

Alderney Wildlife Trust Business Plan 2024

Mission

Our mission is to Champion, Study and Protect Alderney's wildlife. We wish to see a thriving island where wildlife and natural habitats play a valued and sustainable role in addressing Alderney's future and the climate and ecological emergencies that face us.

We will focus our work through **three** principal campaigns to deliver the greatest possible impact from our limited resources whilst ensuring we align our work with that of the 45 British Wildlife Trusts.



Prepared by: Roland Gauvain, Lindsay Pyne – contributions from the entire staff team

Reviewed: Alex Purdie, Tara Cox, Matt Lewis, Abigail de Castella, Poppy Emmens, Rowie Burcham, Chloe Hayward, Doan Thi Thanh Thanh

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[Champion, Study and Protect Alderney's Wildlife](#)

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1. Introduction

1.A 21 Years

The Alderney Wildlife Trust (AWT) is committed to three principal **campaigns** through which we can champion, study and protect Alderney's wildlife for the future. These campaigns are delivered through **projects** which focus our efforts and enable us to secure support and funding. Underlying this the AWT is dependent on its **infrastructure** which underlies all our work, supports our staff and enables our campaigns.

Over the last 21 years the AWT has established an environmental [evidence base](#) for Alderney through which we are able to assess and monitor the health of our island. As part of this process, we set up the Alderney State of Nature (ASoN) project in 2023, through which we intend to set limits of acceptable change by which we can assess how Alderney's environment is changing. This will enable us to respond to the highest priority conservation issues directly by informing the practical measures we take within our [Reserves](#), and Seas, as well as the [Alderney Community Action for Nature](#) (ACAN) project.

Every day we are committed to taking action to put nature into recovery, managing more than 16% of the island's landscape through our voluntary-run nature reserves, as well as Alderney's internationally recognised marine protected (Ramsar) site. We work with our community to act for wildlife, through engaging directly with our wildlife volunteers, whilst our [Nature's Classroom](#) project enables us to support schools and other educational institutions. We also work to support government through our service level agreement (SLA), which in 2023 saw us deliver nearly 2,000 hours of work, with services ranging from footpath maintenance, invasive species management and renewable energy response.

As we move forward with our Campaigns, we have set a goal of seeing 30% of Alderney's wildlife thriving by 2030. Despite the range of works and impacts the AWT already achieves, this is still a major challenge which all of our team are excited and determined to meet.

1.B. Value Provided

It is important for us to value the impact of our work, not only in our care for Alderney's environment, but also in what we do to support our island community.

In 2023, our volunteers and staff spent more than 20,000 hours caring for Alderney's environment and community (the equivalent of 11 full time staff). Much of this work delivers **services** for our island which were once delivered by the States of Alderney (SoA), such as managing footpaths (more than 640hrs), as well as things that traditionally be the remit of government such as environmental monitoring and assessing impacts of climate change. This is only possible thanks to the skills our staff and volunteer teams bring, with qualifications ranging from PhDs to field skill licences and tens of thousands of hours of experience; we are proud of their dedication to our mission.

The AWT does not expect a 'grant' for its support for our island's government, rather we enter into a three-year Service Level Agreement (SLA), and for this we receive a sum of £16,000 per annum to help support the AWT's costs: this is important as by the government's own calculations the equivalent cost of works would be nearly £50,000. We supported over 11,000 visitors and residents at the Wildlife Centre in 2023, whilst a further 2,500 people of all ages took part in our outreach activities and experiential events. At the end of 2023 we had 717 Members, with our membership making up approximately 22% of the island's population, giving the AWT a larger membership per capita than any wildlife trust in the British Isles.

1.C. Shared Vision

We are part of a wider movement of 45 other Wildlife Trust (TWT) charities, which share a set of common tenets (pictured). The AWT already meets these commitments within our working practices and will continue to develop this commitment over the term of this Business Plan (BP).

British Wildlife Trust's Shared Values

Our shared values

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 movement, 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.



Our staff will be taking part in the national development of this vision during 2024 and establishing the extent that we can adopt new practices and innovation, however areas such as Equality, Diversity and Inclusion are specific actions in this BP.

2. Delivery

This BP is a living document and will evolve during the course of the year with continued input from staff and volunteers. The BP reflects in our weekly staff meetings and will be reviewed monthly and updated quarterly.

The BP is structured in two parts:

- A. Our three **Strategic Campaigns** and the associated projects and objectives - looking ahead to 2030 and how the AWT can act now to protect Alderney's Wildlife for the future.
- B. **Infrastructure** and the objectives through which we will develop it - developing the AWT's infrastructural sustainability to ensure our organisation is equipped to deliver on its goals and objectives.

2.A. Responsible staff

Under each objective you will find the members of staff listed by their job title initials and in order of responsibility, with the first named being responsible for updating the BP. You can see the full breakdown of staffing in section [C. Staffing Structure](#).

2.B. Funding implications

Each objective is accompanied by a funding statement identifying the funding implications and a link to the section [F. Budget 2024](#).

2.C. Review

The document is monitored via:

[Business Plan Delivery Gantt Chart](#) – The BP Gantt Chart ([section 8.](#)) will be extracted and rest within the AWT's SharePoint where it will be monitored and updated by all staff and be seen and monitored by the Board via the AWT SharePoint as it is delivered.

[Staff Meetings](#) – Every week, staff to use their responsibilities defined within the BP as guide reporting points for the meetings, alongside more general reporting/discussion.

[Monthly BP Meetings](#) – First Staff Meeting of every month, extended as needed. Used to report on progress and identify focuses for the coming month, or report concerns which need Board consideration.

[Monthly BP](#) – updates to the Board on the BP Gantt Chart;

[Quarterly Board Meetings](#) – Board meetings will coincide as closely as possible with the Quarterly BP Review Meetings. At every meeting the Board will receive an update report on all the Objectives contained within the BP and progress against agreed delivery.

3. Our Team

3.1. Staff

We meet our commitment thanks to a dedicated group of staff and volunteers. To assist in the reading of this plan Table ?? details the staffing for 2024 and provides their titles to aid scanning of the Campaigns and Infrastructure sections of this BP. Our staff are made up of Salaried staff and interns who receive accommodation and a cost-of-living stipend.

Fig.1. Staffing breakdown 2024

Role	Name	Team	Salary	Contract
Office Team				
Supported by the Wildlife Volunteers – Information/shop volunteers.				
CEO	Roland Gauvain	Office team	Salaried	Ongoing
Hon Secretary (HS)	Lindsay Pyne	Office Team/Ecology/Living Landscapes	Voluntary	Ongoing
Technical Support Consultant (TS)	Keith Collins	Reporting to SMT	Consultant	Rolling
Principal Ecologist (PE) - Alderney Wildlife Trust Enterprises	Alex Purdie	AWTE	Salaried	2024
Administrator Consultant	TBC	Office team	Consultant	TBC
Ecological Team				
Supported by Wildlife Volunteers – Local Recorder volunteers				
Living Seas Coordinator (LS)	Melanie Broadhurst-Allen	Ecology	Salaried	Ongoing
Ramsar Ecologist (RE)	Niamh McDevitt	Ecology	Accommodation and stipend + consultancy	6 to 8-month internship
Lead Ecologist (LE)	Tara Cox	Ecology	Salaried	Ongoing
Biodiversity Centre Manager (BM)	Matthew Lewis	Ecology	Salaried	Ongoing
Conservation Team –				
Supported by the Wildlife Volunteers – conservation volunteers, as well as the CEO and Hon Sec and maintenance volunteers.				
Reserves Officer (CO)	Poppy Emmens	Living Landscapes	Accommodation and stipend	2023-24
Conservation Support Officer (CSO)	Chloe Hayward	Living Landscapes	Accommodation and stipend	2024
Outreach and Team Wilder				
Outreach Officer (OO)	Doan Thi Thanh Thanh	Team Wilder	Accommodation and stipend	2024
Team Wilder Community Support Lead (TW)	Abigail de Castella	Team Wilder	Salaried	2023-2025
Communications Consultant (CC)	Paul Belben	Team Wilder	Consultant	2022-2024

3.2. Wildlife Volunteers

Throughout the year (excluding Christmas and Alderney Week) the Wildlife Volunteers meet on Wednesdays and Saturdays for two hours and undertake practical work on our Reserves and sites, as well as in support of the SoA, and to assist other organisations, such as the Alderney Society, provided this work helps the AWT meet its mission. Volunteers also take on specific key roles such as caring for AWT equipment, acting as a recorder and developing renewable energy options.

3.3. Wildlife Centre Volunteers

Throughout the year, Wildlife Centre volunteers assist in the running of the Wildlife Centre, providing advice and support to visitors and residents, manning the shop and carrying out office tasks in support of the admin team.

3.4. Wildlife Recorders

Volunteers who take on certain research roles by assisting in citizen science projects, such as the Bailiwick Bat Survey or the Butterfly Monitoring Scheme, or through independent data collection, such as the National Moth Recording Scheme

4. Campaigns 2024-30

Over the last 21 years the AWT has worked to **Champion, Study and Protect** Alderney's natural environment.

We wish to see a thriving natural island where wildlife and natural habitats play a valued and sustainable role in addressing our island's future and the climate and ecological emergencies that face us.

CAMPAIGNS - Three driving Campaigns set out the following goals which we seek to achieve by 2030, and work in tandem with the British Wildlife Trust's 2030 Strategy.

- **Putting Nature into Recovery (PNiR)**
- **Alderney Community Action for Nature (ACAN)**
- **Nature is the Solution (NitS)**

CAMPAIGN TEAMS - Each campaign has its own **Campaign Team**, who are responsible for the delivery of the campaign and its associated **Projects**. These teams are responsible for the delivery of the Campaign and will, through the CEO, report to the AWT's Board. Each Campaign and Project is described in detail in table 4. of the BP, alongside goals, funding, responsibilities and timeline.

Each campaign team will decide on the best way to report through to Business Plan meetings. In some cases, campaign meetings may be appropriate, in others project-specific meetings may be sufficient.

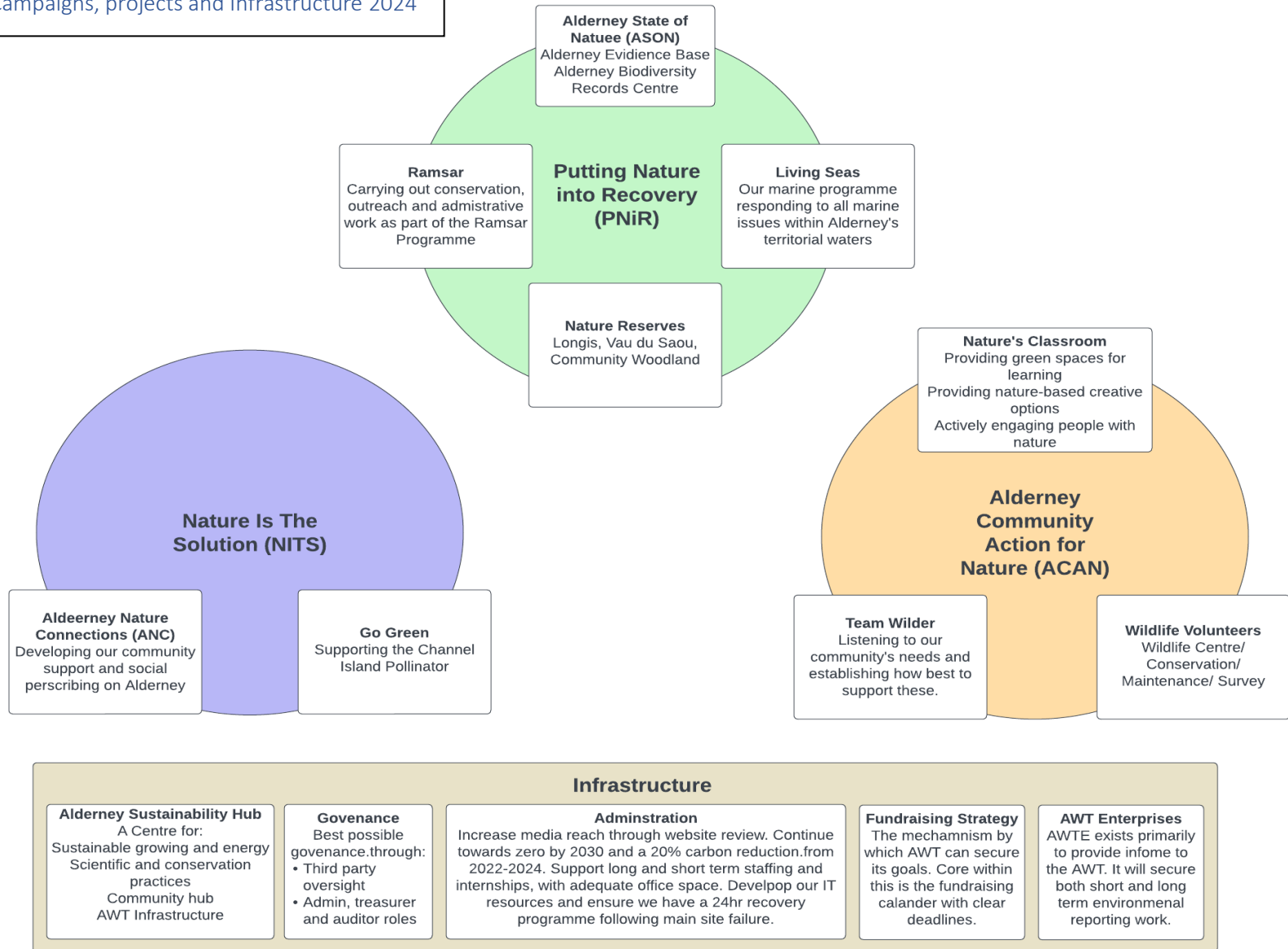
ALDERNEY SUSTAINABILITY HUB (ASH) - Alongside these main campaigns lies the ASH project. Our vision is the creation of a site focused on providing the infrastructure to support all our work, but also provide a site for championing sustainability and wildlife across the Channel Islands. Given the scale of ASH, it has been established as its own infrastructural Campaign, with associated projects to be developed within each Business Plan between 2024-2030.

Focusing our work in 2024

Whilst the AWT has always had the **study** of our island's wildlife at its core, it has become evident how crucial this aspect of our work is to all our campaigns and projects. In 2023, the Alderney State of Nature (ASoN) project was established to bring together all our existing studies with the aim of developing a programme to assess the state of Alderney's wildlife in line with the State of Nature programmes in the UK and Guernsey. Whilst ASoN is only one of multiple projects and infrastructural objectives, it provides us with a growing focus and has been used to help coalesce this BP.

From this review we will have a much clearer picture of what threats Alderney's wildlife faces, and how to respond to them. The flow chart in figure 2.7 lays out the relationship between the Campaigns and Projects.

Fig 2. Flow chart of AWT Campaigns, projects and Infrastructure 2024



4.1. Putting Nature into Recovery - (PNiR)

Our Island, whilst arguably the richest Channel Island for wildlife, is experiencing a decline in biodiversity. Over the last 77 years Alderney has seen a significant decline in the use of its agricultural land, much of which was once diverse in wildlife, with the subsequent loss of species and habitats. We have also experienced an increasing number of invasions by non-native species, as well as new fungal, bacterial, and viral threats.

Objective - By 2030 we are committed to engaging and working with our community, especially landowners, to halt this decline. We must establish limits of acceptable change which can be agreed by the wider community, and which are based on sound ecological data. Currently around 20% of Alderney’s land area and 10% of its maritime waters receive some form of voluntary protection.

Campaign Team - Tara Cox, Matthew Lewis, Melanie Broadhurst-Allen, Poppy Emmens, Abigail de Castella, Alex Purdie, Lindsay Pyne, Chloe Hayward, Ramsar Officer internship?

Project	Outline	Objectives	Staffing
4.1.A. Alderney State of Nature (ASoN)	<p>We aim to monitor the health of our island’s wildlife and establish an early detection system for to enable us to act to conserve Alderney’s key species and habitats. This can be in response to both existing challenges including land management and pollution, as well as new threats such as the introduction of invasive non-native species (e.g., Asian Hornet) and new diseases and viruses (e.g., avian influenza, ash dieback). This is delivered through our Environmental Evidence Base, which includes the Living Seas Programme’s Marine Evidence Portal. By appropriately growing and refining this Evidence Base we can also ensure our conservation actions are targeted, whilst at the same time providing others, including government, Alderney Animal Welfare Society (AAWS), and the wider community, with the information necessary to understand and act for conservation.</p> <p>We will do this by identifying key species and habitats of conservation and community importance, establishing whether these species are at a favourable conservation status using data from our Evidence Base, and creating a framework for how this information can inform new and ongoing survey work, as well as management within our nature reserves and other sites when species and habitats fall below a favourable status.</p> <p>The output from the Evidence Base will be made available through the Alderney Biodiversity Centre (ABC) and we will work in collaboration with the rest of the Channel Islands to develop common practice and secure common resources (parallel development of Biodiversity Centres and mutual Invasive Non-Native Species [INNS] plans).</p>	<ol style="list-style-type: none"> i. Deliver the Evidence Base survey workplan for 2024, including surveying INNS [LE, BM, LS, RE, CO, CSO, HS] ii. Continue to deliver day-to-day functioning of the Alderney Biodiversity Centre, including responding to data requests [BM] iii. Establish a list of key species and habitats of conservation and community importance [LS, LE, BM, TW] iv. Establish quantitative estimates for favourable status and limits of acceptable change for the key species and habitats [LS, LE, BM] v. Update and refine the Evidence Base workplan for 2025 based on (iv) to amend surveys or incorporate new surveys giving more useful data as well as removing obsolete surveys [LE, LS, BM] vi. Deliver a Bailiwick of Guernsey records centre site with an Alderney section [BM] vii. Host at least a third of the data held by the AWT and useful for calculating favourable status on the records centre site [BM, LS] viii. Run at least 4 volunteer citizen science engagement events [LS, TW, LE, BM] ix. Create a programme providing two training opportunities to engaged citizen scientists [LS, TW, LE, BM] x. End of year report on ASoN to SIF and other key stakeholders. 	<p>BM</p> <p>LE</p> <p>LS</p> <p>RE</p> <p>CO</p> <p>CSO</p> <p>HS</p> <p>TW</p>

4.1.B. Nature Reserves	<p>We maintain an area of approximately 130 hectares (ha) of land as voluntary reserves including the Longis and Vau du Saou Nature Reserves and the Alderney Community Woodland (ACW). Despite these sites lacking legal protection, by working with landowners we have highlighted their importance as pockets of biodiversity. These green spaces are vital for the quality of life of residents and a key resource for tourism. Our commitment to Putting Nature into Recovery sees us working with landowners and other Islanders to ensure that at least 30% of our island’s environment is actively thriving for nature by 2030. We will do this through community commitments to land management, and the development of a framework for personal commitment to this goal. We hope this will in time be supported by government commitments to ensuring our environment is protected and thriving.</p> <p>At the start of 2023 most of Alderney’s protection of the Natural Environment is only provided by the our nature reserves which make up approximately 16% of Alderney’s land area. In 2024 our focus will be on establishing the success of our current work and preparing a strategic plan to enable us to meet our goal of 30% by 30.</p>	<p>I. Update all the reserves strategies, including the integration of the relevant sections of the completed ‘Alderney habitat map’ and combine them into a single strategy that delivers on the goal of Putting Nature into Recovery (CO, CSO, BM, TW, HS).</p> <p>II. Continue the ongoing work to manage the Reserves to preserve, and where possible increase biodiversity, as laid out in the Reserves strategy. Aim to achieve 70% of the objectives in the strategy by the end of 2024 (CO, CSO, BM, TW, CEO, HS).</p> <p>III. Deliver a document defining thriving for nature, and how 30% of land/sea will be defined as such by 2030 (BM, CO, CSO).</p>	CO CSO CEO/H S BM TW
4.1.C Ramsar	<p>Ramsar (International Important Marine Wetland) – Alderney’s Ramsar site draws attention to the presence of nationally and internationally important breeding populations of seabirds and our rich and unique marine life. Guided by the Environmental Evidence Base we have assisted the States of Alderney in the management of the Ramsar site for nearly 20 years. In 2022 the arrival of avian influenza stressed how fragile these sites are. We lost over 20% of all the Northern Gannets in Alderney due to HPAI in only a few months, and as an island we were only able to respond to this threat thanks to our close working with the SoA and AAW.</p> <p>Both the Ramsar Site itself and AWT’S management of the site are recognised internationally as first class, from F. Binney (Jersey Marine Resources, ARAG member), <i>“Amongst the Channel Islands as a whole the Alderney Ramsar site has always been held in the highest regard, both in terms of its value as a wetland of international importance, and through the first class management of the site by the Alderney Wildlife Trust”</i>.</p>	<p>i. To carry out ecological, conservation, research, educational and outreach work as required by the Ramsar strategy, and report on this work for the Alderney Ramsar Administrator. (RE, LS, LE, BM, OO, TW, PE)</p> <p>ii. To engage with the Alderney Ramsar process as a stakeholder and activity organisation (RE, LS, LE, BM, OO, TW)</p> <p>iii. Carry out administrative work as the Alderney Ramsar Administrator free of charge (working under AWT Enterprises) (PE)</p>	PE LE LS RE BM OO TW
4.1.D Living Seas	<p>The Alderney Living Seas Programme is the mechanism through which the Alderney Wildlife Trust (AWT) responds to all marine activities and issues within Alderney’s territorial waters (intertidal splash zone – 12 nautical miles).</p> <p>The programme aims to follow and support the TWT’s Living Seas ambition and challenges yet is adapted to suit the island. This is due to Alderney’s unique island status, geographical location, local governmental designations (with the island owning its own territorial waters (12 nautical miles)) and regional governmental links (Channel Islands, France and the UK).</p>	<p>The Alderney Living Seas Programme comprises of five key themes, which, collectively, aims to enable the programme to adopt an ‘ecosystem-based approach’ to help support Alderney’s thriving, living seas. The five themes include:</p> <ol style="list-style-type: none"> I. Securing and managing protected sites at sea II. Living sea - & wildlife III. Eliminating pollution IV. Identifying ecosystem-based drivers to reduce pressures V. Marine Evidence Portal <p>The programme produces annual action plans, workstreams and subsequent annual reporting structures.</p>	LS RE PE

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4.2. Alderney Community Action for Nature (ACAN)

Alderney, in common with the rest of the world, is facing challenges created by collapsing natural ecosystems systems and the threats of a warming global climate. This in turn has led to declines in physical and mental wellbeing, particularly in more vulnerable parts of society.

The AWT has created a support network of members and volunteers which is unrivalled across all 46 British Wildlife Trusts. Our membership currently includes approximately 22% of island residents. To achieve our goals, we need to focus on listening and understanding what our wider community needs from its natural environment. Through better understanding we can make a positive difference for wildlife by providing knowledge, power and resources to individuals, organisations and even businesses.

Objective - In order for us to reach the goal of 30% of Alderney’s natural environment thriving, we need many more people on nature’s side. The science shows that if 1 in 4 people takes action, it can be enough to make a difference.

Campaign Team – Team Wilder Community Support Lead, Outreach & Education Officer, Communications Consultant, Conservation Officer, Conservation Support Officer

<p>4.2.B Nature’s Classroom</p>	<p>The AWT has always provided wildlife and nature-based activities for our island’s educators, as well as its residents and visitors. We have created resources such as the Alderney Community Woodland with its classroom spaces, have provided staffing support to run nature-based learning (e.g. St. Anne’s School), and have run a multitude of educational events and activities (see Nature’s Classroom Programme)</p> <p>As we focus on the future, we will be integrating this programme with what we learn through Team Wilder. We aim to ensure all parts of our community have access to opportunities to learn about our natural environment.</p> <p>Nature’s Classroom will be developed further in 2024 to have a functioning programme on offer for the year, to include and strengthen our support to those with SEN, and for DofE, St Anne’s School and over 16’s.</p>	<p>i. The extension of the of the ‘Learning and Development Plan’ (LDP) developed in 2023 to include the goal supporting Key Stages 3 and 4, alongside the existing support for Nursery and Key Stages 1, 2. (May and Oct).</p> <p>ii. The LDP will be updated based on feedback from Team Wilder. [OO, TWCO – May and Oct].</p> <p>iii. Creation of an evaluation process to enable us to capture the benefits of all Nature’ Classroom work and secure future funding. The evaluation will be linked to Team Wilder and will incorporate a Nature Connection review.</p>	<p>OEO TW</p>
<p>4.2.C Wildlife Volunteers (WV)</p>	<p>Since its founding the AWT has benefited from the support of hundreds of volunteers who have wanted to make a difference for our island. In turn we have provided resources and focus for those who have expressed a desire to take direct action.</p> <p>As part of the ACAN programme we aim to develop the WV experience, listening to those who are actively involved as well as those who have previously taken part and focus on how we can ensure WVs gain the most from their experience and through their actions the AWT can better meet its goals.</p>	<p>i. To hold at least two public events focused on the recruitment of new WVs, as well as the growth of existing WVs. [CEO, OO, CO – Apr & Aug]</p> <p>ii. The development of training, across all aspects of our work including conservation, information and citizen science, to enable Alderney’s WVs to take greater control of their part in PNIR. [CEO, CO, HS – April]</p> <p>iii. To run one annual thank you event and two co-production events for volunteers. [CEO, OO, CO – Apr & Aug]</p> <p>iv. The creation of a Volunteer Matrix enables us to have oversight of all volunteers in one place, incorporating contact details, availability, skills, emergency contacts and more. [CEO, OO, CO – Apr & Aug]</p>	<p>OEO TW CO CSO</p>

4.3. Nature is the Solution (NiS)

Alderney is in the privileged position of possessing a rich and diverse natural environment; however, it also suffers from limited resources, has not had direct input from the legal frameworks developed in Guernsey or the UK, and is far from immune to the impacts of biodiversity loss and global warming. To respond to these threats, we must work with others to preserve and restore our natural ecosystems at an island scale, not just as small pockets of habitat within nature reserves. Alderney’s natural environment provides us with the mechanisms ([Nature-based Solutions](#)) to respond to the challenges our community faces, be that in the sequestering of carbon, the role of healthy soils in food production, the importance of native species in the prevention of erosion, the provision of pollination services, or its value to people’s physical and mental wellbeing. If Alderney is to thrive in the future, doing so in a sustainable way will be key to success. We must consider how these mechanisms provided by our natural environment enable us to meet the challenges of remote island life, and protect, and work to enhance them wherever possible.

Objective - by 2030 to establish the value and role of Nature-based Solutions here on Alderney and integrate this into our ASON and ACAN programmes, ensuring they are understood and valued by our community.

Campaign Team - Poppy Emmens, Abigail de Castella, Head of Outreach

Project	Outline	Objectives	Staffing
4.3.A. Go Green	<p>We have focused on sustainable/green practices on Alderney for many years including composting, water conservation and the reduction of single-use plastics.</p> <p>The Go Green programme brings these efforts together and will link them with what we learnt from Team Wilder in 2023. The programme will focus on sustainability, especially the reduction and management of waste including plastics, and sewage, with strong links to the Living Seas Programme. We aim to work in support of both our community and the States of Alderney. This programme will also bring together several smaller community actions such as “Go Green for Christmas” and “Made on Alderney”.</p>	<p>i. Alderney Waste to Food (AWTF) - Establishment of a composting trial, to assess the potential for in-vessel composting in the management of food waste, invasive species green waste (making it safe through composting) and providing an output which supports local business (Alderney Roots). [CEO, CSO - Jan-Dec]</p>	<p>CEO</p> <p>TW</p> <p>OE</p> <p>CO</p> <p>CSO</p>
4.3.B. Alderney Nature Connections (ANC)	<p>Nature provides a vital role in the provision of physical services such as clean water, healthy soils and unpolluted air, but it is also becoming more and more apparent that having access to the natural world around us and a confidence in its preservation and health is a real part of maintaining our community’s sense of wellbeing.</p> <p>The AWT through its ACAN programme, especially its Wildlife Volunteers, and Team Wilder work, already helps a growing number of islanders improve their connection with nature, both through growing their appreciation and understanding and in the ability to get actively involved. ANC provides a focus for this work and creates specific targets for the AWT to engage with and develop support for the States of Guernsey’s Bailiwick Social Prescribing programme which is currently in development for Alderney.</p>	<p>i. In partnership with the SoG Health Dept and SoA develop a social prescribing programme specific to Alderney, building on the AWT’s existing commitments through the Wildlife Volunteering programme. [TW - Jan-Dec]</p> <p>ii. Develop a programme of annual events, talks, workshops and campaigns that work to decrease nature disconnection and create accessible ways that people can take action in their own way. [TW, OO ???, DATES]</p> <p>iii. Create a project around Alderney’s Soundscape, promoting the benefits of natural sounds, improving access to those isolated from the community or the outdoors. I.e; healthcare settings, care home, youth, access for those at home via website, radio and more. [TW, ?? – Delivery dates]</p>	<p>OE</p> <p>TW</p> <p>CO</p> <p>CSO</p>

4.4. Alderney Sustainability Hub (ASH)

Over the last 17 years the AWT has used Essex Farm as a site through which to focus on outreach, education and sustainability. The site:

- hosts many thousands of visitors and residents for a wide variety of events in support of the Trust's our ACAN commitments
- provides accommodation for the AWT's Interns, research students and student groups in its Farmhouse and Hostel accommodation (All aspects of AWT operations)
- provides laboratory and office space to support the AWT's scientific research programme (PNiR)
- provides a base for the reserves and other conservation works (PNiR)
- supports the AWT's sustainability work including waste reduction through composting, local growing etc (NitS)

Essex Farm, however, was a temporary building constructed in the 1940s and given its deteriorating state and the AWT' focus on its campaigns the AWT has set itself a goal over the coming 6 years to the creation of the Alderney Sustainability Hub (ASH) project.

Campaign Team – CEO, HS, all staff as required

Outline	Objective	Delivery	Staff
<p>As part of the AWT's development we need to secure a space within which we can deliver our Campaigns and Infrastructural needs. In securing this facility we seek to create a site which will help develop Alderney's existing reputation as a wildlife rich island. We believe for our island to thrive we must become more sustainable.</p> <p>The ASH site, wherever it is established, will be a hub for developing island sustainability. It will provide a vibrant, accessible site supporting our community; providing training and resources for residents. It will provide a focus for research and will enable our wildlife conservation work, as well as showcasing what makes Alderney special, providing a new attraction to both visitors and new residents. Our goal is that ASH will have an outstanding reputation as a centre for island sustainability, not only within the Channel Islands but also the wider region. The project is focused on developing new skills and resources for the island whilst also attracting partnerships with on, and off, island organisations, businesses and individuals. Through this we will provide an economic uplift for the island as a whole, especially by bringing new approaches to making Alderney sustainable for residents and visitors alike.</p>	<ul style="list-style-type: none"> i. To secure agreement on the development of Essex Farm, or an alternative site. ii. Commence integration of the AWTF project into the ASH project (4.3.A.i.) iii. Develop relationships with institutions and local businesses, Chamber of Commerce and SoA to establish: <ul style="list-style-type: none"> a. Collaboration with organisations which can support funding applications b. Mechanism to establish accredited training on Alderney 	<ul style="list-style-type: none"> (i) Jan-Apr (ii) Apr-Aug (iii) Mar-Dec 	<ul style="list-style-type: none"> CEO CEO, CO, CSO CEO, LE,

5. Infrastructure

Not only do we strive to be a leading environmental charity, we also seek to become an outstanding employer and economically secure. In 2024 we are striving towards the following infrastructural developments, setting clear objectives and funding goals. The infrastructural process outlined below includes the priorities that will help to deliver the AWT's mission, campaigns and objectives as laid out in this plan. They are also structural and extend beyond the term of this BP:

5.1. Governance

Process	Outline	Objective	Delivery	Staff
5.1.A. Governance	As a leading wildlife charity in the Channel Islands, and the sole representative of The Wildlife Trusts (TWT), we must ensure that we meet and wherever possible exceed the obligations of good governance. In this BP we set out the focuses through which we continue to develop our process to meet this challenge.	<ul style="list-style-type: none"> i.To ensure charity and financial governance structures have suitable oversight by a reputable third party. ii.To recruit an administrator to support CEO and Hon Sec in maintaining Board and operational commitments to governance iii.To recruit a treasurer to the Board and appoint an auditor for the accounts 	<ul style="list-style-type: none"> i.March ii.Establish scope of role Jan-May, recruit by Sept ii.Treasurer & auditor by April at latest 	<ul style="list-style-type: none"> CEO/HS HS/CEO HS/CEO

5.2. Administration

5.5.2.A Website	Increase media reach through existing sites via a systematic programme of review and updating (see 2024 fundraising strategy)	<ul style="list-style-type: none"> i. Staff training in website management and delegation so that the maintenance of the sites is spread across appropriate members of the team ii. As specified in the 2024 Fundraising Strategy carry out a Search Engine Optimisation review and monitoring 	<ul style="list-style-type: none"> i. Feb ii. Apr 	<ul style="list-style-type: none"> OE & TSO OE & TSO
5.5.2.B Carbon	Continue to strive towards the Zero by 2030 goal, with a focus on reduction of AWT carbon contribution by 20% against 2022 figures by the end of 2024.	<ul style="list-style-type: none"> i. Ensure the commitment to carbon monitoring to RSWT is being met with monthly review/planning meetings, including establishing how to counter the impacts of staff increases on the carbon budget. ii. Develop the EV fleet to include 2 electric vehicles and 12 electric bikes to ensure all staff have access to low carbon transport 	<ul style="list-style-type: none"> (i) Feb (ii) Feb (iii) Jan, Ap, Jun, Sep 	<ul style="list-style-type: none"> CSO/CEO CSO/CEO CSO/CEO
5.2.C. Staffing	Every member of our staff team deserves equal support, and we commit to ensuring the best possible work life balance (WLB). After a year of rapid growth in 2023 our focus in the coming year is to build the best possible staff team, fully supported by the organisation they work for.	<ul style="list-style-type: none"> i. Securing an administrator who will support the CEO in developing the organisation’s HR programme. ii. A professional development programme available to all staff and synced with their campaigning and infrastructural responsibilities. All training requirements for various campaigns should be part of this programme, alongside wider training needs including mandatory training such as safeguarding, data protection, Equality diversity Inclusion (Wild about inclusion 5.) etc by May iii. growing the WLB programme – ensuring all staff receive a proper induction, regular one-on-one sessions (every two months) and are part of the professional development programme from February. 	<ul style="list-style-type: none"> (i) Est scope of role Jan-May, recruit Sept (ii) Feb-Dec (iii) Jan-Dec 	<ul style="list-style-type: none"> CEO CEO/TA CEO/TA
5.2.D. Office	As our staffing grows so must our office infrastructure. Whilst the Alderney Sustainability Hub (ASH) project is developed and decisions are made on the future of Essex Farm, the staffing needs must be met by developing existing office spaces at the Wildlife Centre and Essex Farm (laboratory). We recognise that all staff members need a flexible and comfortable working space, and to achieve this staff will be asked to consider flexible working between the two locations interim to the development of ASH.	<ul style="list-style-type: none"> i. To develop the working space at Essex Farm to enable split working between Essex Farm and the Wildlife Centre. This will include updating how we remotely access our data, and the setting up of a regular office staffing plan. ii. Weekly review of staff working and monthly horizon scanning of infrastructural need 	<ul style="list-style-type: none"> i. Jan – Dec ii. Jan – Dec 	<ul style="list-style-type: none"> CEO – All staff All staff
5.2.E. IT	As we grow as an organisation spread across two sites, ensuring quality IT infrastructure within the resources we have is crucial. We are focused on developing more flexible infrastructure which identifies needs early. The infrastructure must enable the AWT to have a 24hr recovery programme for catastrophic failure at one of our main sites.	<ul style="list-style-type: none"> i. Continual Backup and Disaster Recovery – Completion of the translation towards having both physical and web-based backup accessible from both sites and remotely where needed. ii. Asset register management system (ARMS) – Review of available options and implement appropriate system. This system should incorporate rolling renewal system for IT infrastructure, renewing all main equipment at a minimum of 5 years, or sooner for those systems requiring. 	<ul style="list-style-type: none"> i. Apr ii. Jun 	<ul style="list-style-type: none"> TS TS

5.3. Financial Development

Process	Outline	Objective	Delivery	Staff
5.3.A. 2024 Fundraising Strategy (2024FS)	Fundraising is the mechanism through which the AWT can secure its goals. The AWT's 2024 Financial Strategy rests at the heart of our actions. All staff have some responsibilities within the programme, which is centred on our core strategy whilst maintaining the flexibility to respond to new opportunity. Core within this is the fundraising calendar which sets clear deadlines to meet opportunities such as grant applications, attendance at key events	The Fundraising strategy 2024 is overseen by a team who will ensure all members of staff fulfil their commitments, and will provide training and advice to ensure the core messages are delivered. The strategy includes aspects of marketing as well as specific fundraising mechanisms including legacies and major donors. ii.Prepare the 2025 Fundraising Strategy	i.Is an item at weekly staff meetings. Monthly planning meetings ii.Starts in Sept – completed by end of Nov	All staff but led by CEO, TW, LP with Board rep involved at monthly FS review meetings
5.3.B. AWTE	AWTE exists primarily to provide income to the AWT and retains a historic purpose of asset control. Its income is mostly through environmental consultancy and potential ground works (i.e. active management) as is laid out in its 2024 strategy (published Dec 2023). The core aim is to secure both short term (SoG environmental reporting work, EIA response) and long term (environmental management delivery, Ramsar) contracts and ensure that there is adequate staffing to deliver this work without drawing resources away from the AWT's core campaigns. The goal is to achieve an increase in gross annual profit of 40% in 2024.	i.Staffing - recruit a Lead Consultant (LC) responsible for leading on development and project delivery in 2024. Develop the AWTE's environmental consultancy profile, including securing suitable accreditation Participation in RSWT's consultancy strategy and training where necessary ii.Deliver the AWTE 2024 strategy and preparation of 2025 strategy v. Deliver Ramsar administrative duties on behalf of AWT.	i.Jan, with monthly review meetings ii.Programme in place by Feb, delivered across year. ii.Jan-Dec, 2025 Strat development Oct-Dec	CEO & Lead Consultant (LC) SEC// PE?
5.3.C. Wildlife Centre services (Information and shop)	With the growth of the AWT, especially its staff resource in 2023, the need to retain flexibility in how the organisation uses the Wildlife Centre is crucial. In 2024 we are focused on ensuring continuation of the existing retail and information services through the centre, whilst we develop the ASH project with the view that office space will be a focal point of this project. Once expanded office resources are available the services provided through the Wildlife Centre's role will be reviewed and expanded, resources allowing.	i.To establish a wildlife centre volunteer team to maintain the existing services provided. This team will comprise the existing centre volunteers, with the recruitment of a Wildlife Centre Manager who will have a remit to cover management of both the shop and information resource. ii.To grow visitor numbers at the wildlife centre by 10% from the 2023 numbers, through better advertising and development of the existing information resource. ii.Increase retail prices by 5% across the board	i.Establish scope of role Jan-May, recruit by Sept ii.Marketing programme - May	HS / CEO

5.4. Advocacy, Community Engagement and PR/Marketing

Process	Outline	Objective	Delivery	Staff
5.4.A. Business Engagement	To continue to grow the successes of our business engagement programme from 2023, with a focus on developing the growing links with the Chamber of Commerce, ensuring the AWT is represented at all commercial forums (retail, hospitality, consultancy etc). Through this effort grow business membership and corporate social responsibility (CSR) contributions.	<ul style="list-style-type: none"> i. Establish a programme of interaction with the Chamber of Commerce and commercial forums with appropriate staff tasked to respond ii. Develop a CSR package to take to both Alderney and Guernsey businesses, with a target of increasing Business membership by 30% and CSR contributions by 50%. ii. Create a programme of volunteering tasks and activities that can be offered to organisations that adopt volunteer days in their staffing structure, enabling businesses to donate their volunteer days that meet the objectives of Team Wilder. 	(i) Programme development Jan, delivered through year.	TW, Board Rep, CEO OE, Paul
5.4.B. Engagement with RSWT & other WTs	As the AWT aligns itself with RSWT's strategic aims development of links between ourselves and the wider movement becomes increasingly important. Our focus is to ensure AWT is represented at all relevant RSWT events, and to seek RSWT support in key areas such as safeguarding, fundraising etc. RSWT representation for at least one key AWT event.	<ul style="list-style-type: none"> i. Carry out a review of the main campaign and infrastructural overlap between AWT and RSWT operations, create a plan for engagement based on priority in regards strategic campaign delivery and resource development and delegate staff to deliver in relevant areas. 	(i) April	CEO all other staff
5.4.C. PR and Social Media Programme	Development of a PR /Social Media Programme.	<ul style="list-style-type: none"> i. Integration of the events and Fundraising Programme, incorporating relevant activities to deliver our Strategic Campaigns, with the diary linking key delivery points (See fundraising strategy). 	(i) January	OE, CEO, TW
5.4.D. Brand Transition	Completion of brand transition	<ul style="list-style-type: none"> i. Updating of AWT signage ii. New uniform 	(i) May (ii) March	CO, CSO TW, CEO
5.4.E. Equality, diversity, and Inclusion	The RSWT prides itself in its proactive approach to equality, diversity and inclusion (EDI). The EDI policy includes educating all parts of our organisation, to approach their work with an open mind and to offer support and assistance to others without relying on preconceptions. The AWT stands by this and aims to develop, champion and support EDI procedures and inclusive behaviour.	<ul style="list-style-type: none"> i. Integrate EDI Training as part of staff induction. This will include Introduction to EDI PowerPoint and Appropriate Terminology Guide. Staff members will join the EDI group on WildNet, (Section 6.). ii. To regularly review the EDI Training Schedule and pinpoint training that other staff members should be undergoing and record when this training is done. 	i. Jan ii. Jan-Dec	OE/CEO OE/CEO

6. Language

Communication is crucial to our work and improving how we communicate with the public is a goal of the BP:

[Environmental Evidence Base](#) – The reference database which contains the description, tasking and responsibilities for all ecological surveys conducted by the AWT.

[The health of Alderney's environment](#) – the baseline assessment of Alderney's natural ecosystems which enables the identification and ongoing monitoring of threats to the continuation of species and habitats.

[Limits of acceptable change](#) – the maximum shift in population size, range size, extent or quality of habitats and species that is reversible with dedicated conservation work (excluding emergency approaches such as reintroductions). This threshold is set in the context of the current value of these attributes, the historical baseline, and the potential value from scientific modelling. In the context of Alderney these limits have not yet been established.

[Gantt Chart](#) – a chart laying out delivery dates for the goals and objectives which enables on-going updates against delivery. This is maintained on the AWT's SharePoint and is accessible to all staff.

[Global warming](#) - is the unusually rapid increase in Earth's average surface temperature over the past century primarily due to the greenhouse gases released by people burning fossil fuels.

[Acting for nature](#) - where an individual is prepared to make changes to their way of life in order to actively contribute to preserving the natural environment.

[EDI](#) – Equality, Diversity and Inclusion – Full details of the resources that support the EDI programme can be found on the server (AWTMain>Share>RSWT>Training>Equality,DiversityandInclusion).

7. Budget

Staff have helped identify the budgetary needs for the campaigns and infrastructure identified within the BP and where necessary will develop more detail project specific budgets to help them manage their campaign commitments.

Budget Headings are derived from the standard account headings which the AWT reports on and may be expanded for more clarity if required.

BUDGET 2024

INCOME		EXPENSES	
Membership	£11,000	Membership publications/materials	£1,495
Shop	£37,000	Shop stock and materials	£17,060
Project related sales	£250	Staff Salaries, Stipends & Tour guiding	£170,719
Legacies	£10,000	Other Staffing costs	£4,570
Fundraising Strategy	£35,064	Training	£6,057
Project related grants/donations	£72,007	WV uniform and protective clothing	£500
SLA with SoA	£16,000	Travel & Accommodation (excel Staff)	£1,150
Consultancy Income	£110,000	Food & Drinks (Thank You events)	£500
Walks & tours programmes, incl boat trips	£26,500	Hire Charges	£1,312
Income from Boat hire	£9,500	Other Fees Paid	£2,250
Other Income (eg Rent support)	£2,000	Consultancy Fees	£31,068
Bank Interest	£2,400	Boat Crew	£5,700
	£331,721	Utilities	£9,225
PRIOR YEAR CARRY FORWARDS		Telecoms	£3,500
Deferred Income	£30,957	Rent paid	£19,906
Restricted Donations b/fwd	£27,321	Materials & Equipment, incl books	£22,995
	£58,278	Repairs & Maintenance	£5,150
INCOME INCL CARRY FORWARDS	£389,999	Fuel	£5,250
		IT (programmes, set-up, repair)	£2,640
		Advertising, PR & website	£7,030
		Postage / freight	£100
		Insurance	£10,291
		Subscriptions paid	£640
		Licence fees / compliance / legal etc	£979
		Trees	£1,000
		Bank Charges	£1,125
		Deferred Income carried fwd to 2025	£3,373
			£335,585

CAPEX	
Topper	£1,500
Sula works	£10,000
Essex - ASH?	£16,332
	£27,832
EXPENDITURE INCL CAPEX	<u>£363,417</u>
<u>EST PROFIT / LOSS FOR THE YEAR</u>	£26,582

[Champion, Study and Protect Alderney's Wildlife](#)