

# Alderney Wildlife Trust Business Plan 2025

## 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.

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

*Reviewed: AWT Board (29<sup>th</sup> January, 2025)*



*Version: Published V1. Approved for use Q1, 2025*

*Date: 13/02/2025*

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

## Table of Contents

Mission .....	1
1. Our vision .....	4
2. Our approach .....	4
3. Introduction .....	4
4. Campaigns 2024-30.....	5
Quick Search - Campaign, Projects Objectives (summary appendix 1.).....	5
Quick Search - Infrastructure Objectives (summary appendix 2.) .....	5
4.1. CAMPAIGN - Putting Nature into Recovery (PNiR) .....	6
4.1.1. PROJECT - Alderney State of Nature (ASoN) .....	6
4.1.2. ASoN WORSTREAMS .....	7
4.1.2.i. a. Living Seas/Living Landscapes .....	7
4.1.2.i. b. Ramsar .....	7
4.1.2.i. c. Alderney Biodiversity Centre (ABC) – one of the Channel Islands’ Biological Records Centres .....	8
4.1.2. PROJECT - Action for Wildlife.....	8
4.2. CAMPAIGN - Nature is the Solution (NitS) .....	9
4.2.1. NitS Projects .....	9
4.1.1.a. PROJECT - Future Woodland.....	10
4.2.1.b. PROJECT - Blue Carbon .....	10
4.2.1. c. PROJECT - Natural Barriers.....	11
4.2.1.d. PROJECT - Waste to Food .....	12
4.3. CAMPAIGN - Alderney Community Action for Nature (ACAN).....	13
4.3.1. PROJECT – Wilder Learning (creating a pathway for learning) .....	13
4.3.2. PROJECT - Community Volunteering.....	14
4.3.3. WOKSTREAM - Community Organising.....	15
5. Infrastructure.....	16
Delivery.....	16
5.1. Governance.....	16
5.2. Fundraising .....	16
5.2.1. Corporate Social Responsibility (CSR) and Environmental Social Governance (ESG) .....	17
5.2.2. Grants [Lead Roland Gauvain, supported by relevant project leads].....	17
5.2.3. Membership .....	18
5.2.4. Legacies .....	18
5.2.5. Public Fundraising.....	19
5.3. Administration .....	19
5.3.1. Staffing.....	19
5.3.2. Carbon .....	20

5.4. Advocacy, Community Engagement and PR/Marketing .....	20
5.4.1. Communications with Business and Government .....	20
5.4.2. Communications with the wider conservation community .....	20
5.4.3. PR and Social Media Programme .....	21
5.5. Built Infrastructure .....	21
6. Alderney Wildlife Trust Enterprises (AWTE) – extract from full AWTE Business Plan .....	22
7. Delivery .....	22
8. Budget .....	23
9. Our Team .....	24
9.1. Volunteers .....	24
9.2. Staff .....	24
Table.1. Staffing breakdown 2025 .....	25
10. Value Provided .....	26
11. A part of something bigger .....	27
12. Language (Glossary) .....	27

## 1. Our vision

Is of a thriving natural island, with our wildlife and natural habitats valued for the role they play in sustaining our community, and in addressing the climate and ecological threats we face - we wish to see everyone inspired to get involved in nature's recovery.

## 2. Our approach

We are focused on listening to our community and finding our common causes, creating strong, strategic, productive alliances such as that with the Alderney Animal Welfare Society (AAWS), in order to respond to the challenges our island faces.

We are ambitious in our desire to protect our island's wildlife for the benefit of its community.

We speak with a confident and informed voice, to tell the truth about the state of nature and what needs to be done to put it into recovery.

We were founded by our community in 2002 to help look after its wild places, and to achieve this we must help people increase their understanding of, and connection to, the natural world.

We demonstrate what is possible and work to enable people from all ages, backgrounds, identities and abilities to bring about our vision, embracing the diversity of our society to change the natural world for the better.

## 3. Introduction

The island's natural beauty is the reason many choose Alderney as a home. It is a mainstay of Alderney's tourism, draws new residents to the island, supports mental health and wellbeing, and represents the single most important asset Alderney's community owns outright as we look towards the challenges of the future.

Our environment is under threat from global issues including climate change, the loss of biodiversity and rising sea temperatures. Alderney also faces political and infrastructural challenges including its limited connectivity, gaps in education and a much-publicised aging population. These factors affect the daily lives of all residents.

We believe that these challenges are linked and that it is vitally important that we recognise what Alderney's environment provides for our community, from our natural sea defences to our ability to utilise renewable energy sources to protect counter climate change and reduce cost of energy fluctuations.

Alderney owns outright, and has a responsibility of care for, the natural resources within the 100 square mile territorial area, a powerful tool/obligation when considering the future of our island. The business sector (local and international) are increasingly aware of Alderney's biodiversity and ownership, when considering their response to environmental social governance (ESG) commitments.

BP2025 focuses the AWT back to its roots as a community founded charity whose vision is to establish sustainable balance between the environment and community needs; To do achieve this vision we must ensure we connect with our Alderney Audience, listening to their concerns and needs to ensure we have the broadest possible input from our community into our plans. Key outcomes for this plan are:

[Wilder Learning – creating a pathway to enable all ages of our community to connect with nature.](#)

**Taking Action for Wildlife and community, through our:**

[Trees – restoring Alderney's ancient woodlands; 80 years since end of WWII destroyed the historic remnants.](#)

[Dunes – preserving our wildlife rich natural barriers that protect our coastline.](#)

[Sea – understanding and preserving our kelp and eelgrass beds, Alderney's Blue Carbon Resource.](#)

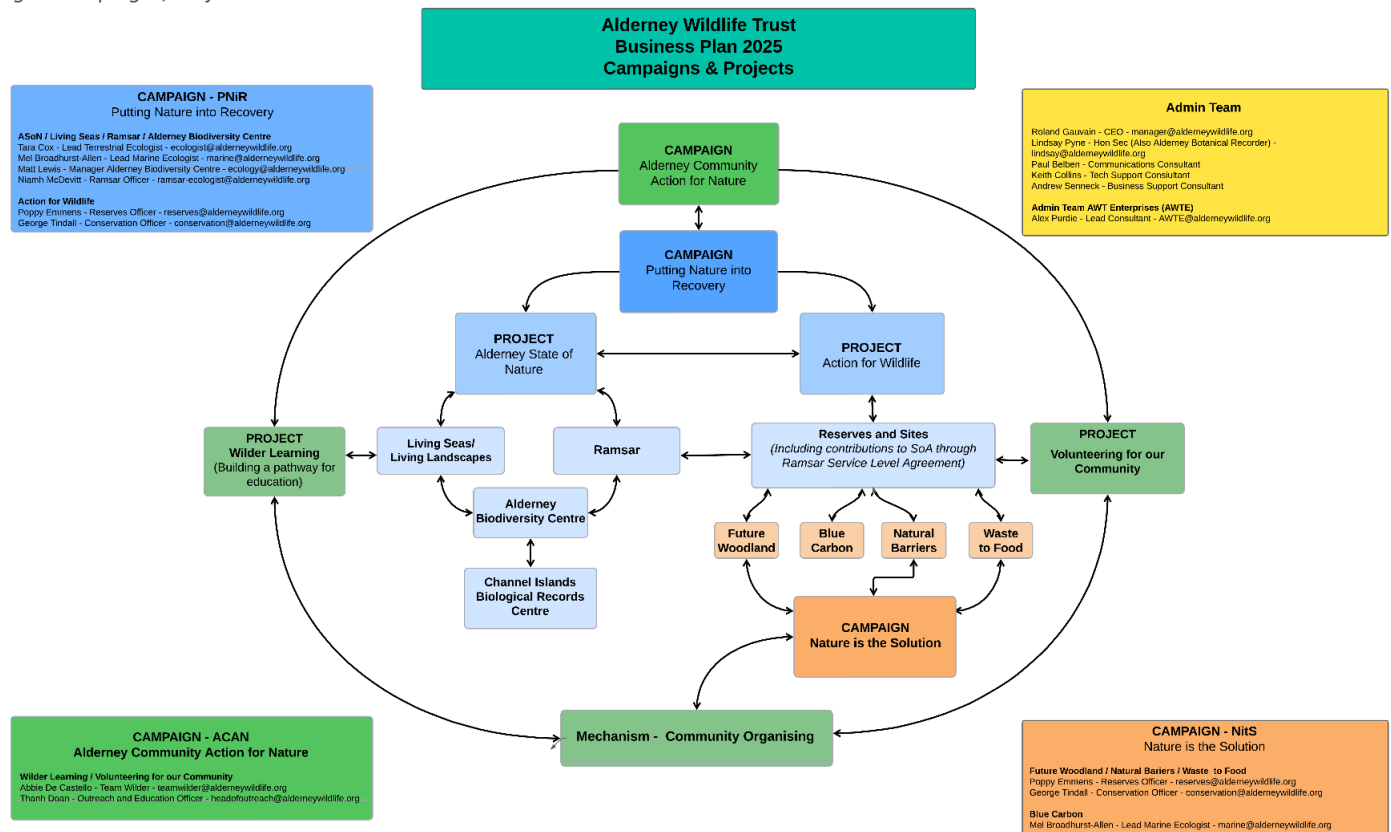
[Champion, Study and Protect Alderney's Wildlife](#)

## 4. Campaigns 2024-30

**CAMPAIGNS** - To achieve our [Mission](#) we have set 3 main campaigns which full fill our mission and which is aligned with those of the British Wildlife Trusts' 2030 Strategy (figure 1.) Each campaign is delivered through specific projects and enabled through various workstreams.

Our campaigns and projects are interdependent, see figures 1-4. It is important that anyone reading BP2025 recognises that we are a small team which collaborates closely. This is especially true for the Alderney Community Action for Nature (ACAN) team in 2025 which, in supporting community volunteering and education, will act to underpin the other two campaigns going forwards.

Fig 1. Campaigns, Projects & workstreams



For ease of review you can click on these links for summary tables of the annual objectives. These tables will be used as part of the staff 1on1 quarterly review process detailed in the [Delivery section](#) of the BP

[Quick Search - Campaign, Projects Objectives \(summary appendix 1.\)](#)

[Quick Search - Infrastructure Objectives \(summary appendix 2.\)](#)



## 4.1. CAMPAIGN - Putting Nature into Recovery (PNiR)

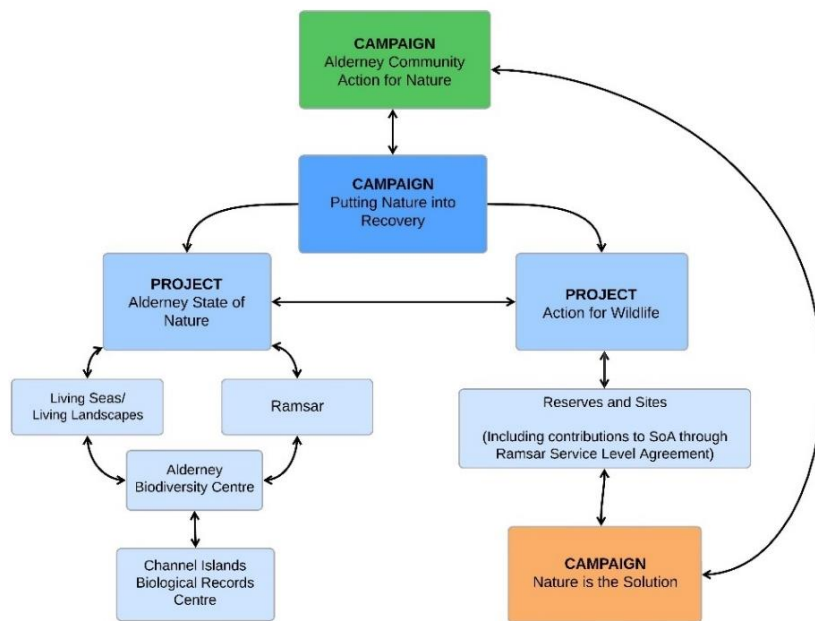


Fig 2. PNiR Campaign, projects and works

**Goal** - Nature is in recovery with abundant, diverse wildlife and natural processes creating wilder land and seascapes where people and nature thrive. We seek to ensure that nature is thriving on at least 30% or more of Alderney's land and sea

**Actions** - With the support of our community including landowners, businesses and government, we are identifying priority species and habitats and taking positive Action for Nature with the goal of ensuring at least 30% of Alderney's Natural environment is thriving by 2030 (30by30).

### 4.1.1. PROJECT - Alderney State of Nature (ASoN)

After 20 years of gathering data about the island's wildlife, we have drawn together an ecological [evidence base](#) and through this we are identifying, and prioritising, key species and habitats of conservation concern which can provide us key indicators of environmental health. In identifying these key indicators, we are ensuring we have established what is also of greatest importance/concern to Alderney's community. We are now working to understand how these key indicators are changing and to establish what the AWT, and the wider community, can do to prevent further decline and meet our goal of [30 by 30](#). This work was made possible through the support of the SIF (Guernsey).

#### Goals

- Creation of a fully integrated Alderney Biodiversity Centre website that accesses data on key habitats and species from the Evidence Base, alongside records from the community - Q3
- Creation of a finalised list of key habitats and species for Alderney and its territorial waters, alongside quantitative estimates of a favourable status and where the limits of acceptable change lie for these habitats and species – Q4
- Creation of systematic processes to respond when trends approach the limits of acceptable change e.g. by planning for increased monitoring and implementing of targeted conservation action – Q4
- Creation of a full 3-year State of Nature report that launches the measures of acceptable change – Q4
- Delivery of one citizen science engagement event per quarter, aiming to increase the number of citizen scientists from 8 to 20, as well as at least two wildlife identification courses or other skills development programmes per volunteer during the year – Q1, Q2, Q3 & Q4
- Integrating existing studentship and academic research into the development of the [Wilder Learning](#) – Q4

#### Team

Leads Dr. Tara Cox (Lead Terrestrial Ecologist), Dr Melanie Broadhurst-Allen (Lead Marine Ecologist), Matthew Lewis (Biodiversity Centre Manager)

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

#### 4.1.2. WORKSTREAMS - ASoN Project

The ASoN project integrates the AWT's existing ecological research workstreams to ensure all environmental data is filtered through and supports the output of ASoN, whilst ensuring continuity for our work, and maintaining our support for partners such as the SoA and Guernsey Nature Commission.

##### 4.1.2.i. a. Living Seas/Living Landscapes

We continue to build our [evidence base](#) for both our [Living Seas](#) - marine (19 surveys 2024) and [Living Landscapes](#) – terrestrial (36 surveys 2024) research programmes. This data is fed directly into the ASoN project, as well being provided to the SoA through its Ramsar site Strategy.

All data is made available to the Alderney Biodiversity Centre with the intention that it should be available for public use wherever possible.

##### Goals

- To continue to survey and collate appropriate terrestrial and marine evidence, linked to ASoN and provide an annual review at the end of the year Q4.

##### Team

Dr. Melanie Broadhurst-Allen (Lead Marine Ecologist), Dr. Tara Cox (Lead Terrestrial Ecologist)

##### 4.1.2.i. b. Ramsar

As the only legally designated environmental conservation area on Alderney, the Alderney West Coast and Burhou Islands Ramsar site draws attention to Alderney's nationally and internationally important breeding populations of seabirds and marine life. We have assisted the SoA in the management of the Ramsar site for nearly 20 years. The last few years have seen dramatic changes in the site including the loss of 30% of its breeding Northern Gannets due to Highly Pathogenic Avian Influenza (HPAI), whilst more positively the first recorded breeding of Grey Seals in Alderney's waters.

We conduct conservation, outreach and research work to fulfil AWT's objectives under the SoA's annual Ramsar Action Plans. Furthermore, we work with other organisations (primarily AAWS) to help carry out these objectives. The AWT is the site's registered administrator with the Ramsar Secretariat in Geneva (designated as such by the SoA), and to separate the administrative duties from our work on the site, we provide a part-time role to the SoA pro-bono via the AWT's wholly owned subsidiary AWT Enterprises ([AWTE](#)) which acts as the Alderney Ramsar Secretariat (administrator).

In 2025, the AWT's main goals will be to continue to support the SoA in implementation of the Alderney Ramsar Strategy (and its next edition), to continue the progress on building the best possible working relationships with other Ramsar stakeholders, and to improve the structure of the site (e.g. through a Terms of Reference to be developed for the site by the SoA). We will continue to provide administrative duties for the SoA via AWTE.

##### Goals (AWT's contribution to Ramsar in 2025)

- Continue to carry out work as required by the Ramsar Strategy and report on this work for the Alderney Ramsar Secretariat; - Q1, Q2, Q3 & Q4
- Provide information and data to the ASoN project, and, through ASoN, review AWT's Ramsar objectives, updating these where appropriate through the Annual Ramsar Review and Action Planning process - Q4
- Engage with the Alderney Ramsar process as a stakeholder and activity organisation and contribute toward the development of the next five-year strategy and the development of a Terms of Reference for the Ramsar Site - Q1, Q2, Q3 & Q4
- Through AWTE provide 25 days' work, pro-bono, as the Alderney Ramsar Secretariat to SoA operations team and General Services Committee (GSC), to the equivalent commercial value £12,500.

##### Team

Niamh McDevitt (Ramsar Officer), Alex Purdie (Alderney Ramsar Secretariat)

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

#### 4.1.2.i. c. Alderney Biodiversity Centre (ABC) – one of the Channel Islands' Biological Records Centres

The AWT is transforming its existing Biological Records Centre (the Alderney Biodiversity Centre [ABC]) by working with the governments of Guernsey and Jersey to establish a common recording platform for biological data across the Channel Islands, with separate websites for each Bailiwick, and representation for all islands within the Bailiwick of Guernsey. This will be a resource for everyone, including businesses that require information to support planning applications, and for government in informing policy on topics such as climate change and invasive species. Anyone will be able to submit data to the records centres using dedicated online forms, or commonly used citizen science apps (including iRecord and iNaturalist). Non-commercial users in the Bailiwick of Guernsey will be able to explore and access data for free.

##### Goals

- Publishing of the pan Channel Islands Biodiversity Centre Website - Q2
- Transferring of existing records held by the AWT into the ABC and into the Alderney section of the new pan-island website - Q4
- Explore future funding opportunities to support the development of the ABC over the coming 5 years – Q4

##### Team

Matthew Lewis (Biodiversity Centre Manager)

#### 4.1.2. PROJECT - Action for Wildlife

Over the last 22 years the AWT has been working with private landowners, businesses and the States of Alderney to manage significant areas of the island (more than 11% of the Alderney's land area) with some of the most valuable and rich environments for biodiversity and cultural heritage on Alderney. Acting for Wildlife we have:

- Protected Alderney's wildlife against the loss of traditional land management practices
- Enabled public access, and supported quality of life for islanders
- Fought to reduce the impacts of invasive species
- Supported tourism

This work was originally triggered by concern from both States members and the wider community over the rapid decline in quality of environment; much of this concern was triggered by rapid changes in land use and was in part responsible for the government/community collaboration which led to the creation of the AWT.

Our Actions for Wildlife are delivered through:

- Longis and Vau du Saou Nature Reserves (2030 Strategy for Reserves and Sites & 2025 Action Plan)
- Alderney Community Woodland (2030 Strategy for Reserves and Sites & 2025 Action Plan)
- Other sites, including support for the Alderney Society in their management of the Bonne Terre, the management of public footpaths and visitor facilities on behalf of the States of Alderney  
(1. 2030 Strategy for Reserves and Sites / 2. 2025 Action Plan / 3. 2025 [SoA/AWT Service Level Agreements](#))
- Support for conservation management of Alderney's Internationally Important Wetland (Ramsar) site (2030 Alderney Ramsar Strategy & 2025 Ramsar Action Plan)

By taking action for wildlife the AWT positively impacts thousands of residents and visitors every year, and in doing so has secured Alderney's reputation as the 'Wild Channel Island'. This is demonstrated each year by the positive media coverage, including multiple programmes on BBC, ITV, Channel 5, French TV 1.

##### Goals

- The publication of the 2025-2030 Reserves and Sites Management Strategy and integration of the actions into the 2025 annual action plan of works (informed by the outcomes of the ASoN Project) with the aim of increasing the total area of our reserves and sites which are thriving for nature - Q2

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

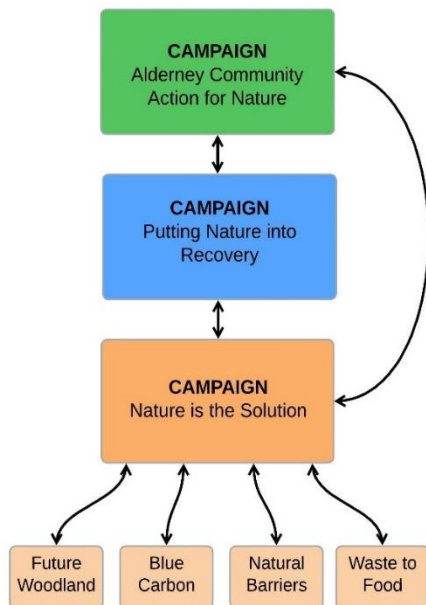


- Working with the ACAN team to co-create opportunities for volunteers and staff in delivering the ongoing work to manage the reserves and sites, preserving, and where possible increasing, biodiversity and ensuring these sites continue to be accessible to the community - Q4
- Working to integrate the training and skills development of the Action for Wildlife programme into the [Wilder Learning](#), with partners including SoA, AEL and others – Q4

### Team

Poppy Emmens (Reserves Officer), George Tindall (Conservation Officer), Roland Gauvain (CEO) & Lindsay Pyne (Alderney Botanical Recorder), supported by the Community Action for Nature team.

Figure 3. NitS Campaign and Projects



## 4.2. CAMPAIGN - Nature is the Solution (NitS)

**Goal** - Nature is playing a central and valued role in helping to address both the local and global problems Alderney faces and nature-based solutions are understood and supported by the widest possible part of our community.

**Actions** – Through the ASON project we have identified key nature-based solutions which help Alderney respond to the challenges it faces. Through our [Action for Wildlife](#) we have identified [nature-based solutions](#) which are helping to secure our community's future. The following 4 projects demonstrate the NitS principles, allow us to take action for wildlife and provide a focus for engaging businesses and government on how nature provides us with services and solutions for a sustainable island community.

### 4.2.1. NitS Projects

The NitS projects have evolved out of our Action for Wildlife work, they already exist and are helping Alderney to respond to the growing global and regional threats by providing nature-based solutions. These solutions provide some answers as to how we can respond to the impacts of changing climate, especially the increasing number of severe storm events affecting our coastline and the challenge of ensuring Alderney's rich biodiversity is protected, whilst also increasing the woodland and marine habitats that provide carbon sequestration and have a role in providing sustainable products for our island.

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

#### 4.1.1.a. PROJECT - Future Woodland

Since 2010 Alderney has seen its woodland and shrub habitats almost double to the point that they now cover nearly 6% of the island; this is in part because of our creation of the Alderney Community Woodland (ACW). However, Alderney:

- is still the least wooded of all the 4 main Channel Islands, and one of the most denuded territories in Europe as a whole.
- has little healthy or diverse woodland, with much of it affected by diseases, such as ash die-back and Dutch elm disease, both of which have devastating impacts on two of the few native species of tree to the island. This means that much of the woodland on Alderney lacks diversity and is made-up of non-native species, often not well adapted to Alderney's ecosystem, have shortened life spans and fail to provide suitable habitats for local species of insects, birds, mosses and lichens.
- lacks the native hardwood and softwood species which should thrive on island and provide valuable timber for local industry and residential use.

We are committed to creating a **Future Woodland for Alderney**, increasing the total area of planted native woodland by a further 2% by 2030, and enabling the natural spread of a further 1% healthy native woodland. Once established this would add a further 16ha of woodland habitat, an area equivalent to 4 times the size of Braye Common and equal to the existing area of the ACW.

This will be done with the support of landowners and by securing key Future Woodland sites. We will undertake direct planting, in the right habitats, and seek to enable the natural spread of woodland.

#### Goals

- Expand the existing habitat classification and tree mapping exercise to create a plan for woodland development which prioritises less biodiverse habitats and minimises the impact on Alderney's cultural heritage. We will focus on areas within, adjacent to, and/or between existing woodland to facilitate both larger areas of woodland and the development of woodland corridors – Q1
- Build partnerships with local landowners and businesses to enable our Alderney's Future Woodland. We seek to secure land through agreements, or purchase if necessary, and to help fund the re-establishment of native woodland long lost to Alderney – Q2
- Establish a mechanism for members of the public and businesses to invest in a future woodland and its role in providing a habitat of benefit to all, especially in the sequestration of carbon - Q4
- Commence planting before the end of 2025 with the aim of planting at least 2,000 native trees - Q4

#### Team

Poppy Emmens (Reserves Officer), George Tindall (Conservation Officer), Roland Gauvain (CEO) & Lindsay Pyne (Alderney Botanical Recorder).

#### 4.2.1.b. PROJECT - Blue Carbon

Over the last decade, great strides have been made in recognising the importance of carbon storage in terrestrial environments, such as forests and peatlands, in regulating the climate. These land-based ecosystems have captured policy attention and are now seen as essential components of decarbonising the atmosphere. However, the potential of 'blue carbon' (both in-organic and organic marine stocks) found in our coastal and marine areas is largely unknown. This is due to the lack of available scientific knowledge at a local scale. Marine habitats, including seagrass/eelgrass meadows and subtidal sandbanks, can potentially act as incredible long-term sources and stores of carbon, in the right conditions.

The Royal Society of Wildlife Trust's (RSWT), RSPB and WWF recently published a groundbreaking study which quantified the blue carbon habitat stocks stored across the UK's territorial waters (excluding the Channel Islands). Alongside this UK based study, we have collated approximately 15 years of marine evidence through our Living Seas marine evidence base. It includes collaborative workstreams, such as the

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

work we have pioneered with partners in Guernsey; the Bailiwick Eelgrass Exploration Project (BEEP), which aims to help record the island's seagrass/eelgrass with volunteer citizen scientists. This dataset, in combination with other relevant marine evidence related to blue carbon habitats, have been compiled within the ASoN project. The combined information will be used to evaluate Alderney's blue carbon habitats, with a focus to create a map of their presence, location, extent and value, and the potential impacts that currently face them.

We are committed to ensuring the recognition of the importance of blue carbon for Alderney over the coming 5 years and to taking action to preserve Alderney's resource.

#### Goals

- To integrate relevant data from ASoN and the Living Seas Programme regarding the island's blue carbon marine habitats, with the objective of creating a detailed blue carbon resource map for those areas. – Q4
- To develop appropriate recommendations which comprise pro-active approaches to reduce any identified human impacts upon Alderney's blue carbon resource – Q4
- To monitor and engage with the UK wide process engaging expert advice/recommendations on the development of appropriate blue carbon codes of conduct, in order to establish a mechanism for investing in the protection of Alderney's blue carbon Resource . - Q4

#### Team

Mel Broadhurst-Allen (Marine Ecologist), Roland Gauvain (CEO), Tara Cox (Terrestrial Ecologist), Matt Lewis (Biodiversity Centre Manager)

#### 4.2.1. c. PROJECT - Natural Barriers

As an island facing rapid changes in climate and the increasing number of extreme weather events, nature's sea defences play an increasingly important role for our island. Sand dunes are by their very nature a self-repairing sea defence, absorbing storm waves and strong winds. At Braye, Saye and to a lesser extent Longis, the sand dunes provide a protective barrier for business and island infrastructure, as well as being rich in wildlife. Yet Alderney's sand dunes are threatened by Sour Fig, a highly invasive species that makes the dunes vulnerable. This outcompetes the native Marram grass that is essential for a healthy dune system, providing the system of deep interlocking roots which binds the sand together.

We have been battling to limit the impact of Sour Fig across Alderney, especially within our nature reserves, for nearly 20 years. Within our Reserves we now have control over much of the existing spread and we will continue to prevent its spread. However, if we are to ensure nature is thriving on Alderney, we must ensure the natural barriers are in themselves protected.

Over the next 5-years we have set ourselves the challenge of stopping the spread of Sour Fig within Alderney's dunes and where possible its complete eradication within this vital habitat to ensure Alderney's future resilience to absorb the impacts of climate change.

#### Goals

- Update existing maps of the areas of sand dune impacted by Sour Fig and identify where a failure of the dunes would impact infrastructure or businesses in the future. This process will be supported by the assessment of key species and habitats within the ASoN project - Q3
- Increase engagement with the community about the importance of sand dunes, and seek business partners who through their CSR and ESG programmes may be prepared to commit to protecting an area of dunes on Alderney – Q3
- Increase the number of 'Big Sour Fig Pulls' from 1 per annum to 2 per annum in 2025 – Q2 & Q4

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

## Team

Poppy Emmens (Reserves Officer), George Tindall (Conservation Officer), Roland Gauvain (CEO) & Lindsay Pyne (Alderney Botanical Recorder)

### 4.2.1.d. PROJECT - Waste to Food

Alderney manages its waste through separation into recoverable (RW) and non-recoverable waste (NRW) streams. NRW includes both cooked and uncooked food waste and was estimated to make up to 50% of the weight of an average household's black bag waste (SoA survey 2022). Currently black bag waste is exported to Guernsey for processing, before being shipped onwards for incineration, with estimates of NRW exported from Alderney being as high as 500 tons per annum. The NRW waste stream has significant costs for Alderney (£10k+ if not £100k+), is labour intensive and creates significant waste carbon through handling, shipping and incineration.

Green waste is separate from the NRW waste stream and is processed by screening for plastics, shredding and subsequent composting in large static piles at the Mannez Quarry site. This largely unmanned waste site sits on the edge of the Longis Nature Reserve. However, in its current form the compost produced cannot be re-sold and is not tested for contamination, so these piles are growing and in 2023 caught fire, continuing to smolder for several months.

Our Actions for Wildlife create sources of waste vegetation ([Natural Barriers](#)) and generate carbon sinks ([Future Woodland](#)) which provide both a mechanism for removing carbon from our environment and also a source of carbon which enables the processing of compost into a useable bi-product. The Alderney Waste to Food workstream has 3 principal aims:

- a. **Reduction of carbon and cost** – the reduction of carbon produced through the management of food waste, including cooked foods, meat and dairy, which is currently exported for incineration, and in so doing reducing the cost of handling compostable waste and of importing compost.
- b. **Removal of Invasive plants** – the provision of a safe mechanism for the destruction/use of green waste created by the removal of invasive vegetation, primarily Sour Fig ([Natural Barriers](#)).
- c. **Provision of low carbon compost** - the production of viable commercial compost on island, using materials originating from on island, or through the food waste stream, and therefore reducing the importation of compost, including peat-based material.

Assisted by the Fort Group we have resources to enable us to investigate the viability of in-vessel composting on Alderney at a small scale. We have begun the process of building partnerships with the SoA, and other key island businesses involved in the production of waste and the consumption of imported composts, to enable this trial. We will also take action to find ways to utilise the existing green waste which has built up to a level maybe impacting the Longis Nature Reserve from excessive eutrophication and fire.

## Goals

- Work with the SoA in considering the long-term future of compostable waste on Alderney – Q3
- Seek business partnerships which will enable future actions – Q3
- Work with local businesses to establish the trial of an in-vessel composter to process mixed food waste, shredded sour fig and the by-product woodchip from the Alderney Community Woodland, to produce a viable soil improver which could be used on Alderney - Q4
- Establish ways to use the existing green waste by product stockpiled at Mannez to reduce its impact on the Longis Reserve, including the need to test for contaminants prior to its use. Uses could include as a soil improver prior to planting of the Future Woodland - Q4

## Team

Poppy Emmens (Reserves Officer), George Tindall (Conservation Officer), Roland Gauvain (CEO) & Lindsay Pyne (Alderney Botanical Recorder)

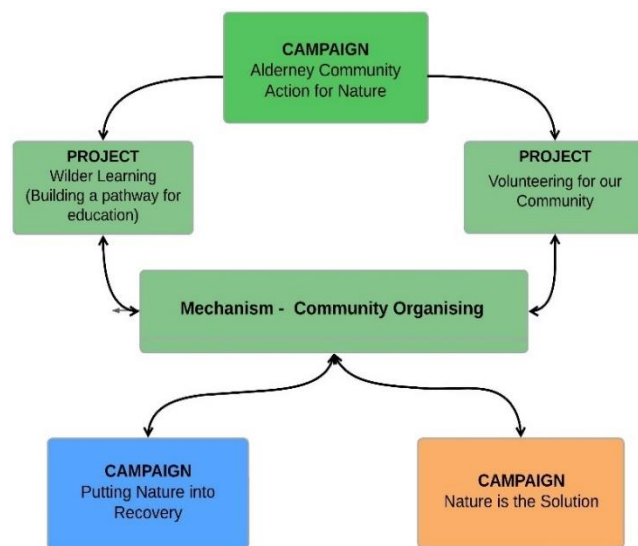
### 4.3. CAMPAIGN - Alderney Community Action for Nature (ACAN)

**Goal** – A minimum of 1 in 4 people in our community are taking meaningful action for nature and the climate, resulting in nature connection and a greater understanding of our natural habitats.

**Actions** - Create opportunities for community collaboration and organising to ensure we support community action as a whole. We will create the [Wilder Learning](#) and [Community Volunteer](#) projects which will, through the principles of ‘community organising’, engage with the widest possible cross-section of our community to identify the common challenges we face and to ensure we develop collaborative strategies to help solve them.

*This work is being supported by RSWT, and a 2025-2030 Education [Strategy is a shared goal of the majority of Wildlife Trusts](#).*

Fig 4. ACAN Campaign and Projects 1



#### 4.3.1. PROJECT – Wilder Learning (creating a lifelong pathway for learning)

Developing connection and understanding of nature is essential for people to act for nature. However, Alderney residents, especially children, are faced with certain challenges in pursuing not only learning opportunities about wildlife and nature, but also transferable skills that are vital to organisations like the AWT. To help narrow this gap, the AWT aims to provide more opportunities for islanders to engage with, learn about, and act for nature; the ripple effect.

The Pathway for Learning project seeks to achieve this by creating accessible learning opportunities focused on wilder learning: learning about nature, in nature and for nature whenever possible. This pathway creates a learning journey, offering opportunities that span the Early Years, through Primary School, Secondary School, and into emerging adulthood beyond the age of 16. Participants who follow this learning pathway will deepen their understanding of Alderney’s wildlife and natural habitats and develop on-island skills.

The pathway is the first-year stage of a 5-year strategy. This should include nature-based learning, and the goal of making green skills more accessible. This approach encompasses the knowledge, abilities, values, and attitudes required to live in, contribute to and support a sustainable/resource-efficient community. Through species identification, creative thinking and decision making, conservation practices, communication and volunteering, we can inspire, build confidence and support onwards learning and career prospects that reflect Alderney. For students aged 16 and under, joining this pathway helps lay the foundation for building confidence, knowledge and we hope, the ability to pursue green jobs ranging from work within the conservation sector (i.e. ecologists, environmental consultants), guiding in the tourism sector, gardening, land management and much more.

Over the last decade Alderney has lost most of its higher education provision on island, including informal learning, vocational courses, skill-based training and CPD courses. At the same time, we have lost youth development provision historically provided by organisations such as the Scouts, Guides, Cadets and Churches. This has had a huge impact on all ages and affects Alderney’s abilities to create, innovate and collaborate. It also creates huge challenges in Alderney’s ability to draw in and retain new residents, especially families. By developing a Pathway for Learning we intend to engage with our community through the lens of [Community Organising](#) to better understand our community’s needs and how our pathway can support other organisations responding to this need. We will draw upon all our skills and projects, utilising the opportunities to learn provided by the AWT’s existing workstreams and the skills of our staff and volunteers be that land management experience, or social media skills.

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



We will work to ensure our pathway is reflective of community voice and is sustainable for the AWT to deliver.

### Goals

- Creation of the Pathway for Learning project outline to support grant applications for multi-year funding that can provide stability and continuity of an Education Strategy - Q1
- Completion of a more in-depth research phase, ensuring Alderney's community insights are integrated into the strategy; this includes a focus on children, young people, and emerging adults from ages 5–25 - Q2 & Q3
- Development of a Pathway for Learning Strategy for years 2026 – 2030 – Q3-Q4
- Development of the Learning Hub as a community learning resource, by renovating the Alderney Scout Hut – Q1-Q4
- Continue to build relationships with relevant learning institutions such as St Anne's Pre-School and St Anne's School, supporting and delivering alongside them where needed
- Deliver outdoor learning sessions through Forest School, Wilder Beach and where possible, link to the Ecology, Conservation and Living Seas teams (See Wilder Learning Outline Document) – Q1, Q2, Q3 & Q4

### Team

Abigail de Castella (Wilder Learning – Community Organising Lead TBC) & Doan Thi Thanh Thanh (Wilder Learning / Education Officer TBC)

#### 4.3.2. PROJECT - Community Volunteering

Alderney's small size and aging population mean that key roles normally provided elsewhere, at least in part, by government, such as arts, sport and the care of those with mental health issues, fall to charities to deliver.

However, many community organisations, including the AWT, find it increasingly hard to secure and then support the volunteers who are needed to make this work possible. In recent years this has seen the loss of youth focused bodies such as the Scouts, Guides and Cadets, as well as other major charities such as the Alderney St. John's Ambulance and the Women's Institute. These losses affect the quality of life for residents, particularly young people, and when the SoA has to step in to replace these charities, such as in the case of St. John's Ambulance, the costs can be huge.

The AWT has a programme of local [volunteering](#) which delivers everything from the maintenance of Alderney's countryside, to supporting visitors and studying wildlife, to supporting on-island wildlife rescue through the Alderney Animal Welfare Society AAWS and the British Divers Marine Life Rescue. We are working with the wider Wildlife Trusts movement and local organisations to co-create an environment which enables and encourages volunteering, provides people with the skills, experience and the resources they need to make the most of the opportunities.

Alderney's charities and volunteer sectors are small and heavily interconnected, so if we are to bring about positive changes for ourselves, we must also focus on how we can support Alderney's volunteer community as a whole. Over the coming 5 years we are looking to work with as many Alderney charities and volunteers as possible, with the support and guidance of a leading Guernsey Charities body, to identify the common challenges and needs we all face. From here it will become easier to develop resources and support for volunteers in Alderney to breathe new life into our volunteer community and the organisations they help to sustain.

### Goals

- Trial volunteer management software that supports volunteering for the AWT and has the potential to be developed as a common resource for all groups – Q1

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

- Create and develop a youth volunteer programme that builds interest, confidence and ability to support Alderney's environment, including building on the Duke of Edinburgh's programme - Q2
- Create a community organising project between and with as many Alderney charities and volunteer bodies as are willing to participate, with leadership from a single professional body to establish a common response to the challenges facing charities and volunteering -Q3.
- Seek partnership with leading Alderney based companies that can also see the potential of such community-based solutions, including CSR - Q3
- Seek the support of our volunteers and citizen scientists to create a pathway for volunteering with the AWT. This pathway should include:
  - Enabling co-creation of the whole volunteering experience - Q3
  - On boarding and off boarding - Q3
  - Training and development, enabling volunteering to be more than simply the giving of time - Q4

#### Team

Abigail de Castella (Wilder Learning – Community Organising Lead), Roland Gauvain (CEO), Poppy Emmens (Reserves Officer), George Tindall (Conservation Officer), Tara Cox (Lead Terrestrial Ecologist)

#### 4.3.3. WOKSTREAM - Community Organising

The Team Wilder way of working is how we connect with, listen to, and collaborate with a wide range of people, building reciprocal trusted relationships at a local level. We support and facilitate individuals, communities, and stakeholders to make meaningful changes for nature's recovery. This leads to more people influencing each other to take sustained collective action for nature and climate, to achieve [30by30](#) nationally.

To be able to implement this way of working, RSWT and the wider Wildlife Trust network including the AWT believe that education is the underpinning of Community Organising. Change can only occur because of new learning. To be able to adapt, evolve, and shift existing behaviours, we need to learn, understand, and build confidence and knowledge to be able to evoke meaningful and lasting change.

To achieve international goals for nature recovery, nature-based learning must be the driving force behind success. This approach offers far-reaching benefits, creating a ripple effect that improves physical and mental health, promotes sustainable volunteering, strengthens cultural connections and enhances education. It also provides more opportunities for young people to thrive, contributing to workplace wellbeing and encouraging better decision making for nature at the local, regional and national levels, across both political and corporate sectors

To change how we approach learning as an organisation, the Community Organising way of working should be the foundation for this to be developed. We are therefore creating our first Education Strategy for learning, in a way that supports, strengthens and expands educational opportunities on Alderney.

#### Goals

- Building island resilience through community organising, raising awareness of the natural resources the island holds and harnessing people's strengths and confidence in taking action for nature. Using our Wilder Volunteering and Wilder Learning projects to provide a mechanism to engage our community in this way of working - Q4

#### Team

All members of the [AWT staff and volunteer team](#)

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

## 5. Infrastructure

Not only do we strive to be a leading environmental charity, but we also seek to become an outstanding employer and economically secure. In 2025 we will be focused on infrastructural improvement, setting clear objectives and funding goals.

### Delivery

Is focused through the admin team and, our consultants and the project leads as described in this plan. All staff are required to contribute to the provision of those elements that support their deliverables.

### 5.1. 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 aim to strengthen our systems, through deepening the governance and operations teams and increasing scrutiny of the process.

#### Goals for 2025:

- to recruit a treasurer to the Board - Q2
- to secure administrator support including due diligence processing and HR, to support CEO and Hon Sec in maintaining Board and operational commitments to governance – Q2
- To complete the review of AWT safeguarding policies to bring them in line with UK best practice and RSWT standards – Q3
- To secure a provider for third party financial review of the AWT and AWTE's accounts – Q4

### 5.2. Fundraising

#### Fundraising Programme

The CEO will lead the programme with support from Communications Consultant and other members of staff as required. The fundraising programme is managed through the 2025 [Fundraising Planner](#) spreadsheet which identifies the key components of the Fundraising programme ([see 8.2.2-8.2.5.](#)) and the staff leads. Further it sets clear deliverables and deadlines.

The CEO will administer the Fundraising Planner with the Project Leads support and all staff inputting. Monitoring progress will be conducted by those with responsibilities identified in the Planner, with monthly progress and planning reviews (open to Board attendance), to ensure opportunities are fully understood and mapped.

Staff's involvement with the Fundraising Planner will be reviewed as part of the [Staff Review and Reporting Process](#).

Early in 2025 we are committed to the creating information packs for the ACAN and NitS workstreams to support major grant applications, as well as providing a tool for approaching Bailiwick businesses to seek their involvement, and for public engagement through the fundraising events identified in the Fundraising Planner.

#### Goals

- Completion of the Fundraising Planner and commencement of fundraising programme as described, with review through the [staff](#) and [board review](#) process - 1<sup>st</sup> February
- Secure funding for 1.5 positions to support the ACAN campaign - £40,000 - Q4
- Secure support for the delivery of the NitS programme, including for
  - i. the purchase of materials - TBC
  - ii. acquisition of land either by lease or purchase - TBC
  - iii. staffing for the Action for Wildlife Team for the delivery of the [NitS Projects](#) - £30,000
- Recruit for fundraising volunteer to assist with the core needs within the Fundraising Planner - Q2

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

- Secure funding for administration support, compliance and HR support. Currently the cost of this provision would have to be funded by securing new major donor support or increased AWTE funding - £25,000 – Q4

#### Team

Lead - Roland Gauvain, supported by all staff

#### 5.2.1. Corporate Social Responsibility (CSR) and Environmental Social Governance (ESG)

Whilst the AWT has benefited from both CSR commitments (largely in the form of corporate workdays) and a single ESG contribution (Fort Group sponsorship for [Waste to Food](#)), BP2025 recognises that these two corporate processes have the potential to provide one of the biggest resources for supporting our key projects going forwards. Both the NitS and ACAN Campaigns and their projects, have been identified as having the greatest potential chance for developing direct links with key corporate partners over the coming 1-5 years.

For this to be achieved the AWT must demonstrate the potential of these projects to deliver environmental and social gain for the island, with clear language and measurable goals. The Fundraising Planner identifies potential partners, and the timeframe and process for engagement. The programme will be monitored through the [staff](#) and [board review](#) process.

#### Goals

- Information packs (version 1.) for ACAN and NitS workstreams to support both grant application and NitS ESG requests - 28<sup>th</sup> February
- Review of the draft information packs by selected corporate partners willing to offer guidance (e.g. Canaccord) –5<sup>th</sup> March
- In person approaches to at least 5 identified partners, and review and development of the programme - Q3

#### Team

Lead Roland Gauvain, supported by relevant project leads

#### 5.2.2. Action for Biodiversity and Climate

There is a desire amongst residents and visitors to be able to support actions which create both a gain in biodiversity and help to reduce the amount of carbon within our environment. Through the following projects the AWT is now able to enable the general public to support actions which provide both biodiversity net gain and carbon reduction:

- Future Woodland
- Blue Carbon
- Waste to Food

#### Goals

- To create mechanism where contributions can be made to these efforts, and by which the public can subscribe to see how these projects develop – Q1
- To engage with at least one of the island's transport providers to partner in this effort – Q2

#### 5.2.3. Grants [Lead Roland Gauvain, supported by relevant project leads]

The Fundraising Tracker details all currently identified grant providers to which the AWT is eligible to apply, and the projects which best meet their application criteria. Project Leads are expected to maintain support in meeting the grant application deadlines identified within the Tracker Calendar. Delivery of the programme will be monitored through the [staff](#) and [board review](#) process.

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

## Goals

- Secure a major grant to support the Wilder Learning & Community Organising Project (£120,000 over 3 years identified in [Infrastructure Fundraising](#)) - Q3
- To support the Association of Guernsey Charities (AGC), in the development and delivery of the Community Volunteering Project, and where possible assist in the securing of grant support to ensure this project is resourced adequately to ensure Alderney based staffing - Q4
- Secure at least 3 medium grants to support the ACAN and NitS programmes delivery, separate from staffing (£15,500) - Q3
- Secure at least 3 minor grants to support staff and volunteer development (equivalent total value £1,000) - Q3

## Team

Lead Roland Gauvain, supported by relevant project leads

### 5.2.4. Membership

Membership currently stands at 401 memberships (est. 750 members), with income from membership subscriptions approx. £11,730 in 2024. However, membership rates have remained static since our founding in 2002 and currently the AWT has the lowest subscription rate for all membership types of any of the Wildlife Trusts. Members are the lifeblood of the AWT and for more than 20 years the AWT has had the highest per-capita membership of any Trust.

In 2025 we commit to bringing our membership charges more in line with the pricing structures of the wider movement; however, in doing this we must ensure that the value received by our members will grow to help offset this increase.

## Goals

- Review of AWT membership, the offers available and the categories available, with the aim of increasing the value of membership to both existing and new members with a 'white paper' for board consideration and ratification - Q1 / adoption by – Q2.
- Our goal is to increase membership income by 25% - £14,625. - Q4.
- Recruit a volunteer to support the management of volunteer delivery – Q2.

## Team

Leads Paul Belben, Andrew Senneck and Lindsay Pyne

### 5.2.5. Legacies

Legacies provide an important income for British Charities and as we establish the impact of our work and its long-term benefits for the island, we aim to try to capitalise on this. In 2018 and in 2024 (currently still in probate) two significant legacies were made to the AWT, both of which will help us deliver our mission, paying for key infrastructure and in the future potentially supporting salaries and the purchase of land for wildlife protection. We need to better understand the opportunities legacies present for the AWT and for the first time actively seek them both through our membership and by being clear on the value of our work and ensuring that the message is available to professionals who assist with the preparation of wills within the Channel Islands. Paul Belben to take a lead on this programme.

## Goals

- Create a legacy guidance pack, available through our legacies page, and distributed to the membership with the Spring 2025 Magazine – Q2
- Develop links with the Association of Guernsey Charities and other key Bailiwick charities to investigate running a Legacy Day in Guernsey and make links with suitable legal representatives in the UK and Bailiwick to support in the drafting of legacies – Q2

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



- Run a “Legacy Day” during the summer holidays as part of 2025 Wildlife Week, with all members invited to attend and provide feedback on why they would, or would not, consider making a legacy - Q3
- Obtain at least one legacy commitment before the end of 2025.

#### Team

Legacies Lead Paul Belben and Roland Gauvain TBC

### 5.2.5. Public Fundraising

The annual programme of fundraising events will continue as in 2024 and will be detailed in the Fundraising Tracker Calendar.

#### Goals

- Run 2 jumbles sales and 1 other core fundraising evening (in lieu of bingo which is fully booked until 2027) to raise core income, with the aim of raising at least £3,500 - Q4
- Run 2 meal-based fundraisers with a focus on community collaboration. These events will be used to publicise key programmes such as ACAN and/or NitS projects and secure potential future sponsors/volunteers, but the funds raised will be for core costs. The events will be linked to either a raffle or auction, with the aim of raising a minimum of £6,000 between the two events ([Fundraising Planner](#)).
- Ensure all events have membership, legacy and information packs for the ACAN and NitS campaigns clearly accessible, and that staff members are allocated to engage those attending on these topics.
- Create additional revenue through Forest School and Wilder Beach programme with a goal of raising £4,000 – Q4

#### Team

Lead Roland Gauvain, supported by relevant project leads

### 5.3. Administration

We continue to develop our administration infrastructure to support our growing staff and volunteer teams and the demands of our campaigns. In 2025 our focus will be on:

#### 5.3.1. Staffing

In the last 5 years we have moved from being a largely voluntary organisation staffed through work placement and local volunteers, with a minimal paid staff, to a more balanced mix of paid staffing, internships and local volunteers. This has enabled us to grow as an organisation, increase our ability to deliver on our mission and have a significant positive impact for our community.

BP2025 sets out clearer, more impactful goals and to achieve these we must ensure we grow our commitment to our team. We must secure more sustainable funding for our paid positions ([Fundraising](#)) and continue to expand our personal development programme for all paid and volunteer staff to continue a high standard of staff retention.

#### Goals

- Creation of personalised training and development programmes for all staff with a budget of £250 per person - 1<sup>st</sup> February 2025
- Delivery of quarterly 1-on-1 reviews, integrated within the BP2025 programme – Q1, Q2, Q3 & Q4
- Updating of staff policy and procedures handbook and induction programme, including the full integration of the new EDI policy – Q2
- Creation of 5-year strategy for office space and resources, to include options for increased staffing to enable growth within the NitS and ACAN Campaigns, as well as AWTE – Q2

#### Team

Lead Roland Gauvain

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

### 5.3.2. Carbon

The AWT is committed to monitoring and reducing its carbon footprint to Zero by 2030. BP2025 focuses our efforts through the NitS Campaign, which will provide large scale mitigation and island level carbon reduction programmes through the [Future Woodland](#) and [Waste to Food](#) workstreams.

However, we must continue, wherever possible, to reduce our waste carbon throughout our operations. Our BP2025 goals are developments of our existing efforts and focus and we must ensure that our staff are fully aware of our carbon audit process (Greenhouse Gas Inventory – Operations) objectives as set out in our Carbon Reduction Action Plan 2025.

#### Goals

- Integrate monitoring of the Carbon Reduction Action Plan into staff meetings on a monthly basis, overseen by the Conservation Officer, to ensure compliance and consideration of future impacts in decision making – Q1.
- Review the AWT's electric bike fleet for updating, and secure funding for new purchases (est. £2,500, as described in [Grants](#)) – Q3
- Establish the process by which the AWT solar farm project, drafted in BP2023 as part of the ASH proposal, can be delivered in 2025, in conjunction with Alderney Electricity (AEL). In addition to the funds already held for this purpose (£16,300 carried forward from prior years), secure additional funds to enable such an installation - Q3

#### Team

Lead George Tindall (Conservation Officer), supported by all staff

### 5.4. Advocacy, Community Engagement and PR/Marketing

For us to achieve our mission we must ensure the best possible communications with all those who live in, and influence our community, as well as considering our wider links within the conservation community, both in the Channel Islands and as part of the British Wildlife Trusts.

#### 5.4.1. Communications with Business and Government

We are committed to continuing to develop our profile on Alderney, especially with the business community and the SoA Members. Our Community Collaboration and Organising work (ACAN) focuses us on a strong programme of community delivery over the coming 5 years and to fully deliver this role we must ensure we improve our communications with local businesses and the SoA operations and governance teams.

#### Goals

- Ensure that all Alderney businesses are able to access a copy of the Alderney Wildlife Magazine and a short quarterly update - Q2, Q3 & Q4.
- Work collaboratively under the NitS programmes to develop a range of half-day work projects which can be directly offered to local and off-island businesses, advertised within the newsletter for Alderney businesses - Q2, Q3 & Q4
- Continue the interaction with the Chamber of Commerce and commercial forums with appropriate staff tasked to respond, and seek representation in the Chamber's working groups - Q1

#### Team

Lead Roland Gouvain, supported by relevant project leads

#### 5.4.2. Communications with the wider conservation community

In order for us to draw in the support needed to achieve our mission we must ensure all staff are aware of the importance of engaging with the wider conservation community, especially the RSWT & other WTs. The AWT aligns itself with RSWT's strategic aims and development of links between us and the wider movement is becoming increasingly important. Further collaborative working such as our links within the Pan Channel

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

Island Biodiversity Centre and for Pan Channel Island invasive species response provides invaluable resources and support for our work here on Alderney.

### Goals

- Secure RSWT guidance and support in the development of our internal policies and programmes specifically:
  - Fundraising – seek support from the RSWT to help to disseminate information on our ACAN and NitS projects within the wider movement in order to draw in national ESG and potentially major donor interest - Q2
  - Safeguarding – provision of on island training for all staff and the updating of our safeguarding policy structure to meet the national standards – Q2
  - Community Organising – seek to develop our [Wilder Learning](#) project (pathway to learning) so that it may become a case study example used by the RSWT to support the WTs nationally – Q4

### Team

Lead Roland Gauvain, Abbie De Castella (Team Wilder), Thanh Doan (Education and Outreach), George Tindall (Conservation Officer)

### 5.4.3. PR and Social Media Programme

Thanks to the extremely hard work of our staff the AWT's PR and social media output in 2024 saw a significant improvement in both quality of delivery and quantity of output. This has made the use of these programmes a cornerstone of the proposed skills development programme outlined in the [Wilder Learning](#) project, where our staff will provide 1on1 training to selected members of the community, in exchange for them supporting our output from 2025 onwards.

### Goals

- Updating of the Events and Media programme 2024 to sync it with the outputs of the BP2025. As part of this effort all staff will be allocated a set part of the programme for delivery to support their BP2025 outputs , e.g. Action for Wildlife Team doing weekly Wildlife Volunteer posts on all platforms – Feb 1<sup>st</sup>
- Consider the need to secure a dedicated communications internship to support the programme (along with the implications for the wider staffing structure this would bring) to enable existing staff and consultants to support the [Wilder Learning](#) project - Q2
- Integration of the social media and PR programme into the [Wilder Learning](#) project with 'take-over' slots supporting the delivery of the programme - Q3

### Team

Lead Roland Gauvain, Abbie de Castella (Team Wilder), Thanh Doan (Education and Outreach), Paul Belben (Communications Consultant), all staff as needed

### 5.5. Built Infrastructure

The AWT currently has two major site leases, the Wildlife Centre (main office) and Essex Farm (conservation, laboratory, workshops and staff accommodation). Alongside these we have numerous smaller leases including bunkers, a small overflow space on Victoria Street and an agreement for use of Sharpes Farm for our [Action for Wildlife](#) programme.

In BP2025 our focus is on securing our existing infrastructure as well as the development of a new community resource which supports the ACAN campaign and, looking forwards, to ensure the stability of these resources for BP2026.

### Goals

- Restoration of the 'Scout Hut' as a Community Centre to support delivery of the [Wilder Learning](#) and [Community Volunteering](#) projects. This work will be delivered through the resources secured by the

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

Alderney Scouts prior to their closure and will be supported by the Wildlife Volunteers. The re-development will also consider the integration of renewable energy installations to minimise the building's impact on the AWT's Carbon footprint as well as supporting our [Carbon](#) response. We will seek support from Alderney Electricity to help develop the programme and create learning pathways on the island – Q2

- The continued review of proposals for the re-development of Essex Farm's main building. It is currently assumed, however that this will not be a project that can move forwards in 2025 so our focus will be on making improvements to the existing building, especially on securing the stability and watertightness of the roof, to reduce on-going maintenance costs. These costs to be met by the landlord – Q3

#### Team

Lead Roland Gauvain, supported by relevant project leads

### 6. Alderney Wildlife Trust Enterprises (AWTE) – extract from full AWTE Business Plan

AWTE exists primarily to provide income to the AWT and retains a historic purpose of asset control including its commercial vessel and maintenance of property leases. It is a wholly owned subsidiary of AWT and is primarily an environmental consultancy with some other areas of works including provision of boat charter to SoA. Its role is not only to secure income for its parent but also to gather high quality environmental data on Alderney.

2024 saw AWTE grow with the appointment of a full-time consultant, responsible for securing and delivery of consultancy contracts. The main workstreams in 2024 were the development of two significant contracts providing ecological assessment services to two renewable energy firms. These contracts have now provided significant works for delivery, with associated income, in 2025. Alongside these major works, several smaller contracts for delivery in 2024/25 were also approved.

AWTE also provides pro bono administrative duties to the States of Alderney as the Alderney Ramsar Secretariat. Agreeing a new terms of reference for this role should be a priority for 2025.

#### Goals

- Develop AWTE's business infrastructure to enable efficient delivery of current and future contracts (see Alderney Wildlife Trust Enterprises (AWTE) 2025 Business Plan [internal document]) - Q3
- Delivery of existing contracts to the highest possible standard – a total value of at least £130K in 2025
- Acquire contracts to secure the long-term sustainability of AWTE - a total value of at least £200K for 2026

#### Team

Lead Alex Purdie, Roland Gauvain

### 7. Delivery

BP2025 is a living document and must evolve during the working year. All staff and the Board have input into its development and will take part in its continued review. The document is monitored via:

- [Staff responsibilities](#) - 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 the [Staffing Structure](#) section.
- [Staff review and reporting](#) -
  - Deliverables will be included as points for reporting at weekly staff meetings
  - Delivery will be reviewed at the quarterly staff 1-on-1s (scheduled January/April/July/October) and the results of this review will be fed back into reports to the Board
- [Board review](#) - The Board will receive quarterly reporting on the delivery of BP2025 at their Board Meetings and their feedback will be fed directly into the subsequent staff meeting. The Board will

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

review the BP and budgets at its quarterly meetings to ensure they stay relevant and operational shortfalls are identified and challenged.

- **End of year review and development of BP2026** – This process will be informed by feedback from the October 1-on-1 sessions, at which time staff will provide comment on priorities for 2026. This will be given to the Board for input and a BP2026 planning meeting will be scheduled for late October/early November.

## 8. 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 SUMMARY AWT LTD			
<b>INCOME</b>	£	<b>EXPENSE (cont)</b>	
Restricted Grants & Donations	£123,195	Shop Stock purchases	£16,500
General Donations	£10,000	Hire Charges	£569
Membership Subscriptions	£14,625	Consultancy Fees Paid incl Accountancy	£36,675
Shop Sales	£35,000	Other Fees Paid	£5,223
Project related Sales	£600	Materials & Equipment	£26,400
Consultancy Fees	£20,240	Repairs & Maintenance	£2,250
Consultancy Fees - Ramsar	£5,500	Trees	£3,500
Income from Fundraising	£16,210	Fuel costs	£2,420
Income from Walks, Tours & Boat trips etc	£19,000	Telecoms incl Broadband	£2,329
Bank interest received	£1,440	IT Programmes	£1,800
<b>GROSS INCOME</b>	<b>£245,810</b>	Advertising, PR, Website and Publication costs	£3,870
Prior year Grants & donations brought forward	£59,086	Insurance	£9,262
Transfer from Investment increase	£36,000	Subscriptions paid	£480
	<b>£340,896</b>	Statutory costs, licences and legal	£420
		Bank Charges	£1,200
<b>EXPENSE</b>			
Staff Salaries/Stipends incl ETI & SI	£221,658		
Other Staffing costs incl. Training	£4,755		
Travel & Accommodation	£1,500		
Branded Clothing	£1,000		
Food & Drinks	£900		
Premises costs (rent and utilities)	£10,766	<b>PROFIT / LOSS</b>	<b>-£34,413</b>
Premises - Solar development	£16,332	<b>TRANSFER FROM AWTE</b>	<b>£34,413</b>
Ramsar costs	£5,500	<b>NET PROFIT / LOSS</b>	<b>£0</b>



## 9. Our Team

We work with, and through, our members, businesses, residents and visitors and in collaboration with the States of Alderney. Our day-to-day operations are dependent on the dedication of a team of [volunteers](#) and [staff](#), who as residents are part of our island's community. We are proud of this team as they work with passion and have a belief in our island and its future.

### 9.1. Volunteers

Our volunteers provide huge benefits for the AWT, and our island community as a whole. AWT volunteer roles are very varied with everything from being a member of the AWT's Board, to administration work, supporting our educational programme or, vitally importantly helping to run our jumble sales!

The following are the major volunteer categories; however, we work with anyone who is interested in getting involved to co-create the volunteering opportunity that will provide the most benefit for both them and the AWT.

#### Action for Wildlife Volunteers

The Wildlife Volunteers are part of our [Action for Wildlife](#) team and meet regularly, generally twice a week for two hours, to undertake practical work on our Reserves and sites. They also take time to have regular social sessions after completing work, making it a great way to keep fit and make friends. Some of our Action for Wildlife Volunteers also volunteer outside regular sessions, taking on specific roles such as caring for vehicles and equipment or even helping to develop renewable energy installation.

#### 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, carrying out office tasks in support of the admin team, and even reviewing or inputting data for the ecology team. These volunteers are often one of the first faces visitors to the island meet and help us respond to everything from wildlife sightings to assisting in the organisation of wildlife rescue with our partners at the Alderney Animal Welfare.

#### Wildlife Recorders

These are Volunteers who take on research roles by assisting in citizen science project such as the Bailiwick Bat Survey, the Butterfly Monitoring Scheme, Marine surveys, or through independent data collection, such as the National Moth Recording Scheme. Our Wildlife Recorders play a vital role in developing the [Alderney State of Nature \(ASoN\)](#) evidence base and we work with them to grow their skills and potentially become registered wildlife recorders for the island.

### 9.2. Staff

Thanks to the support of the community, and to grant makers and donors, the AWT is now one of Alderney's largest charities on island and our staff team is made up of people in both [salaried](#) and [intern](#) roles. The AWT's ability to fund these positions comes in part from project specific funding such as that of the Guernsey Social Investment Fund (SIF) for the [ASoN](#) project, through the AWT's fundraising effort, or through the work of our wholly owned consultancy subsidiary [Alderney Wildlife Trust Enterprises \(AWTE\)](#).

Since the Board of the AWT instigated its annual Business Planning it has become abundantly apparent how important it is to secure longer term staffing roles. Not only does this enable better project delivery, it also has a notable effect on our role within the community. Furthermore, it has been demonstrated that where the AWT can support its projects by providing staffing costs, there is an increased incentive to off island funders to match fund this work.

BP2025 demonstrates the AWT's intent to inwardly invest through the development of minimum 3-year staffing commitments in key areas of the organisation to support each of the campaigns. This investment is central to funding bids to support our campaigns, especially the Action for Wildlife and Wilder Learning projects.

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

Table.1. Staffing breakdown 2025

Role	Name	Team	Salary	Contract
<b>Office Team</b>				
Supported by the Wildlife Volunteers – Information/shop volunteers.				
CEO	Roland Gauvain	Office team	Salaried	Ongoing
Hon. Secretary	Lindsay Pyne	Office Team/ASON/Action for Nature	Voluntary	Ongoing
Outreach Officer (tbc when Nature Education position is established within Wilder Learning)	TBC	Office Team	Accommodation and stipend	2025-26
<b>Alderney State of Nature</b>				
Supported by Wildlife Volunteers – Local Recorder volunteers				
Senior Terrestrial Ecologist	Tara Cox	ASoN	Salaried	Ongoing
Biodiversity Centre Manager	Matthew Lewis	ASoN	Salaried	Ongoing
Lead Marine Ecologist	Melanie Broadhurst-Allen	ASoN	Salaried	Ongoing
Ramsar Ecologist	Niamh McDevitt	ASoN	Accommodation and stipend + consultancy income	2024-2025
<b>Action for Nature</b>				
Supported by the Wildlife Volunteers, as well as the CEO and Hon Sec..				
Reserves Officer	Poppy Emmens	Action for Wildlife	Accommodation and stipend	2023-25
Conservation Officer	George Tindall	Action for Wildlife	Accommodation and stipend	2025
<b>Wilder Learning</b>				
Nature Education and Outreach Officer (title under review)	Doan Thi Thanh Thanh	Wilder Learning	Internship – moving to salaried dependent on grant funding	2024-2026
Wilder Learning Co-ordinator (title under review)	Abigail de Castella	Wilder Learning	Salaried	2023-2026
<b>Alderney Wildlife Trust Enterprises (<a href="#">AWTE</a>)</b>				
Principal Ecologist - AWTE	Alex Purdie	AWTE	Salaried	2024
<b>Consultancy</b>				
Independent consultants who provide support to AWT on a variable contract basis				
Communications Consultant	Paul Belben	Team support	Consultant	Rolling
Technical Support Consultant	Keith Collins	Team support	Consultant	Rolling
Business support Consultant	Andrew Senneck	Office Team	Consultant	Rolling
Administrator Consultant	TBC	Office team	Consultant	TBC

## 10. Value Provided

It is important that we understand the value of the AWT's work and the positive impacts we have on our community so we can build better communications and future collaborations.

- We have created an [evidence base](#) with data available to all, through which we can monitor the health of our wildlife and respond to threats. In 2024 alone we carried out 55 types of survey, including 19 terrestrial, 20 seabird-related and 17 marine. Our team undertook nearly 2,000 hours of field research with many hundreds of individual surveys conducted, enabling us to identify the highest priority conservation issues directly informing our Alderney State of Nature (AsoN).
- We are creating the Alderney Biodiversity Centre (ABC) through which environmental records collected by the AWT, and others, can be accessed by the general public, as well as businesses and government. The ABC is part of a pan-Channel Islands Biological Records Centre, which will go live in 2025.
- Every day we are committed to taking action to put nature into recovery. We are actively managing more than 11% of the island's landscape, in collaboration with the States of Alderney (SoA) and private landowners. By creating our voluntary-run nature reserves, as well as our work to support the SoA's internationally recognized important wetland (Ramsar), our [Action for Wildlife](#) team can maximise our impact on the goal of ensuring Alderney's nature is thriving.
- 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 support government through our [service level agreement \(SLA\)](#). In 2024 work included more than 600 hours of footpath and public features management, including steps, bridges, signage and maintenance of public sites such as bird hides and over 400 hours of invasive species control.
- We work to draw attention to our island from the wider world, attracting international media attention including BBC Countryfile and Springwatch as well as French Channels One and Three, helping Alderney develop a reputation as **'the Wild Channel Island'**. In December 2024 alone there were over 100 publications featuring Alderney, especially its marine environment and Ramsar site, as a direct response to our outreach team's work.
- We have more than doubled the area of Alderney's native woodland on Alderney since 2010 and have planted a further 200 trees in 2024, whilst creating plans to increase the total area by a further 50% in the next 5 years.
- Our Wildlife Centre has welcomed more than 9,500 visitors in 2024 supporting information requests and organising tours and activities.
- We have supported local education for all ages by creating resources and developing infant learning, with more than 35 pre-school sessions delivered in the last 8 months. We continue to host work experience volunteers, have provided more than 100 internships for graduates and continue to support Duke of Edinburgh (DoE) students.

## 11. A part of something bigger

The AWT is part of a wider movement of 45 other Wildlife Trust (TWT) charities, which share a set of common tenets.



*Our staff are part of the national development of this vision and establishing the extent that we can adopt new practices and innovation.*

## 12. Language (Glossary)

**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.

**Gantt Chart** – a chart laying out delivery dates for the goals and objectives which enables on-going updates against delivery.

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

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

**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; we believe that discrimination has no place within the AWT. The AWT's EDI policy provides a clear and strong direction so that our directors, staff, partners, and stakeholders know what to expect from us and recognise the importance of ensuring the principals of EDI inform key decision-making at every level..

**Alderney Wildlife Trust Enterprises (AWTE)** - AWTE is a wholly owned subsidiary by the AWT and provides ecological consultancy services, as well as owning and operating the commercial vessel Sula of Braye, amongst other services. All profits from AWTE are for the sole use of AWT in fulfilling its aims and objectives.

**Nature Based Solutions** - Nature-Based Solutions (NBS) are effective and adaptive interventions to protect, manage, and/or restore natural or modified systems, including coastlines, towns, watersheds, and streams/rivers. NBS can address multiple sustainable development goals, such as climate and disaster-risk resilience; economic and social prosperity; water security; and health and food security in a cost-effective manner ([naturebasedsolutions.org](https://naturebasedsolutions.org)).

**Volunteers** – individuals who commit to support the aims and objectives of the AWT by giving up their time and resources for one, or often many more sessions, during the course of a year, the life and blood of our organisation.

**Staff** – Individuals who have undertaken a formal induction and fulfil a role in the operation of the AWT, and who have agreed to comply with the our Policies and Procedures.

- *Resident volunteers* – members of the community (under volunteer agreement).
- *Internships* – normally lasting between 1-2 years, with accommodation and a cost-of-living stipend provided (under a terms of employment agreement).
- *Salaried* – drawn from either core income or specifically funded projects (under a terms of employment agreement).

**Consultant** – A contracted person who provides specific skillsets not contained within the core team and fulfills specifically defined duties and services.

**Service Level Agreement (SLA)** – provision of professional services to the States of Alderney under contract. The SLA is administered by the General Services Committee (GSC), sets out annual works with a focus to land management which was once the responsibility of the States Public Works, such as footpath management, but which has now fallen off their program.

**Community Organising** - the coordination of cooperative efforts and [campaigning](#) carried out by local residents to promote the interests of their community.