



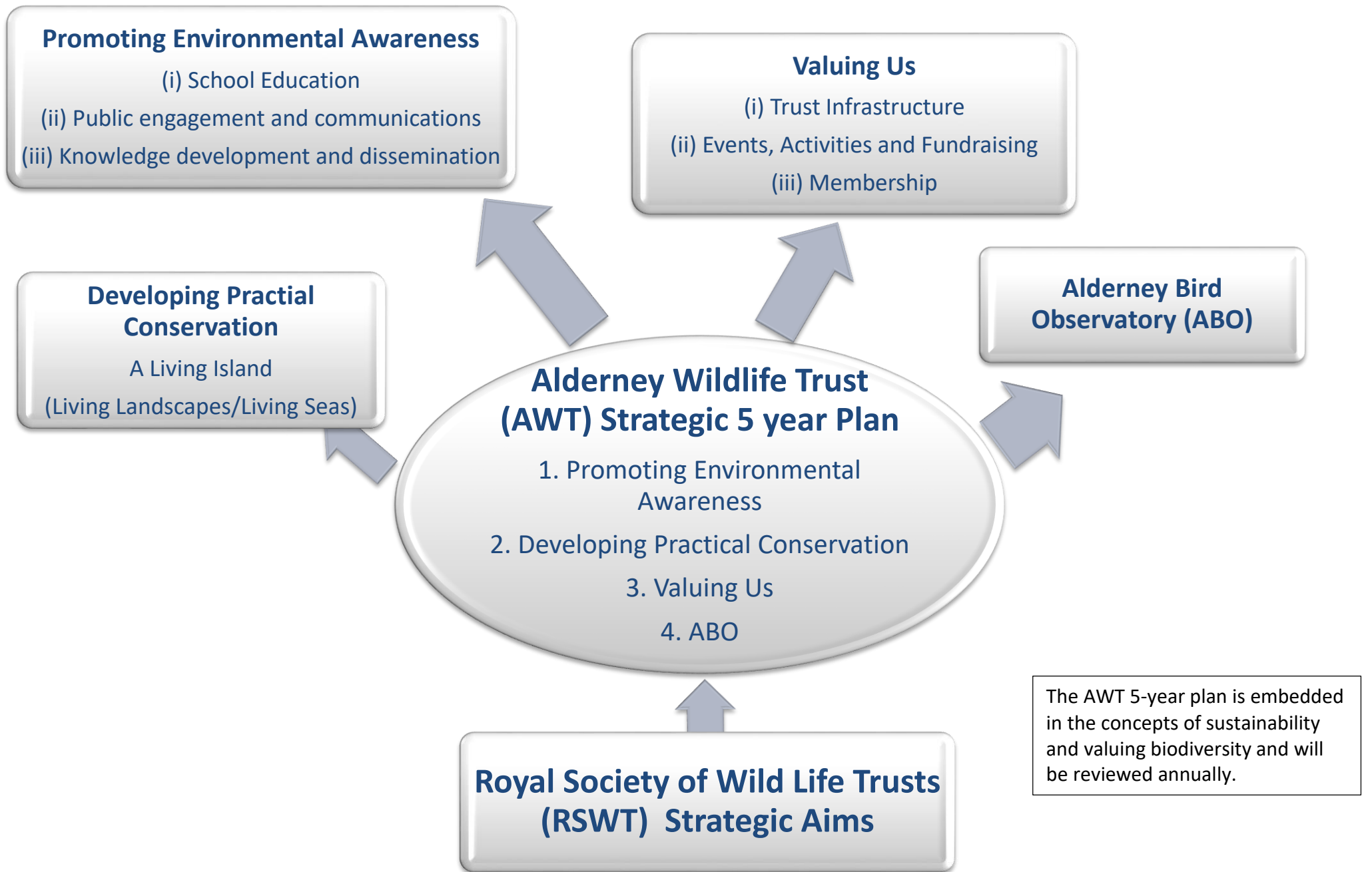
ALDERNEY
WILDLIFE TRUST

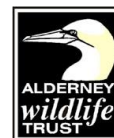
FIVE YEAR STRATEGIC MANAGEMENT PLAN

2018-2023

Prepared on behalf of the Alderney Wildlife Trust Ltd: Ian Carter

Reviewed by: AWT Board





ALDERNEY WILDLIFE TRUST

Aims of the Alderney Wildlife Trust

To preserve and enhance the biodiversity* of Alderney by research, by conservation and by challenging the people of Alderney to gain a better understanding of their island.

*Biodiversity is primarily defined as the variability among living organisms on the earth, including the variability within and between species and within and between ecosystems. (OED)

Objects of the Alderney Wildlife Trust

- a) For the benefit of the public, to advance, promote and further the conservation maintenance and protection of:
 - i) terrestrial and marine wildlife and associated habitats;
 - ii) places of natural beauty;
 - iii) places of zoological, botanical, geographical, archaeological or scientific interest;
 - iv) features of landscape with geological, physiographical, or amenity value, in particular but not exclusively in ways that further biodiversity.
- b) To advance the education of the public, especially the young, to the importance of Alderney's wildlife, within both a local and an international context.
- c) To advance the education of the public, especially the young, to:
 - i) the principles and practice of sustainable development;
 - ii) the principles and practice of biodiversity / conservation.
- d) To promote research in all branches of nature study and to publish the useful results thereof.

Extract from AWT Memorandum and Articles of Association

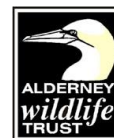
Operation of the Alderney Wildlife Trust (AWT)

The AWT's core objectives are linked to the RSWT National Strategy. The AWT's operational infrastructure is broken into key 'Projects' through which it meets its objectives and finds the 'Resources' necessary to undertake them. In practice for 2018 – 2023 the Trust's operations fall within four principal areas, which interact at every level of its work. An overarching aim for the next five years is the development of a Service Level Agreement (SLA) with the States of Alderney (SoA).

These are:

1. **Promoting Environmental Awareness**
2. **Developing Practical Conservation**
3. **Valuing Us**
4. **The Alderney Bird Observatory (ABO)**

In developing this plan, the Board took two half days to brainstorm and review our current position and look forward regarding our strengths and weaknesses, coupled with the threats and opportunities that we could see over the next 5-year time period. In making these plans there was an underlying need to maintain the Trust as a sustainable going concern with a financial plan that will allow the Trust to fulfil its aim.



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1. Promoting Environmental Awareness

Like all islands there are pressures on the environment from a range of sources. Hence it is important that the community develops a knowledgeable and educated environmental awareness to be able to contribute in an informed manner to the debates and consequent decisions that are made regarding the environment that makes Alderney unique.

1.i. School Education Cost centre(s) 104, 505, 506

- a) To run regular educational workshops, talks and events to support Environmental Awareness and Practical Conservation for school age pupils.
- b) To develop further the link between the Trust and St. Anne's School so that local students may make better use of the Trust's resources for their studies, for example through Duke of Edinburgh's Award activities.
- c) To further develop the Watch (junior members) club through running appropriate activities and workshops.
- d) Develop further outreach activities e.g. LIVE: Teaching through Nature (PuffinCam / Gannet Cam) and the TAG project in association with Ramsar site plan.

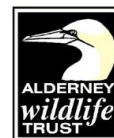
1.ii. Public engagement and communications Cost centre(s) 301,507,303,304,307,503

- a) To develop educational/information literature so that both resident and visitor is aware of local and wider environmental issues. Thus, giving the best possible opportunity to understand Alderney's unique environmental resources within local, national and international contexts and so become involved in its conservation.
- b) To encourage links with a range of Higher Education Institutions (HEIs) to promote scientific investigation of Alderney's biodiversity and habitats.
- c) To make annual presentations to both the States of Alderney (SoA) and the general public on Trust activities and current objectives as appropriate.
- d) To make available regular updates on current projects and events via local press, notices, internet etc.
- e) To ensure the appreciation and valuing of the island's natural environment by residents and visitors alike through activities such as CoCoast recording and walks and tours.
- f) Develop further educational and information events including the Alderney Wildlife Week, Wildlife Festival and Woodland Week.
- g) To respond as appropriate to consultations, requests for information and expertise on environmental issues as identified by our aims and objectives.

1.iii. Knowledge development and dissemination Cost centre(s) 504

a. Development of an Alderney Records Centre (ARC) by 2023

- i. To establish a central repository within the Wildlife Trust office where records will be entered and stored digitally.
- ii. To identify gaps in our knowledge and strive to collect information on these areas through organised scientifically based surveys.
- iii. To work with the other Channel Islands and a range of other UK based programmes with the aim of submitting and displaying Alderney's records on the national database.
- iv. To use the information stored within the ARC to inform the Trust's land management advice and decisions.
- v. To create a 'Centre of Excellence' for the storage and collection of data so as to encourage organisations which are implementing Environmental Impact Assessments to use the ARC resources.



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- vi. To create an ARC management plan through which all these objectives will be assessed annually.

b. Development of criteria for the Alderney Land Use Plan (LUP)

- i. To continue to identify species and habitats of conservation concern on Alderney, based on local, national and international criteria.
- ii. To undertake recording activities that contribute to a range of national and international data bases and initiatives e.g. butterfly and bats.
- iii. To continue to identify areas in which knowledge of 'key species/habitats' is lacking and to implement the collection of relevant data.

c. Ramsar Management Plan

- i. To ensure regular reporting against all plan objectives and to review management actions accordingly.
- ii. To maintain effective monitoring of the extent and condition of key habitats and species contained within the Ramsar site.
- iii. To ensure effective monitoring of key seabird colonies to assess populations and breeding success of priority species.
- iv. To work to maintain the numbers and assemblage of seabirds within the Ramsar site (to at least Seabird 2000 levels).
- v. To maximise the potential of the island's marine environment to support vibrant seabird populations and marine life, through appropriate management and protection measures and engagement in the Alderney Marine Forum
- vi. To provide a framework for decisions on use of the Ramsar site and promotion of its importance amongst local people and visitors.

d. Communication

- i. To make annual presentations to the SoA, other relevant bodies and the general public on Trust activities and current objectives.
- ii. To make available regular updates on current projects and events via local press, national press, notices, internet etc.
- iii. To make available the Trust's Annual Review and other reports island-wide and through the Trust web site.
- iv. To encourage both the Trust's members and the general public to come to it with any feedback about its work.
- v. To ensure that the content and presentation of all Trust literature produced by the Trust or in association with other organisations e.g. Joint Working Group (JWG) is of a high standard.

2. Developing Practical Conservation

The management of Alderney's environmental resources, [specifically through the work of the Living Landscape and Living Seas Teams](#), needs to be handled sensitively to ensure their long-term sustainability, while enabling the Island's residents and visitors to access these environmental resources and appreciate their local, national and international significance.

2.1 A Living Island Cost centre(s) 508,401,502,

a. Sustainability

- i. To encourage, support and challenge the SoA in the integration and application of sustainability principles at all levels of island planning.



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- ii. To maintain and enhance SoA policy to link working practice between the public works department, the AWT and others through the Joint Working Group (JWT), so that it will benefit the quality of life for residents and support the drive for increased visitor numbers.
- iii. To develop and then lobby for the introduction of an appropriate legal framework for the protection of wildlife and habitats (including marine habitats) on Alderney and its coastal waters in association with the Land Use Plan and other legislation and policy.

b. Reserves

- i. To draw up appropriate annual reserve action plans in the context of a 5-year management plan which will concentrate the Trust's resources, including the Alderney Grazing Animal Project (AGAP) herd, on the management of key habitats within existing reserves*. * *Longis Reserve - species rich grassland (threatened by encroachment by bracken or bramble) and Fresh water wetlands (for their importance as bird and insect habitats) and Le Vau du Saou native woodland.*
- ii. To carry out on-going conservation management to preserve and enhance key habitats.
- iii. To make better use of the reserves and Alderney Community Woodland (ACW) as educational resources (see 1.i).

c. Footpaths

- i. To maintain where possible the current level of footpath management undertaken by the Trust in association with the SoA.
- ii. To assess the impact on local wildlife of all footpaths under Trust and SoA management and produce footpath management plans for all footpaths by 2019 **with** the SoA.

d. Other Sites E.g. Fort Tourgis and Bonne Terre valley area

- i. To continue management of a section of the Alderney Society owned land within the Bonne Terre valley as wet meadow, willow coppice and open water.
- ii. To encourage and support the SoA in the management of public land, including heritage sites, grassland maintenance and tree planting according to simple management plans.
- iii. To support the continuing development of the heritage environment for the benefit of the island.

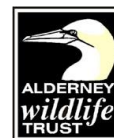
3. Valuing Us

In order to ensure the Trust's long-term survival at a time of pressure and expansion, it must remember that its financial and human resources are limited. It must develop a clear strategy for the growth and deployment of those resources so as to support all areas of Trust operations to the best possible effect. This can only be achieved through a focus on income generation to enable our activities to be successfully carried out. Over the course of the next 5 years all those activities that generate income should be aiming to increase their contribution to the trust by 25% above inflation.

3.i. Trust infrastructure Cost centre(s) 200,600,400

a. Core Staffing

- i. Sustainable finances permitting, put in place an assistant manager to ensure there is sufficient capacity to support the expanded work of the Trust whilst ensuring the existing staffing is not over committed and there is not a single point of failure.
- ii. Put in place appropriate professional support for all members of staff to ensure that skills are developed appropriately and so contribute most effectively to the work of the Trust.
- iii. Develop a performance management culture and system relevant to the AWT staffing structure.



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- iv. Develop, maintain and update further the staff handbook to make it relevant to the AWT context.
- b. Volunteers**
- i. To continue to recruit volunteers to assume specific responsibilities and so provide cover and no single point of failure for Trust activities.
 - ii. To increase the number of regular volunteers and deploy those volunteers effectively so that their talents may be used to good purpose whilst providing them with appropriate support to develop themselves.
 - iii. To secure funding for training to enable volunteers to tackle a broader range of tasks.
- c. Shop**
- i. To increase the contribution which the shop makes to Trust income by 25% above inflation over the course of this 5 – year plan.
 - ii. To continue to look for entrepreneurial opportunities to maximise the potential of the shop and Trust resources.
- d. Essex Farm**
- i. To maintain the Farm as hostel accommodation for visiting volunteers (for which they pay a modest rent, providing a source of income to help offset the total costs of the farm).
 - ii. To secure funding/sponsorship so that the cost of accommodation does not have to be borne by volunteers.
 - iii. To maintain a working centre for the Longis Reserve, including a workshop, general storage (including SoA materials such as water butts and compost bins), machinery and hand tool storage along with ensuring that a systematic approach is taken to the use, replacement and maintenance of all machinery and tools.
 - iv. To maintain a base from which the Trust can run fundraising, educational and community events.
- e. Sula of Braye**
- i. To maximise the use of Sula to carry out its survey work for Ramsar on and around Burhou, its marine ecological surveys for ACRE and other organisations.
 - ii. To maximise income generation from carrying out seabird and other boat tours, charters etc. for the general public.

3.ii. Events, Activities and Fundraising Cost centre(s) 601, 602 and 603

- a. Walks and tours**
- i. To expand the Trust's activities working with the JWG, e.g. walks and tours programme to increase revenue by at least 25% above inflation over the next 5 years.
- b. Consultancy**
- ii. Develop further Alderney Wildlife Trust Enterprises (AWTE) work in association with current issues relating to on - island and off – island development opportunities.
- b. Financial development, legacies and sponsorships**
- i. To obtain sponsorship for key projects e.g. Alderney Records Centre from businesses and charitable foundations.
 - ii. To inform members of the opportunities for legacies and how such stable sources of income could benefit the Trust in its work.



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- iii. Develop a range of sustainable funding streams.
- iv. To create a financial reserve of £50,000 to provide financial certainty and hence resources for planned and unplanned spend regarding the replacement, upgrading and repair of AWT resources.

3.iii. Membership Cost centre(s)

- i. To increase membership to 850 by 2023.
- ii. To maximize the potential of membership as a resource by improving communication

4. ABO Cost centre(s) 604

The ABO is run as a sub-committee of the Board of AWT Ltd.

The two-year pilot was started in March 2016, with a view to establishing whether or not it is viable to create a nationally accredited Bird Observatory on Alderney. If successful this project will create the only Bird Observatory in the Channel Islands and the most southerly in the accredited network of British Observatories.

It is envisaged that from May 2018, the Alderney Bird Observatory & Nunnery Field Centre (ABONFC) will be in operation. Two key documents set out the arrangements:

1. The Nunnery covenant and lease – contract between the States of Alderney and the AWT regarding the maintenance of the Nunnery building and site (excluding the operation of the accommodation but including any stipulations in respect of the heritage value of the site). A Nunnery Covenant Group will oversee compliance with this document.
2. The contract between the AWT and the service provider based on the recommendation and monitoring of the ABO Committee, which sets out all the other requirements of the ABO warden services (including the full operation of the accommodation at the Nunnery). This contract requires full compliance with the terms of the Nunnery lease and covenant.

As this is a new venture which is intended to become a long-term asset for Alderney and the Channel Islands, emphasis in the early years need to be placed on developing credible and viable business plans to enable the ABO to become financially and organisationally sustainable by the end of this strategic plan period. Hence at time of publication of this plan there is a fluid situation as documents are firmed up and developed.

- i. Obtain Bird Observatory Committee accreditation.
- ii. Provision of accommodation compliant with the lease and covenant
- iii. To provide coordination of all bird ringing and ornithological sighting records for Alderney
- iv. To ensure all ringing data is submitted to the Channel Islands Bird Ringing Scheme in accordance with the ABO Bird Ringing Protocol.
- v. To provide a range of training and BTO approved ringing courses.
- vi. To provide regular website and social media updates
- vii. To provide three newsletters and an annual report each year
- viii. To provide a minimum of four ABO talks to various audiences each year
- ix. To increase ABO membership