

# Alderney Wildlife Trust (AWT)

## Alderney Wildlife Trust Business Plan 2021

### Summary

The Alderney Wildlife Trust (AWT) was established to protect Alderney's wildlife for the future. To do this it is keenly focused on "Study, Protection and Campaigning for" the island's wildlife.

In 2021 this is especially crucial as Alderney's rich wildlife played a major role in the Bailiwick of Guernsey's response to Covid19. The island's natural environment provided respite and comfort to islanders during lockdown and fuelled the 2020, staycation, being a major part of what Guernsey visitors found appealing about Alderney.

Yet our wildlife is under threat, Alderney currently has less legal protection for its wildlife than almost any other place on earth, no habitat, or species (other than birds) are protected against destruction or cruelty, and this is at a time when Alderney faces real and devastating threats from invasive species, climate breakdown and the loss of native species.

Our focus in 2021 to respond to these threats will be:

- **Putting nature into recovery** – identifying the threats which are even now causing the loss of native species so that Alderney can take action to protect this most important of assets
- **Green economy** – working with and through the community to ensure wildlife is at the heart of our response to the great economic pressures we face.
- **Resources and Pandemic Response** – preparing ourselves for the future, securing resources for the AWT and the wider Island Community.

*N.B. This Plan is reviewed bi-monthly at Board meetings and may subsequently be updated with Board approval.*

## Introduction

2020 brought into focus the dangers created by a lack of understanding of Alderney's natural environment and the immediate threats it faces. Covid-19's origins, and the subsequent global impact of the lockdowns, have helped to highlight this disconnection on the global scale and also shown the vital importance of informed scientific guidance in reaching decisions about the future. When we consider the devastating figures published on global species loss and our growing understanding of the declines in Alderney's wildlife, there is a desperate need for the AWT to focus on creating a better understanding of the abundance of Alderney's wildlife (its biodiversity), and the natural environment it is dependent on (the ecosystem).

The Wildlife Trust movement's strategic focus is now being summed up through the slogan "[30 by 30](#)" – ensuring that more than 30% of Britain's land and sea is protected, connected and thriving by 2030. In Alderney, where we have no formally protected areas, our wildlife is often considered to be under pressure. Yet in most areas the species lists continue to decline, and where they are increasing this is often because they were traditionally under recorded, and the issues caused by invasive species are growing dramatically. Putting wildlife into recovery provides a focus for the AWT effort, not only in the life of this business plan but also considering its need to review its Strategic plan in 2022.

This Business Plan will have 3 key objectives, these sit atop the general workload of the AWT and help to focus the broader effort:

1. **Putting nature into recovery** – focusing on describing the current health of Alderney's wildlife and the natural environment which supports them and developing species and habitat specific programmes which support the "30 by 30" goals. To put nature into recovery we must ensure all parts of our community, both residents and visitors, understand the importance of wildlife in providing a healthy natural environment which provides key [natural resources](#) like healthy soils, pollinators for crops and gardens and safe and abundant drinking water.
2. **Green Economy** - Covid-19 and local economic trends have highlighted a need for Alderney to exploit its [natural resources](#) to support the island's economy. The AWT's focus will be to ensure that this exploitation focuses on sustainable use of the environment, building business links with key partners to help integrate Alderney's wildlife into their planning for a successful future and ensure a good quality of life for residents and visitors.
3. **Resources in 2021 and pandemic response** – 2021 will be the second year where the Covid-19 pandemic will impact the AWT's ability to operate. Our focus will be on caring for our staff and members as well as our island's wildlife. Focusing on being prepared, ensuring all our work takes into account the potential changes which the pandemic may bring about and being adaptive, ensuring we plan for the worst but look for any opportunities the situation may bring.

## Language

Crucial to delivering the business plan will be ensuring the AWT understands how to communicate its plans both within the organisation and externally (see [appendix 3](#) and [Appendix 4](#)).

The AWT's purpose is clear - **to study, protect and campaign for Alderney's Wildlife**. Developing clear messaging to communicate this purpose is vital. The Management Team will be working with a Guernsey based marketing specialist to develop a handbook to assist with this purpose.

## Targets for 2021

Based on the 2021 Objectives a series of targets for delivery in 2021 have been established ([Table 1](#)). For each target the plan identifies the role of staff in delivery and the relevance of each goal in delivering on AWT's existing operations ([Appendix 2](#)).

Progress towards these targets will be monitored by the Management Team and the Board ([see appendix 1](#)). The Business Plan will be integrated into the following process:

1. Staff induction - Operational
2. Weekly staff meetings- Operational
3. CEO's monthly report to the Board – Operational/Governance
4. Bi-monthly Board Meeting - Operational

***IMPORTANT*** – *The Targets within this plan are to be the focus for operations in 2021; however, they represent only a section of the full scope of works for the AWT during the year. They are to be used as both a focus for operation and provide KPI's for the Board to assess operations.*



<p>2. Green Economy – working with business partners and the SoA to establish a better understanding of how Alderney’s Natural Environment sustains its existing economy, supports its response to climate change and can secure a sustainable future for the island.</p>	<p>I. Valuing Natural Services – a 12-month campaign, linking with Green economy partners, by:</p> <ul style="list-style-type: none"> <li>a. Carrying out a review of the natural services (Appendix 3) provided by our island’s environment which support the population through regulatory services i.e. soils, pollinators, nutrient cycle and cultural services i.e. recreational, aesthetic (tourism/recruitment of residents). From this review publish a report on the state of the Natural Services and their impact on Alderney’s economy.</li> <li>b. 12-month programme of public/educational engagement specifically targeting the issue of biodiversity and natural services, linked with the existing communications and education programme.</li> <li>c. Developing Wildlife Tourism capacity, working in conjunction with the accommodation sector to develop the potential of the sustainable wildlife tourism market to support local business and provide income for the AWT. This development will include the recruitment and training of another 3 resident volunteer guides and co-ordinators to support the programme in the future.</li> </ul> <p>II. Completion of the Carbon Audit and Sequestration work begun in 2020 with the goal of:</p> <ul style="list-style-type: none"> <li>a. Creating a carbon assessment for a range of habitats across the island to better understand the potential for carbon storage to support Alderney’s existing and future emissions, utilising the system Carbon Emissions Calculator developed by The Wildlife Trusts (TWT). This will be trialled on the AWT, and then Kiln farm, estates and businesses.</li> <li>b. Upon completion of 2.II.a to widen the scope of the assessment of the States of Alderney estate to better understand the health of Alderney’s government owned estate and its ability to compensate for the island’s carbon emissions.</li> <li>c. Reducing the AWT’s carbon and resource footprint by 30% by the end of 2021.</li> <li>d. Create a business model for carrying out carbon and resource auditing of business and government using the existing staff resource. Target of carrying out at a minimum of 2 assessments for businesses or organisations within the Bailiwick of Guernsey.</li> </ul>	<p>Lead – CEO</p> <p>Lead CEO</p> <p>Lead – OO</p> <p>Lead – CEO</p> <p>Lead – CEO / CO</p> <p>Lead – CEO / CO</p> <p>Lead - CEO</p>
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<p><b>3. Resources in 2021 and pandemic response –</b> building on the 2020 goals of better volunteering, and financial sustainability, whilst ensuring the AWT has adequate risk planning and response built into its practices</p>	<p>I. Staff development and support – the team AWT is completely dependent on a small team which needs increased staff support. Continue the volunteer development under the 2020 Business Plan, which saw volunteer input increase by more than 10% with the volunteer team growing and volunteers taking on more significant supporting roles for the staff. In 2021 to continue the growth of volunteering effort by a further 10% and to secure the following volunteer positions:</p> <ul style="list-style-type: none"> <li>a. Membership secretary</li> <li>b. Financial support volunteer</li> <li>c. Fundraising volunteer</li> </ul> <p>II. Establish a scheme for both AWT Members and the public to allow for contributions towards Target 2 Goals I &amp; II to reduce carbon on Alderney. Funds from this scheme would be re-invested in all aspects of the AWT’s work which can be directly shown to help reduce Alderney’s carbon output.</p> <p>III. To work with States of Guernsey (SoG) and SoA to refocus volunteer placement recruitment within the Bailiwick of Guernsey. In 2020, links were made with Guernsey Education to try and enable the AWT to focus placement options towards Bailiwick Students studying in appropriate fields. In 2021 to develop a component of the placement programme specifically focused on Bailiwick delivery.</p> <p>IV. Create an events programme focused on growing the success of the 2020 Bailiwick Bubble programme by:</p> <ul style="list-style-type: none"> <li>a. Increasing Business memberships from across the Bailiwick by 10% tied into events and activities (accommodation sector)</li> <li>b. Establish a forum with key accommodation providers to establish the importance of wildlife tourism, better train their staff on the wildlife experience and develop dedicated events with the Blonde Hedgehog, Braye Beach and Georgian House Hotel. From this to increase income from walks and tours against the 2020 income by 25%.</li> <li>c. Prepare a programme of online events to support any future lockdown, this will include the expansion of the Puffincam (teachingthroughnature.com) website to include Gannetcam and provide more engagement for home and school education.</li> <li>d. Target Marine Tours specifically to the Guernsey Staycation Market, expanding the range of activities on offer with Sula of Braye to increase total passenger numbers from the 530 in 2019, to 600 in 2021.</li> <li>e. Create a letterbox challenge trail to engage Staycationers with the AWT estate and the island, to be operational by January 2021</li> </ul> <p>V. Update the AWT Risk Assessment to fully incorporate Covid planning and prepare fall back strategies for potential lockdown and/or the opening of the Bailiwick bubble in 2021.</p> <p>VI. Essex Farm; this site is vital in providing accommodation for staff, machinery storage, workspace and as an events venue. The current lease will be up for renewal in early 2022. Work to review the sites use and secure an option for renewal of the lease is a priority.</p>	<p>Lead – LP/CEO</p> <p>Lead – CEO/LP</p> <p>Lead – CEO</p> <p>Support OO</p> <p>Lead – CEO / LP</p> <p>Lead – CEO</p> <p>Support – LP / OO</p> <p>Lead – CEO / OO</p> <p>Lead – CEO</p> <p>Lead - CEO / LP</p> <p>Lead - CEO</p>
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#### Staff Initials

CEO (Chief Executive Officer) / LP (Lindsay Pyne) / AE (Avian Ecologist) / LSC (Living Seas Co-ordinator) / OO (Outreach Officer) / CO (Conservation Officer) / Ramsar Officer (RO)

## Delivering the Plan in 2021

Delivery of the AWT's [Objectives and Targets](#) for 2021 is invariably reliant upon the resources available, which are described within this section of the plan.

### 2021 Budget

NOTE: THIS IS AN INITIAL DRAFT BUDGET FOR CONSIDERATION ONLY AND WILL BE REVISED AFTER PRESENTATION TO THE AWT BOARD ON 18<sup>TH</sup> JANUARY 2021.

The 2021 Budget is focused on:

- Pandemic preparedness
- Delivering cost savings within the infrastructure of the AWT
- Laying out a pathway to increase income through either established income streams or through creating new opportunities.

**Table 2 Funding Targets 2021:** lays out the specific areas of operation where the AWT will seek to increase income, or make a major saving in 2021:

Account	Action 2021	income
<b>Infrastructure</b>		
MEMBERSHIP 4020	Aim for 10% overall increase, principally target Guernsey market	£1,430
<b>ADMINISTRATION</b>		
5060 Fuel	Vehicles – target reduction in line with the 2021 business plan 25% reduction in fossil fuel use.	£1,050
<b>ESSEX FARM</b>		
4040 Consultancy/Contracts	Wedding scheduled Spring 2021 + one other major event at the site during the course of the year (tbc)	£1,000
<b>CONSULTANCY</b>		
4040 Consultancy/Contracts	Aim for 60 hours of work using AWT machinery on contract to local gardening business (LL) @ £35 p/hr	£1,800
4040 Consultancy/Contracts	Raz Blanchard Consultancy (French Waters) – undertaking a review of Environmental Impact Assessments on potential impacts on fish, marine mammals and birds.	£5,000
<b>BOAT OPERATIONS</b>		
4050 Income from Hire 4060 Ticket Sales (Boat)	Ramsar, Walks & Tours (50% increase) based on improvements to Sula and increased tour charges / Festivals – Target 25% increase in income on 2020.	£2,000
<b>MARINE SURVEYS</b>		
4001 Restricted Grants/Donations	Income from an application to Henry Euler Trust for support in Boat and Marine Survey operations in 2021	£1,500
<b>ALDERNEY WEEK</b>		
4062 Income from Activities	Hope to run Escape Room in 2021, budgeted	£1,000
<b>WILDLIFE FESTIVAL (AUGUST)</b>		
4061 Income from Fundraising	Reinstate Alderney Fayre on Site with support from the Georgian House Hotel	1,000
<b>OTHER FUNDRAISERS</b>		
4061 Income from Fundraising	Run 2 Jumble sales rather than 1 as in 2020,	£1,000
	A late July Ball or other type of social event targeted at both second home owners and Guernsey visitors, perhaps in conjunction with Blonde Hedgehog or Braye Beach Hotel, including Grand Raffle. Details TBC	£1,500
	Bingo Night + Quiz night	£800

	Cross Bailiwick Staff sponsorship event focused on circumnavigating the Bailiwick by sail and foot. Co-ordinated with another Alderney or Guernsey charity to expand appeal and aimed for Early September.	£5,000
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**Table 3. Budget headings for 2021:** incorporating the with the income generation targets laid out in table 2.

Income	INFRA STRUCTURE	LIVING ISLANDS	LIVNG SEASS	OUTREACH MARKETTING	TOTAL	BALANCING ITEMS
3999 · Last Year RD's Bwfd	13,951	9,944	3,105	3,329	30,329	
4001 · Restricted Grants & Donations	10,000	17,150	3,500	3,050	33,700	
4010 · General Donations	-	-	-	-	-	5,620
4020 · Income from Subscriptions	12,622	-	-	-	12,622	
4030 · Shop Sales	20,000	-	-	-	20,000	
4031 · Sales of Alderney Book		-	-	-	-	
4040 · Consultancy/Contract Income	7,300	-	7,370	-	14,670	
4050 · Income From Hire	-	-	2,200	1,645	3,845	
4060 · Ticket Sales(Boat)	-	-	-	10,400	10,400	
4061 · Income from Fundraising	-	-	-	11,100	11,100	
4062 · Income Walks/Talks/Activities	-	-	-	6,575	6,575	
4070 · Rent support received	4,500	-	-	-	4,500	
4080 · Project Related Sales	-	200	-	-	200	
4090 · Bank Interest Received	10	-	-	-	10	
<b>Total Income</b>	<b>68,383</b>	<b>27,294</b>	<b>16,175</b>	<b>36,099</b>	<b>147,951</b>	<b>5,620</b>
<b>Gross Income</b>	<b>68,383</b>	<b>27,294</b>	<b>16,175</b>	<b>36,099</b>	<b>147,951</b>	<b>5,620</b>
<b>Expense</b>						
5001 · Shop Stock Purchases	9,000	-	-	-	9,000	
5010 · Staff Salaries	29,340	-	-	-	29,340	
5010 · Staff Salaries - RATS	2,712	-	-	-	2,712	
5010 · Staff Salaries, Tax & SS	6,876	-	-	-	6,876	
5011 · Staff Protective Clothing	200	100	-	-	300	



5012 · Training	-	350	-	1,000	1,350	
5013 · Travel & Accommodation	2,850	-	600	100	3,550	
5014 · Food and Drinks	550	-	-	-	550	
5020 · Electricity (Essex)	1,530	-	-	-	1,530	
5020 · Electricity (Office)	1,400	-	-	-	1,400	
5021 · Water (Essex)	1,032	-	-	-	1,032	
5021 · Water (Office)	300	-	-	-	300	
5022 · Oil (Heating) (Essex)	1,400	-	-	-	1,400	
5022 · Oil (Heating) (Office)	300	-	-	-	300	
5023 · Gas	170	-	-	40	210	
5030 · Rent Paid (Essex)	12,000	-	-	-	12,000	
5030 · Rent Paid (Office)	5,000	-	-	-	5,000	
5030 · Rent Paid (bunkers)	-	70	-	-	70	
5031 · Hire Charges	-	-	2,910	-	2,910	
5032 · Other Fees Paid	9,330	3,930	3,930	455	17,645	
5033 · Boat Crew	-	-	5,090	-	5,090	
5040 · Materials (Consumable)	906	150	500	720	2,276	
5041 · Equipment (Re-usable)	10,400	750	3,800	450	15,400	
5042 · Trees	-	150	-	-	150	
5050 · Repairs (inc Vehicle)	700	-	-	-	700	
5051 · Maintenance (inc Vehicle)	6,790	1,000	2,140	-	9,930	
5060 · Fuel (vehicles)	2,000	500	750	-	3,250	
5060 · Fuel (boat)	-	-	1,150	-	1,150	
5060 · Fuel (tractors/strimmers)	-	575	-	-	575	
5070 · Telecom Costs (Essex)	468	-	-	-	468	
5070 · Telecom Costs (Office / staff)	2,200	-	-	-	2,200	

	<b>5071 · IT (Programmes/set up/repairs)</b>	2,500	-	120	-	2,620	
	<b>5080 · Advertising, PR &amp; Website</b>	1,380	160	900	300	2,740	
	<b>5081 · AWT Publication Costs</b>	750	-	-	-	750	
	<b>5082 · Postage / Freight</b>	390	-	-	326	716	
	<b>5083 · Books &amp; Periodicals</b>	-	-	-	10	10	
	<b>5090 · Insurance (Commercial combined)</b>	2,280	-	-	-	2,280	
	<b>5090 · Insurance (Professional Indemnity)</b>	700	-	-	-	700	
	<b>5090 · Insurance (Boat)</b>	-	-	1,200	-	1,200	
	<b>5090 · Insurance (Tractors)</b>	-	750	-	-	750	
	<b>5090 · Insurance (Truck / cars)</b>	900	-	-	-	900	
	<b>5095 · Subscriptions Paid</b>	500	-	-	-	500	
	<b>5100 · Licence Fees / Legal</b>	791	45	200	-	1,036	
	<b>5120 · Bank charges</b>	435	10	-	260	705	
	<b>5130 · Depreciation - T.B.C.</b>	-	-	-	-	-	
<b>Total Expense</b>	<b>TOTAL EXPENDITURE</b>	<b>118,080</b>	<b>8,540</b>	<b>23,290</b>	<b>3,661</b>	<b>153,571</b>	<b>0</b>
	<b>PROFIT FOR YEAR</b>	<b>- 49,697</b>	<b>18,754</b>	<b>- 1,085</b>	<b>26,408</b>	<b>- 5,620</b>	<b>5,620</b>
		<b>INF.</b>	<b>LL</b>	<b>LS</b>	<b>O&amp;M</b>	<b>TOTAL</b>	<b>To Balance</b>

### Outcome

2020 demonstrated that though the AWT accounts structure is still being established after major reviews in 2018/2019, there was adequate flexibility to enable rapid and fairly accurate re-calibration of the budgets to take into account unforeseen events (Covid, staycation etc). What became apparent is there needs to be a regular monthly review of budget headings carried out between representatives of the Board and the Operations team to better manage expectations, and enable quick reaction time.

The projections for increased earnings in 2021 are believed to be operationally deliverable and the projected deficit to be made up through general donations is £5,620. Considering the £40,000 deficit projected in the 2020 budget and the achieved deficit of only a little over £6,000 the forecasts made by the budgets are thought to be achievable, even when considering the Pandemic Response Objectives detailed in the plan.

## Staffing

The staffing structure for delivery of the business plan in 2021 is broken down below. The only significant difference in delivery against 2020 will be the aim of creating a pathway for Guernsey residents to undertake placements as part of the Resources in 2021 and pandemic response (3.).

Table 1.

Position	Initials	Name	Team	Contract Period
<b>CEO</b>	CEO	Roland Gauvain	Management Team	Ongoing (Paid)
<b>(Lindsay Pyne)</b>	LP	Lindsay Pyne	Management Team	Ongoing (Vol)
<b>Living Seas Coordinator</b>	LSC	Melanie Broadhurst-Allen	Living Seas Team	Ongoing (Vol)
<b>Avian Ecologist</b>	AE	Justin Hart	Management Team	Ongoing (Vol)
<b>Ramsar Officer</b>	RO	Jack Bush	Living Seas Team	November – November (Vol)
<b>Outreach Officer</b>	OO	Lorna West	Management Team	November - November(Vol)
<b>Conservation Officer</b>	CO	Jack Harper	Living Landscapes	November – November (Vol)
<b>Ecologist</b>	E	Daniel Whitelegg	Living Landscapes	March – November (Vol)
<b>Bailiwick Placement</b>	TBC		TBC	TBC (Vol)

## Infrastructure

Operational infrastructure will stay relatively constant during 2021; however, to support the 2021 [Objectives](#) and [Targets](#) the following resources are to be given special focus:

### Property

#### Essex Farm

A commitment to increase revenue from the Farm by:

- Negotiating the lease renewal (due January 2022), extending the period of lease with a view to enabling greater site security and therefore triggering AWT and Landlord investment (commenced January 2021).
- Site efficiency, reducing energy consumption and increasing use of alternative fuels including solar.
- Increasing the number of paid events hosted at the Farm by 50%.

#### Wildlife Centre (48 Victoria Street)

The management team will:

- carry out postponed refurbishment due in 2020, in January 2021.
- look to better utilise facilities such as the conference centre and the Geographical Mapping System (GIS) to increase income by tasking a GIS-qualified member of staff with approaching businesses to offer service provision through AWTE. Create a new revenue stream with an income of £500 in 2021.

### Bunkers

- Open the Woodland Bunker to enable use as an off-site teaching resource for St. Anne's School

## Nature Reserves

Complete the Alderney Community Woodland Management Strategy 2022-2026, which contains sustainability targets including increased sales of timber and the engagement of a new group of AWT volunteers dedicated to the management of the woodland.

## Vehicles

### *Sula of Braye*

- Complete refurbishment works of Sula of Braye, and return her to operation by February 2021.
- Look to secure funding for additional survey equipment to enable seabed mapping. This equipment will have to be fundraised for directly. Once purchased the equipment can be used to support the expansion of AWTE consultancy work
- Complete qualification process for Jack Bush, Justin Hart and Roland Gauvain as coded skippers with local waters licences for round island and Burhou, building more redundancy into the operation and allowing the scaling up of operations,
- Carry out 6 month review of post refurbishment operation to inform the 2022 business plan.

## Transport

In response to the outcomes of Target 2, Goal II, to review vehicle use with a view to:

- Reducing traditional petrol/diesel use by at least 25%
- Increasing electric bicycle use by 25%
- Considering other electrical alternatives
- Assessing the viability of a dedicated solar recharging station at Essex Farm for electric AWT vehicles

## Tractors & Associated Equipment

- To market the key pieces of equipment for work which does not breach the aims of the organisation e.g. maintenance of grassland, towing, scrub clearance etc, using materials prepared in 2020. Generate at least £1,000 in new income from this source.
- Establish the viability of alternative fuel sources for these vehicles as part of Target 2, Goal II.

## Kayaks

Build on the basis of work in 2020 to secure increased income from both tours and the new Kayak rental business by 25%.

## Operational delivery and monitoring of the Business Plan

Crucial to the delivery of this plan will be both the regular monitoring of the [Objectives](#) and their supporting [Targets](#) and the regular monitoring of the Plan's key focus.

The Board of the AWT will oversee the Plan via regular bi-monthly reporting to Board meetings, whilst the CEO will be responsible for integrating the Plan into day-to-day operations and reporting on it to the Board. The structure for reporting will be:

### Low Level

- Staff inductions will incorporate the Business Plan and the role each member of the staff team has in its delivery
- Each staff member will be responsible for monitoring their commitments to the Business Plan, via a staffing Gantt chart
- Basic reporting will be done through the weekly staff meetings.

### Mid Level

- Nigel Clarke and Helen Ackrill to take on monthly accounts meetings to monitor performance based on data provided by LP and RG to monitor and develop the budgets and support reporting to the Board (High Level)
- Monthly updates to the Board by the CEO.

### High Level

- Targets will be reviewed by the Board and where necessary amended at bi-monthly Board Meetings.
- In [November] 2021 the Board will conduct an operations review with the Management Team from which they will establish the AWT's Focus for 2022 and make recommendations on targets
- The Management Team will compile a Business Plan for 2022 and put it to the Board for ratification in December 2021.

# APPENDICIES

## Appendix 1.

### Organisation - What is the AWT

***This section of the report will be updated on the completion of the review and adoption of a new Memorandum and Articles of Association for the Alderney Wildlife Trust, expected to be completed by May 2021. Until this time the 2020 appendix will be left in place.***

The Alderney Wildlife Trust Limited (AWT Ltd) was registered as an Alderney Company Limited by Guarantee (Registered Company No. 1410) in early 2002. It subsequently registered as a charity with Guernsey Tax office and when the Guernsey register of charities was created, it formalised its charitable status becoming registered charity (CH261). AWT Ltd is also a member of the Guernsey Association of Registered Charities (AGC Membership No. 434) and is a part of the British Federation of Wildlife Trusts.

### AWT Objectives

The following Objectives have been extracted from the Memorandum of Association:

- 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<sup>1</sup>;
  - ii) the principles and practice of biodiversity<sup>2</sup> conservation.
- d) To promote research in all branches of nature study and to publish the useful results thereof.

### Strategic Goals, 2018-2023

The AWT's core objectives are linked to the Royal Society of Wildlife Trusts (RSWT) National Strategy), these are in the process of changing during 2020/21. 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 AWT's operations fall within three principal areas (amended May 2019 after the separation of the Alderney Bird Observatory), which interact at every level of its work.

These are\*:

1. Promoting Environmental Awareness
2. Developing Practical Conservation
3. Valuing Us

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1. Sustainable development is primarily defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (Brundtland Commission, 1976).

2. 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. (Oxford Dictionary)

\*The full Alderney Wildlife Trust Strategic Plan 2018-2023 can be found at [www.alderneywildlife.org/about\\_the\\_trust](http://www.alderneywildlife.org/about_the_trust).

In 2020 the AWT secured an annual grant linked to contract described as a Service Level Agreement (SLA) with the States of Alderney to better establish the services the AWT provides against the financial support it receives, and ensure the AWT is better placed to secure its overarching objectives, even when they may be at odds to government policy. It is intended that this be renewed in 2021.

### Beneficiaries

The AWT's Memorandum of Association sets out that the organisation's objectives should be for the 'benefit of the public', extending not only to residents and visitors to Alderney but the wider public which may benefit from the rich biodiversity of Alderney. The AWT is a membership organisation with, as of 1<sup>st</sup> October 2019, 702 members (adjusted for families).

In 2013 the AWT committed £50,000 of funding to the Joint SoA, Alderney Society Living Islands Tourism project and continued this work by supporting the formation of the Joint Working Group with the SoA and creating the Alderney Bird Observatory. Between January-October 2019, the AWT's Wildlife Information Centre has provided information to more than 8,000 visitors and has run events and activities for many more, including more than 700 visitors taking Ramsar boat trips, and 325 people attending nocturnal walks, not including large events such as Alderney Week where, for example, over 60 people attended a single walk.

*N.b. For a more detailed analysis of stakeholders engaged by the AWT through its various projects see [Appendix 4](#).*

### Operations Structure

The current Operational structure of the AWT has evolved over the last 17 years, largely as a response to direct threats to the island's environment, combined with demands from the organisation's membership, the island's community and government. Yet behind this structure has been a consistent need to deliver on the organisations [Objectives](#) and since 2018 its 5 year [strategic plan](#).

### Resourcing

#### *Staffing/Volunteers*

The AWT defines staff as paid or voluntary members of the organisation's team who make a commitment to deliver on one or more aspect of the organisation's operation; this will in 2020 also mean that they have committed to a written contract. Volunteers are defined as anyone who commits to undertake work to support the AWT's aims and objectives, they do not have written contracts, though in 2021 volunteer agreements will be introduced. Both staff and volunteers must make a commitment to abide by the aims of the AWT, but staff are required to fully subscribe to the Policies and Procedures of the organisation.

The AWT currently employs one paid Alderney resident staff, 3 volunteer staff who are full time residents on Alderney and 4 placement staff on 8-12month contracts.

In addition, there are a further 30+ regular volunteers providing support roles from Wildlife Centre volunteers to Conservation Volunteers and voluntary surveyors and the Board of Directors.

For a complete breakdown of the various staff members' delegated responsibilities within the organisation see [Governance/Operations Chart and Schedule of Delegations](#) ([appendix 2](#)) and for a breakdown of each staff member's operational role in 2020 see the (table 1).

### Infrastructure

#### *Property*

The AWT does not own any property, however it does rent a variety of sites to support its operations. These include:

[Essex Farm](#) – a 2-hectare site containing accommodation, storage and grounds situated next to the Longis Nature Reserve and on the edge of Longis Bay. The site is rented on a 5-year lease and does provide limited

income streams though the cost of rental, utilities and maintenance makes it one of the larger operational losses reported within the accounts. The site provides:

- Staff accommodation (6 bedrooms, shared communal living space)
- Base for the Living Landscapes and Living Seas Conservation effort, specifically - equipment storage, workshop space and a laboratory
- Site for major events, both AWT and the occasional private event. This includes the annual Alderney Fayre when an estimated 1,000 plus guests visit the site.

#### Wildlife Centre (48 Victoria Street)

The AWT moved into these premises in late 2015, with the new site providing high end office space at a very small increase in rental cost over the previous site which was shared with VisitAlderney. The current site provides:

- Office space; a total of 6 permanent work stations, a flexible work space which enables another 2 laptop stations, conference space, kitchen and garden space for staff and occasional events
- Information Centre; information panels, a TV screen showing relevant Alderney Wildlife Shorts, and information provided from the volunteer manned front desk and by staff on request.
- Wildlife Shop; largely a gift shop which has begun the process of moving into sustainable products

#### Bunkers

Currently the AWT rents a number of bunkers from the SoA. The purpose of these rentals is largely to provide infrastructure for the nature reserves i.e. the Wildlife Bunker (Vau du Saou).

#### Nature Reserves

The AWT currently has 3 'nature reserves':

- the **Longis Reserve** managed under a written MoU with the SoA and verbal MoUs with 3 other landowners
- the **Alderney Community Woodland** managed under written MoUs with the Alderney Golf Club and Arqiva Ltd both of whom rent the land from the SoA
- the **Vau du Saou Nature Reserve** managed under a verbal MoU with the States of Alderney and two other landowners

These sites provide the majority of the Living Landscapes project effort for the organisation with 'other small sites' managed in conjunction with the SoA and/or the Alderney Society.

#### Vehicles

##### Boats

- **Sula of Braye** – the operation of the AWT's coded small vessel (10 passenger), Sula provides the following functions:
  - boat services for the Alderney Ramsar site - In 2011 costings estimated that to achieve an equivalent level of boat support via chartering would cost in excess of £20,000p.a.
  - regular scheduled boat tours - This helps the AWT not only deliver on its own educational commitment, but also those of the SoA's Ramsar site, and provides the majority of the income necessary to fund its operations. In 2020 approx. 320 people went out on tours on Sula, this number was badly impacted by covid and the Plan sets a target of 25% increase in 2021..
  - During the winter of 2020/21 a major refit of the vessel including re-engining and structural improvements will be undertaken at a cost of around £35,000
- **Bombard C4 Tender** – equipped with a 9.9hp Tohatsu 2stroke outboard, this 4m tender is the main tender used to support Sula's operations. It can also be used to support Seasearch snorkel surveys and in bay remote camera work.
- **Avon Y-Class Tender** – equipped with a 15hp Tohatsu 4stroke engine, this 3m tender was previously used as the main tender for Sula and now acts as an auxiliary craft and can provide support for Seasearch snorkel surveys and in bay remote camera work.



- **Kayaks** – The AWT currently owns the following Kayaks for use in its events and tours programme. In 2019 it also started renting Kayaks for non-guided use, in Braye Bay only, to increase revenue from this asset:
  - Single sit-on-top kayaks x 2
  - Double sit-on-top kayaks x 2
  - Single paddle board/kayak hybrid x 2
  - Double Canadian style canoe, transparent x 4 (not currently in use needing replacement floatation bags)
  - Single seakayak x 2 (donated Outdoor Guernsey 2020)

**Tractors** - Currently the AWT maintains the following agricultural vehicles which enable its Living Landscapes projects:

- **BCS Alpine Tractor** – at 14 years old this purpose built 4WD/50hp alpine tractor. This is a vital asset for the AWT providing the majority of its footpath and ‘difficult sites’ work. Its small footprint to power ratio and low centre of gravity gives it a low impact, high stability profile.
- **Massey Ferguson** – this 20-year old 4WD/65hp standard tractor was purposed to reduce the operational reliance on the BCS tractor. Less useful for restricted sites but offering more comfort and a better platform for carrying out work such as towing and large scale site cutting (Longis Nature Reserve bracken control)
- **Ferrari pedestrian tractor** – 2-year old 2WD/12hp walk behind tractor is owned by the SoA and is in use under an equipment sharing agreement. This pedestrian tractor is the only unit of its type on the island. It can mount both a flail mower and a rotary cutter deck with grass hopper and mounts a snow plough which was put into use in 2018 to support the SoA.
- **Tractor Equipment** – The AWT maintains the following tractor equipment:
  - **Flail Collector** – a dedicated mower collector designed for parks and gardens maintenance. The only unit of its type on the island
  - **Topper** – standard grass cutter to be replaced early in 2021
  - **Heavy Bi-Directional Flail** - a very heavy scrub mower designed to be used for first site clearance and capable of clearing gorse and blackthorn scrub, the only mower of its type on island.

## Finances 2021

### Introduction

The AWT’s evolution as a charitable company has seen it develop a bespoke financial structure, which, whilst securing adequate funding for current operation on the whole, has seen a trend of operational loss over a period of years. These periods of loss have been offset by sporadic years where consultancy, or a large unrestricted donation, acts to bolster the accounts and help to offset the sustained loss, enabling the AWT’s operation. This is not a stable or sustainable financial model.

The AWT Business Plan 2021, aspires to financial security/sustainability. This requires:

- An operational reserve equivalent to 9-months of operation minimum was set in 2020. Based on the Pandemic Response Objective within the Plan, and the subsequent change in income dynamic, this target is no longer practicable. Rather during the term of this Plan the AWT will set a target of maintaining an operational reserve, this being money available in bank reserves (not including secured investment), equivalent to 4 months of operations, i.e. £52,000. This figure has been calculated based on the 2021 Budget’s estimated total costs as laid out in the 2021 [Table 3.]. An operational reserve of £52,000 would enable the meeting of existing liabilities (provided the AWT ceased to trade immediately), or approximately 4 months of operation, allowing the organisation the ability to undertake crisis management.

- Securing sustainable internally generated income to support core costs such as staffing/office operations, currently these have to be supported mostly out of fundraising, membership and shop operations.

#### 2021 Finance Structure

Currently AWT income comes from a limited number of sources of secured funding, specifically:

- o Membership
- o States grants (applied for annually) for the community woodland/general grant
- o Ramsar budget to be drawn against for cost of materials and some staff/volunteer accommodation costs
- o Shop income

*N.b. In additional general donations, and some other non-secured sources of significant donations, are important but variable sources of income.*

The AWT directly fundraises to support both its core operations and projects. These sources of income fluctuate and are viewed as less secure sources of income:

- o Educational events and activities (walks/tours/lectures)
- o Its Wildlife Week/Wildlife Festivals (limited income generation)
- o Consultancy through AWT's wholly owned subsidiary charity (Alderney Wildlife Trust Enterprises LBG).
- o Essex Farm – rental of accommodation to volunteers, hosting of events (weddings etc)
- o Sula of Braye – the operation of the AWT's coded small vessel (10 passenger).

The AWT's accounts breakdown into the following 5 main areas:

- Infrastructure
- Living landscapes
- Living seas
- Outreach and marketing
- Balancing items

The AWT publishes its signed accounts on its website, and provides them as part of its charities returns annually.

## Appendix 2. Governance/Operations Chart AWT Ltd and Schedule of Delegations

**Board****Directors**

Up to 7 positions, including a Chair and Financial Director needed. Appointed by the AWT Ltd's Company members who are appointed by the membership of AW Society, who after this have no direct have within the operation of the company unless they are appointed as directors?

**Responsibilities:**

1. Aims and objectives of the AWT Ltd
2. Strategic oversight through:
  - a. the current 2018-2022 Strategic plan not to be altered at this stage
  - b. Annual business plan, which in 2019-2020 will be co-drafted with the Operations Team but subsequently will be prepared by the Operations Team. This will be reviewed-against the aims and strategy and approved
3. Organisational risks – assessment and management
4. Strategic Oversight

**Is responsible to the membership of the AW Society and to meet the obligations of Alderney Company Law**

**Operates under:**

AWT Ltd's Memorandum and Articles of Association  
 Specification for Directors  
 Schedule of delegations  
 AWT policies and procedures

**Meets** - Quarterly for Board meetings and at the AGM and may take part in monthly management meetings as part of its knowledge building and oversight.

*N.b. Having reviewed the reasons for the creation of a separate membership for the AWT (AW Society) to the operational body (AWT Ltd) the court of Alderney can see no reason that this should be required. Therefore, it is proposed that over the next year the membership should be moved directly into the AWT Ltd with it providing the governance, membership and operations for the AWT. The Board will seek legal advice and before putting this proposal to the membership of the AWT*

**Operations****Chief Executive Officer**

**Is delegated operational oversight, delivery and reporting**

**Responsibilities:** operational oversight operations and delegation of responsibilities to staff\*, reporting to the Board, delivery of the business plan and input into Strategic Plan and AWT human resources.

**Operates under:**

Schedule of delegations  
 Contract of employment  
 AWT Policies and procedures  
 5-Year Strategy and Annual Operations Plan approved by the Board

**Is responsible to the Board of AWT Ltd**

**Reports through:**

- Weekly reporting (TBA)
- Board members being able to access monthly Management Meetings of the operations team
- Quarterly Board Meetings



## Operations Team

Consists of all personnel with staff level responsibility either paid or unpaid who are responsible to the CEO:

1. **Management Team (designated by the CEO)** – made up of senior staff\* reporting directly to the CEO.

**Responsibilities:** Delivery of key operational effort, reporting through the CEO to the board, the creation of the annual business plan and input into the AWT's strategic plan

**Operate under:**

- Schedule of delegations
- Contract of employment
- AWT Policies and procedures
- 5-Year Strategy and Annual Operations Plan approved by the Board

**Reports through:**

- Various project reporting processes (i.e. Ramsar/ACW)
- Weekly Management Team meetings
- Monthly Management meetings (Board Members invited to attend)

2. **Staff team** – wider staff team consisting of on island and placement volunteer staff.

**Responsibilities:** delivery of operational effort, reporting back to operational team and input into the annual business plan

**Operate under:**

- Schedule of delegations
- Contract of employment
- AWT Policies and procedures
- 5-Year Strategy and Annual Operations Plan approved by the Board

**Reports through:**

- Various project reporting processes (i.e. Ramsar/ACW)
- Weekly Management Team meetings
- Monthly Management meetings (Board Members invited to attend)

3. **Volunteers** – general volunteers who fall into a variety of categories, predominately Information/shop, Conservation, Tours and Ecology.

**Responsibilities:** delivery supporting specific aspects of operations under the staff responsible,

**Operate under:**

- Volunteering agreement (detailing responsibilities of both volunteers and the AWT)
- AWT Policies and procedures

**Reports through:**

- Directly to the staff member responsible for the specific area of operations, if required through the weekly staff meeting
- Regular annual? Biannual? Quarterly? Meetings combination of social, team building and skills/knowledge development

## Schedule of delegations Alderney Wildlife Trust

This document sets out what each person in the AWT has the power to do. Such powers cannot be delegated further without the express approval of the Board. The schedule will be reviewed on a scheduled basis by the Board and upon request of the Operations team.

### General duties

#### *The Board – Governance*

##### **Guards the mission and values of the Trust**

- Creates the strategy for the Trust, being actively involved in strategic sessions
- Owns and is responsible for the 5-year Strategic plan, after consultation with the CEO and other members of staff that form the Operations Team from time to time
- Creates and approves the yearly business plan, including funding objectives and development plans as agreed with the Operations Team
- Ensures there are adequate plans for succession for the Trust
- Has fiduciary obligations for the finances of the Trust
- Assess and ensure that the risk of the Trust is within its appetite and reasonable for a charity
- Enables the Operations Team to deliver on the 5-year and annual plans as approved by the Board.

##### **Oversight**

- Evaluates the performance of the Trust, under both the strategic plan and business plan
- Evaluates the Board's performance
- Evaluates the performance and reward for the CEO
- Approves the policies and codes of the Trust

##### **Insight**

- Ensures there are proper resources and capacity within the Trust for effective performance
- Takes action to increase resources where possible
- Responsible for the wellbeing of the organisation and staff
- Actively supports the Trust and the staff by abiding by the Schedule of Delegations

#### *The Chief Executive - Operations*

##### **Operation**

- Oversees the daily operations of the Trust, either directly or through delegation of responsibilities to the Operations Team
- Contributes to the strategy including the 5-year Strategic Plan and ensures that the strategy is put into place
- Leads operational effort or manages the delegation of it through the Operations Team
- With the Board, creates and approves the yearly business plan and budgets including funding objectives and development plans and ensures delivery on it.
- Puts the succession plans into action
- Acts within the risk appetite set by the Board in making operational decisions
- Is responsible for adequately reporting the Trust's performance and adhering to the budgets set

**Management**

in line with the Trust's policies and procedures the management of:

- The staff and volunteers of the Trust
- Has the right to appoint staff/volunteers to the Operations Team
- Has the right to appoint or dismiss staff
- Has the right to appoint or terminate contracts with volunteers
- Keeps the board informed about issues and activities of the Trust

**Financial powers****Volunteers Staff, paid and volunteers**

Where given a specific task for or project can exercise spending for the purpose only for that budget and only to that budget limit, up to a total of £TBC 9<sup>th</sup> December 2019

**Lindsay Pyne – Office Administration**

Where given a specific task for or project can exercise spending for the purpose only for that budget and only to that budget limit, up to a total of £TBC 9<sup>th</sup> December 2019

**CEO**

Where carrying out a specific task or project can exercise spending for the purpose only for that budget allocation up to the value of the full budget.

Has additional budget responsibility outside budgets already assigned to specific projects (the flexible budget) up to £250, in case of an extreme or immediate need which would not allow the process of normal budget review with the board. Any such additional expenditure should be reported to the board members by email and brought to the next board meeting.

**The Chair and the Financial Director (or One board member and either the Chair or the Financial Director)**

Additional expenditure authorised between board/management meetings because it is not possible to obtain consent from the full Board within the necessary timeframe.

**The Board as an entity**

To review and amend budgets as required and additional expenditure as authorised from time to time.

**Speaking on behalf of the Trust**

Speaks on behalf of the Trust to the SOA, other organisations on all matters save for the ABO

Everyone is only authorised to make statements within these bounds and within the bounds of the Trust's articles.

**Staff members (paid and voluntary)**

Can speak on their specific role, or express the Trust's agreed position on specific areas of operations as identified within their Job description or the Trust's policies and procedures.

**Operations Team - Lindsay Pyne, Claire Thorpe, Mel Broadhurst-Allen**

Can speak on their specific role, or express the Trust's agreed position or those defined within the Trust's policies and procedures. Where the CEO or the Chair are not available, they can in agreement with one other of this group,

**CEO**

Can speak on Trust business with the Chair, or by himself when it is not possible to do so with the Chair, (when he must notify the Board of any statements made as soon as possible) that fall outside normal operations as defined within the operational plans and the Trust's policies and procedures.

**Board members**

Only where communications are approved by the Board in advance

**On matters relating to the ABO**

All interactions between the AWT and ABO should be handled by the Boards of both parties and where ever possible should take into account the terms of the AWT/ABO Memorandum of Understanding (MoU).

Where AWT operations staff must undertake interactions with the ABO to meet the terms of the MoU or to provide services to SoA (Ramsar) then a copy of the correspondence should be passed to then Chair AWT who will issue them to the Chair ABO. Should the Chair not be available some other member of the board may be appointed for this task.

If conditions allow requiring action from the Trust in relation to the ABO should be put before the board at the first opportunity by the Chair, or CEO.

### Appendix 3. Definition of Natural or ‘ecosystem’ Services

This buzzword refers to the fact that the environment contributes directly to the social, physical and economic wellbeing and survival of people as well as wildlife. Humans depend directly on environmental ‘goods’ (such as water and wood) and ‘services’ (such as the storage of Carbon dioxide by trees and vegetation which helps to regulate our climate).

Ecosystem services are difficult to observe, value or quantify, or have simply been taken for granted. They have therefore largely been unaccounted for in historical economic studies.

Ecosystem services can be grouped into four categories (Millennium Ecosystem Assessment, 2005):

1. Supporting services (Nutrient cycling, oxygen production, soil formation, crop pollination, seed dispersal, pest regulation, waste decomposition)
2. Provisioning services (Food, fuel, water, genetic resources, useful natural substances including medicinal plants, fish, game, metals, timber etc.)
3. Regulating services (Climate regulation and stabilisation, storm buffers, water and air purification, flood protection, protection of soils from erosion)
4. Cultural services (Recreation, aesthetic and psychological value, knowledge)

### Appendix 4. Terminology we use

It has become apparent that despite Alderney’s richness of native species and the unique mix of habitats and heritage making the island one of the most biodiverse jurisdictions within the British Isles, we often struggle to communicate with residents and visitors what and why our island is special.

In 2020 the AWT will be considering the language we use, especially common terms such as biodiversity, which can often be poorly understood, when fundamentally they are simple terms (read WILDLIFE). The following list is a selection of terms the AWT will take into consideration when publishing any publically accessible literature, or communications. It will grow during the course of the year and we hope will become a backbone to help us communicate with our community:

#### Old Terms

The Environment

Climate Change

Global Warming

Biodiversity

Fish stocks

Natural Resources

Natural capital

Ecosystem Services

Nature Reserves

Extinction

The Planet

Saving the Planet

Climate Sceptic

Freemarket thinktank

#### New Terms

The living planet / natural world (*not to be confused with environmental health, or built environment*)

Climate breakdown (*this is not a gentle proves, the speed of change is rapid and will have dramatic effects on our community*)

Global; heating (*see above*)

Wildlife (*all components of the natural system which make up biodiversity simply represented*)

Fish populations (*they don’t exist to be exploited*)

Living Systems / the fabric of the Earth

Nature / living systems

Life support systems

Wildlife refuges (*reserves shuldnt appear distant*)

Ecocide / Annihilation (*what is happening is a result of human action*)

The living planet

Defending the living planet

Climate Science denier

Opaquely-funded lobby group