Alderney Wildlife Trust – Business Plan 2026



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Version: V1

Operationally Reviewed by: Lindsay Pyne, Dr. Tara Cox **Date: 4th February, 2026**

Governance Reviewed by: AWT Board **Date: 10th February, 2026**

Cover photo: Fulmar, Sandy Robertson

Executive Summary

The Alderney Wildlife Trust (AWT) is a community-founded charity that works with residents, volunteers, the States of Alderney and private landowners to secure the island's long-term sustainability through nature. We own no land: everything we achieve for wildlife is delivered through partnership.

Our 2026 Business Plan turns the 2026–2030 Strategy into concrete action. It focuses on two clear goals:

- 30 by 30 – at least 30% of Alderney's land and sea protected and thriving for wildlife.
- 1 in 4 – at least one in four residents taking meaningful action for nature.

All 2026 work is organised into three campaigns:

1. Putting Nature into Recovery (PNiR)
   - Alderney State of Nature (ASoN) will publish the first full scientific baseline of our habitats and species, including key species and habitats, and what "thriving for nature" means in practice.
   - Action for Wildlife – Reserves & Sites will deliver a new Reserves & Sites Strategy, with a 2026 action plan, more volunteering, and better access to nature.
   - Ramsar 2026 will implement the new Ramsar Strategy to protect Alderney's only legally designated wildlife site, including pioneering monitoring of seals and seabirds.
2. Alderney Community Action for Nature (ACAN)
   - A new Community Engagement Programme will embed listening and collaboration across all AWT work.
   - Wilder Learning and THE HUT will provide yearround opportunities for children, young people and adults to learn, volunteer and act for nature, especially in the island's northeast.
3. Nature is the Solution (NitS)
   - Once and Future Woodland will begin restoring native woodland, planting 25,000 trees over five years.
   - Natural Barriers (Sand Dunes) will Alderney's dunes as natural sea defences and wildlife habitats.
   - Waste to Food will advance options to turn food and green waste into a useful product.

To fund and support this programme, AWT is expanding grant fundraising, events, legacies and digital giving, alongside a growing contribution from our consultancy, Alderney Wildlife Trust Enterprises (AWTE). In parallel, we will strengthen our core infrastructure: appointing an Operations Manager, reshaping our staffing structure, and planning for the accommodation, office space, vehicles and equipment needed to sustain both AWT and AWTE as demand grows.

This plan is an invitation to everyone who cares about Alderney's future and its wildlife – residents, visitors, businesses and decisionmakers – to recognise our natural environment as a shared asset and to work with us so that nature, and our community, can thrive together.

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Introduction

Who we are

The Alderney Wildlife Trust (AWT) was formed by the **community** of Alderney (Charity 2610). Most of our 600 plus members are island residents, and we rely on volunteers of all types to achieve our mission. As of 2025 we have only six paid members of staff, yet we are supported by a further seven full-time, and more than thirty part time, volunteers.

We own no land, which means our actions for wildlife are delivered exclusively through partnerships with others (including the States of Alderney and private landowners) who share common goals for the sustainable future of our island and who are committed to acting for wildlife in their own way.

Since 2002 we have established a powerful voice for our island, its wildlife and community.

Why Alderney's wildlife is important

Alderney's natural beauty is why many choose to live here; it underpins tourism, supports mental health and wellbeing, and is our community's most important shared asset.

Yet our environment is under threat from both local and global pressures. Large-scale land abandonment, climate change, and rising sea temperatures contribute to the spread of invasive non-native species and biodiversity loss on Alderney. The island also faces political and infrastructural challenges: limited connectivity, gaps in education, and a well-publicised aging population.

We believe these challenges are interconnected and that it is vital to recognise what Alderney's natural environment provides our community — from natural sea defences to opportunities for renewable energy that help counter climate change and reduce energy costs. While many on Alderney share this view, a large part of our community either lacks knowledge of the threats or feels disengaged. Without increased local awareness and action, Alderney's wildlife and natural environment will diminish, becoming less diverse and resilient and therefore less able to provide the services which support our community.

Vision

The Alderney Wildlife Trust (AWT) exists to study, champion, and protect Alderney's wildlife. Our vision is that:

"By working inclusively with our community, we are committed to securing Alderney's future sustainability. Our goal is that at least 30% of the island's natural environment will thrive and be protected for wildlife by 2030. Through education and collaboration, we aim to empower our community to act on behalf of nature striving to see at least 25% of residents taking meaningful action for nature by 2030."

Strategic Goals

In order to achieve this, we have set ourselves the goals laid out in our 2026-2030 Strategy (insert link):

- **30 by 30:** 30% of Alderney's land and sea protected and thriving for wildlife.
- **1 in 4:** One in four residents taking meaningful action for wildlife.

Delivery

2026 will be a dynamic year for us as we prepare for the potential of a rapid increase in commercial work undertaken through our subsidiary consultancy Alderney Wildlife Trust Enterprises (AWTE). The need to ensure our work is delivered to the highest standards, coupled with the need to meet professional compliance standards, means that the AWT will undergo transformations in its infrastructure. This is more fully laid out in the infrastructure section of this plan and is reflected in the restructuring of our budgeting processes to better enable us to monitor the delivery of our campaigns.

Our 2026 Business Plan identifies measurable objectives, actionable projects, and clear responsibilities for 2026 that will enable us to meet our strategic goals:

- Three key campaigns: **Putting Nature into Recovery (PNiR), Alderney Community Action for Nature (ACAN), and Nature is the Solution (NitS).** These campaigns coalesce our work streams through our projects and provide a focus on how we will meet our strategic goals.
- The development of the key infrastructure necessary to deliver these campaigns, in 2026 there will be a restructuring of the operational structure of the AWT and its wholly owned subsidiary AWT Enterprises (AWTE). Central to this will be the appointment of an Operations Manager within the team to develop the existing infrastructure (Infrastructure)
- Our focus on community engagement which, delivered through our ACAN campaign and team, pervades all our actions, as we exist to support and sustain our community.

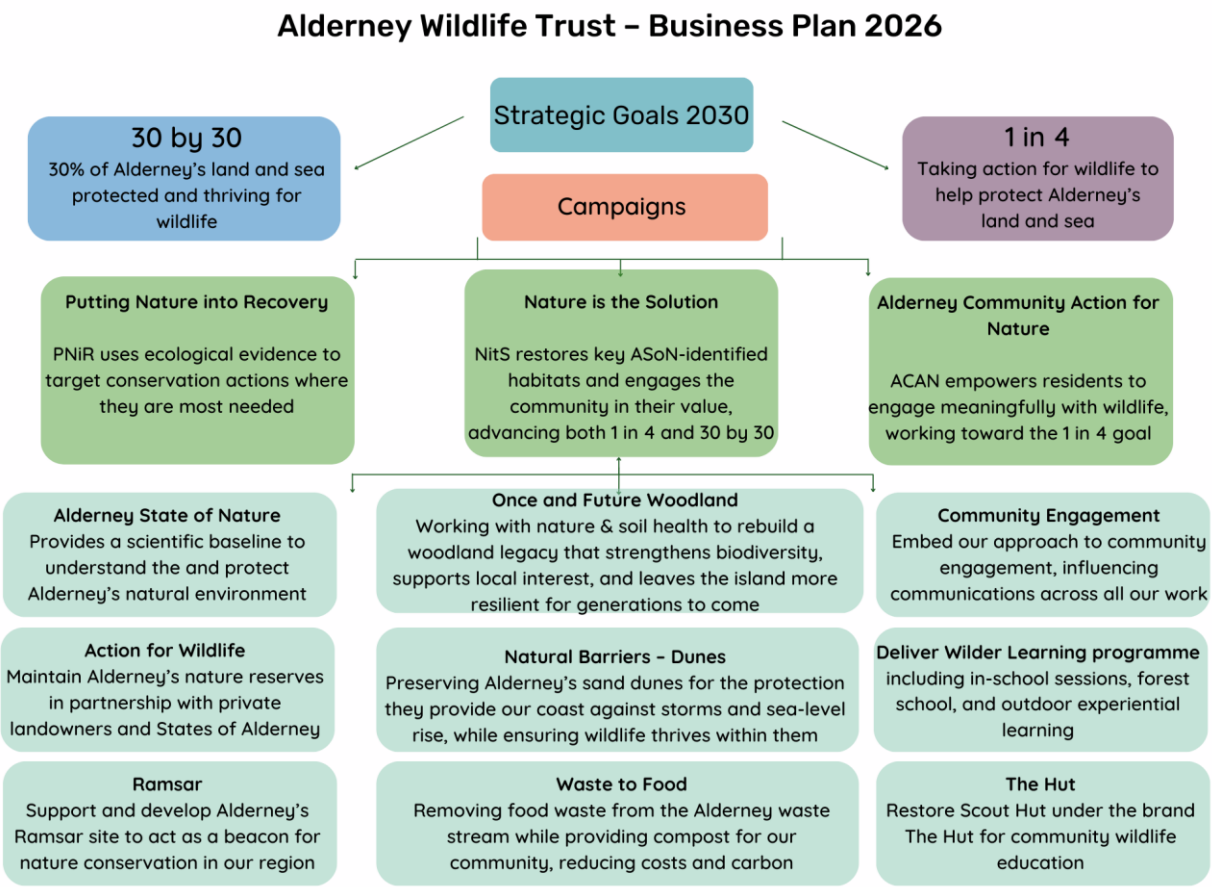


Figure 1. shows the flow between strategy and annual business planning and our focus on the 3 core campaigns with their associated projects with their objectives and deliverables (KPIs), which is detailed in the campaigns section of BP2026

Campaigns & Projects Objectives – 2026

This section of the plan lays out each campaign and the projects which we use to deliver them. The flow chart below (Fig 1.) shows how these campaigns and projects inter-relate in a simplified form.



Campaign - Putting Nature into Recovery (PNiR)

Context:

PNiR - ecological evidence informs targeted conservation actions, to ensure the greatest impact. Building on 2023–2025 work, we have created

- A key habitats and species list which will inform and focus all our future actions including drawing attention to Alderney's unique and precious wildlife.
- New strategies for AWT Reserves and Sites, and Alderney's Ramsar, site which responds to this list.

Goal: primary - delivery of 30 by 30; supporting - delivery of 1 in 4.

2026 Objectives:

1. Fully integrate key species and habitats into:
    - The AWT's Evidence Base
    - Reserves & Sites Action Plans
    - Ramsar Action Plan
    - States of Alderney (SoA) Land Use Plan Review
2. Define baseline measures for Alderney's "protected and thriving for nature" status, including:
    - Favourable for key habitats and species
    - Limits of acceptable change
    - Publication of the above as part of the Alderney State of Nature (ASoN) report
3. Apply community engagement principles at all key strategic stages to ensure local involvement and ownership, as well as creating access for the public to learn about surveys and help support practical works.

Measures / KPIs:

- Completion of key habitats and species integration into action plans
- Baseline % of Alderney's habitats and species thriving established
- Number of annual events made accessible to the public through events, talks, or citizen science activities

Lead Team: Dr Tara Cox (Lead Terrestrial Ecologist), Dr Melanie Broadhurst-Allen (Lead Marine Ecologist), Leah Smith (Biodiversity Centre Officer), supported by the ACAN team.

Project - Alderney State of Nature (ASoN) 2026

Context:
ASoN provides a scientific baseline (with consideration of community opinion/need) to assess the condition of Alderney's habitats and species, informing all conservation action and tracking progress toward 30 by 30.

Goal: complete the Alderney State of Nature Assessment with at least 1 in 4 residents aware of the results and their importance.

Objectives:

1. Continue existing research and monitoring as described in the AWT's 'Evidence Base' and review the status of these works during monthly seabird, terrestrial and marine ''Evidence Base' meetings with the relevant teams. Highlights for 2026 will be completing a full condition assessment of Alderney's sand dunes and – *research and monitoring* (ca. two full staff member's time over a 12-month period, with peak effort during Q2), *evidence base meetings;* (36 hours, quarterly) *NB there is cross over with the Ramsar objectives here.*
2. Publish key habitats and species list Q1

3. Write and publish a habitats and species methods and results document – Jan 2026 (16 hours, including press and engagement).
4. Analyse a subset of the key habitats and species to assess trends over time and assign favourable statuses and limits of acceptable change Q1-2 (three months over a four-month period)
5. Create a framework for designing conservation action based on the status and trends established as part of ASoN objective 2 - Q2 (hree weeks over a six-week period)
6. Design conservation actions to be undertaken in 2027 using ASoN objective 4 - Q3-4 (four weeks over an eight-month period)
    a. Internal and where relevant external review of suggested conservation action methods and final sign-off by PNiR team
7. Update the Evidence Base with new and revised monitoring methods for 2027 – Q3-4 (resource requirement will depend on the priorities assessed from ASoN objective 3. above, but at least three weeks over a six-week period)
    a. Internal and where relevant external review of monitoring methods and final sign-off by ASoN team
8. Write and publish the full Alderney State of Nature report - Q2- (one month over a three-month period)
9. Develop ASoN beyond funded project and seek additional funding (e.g. SIF). This project could include conducting a horizon scan for threats to key species/habitats, risk assessing likelihood and magnitude of impact - Q1Q3 (four-weeks over a eight-month period with peak effort around funding windows)
10. Improve and manage the Alderney Biodiversity Centre (ABC) by:
    a. Developing a short ABC Strategy (ca. two page) for the development of the Alderney Biodiversity Centre, aiming to increase public access and use of biological records - Q1 (four-days over a 4-week period)
    b. Developing ABC following the ABC Strategy developed in ASoN objective 9.a. - dependent on 9.a., estimated 15 days over a 12-month period)
    c. Developing a short handbook for the standard processes of the Alderney Biodiversity Centre - Q1 (two-days)
    d. Performing standard ABC tasks including data requests as described by the handbook (10.d.) - ongoing (estimated 20 days over a 12-month period)
    e. Reviewing progress against the ABC Strategy and general operations quarterly - ongoing (24 hours over a 12-month period)
    f. Continuing to promote a pan-Channel Islands approach to biological recording through collaboration and partnership with the other Channel Islands Records Centres (10 days over a 12-month period)
    g. Apply the data standards developed in 2025 to new and historical datasets, with a focus on applying these standards to ongoing data collection efforts first, and making use of digital recording tools (FieldMaps or Survey123) where these are useful for ongoing data collection efforts – ongoing (1 month over a 12-month period)
    h. Continue to incorporate standardised historical survey data (ASoN objective 9g) onto the ABC website, prioritised based on the data used in the ASoN analysis.

Measures / KPIs:

- Completion and publication of the ASoN report

- Integration of ASoN key species and habitats list into AWT works across all areas
- Funding secured to ensure the continued delivery of the ASoN programme

Lead Team: Dr Tara Cox, Dr Melanie Broadhurst-Allen, Leah Smith, supported by the ACAN Team

Project - Action for Wildlife – Reserves & Sites 2026

Context:
AWT has maintained Alderney's nature reserves for over 20 years, in partnership with private landowners, and in support of the States of Alderney. In 2025, a new Strategy for Reserves and Site was approved.

In 2026, management will focus on establishment of the new Reserves and Sites Strategy and the integration of key species and habitats identified by ASoN into the annual action plans.

Goal: Deliver the Reserves and Sites Strategy 2026-2030 into working practice and through ASoN establish the % of these sites which are thriving for nature, whilst enabling Alderney's residents and visitors to enjoy, and take actions that support, nature.

Objectives: Creation of an action plan for our Reserves and sites. This plan will:

- Integrate the ASoN key species and habitat priorities into our working.
- Provide a timeline of work for 2026, taking into consideration staff time and resources.
- Create opportunities throughout the year for the public to support Action for Wildlife.

1. Production of the annual Action Plan for 2026 and deliver and review this document to produce an updated action plan for 2027
    a. Produce Action Plan for Q1 – Jan 2026 (two-weeks within three-week period)
    b. Produce Action Plan for Q2-4 - Q1 (within six-week period, plus one-week team review)
    c. Deliver all activities and deliverables within Annual Action Plan, reviewing progress quarterly – Q1 onwards
    d. Ongoing review of activities completed and production of Review for 2026, summarising activities done and not done - on going with peak during Q3-Q4 (five-weeks within a 12-month period)
    e. Produce Action Plan for 2027, incorporating ASoN objective 4. - Q3-4 (six-weeks within a six-week period, plus one-week team review)
2. Write volunteer management strategy, liaising with ACAN
3. Support the "Once and Future Woodland" and "Natural Barriers Projects" (2026 NitS Campaign), by integrating Reserves and Sites annual action plan efforts into these projects as they develop to maximize resources – ongoing Q1-Q4 (two weeks within a 12-month period)

Measures / KPIs:

- Delivering 70% of the Action for Wildlife programme as set out in the annual action plan 2026
- Increasing the number of Wildlife Volunteer hours dedicated to project by 20% from 2025.

Lead Team: Poppy Emmens, George Tindall, Roland Gauvain, Lindsay Pyne, supported by ACAN Team

Project - Ramsar 2026

Context:
Alderney's Ramsar site is a critically important beacon of wildlife diversity, safeguarding key habitats for seabirds and marine life across the English Channel (La Manche). Its exceptional global status naturally draws significant interest from both marine developers and international governments.

Our commitment is to rigorously monitor and actively maintain the ecological health of this precious resource, directly advancing our overarching '30 by 30' goal for a thriving natural environment on Alderney. Crucially, we engage our community to ensure at least one in four residents understands the site's profound value and actively champions the protection of its vital species and habitats.

Goal: Establish the new Ramsar Strategy 2026-2030 into working practice to ensure that Alderney's only legally designated wildlife site is protected and thriving for wildlife.

Objectives:

1. Engage with SoA process through submitting annual review, action plan and formatting documents to a publishable state - Oct 2025-Feb 2026 (four-weeks over a 12-week period, with a one-week team review in Jan)
2. Deliver AWT's ecological and community objectives from Ramsar Action Plan, reviewing progress quarterly Q2-4 with peak in Q2. A highlight will be surveying the grey seal colony with a thermal drone for the first time – ongoing (1.25 full-time staff over a 12-month period)
3. Engage with Alderney Ramsar site through stakeholder meetings, additional work taken on following Ramsar strategy - Q1, Q4 (*dependent on additional work requested from Stakeholder* meetings two-days over a one-week period).
4. Ensure AWT's responsibilities as administrators of Ramsar site are fulfilled through provision of Alderney Ramsar Secretariat to SoA, review during annual review and action planning – ongoing (300 hours per annum with peak in Q1 and Q4)

Measures / KPIs:

- Ramsar Action Plan finalized and implemented – Q1
- Community engagement activities delivered at the Ramsar site – Q4
- Delivery and acceptance of AWT sections of the Ramsar Action Plan 2026 Review Q3-Q4

Lead Team: Gabriella Stewart, Dr Melanie Broadhurst-Allen, supported by the ACAN Team

Campaign - Alderney Community Action for Nature (ACAN)

Community engagement

Context: ACAN is how we focus our community engagement through listening to, and working with, residents and visitors to engage meaningfully with wildlife. Our ACAN campaign draws together our long-term commitment to public engagement and "Our Approach to Community engagement" through our Wilder Learning programme and The Hut project.

Goal: To listen and respond to our community's needs and connect where appropriate to projects, tasks, actions and works to ensure that all our campaigns are delivering our goal of enabling 1 in 4 residents to act for nature.

2026 Objectives:

1. Development of a Community Engagement programme which sets out in simple language how we Integrate "Our Approach to Community Engagement" into all AWT operations. This will establish how we will;
    a. Create the right environment to listen to and engage with the broadest cross section of our community, utilizing not only our existing engagement opportunities such as volunteering and the Wilder Learning Programme, but also establish new mechanisms to widen our engagement across all parts of our community – Q1-Q4
    b. Establishment of regular monthly project meetings between the Community Engagement lead and campaign/project leads to provide community feedback and insights and help enable integration of "our community engagement approach" into the wider programme Q2 onwards - (monthly review)
2. Develop a baseline 1 in 4 survey to measure Alderney residents' current engagement with wildlife – Q4
3. Secure Grant funding for the ACAN programme 2026-27 – Q2, Q3



Measures / KPIs:

- Number of meaningful multiway engagement events and activities made available to the community throughout the year, in collaboration with all campaigns, projects and team members
- % of residents completing 1 in 4 survey – Q3
- Secure Grant Funding – Q2

Lead Team: Lead Abigail de Castella (Community Engagement - Lead), supported by Thanh Doan (Wilder Learning - Lead), Operations Manager.

Project - Wilder Learning

Context: 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 the community and organisations like the AWT. The AWT already provides an educational programme and by 2025 we established the **Wilder Learning Programme (WLP)**, creating a "pathway for learning" about, and engaging with our natural environment.

In 2026 we aim to continue to refine our community outreach and Wilder Learning programme to ensure it meets our goal of meaningful multiway engagement, for islanders to connect with, learn about, and act for nature; the "ripple effect". To achieve this we will update the WLP with a focus on incorporating the use of The Hut facility when it launches to deliver key parts of the programme.

- In-school sessions
- Forest School and Wilder Beach programme
- Outdoor experiential learning

Goal: Provide the basis for Alderney's younger residents to engage with the natural environment to empower them and in doing so meet the 1 in 4

2026 Objectives:

1. Updating of the WLP with a focus on (Q1):
    a. Integrating ASoN key species and habitat lists into the programme
    b. Creating a more tiered programme delivering support for all levels of the community from pre-school through to year 4, and beyond where possible.
2. Delivery of the WLP programme through (Q1-4):
    a. 3-5 year olds through weekly early years sessions - Bumps Pre-School
    b. 5-12 year olds through Forest School and Wilder Beach programmes (school holidays)
    c. 8-15 year olds through Youth Commission and Youth Club (year-round)
    d. Support Guernsey Education and partners in delivering Cultural Enrichment Programme to St. Anne's School
    e. 14-18 year olds through:
        i. DofE programme for both on island students and visiting DofE groups.
        ii. Work Experience opportunities (dependent on staffing and funding resources through grant bid).
        iii. Adult Learning – delivered in conjunction with ACAN & PNiR campaign through existing programmes including School and University level research projects and Wildlife Volunteering.

    Delivery through existing programme Q1, into new programme Q2-4 – 35 weeks

Measures / KPIs:

- Number of participants in Wilder Learning activities - reviewed quarterly
- Evaluation & Monitoring:(Qualitative) Through conversations with participants, reflection sessions at the end of the session and where appropriate feedback form.

Lead Team: Thanh Doan, supported by Abigail de Castella

Project - THE HUT



Context: We are preserving and renovating the former Scout Hut near Saye Campsite. This strategic project is central to our ACAN (Alderney Community Action for Nature) campaign, empowering residents, young people and directly enriching our Wilder Learning Programme.

Informed by community need (Forest School Evaluation and community insight) we are repurposing a vibrant, multi-purpose hub for learning, volunteering, and youth activities. THE HUT will enable islanders to deepen their connection with nature, develop vital skills, and actively contribute to conservation, fostering our 'ripple effect' and '1 in 4' community participation goals. Driven by community collaboration, its completion will significantly enhance our capacity to deliver Wilder Beach, Forest School, volunteering sessions, workshops and alternative outdoor learning, serving as a dynamic focal point. We hope this project will attract residents and visitors to the North East of Alderney, and maximise the unique environment surrounding Saye Campsite.

Goal: To create a sustainable community hub, significantly expanding AWT's capacity to deliver immersive Wilder Learning and direct community engagement opportunities, as well as enabling the wider community through the provision of a new community resource. This will accelerate our progress towards our '1 in 4' community action goal.

Objectives:

1. Complete an operations strategy for THE HUT identifying key users, stakeholders and partners and how the Wilder Learning and Community Engagement programme will be integrated.
2. Complete initial restoration of the Scout Hut, under the branding **THE HUT** in time for a soft launch in April and a full launch in May – Q2
3. Continue the ongoing renovations, ensuring the widest community input. Works will include:
    a. Youth and community engagement event to co-create how The Hut will be used, and how the interior will be decorated – Q1
    b. Continue internal works, including replacing kitchen and complete flooring Q1-Q2
    c. development of the internal and external interpretational spaces including education resources, creation of outdoor kitchen, garden space – Q2 onwards
    d. completion of recladding – Q4
    e. improved accessibility for all sections of the community (inc. disabled access) – Q4
4. To secure adequate funding to deliver the programme and ensure its ongoing use as a community resource.

Measures / KPIs:

- Number of events delivered annually, including consideration of successful integration of existing AWT events and Wilder Learning Programme.
- Measure of the number of external users utilizing the site as a community space.

Lead Team: Abigail de Castella, Thanh Doan

Campaign - Nature is the Solution (NitS) – 2026

Context: Our Nature is the Solution (NitS) campaign synthesizes insights from our PNiR work, ASoN's identification of key species and habitats, and our Actions for Wildlife programme. NitS strategically focuses on protecting and restoring vital habitats that offer essential nature-based solutions for Alderney's community well-being. This includes woodlands that safeguard soils, enhance biodiversity, and coastal sand dunes that protect critical infrastructure. These ASoN-identified projects demonstrate nature's profound value, actively engaging our community towards the '1 in 4' goal and directly advancing our '30 by 30' vision.

Goal: To fully implement and secure the long-term sustainability of our key Nature-based Solution projects, including the Once and Future Woodland and Natural Barriers, ensuring tangible community benefits and resource security.

Measures / KPIs:

- To create an engagement programme that identifies key stakeholders and business to engage with the NitS programme – Q1
- Secure significant funding for the Once and Future Woodland Project to enable commencement of the project in 2026 – Q3

Lead Team: Lead - Roland Gauvain (CEO), support in delivery - Lindsay Pyne (Botanical Recorder), PNiR - Dr. Tara Cox (PNiR Lead), Poppy Emmens (Reserves Officer), George Tindall (Conservation Officer), ACAN - Abigail de Castella (Community Engagement).

Project - Once and Future Woodland

Description: The Once and Future Woodland Project is a cornerstone of our NitS campaign, inviting islanders to collaboratively restore Alderney's natural woodland. Together, we aim to rebuild a lasting legacy that strengthens biodiversity, supports local interests, and enhances island resilience for generations to come.



2026 Objectives:

1. Conduct broad stakeholder engagement to develop and publish the Woodland Development Programme – Q1-Q2
2. Secure long-term protection through contractual agreements with landowners and SoA – Q2-Q3
3. Secure at least one funding partner for the 5-year project (targeting ~25,000 trees / ~3% of Alderney) – Q3
4. Initiate Year 1 planting in York Hill and Bonne Terre – Q4

Measures / KPIs: Planting of at least 2,000 trees in 2026

Lead Team: Roland Gauvain, Lindsay Pyne, Poppy Emmens, George Tindall, Abigail de Castella

Project - Natural Barriers (Sand Dunes)



Context: Preserving Alderney's sand dunes for the protection they provide our coast against storms and the wildlife that thrives within them. Building on the dune extent assessment conducted in 2025, we will establish the condition of Alderney's dune habitats in order to better inform both existing and future management, whilst utilising the new facilities provided by **THE HUT** to engage resident and visitors with this iconic beach habitat. Natural Barriers facilitates both our 1 in 4 and 30 by 30 strategic goals in securing the future of a key habitat, through the involvement of the community.

2026 Objectives:

- Complete first dune health assessment – Q3
- Remove maximum possible amount of invasive species threatening dune stability (focus: Saye) – Q4
- Seek inclusion of dunes in SoA Land Use Plan as natural flood defence – Q1-4
- Secure general donations and sponsorship for the cost of materials and staff time for the project – Q4

Measures / KPIs: Remove Sour fig from at least 30% of the Saye sand dunes in 2026

Lead Team: George Tindall, Poppy Emmens, Dr. Tara Cox, Lindsay Pyne

Project - Waste to Food

Context:

In 2025 the AWT commenced a trial into the process of removing food waste from Alderney's domestic and green waste streams. The aim was to both establish at a relatively domestic/light business level, it it was possible to both reduce the island's island waste stream, whilst incorporating by product of our Action for Wildlife programme, specifically invasive Sour-Fig cleared as part of the Natural Barriers project and wood chippings from the Once and Future Woodland Project, and in doing so create a usable biproduct.

This project will be maintained in the research stage in 2026, pending securing more resources, especially staff time.

2026 Objectives

- Secure stakeholder/partnership involvement in the development of the project, with a focus on engaging the States of Alderney in its waste management planning – Q2
- Secure general donations and sponsorship for the cost of materials and staff time for the project to enable expansion in 2027 – Q4

Measures / KPIs:

Lead Team: George Tindall, Poppy Emmens, Roland Gauvain

Organisational Infrastructure & Operations

Summary

The success of our campaigns, coupled with increasing demands on our resources from the community (including government), growing compliance requirements for our administration team, and the expanding needs of our wholly-owned environmental consultancy, AWTE, present a significant challenge to our current operating structure.

Furthermore, fundraising through donations, grants, and direct activities such as guided walks and tours has become increasingly challenging. This is attributed to heightened demand on charitable resources, tightening personal finances for many island residents, and a reduction in visitor numbers to Alderney. This confluence of factors led to the first significant downturn in our shop sales since the COVID-19 pandemic.

Recognising this, the BP2025 shifted our financial model to leverage income from AWTE's consultancy services, directly resourcing our campaigns. This strategic pivot helped offset a general reduction in fundraising income in 2025, contributing a total surplus income of [Insert Figure] for investment into our core work.

Key Assumptions

To plan effectively for 2026 and beyond, we operate under the following key assumptions:

- **Economic Uncertainty:** Alderney's economic position is expected to remain uncertain, with continued limitations on air and sea access. This necessitates a strong focus on securing independent income streams and maintaining operational agility.
- **Environmental as Economic Enabler:** There is increasing government recognition of the natural environment as a potential economic enabler. This includes both coarse mechanisms, such as building land, and more sympathetic approaches, like using and enhancing biodiversity (e.g., seabird populations) to offset development impacts.
- **States of Alderney Planning:** The States of Alderney have committed to reviewing their Land Use Plan and undertaking a Marine Spatial Plan. Both initiatives are crucial if Alderney is to ensure its natural environment promotes sustainable use and flourishing biodiversity. We must ensure we have the resources to engage effectively with both processes and integrate our ASoN project learnings into their outcomes.
- **AWTE Growth:** Growing interest in Alderney's natural resources has significantly increased the workload for AWTE, with its turnover projected to treble in 2026 compared to 2025. This growth brings considerable resourcing requirements that must be addressed.

Strategic Infrastructure Actions

To address these challenges, we recognize that our existing operational structure has reached its capacity. We must act decisively to ensure AWT is well-positioned to respond to these evolving demands by undertaking the following actions:

- **Appointment of Operations Manager (OM):** The OM will lead on compliance and the delivery of AWT's operational calendars. This will free campaign teams to focus on project delivery and enable the CEO to undertake a more strategic, horizon-scanning role. The OM will also assume direct control of the fundraising campaign outlined in this plan, with support from the CEO and staff.
- **Restructure Staffing Model:** We will transition from a flat staffing model to a more standard tiered structure, introducing Campaign Leads (CLs). CLs will coordinate various projects within their respective campaigns through the reporting cycle, working alongside the OM and reporting directly to the CEO.
  Figure 2 illustrates the initial draft operational structure. This structure will evolve throughout the year with the OM's appointment and the integration of new responsibilities into the existing staff team. The operational structure will be updated via BP2026's quarterly review process, with Board oversight.
- **Strategic Planning for AWTE & AWT Infrastructure:** While a dedicated business plan and budget for AWTE will be developed once contract certainty, demands, and income are clearer, AWT must immediately commence planning for the increasing infrastructure demands of both AWTE and this BP2026. This planning will specifically focus on:
  - Staff accommodation
  - Office space
  - Essential equipment, including vehicles

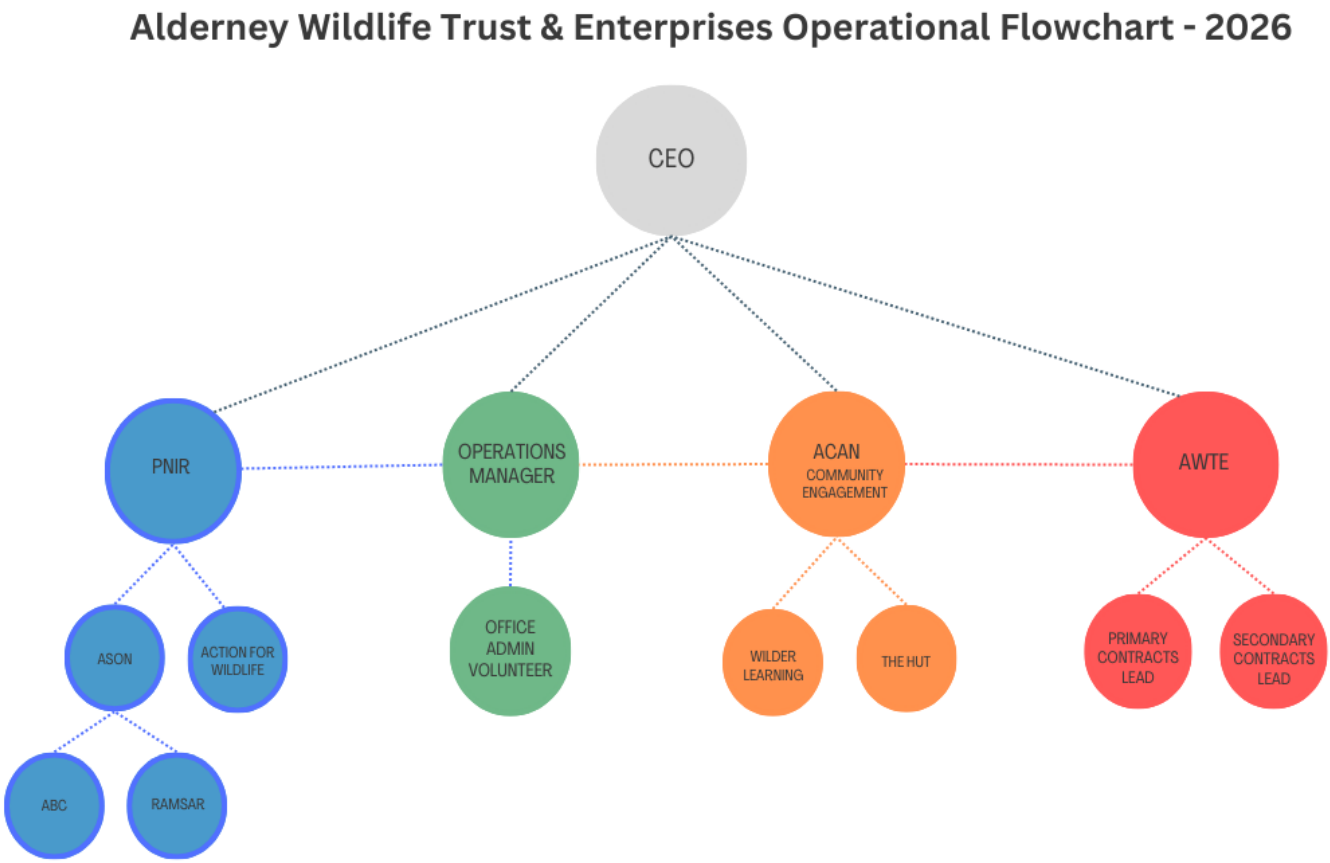


Figure 2. Operational flow chart for 2026. ***Currently the NitS campaign does not have an operational lead as this is awaiting full funding of project to commence. Leadership in the meantime is provided by the CEO.***

Table 1. Draft budget for the year 2026. Notes are appended to the bottom of the table

THIS IS TABLE IS INCLUDE FOR REVIEW PURPOSES ONLY AND A SUMMARISED TABLE WILL BE INCLUCDED IN THE FINAL COPY WITH OUT NOTES AND A REDUCED NUMBER OF FIELDS

		Ramsar	PNiR	ACAN	NiTs	Infrastr. / Admin	Fm AWTE	TOTAL	Notes
Income									
	Last Year RD's Bwfd		21378	3313	1000	16333		42024	
	Restricted Grants & Donations		44000	57000	500			101500	1
	General Donations					6000		6000	
	Income from Fundraising			7500				7500	
	Bank Interest Received					600		600	
	Income from Subscriptions					15000		15000	
	Shop Sales					35000		35000	
	Project Related Sales		500					500	
	Consultancy/Contract Income	12702	198			18000		30900	2
	Income From Hire			1550				1550	3
	Ticket Sales(Boat)			15000				15000	4
	Income Walks/Talks/Activities			11000				11000	5
Total Income		12,702.00	66,076.00	95,363.00	1,500.00	90,933.00		266,574.00	
Expense									
staffing	Staff Salaries, Tax & SS and Pension		54915	33255		83830		172000	6
	Intern Stipends		16200	6600		0		22800	7
	Uniform & Protective Clothing	125	75			800		1000	
	Training	396	1500			5004		6900	8
	Intern flights		400			1600		2000	
	Work permits					195		195	
premises	Rent Paid		85	25		7800		7910	
	Electricity		40	250		2160		2450	
	Water		311	311		625		1247	
	Oil (Heating)			400		650		1050	
	Premises Repairs			500				500	
	Premises Maintenance			430		250		680	
Vehi	Vehicle Fuel	100	690		300	1660		2750	9
	Vehicle Repairs (inc Vehicle)		550		250	500		1300	10
	Vehicle Maintenance		1100		150	250		1500	11
	Fleet Insurance					2550		2550	
admin istrt i	Materials (Consumable)	900	300	400		850		2450	
	Equipment (Re-usable)	1576	1400	600		4424		8000	
	Trees				4400			4400	
	Books & Periodicals		100					100	
	Gas			80				80	12
	Food and Drinks			1000		300		1300	13
	Other Travel & Accommodation		1000			2100		3100	14
	Hire Charges	6750	72	148				6970	15
	Other Fees Paid	2,170	3100	3830		500		9600	16
Comm	Consultancy Fees (IT & Comms)					4000		4000	
	IT (Programmes/set up/repairs)	170	900			620		1690	
	Advertising, PR & Website	200	375	175		2250		3000	
	AWT Publication Costs					1500		1500	
	Telecom Costs					1710		1710	
	Postage / Freight					470		470	16
	Accountants/Auditors					7350		7350	
	Insurance	315				7450		7765	16
	Subscriptions Paid		78			405		483	
	Licence Fees / Legal		90			200		290	
	Shop Stock Purchases					16000		16000	18
	Bank charges					1800		1800	
Unspent bal of RD's cfwd			25667					25667	19
Total Expense		12,702.00	108,948.00	48,004.00	5,100.00	159,803.00		334,557.00	20
LOSS for the Year (BEFORE DEPRECIATION)		**0.00**	**-42,872.00**	**47,359.00**	**-3,600.00**	**-68,870.00**		**-67,983.00**	
Funding support from AWTE							67,983.00		
NET BUDGET								0	

2026 Budget Notes

1. *Will be looking for further NiTs funding to cover staff role and machinery (not included)*
2. *Ramsar budget is as proposed but not all areas of work likely to be fulfilled*
3. *No kayak hire currently included, hire income shown is projected for Scout Hut*
4. *cost of boat operation will be shown under AWTE - see also note on W&T*
5. *This has been allocated to ACAN but delivery mechanism tbc*
6. *Lead Ecologist salary shown under PniR although funded from core/AWTE income*
7. *Unfunded Reserves, Conservation and Ramsar officer stipends included under PNiR*
8. *Personal development plus AWT specific*

9.-11 costings have been included to recognize tractor initial clearance on NiTs sites

12. *Gas for events*
13. *Primarily event related*
14. *PNiR includes £1k for Pascal La Provost (Manager Les Sept Iles National Nature Reserve Britany) which may be moved to AWTE depending on what emerges*
15. *Bulk of hire charges is for Ramsar boats at cost, but unlikely all to go ahead*
16. *Includes Fishintel and funded interns Essex accommodation support recharged to project from*
17. *Primarily membership related*
18. *Insurance covers AWT work over all areas and is not allocated to individual campaigns*
19. *Includes stamps at cost*
20. *If new SiF funding received this will be portion relating to 2027*

Funding Strategy & Income Forecast

Financial Overview

To provide the Board and Operations (Staff) Team with a clearer understanding of the financial implications of our work, particularly our campaigns, we have restructured our budget, breaking it down into campaign and infrastructure headings. This will enable better review of progress, particularly concerning the success of our fundraising assumptions for grants, donations, and sponsorship.

Table [Insert Table Number] sets out our budget for 2026. Key figures to note are:

- Our campaigns (including associated salaries, equipment, and delivery) are projected to cost £176,000.
- Our core infrastructure (including buildings, vehicles, equipment, and administrative salaries) is projected to cost £160,000.
- To meet these costs, our fundraising goal from grants, donations, and sponsorship is £100,000. This funding will directly support the delivery of the campaigns described in this plan. This Funding section details how we plan to review and update our goals to secure the necessary resources for our best possible work.

  Note: To fully deliver on the NitS programme, additional funding will need to be secured from specific business or private partners. This funding model is built into the design of the NitS campaign.

- We project no significant increase in income from our shop or membership, although membership has increased.
- The employment of the Operations Manager (OM), RPI adjustments for staff and interns, and salary increases of operational restructuring will lead to an increase in overall salary costs.
- Currently, a projected fundraising shortfall of nearly £70,000 is anticipated. As in previous years, this will be met through income from AWTE. This shortfall is currently within the projected income for AWTE, which will also be generating new data on our natural environment and undertaking conservation actions beneficial to Alderney.

Fundraising Summary

To meet the financial demands placed on us by our campaigns, the 2026 Fundraising objectives set out a new, multi-channel approach. This strategy balances unrestricted fundraising, programme-specific support, and long-term sustainability mechanisms. Responsibility for its development will rest jointly with the CEO and OM, but its delivery will be led by the OM. This positions the AWT to strengthen its financial foundations while deepening community, corporate, and philanthropic engagement in the island's biodiversity and climate outcomes.

Fundraising Goal

To create a funding framework that enables the delivery of our strategic '1 in 4' and '30 by 30' goals, inclusive of the staffing and voluntary resources necessary to achieve them.

Fundraising Objectives Overview

Our overarching objective for 2026 is to drive sustainable, diversified, and objective-focused income to underpin AWT's long-term environmental impact. The Alderney Wildlife Trust will strengthen and expand its income-generation capacity through a coordinated, multi-channel fundraising strategy. Building on the foundations established in 2025, the Trust will formalise a volunteer-led events programme, modernise its digital fundraising infrastructure, enhance its approach to grants and corporate partnerships, and launch a structured legacies programme.

Fundraising through AWTE does not sit within the scope of these objectives, however, it must be considered when reviewing fundraising performance. AWTE's objectives will be described in its own dedicated business plan.

Specific Objectives:

- Increase unrestricted income to support core operations and resilience.
- Secure mission-aligned external funding to meet the needs identified within the Campaigns/Projects section of this plan.
- Expand public, corporate, and philanthropic engagement, utilising the urgency and focus of the Once and Future Woodland, Natural Barriers, and THE HUT projects to demonstrate the clear environmental needs and community benefits of our work.
- Build long-term financial sustainability through legacies and digital giving pathways.

Measures / KPI's: The AWT Board to receive quarterly reports on fundraising performance, risks, and opportunities from Q2.

Lead: The Operations Manager (OM) will manage this effort, with input from and support from the CEO.

Fundraising Channels

Events Programme

This volunteer-led programme will be strategically coordinated and accountable to the Board, directly supporting the ACAN campaign while generating funds for our wider work. It will be developed by the OM in conjunction with the ACAN campaign team.

Objective:

Create and deliver a formalised AWT Fundraising Events Programme, using the AWT Fundraising Planner, to generate reliable, unrestricted income and broaden community engagement.

Key Elements:

- Recruit a core volunteer fundraising team, with operational support from ACAN and the Management Team – Q1.
- Establish an annual events calendar (e.g., jumble sales, community meals, silent auction, walks, themed environmental events) that links to key objectives such as the delivery of THE HUT or the publication of the ASoN report – Q1.
- Implement standardised project management tools (e.g., risk templates, planning timelines, event briefings, post-event reporting).
- Set an annual unrestricted income target aligned with core budget needs.

Updated Fundraising Planner (2026 Edition)

Focusing on grants, ESG/CSR partnerships, and private sponsorship, this updated planner will be developed by the CEO and OM in collaboration with the Campaign Teams. Shared delivery responsibilities will be identified and reviewed as part of the quarterly board reporting. The planner will tie in the events programme to support our connection with funders, showcasing our campaigns and community engagement and enabling us to provide a social environment whilst discussing support for campaigns or projects.

Objective: Update the 2025 Fundraising Planner into a refreshed 2026 tool that expands AWT's income streams and clarifies fundraising responsibilities across staff and campaigns.

A. Grants:

- Maintain and update the Grants Tracker Calendar, ensuring all deadlines are met and multi-year funding opportunities are pursued – Q2.
- The OM, in collaboration with the Campaign Teams and with the support of the CEO, will ensure all major grant application goals set within the plan are met – Q4.

B. Corporate Sponsorship – ESG and CSR Alignment:

- Develop a corporate outreach plan targeting businesses with clear ESG/CSR priorities aligned with AWT outcomes (biodiversity, carbon reduction, community well-being) – Q1.
- Using materials prepared in 2025, produce updated corporate engagement packs for ACAN and NitS – Q2.
- Deliver in-person engagement meetings with at least 5–7 potential partners – Q4.
- Run parallel sponsorship opportunities for specific programme elements (e.g., Waste to Food infrastructure, Natural Barriers invasive species control, Wilder Learning facilities) – Q1-Q4.

C. Private Sponsorship:

- Identify and approach potential individual supporters interested in sponsoring tangible programme outcomes (e.g., woodland plots, research equipment, wildlife rehabilitation) – Q1.
- Develop donor-care pathways including personalised updates, project visits, and invitations to selected events – Q1.

Events Programme

This volunteer-led programme will be strategically coordinated and accountable to the Board, directly supporting the ACAN campaign while generating funds for our wider work. It will be developed by the OM in conjunction with the ACAN campaign team.

Objective: Create and deliver a formalised AWT Fundraising Events Programme, which will be tied into the Fundraising Planner, to generate reliable, unrestricted income and broaden community engagement.

Key Elements:

- Recruit a core volunteer fundraising team, with operational support from ACAN and the Management Team – Q1.
- Establish an annual events calendar (e.g., jumble sales, community meals, silent auction, walks, themed environmental events) that links to key objectives such as the delivery of THE HUT or the publication of the ASoN report – Q1.
- Implement standardised project management tools (e.g., risk templates, planning timelines, event briefings, post-event reporting).
- Set an annual unrestricted income target aligned with core budget needs.

Legacies Programme (2026 Rollout)

As our campaigns mature, we need to build long-term financial security. Historically, legacies have demonstrated their benefits by connecting with community members who wish to invest in the future of our island. This programme will be led by the Operations Manager but supported by the CEO and the wider campaigns team.

Objective: Deliver a structured, professional legacies programme that builds trust, awareness, and participation among members and the wider community.

Key Elements:

- Launch updated legacy webpages, providing clear guidance and examples of impact – Q1.
- Produce and distribute a legacy information pack to all members (digital and postal with the Spring Magazine) – Q2.
- Work with AGC, AAWS, and other charities to explore both Alderney and Guernsey "Legacy Days," with AWT represented as a lead environmental partner – Q3.
- Promote legacies to all members and others – Q1-Q4.
- Set a 2026 goal of obtaining at least two confirmed legacy intentions – Q4.

Digital Fundraising Expansion – Sustainability & Carbon Reduction Donations

This initiative aims to create pathways for public contributions towards climate change mitigation and biodiversity gain. It will be delivered through the Tech and Communications support consultants, with input from the Conservation Officer as Carbon Lead.

Objective: Upgrade the AWT website to enable the public to give directly to carbon-reduction and biodiversity-gain actions across the programme through the following digital donation streams – Q2:

- Once and Future Woodland Project: for tree planting and management, and carbon sequestration contributions.
- Waste Reduction & Circularity: donations supporting "Waste to Food" composting infrastructure, and community circular-economy initiatives.
- Natural Barriers – Invasive Species Removal: public sponsorship of invasive plant removal, biosecurity tools, and habitat restoration.
- Wilder Learning & Community Engagement: funding for equipment, student bursaries, and volunteer development.



Each donation stream will include:

- Clear impact metrics.
- Transparent cost explanations.
- Subscription options for monthly supporters.
- Automated acknowledgment and impact reporting.

Our Team – 2026

Staff

As noted, the 2026 staffing breakdown reflects the restructuring of the staff team with the appointment of campaign leads for the two staffed campaigns (PNiR and ASON). This re-structuring will require the review and updating of key staff members' job descriptions to ensure they support that of the new OM and update description for the CEO.

Table.1. Staff breakdown 2026

Role	Name	Team	Salary	Contract
Office Team Supported by the Wildlife Volunteers – Information/shop volunteers.				
CEO	Office team	Salaried	Ongoing	
Operations Manager	Office Team	Salaried	2026 – tbc (generated by AWTE income)	
Administration Volunteer	Office Team/PNiR	Voluntary	Ongoing	
CAMPAIGN - PUTTING NATURE INTO RECOVER - PNiR				
Alderney State of Nature - Supported by Wildlife Volunteers – Local Recorder volunteers				
PNiR Lead & Lead Terrestrial Ecologist	ASoN	Salaried	Ongoing	
Lead Marine Ecologist	ASoN	Salaried	Ongoing	
Alderney Biodiversity Centre – Local Recorder volunteers				
Biodiversity Centre Officer	ASoN	Accommodation and stipend + consultancy income	2026-2027	
Ramsar				
Ramsar Ecologist	ASoN	Accommodation and stipend + consultancy income	2026-2027	
Action for Nature - Supported by the Wildlife Volunteers				
Reserves Officer	Action for Wildlife	Accommodation and stipend	2023-2026	
Conservation Officer	Action for Wildlife	Accommodation and stipend	2025-2026	
CAMPAIGN - ALDERNEY COMMUNITY ACTION FOR NATURE - ACAN				
Community Engagement Lead and THE HUT administrator	Abigail de Castella	Wilder Learning	Salaried	2023-2026
Wilder Learning				
Nature Education and Outreach Officer (title under review)	Doan Thi Thanh Thanh	Wilder Learning	Internship – moving to salaried dependent on grant funding	2024-2026
Alderney Wildlife Trust Enterprises (AWTE)				
Lead Consultant Ecologist - AWTE	Alex Purdie	AWTE	Salaried	2024
Consultancy - Independent consultants who provide support to AWT on a variable contract basis				
Technical Support	Keith Collins	Team support	Consultant	Rolling
Communications and Business support	Andrew Senneck	Office Team	Consultant	Rolling

Volunteers

Volunteers are essential to delivering AWT's campaigns, supporting both practical conservation and community engagement. Roles are flexible to match skills and interests, creating mutual benefit for volunteers and the Trust. Volunteering is managed directly by the campaign teams and OM.

Action for Wildlife Volunteers

Primarily support **Action for Wildlife**, maintaining Reserves and Sites through regular practical sessions (twice weekly). They also support **NitS** and **ACAN** by maintaining habitats and infrastructure for projects like Forest School & Wilder Beach. Specialist roles include equipment care, vehicle maintenance, and renewable energy.



Wildlife Centre Volunteers

Support the **Office Team** and **ACAN**, providing visitor information, shop management, administrative support, and wildlife data handling. They act as the first point of contact for residents and visitors and assist in coordinating wildlife rescue and community engagement activities.

Wildlife Recorders

Support **PNiR**, **ASoN**, and **ACAN** by collecting ecological data for citizen science projects (e.g. Butterfly Monitoring, Marine Surveys), they provide the evidence base for our Action for Wildlife.

Carbon

Context: The AWT is committed to monitoring and reducing its carbon footprint to Net Zero by 2030. BP2026 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 carbon emissions throughout our operations.

Goal: To monitor and reduce our carbon emissions with the goal of producing a pathway to Net Zero by 2030.

Objectives:

- Integrate carbon audit updates into staff meetings on a monthly basis, overseen by the Conservation Officer, to update staff on progress and the reduction plan – Q1.
- Complete the annual carbon audit by the end of Q2.
- Produce the annual greenhouse gas inventory by the end of Q3.
- Develop the Net zero pathway to set out a plan to meet our 2030 goal by the end of the year.
- Complete the carbon strategy for 2026-30 by the end of the year.

Measures / KPI's

- Include carbon updates in staff meetings Q1
- Carbon Audit submitted Q2
- Greenhouse gas inventory completed Q3
- Net zero pathway and carbon reduction strategy completed Q4

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

Appendices

Appendix 1. Campaigns and Projects - Objectives and KPIs

PNiR Campaign

Objective	Timeframe	Lead Person	KPIs
This Embed key species and habitats across AWT planning (Evidence Base, Reserves & Sites, Ramsar, SoA Land Use Plan)	Ongoing (Q1–Q4)	Dr Tara Cox; Dr Melanie Broadhurst-Allen; Leah Smith	Key species and habitats integrated into core AWT and SoA planning documents
Define and publish baseline for “protected and thriving for nature” (favourable status and limits of acceptable change)	Q1–Q2	Dr Tara Cox; Dr Melanie Broadhurst-Allen; Leah Smith	Baseline % of habitats and species thriving established and reported in ASoN
Ensure meaningful community involvement in key PNiR decisions and planning stages	Ongoing (Q1–Q4)	Dr Tara Cox; Dr Melanie Broadhurst-Allen; Leah Smith	Evidence of community input at key stages and incorporation of feedback into plans/actions

PNiR Projects

Project	Objective	Timeframe	Lead Person(s)	KPIs
Alderney State of Nature (ASoN) 2026	Deliver the Alderney State of Nature assessment through ongoing research and monitoring (including sand dune condition assessment)	Ongoing (Q1–Q4; peak Q2)	Dr Tara Cox; Dr Melanie Broadhurst-Allen; Leah Smith;	ASoN assessment completed
Alderney State of Nature (ASoN) 2026	Publish key habitats and species list, and associated methods/results	Q1	Dr Tara Cox; Dr Melanie Broadhurst-Allen; Leah Smith;	Key habitats and species list published and used across AWT
Alderney State of Nature (ASoN) 2026	Analyse key habitats and species to assess trends, favourable status and limits of acceptable change	Q1–Q2	Dr Tara Cox; Dr Melanie Broadhurst-Allen; Leah Smith;	Trends and thresholds defined and feeding into conservation planning
Alderney State of Nature (ASoN) 2026	Develop framework and proposed conservation actions for 2027 based on ASoN findings	Q2–Q4	Dr Tara Cox; Dr Melanie Broadhurst-Allen; Leah Smith;	Conservation action framework agreed and 2027 actions designed
Alderney State of Nature (ASoN) 2026	Update the Evidence Base with revised monitoring methods for 2027	Q3–Q4	Dr Tara Cox; Dr Melanie Broadhurst-Allen; Leah Smith;	Evidence Base updated with new methods
Alderney State of Nature (ASoN) 2026	Write and publish the full Alderney State of Nature report	Q2	Dr Tara Cox; Dr Melanie Broadhurst-Allen; Leah Smith;	ASoN report completed and published; at least 1 in 4 residents aware

Project	Objective	Timeframe	Lead Person(s)	KPIs
Alderney State of Nature (ASoN) 2026	Secure future funding and develop ASoN beyond the current funded project	Q1–Q3	Dr Tara Cox; Dr Melanie Broadhurst-Allen; Leah Smith;	Funding secured for continued ASoN delivery
Alderney State of Nature (ASoN) 2026	Strengthen the Alderney Biodiversity Centre (ABC) – strategy, handbook, routine services, collaboration and data standards	Q1 and Ongoing (Q1–Q4)	Dr Tara Cox; Dr Melanie Broadhurst-Allen; Leah Smith;	ABC Strategy and handbook in place; data standards appliedsupporting ASoN and wider AWT work
Action for Wildlife – Reserves & Sites 2026	Deliver the Reserves & Sites Strategy via a 2026 Action Plan and review to inform the 2027 plan	Q1–Q4	Poppy Emmens; George Tindall;	≥70% of the 2026 Action Plan delivered; 2027 Action Plan produced
Action for Wildlife – Reserves & Sites 2026	Integrate ASoN key species and habitat priorities into Reserves & Sites management	Ongoing (Q1–Q4)	Poppy Emmens; George Tindall;	ASoN priorities reflected in annual site action plans
Action for Wildlife – Reserves & Sites 2026	Develop and implement a volunteer management strategy (with ACAN)	2026 (Q2–Q3 implied)	Poppy Emmens; George Tindall;	Wildlife volunteer hours increased by 20% vs 2025
Action for Wildlife – Reserves & Sites 2026	Support “Once and Future Woodland” and “Natural Barriers” projects by aligning Reserves & Sites work	Ongoing (Q1–Q4)	Poppy Emmens; George Tindall;	Reserves & Sites actions actively contribute to NitS woodland and natural barriers projects
Ramsar 2026	Establish and implement the Ramsar Strategy 2026–2030 through SoA engagement, annual review and action planning	Q1	Gabriella Stewart	Ramsar Action Plan finalised and implemented (Q1)
Ramsar 2026	Deliver AWT’s ecological and community actions from the Ramsar Action Plan, including grey seal thermal drone survey	Ongoing (Q2–Q4; peak Q2)	Gabriella Stewart	Planned ecological and community activities delivered; grey seal survey completed
Ramsar 2026	Engage Ramsar stakeholders and deliver additional priority actions arising from the strategy and meetings	Q1 and Q4	Gabriella Stewart	Stakeholder-agreed actions implemented; 2026 review accepted
Ramsar 2026	Provide Ramsar Secretariat to SoA and fulfil AWT’s administrative responsibilities for the site	Ongoing (Q1–Q4; peak Q1 & Q4)	Gabriella Stewart	AWT sections of Ramsar Action Plan 2026 Review delivered and accepted; community engagement activities delivered at Ramsar site (Q4)

ACAN Campaign

Objective	Timeframe	Lead Person	KPIs
Create an ACAN Community Engagement Programme explaining how AWT will apply its community engagement approach across all operations	Q1	Abigail de Castella, Thanh Doan, Operations Manager	ACAN Community Engagement Programme agreed and in use across campaigns
Establish regular monthly meetings between Community Engagement and campaign/project leads to share feedback and embed community engagement	From Q2, monthly	Abigail de Castella, Thanh Doan, Operations Manager	Monthly meetings held; evidence of community feedback informing campaign and project decisions
Develop a baseline "1 in 4" survey to measure residents' engagement with wildlife	Q4	Abigail de Castella, Thanh Doan, Operations Manager	Baseline survey designed and ready for delivery; % of residents completing 1 in 4 survey (Q3/Q4 indicator)
Secure grant funding for the ACAN programme 2026–27	Q2	Abigail de Castella, Thanh Doan, Operations Manager	Grant funding for ACAN 2026–27 secured

ACAN Projects

Project	Objective	Timeframe	Lead	KPIs
Wilder Learning	Update the Wilder Learning Programme (WLP)	Q1	Thanh Doan; Abigail de Castella	Updated WLP agreed and in use
Wilder Learning	Deliver WLP sessions for children and young people (early years, Forest School, Wilder Beach, Youth Club, school support, DoE, work experience) and linked adult learning	Q1–Q4 (35 weeks)	Thanh Doan; Abigail de Castella	Number of participants in Wilder Learning activities (reviewed quarterly); qualitative feedback from participants
Project Name	Objective	Timeframe (2026)	Lead Person(s)	KPIs
The Hut	Complete an operations strategy for The Hut, defining users, partners and links to Wilder Learning and Community Engagement	Q1–Q2	Abigail de Castella; Thanh Doan	Operations strategy completed and adopted
The Hut	Complete initial restoration and open The Hut (soft launch April, full launch May)	Q2	Abigail de Castella; Thanh Doan	Hut open and usable for programmes and events
The Hut	Continue phased renovations (access improvements, interpretation/education spaces, outdoor kitchen and garden, recladding) with strong community input	Q2–Q4	Abigail de Castella; Thanh Doan	Priority works completed; evidence of community involvement in design/use
The Hut	Secure funding to run and maintain The Hut as a community resource	2026	Abigail de Castella; Thanh Doan	Funding secured for ongoing Hut operations
The Hut	Use The Hut to expand AWT and community events and activities	Q2–Q4	Abigail de Castella; Thanh Doan	Number of events delivered; number of external/community users of the site

NitS Campaign

Objective	Timeframe	Lead Person	KPIs
Develop a NitS engagement programme identifying key stakeholders and businesses for nature-based solution projects	Q1	Roland Gauvain (Lead); supported by Lindsay Pyne; Dr Tara Cox; Poppy Emmens; George Tindall; Abigail de Castella	Stakeholder and business engagement programme agreed and in use
Secure major funding to launch the Once and Future Woodland project	Q3	Same as above	Significant funding secured; Once and Future Woodland able to commence in 2026

NitS Projects

Project Name	Objective	Timeframe	Lead Person	KPIs
Once and Future Woodland	Develop and publish a Woodland Development Programme through broad stakeholder engagement	Q1–Q2	Roland Gauvain; Lindsay Pyne	Woodland Development Programme agreed and published
Once and Future Woodland	Secure long-term protection for woodland sites via agreements with landowners and SoA	Q2–Q3	Roland Gauvain; Lindsay Pyne	Protection agreements in place for priority sites
Once and Future Woodland	Secure at least one funding partner for the 5-year woodland project (~25,000 trees / ~3% of Alderney)	Q3	Roland Gauvain; Lindsay Pyne	At least one multi-year funding partner secured
Once and Future Woodland	Begin Year 1 planting at York Hill and Bonne Terre	Q4	Roland Gauvain; Lindsay Pyne	≥2,000 trees planted in 2026
Natural Barriers (Sand Dunes)	Complete first dune health assessment to inform current and future management	Q3	George Tindall; Poppy Emmens; Dr Tara Cox;	Baseline dune condition assessment completed
Natural Barriers (Sand Dunes)	Remove invasive species (focus: Sour fig at Saye) to improve dune stability	Q4	George Tindall; Poppy Emmens; Dr Tara Cox;	Sour fig removed from at least 30% of Saye sand dunes in 2026
Natural Barriers (Sand Dunes)	Seek inclusion of dunes in the SoA Land Use Plan as a natural flood defence	Q1–Q4	George Tindall; Poppy Emmens; Dr Tara Cox;	Dunes proposed/recognised in SoA Land Use Plan as natural flood defence

Appendix 2. 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 2025 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). Through consultation with out community and rigorous scientific method we have used our evidence base to inform a list of key species and actions for Alderney and this will inform all our work going forwards.
- 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 went live in trial in 20205 and is part of a pan-Channel Islands Biological Records Centre, which will go live in 2026.
- 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 out Wilder Learning project enables us to support schools and other educational institutions.
- We support government through our service level agreement (SLA). In 2025 work included more than 400 hours of footpath and public features management, including steps, bridges, signage and maintenance of public sites such as bird hides and over 250 hours of invasive species control. We also supported government in the undertaking of a waste management review and the creation of a new strategy.
- 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 2025 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 1000 trees in 2025, whilst creating plans to increase the total area by a further 50% in the next 5 years.
- Our Wildlife Centre has welcomed more than 10,000 visitors in 2025 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.

Appendix 3 - 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.

Appendix 3. 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 reversable 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.
- 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).
- 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.