



# Cambridge Conservation Forum Strategy

## Connecting Conservation Practitioners and Researchers

### Executive Summary

Cambridge and its environs is home to a wealth of individuals and institutions actively working to conserve habitats and species from local to global levels. The density and diversity of dedicated conservation experts and practitioners in and around Cambridge is probably the highest in the world.

Cambridge Conservation Forum was established in 1998 with the aim of connecting the diverse community of conservation practitioners and researchers working at local, national and international levels based in and around Cambridge. CCF seeks to develop new collaborations across people and organisations engaged in conservation relevant research, including within Cambridge's large academic community, with those engaged in the practice of conservation – translating research results into changes in policy and practical interventions to make a positive impact for biodiversity conservation.

CCF can count many successes in its first 15 years, in particular:

- A widely read monthly newsletter that is a valued source of information on conservation news, events, jobs and funding opportunities
- Creating a diversity of informal opportunities for conservationists to connect with each other
- Successful, well attended biannual symposia to explore the latest conservation related practice and research
- Regular policy debriefs following international conventions, negotiations and meetings
- The growth of the CCF membership to 52 organisations
- A MacArthur Foundation funded project which developed tools to evaluate the success of conservation efforts
- Launch of an integrated newsletter and website platform to facilitate and democratize the uploading and distribution of conservation news, events and opportunities

In addition, jointly with the Cambridge Conservation Initiative (CCI), CCF has promoted discussion about best practice in reducing the carbon footprint of conservation organisations. A report summarising successful carbon reduction strategies will be launched at the CCF Summer Symposium in June 2013.

To consider development over the next five years, the CCF council organised a member-wide consultation to agree strategy for CCF's further evolution, and to identify mechanisms to overcome any obstacles to achieving its vision and mission. This document sets out the results of the consultation process, and the five-year (2013-2018) strategy developed.

At CCF's Annual Symposium in 2013, participants from across a range of CCF member organizations agreed that the Forum's mission and vision remain relevant for the five year strategy. CCF's inclusive, collaborative nature, and the role it plays in informing and inspiring individuals within Cambridge's conservation community, was considered to be key strengths that should be maintained and nurtured.

CCF members also believed that the information products and many activities organised by the CCF council and individual members were a valuable resource. For example, the Symposia which are

always well attended by between 85 and 130 participants, the newsletter which is received by around 2000 individuals and the social events which regularly attract over 50 participants.

Members recommended that all these activities should continue and created a list of new opportunities to strengthen the impact of the forum.

In addition, there is a need to identify how best to optimise the opportunities provided by the further development of CCI, including the co-location of some of CCF's members in the CCI Conservation Campus.

Over the next five years, we want to:

- Continue to hold the existing events at minimum
- Increase diversity of participation from among the membership
- Create a feeling ownership of CCF so that each member maximizes the benefits they receive and are able to easily contribute with their own ideas and skills
- Increase the number and quality of collaborations among members
- Increase the access to information relevant to people's jobs and lives as members of the wider Cambridge community
- Establish a model that other conservation clusters could replicate

However, in order to achieve this, several obstacles identified during the consultation process need to be overcome.

- Availability of human resources to maintain and enhance CCF governance, services, activities and events
- Availability of financial resources to support achievement of CCF's mission/objectives, etc.
- Information flow among the CCF membership
- Limitations on access to CCF membership to the non-profit sector only

This strategy therefore sets out actions to take advantage of new opportunities emerging, and to overcome existing obstacles. Among key steps agreed are:

- Develop a business plan and associated fundraising strategy in line with achieving the objectives set out below
- Increase potential for accessing funds from UK trusts, foundations and government agencies by registering CCF as a Charitable Incorporated Organization
- As resources allow, to hire a part-time administrator to improve the information flow
- As resources allow, to hire a part-time coordinator to help increase the opportunities for individuals across CCF's member organisations to learn from each other and facilitate access to expertise
- Develop and implement an communications strategy, incorporating the social media strategy developed in 2013
- As necessary, refine the Strategy, Business Plan and associated fundraising strategy based on achievements during the previous two years and other developments, including the further evolution of CCI

The CCF Strategy 2013-2017 is organized as follows:

- Background to CCF and the strategy
- Actions already in progress to address the medium term challenges
- A longer term strategy for CCF

The actions to address the medium term challenges form part of the immediate CCF strategy for the future. The longer term strategy over the next 3-5 years consists of three main elements:

- to ensure that opportunities for activities are not limited by the capacity of the voluntary committee by employing a part time administrator
- to build internal capacity within CCF organisations by employing a co-ordinator to maximise the opportunities for individuals across CCF's member organisations to learn from each other and facilitate access to expertise
- to increase opportunities to access funding, improve management and governance by becoming a Charitable Incorporated Organisation (CIO)

As CCF develops over the next 5 years, consideration will be given to the need for more senior employed leadership to ensure that the connections between the diverse conservation organisations are maintained and enhanced. This decision will need to take account of any changes in the dynamics of the relationships as some CCF members move into the Cambridge Conservation Initiative Conservation Campus in 2015.

In this document, activities already underway form Section 1. The strategy for the future of CCF forms Section 2. Background details on how CCF operates are explained in Annex 1. The CCF Vision developed in 2010 forms Annex 2 and the three scenarios for the future of CCF considered as part of the strategy consultation process form Annex 3.

## **Background**

Cambridge Conservation Forum (CCF) is a network connecting people in over 50 conservation organisations in the Cambridge area. It provides an open, dynamic platform for exchanging knowledge and developing solutions to current and emerging conservation issues.

CCF connects people through monthly newsletters, regular social activities, discussion events including debriefings on major international meetings and twice yearly symposia to share and discuss the latest conservation research and practice across the member organisations. See more details in Annex1

When consulted in 2010 for the creation of a vision for the future of CCF, people responded that they valued the inclusive, non-hierarchical nature of the way everyone can participate on an equal basis and supported the current mechanisms for sharing and collaborating such as the newsletter, website, themed symposia and a non-themed annual symposium, discussion events and social evenings. The 'wordle' on the first page of this document shows what people who attended the Annual Symposium in January 2010 felt and would like to feel about CCF. The larger the size of the word, the more people used that word. The wordle is an illustration of the CCF Vision.

Since the creation of the vision, CCF's activities and membership have expanded significantly and the purpose of this Strategy is to document improvements already in progress and set out the direction of travel for the future of CCF.

The improvements already underway are undertaken in response to feedback from members as part of the 2011/12 CCF Development Project and early responses to a survey of CCF representatives begun in August 2012. These follow on from the actions taken to implement the CCF Vision set out by its members in 2010 (set out in Annex 2).

The purpose of this document is to:

- Address the over-stretched volunteer core of people who form the committee of CCF as the number of activities and people attending activities has increased over the past 3 years. Without addressing this issue, it is likely that CCF will not be able to continue the current level of activities and provision of opportunities for engagement across CCF organisations
- Articulate the ambition of CCF's members in relation to the direction of CCF and understand the further opportunities that the network could offer if funded and staffed differently
- Clarify the relationship between CCF and the Cambridge Conservation Initiative (CCI) and examine how the two bodies can evolve in a complementary and mutually beneficial way to serve the needs of their constituent organisations.

### ***Section 1 Actions already in progress to address the medium term challenges***

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This section sets out the four main actions underway to improve the flow of information and ideas between members and friends and make CCF a more inclusive organisation.

<b>Challenge 1</b>	Information flow among the CCF membership
<b>Action</b>	Re-design the CCF website to improve information flow and reduce the administrative input of communicating with the CCF constituency.
<b>Timeline</b>	New website is live from March 2013. New CCF Newsletter during April 2013

Bottlenecks in information flow across CCF are caused by the overstretched committee and the present laborious and somewhat arcane system of manually compiling a newsletter and emailing via representatives.

A decision was taken to develop the website in the autumn of 2012 with the aim of democratising and increasing the information flow across CCF. The CCF committee commissioned a web developer to overhaul both the website and newsletter compilation process to enable CCF representatives and nominated individuals to upload information including jobs, events and articles in standard templates for inclusion in the CCF calendar, updates and the newsletter. In the longer term, there is the potential to allow direct uploading to the website by all members. All contributions will be moderated by the CCF administrator with back up and support from the CCF web manager.

The new functionality of the website will allow everyone to sign up for CCF updates including the newsletter and jobs, choosing to receive weekly updates or just the monthly newsletter. This will include notifications of events; jobs' reports and calendar updates. Additionally there will be an RSS feed for the jobs page, so people can receive immediate notifications of new jobs posted on the

website. The process of registering to receive the newsletter will provide essential basic information (institutions, demographics) on the composition of the CCF membership).

<b>Challenge 2</b>	Availability of human resources relative to maintain and enhance CCF governance, services, activities and events
<b>Action:</b>	Employment of a CCF administrator 1 day a week from June 2012
<b>Timeline</b>	<b>Funding agreed to 31 March 2013. Funding to be sought for continuance of this role</b>

CCF made a bid for funding administrative support for 6 months, 1 day a week, from contributions from most CCI members, with CCF making a contribution from its own, limited reserves. This bid was successful and now funding bids to enable CCF to continue to employ this shared post with CCI are currently being made. This post has added value – and will continue to do so – by coordinating the moderation of content submitted for publication in the newsletter with the CCF web manager and other committee members in addition to other periodic administrative tasks, including input to the organisation of symposia and other events,.

<b>Challenge 3</b>	Communicating with members via CCF representatives introduces a time lag and representatives' awareness of their role is highly variable
<b>Action</b>	Redefine the role of the CCF representatives
<b>Timeline</b>	Consultation with representatives and organisations February to April. New role and responsibilities set out and agreed at Council in June 2013

The consultation exercise reinforced observations that the distribution of information about CCF activities, including the newsletter, is highly variable and often unreliable. Some representatives were very active and encouraged others to participate in CCF while others were dormant or had even left their organisations without passing on their roles. The time lags caused by the stretched CCF committee were exacerbated by the information passing through another person/mailbox before reaching members. Where representatives had an alternate contact if they were away, this was reduced, but this arrangement was not universal. The extent to which representatives saw their roles to encourage colleagues to participate in CCF activities was also variable.

Now that the information flow is changing to become a much more democratic process based on direct communication from and to individual members (see Challenge 1, above), there is an opportunity to redefine the role of CCF representatives. At the Council Meeting in September 2012, a new role of membership/representatives co-ordinator was agreed to continue this dialogue with representatives and ensure they become a network which supports and guides the CCF committee, promotes CCF activities, generates new activities and enables access to expertise in their own organisations.

This Strategy document proposes that the role of the CCF representative be redefined as someone who:

- Encourages participation in CCF activities (e.g. galvanises enthusiasm, puts up posters,)
- Volunteers, and encourages others to volunteer, to help manage CCF activities
- Facilitates access to expertise within their organisation
- Shares talks and events from their organisation with CCF
- Uploads events/jobs/information to the CCF website on behalf of their organisation

<b>Challenge 4</b>	Limitations on access to CCF membership to the non-profit sector only
<b>Action</b>	Review membership categories and recommend new categories to Council
<b>Timeline</b>	New membership categories were agreed at Council on 24 January 2013. Previously ineligible for profit applicant organisations will be invited to apply and be considered at Council in June 2013.

Prior to the Council decision, member organisations had to meet the following criteria set out in the constitution:

- Be located in or around Cambridge (rule of thumb is within a 50 mile radius)
- Have biodiversity conservation as one of their primary objectives
- Be a not-for-profit organisation

It was successfully argued that CCF could be more inclusive and should not differentiate membership on the basis of a somewhat arbitrary and legally imprecise criterion of 'not-for-profit'. For example this excluded environmental and ecological consultancies which could potentially usefully contribute to CCF's goals. This strategy paper sets out the following two new categories of membership and suggests how member organisations should contribute to the running of CCF:

#### **a) Organisational member**

This category is for organisations which meet the current criteria for membership **with the addition of 'for profit' organisations whose main objective is the promotion of biodiversity conservation. All organisations are expected to make a commitment to becoming actively involved in CCF activities.** All organisational members with over 5 paid members of staff or consultants would be expected to contribute to the organisation of at least one CCF activity per year or to have one of their staff members elected to the CCF committee with attendance at 4 Council meetings a year. Examples of this could also be being on the symposium organising committee, helping to run or host a social event, or giving a talk at a symposium. These changes are proposed to maintain and enhance the energy and diversity of the organisation of CCF.

#### **b) Individual member**

This category is for people interested in joining in CCF activities and receiving updates but who are not associated with any member organisation. Individual members would not have voting rights at council meetings. This is to keep the accountability for decisions with the organisational members who represent numerous individuals and meet the geographical and biodiversity conservation criteria for organisational membership.

## ***Section 2 A longer term strategy for CCF***

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The longer term strategy over the next 3-5 years consists of three main elements:

- to ensure that opportunities for activities are not limited by the capacity of the voluntary committee by employing a part time administrator
- to build internal capacity within CCF organisations by employing a co-ordinator to be the driving force for maximising opportunities for individuals across CCF's member organisations to learn from each other and facilitate access to expertise

- to increase opportunities to access funding by becoming a Charitable Incorporated Organisation (CIO)

On 24 January CCF Council considered three principal scenarios for the future of CCF. Each represented a different level of ambition and resourcing. The scenarios range from a scaling back of activities should too few volunteers come forward, maintaining the current level of activity or driving a significant expansion of CCF's activities and remit. The scenarios are set out in full in Annex 3.

The decision on which future scenario best represents the collective ambition was informed by the outcome of the interactive session at the 14<sup>th</sup> Annual CCF Symposium on 10 January. The interactive session generated a large number of new initiatives, opportunities for knowledge exchange and potential sub groups and which could be implemented under the CCF banner together with the enthusiasm to make them happen.

Scenario 2 was selected as the immediate ambition for CCF whilst recognising that it would probably transition to Scenario 3 in due course. In Scenario 2, CCF aims to increase the scale and number of activities supported by two part-time posts. The new ideas articulated at the 2013 Symposium and those arising from Committee and Council meetings will form an excellent resource for the new appointments to support and implement. CCF will also continue to strengthen participation by actively seeking officers for the expanded committee from the breadth of its membership.

**The principal challenge to achieving the further development of CCF in the direction set out in Scenario 2 is the availability of financial resources to support achievement of CCF's mission/objectives.**

In order to implement the changes set out in Scenario 2, CCF will seek modest funding to support its administration and co-ordination to achieve further incremental development of activities and website. To increase the pool of potential funding sources, CCF Council will apply to become a Charitable Incorporated Organisation.

CCF will seek funding to support two roles:

- a new CCF co-ordinator role to be maximise opportunities for individuals across CCF's member organisations to learn from each other and facilitate access to expertise.
- a CCF administrator role to support the day to day running of the CCF website, monthly and weekly newsletter and CCF events. The administrator will also support all the members of the committee enabling them to be more effective in their roles.

One of the objectives of the co-ordinator's role will be to match organisations embarking on a new type of activity to experts in other organisations which already has a specialism or experience in this area. Typically it is likely to be the smaller organisations with local and national remits that will benefit most from this role. To make this work, funding will also be sought to pay for the time of the expert so that the organisation contributing the expertise is recompensed.

The co-ordinator will make regular contact with all member organisations to ensure potential collaborative opportunities are identified and realised. The co-ordinator will enable CCF to broaden the base of volunteers and interns to pursue CCF projects and events and to keep up the connections between organisations. This will ensure that the momentum for existing and new activities and projects is maintained and enhanced.

In 2015, nine of CCF's member organisations who are also members of the CCI will move some or all of their Cambridge based staff (500 in total) into the Conservation Campus in the University of Cambridge New Museums Site. This is likely to change the dynamic between those members who

are inside the Campus and those who are not. For this reason, CCF Council consider that it is vital to the continuance of wider collaboration between members that space in the Conservation Campus is allocated for use by CCF members who are not located within the Campus. This was supported by the all members of the CCI Steering Committee on 5 February 2013 and the Executive Director will look at options for funding these desks. The co-ordinator will support the liaison between members inside the new Cambridge Conservation Initiative (CCI) Conservation Campus and members based in and around Cambridge

Before CCI members have moved into the Conservation Campus, CCF should take the opportunity to consider whether the employed administration of CCF and CCI could be combined. This would need formal discussion with CCF's Council as well as with the CCI steering committee. This option could reduce the risk of a decrease in interaction and collaboration between those co-located in the CCI building and the wider CCF membership. The dedicated CCF resource could bring more expertise to CCI projects from CCF members. This could also help funders to see a holistic approach to bringing together conservationists and collaboration in conservation initiatives in Cambridge and its environs, and not two overlapping or potentially competing organisations.

CCF members will be asked to offer expert advice and time to join a CCF funding bid team and to suggest potential funders that they would support CCF in approaching for this exciting development of CCF.

As CCF develops over the next 5 years, CCF Council will need to consider whether the need for a transition to Scenario 3 i.e. a more senior employed leadership position to ensure that the connections between the diverse conservation organisations are maintained and enhanced. Any decision will need to take account of changes in the dynamics of the relationships as some CCF members move into the Conservation Campus in 2015.

#### **Cambridge Conservation Forum Strategy Group**

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Roger Mitchell, CCF Deputy Chair, Amphibian and Reptile Conservation

Toby Gardner, CCF Treasurer, Zoology Dept. University of Cambridge

John Pilgrim, The Biodiversity Consultancy

Holly Barclay, former CCF Social Secretary, Zoology Dept. University of Cambridge

Riamsara Kuyakanon Knapp, CCF Secretary, Geography Dept. University of Cambridge

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Bill Sutherland, Zoology Dept, University of Cambridge

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Rosie Trevelyan, Tropical Biology Association

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15 May 2013

## **Annex 1**

### **Purpose and operation of CCF; CCF's relationship with Cambridge Conservation Initiative; and results of the CCF Development study**

#### **The purpose of CCF**

CCF was founded in 1998 to provide a forum for conservation practitioners and researchers in and around Cambridge. CCF connects people in over 50 different organisations and university departments to facilitate exchanging ideas and building relationships so they become more effective conservation advocates, practitioners, educators, and scientists.

#### **Who we are**

CCF is a network of 52 (as at October 2012) not-for-profit organisations which share a common objective of supporting and strengthening efforts for nature conservation. Members include Non Governmental Organisations (NGOs), Inter Governmental Organisations (IGOs), statutory organisations and academic departments in both Anglia Ruskin University and the University of Cambridge. A full list of the 52 member organisations can be found on the CCF website (<http://www.cambridgeconservationforum.org.uk/members>).

Currently individuals who have an interest in conservation but are not working in eligible organisations can become 'Friends' of CCF and participate fully in CCF activities. Friends are able to serve on the CCF committee but are not eligible to vote on Council decisions and elections. There are currently around 800 friends of CCF.

#### **How we currently operate**

CCF is accountable to and directed by its membership. It has a formal constitution and is governed by a Council which is formed of representatives from all the member organisations. Each member organisation has one vote on CCF decisions. To be quorate CCF needs 8 organisations to be present for a vote at Council. Everyone who is interested in CCF can attend Council. Friends can hold office and take advantage of all of CCF's activities but are not able to vote.

Organisations become members by applying to join CCF, setting out how their organisation's purpose relates to biodiversity conservation and operates as a not for profit. Another qualification is that the organisation has to have an office or sub-office in or within 50 miles of Cambridge.

CCF communications are principally channelled through CCF representatives in each member organisation. Representatives receive and distribute the monthly newsletter, email updates and encourage participation in CCF events through putting up posters and are general advocates for CCF. CCF representatives contribute news, events, talks and jobs to the newsletter and arrange and lead CCF events on subjects of interest to the conservation community. Representatives also act as point of contact for organisation related knowledge and requests that come into CCF centrally.

#### **How CCF fits with CCI**

In 2007, nine members of CCF together with CCF itself formed a formal collaboration at institutional level to become the Cambridge Conservation Initiative. CCI's objective is to transform the global understanding and conservation of biodiversity and the natural capital it represents and, through this, secure a sustainable future for all life on Earth. The CCI partners together combine and

integrate research, education, policy and practice through a series of collaborative programmes in order to create innovative solutions for society and to foster conservation learning and leadership.

CCF is represented on the CCI steering committee by the CCF Chair. CCF members can participate in CCI projects and developments through their membership of CCF. In 2015 the CCI organisations will be moving some or all of their staff into a Conservation Campus on the New Museums Site of the University of Cambridge in the centre of the city. This will present better opportunities for collaboration between CCI partners, promoting biodiversity conservation globally from the heart of Cambridge and potentially increasing public engagement in cooperation with the Museum of Zoology.

After CCI was founded, CCF has defined itself more specifically as connecting the individuals in its member organisations to find synergies in their conservation policies and practices. In doing this, it helps to promote a free flow of ideas between the larger, professional conservation organisations and university departments and the smaller, and often voluntary, organisations. This enables CCI access to the breadth of expertise and specialisms in CCF organisations. The relationship with CCI gives CCF organisations opportunities to become partners in collaborative projects and to participate in CCI activities.

### **The CCF Development Project 2012**

In the summer of 2011, CCF employed an intern co-funded by the Spanish Government to follow up the CCF vision from 2010 with a more in depth study of what CCF members and friends value from CCF and how they would like to see CCF develop. The study was conducted by a questionnaire completed by over 200 people, both members and friends, and a series of targeted interviews with those most closely involved in either the founding of CCF and/or current running of CCF. Some of the main findings included the answers to the following questions:

#### **What works well in CCF?**

People most valued:

- Facilitation of information sharing and networking opportunities via:
  - CCF newsletter
  - CCF Debriefs on significant international meetings and shared policy areas
  - CCF discussions and seminar events
  - CCF Symposia
  - CCF projects
- Job opportunities advertised in the CCF newsletter.
- Meeting people and becoming part of the Cambridge conservation community at CCF social events such as:
  - Celeidh
  - Christmas Party
  - Summer Social
  - Conservation working party
  - CCF monthly pub nights

Both the development project and the early results of the August 2012 representatives' consultation exercise revealed a tremendous depth of commitment and enthusiasm for the role and value of CCF and generated new ideas for how CCF could improve. It is important that we find a way to seek this feedback regularly and also that we build a capacity to act on it within a reasonable timeframe to improve CCF for the benefit of all members.

The activities of CCF have increased in recent years from one annual social to four major events and from one symposium to two annual symposia including a regular themed summer symposium. The monthly newsletter has grown from 4-5 pages long in the early days of CCF to often over 30 pages now.

### **What doesn't work (so) well in CCF?**

The main challenges for CCF are:

- the administration of the network
- maintaining the information flow to members
- maintaining flow of ideas and news from individual members to the CCF committee and broader membership
- recruiting volunteers with sufficient time to devote to organising CCF activities and capitalising on new ideas

The survey of representatives carried out in August 2012 showed that while many representatives understood and carried out their role very effectively, others were essentially dormant and many who were new to the role were unsure what was expected of them. This was especially true of those who took up the role since the last big meeting of representatives in late 2010.

In addition, there is a growing feeling that the current division between the categories of friend and member of CCF are not equitable and should be re-thought. In particular CCF has received applications for membership from environmental consultancies which the current constitution excludes from membership as they do not meet the 'not for profit' criteria currently required for member organisations.

## **Annex 2**

### **Cambridge Conservation Forum Vision (Text from document created January 2010)**

#### **Creating a shared vision for CCF's future**

In CCF's tenth year, we decided to revisit the vision and purpose of the forum by inviting representatives of all of the member organisations to canvas opinions in their organisations and by holding a session for 130 people at the annual symposium. The full write up of each group's ideas from the symposium is available separately and will be used as a source of ideas and direction to guide the future of CCF.

The aim was to establish a new shared vision for CCF to inform which activities CCF should focus its efforts on in the future. We listened and recorded everyone's views and ideas about what CCF should be all about and found out what they think CCF should stand for and what people feel about being part of CCF.

#### **The vision in a few words**

Cambridge Conservation forum should continue to be a network connecting people in conservation organisations in the Cambridge area by providing an open, dynamic platform for exchanging knowledge and developing solutions to current and emerging conservation issues.

People valued and would seek to retain the inclusive and non-hierarchical nature of the way everyone can participate on an equal basis and supported the current mechanisms for sharing and collaborating such as the newsletter, website, themed occasional and a non-themed annual symposium, discussion events and social evenings. The 'wordle' on the first page shows what people who attended the Annual Symposium in January 2010 feel and would like to feel about CCF, the bigger the word, the more people in the groups said and recorded that word.

#### **Implementing the CCF vision**

In addition to continuing current activities and ethos, a number of complementary activities have been suggested to broaden or deepen participation and engagement with:

- Better use of technology: - e.g. A CCF Facebook group
- Broaden remit – link with educational institutions to raise awareness of CCF with future conservationists; government policy makers; business
- Increase public profile – outreach e.g. via university careers fair, conservation fair taking over market stalls in the evening, Cambridge Science Festival, new poster
- Mentoring – discuss with Cambridge Conservation Initiative
- CCF introduction as part of induction of new staff in member organisations – same materials could be given to University careers people
- Collective ethical action and sharing good practice e.g. The Guardian 10:10 initiative; sharing how to reduce carbon footprints of our organisations; how to make our organisations' grounds more wildlife friendly; carbon offsetting
- Training – potential for shared courses and sharing expertise beyond conservation
- Local activity - guided visits, voluntary practical conservation work, more social events e.g. a winter social event, possibly a dinner

### Annex 3

#### Scenarios to inform the consultation for a longer term strategy for CCF (set out in the CCF Strategy Consultation Document December 2012)

There are three principal scenarios for the future of CCF representing different levels of ambition and resourcing. They range from a scaling back of activities should too few volunteers come forward to maintain the current level of activity to a significant expansion of CCF's activities and remit.

These scenarios are considered in the context that in 2015 the CCI building will be completed. As CCI organisations move into the accommodation, CCF needs to ensure it continues to be an effective forum connecting conservation practitioners and researchers across the whole Cambridge Conservation network.

#### ***Scenario 1***

##### ***CCF reduces the scale and number of activities as volunteer time continues to be limited.***

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CCF fails to recruit volunteers with a good understanding of what is important to CCF members and with sufficient time to devote to organising CCF activities and enable CCF to capitalise on new ideas. The result is that:-

- The current level of activities proves unsustainable given the level of commitment needed from committee members.
- There is a higher demand for CCF activities than there is capacity in the committee to organise them. As a result there are fewer CCF social events and no regular summer symposium.
- There is potential for a backlog of administration to build up and job opportunities and events in member organisations are not advertised in a timely fashion because the moderation of uploads prior to publishing and sending to members becomes the bottleneck in the administration of CCF.

The funding for the current CCF administrator post ceases at the end of December 2012 if further funding is not forthcoming. This compounds the issue of volunteers not having enough time to devote to organising CCF activities as the time consuming administration needs to be undertaken by the already overstretched committee members. This also adversely affects the ability of CCF committee members to take the opportunities offered by CCI to participate in the CCI steering committee, subgroups and projects, consequently failing to benefit from the potential linkages arising from these.

#### ***Scenario 2***

##### ***CCF increases the scale and number of activities with improved volunteer input.***

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CCF is successful in applying for modest funding to support its administration and coordination to achieve further incremental development of activities and website. CCF Council has already approved the action of becoming a charity or a charitable incorporated if the CCF committee believed this was necessary to facilitate this. The result is that:-

- CCF attracts volunteers with sufficient time and energy to continue the current level of activities and engagement
- CCF strengthens participation by more actively seeking officers for the committee from the breadth of its membership
- CCF broadens the base of volunteers and interns, guided by officers, to keep up the connections between organisations and give time for existing and new activities and projects
- CCF grows incrementally and makes regular contact with all member organisations to ensure synergies are maximised
- CCF makes a compelling case for its worth with CEOs and leaders of CCF member organisations. Links with CCI organisations are kept up by the continued endeavour of CCI and CCF members
- CCF administrative support time increases to 2-3 days a week to moderate the flow of information on the website and coordinate the increased activities between member organisations

A new CCF 'coordinator role' is funded to support all the members of the committee enabling them to be more effective in their roles. The CCF co-ordinator supports the liaison between members inside the new CCI building and those based in and around Cambridge.

### **Scenario 3**

***CCF makes a step change in its level of activities and engagement within and external to its member organisations taking on an enhanced role beyond the current vision.***

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CCF follows the model of UK/IUCN and the Bristol Natural History Consortium and seeks funding to appoint a senior conservation professional to shape the future purpose and transform this ambition into reality. The result is that:-

- This individual makes time to listen and engage with the staff and leadership of all member organisations and in particular makes sure the voice of the smaller and voluntary organisations is heard. This strengthens links with CEOs of all organisations to ensure they continue to support the involvement of their staff and that CCF can demonstrate the value of their engagement.
- The capacity to support and direct volunteers and interns is increased so CCF capitalises on the ideas of members and shares them more widely.
- CCF remains within its current geographical setting but in addition seeds new networks and reaches out to other networks in business; biodiversity and other specialisms to expose CCF to opportunities to take up what works well and to add to the synergy opportunities in the UK and globally as well as broadening opportunities for partnership and funding.
- New activities could include funding for secondments and staff time in small organisations to initiate member led problem solving discussions and bring in experts from across members facing similar issues. This brings CCF's wide pool of expertise together to aid thinking on conservation issues that smaller organisations are facing.
- Funding supports communications/outreach specialists in member organisations advising where/if CCF could reach out to promote the synergies of their conservation work within the business community and general population of Cambridge.

Under this option, the employed administration of CCF and CCI could be combined. However, this would need formal discussion with the CCI steering committee as well as with CCF Council. As the move to the CCI building progresses, this option minimises the increase in distance between those co-located in the CCI building and the wider CCF membership. The dedicated resource brings more expertise to CCI projects from CCF members. This would also ensure that funders see a holistic approach to bringing together conservationists and collaboration in conservation initiatives in Cambridge and its environs, and not two overlapping or potentially competing organisations.