nature conservation as we know it.

The Society worked hard to secure Government protection for sites across the UK that they considered 'worthy of preservation'. Despite their efforts, it was not until 1949 that nature conservation made it into law in the UK. The first law to address nature conservation was the National Parks & Access to the Countryside Act. Meanwhile grassroot local conservation organisations, the forerunners to Wildlife Trusts, were being formed to tackle local issues and protect special sites for wildlife. The first of these conservation organisations was in Norfolk in 1926, followed by West Wales in 1938 (originally Pembrokeshire Bird Society) then Yorkshire in 1946 and Lincolnshire in 1948. As more groups formed in the 1950s, they asked SPNR to take on the role of a national association to represent them.

There are now 37 Wildlife Trusts in England, with some covering more than one county; five in Wales and a single Wildlife Trust in each of Northern Ireland, Scotland, Isle of Man and Alderney. Wildlife Trusts Wales, the central function which connects the Welsh Trusts, sits within RSWT. Each Wildlife Trust is an independent charity and all are corporate members of RSWT, paying a contribution to the national charity to operate on their behalf.

*Collectively the 46 individual Wildlife Trusts and RSWT are referred to as 'The Wildlife Trusts' (which was defined in the Royal Charter), and RSWT uses 'The Wildlife Trusts' in all external communications when representing the federation.*



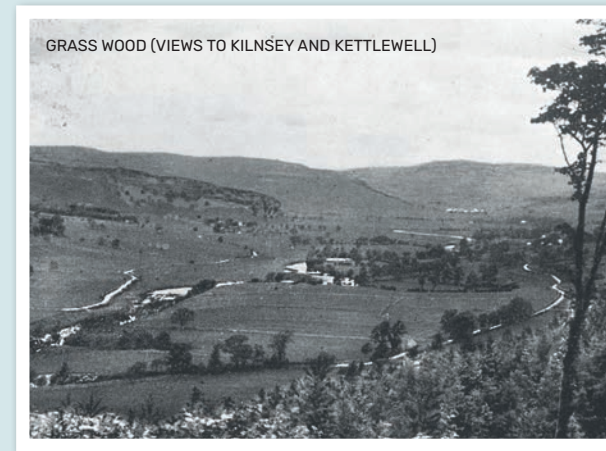
Crag Lough



MILLERS DALE 1914



LOCH SWEN FROM NORTH



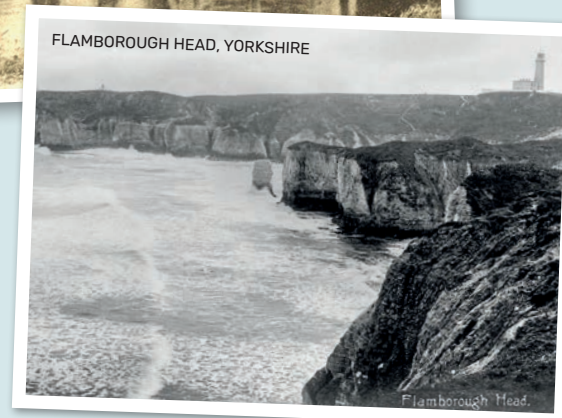
GRASS WOOD (VIEWS TO KILNSEY AND KETTLEWELL)



SPURN POINT, YORKSHIRE



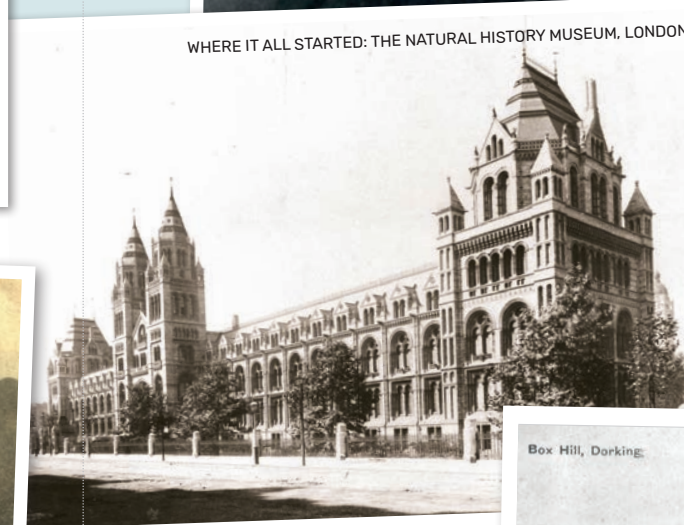
ST CATHERINE'S HILL WINCHESTER



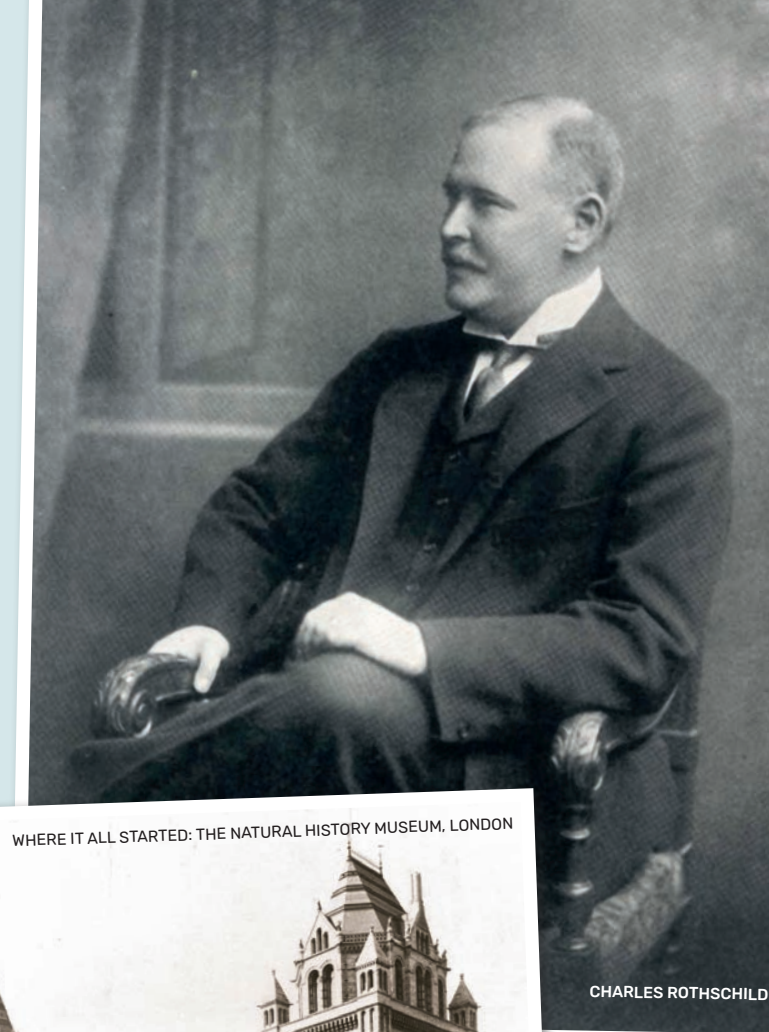
FLAMBOROUGH HEAD, YORKSHIRE



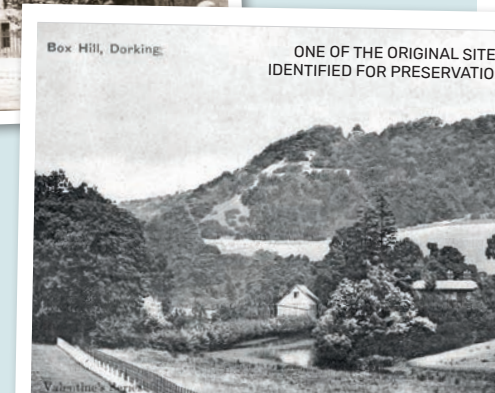
Llyn Idwal, North Wales.



WHERE IT ALL STARTED: THE NATURAL HISTORY MUSEUM, LONDON



CHARLES ROTHSCHILD



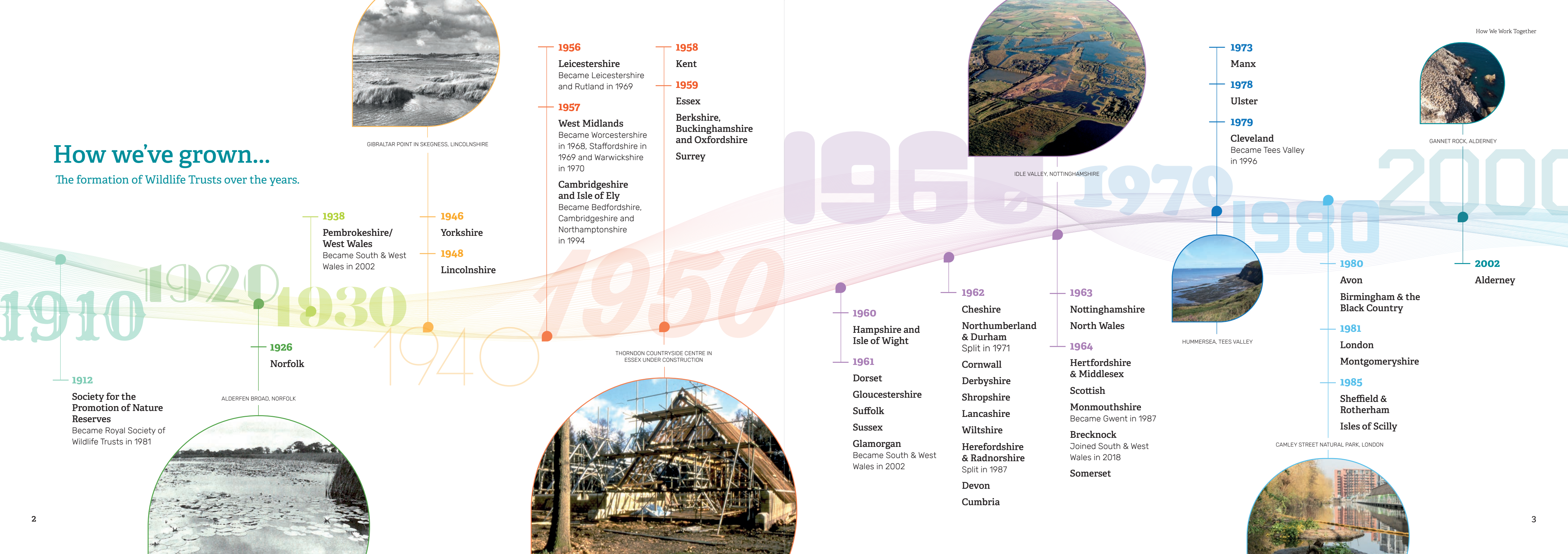
Box Hill, Dorking.

ONE OF THE ORIGINAL SITES IDENTIFIED FOR PRESERVATION



## How we've grown...

The formation of Wildlife Trusts over the years.



GIBRALTAR POINT IN SKEGNESS, LINCOLNSHIRE

**1956**

**Leicestershire**  
Became Leicestershire and Rutland in 1969

**1957**

**West Midlands**  
Became Worcestershire in 1968, Staffordshire in 1969 and Warwickshire in 1970

**Cambridgeshire and Isle of Ely**  
Became Bedfordshire, Cambridgeshire and Northamptonshire in 1994

**1958**

**Kent**

**1959**

**Essex**

**Berkshire, Buckinghamshire and Oxfordshire**  
**Surrey**

THORNDON COUNTRYSIDE CENTRE IN ESSEX UNDER CONSTRUCTION



**1960**

**Hampshire and Isle of Wight**

**1961**

**Dorset**  
**Gloucestershire**  
**Suffolk**  
**Sussex**  
**Glamorgan**  
Became South & West Wales in 2002

**1962**

**Cheshire**  
**Northumberland & Durham**  
Split in 1971

**Cornwall**  
**Derbyshire**  
**Shropshire**  
**Lancashire**  
**Wiltshire**

**Herefordshire & Radnorshire**  
Split in 1987

**Devon**  
**Cumbria**

**1963**

**Nottinghamshire**  
**North Wales**

**1964**

**Hertfordshire & Middlesex**  
**Scottish**  
**Monmouthshire**  
Became Gwent in 1987  
**Brecknock**  
Joined South & West Wales in 2018  
**Somerset**



IDLE VALLEY, NOTTINGHAMSHIRE

**1973**

**Manx**

**1978**

**Ulster**

**1979**

**Cleveland**  
Became Tees Valley in 1996



HUMMERSEA, TEES VALLEY

**1980**

**Avon**  
**Birmingham & the Black Country**

**1981**

**London**  
**Montgomeryshire**

**1985**

**Sheffield & Rotherham**  
**Isles of Scilly**

CAMLEY STREET NATURAL PARK, LONDON



GANNET ROCK, ALDERNEY

**2002**

**Alderney**

How We Work Together



## Our first 100 years...

THE SLOPES AT BOX HILL, 1906



MAX NICHOLSON, TED SMITH AND LORD HURCOMB AT GIBRALTAR POINT, 1960



CHRIS PACKHAM VISITS CUMBRIA TO PROMOTE WILDLIFE WATCH, 1989



A ROYAL OPENING WITH PRINCE CHARLES FOR LOWER WOODS NATURE RESERVE, GLOUCESTERSHIRE, 1991



LAUNCH OF THE ISLES OF SCILLY WILDLIFE TRUST WITH BILL ODDIE, 2001



OUR FIRST CHARTER, 1916



REED CUTTING AT CLEY MARSHES, AN EARLY NATURE RESERVE IN NORFOLK, 1932



HANDING OVER THE DEEDS FOR FOX COVERT, NORTH HERTFORDSHIRE, 1966



A NEW NATURE RESERVE AT BRANDON HILL, BRISTOL, 1981



OPENING OF CAE BRYNTWARCH NATURE RESERVE, BRECKNOCK, 1990



DAVID BELLAMY AT WATCH DAY, PETERBOROUGH, 1993



SIR DAVID ATTENBOROUGH AT THE OPENING OF THE WOODBURY WETLANDS NATURE RESERVE IN LONDON, 2016

WILDLIFE TRUSTS EMBARKED ON MARINE CONSERVATION IN THE LATE 70S



ENVIRONMENTAL NGOS LOBBY WESTMINSTER FOR IMPROVED PROTECTIONS FOR WILDLIFE, 1999



CENTENARY CELEBRATION - 100 YEARS OF THE WILDLIFE TRUSTS, 2012



WOODS MILL IN SUSSEX: THE FIRST VISITOR CENTRE, 1968



CELEBRATING THE 5,000TH MEMBER AT FINGRINGHOE IN ESSEX, 1958



# Nature Reserves

The Wildlife Trusts collectively manage close to 2,600 nature reserves across the UK, Alderney and Isle of Man. Historically, the Royal Society of Wildlife Trusts has owned more than 20 nature reserves in the UK including Cors Goch in North Wales and Southerscales in the Yorkshire Dales. Once Wildlife Trusts began forming in the 1960s, the Society recognised that it was more appropriate for them to take on the management of these reserves and they were all gradually transferred to individual Wildlife Trusts. This is the story of those sites.

How We Work Together



UPTON WARREN, WORCESTERSHIRE

1924

## Swaddiwell Field

Tenancy given up after ownership changed hands and the new owner started quarrying.

1925

## Ray Island

Sold to the National Trust. The island is now managed on the National Trust's behalf by Essex Wildlife Trust.

1963

## Meathop Moss

Cumbria Wildlife Trust took over the lease from the Society. Cumbria purchased the site outright in 1998.

1964

## Cors Goch

Freehold transferred to North Wales Wildlife Trust.

1989

## Veuve Special Reserve, Seychelles

Purchased by the Seychelles Government.

1991

## Badgeworth Marsh

Freehold transferred to Gloucestershire Wildlife Trust (leased from 1962).

1992

## Falkland Islands

Several islands in the Falklands were gifted to Falklands Conservation (previously known as the Falklands Island Foundation). The responsibility for the management of these islands was handed over to the Foundation in 1980.

1997

## Dancer's End

Freehold transferred to Berkshire, Buckinghamshire and Oxfordshire Wildlife Trust (leased to BBOWT from 1969).

1998

## Coward Memorial Reserves

Freehold transferred to Cheshire Wildlife Trust (leased from 1963).

## Martham Broad

Freehold transferred to Norfolk Wildlife Trust (leased from 1971).

## Blackmoor Copse

Freehold transferred to Wiltshire Wildlife Trust (leased from 1963).

**Ben Mor Coigach:**  
*including four small islands close to Carn Iar*

Freehold transferred to Scottish Wildlife Trust (leased from 1987).

## Rahoy Hills

Freehold transferred to Scottish Wildlife Trust (leased from 1986).

1999

## Sharpham Moor Plot

Freehold transferred to Somerset Wildlife Trust (leased from 1985).

## Mickfield Meadow

Freehold transferred to Suffolk Wildlife Trust (leased from 1966).

## Southerscales

Freehold transferred to Yorkshire Wildlife Trust.

## Bradfield Woods

Freehold transferred to Suffolk Wildlife Trust (leased from 1983).

2000

## Buckfastleigh

Freehold transferred to Devon Wildlife Trust (leased from 1964).

2001

## Eades Meadow

Freehold transferred to Worcestershire Wildlife Trust (leased from 1972).

## Avon Meadows

Freehold transferred to Worcestershire Wildlife Trust (leased from 1973).

## Upton Warren

Freehold transferred to Worcestershire Wildlife Trust (leased from 1972).

2002

## Cousin Island, Seychelles

Freehold transferred to Birdlife International.

2004

## Welcombe and Marsland

Freehold transferred to Devon Wildlife Trust (leased from 1997).

2008

## Arde Island, Seychelles

Freehold transferred to the Island Conservation Society UK (leased from 2004).

2019

## Woodwalton Fen

Freehold transferred to The Wildlife Trust for Bedfordshire, Cambridgeshire and Northamptonshire. Woodwalton Fen is a key part of the ambitious Great Fen project, and one of two National Nature Reserves that will eventually be connected to form an important nature recovery network.



BLACKMOOR COPSE, WILTSHIRE

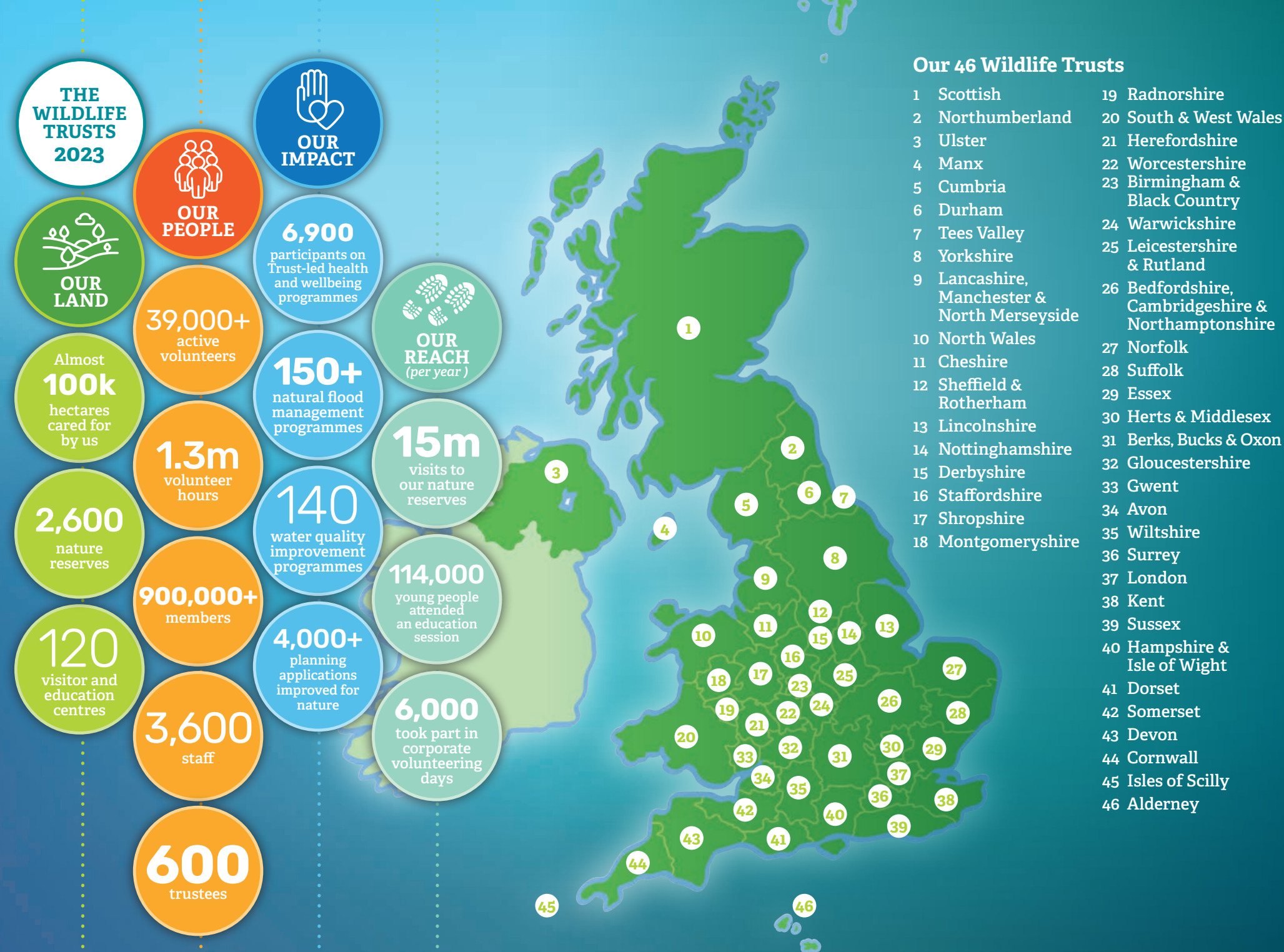


MICKFIELD MEADOW, SUFFOLK



You can find out more about the history of The Wildlife Trusts on WildNet, including a short video featuring President Emeritus David Attenborough celebrating our first one hundred years of conservation.





Local Action.  
Collective Impact.  
Global Change.

## The Wildlife Trusts' vision

The Wildlife Trusts' vision is of a thriving natural world, with our wildlife and natural habitats playing a valued role in addressing the climate and nature emergencies, and everyone inspired to get involved in nature's recovery.

*Our collective purpose is to bring wildlife back, to empower people to take meaningful action for nature, and to create an inclusive society where nature matters.*

We need to restore nature at a global scale, on land and at sea. And it needs to happen now. This will only happen when local communities are supported and empowered to become agents of change, and individuals and businesses across society act together.

Individual Wildlife Trusts are firmly rooted in their local communities, supported by and accountable to their members. Each Wildlife Trust works in partnership with a wide range of landowners, farmers, fishers, businesses, schools, local authorities, and other stakeholders to deliver real change on the ground. By working together as The Wildlife Trusts and harnessing our collective impact, we are able to imagine, campaign and advocate for change in support of the global movement for nature's recovery. This is our unique contribution: local action, building a collective impact, as part of a global story.



39,000+  
active  
volunteers



2,600  
nature  
reserves



## Our three strategic goals

The Wildlife Trusts have set three strategic goals that set out what we believe needs to happen by 2030 in pursuit of our longer-term vision of a thriving natural world.

Whilst set out as distinct, these goals are interdependent and highly connected, and achieving nature's recovery will require all three to be achieved.

Nature is in recovery, with abundant, diverse wildlife and natural processes creating wilder land and seascapes where people and nature thrive.

People are taking meaningful action for nature and the climate, resulting in better decision making for the environment at both the local level and across the four nations of the UK.

Nature is playing a central and valued role in helping to address local and global problems.



# Our shared values

As part of The Wildlife Trusts' Strategy 2030, launched in April 2022, our shared values were reviewed and updated:

## Passion

Everything we do is driven by our desire to make the world a better place. Our passion for nature is the prime motivator for our skilled, motivated and dedicated team. We focus our energy on where we are uniquely placed to deliver the most impact for wildlife, enabling us to work with purpose and focus.

## Respect

We act with respect for nature, respect for people, and respect for diversity. We work collaboratively and champion inclusion and diversity within our communities, being locally sensitive whilst ensuring that we have impact beyond our borders.

## Trust

We seek first to find the common ground. We accept that difference, competition and conflict exist, but we work openly, collaboratively and with tolerance.

## Integrity

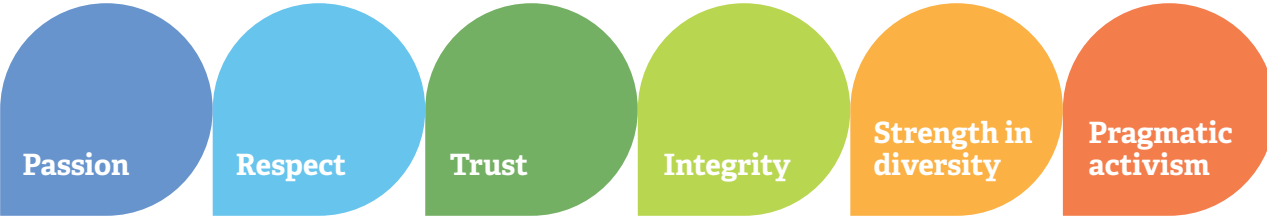
We are committed to transparency and inclusivity within our actions and projects, co-designing to deliver the greatest impact for nature. We will always uphold our values and beliefs and speak truth to power.

## Strength in diversity

We are comprised of 47 independent organisations that work as one federation, who hold unparalleled knowledge of the wildlife and natural systems within their communities across England, Wales, Scotland, Northern Ireland, Isle of Man and Alderney. We celebrate our differences and work to our common strengths.

## Pragmatic activism

We seek radical change and bold thinking, but we are evidence-led and solution-focused and are convinced that working with partners and communities is the way to maximise our impact for nature.



You can read and download a copy of The Wildlife Trusts' Strategy 2030 on WildNet.







# Roles and responsibilities

## The role of individual Wildlife Trusts

Wildlife Trusts deliver their vision through the protection of natural habitats, the recovery of nature through species reintroductions and rewilding, campaigning and activism on a local and regional level, and supporting community action.

On land, they create, restore and care for a wide range of nature reserves, or work with other landowners to help them make their land more wildlife-friendly. At sea, Wildlife Trusts are at the forefront of marine conservation, protecting and preserving coastal areas, estuaries and the marine environment from development, over-fishing and dredging, and through blue carbon projects such as the restoration of seagrass.

Wildlife Trusts are at the heart of the local communities in which they are located, with a deep understanding, knowledge and passion for the wild spaces they manage. They help people to engage with and learn about wildlife – close to where they live – and influence what happens to nature and the environment in their local communities, for instance through the planning system and influencing local authorities and MPs.

They understand that, for nature to thrive and recover, people have to be at the heart of the solutions. Wildlife Trusts are committed to bringing a wider, more diverse range of people and communities into nature restoration, trustee roles and volunteering. Minority ethnic groups, young people, disabled people, and those from under-resourced areas are engaged through community organising and events and activities designed to bring people and nature together, alongside education programmes with schools, care homes, businesses and community groups.

Wildlife Trusts work with their members, volunteers, supporters, partners, landowners and key local decision makers to create a wilder environment that can adapt to climate change; provide resilience and connectivity for wildlife; access, wellbeing and enjoyment for people; and a sustainable, low carbon contribution to the local economy. Through land acquisitions, rewilding projects and species reintroductions, such as pine martens, native oyster, ospreys and beavers, Wildlife Trusts are at the heart of putting nature into recovery.

Each individual Wildlife Trust is governed by its own independent Board of Trustees and is registered with the Charities Commission as a unique charity. However, they also work collectively with other Wildlife Trusts and RSWT through Communities of Practice, Steering Groups, project groups and forums to share knowledge and best practice, and develop and produce new and innovative collective approaches to delivering The Wildlife Trusts Strategy 2030. Some Wildlife Trusts share services and staff members, and collaborate on projects and campaigns which affect land or seas within their boundaries.

The 46 Wildlife Trusts, together with RSWT, also exist within a federated structure. Eight representative leaders from Wildlife Trusts are elected as Trustees on the RSWT Council (equivalent to a Board), constituting up to half of the Council members. Leaders from individual Wildlife Trusts also provide representation on various committees and working groups.

*Wildlife Trusts are at the heart of the local communities in which they are located, with a deep understanding, knowledge and passion for the wild spaces they manage.*





# The role of RSWT

RSWT ensures a strong, collective, national voice for wildlife, helps coordinate work between individual Wildlife Trusts, and leads the development of the movement and The Wildlife Trusts federation as a whole.

Individual Wildlife Trusts are highly successful and have an incredible track record at delivering our shared aims locally (at a county and regional level and on the Isle of Man and Alderney), at a country level in Scotland and Northern Ireland, and through Wildlife Trusts Wales, which brings together the Welsh Wildlife Trusts. RSWT acts as an umbrella organisation for The Wildlife Trusts and is responsible for:

- coordinating the delivery of these shared aims at England and UK level
- upholding The Wildlife Trusts brand, and
- facilitating Wildlife Trusts working together.

RSWT is a charity in its own right and one of its objectives, as defined in its Royal Charter (which is RSWT's primary governing document), is to support the Wildlife Trusts. Alongside the federation-wide support available to all Wildlife Trusts, RSWT also provides bespoke direct support for Trusts when needed, recognising that all Wildlife Trusts are different with varying levels of resources. This enables smaller Wildlife Trusts to be more effective and adequately supported when faced with significant challenges.

RSWT employs more than 120 staff who operate across the UK, and has an office in Newark, Nottinghamshire.

RSWT is the champion and guardian of The Wildlife Trusts' brand and carries out three key external functions at a UK and England level, as well as supporting individual Wildlife Trusts with these functions:

- **Promotes The Wildlife Trusts' aims** by communicating the movement's beliefs, values and work through the national media, social media and websites; develops campaigns to influence policy change and encourage mass engagement in nature activities; and helps Wildlife Trusts to secure funding both directly and indirectly through influencing funders. RSWT recruits a President, Vice Presidents and Ambassadors for The Wildlife Trusts who share and raise the profile of our collective vision.
- **Builds and manages key relationships** with decision-makers, influencers, the corporate community, and grant-givers to generate support for The Wildlife Trusts' cause.
- **Influences UK Government** and (through Wildlife Trusts Wales) the Welsh Parliament's policy and decision-making in favour of wildlife by building the case for progressive policies and legislation that contribute to nature's recovery and the delivery of nature-based solutions to climate change. Wildlife Trusts Wales is also committed to Devolution and the protection and promotion of the Welsh language.

Within The Wildlife Trusts, RSWT facilitates collaborative working to develop and deliver the collective vision and goals within its strategy and promotes sharing of learnings, best practice, infrastructure and processes. RSWT achieves this by:

- **Providing infrastructure support** to ensure The Wildlife Trusts operate more effectively, including thousands of training sessions delivered each year; ICT development (including the intranet [WildNet], Customer Relationship Management [CRM] system, finance system and the Collective Web platform); strategic human resources; support for income

generation; financial management; procurement, digital fundraising and campaigning; and support for community organising.

- **Leading on the digital transformation of the federation**, building on existing systems to improve data use, efficiency, collaborative working and our ability to reach and engage with new audiences.
- **Providing strategic leads and specialists** to guide the development of equality, diversity and inclusion, evidence and research, safeguarding, marketing and communications, campaigning and community engagement, cyber and information security, digital transformation, media relations, corporate relations, major donor fundraising, governance, risk and compliance, and strategy and evidence collation, to facilitate best practice across the federation.
- **Supporting more than 65 communities of practice, project groups and knowledge sharing networks**, which bring together skills and experience from across the federation to help us work together on identifying solutions, encourage creativity and innovation, and to be more effective and efficient.
- **Managing the central charity and governance of The Wildlife Trusts** and its resources to ensure that all legislative and regulatory requirements are met.
- **Administering partnership programmes and grants** such as the Biffa Award and Network for Nature.
- **Acting as a lead body for groups of Wildlife Trusts** to work on programmes that cut across Trust boundaries, such as expanding the cover of Atlantic rainforest.

*“The time is now to create a wilder future.”*  
Sir David Attenborough, President Emeritus of The Wildlife Trusts





# How The Wildlife Trusts works

## Governance, strategy and decision-making

Within RSWT there is a governance structure in place that oversees the work of both RSWT and The Wildlife Trusts. The membership of the RSWT Council and Committees includes representatives nominated by individual Wildlife Trusts as well as suitably qualified and experienced externally recruited members:

**The Wildlife Trusts Council** is the primary leadership group for The Wildlife Trust federation to facilitate collective strategy development, give strategic guidance on prioritisation, and having governance responsibility for the RSWT charity.

**Resources and Audit Committee** has dual responsibility for driving forward resource and operational efficiency of The Wildlife Trusts as a whole and that of RSWT.

**The Nominations Advisory Panel** considers and recommends suitable candidates for positions on The Wildlife Trusts Council and its main Committees.

**The Countries Forum** focuses on building understanding between the respective parts of the UK and Crown Dependencies. It recognises and utilises its diversity to make a difference elsewhere, and coordinates responses to external challenges.

The Wildlife Trusts' Strategy 2030 (launched in April 2022) details the collective impact we're hoping to have and how we want to strengthen and transform our collective capabilities.

A range of key frameworks, designed to support the successful implementation of the strategy have been approved, are out for consultation or in development, these include: equality, diversity and inclusion; internal communications; collective decision making; research, data and evidence; safeguarding, cyber security; data protection; health and safety; corporate engagement; and digital transformation.

*As part of the collective decision-making framework to support the delivery of this strategy, there are regular leadership strategy days, conferences and events that are attended by representatives from individual Wildlife Trusts and RSWT.*

 You can find out more about our governance, meet the members of Council and download our latest annual impact report on WildNet.



# Cooperation and sharing

The Wildlife Trusts are a grassroots movement of people from a wide range of backgrounds and all walks of life. We have more than 900,000 members, and 39,000 active volunteers, 3,600 staff and 600 trustees. By working in partnership we can have a bigger impact for wildlife and for people. There are several elements that support the effectiveness of our collective work:

## Memorandum of Cooperation

In recognising that all parts of The Wildlife Trusts are independent from each other but also interdependent, a Memorandum of Cooperation is in place that focuses on the relationships between all 47 components of The Wildlife Trusts (46 individual Wildlife Trusts and RSWT). The Memorandum is signed by all Wildlife Trusts and RSWT and covers:

- The spirit in which the component parts of The Wildlife Trusts work together.
- Mutual obligations to each other and to The Wildlife Trusts as a whole.
- The commitments expected regarding cooperation, common standards, use of resources and the collection and reporting of collective data.
- The alignment of strategic plans as practicably as possible.

 You can find out more about how The Wildlife Trusts is funded, as well as links to the RSWT Annual Report & Accounts and our fundraising promise, on our website.

## WildNet

WildNet is the central intranet that connects thousands of staff from across the UK, providing a platform to share ideas, celebrate successes and work together to tackle issues and solve problems.

## Internal communications

For The Wildlife Trusts to operate effectively, trust and consensus are required between its 47 component parts. As such, two-way communication and consultation is important, especially for policies, strategy and developmental work. This is done through:

- sharing regular updates on activity.
- providing as much transparency as possible by sharing information on WildNet.
- regular large-scale, online events like Town Hall meetings and in-depth webinar programmes.
- internal conferences, events and seminars for all staff, volunteers and trustees with the aim of knowledge sharing and closer working.
- more than 65 Communities of Practice, groups and networks, supported by RSWT with representation from across the federation.

Leaders from across the federation also come together through monthly strategy days and federation conferences twice a year.

## Financing collective work

A proportion of RSWT's core activities are funded through contributions from the individual Wildlife Trusts. The total value of this contribution is agreed at the Annual Meeting and the split made between Wildlife Trusts in accordance with a collectively agreed formula.



To support the functions of the central charity, and also the investment in collective development, RSWT raises around 70% of the funds required from external sources through grants, partnerships, donations and investments.

RSWT utilises unrestricted legacy income it receives each year to supplement the contribution and, where funds allow, provide a Strategic Support and Investment Fund that supports development and innovation across the federation. RSWT also provides an Emergency Fund aimed at addressing immediate urgent business and conservation needs and a loans fund available to individual Wildlife Trusts to support business development needs.

Where a funder or potential partner is looking for a centralised bid or relationship with The Wildlife Trusts, following all necessary due diligence checks and assessment of the likely impact, RSWT will develop those relationships and fundraise on behalf of The Wildlife Trusts. RSWT works to secure funding that is distributed across Trusts for the delivery of large-scale collective programmes, recent examples including Nextdoor Nature (National Lottery Heritage Fund), Restoring Britain's Atlantic Rainforests (Aviva), Postcode Climate Challenge (People's Postcode Lottery) and Network for Nature (National Highways).



# RSWT Directorate structure

RSWT operates through seven directorates with the following remits:

## Executive Office

This directorate provides strategic direction and practical support for RSWT and the federation.

For RSWT this includes supporting and coordinating the RSWT strategy, business plan development and review process, governance, compliance and risk. In addition, providing support for the Chief Executive and Deputy Chief Executive, the central customer services function, and management of RSWT facilities.

For the federation, responsibilities include providing strategic coordination, support and sharing of best practice in the critical areas of governance, compliance, risk, safeguarding, Equality, Diversity and Inclusion, people and culture. It also provides central delivery of training programmes, along with coordination of the federation leadership through conferences and events, strategy implementation days, RSWT Council and its Committees and General Meetings of the federation.

Wildlife Trusts Wales sits within the directorate, connecting Welsh Trusts and advising and influencing the devolved Government for Wales.

The Executive Office directorate also includes Business Planning, Governance and Risk; Customer Services; Equality, Diversity and Inclusion; Executive Support and Management; and Human Resources teams, with strategic leads in People Development and Safeguarding.

## Marketing, Development & Communications

This directorate provides communications and marketing expertise across traditional and digital media channels to ensure The Wildlife Trusts' vision, purpose and work is widely recognised and that the movement is positioned as a leading voice in the UK on matters of policy affecting nature's recovery and the interlinked climate crisis.

It also delivers mass engagement campaigns, including 30 Days Wild, to grow The Wildlife Trusts' audience – using data across all areas of work to drive conversion from engagement to meaningful action by individuals.

The team build strategic relationships at a national level with key funders, major donors and corporates, to increase financial support for Wildlife Trusts, and researches and develops new funding income sources and models.

The team also delivers federation-wide internal communications through Wild Weekly, Town Halls and WildNet. They create designs, write content and produce films for web, social media and printed publications, and deliver a wide range of external events, both online and in-person.

The Marketing, Development and Communications directorate includes Communications and Marketing; Fundraising; Internal Communications; Media Relations and Corporate Relations teams; and a specialist lead in Major Donors.

## Landscape Recovery

This directorate leads on collaboration and facilitation of landscape scale nature recovery, encouraging Wildlife Trusts to work across boundaries and facilitating the reintroduction of keystone species.

The team enables delivery on the ground by supporting Wildlife Trusts to access 'green finance' and develop economies of scale, particularly in relation to land advice and geographical data (GIS), and enabling knowledge exchange around nature's recovery on land.

They work closely with Wildlife Trusts to help them access the innovative philanthropic lending scheme, enabling rapid access to funds to purchase areas of land deemed to be significant to nature's recovery.

The team also leads on keystone species reintroductions, such as beavers, large herbivores, lynx and wild cats, and oversees the temperate rainforest programme funded by Aviva, which aims to restore and expand rainforests in areas where they used to grow.

The Landscape Recovery directorate includes GIS; Landscape Recovery; Nature Recovery Networks and Species Recovery teams; and hosts the IUCN UK Peatland Programme team.

## Public Affairs & Policy

This directorate builds relationships with key decision-makers in Westminster, Whitehall, others in the sector and beyond, and coordinate with, and support where required, the devolved nations and crown dependencies in the development of their key relationships.

They keep abreast of current affairs, gathering intelligence and analysis to use in their interactions with policy makers.

The team co-ordinates and develops a consistent approach to federation-wide policies and positions where required.

They work with Wildlife Trusts to influence and apply pressure on UK Government from both ends – in constituencies and in Westminster.

They also have oversight of all matters relating to the protection of marine habitats and species, advising government, public bodies and industries connected with, or operational within, marine areas on environmentally damaging activities.

The Public Affairs and Policy directorate includes Public Affairs; Land Use, Planning and Ecological Networks Policy; Marine Conservation and Land Use Policy teams.

## Campaigning & Communities

This directorate works with Wildlife Trusts to ensure local communities are supported and empowered to make their own positive changes for wildlife that will endure. They also help develop policy and provide direction on health and education work.

The team builds advocacy campaigns in solidarity across the federation, demonstrating the strength of our combined members and supporters for the recovery of nature and for tackling climate change.

The team's goal is to network nature into the policies that will shape society by being ambitious for improving 'how' and 'what' we learn in relation to climate and nature, and by demonstrating the direct links between a healthy, sustainable natural world and healthier, happier people.

They work closely with young people throughout the movement to engage with the next generation, understand their needs and priorities and encourage them to take the lead in key areas of our work.

The Campaigning and Communities directorate includes Campaigning, Community Organising (Team Wilder), and leads on youth activism, education and health.

## Climate Change & Evidence

This directorate supports the work of The Wildlife Trusts on reducing our greenhouse gas emissions and adapting to climate change, as well as our collective use of evidence, data and development of research. In addition, they work externally on advocating for climate action, high quality nature-based solutions and the robust use of evidence.

The Wildlife Trusts have a collective net zero goal for 2030 and this directorate undertakes work to measure our operational and land-based greenhouse gas emissions, using and helping the further develop the latest global guidance on net zero. They have led in producing The Wildlife Trusts' climate change risk assessment and adaptation plan.

The team facilitates the robust use of evidence across the federation, including managing a community of practice and preparing an evidence, data and research framework. They also investigate research questions that are applicable to the whole federation, and collect and analyse data to provide insight and inform the direction of travel.

The team leads on measuring our collective impact through delivering Strategy 2030, as well as making better use of our data and drawing insights from our stakeholders.

The Climate Change and Evidence directorate includes the Climate and Nature Based Solutions, Research and Evidence, and Data Analysis teams.

## Business Services

This directorate works with all Wildlife Trusts to help them maximise their most precious resources, both time and money.

The team provides guidance and coordination to ensure The Wildlife Trusts capitalise on new opportunities, business models, common standards, shared services, and best practice to deliver the 2030 Strategy, fully utilising the strength and expertise of our staff and our federated structure.

The team enables The Wildlife Trusts to improve performance and create efficiencies through shared services across a range of different areas including IT, Finance, HR and Procurement, whilst maintaining a high level of service internally and driving better value for money through our supply chain. For RSWT, the team provides IT support for all staff and associated software and platforms (including CRM, WildNet and Collective Web), finance services, and HR and recruitment operations.

The Grants team manages multi-million pound programmes on behalf of funders, such as National Lottery Community Fund, National Highways, National Heritage Fund and Biffa Award.

In addition, they facilitate the role of digital in delivering Strategy 2030, supporting the federation to undergo digital transformation and upskilling.

The Business Services directorate includes the Finance, IT, Grants, Digital Transformation, Cyber Security and Procurement teams.



You can access the latest staff structure at RSWT on WildNet.



RSWT Directorate structure continued



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