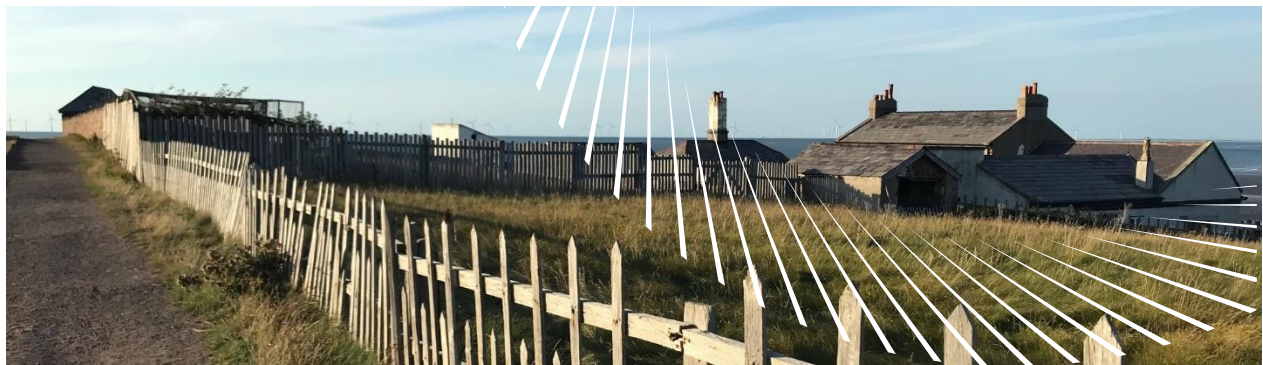

British Art and Design Association

Hilbre Island – Outline Business Plan



November 2022



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Executive Summary

Hilbre Island group comprise three tidal islands on the mouth of the Dee Estuary on the Wirral Peninsula - Little Eye, Middle Eye and Hilbre Island. It is located approximately 1.0-mile from the mainland and is accessible by foot only from the nearby town of West Kirby. The site is currently managed by Wirral Borough Council.

It is a local nature reserve; a Site of Special Scientific Interest; a Special Protection Area; a Ramsar Site, which is a Wetland of International Importance; and a candidate for an EU Special Area of Conservation. There are several buildings on the main island, some of which are Grade-II Listed.

The British Art and Design Association (BADA), the Friends of Hilbre (FoH) and the Hilbre Island Bird Observatory are forming a Community Land Trust (CLT) with the aim of assuming responsibility for a number of dilapidated buildings on Hilbre Island via Wirral Borough Council's Community Asset Transfer Scheme.

The CLT would transform these buildings into a centre for creative, scientific and heritage activity, inspired by the island's unique nature, location and history. This Centre would be a flagship zero carbon project, with environmental sustainability at its heart.

BADA aims to transform a Grade II-listed Buoymaster's Workshop, Store and House into artist studios, accessible via a membership scheme for day or overnight visits.

The Friends of Hilbre already utilise the Day / School Room for their community activities but seek to make improvements to the building to better deliver public facing activities, such as sunset walks, seal watching and Open Days.

The Hilbre Bird Observatory would occupy the Telegraph House for their programme of scientific ornithological research and monitoring.

Two additional buildings, the Grade II-Listed Telegraph Station and unlisted Fog Cottage, will be managed jointly by the CLT. The Telegraph Station functions as a visitor centre on Open Days and Fog Cottage will be the island's energy centre, housing the plant required for the island's energy needs.

The governance structure will enable the three organisations to operate independently and as founding members of the CLT. The three founding members will assume responsibility for the capital works required to develop their individual building(s) and for its ongoing management and maintenance.

Each organisation will contribute an annual sum to the CLT, building up reserves over time for items of joint expenditure as outlined below. BADA would have the largest footprint on the island, with the largest contribution. The Friends of Hilbre has the smallest contribution as they will contribute in-kind via additional gardening and landscaping works.

CLT income and expenditure	Year 1	Year 2	Year 3	Year 4	Year 5
Income					
BADA contribution	£1,000	£1,500	£1,500	£2,000	£2,000
FoH contribution	£500	£500	£500	£750	£750
HIBO contribution	£1,000	£1,250	£1,250	£1,500	£1,500
Subtotal	£2,500	£3,250	£3,250	£4,250	£4,250
Expenditure					
Energy	£1,000	£1,000	£1,000	£1,050	£1,050
Accounts	£350	£350	£350	£368	£368
Telegraph Station / Fog Cottage repairs	£700	£700	£700	£735	£735
Subtotal	£1,350	£1,350	£1,350	£1,418	£1,418
Surplus / Deficit	£1,150	£1,900	£1,900	£2,833	£2,833

We have established an income and expenditure profile for BADA's new artist studios on the island, which confirms they are able to accommodate an annual contribution towards the CLT. The Friends of Hilbre financials have also been reviewed and they are able to contribute annually to the CLT.

The Hilbre Bird Observatory (HiBO), part of an international organisation of observatories monitoring bird migration patterns, would contribute to the annual running costs, site maintenance and energy provision provided by the CLT.

We have projected a surplus of £2,833 by year 5 for the CLT.

1.0 Introduction

Hilbre Islands comprise three remote islands in the mouth of the Dee Estuary on the Wirral Peninsula, on the border between England and Wales. The islands are Little Eye, Middle Eye and Hilbre Island. Hilbre is located approximately 1.0-mile from the mainland and is accessible by foot only. There is limited vehicular access, which requires a permit.

There are an estimated c.25k-30k visitors each year, although numbers were thought to increase significantly in COVID, with more people seeking outdoor leisure opportunities. The increased footfall to the site has caused concerns about the conservation and preservation of its natural landscape and wildlife habitats, as the site holds several environmental designations.

The islands are managed by Wirral Borough Council (WBC). A partnership comprising the British Art and Design Association (BADA), Friends of Hilbre (FoH) and the Hilbre Bird Observatory (HiBO) is keen to acquire part of the main Hilbre Island through the vehicle of a newly formed Community Land Trust (CLT).

The CLT aims to transform some dilapidated buildings on Hilbre Island into a Centre for creative, scientific and heritage activity, inspired by the island's unique nature, location and history. This Centre



View of the Buoymaster's House

would be a flagship zero carbon project, sensitively restoring several listed and heritage buildings and positioning Hilbre as a flagship project for environmental sustainability and creativity.

BADA aims to transform the Grade II-listed Buoymaster's Workshop, Store and House into studios, accessible via a membership scheme for day or overnight visits. The aim would be to encourage exciting, collaborative work, inspired by the very special landscape at Hilbre.



The Friends of Hilbre already occupy the Day / School Room for their community activities. However, the building needs some improvements in order for the Friends to be able to fully deliver the public facing activities connected to Hilbre, such as sunset walks, seal watching and Open Days.

Day / School Room



The Hilbre Bird Observatory would occupy the Telegraph House to deliver their programme of scientific ornithological research and monitoring.

Telegraph House

Two further buildings, the Grade-II listed Telegraph Station and the unlisted Fog Cottage, which will be the islands energy centre, will be the shared responsibility of the CLT.

The Business Plan is part of a wider scope of works that has been undertaken to identify a sustainable future for Hilbre. This includes:

- Report by Smith Young Architects exploring the interventions required across the built assets; and
- Review of the environmental and ecological design and performance of the buildings by Dr Simon Tucker at Liverpool John Moores University.

2.0 About Hilbre Island

2.1 The Site

The Hilbre Islands Local Nature Reserve is contained within the Dee Estuary, on the north-west coast of England. It is made up of approximately 11 acres. The Dee Estuary is:

- A Site of Special Scientific Interest
- A Special Protection Area
- A Ramsar Site, which is a Wetland of International Importance
- A candidate for EU Special Area of Conservation.

The three tidal islands, Little Eye, Middle Eye and Hilbre Island and the surrounding foreshores, are currently freehold property managed by the Metropolitan Borough of Wirral (via WBC) and supported by the Friends of Hilbre.

Due to its location in the estuary, visiting times are governed by the tide times and no unauthorised overnight stays are permitted. There are no permanent residents onsite, although two bungalows are currently leased by families from WBC. Visitors are advised to leave Hilbre at least 3-hours before the high tide, as access to Hilbre is solely by foot, with the walk taking around 1.0 hours each way. There is a nearby train station, West Kirby, that provides connections to Liverpool Lime Street.



2.2 History¹

The three islands within the peninsular are known today as Hilbre, Middle Eye and Little Eye, having originally formed part of the mainland and became tidal after the last Ice Age ended about 11,500 years ago. Archaeological findings on Hilbre indicate that Ice Age hunter-gatherers and The Romans were early visitors to the island; 19th century suggestions that a Roman Pharos (lighthouse) was erected on Hilbre has not produced any evidence to support this idea.

In addition to archaeological findings, stone remains of graves have been found on Hilbre, dating back to the 10th and 11th centuries, indicating a religious presence on the island pre-Norman Conquest. By 1140 West Kirby and Hilbre were controlled by Chester Abbey and a Benedictine cell of two monks and their servants lived on the island until the Dissolution between 1536-1541. Hilbre's place name did not appear in records until 1140, when recorded as Hildeburgheye, meaning Hildeburgh's Island. As a Saxon personal name, this suggests a connection with an earlier time before the Norman Conquest.

In the 16th to 18th centuries Hilbre Island and Hyle Lake became an important anchorage for shipping in the Dee Estuary when the river at Chester was silting up. Hilbre Island was also used as an embarkation point for shipping troops, horses and equipment to Ireland during Elizabeth I's Irish wars and again during Cromwell's Irish campaign. Salt refining took place on Hilbre in the late 17th and early 18th centuries and today, there are traces of this industry still visible in the north of the island.

A public house on Hilbre was first recorded in 1793 to cater for the crews of the small vessels who used the harbour. Hilbre's public house is still remembered locally as The Seagull Inn, a name which never appeared in official records.

In 1826 the Trustees of the Liverpool Docks acquired the lease of the islands from Chester Cathedral in order to set up their first semaphore telegraph station, for communicating messages from Holyhead to Liverpool. The line of stations ran through Anglesey, Puffin Island, the Great Orme, Llysfaen near Abergele, Foel Nant, Hilbre Island and Bidston Hill to Liverpool. The first station was a wooden structure just north of the present stone building, which was built in 1841. In 1860, the semaphore system was replaced with an electric cable which remained in use until 1939. A separate house for the Telegraph Keeper was also built in 1841, which later became the residence for the islands' wardens.

Hilbre Island as it appears today is almost completely the creation of the Dock Trustees and the Mersey Docks and Harbour Board. Leases were also granted for the construction of holiday bungalows in 1896, 1904, 1908 and 1923.

In 1945 Hilbre was sold to Hoylake Urban District Council with a number of covenants designed to safeguard it from undesirable development. In 1974 when local government was reorganised, the newly elected Wirral Borough Council placed on record its determination to pursue a policy safeguarding the islands from undesirable development and to preserve and maintain their character for the enjoyment of the public.

2.3 Location

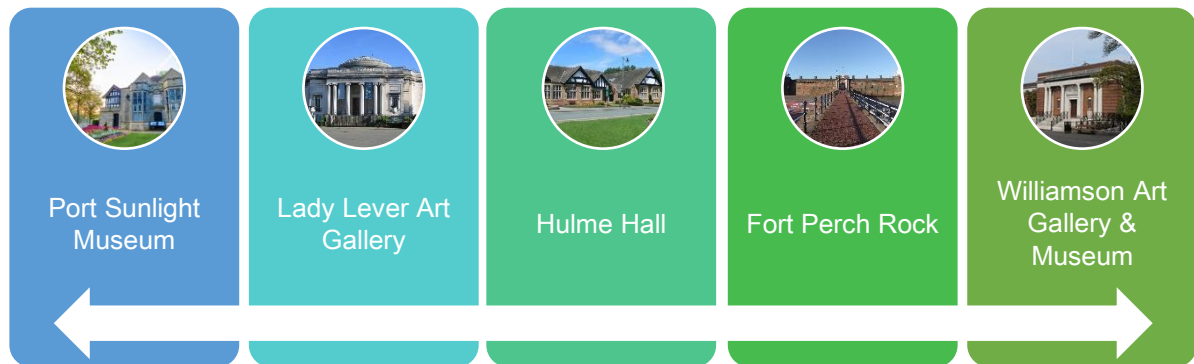
¹ This document provides a short summary of the island's history. A detailed account can be found via the Friends of Hilbre website: <https://www.hilbreisland.info/>.

Wirral Peninsula is a popular spot for short breaks and holidays, due to its coastal and countryside offering of over 50-miles of walks, cycle routes and beaches. There are a number of outdoor parks and green spaces, including the North Wirral Coastal Park and Flaybrick Memorial Gardens, and the annual May Wirral Walking Festival is also a good draw for residents and visitors alike. There are also three National Trust nature reserves in the Wirral.

West Kirby, the town closest to Hilbre, has a variety of leisure, retail and food and beverage offers including:



Other key tourist attractions across the Wirral include:



2.4 Partners

There are three main partners driving the project and a highly collaborative approach underpins the development of the project.

2.4.1 British Art and Design Association (BADA)

BADA is an arts organisation that aims to advance public education and appreciation for excellence in arts. Its charitable status was established in 1986 (charity number 517826).

BADA would occupy the largest building footprint on the island, providing studios and collaborative workspaces in the Grade II-listed Buoymaster's Workshop, Store and House.

The Centre would provide artists access to a suite of studios, via the membership programme, enabling them to stay and produce work inspired by the island's unique location. Studio membership would provide the opportunity to stay on the island alongside other members, developing a sense of community and place.

The development of these buildings will be phased, eventually providing a capacity of 18 members at any one time. in addition to day visitors. Membership for overnight stays would be provided on a 'timeshare' basis, permitting each individual or organisation with a set amount of access to Hilbre e.g., 6 weeks per year.

There would also be an option for Educational Membership, allowing access to Hilbre for different university departments that seek to make use of the site.

2.4.2 Friends of Hilbre Island (FoH)

Formed in 2001, the FoH are a membership-led charitable organisation (charity number 1103822), focused on the maintenance, conservation and community enjoyment of Hilbre.

They have developed the Telegraph Station as a small visitor centre and the Bouymasters Workshop as a museum of maritime artefacts. They have also updated the Bunk House as a space to host events and facilitate Open Days. FOH would continue to be the public-facing partner on the island, delivering community activities and events.

2.4.3 Hilbre Bird Observatory (HiBO)

Hilbre Bird Observatory is a membership organisation, accredited by the British Ornithologists Club in 2008. It was founded in 1957 and continues to be run by volunteers.

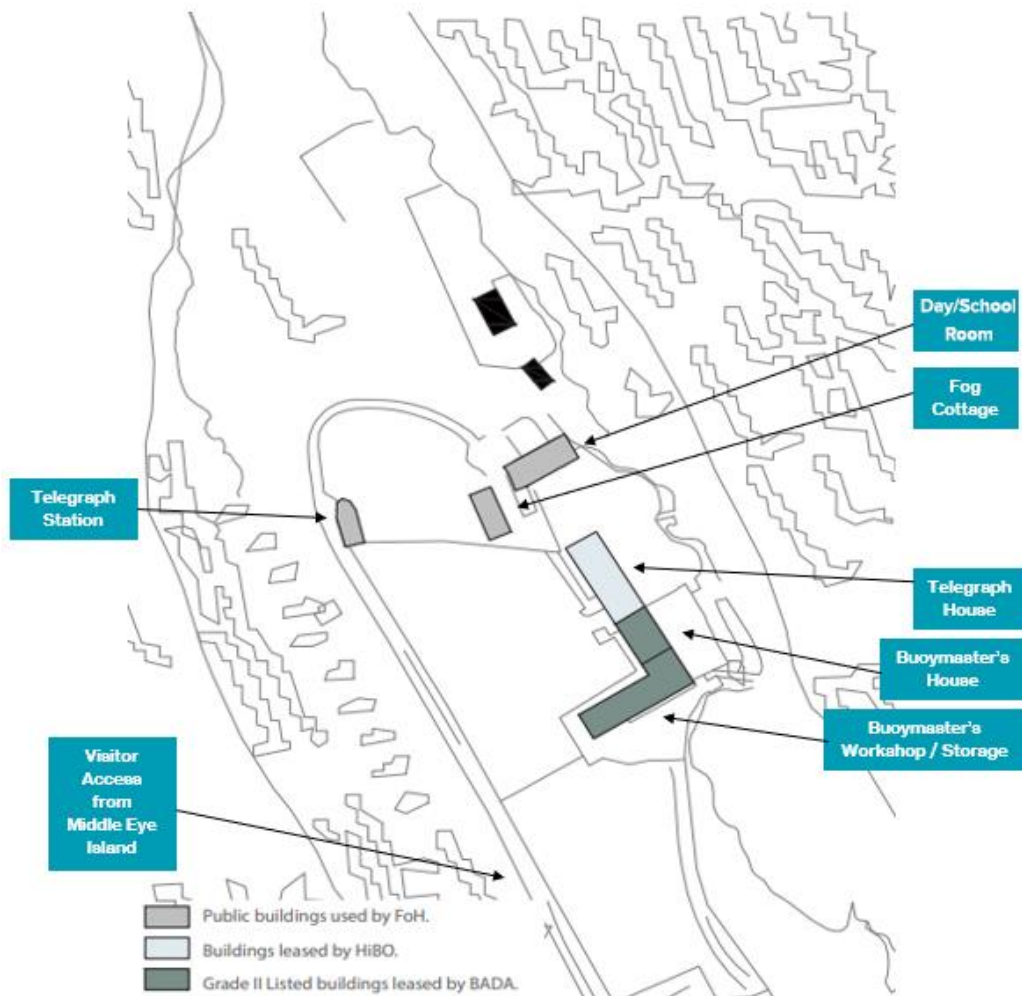
HiBO wishes to expand their current monitoring of bird migration patterns and improve their facilities for 'ringing' birds, together with increasing the capacity for their members to stay on Hilbre in Telegraph House.

2.5 Buildings

Five buildings on Hilbre are part of this project. The Bouymaster's House, Workshop and Store and the Telegrah Station are Grade II-listed.



Fog Cottage is earmarked as the energy station, housing the plant and equipment required to ensure that the island can generate its own energy and operate sustainably.



2.6 Ownership and Management

Hilbre currently falls within the remit of Wirral Borough Council. There is a Parks Ranger for the Wirral area who looks after the islands. The Ranger is also responsible for Wirral Country Park, Hilbre Islands and Heswall Dales and based at Wirral Country Park. It is becoming increasingly difficult for WBC to maintain the site, due to increased pressure on budgets.

The FoH have been working closely with WBC to help sustain the site through volunteer work and fundraising. Money raised has contributed to the renewal of some of the buildings onsite. This has included the Day / School Room, which has had some minor renovations to make it useable as a meeting space, the Bouymaster's Workshop, which has been repurposed as a small maritime museum, and the Telegraph Station, which acts as a visitor centre when open to the public.

The current setup makes it difficult for the FoH to bid successfully for funding, as approvals have to go through WBC. It is recognised that this process is not best suited to developing and meeting the needs of the site.

HiBO currently leases one of the three non-residential bungalows from WBC to undertake the work necessary for the Bird Observatory Network, but they intend to expand this function to the Telegraph House through this project.

The other two bungalows belong to two families on a recurring lease since being built in the early 1900s. There is also a green building near to the Day / School Room which is leased by the Mersey Canoe Club from WBC and the Lifeboat Station. None of these buildings will fall within the responsibilities of the project.

There is an existing Hilbre Island Nature Reserve Management Committee that will remain in effect throughout and post-project, to act as a consultative committee for Hilbre. This Committee comprises a representative from Wirral Borough Council, HiBO, FoH, the canoe club and the two families who own the two bungalows. The British Art and Design Association (BADA) will also join this Committee.

2.7 Visitors

Hilbre Island is freely accessible during low tides to anyone who can access it by foot. Historically, footfall has been in the region of 25,000–30,000. This has significantly increased since COVID, due to changing audience behaviours and a preference for outside spaces.

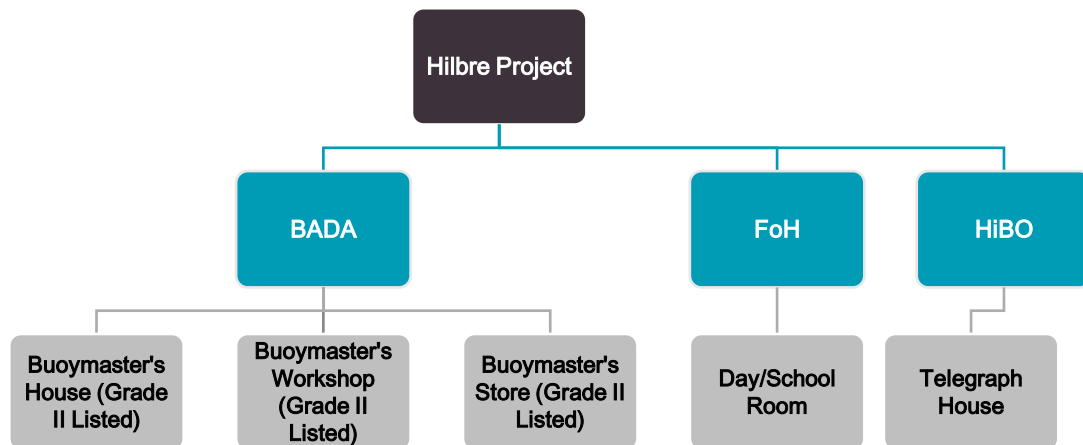
Hilbre is renowned locally for its landscape and health and wellbeing benefits, which is complemented by the variety of in-situ wildlife habitats and flora and fauna, including a large colony of grey seals. Visitors are also attracted by past and ongoing archaeological works on the island. These natural habitats are being increasingly compromised by the large number of visitors.

The partners are keen not to significantly increase footfall to the site, to ensure that this special landscape is protected.

3.0 The Project

3.1 Introduction

The project will bring together the three organisations – the British Art and Design Association (BADA), the Friends of Hilbre (FoH) and Hilbre Bird Observatory (HiBO) – into the Hilbre Islands Community Land Trust. The CLT will hold the lease with Wirral Borough Council on the whole development. The constituent parties of the CLT will each have their own lease on relevant buildings (detailed below) and autonomy over their own activities and events, whilst acting under one united governance structure.



Additionally, the Telegraph Station and Fog Cottage will be managed jointly by the CLT.

Hilbre Buildings – Project Scope	
Buildings included	Other buildings on the island - <i>not</i> included
<ul style="list-style-type: none"> • Telegraph House • Day/School Room • Buoymaster’s House (Grade II Listed) • Buoymaster’s Workshop (Grade II Listed) • Buoymaster’s Store (Grade II Listed) • Telegraph Station (Grade II Listed)* • Fog Cottage* 	<ul style="list-style-type: none"> • Three privately owned bungalows • Mersey Canoe Club (green building) • Lifeboat Station (derelict) • Boatshed near Canoe Club building • Public Toilets

3.2 Phasing of Works

The works will take place in two phases:

1. **Phase 1: pre-planning** – commences upon signing of a short-term lease with Wirral Borough Council. Phase 1 works are focused on repair and refurbishment. There will be small scale works to provide a limited electricity supply to all buildings and enable the occupation of the three BADA buildings at a basic level, together with the refurbishment of the Day / School Room for FoH and the Telegraph House for HiBO. The estimated project cost of this phase is £135,500.

2. **Phase 2: post-planning** – commences when planning / listed building consent is obtained and the long-term lease is signed with Wirral Borough Council. Significant fundraising will be required to unlock the investment in the Fog Cottage energy systems and the works required to BADA's listed buildings and the listed Telegraph Station. The current project costs for phase 2 are £492,000.

Further detail is provided in section 7.

3.3 Vision and Aims

3.3.1 Vision

The vision for the project is:

'To conserve, protect and promote the built, social and natural heritage of Hilbre Island for current and future generations, through appreciation of the environment, history, arts and science'.

3.3.2 Aims

The project aims are:

- To assist in managing and protecting the natural environment and the unique ecology of Hilbre
- To restore the buildings within the remit of the CLT, giving them new purpose and use
- To establish a vibrant network of artists and scientists, who are inspired to create new works, research and outputs by Hilbre's unique sense of place
- To position Hilbre as a place for cross-curricular learning, welcoming to schools, universities and other educational institutions
- To promote the respectful use of the island and inspire visitors to consider and take action with respect to their own environmental behaviour.

3.4 Governance and Management

A Community Land Trust (CLT) has been identified as the best governance structure for the project. Other options were reviewed during this process (see Appendix 1 for more information). We also sought advice from local organisation Breaking Ground, which assists in the establishment and development of CLTs.

This structure means that each partner can continue to operate its own organisation, whilst also becoming a founding member of the CLT. Partners will develop their own income and activity strategies and will be responsible for refurbishing and maintaining the building(s) that they occupy on the island.

The only shared elements for management by the CLT will be the energy system, repairs to the Telegraph Station and Fog Cottage and accountancy fees.

4.0 Market Appraisal

4.1 Demographics

4.1.1 General Population

The population of the Wirral is c. 322,000 people. It is 95% White and with a high proportion of these being older people in retirement.

- 60% of adults are overweight or obese and 16% suffer from depression.
- Children and young people represent 28% of the total Wirral population (aged 0-24 years).
- 15% of children aged 0-15 live in poverty.
- 35% of the population live in the top 20% most deprived areas in England.

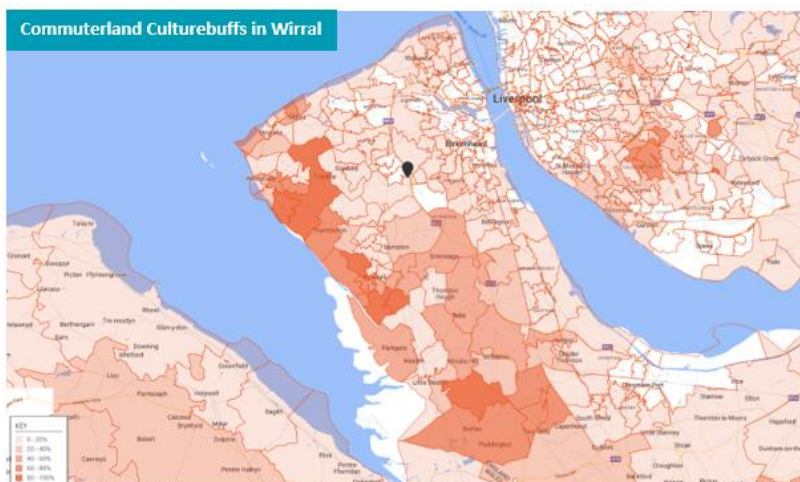
The Wirral also has a higher percentage of millionaires than traditionally select areas of London and Surrey, thought to be attracted by quality of life and easy access to Liverpool and Manchester.

Relevance

- Access to nature and outdoor space will be beneficial for those who are overweight, obese or suffering depression.
- Better facilities enabling an enhanced schools offer will benefit local children.
- Wealthier residents could be targeted as part of a fundraising campaign.

4.1.2 Audience Segmentation

The Audience Agency *Audience Finder* tool groups people into audience segments to help arts, culture and heritage organisations identify audience motivation and behaviour.



70% of local audiences belong to the *Commuterland Culturebuffs* segment, reflected as the darker orange sections in the map.

They can be characterised as:

Relevance

Commuterland Cuturebuffs:

- Are older families and empty nesters with considerable disposable income, who are happy to pay for ancillary amenities. They may be willing to support the project's development, through e.g. crowdfunding or a community share scheme.
- Have time to indulge in a wide range of interest and leisure pursuits, so may be willing to volunteer or become a Friend of Hilbre.

4.2 Tourism

The intention is not for Hilbre Islands to become a tourist attraction. It will continue to serve the local community who have long visited the islands, as well as new targeted artistic and learning audiences through this project.

However, with a growing visitor economy as outlined below, it will be important to balance the interest in the island that is generated through this project, with sustainable levels of footfall.



4.3 The Market for Membership

4.3.1 Corporate Membership

Hilbre corporate membership is a very different proposal to corporate membership at, say, Liverpool Museums or Tate Liverpool. However, there is still commercial appetite for supporting the arts and a potential market to explore.

Firms with a significant local presence, such as Brabners law firm, Morrisons and Unilever, are being targeted to gauge their potential interest in supporting the project at Hilbre.

4.3.2 Individual Studio / Associate Membership

There are several networks in the area, who could be targeted for studio or day membership. This is in addition to existing organisations who already use the site for fieldwork and research such as Liverpool John Moore's University.

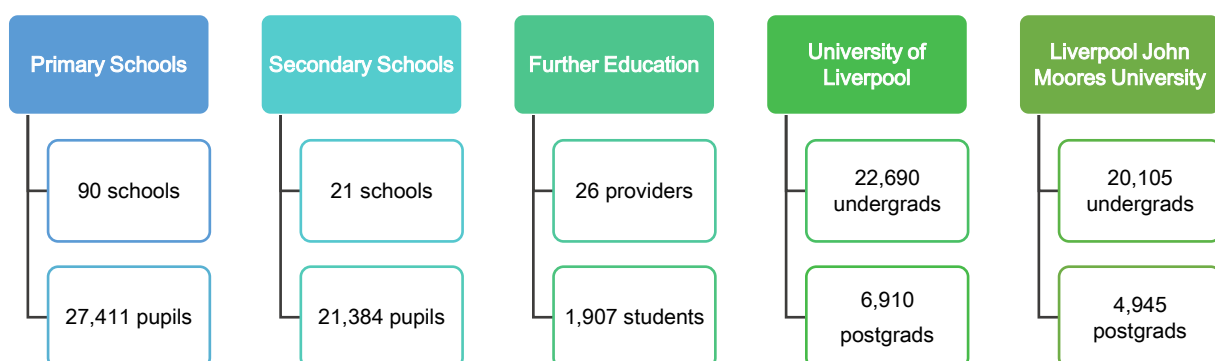
Studio / Day Membership Market – Merseyside	
Organisation	Key Points
Wirral Art and Open Studio	Wirral Open Studio is a network of c. 60 local artists located across 34 venues in Wirral. Artists work in a variety of disciplines including painting, photography, printmaking, sculpture, ceramics, glass, textiles and jewellery. The network also produces an annual Open Studio Tour, inviting the public to their studios, workshops and display spaces.
Liverpool Artists' Network	Liverpool Artists' Network is an artist-led platform set up in 2008 to connect the artists, art organisations, art venues, groups and collectives of Liverpool. It provides access to engagement and discussion for those wanting to plan collaborative work across the Liverpool region. It is a network of more than 300 artists from Merseyside.
Wirral Arts and Culture Community Land Trust	The CLT is a charitable community benefit society, set up to deliver: <ul style="list-style-type: none"> ambitious, creative, and transformational arts programming which enhances the health and wellbeing of the people of the Wirral facilities, resources and work opportunities for Wirral artists and creatives to flourish on the Wirral.
Deeside Art Group	Deeside Art Group is an art society, holding monthly workshops - open to all - and an annual exhibition to celebrate the work of the local artistic community.
Wirral Environmental Network (WEN)	WEN is a local environmental education charity that aims to advance the education of the public about the preservation of the world's natural environment, ecological sustainability and natural resource conservation.

Studio / Day Membership Market – Merseyside	
Organisation	Key Points
Merseyside Environmental Trust (MET)	MET raises awareness of environmental issues through promoting open discussion of global and local concerns, stimulating scientific enquiry and debate through our unique position as a politically neutral charitable body.
Dee Estuary Conservation Group (DECG)	DECG represents 25 local and national bodies with interests in the wildlife of the Dee Estuary. It monitors the wildlife of the estuary and monitors any threat to it.
RSPB	There are two RSPB nature reserves on the Wirral: RSPB Parkgate and RSPB Burton Mere Wetlands. The RSPB is a natural ally with HiBO.
Merseyside Archaeological Society	The Merseyside Archaeological Society was founded in 1976 and offers a community for those interested in local archaeology from prehistory to the industrial revolution.
Chester Archaeology Society	The Chester Archaeological Society was founded in 1849 and focuses on Cheshire and neighbouring areas. Their Fieldwork group provides the opportunity to gain skills through primary archaeological research.

4.3.3 Educational Membership

Hilbre offers great scope for learning across a wide range of subjects, including art, geography, history, environmental science etc. Higher and further education facilities are the strongest target market, as the site offers great fieldwork potential, both for day and overnight visits.

Secondary schools can be difficult to engage due to lack of flexibility in timetabling and the inaccessibility of the site makes it a visit challenging for primary school children (although the Friends do run a small number of visits for older primary school children).



Many different courses at Liverpool John Moore's University (LJMU) already visit the islands for fieldwork. LJMU also pay a fee for the use of other sites, like Gladstone's Library, outside Chester, indicating market potential for an educational membership scheme at Hilbre.

There are several other learning institutions in the vicinity to target for educational membership, including: Liverpool University; Liverpool Hope University; Chester University; Edge Hill University; Wirral Met College; and Liverpool Community College.

Local art organisations such as The Bluecoat Arts Centre in Liverpool have also expressed an interest in establishing collaborative projects with BADA.

Online resources could be developed to extend the reach of the site for learning and education providers, but also families and locals living and working in the area.

4.4 Strategic Context

Local, regional and national policies and strategies can provide helpful context for Hilbre's development.

4.4.1 Engagement with Nature and the Impact of COVID-19

The 2018/19 *Monitor of Engagement with the Natural Environment (MENE)* survey revealed that 89% of people agreed with the statement '*spending time out of doors is an important part of my life.*'

Since COVID-19, this has become even more true. Natural England's People and Nature Survey (March 2022) revealed that 45% of adults in England report spending more time outdoors than before the pandemic. Close to four in ten say that nature and wildlife are more important than ever to their wellbeing (39%, March 2022).²

Hilbre Island saw an increase in footfall with the onset of the pandemic, causing some degradation to the island's ecology. The CLT is committed to enhancing Hilbre's environment via building restoration and landscape management, but without excessive promotion that encourages greatly increased footfall.

² <https://naturalengland.blog.gov.uk/2022/05/18/people-and-nature-survey-how-has-covid-19-changed-the-way-we-engage-with-nature/>

4.4.2 Relevant local, regional and national policies

Strategic context		
Strategy	Key Points	Relevance to Hilbre
Natural England Building Partnerships for Nature's Recovery (2020-2025)	This is a 5-year plan with four key programmes: <ul style="list-style-type: none"> • Resilient Landscapes and Seas • Sustainable Development • Greener Farming and Fisheries • Connecting People with Nature. 	Engagement with Natural England, as a statutory stakeholder, is fundamental. This project is particularly relevant to their <i>Sustainable Development</i> and <i>Connecting People with Nature</i> programmes.
Wirral Plan 2021-2026	VISION: to create equity for people and place and opportunities for all to secure the best possible future for residents, communities and businesses. Five priorities are: <ol style="list-style-type: none"> 1. Sustainable environment* 2. Brighter futures 3. Inclusive economy* 4. Safe and pleasant communities 5. Active and healthy lives.* 	The starred priorities are of most relevance to Hilbre: <ul style="list-style-type: none"> • The project's zero carbon ambitions will lead the way as part of the borough's response to the climate emergency (sustainable environment). • The project will create jobs and help the three organisations thrive (inclusive economy). • The project will enhance wellbeing through involvement in arts and science (active and healthy lives).
Historic England Future Strategy 2021	The strategy has three focus areas: <ol style="list-style-type: none"> 1. Thriving Places – sustainable futures for historic places 	The project involves the sensitive redevelopment of three Grade II listed buildings so will require the engagement of Historic England. The Hilbre project arguably falls into all three focus areas.

Strategic context		
Strategy	Key Points	Relevance to Hilbre
	<ol style="list-style-type: none"> 2. Connected Communities – bringing communities together to celebrate local heritage 3. Active Participation – inspiring people to take action in support of places they care about. 	<ol style="list-style-type: none"> 1. The Bouymasters House, Workshop and Store will be restored through this project, providing a sustainable future for these listed buildings. 2. Hilbre already has a fond place in the hearts of local people and this project will bring together a new arts and science community to learn and create, inspired by the island’s natural and cultural heritage. 3. It is hoped that the interest in the project will inspire new Friends of Hilbre to join the organisation, providing support via volunteering or donations.
Historic England Corporate Plan 2022-23	Key priorities for the next year are: <ol style="list-style-type: none"> 1. Climate change 2. Equality, diversity and inclusion 3. Wellbeing 4. Levelling Up. 	<p>The corporate priorities of climate change and wellbeing are particularly relevant to the project.</p>
National Lottery Heritage Fund Corporate Strategy 2018-2021	Two priority areas are: <ol style="list-style-type: none"> 1. Landscapes and nature 2. Community heritage. <p>The Heritage Fund is increasingly focusing on wellbeing, capacity building and innovation. Every project must meet the mandatory outcome of a wider range of people being involved with heritage.</p>	Landscape and nature is a priority area, but any application to the Heritage Fund would need to be further strengthened with a strong community heritage angle.
Arts Council England Strategy 2020-2030	Three priority outcomes are: <ol style="list-style-type: none"> 1. how people can develop personal creativity throughout their lives 2. creative people, cultural communities 3. a creative & cultural country. 	Hilbre will become a place where people can develop their personal creativity, as well as creating a unique community of people who will have this shared artistic experience.

Strategic context		
Strategy	Key Points	Relevance to Hilbre
	<p>The delivery plans of these outcomes centre on addressing historic imbalance in access to culture. Those from lower socio-economic backgrounds, d/Deaf and those from Black and minority ethnic backgrounds are key priorities.</p>	

4.5 Comparators

We have reviewed comparator sites in the UK and Europe to inform the development of this project. Due to the unusual nature of Hilbre, comparator studies are based on similar principles rather than directly comparable sites. We have also considered the management of footfall to the island, as well as accessibility, education and learning provisions, protection of environment and heritage and general offer and facilities.

The sites that we have considered are:

- Centre for Alternative Technology (CAT), Wales
- Cill Rialaig Arts Centre, Ireland
- The Ocean Sound Recording Studio, Norway
- Ramsey Island, Wales
- Northey Island, Essex.

A full appraisal of these sites can be found in Appendix 2.

5.0 Financial Appraisal

5.1 CLT Overview

The three partners already exist as charitable organisations or volunteer-run membership associations, operating independently with their own revenue streams and expenditure. This appraisal establishes the contributions required by each partner towards the CLT and the shared expenditure items.

It also provides some financial context for BADA and the Friends of Hilbre, which are both registered charities. HiBO will also become members of, and contributors to, the CLT. This aims to provide assurance that these organisations are financially stable and able to contribute to the CLT.

5.1.1 Contributions

The partners will each contribute an annual amount to the CLT. BADA will contribute the most as the largest presence on the island and the Friends of Hilbre will contribute the least as they will also contribute in-kind via gardening and landscape maintenance across the CLT area.

5.1.2 Expenditure

The shared expenditure items falling under the remit of the CLT relate to the:

- Energy system
- CLT accounting
- Any repairs associated with the Telegraph Station – this is the only building managed by the CLT rather than by one of the partners.

All other expenditure items fall under the remit of the individual partner organisations e.g.:

- Maintenance and repair of the buildings that partners occupy and any associated business rates.
- Maintenance of the landscape and garden areas associated with their buildings as per the boundaries drawn. Friends of Hilbre will undertake a greater proportion of gardening and landscape maintenance, which is reflected in their smaller contribution to the CLT pot.
- Partners will clean their own buildings and may choose to employ a cleaner from their own reserves (e.g. BADA).
- It is the responsibility of each partner to manage and maintain their own services e.g. septic tanks, water filtration systems etc.

5.1.3 Income and expenditure overview

The aim is for partner contributions to build up a CLT sinking fund over time, which can then be used to address any foreseen expenditure, e.g. the energy system maintenance costs, and unforeseen expenditure, e.g. repairs works to the Telegraph Station.

CLT income and expenditure	Year 1	Year 2	Year 3	Year 4	Year 5
Income					
BADA contribution	£1,000	£1,500	£1,500	£2,000	£2,000
FoH contribution	£500	£500	£500	£750	£750
HIBO contribution	£1,000	£1,250	£1,250	£1,500	£1,500
Subtotal	£2,500	£3,250	£3,250	£4,250	£4,250
Expenditure					
Energy	£1,000	£1,000	£1,000	£1,050	£1,050
Accounts	£350	£350	£350	£368	£368
Telegraph Station / Fog Cottage repairs	£700	£700	£700	£735	£735
Subtotal	£1,350	£1,350	£1,350	£1,418	£1,418
Deficit / Surplus	£1,150	£1,900	£1,900	£2,833	£2,833

5.2 BADA Overview

BADA already has experience managing studios and exhibition spaces, so the Hilbre project is an extension of this in a new setting. BADA will assume responsibility for the Bouymasters Store, Workshop and House, which are Grade II-listed properties.

5.2.1 BADA income

BADA's income at Hilbre will be mainly generated by the membership scheme which allows access to the island's studios for 10 months of the year. Guests will not be able to stay until phase 1 is complete and the buildings are habitable at a basic level. Welcoming guests as soon as Phase 1 is complete will enable income to be generated, whilst fundraising for Phase 2. The site will be fully operational by year 4.

Potential members will be interviewed before joining, to ensure that the island studios are being used for genuine creative and scientific intent, rather than as alternative holiday accommodation. The range of membership schemes is as follows.

Individual Studio Membership

Individual studio membership costs £300 p.a. in years 1-3, rising to £350 p.a. in years 4-5. This figure is based on comparator research of other local studios, which tend to charge monthly.

Studio	Location	Membership fee
The Royal Standard	Liverpool	£80/£180 pcm
Aspen Yard	Liverpool	£180/£290 pcm
Alternator Studio & Project Space	Oxton, Birkenhead	£85 pcm
Wood Street Studios	Heswell	£180 pcm

Studio membership at Hilbre includes:

- Three weeks studio use p.a.
- Further weeks at a discounted rate of £100 per week
- Dedicated studio accommodation.

Given Hilbre's unique location and offer, and local accommodation costs and rates for residential arts courses, we believe that this represents good value. Members of the Deeside Arts Network have already expressed interest, as have Wirral Open Studio, and the Bluecoat Arts Centre.

Our projections allow for 20 memberships in year 1 and 30 in year 2 before stabilising at 40 for the following years. These figures are conservative estimates based upon less than 40% of the studio capacities.

Associate Day Membership

Associate day membership costs £100 p.a. in years 1-3, rising to £150 in years 4-5. It allows for the use of social facilities and the open plan studio, as well as including invites to events. It excludes accommodation and the use of individual studios.

Given the unique offer, there are few comparators for Associate Day Membership. However, the National Trust charges £76.80 for annual membership and so we believe that £100 p.a. is achievable in this context.

We have estimated a modest initial income from this stream with 20 memberships in year 1, rising by ten memberships p.a. reaching 70 by year 5.

Education / Corporate Membership

Education / corporate membership costs £3,000 p.a. in years 1-3, rising to £3,500 in years 4-5.

Universities have a 'non-pay' budget of c.£200 per student per years to pay for visiting lecturers, guest critics and field trips etc. Currently 200 students p.a. visit Hilbre as part of their studies. 10% of this £200 pot for each current visiting student equates to £4,000. We believe that £3,000 is therefore a realistic membership fee for education institutions.

At least two hundred students from Liverpool John Moores University (LJMU) already visit Hilbre Island from the following courses: BA Architecture; MArch Architecture; Marine Biology; Creative Writing; and Geography. Additional courses such as Astro Physics and Building Services Engineering have also expressed a strong desire to use the facilities once operational.

LJMU recognise the additional benefits that will be provided to students with a proper base on the island, are enthusiastic in principle about the project, and have been approached for a Letter of Support.

Other regional institutions; University of Liverpool, Liverpool Hope University, Edge Hill University and the University of Chester will be approached to grow the educational membership category from year two of the project.

Other Income

Membership income will be supplemented with a small income generated by events, courses etc.

5.2.2 BADA Expenditure

BADA expenditure will be as follows:

Building expenditure:

- Rent has been calculated at peppercorn rent of £1 p.a.
- Insurance has been estimated at £3 per square metre for a full package (building, public liability, indemnity etc) with a 5% uplift in year 4.

Maintenance:

- Building maintenance and repairs have been calculated at £7 per square metre from years 1-3. This has been reduced to £6 per square metre in years 4-5, as this is when the main capital works will take place onsite.
- Septic tank emptying has been estimated at £800 p.a. from year 2 (there will be a temporary chemical toilet in year 1). There is a 5% increase from year 4.
- Water system filter check has been estimated at £500 p.a. from year 2 (rainwater collection will only be installed in year 2. Water will need to be brought onsite in year 1). There is a 5% increase from year 4.
- Cleaning will be undertaken by members and BADA staff in year 1 due to the simple 'raw' nature of the experience and site. There is a budget for cleaning in years 2-3, with an uplift in years 4-5.
- A nominal £200 has been allocated for gardening equipment and materials. Gardening will be undertaken by BADA operational volunteers and the Friends of Hilbre.

Business administration:

- The industry benchmark for marketing spend is between 4% and 8% of income. We have estimated 5% of income in years 1-3, and 6% of income in years 4-5 to allow extra spend to market the fully refurbished and restored site.
- We have allocated money for a business website via Squarespace.
- We have allowed for two days of accountancy input p.a. @ £350 per day.
- Business rates have been calculated based on a rateable value of £56 per square metre and using the small business multiplier of 49.9p. We have also applied 80% charitable rate relief.
- We have allowed £20 per week in years 1-3 for stationary and sundries, with a 5% increase in years 4-5.

Staffing costs:

- We have allowed for some staffing costs from year 3. Until then, bookings will be managed by BADA volunteers.

Contribution towards the CLT:

- The contribution starts at £1,000 in year 1, before rising to £1,500 in years 2-3, stabilising at £2,000 in years 4-5.

5.2.3 BADA Income and Expenditure Overview

	2023-24	2024-25	2025-26	2026-27	2027-28
BADA income and expenditure	Year 1	Year 2	Year 3	Year 4	Year 5
Income					
Individual Studio Membership	£6,000	£9,000	£10,500	£14,000	£14,000
Associate Day Membership	£2,000	£3,000	£4,000	£9,000	£10,500
Education / Corporate Membership	£3,000	£6,000	£6,000	£10,500	£12,000
Events, courses etc	£500	£1,000	£1,500	£3,000	£4,000
Competitions	£500	£1,000	£1,500	£2,000	£2,000
TOTAL INCOME	£12,000	£20,000	£23,500	£38,500	£42,500
Expenditure					
General Building/s					
Rent	£1	£1	£1	£1	£1
Insurance (building / public etc)	£2,271	£2,271	£2,271	£2,385	£2,385
Maintenance					
Building maintenance and repairs	£3,080	£3,080	£3,080	£2,640	£2,640
Septic tank emptying	£0	£800	£800	£840	£840
Water system filter check	£0	£500	£500	£525	£525
Cleaning	£0	£2,640	£2,640	£3,080	£3,080
Gardening	£200	£200	£200	£200	£200
Energy (wood pellets)	£500	£1,000	£1,500	£3,000	£3,500
Business Admin					
Marketing	£600	£1,000	£1,175	£2,310	£2,550
Website	£180	£180	£180	£189	£189
Accounts	£700	£700	£700	£735	£735
Business Rates	£2,459	£2,459	£2,459	£2,459	£2,459
Stationary / sundries	£1,040	£1,040	£1,040	£1,092	£1,092
Staffing Costs					
Bookings Manager	£0	£0	£3,000	£13,000	£15,000
Contributions					
Towards CLT	£1,000	£1,500	£1,500	£2,000	£2,000
TOTAL EXPENDITURE	£12,031	£17,371	£21,046	£34,456	£37,196
Surplus / Deficit	-£31	£2,629	£2,454	£4,044	£5,304

5.2.4 Sensitivity Analysis

We have undertaken a Sensitivity Analysis to review the impact of the removal of Business Rates should any agreement along these lines be reached with WBC. This indicates a healthier profit margin from year 1.

	Year 1	Year 2	Year 3	Year 4	Year 5
Income	£12,000	£20,000	£23,500	£38,500	£42,500
Expenditure minus business rates	£9,572	£14,912	£18,587	£31,997	£34,737
Surplus / Deficit	£2,428	£5,088	£4,913	£6,503	£7,763

5.2.5 BADA Summary

Our projections indicate a small deficit in year 1 before introducing surplus from year 2 and this growing steadily year-on. Our income projections are cautious, with a 40% occupancy rate, and it is important to note that BADA also has reserves to meet any shortfall in income generation.

5.3 Friends of Hilbre Overview

The FoH finances from the past four years are below.

Friends of Hilbre financials				
Income	2021	2020	2019	2018
Subscriptions	£764	£170	£739	£831
Donations	£3,280	£1,276	£1,445	£710
Walk receipts	£0	£0	£0	£255
Refreshment sales profit	£0	-£123	£861	£892
Sundry sale	£0	£0	£0	£29
Bank interest	£53	£42	£24	£6
Grant from Grantscape	£4,526	£0	£0	£0
Sub total	£8,623	£1,365	£3,069	£2,723
Expenditure				
WBC cost of new signage	£4,526	£0	£0	£0
Postage and stationary	£26	£69	£144	£199
Insurances	£315	£374	£315	£353
Sundry repairs	£109	£52	£334	£47
Leaflets	£0	£0	£0	£279
Small tool and equipment replacements	£62	£0	£59	£0
Sundry expenses	£96	£41	£85	£22
Depreciation	£112	£223	£111	£148
Sub total	£5,246	£759	£1,048	£1,048
I&E deficit / surplus	£3,377	£606	£2,021	£1,675
Reserves	£15,699	£15,093	£13,072	£11,397
TOTAL	£19,076	£15,699	£15,093	£13,072

There are additional expenditure items that will be required as this project moves forward:

- As the FoH will be responsible for the Day Room, a budget for building maintenance and repairs will be required. This has been calculated as **£469 p.a.** based on £7 per square metre for the 67 metres squared building.
- Business rates will also need to be paid. These have been calculated based on a rateable value of £56 per square metre and using the small business multiplier of 49.9p. We have also applied 80% charitable rate relief. This equates to **£374 p.a.**

The Friends of Hilbre have built up a solid reserve and are in a strong position to contribute annually to the CLT, even with these additional costs. This contribution has been estimated to be £500 for years 1-3 and £750 for years 4-5.

5.4 HiBO Overview

The Hilbre Bird Observatory is currently finalising its annual accounts. Their business model will be provided in the near future and will include for their ongoing contribution to the CLT together with the running costs for Telegraph House.

6.0 Risk Register

Risk Register					
Nature	Risk	Probability	Effect	Level of effect	Mitigation
Management	Selected CLT governance structure does not meet the needs of the island.	Low	<p>Uniting BADA, FoH and HiBO under one united governance structure is a critical component to the project.</p> <p>Project would not go ahead as planned and governance options would have to be re-evaluated.</p>	High	<ul style="list-style-type: none"> Review of governance options has taken place and expert advice sought Develop a clear united vision for the project Ensure each of the three parties understand their commitments to the organisation, including any financial obligations that would be required Ensure that a strong method of communication and dissemination of information is developed amongst the management team Recruit any necessary individuals with experience in areas that are identified by the group as being missing and valuable to add to the team.
Management	Failure of CLT founding members to fulfil their obligations to the CLT.	Low	<p>CLT may have reduced reserves and may not be able to maintain the energy systems and buildings under its care. Approach to management and maintenance may be disjointed.</p>	High	<ul style="list-style-type: none"> Early engagement and confirmation from all three parties to demonstrate commitment CLT governance documentation will ensure that all parties are aware of what is expected of them as founding members e.g. where each party will have autonomy over buildings and activity, and for any shared responsibilities. Under a CLT structure, if one party were to fail in fulfilling their obligations to the project, the asset in

Risk Register					
Nature	Risk	Probability	Effect	Level of effect	Mitigation
					question could be leased out to another party to develop, if needed (via the lead organisation, BADA).
Management	Failure of CLT founding members to appropriately develop / restore their building(s), leaving it dilapidated and unsightly.	Medium	Loss of project momentum and delivery of its vision. Could cause a disparity between organisations.	Medium	<ul style="list-style-type: none"> Ensure an agreed timescale for any capital redevelopment is produced and monitored throughout the project's progress, to help reduce the likelihood of funds being made unavailable and a constant series of works being undertaken onsite Recruitment of an experienced project manager to oversee capital development work.
Market	Project attracts significant attention and a damaging increase in visitor footfall.	Medium	Damage to landscape, biodiversity and ecology. Puts pressure on stakeholder relationship with Natural England.	Medium	<ul style="list-style-type: none"> Develop strong marketing and communications about 'respectful' visiting; the unique nature of Hilbre's landscape; and that access to BADA buildings is only via the membership scheme.
Financial	Capital funding is difficult to raise.	Medium	Project takes longer to implement or is not funded at all.	High	<ul style="list-style-type: none"> Develop a fundraising strategy Recruit experienced fundraising individual to support fundraising efforts.

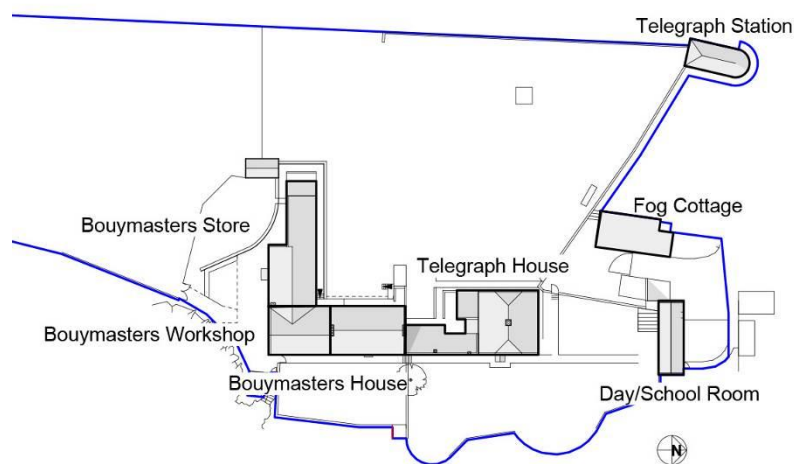
Risk Register					
Nature	Risk	Probability	Effect	Level of effect	Mitigation
Financial	Project costs are high due to inflation, materials costs and labour supply.	High	More fundraising may need to take place with associated delays to the programme.	High	<ul style="list-style-type: none"> Recruitment of an experienced cost consultant to oversee capital development work. Realistic contingency and inflation budget included in project costs. Fundraising efforts take likely increased costs into account.
Legal	Transferring the asset from WBC is unsuccessful.	Low	Project would be difficult to develop via WBC, as they do not have the resource / capacity to pursue.	High	<ul style="list-style-type: none"> Council / Council officers have been engaged in the process and it is the intention of the CLT to acquire the asset via the Assets Disposal Programme by Winter 2022.
Environmental	Problems protecting the site's biodiversity and wildlife during any large-scale development works.	Medium	Hilbre's biodiversity and wildlife is essential to its offer and maintaining the various accreditations associated with the site. Any damage to this would seriously impact not just the project, yet the site itself.	High	<ul style="list-style-type: none"> Engaging contractors early on during any tender process to understand how this would be managed, including methods of transportation and waste Recruitment of experienced and competent project team members to support the development of a sustainable and carefully managed project programme Ensure each member of the CLT is clear in their responsibility and role in protecting and conserving this element of the project through their capital development scope of works / activity Develop strong documentation and handover procedures.

Risk Register					
Nature	Risk	Probability	Effect	Level of effect	Mitigation
			Without securing a project that can ensure environmental sustainability and protection, the fundamental vision will be compromised		
Archaeological	Capital works on the island puts archaeology at risk	Medium	Archaeology may be damaged	High	<ul style="list-style-type: none"> Archaeological watching brief required as part of any capital works.

7.0 Capital Works

This section is a summary of the design, programme, cost and nature of the projected capital works required to bring the existing buildings up to an operational standard. Extensive work has been undertaken, including; digital scans, dilapidation, dimensional and photographic surveys, to ascertain the extent of repair works required and establish the heritage value of all parts of the project site.

The internal configuration, scale and size of each building has been weighed against the functional requirements of the three constituent organisations which will form the Community Land Trust (British Art & Design Association, Hilbre Bird Observatory, Friends of Hilbre). The design of the project that enables each body to operate in a distinctive way, aligned with their individual aims and ambitions, whilst coming together into a single community to work within the particular demands of this ecologically highly sensitive site. The absence of any energy or waste systems, coupled with the tidal condition of the island creates a particular set of technical challenges. The presence of four grade two listed structures adds an additional set of heritage considerations which have been taken into account.



The general arrangement plans included are intended to provide an overview of the location and nature of the works.

The project programme gives an indicative timescale for implementation based upon a two-stage process:

Phase one is a limited repair and refurbishment during the

period of an initial three-year lease. Phase two is a more extensive capital investment possible upon receipt of planning/listed building consent and the signing of a long-term lease. The longer lease is dependent upon obtaining planning/listed building consent, which is itself required to secure the larger financial commitments in phase two.

The indicative budget costs for the capital works have been based upon published Q3 2022 rates supported by market research into individual high-cost elements such as the wind turbine and photovoltaic panels.

This section of the report is an extract of the work undertaken by the architectural consultants, (Smith Young Architects) and the sustainability expert (Simon Tucker (LJMU)) which will form the basis of the subsequent planning consultation and application.

7.1 Day/School Room



Day/School Room north elevation

The Day/School room, single storey rendered and painted brick walls under slate roof (graded courses) with stone gable copings and timber windows.

Internally a small kitchen area inside the front door leads down three steps to a larger meeting room, open to the ridge. Existing services include fire suppression misting system. Good structural condition but suffers from rising and penetrating damp due to missing gutters and no damp proof course to walls.

7.2 Fog Cottage



Fog Cottage east elevation, generator room to RH side

Fog Cottage, single storey roughcast rendered sandstone walls with slate monopitch roof, timber windows and louvred doors.

Internally a large workshop space with limited finishes open to ridge with a small mezzanine leads to a separate room with redundant diesel generator.

Good structural condition and well maintained roof, some missing render to walls.

7.3 Telegraph Station



Telegraph Station viewed from north-west

Telegraph Station, grade two listed single storey structure, painted sandstone walls with hipped slate roof (graded courses) formed to semi-circular north end. Distinctive multi-pane observation window to north end. Internally a small lobby leads up two steps to a principal space currently fitted out as an exhibition area.

Structurally sound but deteriorating roof and penetrating damp due to missing gutters.

7.4 Telegraph House



Telegraph House, single storey painted sandstone walls (including carved date stone) below hipped slate roof with a prominent central chimney stack. Additional single storey stone structures to the south with monopitch slate roof.

Internally, multiple small rooms arranged as previous warden's residence.

Structurally sound but with damaged gutters and significant rising and penetrating damp.
Telegraph House north and east elevations

7.5 Bouymasters House



Bouymasters House front (east) elevation

Bouymasters House, grade two listed, two storey dashed rendered walls with slate roof and two chimney stacks to gables. Original timber sash windows.

Internally, four rooms to each floor arranged symmetrically around central stair with half landing. Structurally sound with some damage to internal lath and plaster walls and ceilings and rising damp to rear ground floor rooms. Windows in need of decoration.

7.6 Bouymasters Workshop



Bouymasters Workshop east elevation

Bouymasters Workshop, grade two listed, single storey rendered sandstone walls with slate roof (graded courses), stone copings to gable. Large timber double doors to gable, timber sash window to east elevation. Internally a single large space open to the ridge with two king post trusses. Original Yorkstone floor.

Structurally sound with little evidence of damp, some missing slates to rear.

7.7 Bouymasters Store



Bouymasters Store, south elevation, two storey part to left

Bouymasters Store, grade two listed, single and two storey rendered sandstone walls with slate roof (graded courses) mono-pitch to two storey element. Variety of timber windows including original sashes to north elevation. Internally, multiple small spaces formed by non-original partitions, leading to kitchen below first floor storerooms. Structurally sound with general dilapidation and rising damp in timber floor.

In addition to the principal structures listed above a number of small timber bird watching hides, three Heligoland Traps (currently used by the Bird Observatory), a former pig sty and two derelict stone sheds lie within the boundary of the project site.

7.8 Organisational Structure

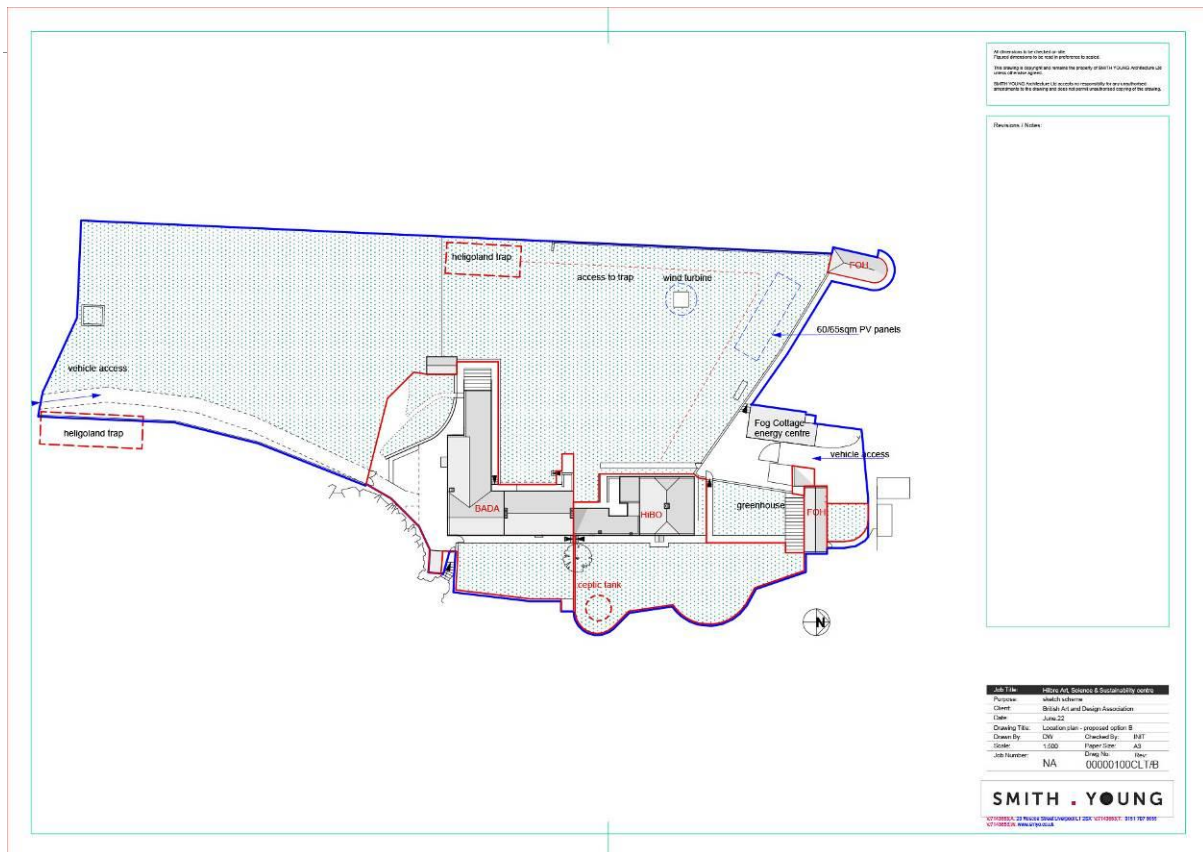
As described in detail in section 3.3 Governance & Management, page 13, the project is formed from three constituent bodies, British Art & Design Association (BADA), Hilbre Bird Observatory (HiBO), and The Friends of Hilbre (FoH), operating under the overall management of a Community Land Trust (CLT).

The CLT is formed to act as custodian of the land and buildings, through the mechanism of a Charitable Trust and to be the holder of the lease with the local authority. Each constituent body will take out a separate sub-lease from the CLT for the following buildings:

- BADA – Bouymasters House, Workshop and Store
- HiBO – Telegraph House and the three Heligoland traps
- FoH – Day/School Room and Goat Store.

The CLT will maintain the shared energy facilities and their control systems, housed within Fog Cottage and the public information space of the Telegraph Station.

The plan below indicates the extent of land within the CLT boundary (blue line) and the allocation of buildings and land within each sub-lease (red lines).



7.9 Programme

The development will be in two phases: pre-planning (phase 1) and post-planning (phase 2).

Phase 1 will commence upon signing of a short-term lease with WBC. Phase 2 will begin when planning/listed building consent is obtained, and the long-term lease is signed with WBC.

The lease will be between WBC and a Community Land Trust established to coordinate the communal aspects of the project and act as long-term custodian of the land and buildings.

CLT Phase 1 – small scale works to replace diesel generator and provide limited electricity supply to all buildings. Repair central heating and plumbing where necessary. Repairs to roof and gutters of Telegraph Station. Repair fencing and gates and clean out in preparation for phase 2.

BADA Phase 1 – involves occupation of all three buildings occupied at a basic level, with limited capital works (see separate section on capital works below). Activities will eventually run in all three buildings with limited heat, power and water systems. These will include students and researchers from educational partners (LJMU in phase 1) from courses such as Creative Writing, Marine Biology, Architecture, Art & Science.

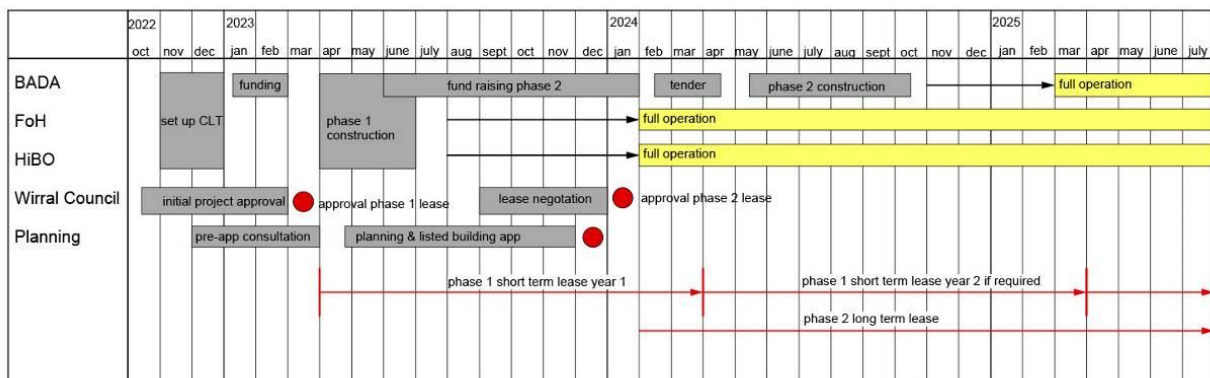
FoH & HiBO Phase 1 – limited building repair and refurbishment of School/Day Room, Telegraph House, works not requiring planning permission. This will enable the Friends of Hilbre to undertake more public events, open days, exhibitions, community activities and the Hilbre Bird Observatory to increase the level of their current winging and monitoring of migratory birds.

CLT Phase 2 – post planning permission and agreement of the long-term lease, funds for the majority of the capital works can be raised. The substantive energy systems, wind turbines, photovoltaics and battery storage in Fog Cottage can be installed.

BADA Phase 2 – post planning/listed building consent is achieved, capital works can be undertaken on the listed buildings, Bouymasters House, Workshop and Store.

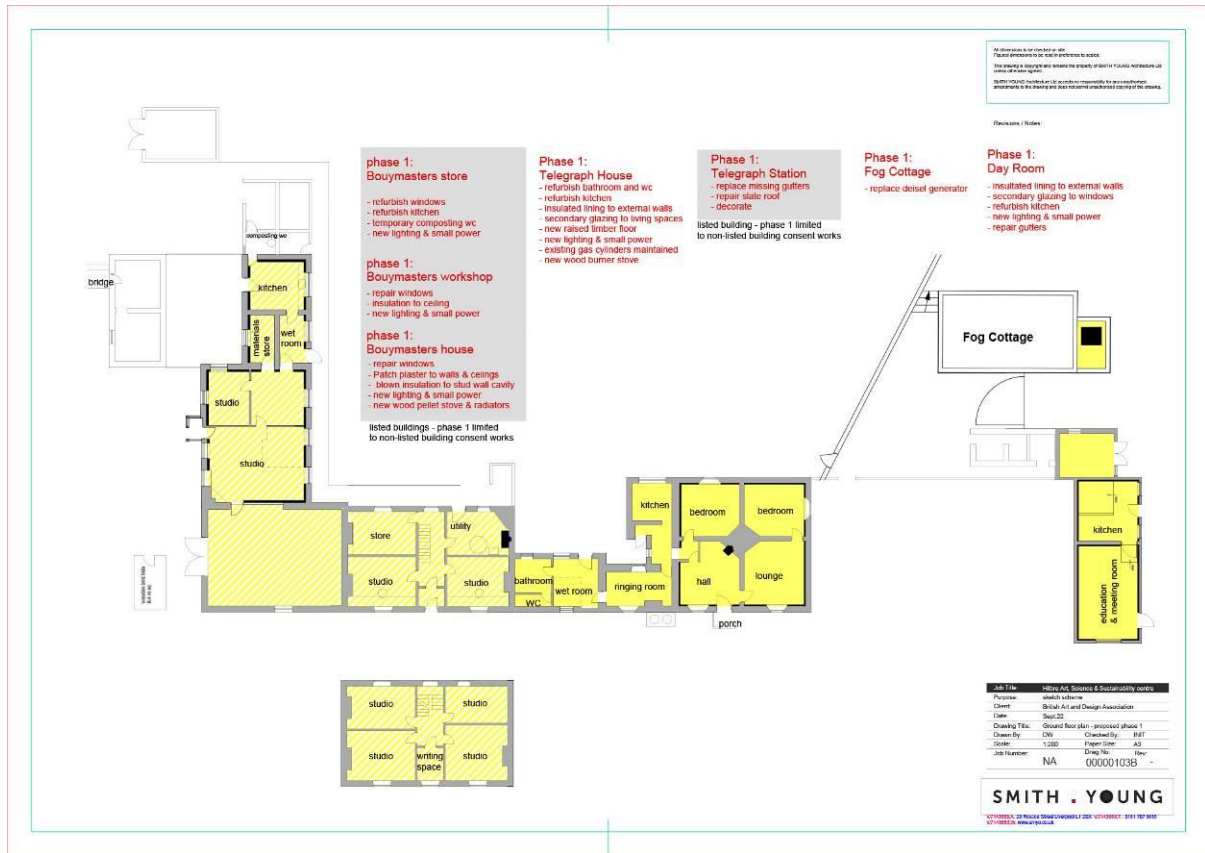
Project Programme:

- October 2022 – complete draft business plan and forward to WBC to begin consultation with officers and members
- November 2022 – establish CLT (BADA, HiBO, FoH).
- November 2022 – submit pre-planning application to WBC
- December 2022 – pre-planning consultations with NE, Environment agency and local communities
- January 2023 – Presentations to secure initial phase 1 capital funding for BADA
- February 2023 – secure phase 1 BADA capital funding
- March 2023 – WBC committee approves for short-term lease with CLT
- **April 2023 – CLT takes responsibility for whole site, cleaning and securing works undertaken by volunteers/members**
- April 2023 – BADA submits full planning/listed building consent for project
- April/May 2023 – initial phase 1 limited capital works undertaken to all CLT buildings including non-planning items for BADA buildings
- June 2023 – BADA year 1 activity starts and fund raising for phase 2 starts (year 1)
- November 2023 – planning and listed building consent from WBC
- **January 2024 – long-term lease signed with WBC & CLT**
- January 2024 – CLT completes sub leases with HiBO, FoH and BADA
- February 2024 – phase 2 works tendered
- March 2024 – phase 2 works funding secured, and construction contracts signed
- May 2024 – construction work starts on phase 2
- October 2024 – phase 2 BADA & CLT works complete
- October 2024 – phase 2 BADA soft opening
- March/April 2025 – BADA full operation (year 3)



7.10 Capital Works

7.10.1 Phase 1:



CLT (Telegraph Station & Fog Cottage)

- Remove existing diesel generator from Fog Cottage and replace with bio-fuel generator, in the long term this will operate as the last resort back up power supply.
- New battery store and control systems in Fog Cottage together with cabling to all buildings.
- Telegraph Station, replace missing slates. Replace missing timber gutters to match original pattern. supply and install.



10KW bio diesel generator
HiBO (Telegraph House)

- Remove rotten floorboards and timber wall lining and replace with T&G boarding.
- New wiring for lighting and small power
- Repair and service existing fire suppression misting system
- Refit existing kitchen units
- Remove redundant gas boilers
- Remove existing back boiler and replace with new 6 KW pellet boiler and flue to living space
- Install single panel array solar hot water tubes and storage cylinder
- Install rainwater collection tank and filters
- Repair damaged rainwater goods
- Repair existing timber framed windows
- Refurbish existing septic tank
- Internal and external decoration.



FoH (School/Day Room & Goat Shed)

- Internal decoration
- Repair brickwork to south elevation
- Reinstall cast iron gutters (still on site)
- Install rainwater collection tank and filters
- Install single panel array solar hot water tubes and storage cylinder
- Repair existing timber windows
- Recommission existing fire misting systems
- Insulate roof between existing rafters
- Repair and replace missing ridge tiles to apex of mono pitch roof to Goat Shed.

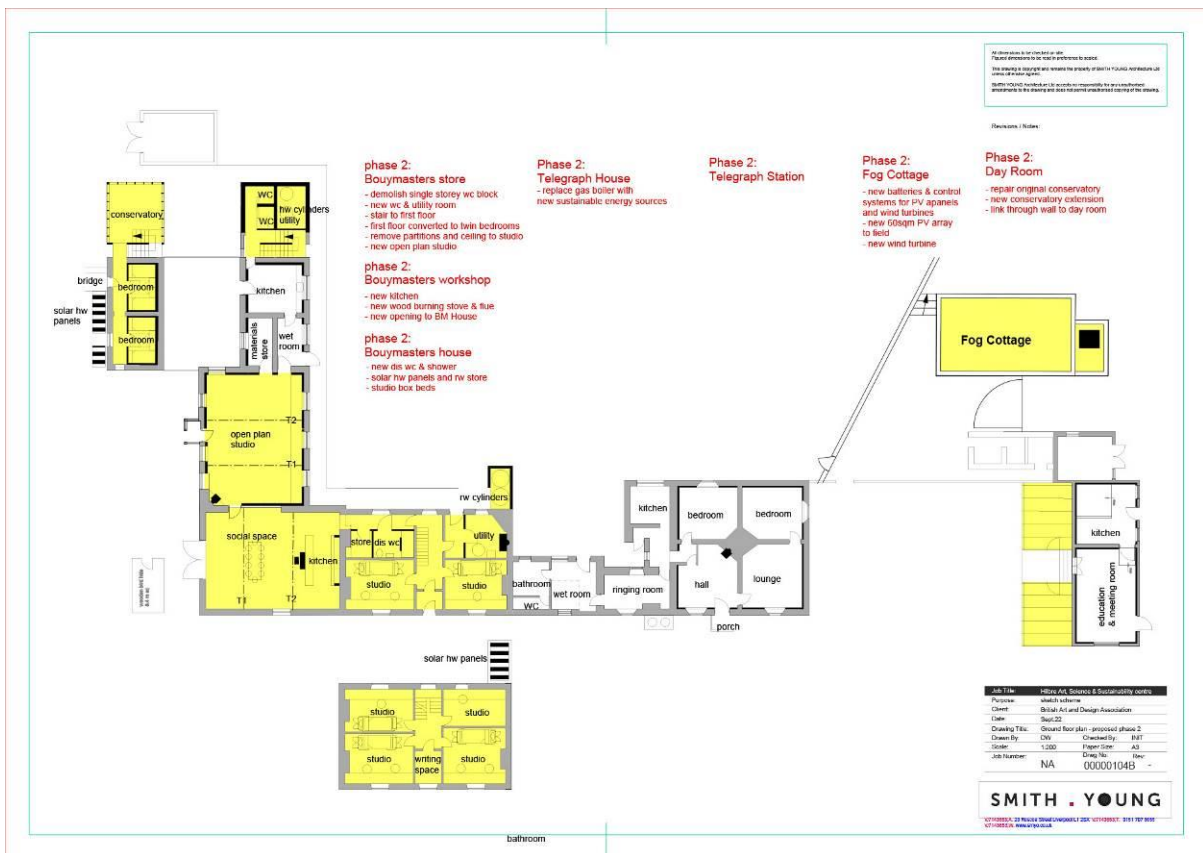
BADA (Bouymasters House/Workshop/Store)

- Repair and redecorate lath and plaster walls and ceilings to Bouymasters House
- Insulate existing cavity behind plaster in Bouymasters House
- Repair and redecorate original timber windows to Bouymasters House
- Repair and redecorate existing timber windows to Bouymasters Workshop & Store
- New wiring for lighting and small power to all three buildings
- Repair existing fireplaces and sweep chimneys to Bouymasters House
- Remove existing wood burning stove to Bouymasters Store
- Replace existing WC with temporary composting toilet to Bouymasters store
- Internal and external decoration
- Install rainwater collection tank and filters
- Install wood pellet utility boiler and associated pellet store and flue lining to Bouymasters House
- Install new HW radiators to Bouymasters House/Workshop/Store fed from new utility boiler.



18KW wood pellet utility boiler

7.10.2 Phase 2



CLT (Fog Cottage & Energy systems & Greenhouse)

- Install new 3KW wind turbines in field on concrete plinth in previous turbine location
- Install 65sqm Photovoltaic panels on aluminium frames to field adjacent to existing PV panels.
- Upgrade battery and control systems in Fog Cottage for additional power input.
- Restore existing Victorian greenhouse behind Day Room
- New HW framed greenhouse adjacent to existing.

BADA (Bouymasters House/Workshop/Store)

- WC, whb and shower to ground floor Bouymasters House

Building/Client	Item	Phase	Budget Cost
Fog Cottage/CLT	New bio-fuel generator & associated works	Phase 1	£8000
Telegraph Station/CLT	Repairs to roof	Phase 1	£4000
CLT phase 1 Total			£12,000
Telegraph House/HiBO	Internal refurbishment and decoration	Phase 1	£15000
Telegraph House/HiBO	Refurbish internal fire misting system	Phase 1	£1500
Telegraph House/HiBO	New 6KW pellet boiler and radiators	Phase 1	£8000
Telegraph House/HiBO	Rainwater collection system and solar hot water panels	Phase 1	£5000
Telegraph House/HiBO	External repairs	Phase 1	£4000
Telegraph House/HiBO	Recommission existing septic tank	Phase 1	£2000
HiBO Phase 1 Total			£35,500
Day Room/FoH	External repairs to brickwork and rainwater goods	Phase 1	£1000
Day Room/FoH	Insulate roof	Phase 1	£1500
Day Room/FoH	Internal decoration	Phase 1	£1000
Day Room/FoH	Refurbish internal fire misting system	Phase 1	£1500
Day Room/FoH	New rainwater collection tank & filters	Phase 1	£2000
Day Room/FoH	Solar hot water panel array and storage cylinder	Phase 1	£3000
FoH Phase 1 Total			£10,000
Bouymasters House, Workshop, Store /BADA	Internal repairs and decoration to 3 buildings including wall insulation to House	Phase 1	£6000
Bouymasters House, Workshop, Store /BADA	New wiring for lighting & small power to 3 buildings	Phase 1	£8000
Bouymasters House, Workshop, Store /BADA	Composting toilet to bouymasters store	Phase 1	£2000
Bouymasters House, Workshop, Store /BADA	Rainwater tank and filters	Phase 1	£4000
Bouymasters House, Workshop, Store /BADA	Wood pellet utility boiler and how cylinder to Bouymasters House	Phase 1	£8000
Bouymasters House, Workshop, Store /BADA	Radiators to 3 buildings, connected to new boiler in Bouymasters House	Phase 1	£10000
BADA Phase 1 Total			£38,000
Fog Cottage, Field/CLT	New 3KW wind turbine on existing plinth	Phase 2	£8000
Fog Cottage, Field/CLT	65sqm PV array on aluminium	Phase 2	£20000

Building/Client	Item	Phase	Budget Cost
	frames to field		
Fog Cottage, Field/CLT	Upgrade battery and control systems in Fog Cottage for new power sources	Phase 2	£5000
CLT	Restore Victorian greenhouse	Phase 2 (optional)	£20000
CLT	New greenhouse adjacent to existing	Phase 2 (optional)	£20000
CLT Phase 2 Total			£73,000
Bouymasters House, Workshop, Store /BADA	Shower room and dis WC to Bouymasters House	Phase 2	£10000
Bouymasters House, Workshop, Store /BADA	Timber enclosure, rainwater storage and solar hot water panels to serve shower room in Bouymasters House	Phase 2	£10000
Bouymasters House, Workshop, Store /BADA	New box store structures to studios in Bouymasters House	Phase 2	£15000
Bouymasters House, Workshop, Store /BADA	Form new opening between Bouymasters House and Workshop	Phase 2	£2000
Bouymasters House, Workshop, Store /BADA	kitchen to Bouymasters Worskop	Phase 2	£15000
Bouymasters House, Workshop, Store /BADA	Wood burning pellet stove and flue to Bouymasters Workshop	Phase 2	£15000
Bouymasters House, Workshop, Store /BADA	Insulate Bouymasters Workshop roof	Phase 2	£10000
Bouymasters House, Workshop, Store /BADA	Internal re-ordering of Bouymasters Store, insulation to walls and roof, remove partitions install replacement wood burner stove	Phase 2	£50000
Bouymasters House, Workshop, Store /BADA	New WC, store, stair and utility to rear of Bouymasters Store.	Phase 2	£60000
Bouymasters House, Workshop, Store /BADA	Rainwater collection tank & filters to Bouymasters Store	Phase 2	£5000
Bouymasters House, Workshop, Store /BADA	Conversion of Bouymasters Store first floor to bunkrooms	Phase 2	£15000
Bouymasters House, Workshop, Store /BADA	Solar HW panels to first floor wall of Bouymasters Store	Phase 2	£10000
Bouymasters House, Workshop, Store /BADA	Micro waste treatment plant below Bouymasters House front garden	Phase 2	£40000
BADA Phase 2 Total			£272,000

7.12 Project Costs

7.12.1 Phase 1

CLT - £12,000 + 10% contingency = £13,500

HiBO - £35,500 + 10% contingency = £39,000

FoH - £10,000 + 10% contingency = £11,000

BADA - £38,000 + 10% contingency = £42,000

LA fees including Natural England and Environment Agency - £10,000

Design team and consultancy fees @ 10% - £11,500

Total Phase 1 = £127,000

Inflation @ 10% per year assuming start on site Q2 2023 + £9,500

Total Project Cost Phase 1 = £136,500

7.12.2 Phase 2

CLT - £73,000 + 10% contingency = £80,000

BADA - £272,000 + 10% contingency = £299,000

LA fees including Natural England and Environment Agency - £20,000

Design team and consultancy fees @10% - £30,000

Total Phase 2 = £429,000

Inflation @ 10% per year assuming start on site Q2 2024 + £63,000

Total Project Cost Phase 2 = £492,000

7.13 Funding Sources Capital Works

7.13.1 BADA & CLT

The following sources have been identified for phase 1 works:

- Merseyside Building Preservation Trust - £20K submission Jan 2023
- Liverpool City Region Community Environment Fund - £20K submission May 2023
- Fanchon Frohlich Legacy fund - £10K submission Dec 2022
- BADA reserves - £10K
- Initial discussions have been held with Merseyside Building Preservation Trust. The project meets their agenda and we anticipate a positive outcome to this application.
- Liverpool City Region Community Environment Fund, based upon previous awarded projects this scheme aligns with their objectives in supporting sustainable environments.

7.13.2 For Phase 2 Works

As all the proposed BADA buildings are grade two listed structures at risk, it is anticipated that larger capital works will form the basis of a grant application to the National Lottery Heritage Fund.

Additional private sources have been identified by Brabners Solicitors who have previously provided seed funding for consultants reports on the project.

7.13.3 HiBO

The membership of HiBO contains many individuals who are involved in the local construction industry and although a capitol cost of £39,000 has been identified, the majority of this work and materials will be provided 'in kind' via their membership and their business contacts.

7.13.4 FoH

The limited works to the Day Room will be funded from their own reserves and via membership fund raising events.



Appendix 1

Governance Options

Governance Options: Hilbre Islands Community Land Trust			
Option	Details	Pros	Cons
<p>Option 1 – Remain 'As is'</p>	<p>This would mean WBC continuing as custodians of the island and operating the leaseholds for all the buildings onsite.</p>	<ul style="list-style-type: none"> • Continuity of ownership over time. 	<ul style="list-style-type: none"> • The vision for the project would not be realised, as any decision-making would need to go through the council's relevant processes to demonstrate due diligence etc. • The site would continue to operate under a dispersed method, with each separate party struggling to acquire funding and authority to develop their individual goals under a collective vision • The site will continue to deteriorate due to excessive footfall and this places certain accolades such as the Nature Reserve status at significant risk • The three Listed Buildings that come into the remit of the project would also be in a continuing state of deterioration and increased risk of loss, increasing WBC's liability and the potential for fines and other consequences • The site would continue to operate under the significant budgetary pressures currently being faced by WBC, which have only been exasperated by COVID-19.
<p>Option 2 – Create a Community Land Trust</p>	<p>These Trusts are democratic, non-profit organisations that own and develop land for the benefit of the community.</p> <p>They typically provide affordable homes,</p>	<ul style="list-style-type: none"> • There is a desire via BADA to work in partnership with LJMU and Wirral Open Studios' artist network. This option would help support this ambition • Set up to be of benefit to the local community via shares of £1 • Wide-ranging opportunities for community involvement and benefit, including support with fundraising via shares and 	<ul style="list-style-type: none"> • There is the possibility of the CLT constraining the income-generating opportunities for the three parties involved, as the over-riding governance structure of a CLT must be not-for-profit • To be of benefit to the local community, membership is provided via shares, meaning that each member has a say in any decision-making being made at Hilbre. There may be some resulting shareholder management challenges for issues deemed sensitive or controversial.

Governance Options: Hilbre Islands Community Land Trust			
Option	Details	Pros	Cons
	community gardens, civic buildings, pubs, shops, shared workspace, energy schemes and conservation landscapes.	<p>donations</p> <ul style="list-style-type: none"> As a CLT, the Hilbre Islands Community Land Trust could choose the legal form its governance would take e.g., CIC / CBS / Charitable Trust Breaking Ground can incorporate the organisation on behalf of the Hilbre Islands Community Land Trust Would be managed democratically and transparently Funding is sometimes available for an e.g. Engagement Manager to manage and update the membership community Currently, CLTs are highly regarded as options for asset transfer by local authorities and the government Funding opportunities are not limited by the CLT structure. 	<ul style="list-style-type: none"> There are no limits on membership numbers, although some CLTs do operate as small groups. This would need careful management of communications from the start to ensure that everyone is onboard with the vision.
Option 3 – Create a Charitable Trust	<p>Option 3A: Charitable Trust</p> <p>The over-riding aim of the governing body would be to be of public</p>	<ul style="list-style-type: none"> It would be governed by an acting Board of Trustees, via a trust deed, which sets out who will be the trustees, the charitable objectives, and the rules of the charitable trust Charitable trusts can fall into a range of categories, including advancement of education, the arts, culture, heritage or science and environmental protection or 	<ul style="list-style-type: none"> A charitable trust cannot enter into contracts or own property in its own right Trustees could be personally liable to any decisions made throughout the lifetime of the charitable trust Financial accounts may need to be submitted for scrutiny to apply successfully for charitable status Annual financial reviews / accounts to be submitted via the Charity Commission, requiring a dedicated amount of time to produce that may not be resourced from current

Governance Options: Hilbre Islands Community Land Trust			
Option	Details	Pros	Cons
	benefit. It would be unincorporated.	improvement <ul style="list-style-type: none"> • They are exempt from income tax, provided that the income is applied for charitable purposes only and can claim back tax via Gift Aid • Provide autonomy necessary for the project and the Hilbre Islands Community Land Trust • Can be used to form the legal structure of a CLT. 	group / project budget.
	<p>Option 3B: Company Limited by Guarantee (CLG) & Charitable</p> <p>This would mean that the Hilbre Islands Community Land Trust would be incorporated at Companies House under the Companies Act of 2006 and controlled by a Board of Directors.</p>	<ul style="list-style-type: none"> • Would provide the group with legal rights, set out by a clear governing document in the form of a Memorandum and Articles of Association • This structure would allow profits to be invested back into the company • Provide autonomy necessary for the project and the Hilbre Islands Community Land Trust. 	<ul style="list-style-type: none"> • The Directors would be unpaid as a charitable organisation • Whilst usually not-for-profit, this governance structure does need to be registered as a charity • Annual financial reviews / accounts to be submitted via the Charity Commission, requiring a dedicated amount of time to produce that may not be resourced from current group / project budget.
	<p>Option 3C: Charitable Incorporated Organisation (CIO)</p>	<ul style="list-style-type: none"> • Quick to register, with no proof of funding required to set up • As a separate legal entity, the Hilbre 	<ul style="list-style-type: none"> • Two structure types to choose from, the Association Model and the Foundation Model • Annual financial reviews / accounts to be submitted via

Governance Options: Hilbre Islands Community Land Trust			
Option	Details	Pros	Cons
	<p>This would mean the development of an incorporated, charitable organisation.</p>	<p>Islands Community Land Trust would be able to set up contracts, hold property and employ staff, with liabilities falling upon the organisation, not the Trustees.</p>	<p>the Charity Commission, requiring a dedicated amount of time to produce that may not be resourced from current group/ project budget.</p>
	<p>Option 3D: Charitable Community Benefit Society (CBS)</p> <p>This would mean that the Hilbre Islands Community Land Trust would act as an incorporated organisation and would be controlled by a paid Board of Directors.</p>	<ul style="list-style-type: none"> • The organisation must exist to the benefit of the wider community, with profits being used for its benefit • This governance structure can be useful for taking control of a given asset e.g., a building and can be funded directly by selling community shares. • Can be used to form the legal structure of a CLT • Allows for community share offers, which would help generate income for the project. 	<ul style="list-style-type: none"> • Similar to a CLT structure, Hilbre / the project would be owned by its members who hold shares and are allowed to have their say on the decision-making processes. This needs to be managed carefully, as too many members may impact on key objectives.
<p>Option 4 – Create a Non-Charitable Trust</p>	<p>Option 4A: Company Limited by Shares (CLS)</p> <p>This would mean creating a non-charitable organisation that would be incorporated at Companies House</p>	<ul style="list-style-type: none"> • Business that makes profit after tax • Legally separated from the people that run it. 	<ul style="list-style-type: none"> • Could be run under one single Director, meaning the project could be at risk of not being democratically structured • Would not align with the project vision, as it would act to unite the three organisations as one, removing their autonomy for their own activity and building leases.

Governance Options: Hilbre Islands Community Land Trust			
Option	Details	Pros	Cons
	under the Companies Act of 2006.		
	<p>Option 4B: Community Interest Company (CIC)</p> <p>This would mean creating a non-charitable organisation that would be incorporated at Companies House under the Companies Act of 2006.</p>	<ul style="list-style-type: none"> • Whilst non-charitable, it would be not-for-profit and community assets and profits would permanently belong to the community via an Assets Lock • Can have paid directors • Can be used to form the legal structure of a CLT. 	<ul style="list-style-type: none"> • Not eligible for tax benefits like Gift Aid
	<p>Option 4C: Co-operative Society</p> <p>Similar to a CLS and CIC structure, a cooperative society would be an incorporated organisation.</p>	<ul style="list-style-type: none"> • It can have paid Directors • Provides services to its members • Regulated by the Financial Conduct Authority 	<ul style="list-style-type: none"> • More dedicated to providing services to communities, which the vision for the project is not explicitly trying to achieve.

Governance Options: Hilbre Islands Community Land Trust			
Option	Details	Pros	Cons
	<p>Option 4D: Group Structure – Trading Subsidiary</p> <p>This structure would provide a formal association of separate organisations linked by ownership.</p>	<ul style="list-style-type: none"> • Would involve a parent charity setting up other non/ charitable subsidiaries, including trading arms • Is often a CLS structure 	<ul style="list-style-type: none"> • Charity parent company would be the sole shareholder



Appendix 2

Comparators

FOR REVIEW

	Centre for Alternative Technology (CAT), Wales	Cill Rialaig Arts Centre, Ireland	Lihou Island, Guernsey	The Ocean Sound Recording Studio, Norway	Ramsey Island, Wales	Northey Island, Essex
About	<p>CAT is an educational charity dedicated to researching and communicating positive solutions for environmental change.</p> <p>It is an eco-centre based in the South Snowdonia National Park and within the UNESCO Dyfi Biosphere.</p>	<p>The Cill Rialaig Arts Centre is located in the rural landscapes of Southwest Kerry, with the local population being made up of around only 130 people.</p>	<p>Lihou Island is located just off the west coast of Guernsey, accessed via a causeway at low tide for about two weeks every month.</p> <p>Lihou House welcomes youth, school and other groups.</p>	<p>Ocean Sound was first established in a small boathouse back in 2005 as a private studio in Giske, Norway.</p> <p>It was designed to blend in with the natural environment, to look like a boathouse that are traditional in Norway.</p>	<p>Ramsey Island comprises 640 acres. It is located about ½ mile off St David's Head in Pembrokeshire on the northern side of St Brides Bay, in southwest Wales. It is less than 2 miles long and its highest point is 446ft above sea level.</p>	<p>Northey Island is an island in the estuary of the River Blackwater, Essex. The island is approximately 1 mile to the east of Maldon, Essex and 1 mile to the west of Osea Island.</p>
Visitor numbers	<p>Approximately 2,500 visits via the Visitor Centre in 2020/21. This is compared to approximately 17,446 visits to the Visitor Centre in 2019/20 (a reduction of approx. 86% of visitors) and is attributed to the</p>	<p>Visitor numbers not known.</p> <p>However, to date over 5,000 artist retreats have been undertaken at the Centre.</p>	<p>Visitor numbers not known.</p>	<p>As this is a privately owned studio, not a 'visitor attraction', the Studio provides a portfolio on its clients via its website. These include</p>	<p>Not known.</p>	<p>Not known.</p>

	Centre for Alternative Technology (CAT), Wales	Cill Rialaig Arts Centre, Ireland	Lihou Island, Guernsey	The Ocean Sound Recording Studio, Norway	Ramsey Island, Wales	Northey Island, Essex
	restrictions of the COVID-19 pandemic.			around 40 different clients, ranging from solo artists and bands to larger scale music production for tv and film.		
Governance	Charitable company. CAT seeks to inspire, inform and enable people to adopt sustainable technologies and practices.	Founded as a voluntary body and now a not-for-profit company. Partly funded by its founding patrons, fundraising projects and philanthropic grants.	The Lihou Charitable Trust is a locally registered charity set up in 2005 to maintain and operate Lihou House for the benefit of the community.	Privately owned business founded by two brothers.	RSPB manage the island and have a full-time warden who lives on and maintains the site. The RSPB is a registered charitable trust. Volunteers support island maintenance during the summer months.	It is owned and managed by the National Trust, a UK charitable trust focusing on conservation.
Admission and	CAT is open daily to visitors. Membership	Centre is open 11am – 5pm daily.	People are welcome to visit	Pre-booking, exclusive site	Its primary purpose is as a	Visits to the island have to be arranged

	Centre for Alternative Technology (CAT), Wales	Cill Rialaig Arts Centre, Ireland	Lihou Island, Guernsey	The Ocean Sound Recording Studio, Norway	Ramsey Island, Wales	Northey Island, Essex
Accessibility	<p>provides access to a community of thousands who all share ideas and new learning regarding environmental issues and currently has approximately 8,824 members.</p> <p>Entry to the Visitor Centre ranges between £3.50 - £8.50, open between 10am – 5pm.</p> <p>Easy to get to via personal and public transport, with car-parking available onsite.</p>	<p>Car park available for visitors.</p>	<p>at any time, although the causeway is not open every day and no landing from small boats, canoes or kayaks is allowed.</p> <p>Booking is required to stay at Lihou House.</p>	<p>access only for music recording studio.</p> <p>It is almost an 8-hour car drive from Bergen, making it extremely remote and isolated. Access via car.</p>	<p>bird reserve, managed and protected by the RSPB.</p> <p>Boats cross (weather permitting) from 1st April to 31st of October, departing at 10am and 12pm, returning at 4pm. Entry is free to RSPB members, with non-member adult tickets costing £10 pp (children £5). Additional boat fees apply to entry - £17 for adults, £9.50 for children (return tickets). Boats are limited to 12</p>	<p>in advance, as access is permit only.</p> <p>It is linked to the south bank of the river by a causeway, covered for two hours either side of high tide.</p>

	Centre for Alternative Technology (CAT), Wales	Cill Rialaig Arts Centre, Ireland	Lihou Island, Guernsey	The Ocean Sound Recording Studio, Norway	Ramsey Island, Wales	Northey Island, Essex
					<p>people per trip and pre-bookable via Thousand Island Expeditions.</p> <p>In May, June, September and October the island is open Sunday to Thursday. In June, July and August the island is open Saturday to Thursday.</p> <p>The island is open to private landers from 1st April to 31st October between 10am and 4pm. Entry charges the same as above.</p> <p>Only registered</p>	

	Centre for Alternative Technology (CAT), Wales	Cill Rialaig Arts Centre, Ireland	Lihou Island, Guernsey	The Ocean Sound Recording Studio, Norway	Ramsey Island, Wales	Northey Island, Essex
					service dogs are permitted onsite.	
Education and Learning / Protection of natural environment	<p>It works with the government and campaigners about policies to help create a zero carbon Britain; trains students in matters of sustainability; help schoolchildren understand climate change; and advice householders on what they can do in their own homes.</p> <p>Provides a series of short courses in renewable energy, green building and sustainable growing.</p> <p>They also provide study opportunities for several environmental Masters degrees, including:</p> <ul style="list-style-type: none"> • MSc in Green Building 	<p>It has seven studios, a meeting house, library and utility house have provided over 5,000 international artists with a retreat to develop their work.</p> <p>The centre features a wide range of exhibitions, programmes and workshops for adults and children throughout the year.</p> <p>Children's workshops run every Sunday for one hour, at a cost of €12 (£10) per child.</p>	<p>Lihou House is primarily an educational residential hostel., although some adult groups can also be accommodated.</p> <p>Birds nest and roost on the island, and visitors are asked to respect the environment e.g. no dogs are allowed. The causeway has a wide range of plants and marine life.</p>	N/A	<p>The RSPB bought the island in the early 1990's because of its importance as a breeding site for endangered species such as the chough and the peregrine. It is also home to puffins.</p>	<p>A significant conservation project is underway at Northey Island to help retain vital saltmarsh habitat in the Blackwater Estuary over the next century. This work has been developed in partnership with Cambridge University.</p> <p>The National Trust are working in partnership with the RSPB (funded through the EU Life programme) to protect, strengthen and enhance this saltmarsh habitat</p>

	Centre for Alternative Technology (CAT), Wales	Cill Rialaig Arts Centre, Ireland	Lihou Island, Guernsey	The Ocean Sound Recording Studio, Norway	Ramsey Island, Wales	Northey Island, Essex
	<ul style="list-style-type: none"> • MSc in Sustainable Food & Natural Resources • MSc in Sustainability & Behaviour Change • MSc in Energy Provision & Demand Management. <p>CAT also hosts an annual conference for CAT members, supporters and students to bring together people to learn and provide solutions.</p>					<p>and its biodiversity.</p> <p>This includes brent geese, who visit the estuary over the winter along with many other species of bird throughout each year.</p>
Arts and Heritage	Supports conservation and heritage through its work, through sustainable practise that includes promoting retrofitting and repurposing.	It offers the local community and general public the opportunity to view the work of the many artists past and present who have had the opportunity to	Historic ruins of a priory and farmhouse.	N/A	Although the focus of the site is its nature and landscape assets, it has previously been used for agricultural purposes	

	Centre for Alternative Technology (CAT), Wales	Cill Rialaig Arts Centre, Ireland	Lihou Island, Guernsey	The Ocean Sound Recording Studio, Norway	Ramsey Island, Wales	Northey Island, Essex
		reside at the remote Cill Rialaig Artist Retreat.			between the 13 th – 19 th centuries. A mill and kiln were operational until the early 20 th century. There is one Grade II Listed Building – a farmhouse – onsite.	
Other Information e.g., venue hire/ accommodation	<p>Events are provided from the WISE building onsite, providing facilities for conferences, meetings, training sessions, celebrations or one-off events.</p> <p>WISE also features ensuite accommodation for 40 people and</p>	<p>Cill Rialaig Artist Retreat.</p> <p>Accommodation for artists is free of charge in self-catering individual house-studios - partly funded through government support including grants from the ACE</p>	Groups accommodated in Lihou House.	The site features two studio spaces and associated accommodation, pre-bookable and available as part of the studio hire.	<p>Facilities onsite include:</p> <ul style="list-style-type: none"> • Visitor Centre, with only drinks available and a small shop • Toilets • Picnic area • Binocular hire • Viewing 	<p>The site is also a feature on the National Trust's People's Landscapes podcast.</p> <p>Features a 2-hour circular walk.</p> <p>Site is dog-friendly.</p>

	Centre for Alternative Technology (CAT), Wales	Cill Rialaig Arts Centre, Ireland	Lihou Island, Guernsey	The Ocean Sound Recording Studio, Norway	Ramsey Island, Wales	Northey Island, Essex
	<p>additional accommodation for 56 people. It also has catering facilities for over 150 delegates.</p> <p>Experience gift vouchers and ECO Store selling a range of sustainability-focused products, ranging from homeware to learning through play.</p>	<p>and the Department of Arts.</p> <p>The site also has a café that serves organic and locally-sourced produce and a shop that allows visitors to take home artist's work (proceeds of which are in aid of Cill Rialaig Artists Retreat).</p>			<p>points</p> <ul style="list-style-type: none"> Nature and walking trails. <p>Car park available from boat boarding site.</p>	<p>Parking available at the promenade.</p>

FOR REVIEW