

## Main topic 7: Funding/resourcing

Chairing: Leigh Morris (Isle of Man); Question-master: Keith Bensusan (Gibraltar);

Rapporteur: Jodey Peyton

Introduction (The numbers before each title below are links to that item.)
<a href="#">7-01</a> Fundraising for South Georgia – obstacles and opportunities <i>Alison Neil (South Georgia Heritage Trust)</i>
<a href="#">7-02</a> The Power of Partnerships <i>Nigel Cheesley (Head of Sustainability for Lloyds Bank International in the Crown Dependencies)</i>
<a href="#">7-03</a> Eco-Match: Enabling Corporate Partnerships for Conservation <i>Leigh Morris &amp; Jodey Peyton (UKOTCF)</i>
<a href="#">7-04</a> Financing Nature: Bridging Conservation and Investment through Sustainable Finance <i>Greg Easton (MD, Resilience Asset Management)</i>
<a href="#">7-05</a> Biodiversity Funding and a Call to Action <i>Robin Clough</i>
<a href="#">7-0x</a> Extra item: Manx Wildlife Trust high-quality internship programme
<a href="#">7-06</a> Lloyds Bank: Partner of Choice for the UKOTs <i>Matt Pendrey (Head of UK Government &amp; British Overseas Territories, Lloyds Banking Group)</i>
<a href="#">7-07</a> Collaborate for Conservation. <i>Jonathan Andrews (Remarkable Partnerships)</i>
<b>Poster related to this topic</b>
<a href="#">7-08P</a> Evidence of Barriers to Marine Conservation in UK Overseas Territories: A Practitioner-Informed Study <i>Natalie Muirhead-Davies (University of Gibraltar)</i>
<a href="#">7-09</a> Interactive session (including also agreeing conclusions on session, and involvement of panel of session speakers). <i>Run by Leigh Morris &amp; Jonathan Andrews</i>
<b>Closing session - see first part of these proceedings</b>

## Introduction

**Chair: Leigh Morris, Director of International, Wildlife Trusts; Council Member, UKOTCF**

Good afternoon, everyone. I see our participant numbers are steadily rising, perhaps not unlike a slow-moving petrol pump, so I'll begin with a short introduction to set the scene, allowing late arrivals to ease in without missing too much.

My name is Leigh Morris, and I am currently serving as Director of International at The Wildlife Trusts, a role I took on recently after several years as Chief Executive of the Manx Wildlife Trust in the Isle of Man. I have also the pleasure of serving on the Council of the UK Overseas Territories Conservation Forum, a role I've held for the past four years — or perhaps longer!

My own experience spans several territories: my wife and I lived in St Helena for two years, and I have also worked in Ascension, Gibraltar (with Keith Bensusan) and Cyprus. Each of these experiences, especially my time in the Isle of Man, has been an incredible learning opportunity as well as a privilege.

I have spent the week attending the IUCN World Conservation Congress in Abu Dhabi, where I am currently sitting in a rather over-cooled room. It has been my first World Congress, and a fantastic one at that. There have been many conversations highly relevant to our work in island contexts, including those centred around the Global Islands Initiative and EU island networks.

A strong thread running through the Congress, and one that leads into this afternoon's session, has been the need to engage meaningfully indigenous peoples, youth, and the private sector. The dedicated Business Summit at the Congress highlighted the growing recognition of corporate responsibility in conservation-efforts.

From my own experience leading a small conservation charity, I know well that funding is critical. It is encouraging to see momentum building and new partnerships emerging to support environmental work across small islands and overseas territories.

So, with that, let's get started.

# Fundraising for South Georgia – obstacles and opportunities

Alison Neil (South Georgia Heritage Trust)



*Alison Neil*

Neil, A. 2025. Fundraising for South Georgia – obstacles and opportunities. pp 235-239 in *UKOTCF's 7th conference on conservation and sustainability in UK Overseas Territories, Crown Dependencies and other small island states, 13th-16th October 2025 Proceedings* (ed. by M. Pienkowski, C. Wensink, A. Pienkowski, K. Bensusan, J. Peyton & B.N. Manco) UK Overseas Territories Conservation Forum, [www.ukotcf.org.uk](http://www.ukotcf.org.uk)

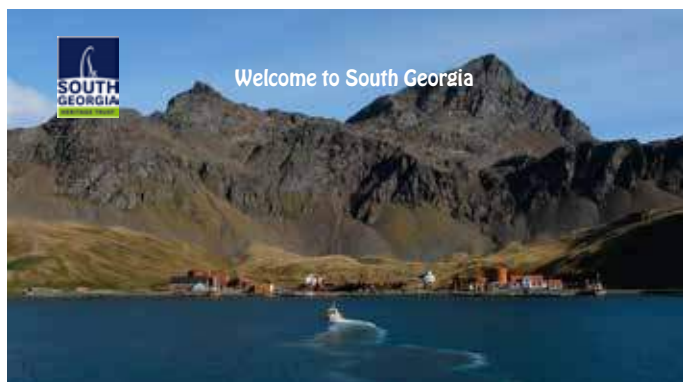
The UK Overseas Territories, including South Georgia, often seem to fall through the cracks when it comes to eligibility for grant funding. Charities, who are trying to raise funds for conservation work to benefit a UKOT, need to diversify their fundraising if they are to succeed. This talk will explore the obstacles and opportunities involved in fundraising for a UK Overseas Territory, looking specifically at the South Georgia Heritage Trust's successes (and failures) in raising funds for the island of South Georgia.

*Alison Neil, South Georgia Heritage Trust*

Hello everyone. I am Alison Neil, the CEO of the South Georgia Heritage Trust, a charity based in Dundee, Scotland, which carries out and supports environmental and heritage conservation work on the British Overseas Territory of South Georgia. The Trust runs the island's only museum on behalf of the Government of South Georgia & the South Sandwich Islands, and we also publish literature and deliver educational material about the island. Over the last twenty years, we have raised funds for all sorts of projects, from the world's largest rodent-eradication, to archaeological surveys, museum-projects and even art-installations! Today, I will share some of the learnings from our fund-raising in the hope that it might increase the funding available to conservation-organisations working in other British Overseas Territories.

The UK Overseas Territories, including South Georgia, often seem to fall through the cracks when it comes to eligibility for grant funding. We're British, but not within the British Isles, meaning that many of the traditional funding avenues aren't available to us.

Museums are a good example of this. Many grants from UK bodies for museums are contingent on that museum coming under the UK Arts Council accreditation scheme. However, the UK Arts Council will not accept UKOT museums on to the scheme, probably because it is so difficult to inspect and evaluate the museums. So alternative sources of funding need to be considered. When it comes to UKOT non-profit fundraising, what we have found is that nothing is straightforward and lateral thinking is needed.



The South Georgia Heritage Trust manages the South Georgia Museum on behalf of the Government of South Georgia & the South Sandwich Islands (GSGSSI). The museum serves multiple functions, one of which is to emphasise and provide examples of the excellent British stewardship of this Overseas Territory. As well as maintaining the fabric of the museum and insuring its collection, the GSGSSI makes a generous annual payment towards the upkeep of the museum.

So, for museums and other important heritage and environmental sites in British Overseas Territories,

consider who has a vested interest in the upkeep of these places you are trying to conserve. Those organisations are the most obvious supporters of your key sites and, in the absence of e.g. UK Government funding, should be stepping up to help with things like running costs, especially if, as happens on South Georgia, they levy payments from each visitor to the Territory. Using the example of what happens in other UKOTs can help to reinforce your case for support.



Running the museum on South Georgia also allows us to meet visitors face-to-face, all of whom are potential supporters. Our museum-team goes on visiting cruise-ships to give a presentation about the conservation work we are planning, and to ask people to support us. We have found that the best time to engage with visitors about support for your work is during their visit – obvious of course, because they have just seen that cute penguin or seal, rare bird or stunning landscape, and emotionally they are feeling that they want to do something for this special place. In the UKOTs we are lucky to have some of the most biodiverse British regions and a rich heritage; there is something for everyone to be passionate about.

It is very important to capture the information of visitors as thoroughly as you possibly can, as well as those potential donations. Even if someone does not donate at the time, getting their agreement to be added to your newsletters, for example, means that they might support you in some other way, such as purchasing from your online shop, or making a bid at an auction you are holding. It's important to follow-up that initial meeting soon after they get home or even when they are back on their cruise-ship, while they still remember who you are!

Someone who has given just a small gift initially could have the potential to give much more, once they know

and trust you and your organisation.

As time has gone on, we have expanded the donation methods we offer. Here are some of the most successful:

- Auctions, either on cruise-ships or online. These can be a great way of engaging new supporters, because people do not need to be committed to your cause to take part, but relationships can be built with those who have taken part, especially the successful bidders. Over 50% of our fundraising income at South Georgia comes from auctions.
- Donation forms. The old-fashioned paper form is something that people can take away and is a form of giving that older people in particular are most comfortable with. Next season our donation form will have a useful map on one side, so that people want to keep hold of it!
- Top-up donation at the till. If you have a gift-shop, then why not encourage customers to add a bit on to their purchases to make a donation to you. A very easy way to get more supporters on your books if you can capture their email addresses at the time to send them a receipt or acknowledgement.
- Website. It is still very important to give people simple and secure methods of donating via a trusted website, which is also a great opportunity to capture contact-information and have them tick a box for gift-aid, newsletters etc.

You can make giving most rewarding by:

- Following up with some news about how their donation made a difference
- Giving supporters a sense of ownership – for example, during the Habitat Restoration project, visitors were able to 'sponsor a hectare' of South Georgia, with their £90 donation covering all the costs (including the unsexy ones such as logistics) of clearing that piece of land. Each supporter received a certificate with their name on and how many hectares they had sponsored. This was a HUGE success with visitors. Think about how you might give your supporters that sense of ownership, by 'adopting' a threatened bird or mammal for example, or by getting them involved in citizen science. So powerful!





Any opportunity to meet the people who have a stake in ‘your’ Overseas Territory could be a fundraising opportunity. Even if you do not have a team on the ground regularly, any project-team working in the UKOT can act as ambassadors for you and your organisation. People who are actually carrying out conservation-work or research, or who live in the UKOT, even temporarily, are fascinating to visitors and they can be your most effective fundraisers. They are also doing important work which you, as a conservation organisation, may want to support.

If the main people who visit your UKOT are scientists or academics, then try to create partnerships with them where you support their work and they can act as spokespeople, add credibility and help get word out about your organisation by acknowledging your support.

Think about who else has ‘skin in the game’ when it comes to your UKOT. For example, do you have rare birds that need to be protected? If so, you could offer to give a talk on that bird to another organisation such as Birdlife or the RSPB, getting in front of new audiences and potentially attracting new supporters. Sharing knowledge and collaborating with credible partners will add to the level of trust that people have in you – which is so essential for fundraising.



One of the defining moments in the quest to raise funds for South Georgia’s rodent eradication was the establishment in 2010 of an affiliate not-for-profit in the USA, Friends of South Georgia Island, which is a 501(c)3. Philanthropic giving is more of a status symbol in the USA and there is huge fundraising potential, but USA residents will want to make a tax-deductible donation, which donating to a 501(c)3 lets them do.

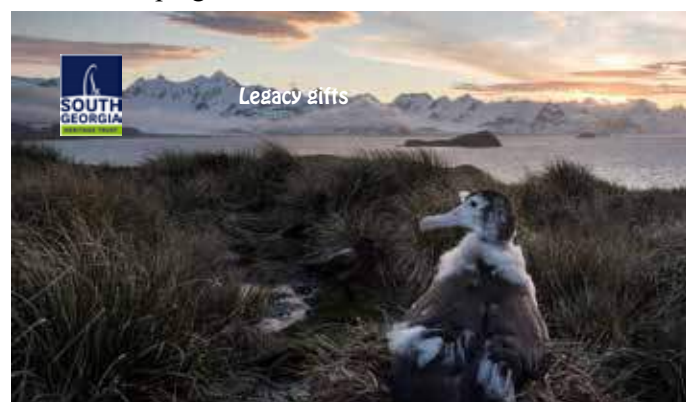
So if you have a trusted person in the USA who is prepared to put in the time and effort, setting up an affiliate but independent organisation in the USA can be a game-changer. If you do not, then look into 501(c)3 organisations who will accept donations on your behalf, but be prepared for them to take a healthy percentage of the donation before passing it to you!

Think about how you can involve people of High Net Worth (HNW) more deeply in your organisation, who will help out your organisation in tough times and not just support project work. Perhaps someone who has useful



business skills could become a Trustee – you can pick the brains of your existing network to see who might be a possibility, and look at previous donors who have been very engaged with your organisation’s values and work. Think about creating a group of high-net-worth (HNW) supporters who give a regular amount in return for some privileges that you can offer (for example: meeting a Royal Patron; giving them a glimpse behind the scenes of your team in the UKOT) and who perhaps can be given their own fundraising challenges to achieve.

The Trust has regular donors who join a Guardian of South Georgia scheme, they receive their own newsletter, get invited to online events, and receive money off when they spend in our online shop. They provide a regular and vital income-stream and tend to be the first to support broader campaigns.



It takes time to build up a regular legacy income-stream, but you can receive one-off game-changing legacy amounts from people. This is often something that supporters from the USA will consider. Think about providing the information that will make it easy for someone to leave a gift in their will to your organisation. On your website and in your newsletters, give tangible examples of the work that legacy gifts have or could enable. (Just saying that it will keep your organisation going is not enough!). Be clear about your future plans and give evidence (e.g. through annual reports and financial information) that you will be around for the long-term.

If you are able to acknowledge major donors/legacy donors permanently, for example by naming a room, or putting their name on a plaque at a heritage-site that you run, that is a powerful tool to attract legacy-donations.

Once you have a regular income from legacy gifts, you

will no longer be living hand-to-mouth on project-funds, and can start to plan confidently for the future. This is still a work in progress for SGHT!

Thank you for listening, I hope that you have heard a couple of ideas that you would like to implement – and please do not hesitate to contact if you would like to discuss any of these points. We all need to keep learning from each other, which is why the UKOTCF is such a great forum.



## Q&A

**Leigh Morris:** Brilliant. I think I'm going to pass over to Keith. I've got one of my own, please, if we've got time.

**Keith Bensusan:** Thanks for that. That was really interesting. I think we have time for three questions. I've got one of my own as well

**St Helena National Trust:** What are you auctioning for it to be a popular fundraiser?

**A:** Good question. What tends to be really popular at an auction are items that are really specific to your Overseas Territory that are not purchasable from gift-shops and all that kind of stuff. And you need to think about a variety of different items, because there are a variety of different people who will be taking part in the auctions; so it could be something that no one else can get. So it could be, for example, a signed print by an artist or photographer who has been inspired by your Overseas Territory, so a one-off. For example, on South Georgia, we have lots of people who are interested in Ernest Shackleton. So we have a kind of a whisky and tumbler set, so people can raise a toast to the Boss on their cruise-ship. But, you know, think about your own Overseas Territory: what makes it unique? And then, think about auction items that you could actually provide that would be really special for people. And don't be scared to include some more valuable items. For example, in the past, we have auctioned fabulous bronze albatross statues and raised something like £5,000-10,000 per item there. We have also had amazing artists like Bruce Pearson create charts for us, illustrations of the island. All of these things are so special – great souvenirs for people. Try not to make it anything too heavy, especially if people are traveling. Remember that they do need to put it in their luggage. So that is just one thing I would say. But it can be a really

valuable source. What our team does is it puts together a pack; so it's not just one auction item: it's a collection of different things, and then the expedition leader will take that to the auction. They will auction each item individually within that pack. And different things appeal to different people.

**Keith Bensusan:** Excellent, thank you, Alison. A lot of information there. Leigh, do you want to ask your question?

**Leigh Morris:** Alison, partnering with others: I just wonder if there's ever been. maybe a South Atlantic link with the Falkland Islands. Or Tristan, or has there ever been a joint shout-out for the conservation of the Southern Ocean UKOTs?

**A:** Our more obvious partners, if you like, are the UK Antarctic Heritage Trust, so we tend to do a lot of auctions with them. For example, we would do an online one. And together, our supporters and suppliers would give us the auction items, and then we would do that online auction as a partnership, and share the rewards, and share the audience as well. What that means is you are picking up the kind of people who are interested in your work, and who are likely to be interested in that partner's work if you've chosen your partner. So, don't see it as a competition; see it as collaboration. Donors absolutely love it when charities work together. They're getting more bang for their buck. Don't be scared of that happening. I would definitely encourage you to reach out. You know, we have lots of different collaborations with some of the UKOTCF partners. For example, when it comes to the Falklands Museum, the historic dockyard Museum in Stanley will collaborate with them on some museum activities as well. So, there are lots of different ways that you can collaborate, but partnerships make you stronger. Don't be scared of the competition, don't be scared of sharing audiences.

**Keith Bensuan:** Thank you, Alison.

**Paul Edgar:** Is there online advice available that explains the US system for tax-deductible philanthropic giving and legacy gifts?

**A:** I don't know exactly where you would find this, but I think it might be in the USA tax legislation information. But, if you put 501 c3 into your search engine, that would be able to provide tax-deductible information. If you're struggling to find information. I'm happy to take emails from people, and I'll try and pass on whatever information I've got as well.

**Keith Bensusan:** Thank you, Alison. I'll just read out a point that Catherine posted, and then I think that'll be it as far as time goes. **Catherine Wensink** says UKOTCF is a registered charity with Charities Aid Foundation (CAF). They have a US arm that allows donations to come to their 501, and then on to the CAF UK but, as Alison says, a cut is taken. And the last point I was going make, which is just something for us to consider, is in terms

of attracting US Philanthropic funding. Whether there is mileage in trying to attract cross-territory funding. Or would this be too diffuse a concept, and do donors prefer very specific themes or projects?

**A:** That's a good question. So, I would say it's definitely worth a shot at doing that kind of cross-territory partnership. But, you know, it depends who you're appealing to. Leigh had talked about the kind of appeal to corporates, and I think that cross-territory partnership might be something that was quite appealing to a corporate organisation. Whereas an individual may want a more personal connection with your organisation, so they might prefer to do it on a one-to-one basis, but it's definitely worth exploring.

**Keith Bensuan:** Okay, great. Thank you very much again.

**Leigh Morris:** We're on time, so I'm going to aim to keep to that, but I must first of all, praise and take note of what Alison said about people working together on this. My absolute perception is that there's more to be had by partnering. Don't lose that. And I'm going to give you one quote from the conference this week in Abu Dhabi. A guy stood up and said he had a problem getting funding for his projects in islands. It was tropical islands, but it was islands. And basically, he said that he'd gone to a corporate business with a project that was \$1.5 million. The business in question has said "Can you get something a bit bigger? Can you link with other ones, because we don't want to fund small projects?" That's one example. But I think the projects and the linking together could be something great for us.

## The Power of Partnerships

Nigel Cheesley (Head of Sustainability for Lloyds Bank International in the Crown Dependencies)



Nigel Cheesley

Cheesley, N. 2025. The Power of Partnerships. pp 240-242 in *UKOTCF's 7th conference on conservation and sustainability in UK Overseas Territories, Crown Dependencies and other small island states, 13th-16th October 2025 Proceedings* (ed. by M. Pienkowski, C. Wensink, A. Pienkowski, K. Bensusan, J. Peyton & B.N. Manco) UK Overseas Territories Conservation Forum, [www.ukotcf.org.uk](http://www.ukotcf.org.uk)

Carbon Dioxide removal is going to be an essential part of our journey to net zero. With environmental markets forecast to grow significantly in the coming years, nature-based solutions are important because they not only remove carbon from the atmosphere but can provide valuable co-benefits such as helping to restore biodiversity, improving wellbeing and people's connectedness to nature.

In this presentation we explore how a partnership between business and the Manx Wildlife Trust has supported a pilot environmental market project in the Isle of Man which could provide a blueprint for scaling nature-based solutions in both the Isle of Man and beyond.

*Nigel Cheesley, Head of Sustainability for Lloyds Bank International in the Crown Dependencies*

Hello, everyone. I'm going to talk about the power of partnerships today. And in particular, in relation to the environmental markets. But first, I want to explain why this is important.

Let's start by going back to 2015, when the majority of the world came together for the Paris Agreement. This led ultimately to an acknowledgement that we need to limit global warming to 1.5 degrees Celsius when compared to pre-industrial levels. The Paris Agreement was a landmark because, for the first time, a binding agreement had been reached to combat climate-change and adapt to its effects.

But here we are, almost 10 years on. And where are we? Well, according to the Climate Action Tracker, which many of you will be familiar with, based on current policies and action, it is likely we are going to be heading towards somewhere around 3 degrees of global warming by the turn of the century.

But why does this matter? Well, aside from the environmental damage, biodiversity-loss, and social impacts, it will also have a significant effect on the global economy. Even in a 2-degree scenario, global GDP will be 14% less, according to the UN Climate Report. And recently, a report by the Green Finance Institute and the World Wildlife Federation forecast an almost 5% reduction in UK GDP by the end of the decade, due to the degradation of nature in the country.

The good news is that, despite the current political climate, more and more companies over the last few years have committed to carbon-reduction targets that are

linked to net zero. And last year, this had risen to 65% of global 2000 companies, compared to 39% in 2021. Now, here's the bad news. Only 16% of those companies are on track to meet those commitments.

And this probably means that, as well as doing everything we can to have incredible carbon-reduction strategies, we are also going to need to remove carbon from the atmosphere.

Different types of carbon-dioxide removal will be needed to reach net zero. Whilst technological solutions such as carbon-capture and -storage will play a big role in the future, the technology will take time to mature, and it isn't expected to have much of an impact before 2040 at the earliest.

In the meantime, nature-based solutions such as afforestation-projects will need to do a lot of the heavy lifting to remove carbon. If we look at where the environmental markets are now, only a relatively small proportion of carbon-credits are carbon-dioxide removal – just 5%. The rest are avoidance or reduction-based credits; so there's a major imbalance in the market.

Of course, when demand exceeds supply, it affects the price, which means that the price of carbon-dioxide removal-credits is almost four times that of avoidance-based credits. And this will only become more acute the closer we get to 2030, when more and more companies with 2030 commitments will seek to implement offsetting strategies.

I should touch also on some of the co-benefits that



nature-based solutions provide. Firstly, they enhance biodiversity, have a positive impact on our well-being, and they create a sense of belonging, and the motivation for environmental stewardship. And finally, there is the value of verifiable co-benefits in terms of price premium.

All markets function effectively on the basis of confidence and trust. The recognition of the need for high-integrity frameworks has been a really positive step forward for environmental markets, starting with the announcement regarding Article 6 of the Paris Agreement at COP29, when countries finally agreed on the rules governing the Paris Agreement crediting mechanism, which will approve methodologies, register projects and maintain the registry, ultimately allowing countries to trade credits.

Closer to home, the UK published its policy-paper for voluntary carbon and nature market integrity. So you've got, for project-developers, the Integrity Council's 10 core carbon-principles, which set the global standard for high integrity in international carbon-markets. And for purchasers of credits, the VCMI claims code of practice sets how companies can credibly use offsetting strategies.

But, with the spectre of greenwashing at the forefront of many companies' risks, there's a sense of caution for many that means only the highest integrity projects will be supported.

One of the biggest challenges for nature-based solutions is that they take time to mature. So, for example, with an afforestation-project, the trees will take many years to grow to maturity. The effect of this is that, whilst many of the costs involved, such as purchasing land and planting trees, are upfront, projects won't start producing credits at scale until much later. And that effectively creates a cash-flow funding gap. Even when securing financing, that debt will need to be serviced.

So how can a business model that works be achieved? The answer comes from a similar mechanism that is used in project-finance – the use of off-take agreements. The offtake in this instance essentially provides cash-flow in return for future credits produced by the project. The benefit of this type of arrangement is that some of the risk is transferred from the project-developer to the off-taker, improving the viability of the project and making the proposition much more compelling for financing.

Innovation in the space, such as carbon-credit insurance, also helps to mitigate risk, improving a project's attractiveness for off-takers, and further enhancing its integrity.

Last year, we worked collaboratively with Manx Wildlife Trust and several local businesses to establish a scheme following this model in the Isle of Man. Here's our story: <https://www.youtube.com/watch?v=rYWOUv9v80Q>

## Q&A

**Keith Bensusan:** If no other questions. I will have a crack. I thought the talk was really good, by the way. Excellent communication. But the first part had a bit of what I would call business and economics jargon. That, although basic for people working in what they might consider the real world, I fear is off-putting to quite a lot of biologists and conservationists. I think this can be a really unfortunate barrier, and I wonder what the solution is: whether it's, for example, running workshops, or embedding business and economics more firmly in conservation-related degrees – so what are your thoughts on that?

**A:** I think it's a really good point, actually, and becoming familiar with finance mechanisms is something that I think is really essential if we want to have impact in the future. I think there's a big role for banks to become more accessible, both in terms of the way that we present finance, or talk about finance as well as helping potential stakeholders to be able to understand how it works, and what is required to gain support for financing. I think it goes much deeper than just conservationists. I think one of the reasons that we have so many problems today when talking about sustainability and climate-change is that we've seen a lot of political polarisation. That political polarisation is being driven by inequality; that inequality is being driven by a lack of financial literacy. I think there's so many aspects of that point that have to be addressed that we've got a lot of work to do. Coming along to a forum like this, and talking about it is a great opportunity to engage, and the door is open to talk about this more, if anyone would like to have that opportunity.

**Keith Bensusan:** Thank you very much, and that actually links in really well with a point that Myles Darrell made at the end of the first day about social issues and conservation not being two separate issues, but actually being linked very intrinsically.

**St Helena National Trust:** I see that Lloyd's Foundation is targeting local charities in England; are they considering the UKOTs?

**A:** I think we have four foundations – it might even be five foundations – for England, Ireland, Scotland, and Wales, and then the Channel Islands. We don't have foundations at the moment linked to the UKOTs, but maybe that's something that we should consider, and I'll certainly take that question to the Foundation. You know, it fundamentally links to our purpose and we're keen to make sure that we're as accessible as possible.

**Keith Bensusan:** Okay, thank you for that, and the next question is from **Melanie Carmichael** from Sustainable Cayman: how do you manage the ongoing maintenance-costs and area-management of such a large project, *i.e.*, does the plan cover staff costs?

**A:** It does, and I think that, right at the beginning of the project, we had to build a financial model



that incorporated not just those setup costs, but the maintenance-costs and the assurance-costs that go alongside it, and that was planned out all the way from inception, right the way through to year 50. You know, when we were working with Mike Swan, the investors, the off-takers in this case, we incorporated all of that into the financial model to make it as robust as possible, because it's in everyone's interest to make sure that the project is successful.

Actually, we consider all of those things. I think, as you scale projects, it's really important to think about things like, disease, all climate-change, and the impact that that's going to have on the project. Things like insurance, and things like buffer credits used in the woodland carbon-code also really play a part in making projects as robust as possible, and that financial model being as robust as possible, if that makes sense.

**Keith Bensusan:** Thanks very much, Nigel, and that's all we have time for, I think, in terms of questions.

# EcoMatch: Enabling Corporate Partnerships for Conservation

Leigh Morris & Jodey Peyton (UKOTCF)



Leigh Morris



Jodey Peyton

Morris, L. & Peyton, J. 2025. EcoMatch: Enabling Corporate Partnerships for Conservation. pp 243-247 in *UKOTCF's 7th conference on conservation and sustainability in UK Overseas Territories, Crown Dependencies and other small island states, 13th-16th October 2025 Proceedings* (ed. by M. Pienkowski, C. Wensink, A. Pienkowski, K. Bensusan, J. Peyton & B.N. Manco) UK Overseas Territories Conservation Forum, [www.ukotcf.org.uk](http://www.ukotcf.org.uk)

Obtaining funding for conservation and environmental projects remains a crucial challenge for those aiming to deliver them. The rise in Environmental Social Governance (ESG) and the increase in businesses wanting to support the delivery of global biodiversity and carbon goals through sustainable financing offer a tremendous opportunity to the conservation sector. There remains, however, a disconnect between conservationists wanting to secure funding and the businesses looking to support. The EcoMatch on-line platform, developed by UKOTCF, aims to bridge this gap, and act as a 'dating site' for businesses and projects. This paper outlines the motivation behind EcoMatch, its design and functionality, and the opportunities it creates for organisations to collaborate for nature.

Leigh Morris (UKOTCF Council-member) & DrJodey Peyton (UKOTCF Senior Projects & Conservation Officer)

## Introduction

Corporate partnerships are increasingly recognised as essential to meeting global conservation-goals. Businesses are under mounting pressure to demonstrate environmental responsibility, while conservation-organisations face persistent funding challenges. EcoMatch was developed in response to this need: to act as a digital bridge connecting these two communities and enabling mutually beneficial, long-term partnerships.

This paper highlights:

- The importance of corporate partnerships for conservation;
- The challenges that inspired the creation of EcoMatch;
- The ambition and evolution of the platform;
- How EcoMatch functions and how organisations can get involved.

Some Great collaboration with Corporates, but...

Make Space for Nature

Croc Reamys on Najoar

Hannah Phillips is bringing wildlife to the heart of the community

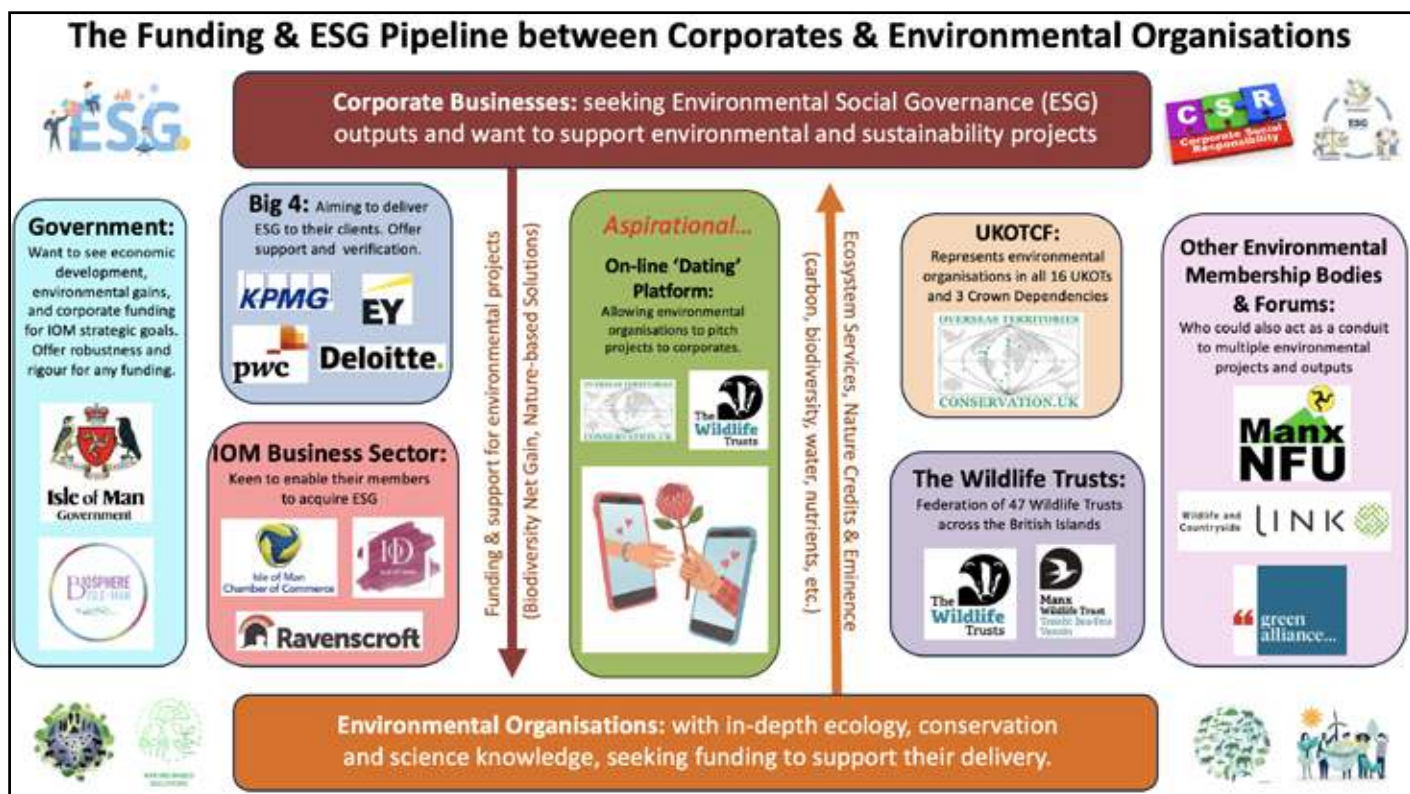
Aviva helps restore rare native British rainforests

Orsted

LLOYDS BANK

AVIVA

OVERSEAS TERRITORIES CONSERVATION.UK



## Origins and Development of EcoMatch

The idea for EcoMatch emerged from a series of discussions within UKOTCF, recognising a clear need to connect corporate enthusiasm for sustainability with the critical on-the-ground work taking place across the UK's Overseas Territories and Crown Dependencies.

Over the past year, the team has worked closely with Forum stakeholders to co-design the system, gathering insights into what both businesses and NGOs need from a matchmaking service. The result is a user-friendly online platform that allows each party to share their goals, resources, and project-details in a way that fosters transparency and collaboration.

## The Vision and Purpose of EcoMatch

EcoMatch aims to link the enthusiasm of business and industry with the passion and expertise of conservationists. Its vision is simple but ambitious:

- To protect and restore some of the world's rarest habitats and species by connecting funders and conservationists in long-term, impactful partnerships.

The platform's objectives are to:

- Facilitate direct connections between conservation-projects and potential funders;
- Deliver measurable environmental outcomes and community-resilience;

# How It Works

- Matchmaking the amazing people that want to help nature
- Protect and restore some of the world's rarest habitats and species
- Deliver environmental outputs and build community resilience for a sustainable future.
- Two parts to the website:

I'm looking for project funding

I'd like to fund a project

**EcoMatch**

Enabling you to directly support biodiversity conservation, climate change mitigation and adaptation, and people's health and well-being in the UK Overseas Territories and Crown Dependencies through a dedicated fund-matching programme.

**Spectacled Petrels**

The Spectacled Petrel is a critically endangered bird breeding only in the UKOTs of Tristan da Cunha. Copyright © 2021 UKOTCF



# EcoMatch



## Project Support

The purpose of this form is to understand more about the project you are seeking funds for.

With this information we will seek to match the project with potential funders. When a potential match is found, we will contact you and arrange for a virtual meeting to enable you to provide more detail and engage with a potential funder.

**Project Name**  
Project Name (up to approx. 15 words)

**Lead Organisation**  
Lead Organisation

**Partners (if applicable)**  
Please tell us a bit about your partners

**Please describe your project (in less than 100 words)**  
What will your project deliver and what positive difference will it make?

**Location(s)** (select all locations where your project takes place: command key on Mac)

# EcoMatch



Copyright: Ocean Safari Jane Jenkins

## Support a Project

The purpose of this form is to understand more about the types of environmental projects you would be interested in supporting.

With this information we will seek to match you with potential projects and the organisations who are delivering them across the UK Overseas Territories and Crown Dependencies. When a potential match is found, we will contact you and arrange for an initial virtual meeting to enable you to speak with the project partners and ask questions to learn more about the project and what it will deliver.

**Your Organisation**  
Lead Organisation

**Your name**  
Please tell us your name

**Contact details**  
Email/Phone

**Location** (if you are interested in more than one location there are options at the end of the list)  
Alderney

Type of Projects you are looking to support

- Provide a mechanism for sustainable financing of conservation-work;
- Encourage collaboration across territories and sectors.

The focus on UK Overseas Territories and Crown Dependencies reflects their exceptional global biodiversity-value and the pressing need for additional conservation-investment in these regions.

### Platform Design and Functionality

EcoMatch is designed to be accessible, simple and transparent – removing unnecessary administrative barriers and technical complexity. The platform consists of two main pathways:

**For Conservation Organisations:** (“Looking for Funding”) Organisations can submit details about their project, including: project-name and organisational affiliation; key partners and collaborators; a short summary of the proposed work; images and visuals to help engage potential funders; and links to relevant frameworks such as the UN Sustainable Development Goals (SDGs) and the Convention on Biological Diversity (CBD) targets. Projects are then profiled on the EcoMatch website, where funders can search using keywords, themes, or location filters.

**For Businesses:** (“Looking to Fund Projects”) Companies can create a funding profile, outlining: organisational name and sustainability focus; available

budget or funding range preferred project types or ecosystems (e.g. marine, terrestrial, reforestation); geographic preferences or specific territories of interest. This allows businesses to identify projects that align with their corporate social responsibility goals or environmental commitments.

### A Collaborative Approach to Partnership Building

EcoMatch is not merely a funding directory. It is designed to foster collaboration. Businesses are encouraged to share not only financial support but also ideas, expertise and technical skills. Organisations with multiple projects are invited to upload several initiatives, ensuring funders can discover opportunities that best match their sustainability-priorities. This flexibility encourages a portfolio-approach to conservation-investment. The project responds to a major communication-challenge, in that so much brilliant conservation-work is being done, but it often gets lost in translation between sectors. EcoMatch aims to plug that gap.

### The Challenge and the Opportunity

One of the main barriers identified in early consultations is language: the “business and economics jargon” that often alienates conservation professionals, and vice versa. EcoMatch helps overcome this by standardising how projects and funding needs are described, using accessible terminology and shared frameworks, like the SDGs.

The ambition behind EcoMatch is scalable and inclusive:

# Example Live Projects

**Montserrat Ecoplay**  
This project is actively seeking support  
Visit page

Read more

**New Manx Nature Reserve**  
This project is actively seeking support  
Visit page

Read more

**Conference and Book**  
This project is actively seeking support  
Visit page

Read more

**BioMonitor Guernsey**  
This project is actively seeking support  
Visit page

**Reforestation Millennium Forest, St Helena**  
This project is actively seeking support  
Visit page

**Bailiwick Eelgrass Exploration Project**  
This project is actively seeking support  
Visit page

to make it as easy as possible for anyone, from small charities to global corporations, to take part in nature recovery. By simplifying the connection process, the platform helps to unlock the latent goodwill, innovation, and capital available for environmental restoration.

### Conclusion

EcoMatch represents a pragmatic yet visionary, response to the growing need for collaboration between finance and conservation. By creating a simple, user-driven platform that unites project-leaders and funders, it supports not just individual conservation efforts, but a

broader movement toward sustainable, partnership-based environmental stewardship.

The success of EcoMatch depends on continued participation – from NGOs, businesses, and individuals alike, who share a belief that connecting passion with resources can help secure a sustainable future for the UK’s most precious ecosystems. Input is welcome on any aspects of the project as it is further developed.

### Q&A

**Keith Bensusan:** No questions so far; well, a comment

# Example Live Projects

**Conservation Herd**  
This project is actively seeking support  
Visit page

Read more

**Habitat Video Stories**  
This project is actively seeking support  
Visit page

Read more

**Habitat Video Stories**  
More information available soon

More soon

**Guernsey Biological Records Centre**  
More information soon

More soon

**Nature Matters articles**  
More information soon

More soon

**Environmental Education Programme**  
More information soon

More soon

from **Rhian Guillem** in Gibraltar, which I will echo, which is that it is such a brilliant platform, well done, guys.

And since there are no questions, I'll make a couple of comments. The first is that I am fully aware that I should have uploaded some projects some time back, but we're on it, and we are brainstorming ideas, and we have one idea in particular which we will upload shortly. I should say, and perhaps this is more for discussion than for the questions section, but since we don't have questions, I think that, in terms of the gap between us in the business sectors, I don't think it's just about vocabulary. Actually, I think that, at least partly, it might be because many of us feel that we belong not just to different planets but, more alienating, still different political spheres. And I think that, if we're better at understanding each other and recognising, that both the economy and environment are oxygen for us, then this will definitely facilitate things. In that sense, I think this initiative to connect people, to connect conservationists to business, might go a long way towards achieving that, and I really like the analogy of the dating app – because we really do need to fall in love with each other.

**Leigh Morris:** Yes, and I think I can see we've got a couple of minutes without questions. So, I'll just come back with a comment on that. And it's great to have Jonathan. I'm going to introduce you later before you do your talk, but it's lovely to see you. This guy makes his specialism bridging that gap between potential corporates and charities, charities in its widest sense. I won't steal your thunder, Jonathan. What I would say in response, Keith, is that I almost said the greenwashing words. Yet, personally, I have seen a trajectory away from that. I would claim to be pragmatic, and I sit on boards, and I've sat on boards. In my senior roles, if a corporate partner comes along, there is a conversation about, should we be working with them? What I would say are two things now, and we'll come back to it later, I'm sure. One is, we all drive cars, and we all live in houses. We're all in buildings and on roads, and we all consume things. So, none of us are perfect. We all consume something. We've all got a footprint. And I've found hundreds of really passionate, lovely people that are working in businesses. They're not all bad. In fact, most are not bad. And I think, pragmatically, we need to try and get that gap together. You know, when you actually look at the global-diversity framework, the key strategy for sustaining biodiversity on our planet, one of the key targets in there relates to the need for financing for the biodiversity-work we need. If we just sit there waiting for money to come to us, it won't come.

There are businesses out there; the Aviva one is an example. The highest integration, biodiversity and carbon: £40 million is really transformational for biodiversity. There are others.

**Keith Bensusan:** Thank you very much for that. There's

a question that's just come in.

**Sophia Cook:** Thanks, interested to know why you decided to have projects as the focus, rather than organisations having a profile purely as an organisation, and encouraging businesses to give unrestricted funding.

**Leigh Morris:** Great question. Jonathan will have a view on this. My view on that is that businesses want something out of this. Because they're a business, then let's just recognise that. It doesn't have to be a carbon-credit, but businesses like the credit; they like a biodiversity-credit. They like a Community Ranger that's delivering outputs in the community. I think this is where I would say to charities, you can't just expect someone to just give you a blank cheque because you're a nice charity. Now, Jonathan might have wiser views on that later, but that's where I think there's a way that you can position your charity to be very fundable to get unrestricted funding.

And I know Jonathan's going to come back on that, but we chose projects because they're more measurable; they can be linked to specific outputs. And that's the way we've gone.



# Financing Nature: Bridging Conservation and Investment through Sustainable Finance

Greg Easton (MD, Resilience Asset Management)



Greg Easton

Easton, G. 2025. Financing Nature: Bridging Conservation and Investment through Sustainable Finance. pp 248-251 in *UKOTCF's 7th conference on conservation and sustainability in UK Overseas Territories, Crown Dependencies and other small island states, 13th-16th October 2025 Proceedings* (ed. by M. Pienkowski, C. Wensink, A. Pienkowski, K. Bensusan, J. Peyton & B.N. Manco) UK Overseas Territories Conservation Forum, [www.ukotcf.org.uk](http://www.ukotcf.org.uk)

The financial sector and conservation movement have often existed in parallel worlds, one focused on returns, the other on restoration. However, the growing recognition of biodiversity-loss, climate-risk, and the need for sustainable finance has opened the door to meaningful collaboration. This paper explores how investment-managers can align capital with nature-positive outcomes, using examples from projects in the Isle of Man and beyond. It also presents an interactive framework designed to help investors articulate environmental priorities, linking them to the Sustainable Development Goals (SDGs) and the emerging nature-markets.

Greg Easton – MD, Resilience Asset Management

## Introduction

As both an investment manager and a conservationist, I have long observed a mutual hesitation between these two communities. Conservation professionals are often wary of finance, perceiving it as complex or misaligned with environmental goals. Conversely, investors frequently struggle to quantify nature's value or integrate biodiversity into financial decision-making.

Yet the landscape has begun to shift. Biodiversity action-plans are emerging alongside climate-disclosures, and businesses are starting to recognise that protecting nature is essential for long-term economic resilience. However, the lack of visibility into existing conservation-projects remains a key barrier. Many businesses simply cannot see the depth and scale of work already being undertaken.

At Resilience, we believe the solution lies in ambition and alignment – creating projects and financial instruments that match the scale of the environmental challenge while satisfying corporate and investor-mandates.

## The Case for Ambition in Conservation Finance

Corporate sustainability-strategies increasingly demand projects that can demonstrate measurable, large-scale impact. Incremental or fragmented initiatives often fail to capture the imagination of boards or shareholders.

Businesses are looking for projects that they can

justify as strategic commitment and enable board-level endorsement. Examples such as in the Isle of Man, developed in partnership with Lloyd's and the Manx Wildlife Trust, showcase what can be achieved through bold, collaborative experimentation. Though small in scale, this pilot has served as a template for scalable biodiversity investment-models, illustrating how conservation and finance can co-create value.

## From Climate to Biodiversity: The Measurement Challenge

While climate-related financial disclosures are now mainstream, with companies measuring Scope 1, 2, and 3 emissions, the same cannot yet be said for biodiversity. Measuring nature is inherently more complex. Unlike carbon, "bees don't send an invoice." Nature provides ecosystem-services without a billing system, making valuation and accountability difficult.

Despite these challenges, the business-community is increasingly aware of the urgency to act. Companies recognise that the degradation of natural capital poses systemic risks to supply-chains, productivity, and long-term profitability. Biodiversity-accounting and nature-based markets are now emerging as critical tools to bridge this gap, and initiatives like the Isle of Man Sustainable Finance Roadmap are exploring how to build frameworks that connect investors with credible conservation projects.

## An Interactive Framework for Aligning Investment and Nature

To address the gap between corporate intent and conservation-impact, Resilience has developed an interactive prioritisation-tool. This framework helps investors and trustees articulate their environmental and social priorities in alignment with the United Nations Sustainable Development Goals (SDGs).

Participants are asked to score key sustainability themes – such as climate-action, biodiversity, sustainable consumption and agriculture – based on importance (from “critical” to “unimportant”). This exercise (*see Figs 1-3*) serves several purposes:

- It initiates dialogue between investors and conservation-experts.
- It clarifies value alignment and preference-mapping.
- It encourages investors to consider long-term impacts rather than short-term financial returns.

### Case Study: Peatland Protection in the Isle of Man

An illustrative example of sustainable investment in action is the collaboration with Manx Wildlife Trust. Though modest in size, the project represents a powerful biodiversity-commitment, transforming a vulnerable landscape into a long-term carbon-sink and habitat-refuge. This initiative demonstrates how targeted investment can produce lasting conservation-outcomes while reinforcing an institution’s environmental credentials.

## Managing Conservation Funds Sustainably

Beyond direct project-investment, Resilience also manages portfolios for conservation-organisations, ensuring that their financial assets are aligned with their values. This means avoiding unsustainable industries, prioritising positive impact-themes, and applying robust ESG (Environmental, Social, and Governance) screening.

Our investment philosophy rests on a forward-looking question:

“Imagine it’s 2050: what will our clients think of the investment decisions we made today, with the knowledge we already had?”

This long-term lens encourages both investors and conservationists to think beyond quarterly cycles and consider intergenerational equity.

## Integrating Social and Environmental Impact



In our experience, particularly through work in South Africa, the social dimension of investment is deeply intertwined with the environmental one. Clients care profoundly about social equity and the protection of vulnerable communities already affected by climate-change.

However, this focus sometimes overshadows the natural world itself. Therefore, a key challenge for conservation-finance is to bring social impact and biodiversity-protection together, showing how ecosystem-restoration directly supports livelihoods, resilience and economic opportunity.

The screenshot shows a web form titled "Sustainability Preference Questionnaire" with the Resilience logo in the top left. The form has an orange background. It contains the following text: "Traditionally investment managers assess client investment and risk profile to determine a suitable investment strategy, we believe there is an important 3rd factor to consider - your sustainability preferences." followed by "Please provide a score of 1-5 for each of the sustainability preferences questions below:". Below this is a table with two columns: "Importance Factor" and "Score". The "Score" column lists five options: "1 - Unimportant", "2 - Neutral", "3 - Fairly Important", "4 - Important", and "5 - Critical". At the bottom of the form, there is a grey box with the text: "When you submit this form, it will not automatically collect your details like name and email address unless you provide it yourself." and a small asterisk with the word "Required" below it.

Figures 1 (and, on the next page, 2 & 3) Screenshots of prioritisation tool



How important is addressing the climate crisis to you through mitigation, adaptation and the alignment of investment to the Paris Agreement?

☐ 1
 ☐ 2
 ☐ 3
 ☒ 4
 ☐ 5

**7 Biodiversity Leaders \***

How important is addressing the biodiversity crisis to you through the preservation and restoration of ecosystems and the alignment of investment to the Global Biodiversity Framework?

☐ 1
 ☐ 2
 ☐ 3
 ☐ 4
 ☐ 5

**13**

If you have scored 5 for more than one of the above questions, please confirm which three of these themes are your highest priorities. (Please select only 3 in order of priority) \*

	Climate Solutions	Biodiversity Leaders	Sustainable Consumption	Sustainable Agriculture	Sustainable Innovation	Just Transition	Sustainable Impact
Highest Priority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2nd Highest Priority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3rd Highest Priority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

You can print a copy of your answer after you submit

**Submit**

## Conclusion

The convergence of finance and conservation marks one of the most significant developments in sustainability. While challenges remain, especially in measuring biodiversity and channelling funds efficiently, momentum is building.

Investment-managers, trustees and conservation-organisations now share a common imperative: to mobilise capital that restores ecosystems, supports communities, and builds resilience for the long term. By

fostering transparency, ambition and alignment, we can bridge the worlds of finance and nature, ensuring that economic prosperity and ecological integrity advance hand in hand.

## Q&A

**Keith Bensusan:** Let's start with yours [Leigh], because I think it's an extremely relevant one. Please give us examples of how you're working with the UKOTCF and the Manx Wildlife Trust.



**A:** Yes, so last year we worked on CrossAx, which was the afforestation project, and then we wanted to look at another project. The Isle of Man has a lot of upland peatland. There was a site that, at the time, Manx Wildlife Trust were quite concerned about because there was a risk a farmer was going to buy it, and it could become degraded. That opportunity was presented to us, and we made that our biodiversity-commitment for last year. I think, Leigh, that was fairly small, 40 acres, but that's now long-term, being protected into perpetuity. That's one area that we've worked on, and certainly one to look at other projects of a similar nature.

The other direct way we're working with you is that we're looking after a portfolio for you that is being managed sustainably, in line with the preferences that I think Mike, in particular, summarised for the UKOT Conservation Forum. I think the most powerful thing as an investment manager is being able to manage something sustainably that can make a positive impact.

As a Conservation Forum, you want to make sure that any funds you do have are not being invested in an unsustainable manner. Bringing what we do as investment managers and what you're doing as a Conservation Forum together, and joining that, is something we want to do more and more of, really, Keith.

**Keith Bensusan:** Brilliant, thanks. Thanks for that, Greg.

**Melanie Carmichael:** Is biodiversity net-gain as part of net zero with mangroves, is that more attractive?

**Greg Easton:** I think it definitely is, but it depends on where you are and who you're talking to. We see from clients and from businesses that they want something that aligns with what's in their backyard really. If you're in the Cayman Islands, then maybe that's what will speak to the businesses you are working with. If you're in South Africa, it might be a different habitat they want to focus on. It's about the alignment of your business footprint and the conservation projects they want to partner with.

**Keith Bensusan:** Thanks. There aren't any more questions, so I'll put one to you of my own. When you ran Leigh through those questions, I didn't see one that explicitly tackled global inequality. I think that's a really important point. Possibly paradoxical in that it's extremely important for biodiversity-conservation but, as things currently stand, it would probably increase the carbon-footprint of most of the world's population, significantly. Is this a point that you've considered, and do you have any thoughts about it?

**Greg Easton:** Absolutely, Keith. That just-transition question is really meant to cover that point, but we also go a bit deeper if that's an area someone cares about. Then we go into more depth and detail on that thematic. We have seven themes that are all interlinked, interwoven. We see it very clearly, and we have a small presence in South Africa, where the social-impact elements clients care about most are very visible. The

awareness around the most vulnerable in society from a climate perspective is important. They are already in a bad position; so businesses want to try to address that. But it's also true that where social impact is such a big concern, nature often gets ignored. There's work to do to bring these two together and show the economic impact and benefit from conservation.

**Keith Bensusan:** Thank you.

# Biodiversity Funding and a Call to Action

Robin Clough



Robin Clough

Clough, R.. 2025. Biodiversity Funding and a Call to Action. pp 252-254 in *UKOTCF's 7th conference on conservation and sustainability in UK Overseas Territories, Crown Dependencies and other small island states, 13th-16th October 2025 Proceedings* (ed. by M. Pienkowski, C. Wensink, A. Pienkowski, K. Bensusan, J. Peyton & B.N. Manco) UK Overseas Territories Conservation Forum, [www.ukotcf.org.uk](http://www.ukotcf.org.uk)

Biodiversity NGOs are critically important to protect and save biodiversity globally but, sadly, they are very underfunded with no real pathway to a sustainable financial future. Without immediate intervention and restructuring of biodiversity NGO funding, the future of global biodiversity and the crucial NGOs trying to protect it are significantly at risk. My talk will overview how NGOs and NGO-funding need to incorporate both traditional and non-traditional marketing techniques in order to improve their sustainable funding outlooks

Robin Clough

Good morning – or afternoon – wherever you are. I am Robin Clough, and it is a pleasure to speak with you today. My remarks may feel a bit broad and even controversial, but my goal is clear: to call for real change, and to show that it starts with people like us.

Before diving in, a little background. I grew up in the UK and earned a zoology degree from the University of Leeds. From there, I moved into business, working in the tech industry and eventually founding a tequila company, which was acquired a couple of years ago and which I still run. Most recently, I completed a Master's in sustainability at Harvard. These experiences – in business, biology, and sustainability – shape the perspective I bring today.

I also advise several organizations, including this Forum, the RSPB, the Marine Conservation Society, REWILD, and the African Wildlife Conservation Fund. Since selling my company, I've spent more time on the ground with these groups, which has helped inform the discussion I want to have with you.

## The Challenge

My Harvard thesis focused on biodiversity, with the blunt title: "Biodiversity Funding Structures Are Broken."

The research showed that conservation-work depends far too heavily on government grants and a handful of large philanthropic organisations. This system creates enormous reporting requirements and forces NGOs to publish papers that often receive little visibility. The result: dedicated teams spend precious time meeting

funder-demands instead of amplifying the impact of their work.

Globally, the annual funding gap for biodiversity-protection is estimated at \$500–800 billion. Imagine twenty years from now: will species-extinction rates be lower? Sadly, I doubt it. If we keep relying on the same funding models, we will run out of species before we run out of problems.

## Rethinking the Model

We cannot rely on traditional government or philanthropic funding alone. Like a business facing a failing strategy, we need to rethink how NGOs attract support. The tools already exist. Digital platforms give us unprecedented ways to reach new audiences and scale funding.

Consider a high-net-worth tourist destination I visited last year. Thousands of visitors arrive each week because of its stunning biodiversity, yet few ever connect with the local national trust. This is a missed opportunity we see worldwide: people who already love nature simply are not being reached.

## A Marketing Mindset

My call to action is simple: treat outreach like a core business strategy.

- Evaluate your current trajectory. If it is not leading to sustainable funding, create a new plan.

- Leverage digital marketing. Social platforms, like Instagram and TikTok, can connect your work to visitors the moment they arrive in a region.
- Empower your team. Identify internal “heroes” ready to share daily updates – short videos, photos, quick stories. Ten minutes a day is a great start.

Scientific research is vital, but consider the return on investment. A paper that takes hundreds of hours might be cited 50 times in 20 years. That same energy put into consistent, engaging outreach could yield far more immediate support.

## Moving Forward

Let’s insulate ourselves from unstable funding sources. Imagine if the Darwin initiative or similar grants disappeared tomorrow: many organisations would be in crisis. Preparing now means embracing marketing as a core conservation-tool. I would love to help. With REWILD and UKOTCF, we are exploring training programmes to teach these skills. In the meantime, start small: post weekly, share videos, connect with local real estate groups, golf-courses, tourist-operators – anyone who benefits from a healthy ecosystem.

The moment for action is now. Turn your passionate team members into the visible champions of biodiversity. Shift from meeting grant-requirements to building direct, sustainable support. It may feel daunting, but the opportunity to change the trajectory of species-protection is unparalleled.

Thank you for the incredible work you do – and for letting me share this rallying call. You are the heroes of biodiversity. Let’s make sure the world knows it.

## Q&A

**Leigh Morris:** Thanks, Robin. It’s lovely to see you again. Keith, have we got any questions, please?

**Keith Bensusan:** No questions have come in so far, so I’ll ask one. First of all, Robin, thanks very much for that. We share two things in common. First, I’m also a Leeds Zoology graduate. Second, I’m also deeply pessimistic about the current state of affairs.

You mentioned that there are ways to put ourselves out there that have never previously existed, which is absolutely correct. Which are the best vehicles for this in terms of social-media apps, and is there any particular way to tap into particular algorithms? You mentioned setting up training. Presumably these are fundamental questions that would be tackled?

**Robin Clough:** 100%, and yes, there has never been an easier time to get publicity and get your message across than it is right now with the way the algorithms

are structured. Instagram Reels and TikTok are the two easiest platforms. There are a number of creators who are conservationists, biologists, or PhD students who are documenting their research, whether on coral reefs or in Africa on the plains. It’s just documenting your day-to-day.

Now that nearly everyone has a smartphone, it has never been easier to do so. Focus on Instagram Reels and TikTok. Look up biodiversity on Instagram or TikTok, and you’ll see twenty examples of content that feels authentic and easily engages audiences. Every time I land somewhere new, the platform shows me local content creators. For UKOTs where tourism is a priority, every one of us could be reaching those individuals, as well as those who have shown an interest in the UKOTs. Press-releases are also important, but they are often written from a scientific perspective, which is great for scientific publication but not for syndication in major publications.

**Graham Peacemake-Warne:** Does Robin have any views on Twitter as an abandoned platform, Blue Sky or others as a replacement, and LinkedIn for reaching businesses? Please be succinct so we can also tackle Janet’s question.

**Robin Clough:** Absolutely. I would avoid Twitter for this use case at this moment. It’s great for conversations within forums and threads, but it won’t give broad reach because its algorithm isn’t great for discoverability. LinkedIn is great. There is now a succinct template for posts with click-bait headlines and line-breaks. Post on LinkedIn 100%. Depending on what you’re posting, Instagram Reels and TikTok give the biggest discoverability.

**Janet McKinnon:** In my experience of 40 years of conservation and development, working for private and public sectors, NGO, etc., business interest in the environment comes and goes. How can present interest be sustained?

**Robin Clough:** Corporate interest can switch quickly. It also depends on boom and bust periods in the economy. One sector I see a long-term future for is sustainability, being a factor in tourism. Nearly all top hotels now get evaluated on sustainability as part of their ranking, which is an opportunity. Four-star and five-star hotels, in order to get ranked higher, need to show their sustainability credentials, including biodiversity. Look for industries that are more sustained. In finance, there will be more fluctuation, but in consumer-products and tourism, interest seems to be increasing, especially with more frequent natural disasters.

**Keith Bensusan:** Thanks, Robin, for that. That’s all we have time for. Thank you so much again, Robin.

**Leigh Morris:** Well, Robin, I’ll ask this for a very short answer. You were the one person who told me that TikTok was not just for kids, and that it was for businesses. Give me the short answer.



**Robin Clough:** I stand by those words. TikTok is growing and expanding every day. Not everyone uses it, but for those who do, they are incredibly loyal. There is a huge opportunity, especially for the 28 to 45 market or for leaders at corporations, Vice-President level and below. Instagram content can also be posted on TikTok, so do both.

**Leigh Morris:** Brilliant. Before I get into trouble, thank you.

## Extra item: Manx Wildlife Trust high-quality internship programme



*Graham Makepeace-Warne  
Photo: Amore Du Plessis*

### Announcement from Graham Makepeace-Warne, CEO, Manx Wildlife Trust

Thanks very much, everyone. This has been a really interesting event. Thank you for putting it together. Really interesting. I come from a marketing background, so hearing from Robin really spoke to me.

I work closely with Nigel at Lloyd's and Greg at Resilience; in fact, they have a large part of my pension pot, which is why I asked about retirement-age. I've also worked with Jonathan Andrews, his training at Remarkable Partnerships, so these were all really, really good talks today.

I just wanted to give you quickly an update about something that's happened at Manx Wildlife Trust. Leigh, you should be saying this because it happened during your tenure, but I've got the floor.

For some time, Manx Wildlife Trust has had an ambition to host a really high-quality internship programme that truly delivers for both the intern and for Manx Nature. We want our programme to be accessible to talented people, wherever they live, not just those already based in the Isle of Man.

We were recently humbled by an extraordinary gift of a house in Peel, where we're based, called Thie Vunn, which is Manx Gaelic for Munn's house. It's right on the seashore, and it has a gable end that's over a metre thick. There was an old saying in Peel called "thick as Mun's Gable." Hopefully, that won't still be relevant once we have interns there!

It's just a stone's throw away from our offices. It's a beautiful four-bedroom property, currently being refurbished to a very high standard at the donor's expense. It's expected to be ready by spring next year.

Thie Vunn will become home to our new internship programme, hosting up to four interns each year in roles such as Ecologist, Engagement Officer, Marine Officer and Woodland Ranger. Even more excitingly, the donor has expressed a wish for the programme to welcome overseas applicants. Combined with our focus on the UK Overseas Territories, one internship each year will be reserved for a candidate from a UKOT.

We hope to welcome our first interns in September next year, and planning is now underway. We would really value your input. If you have suggestions or ideas for how to make this programme as impactful as possible, please get in touch with me at [graham@mwt.im](mailto:graham@mwt.im). Thank you very much for your time.

**Leigh Morris:** Thanks, Graham. It's fantastic to see this happening, and it's something that I will continue to champion and support you with in my new role.

What I'm really hoping is that in my new role as Director of International with the Wildlife Trust Federation, when Graham advertises this in the Isle of Man, which is a wonderful opportunity to be hosted in the Wildlife Trust, with accommodation and everything else provided, we'll get lots of applicants from the UKOTs. If we do, I can then go to the Wildlife Trust and show the demand for internships to come to the UK and be embedded in a conservation charity for basically 10 months up to a year, and really gain experience and contribute. As soon as that advertisement goes out, I'm hoping to see people from across the UKOTs applying to come to the Isle of Man. It's a wonderful place.

Makepeace-Warne, G. 2025. Extra item: Manx Wildlife Trust high-quality internship programme. pp 255 in *UKOTCF's 7th conference on conservation and sustainability in UK Overseas Territories, Crown Dependencies and other small island states, 13th-16th October 2025 Proceedings* (ed. by M. Pienkowski, C. Wensink, A. Pienkowski, K. Bensusan, J. Peyton & B.N. Manco) UK Overseas Territories Conservation Forum, [www.ukotcf.org.uk](http://www.ukotcf.org.uk)

# Lloyds Bank: Partner of Choice for the UKOTs

Matt Pendrey (Head of UK Government & British Overseas Territories, Lloyds Banking Group)



Matt Pendrey

Pendrey M. 2025. Lloyds Bank: Partner of Choice for the UKOTs. pp 256-258 in *UKOTCF's 7th conference on conservation and sustainability in UK Overseas Territories, Crown Dependencies and other small island states, 13th-16th October 2025 Proceedings* (ed. by M. Pienkowski, C. Wensink, A. Pienkowski, K. Bensusan, J. Peyton & B.N. Manco) UK Overseas Territories Conservation Forum, [www.ukotcf.org.uk](http://www.ukotcf.org.uk)

Lloyd's Bank has established a dedicated strategic division to support the UK Overseas Territories (UKOTs) and UK government relationships. With the ambition of becoming the number-one banking partner for the UKOTs, the bank aims to combine financial inclusion, sustainable lending and biodiversity-investment to help communities prosper and ecosystems thrive. The presentation outlines Lloyd's Bank's current commitments to sustainability, its engagement-strategy across the territories, and opportunities for collaboration with conservation and development partners.

*Matt Pendrey (Head of UK Government & British Overseas Territories, Lloyds Banking Group)*

## Introduction

Lloyd's Bank's vision is to help Britain prosper, a vision that extends beyond the UK mainland to include the Overseas Territories and Crown Dependencies, whose citizens and ecosystems form an integral part of the British family. Recognising that 94% of the UK's biodiversity exists in these territories, the bank sees a clear alignment between its Environmental, Social, and Governance (ESG) objectives and the urgent need for sustainable finance to support nature-recovery and community-resilience in these regions.

The UK Overseas Territories and UK Government Division, led by Matt Pendrey, represents a first for any UK bank: a dedicated unit focused exclusively on banking relationships, infrastructure-financing, and sustainability-projects across the territories.

## Lloyd's Bank and the Overseas Territories

Lloyd's Bank operates with a four-person specialist team responsible for banking in both the UK government and the Overseas Territories. The team's remit includes:

- Government banking partnerships (including HMRC, DVLA and the Department for Transport);
- Support for retail, commercial and institutional banking across UKOTs;
- Facilitation of infrastructure and renewable energy financing;
- Development of partnerships with conservation and civil society organisations.

The bank's institutional objective is to become the leading banking partner for the Overseas Territories, with engagement spanning lending, payments, cash-management, and project-finance. This commitment is formally endorsed by the Group CEO and CFO, and recognised by the Foreign, Commonwealth & Development Office (FCDO) and associated representatives.

## Sustainability Commitments

At the heart of Lloyd's Bank's corporate strategy lies a strong focus on sustainable finance. The bank has committed to delivering £30 billion in sustainable lending between 2024 and 2027. As of mid-2025, it has already achieved £16.1 billion, surpassing its mid-point target.

This funding supports projects that align with net-zero goals, biodiversity-enhancement and community-development, with a particular interest in projects originating from or impacting the Overseas Territories. These include opportunities in renewable energy, conservation-finance, carbon-sequestration, and nature-based solutions.

## A Global Network: Engagement Across the Territories

Lloyd's Bank's engagement spans all UK Overseas Territories, excluding only the military bases in Cyprus. The bank maintains direct relationships with senior government officials, including premiers, finance-ministers and administrators, ensuring that financial and development priorities are aligned.



Recent activities include:

- Gibraltar: Collaboration with the Government of Gibraltar to strengthen local banking infrastructure and explore sustainable-finance opportunities. Biodiversity highlights include Gibraltar's unique position as the only home of a non-human indigenous primate species in mainland Europe.
- Falkland Islands and South Georgia: Scheduled engagements with local governments to discuss project-finance for conservation and renewable energy, alongside site visits to key biodiversity-areas such as the black-browed albatross colonies.
- St Helena: Interest in supporting the restoration of the St Helena Cloud Forest, home to 250 endemic species and recipient of prior Darwin Plus funding.
- Montserrat: Exploration of geothermal-energy projects as part of a broader strategy to rebuild and diversify the island's economy following volcanic impacts.
- Through these engagements, Lloyd's aims to promote financial inclusion, environmental stewardship, and economic resilience.

### **Financing Models and Collaboration Pathways**

Lloyd's Bank is exploring two complementary pathways for financing biodiversity and development projects in the UKOTs:

- Through Government or Multilateral Channels – Providing funding to the FCDO or equivalent bodies, which can then distribute resources across multiple territories. This approach enables large-scale investment with consistent oversight.
- Direct Partnership with Territories and NGOs – Offering financing directly to specific governments or conservation organisations, enabling targeted support for high-priority projects such as renewable-energy installations or ecosystem restoration.

Both models support the bank's vision of expanding sustainable access to finance, ensuring that funding opportunities are as accessible in Stanley as in Sunderland.

### **Biodiversity and Economic Opportunity**

From coral reefs to volcanic islands, the UK's Overseas Territories collectively represent the UK's ninth-largest trading partner and hold immense biodiversity-value. For example:

- The 12th largest coral-reef system in the world lies within UK Overseas Territory waters.
- St Helena alone contains nearly one-third of all UK biodiversity.

Lloyd's Bank recognises that protecting these ecosystems is not only an ecological necessity, but also an economic opportunity – enhancing sustainable tourism, blue-economy industries, and carbon-credit markets. By engaging in biodiversity-linked finance, Lloyd's aims to demonstrate how banks can play a constructive role in environmental regeneration while supporting local prosperity.

### **The Business Motivation**

When asked about the business rationale for Lloyd's engagement, Matt Pendrey emphasized both moral and strategic drivers: "Morally, it's the right thing to do. We take great credence in our ESG strategy, but it's also about inclusivity. Our role as the UK government's central banking partner obliges us to ensure that all British citizens – including those in the Overseas Territories – have access to the same financial opportunities."

From a business standpoint, Lloyd's sees sustainable finance as essential for long-term stability and growth. Supporting biodiversity and resilience projects creates economic conditions that sustain communities, reduce risk, and align with emerging global ESG investment-standards.

### **Future Vision and Call to Collaboration**

Lloyd's Bank is the first UK financial institution to establish a dedicated team for the Overseas Territories. Its ambition is to continue building partnerships with organisations such as: the UK Overseas Territories Conservation Forum (UKOTCF); The Wildlife Trusts; local NGOs and government departments. By aligning conservation and financial expertise, Lloyd's aims to accelerate investment in biodiversity-infrastructure and community-development – unlocking shared prosperity and ensuring that the 270,000 citizens of the UKOTs can thrive in tandem with their natural environments.

### **Conclusion**

Lloyd's Bank's engagement with the UK Overseas Territories represents a pioneering model of sustainable finance, one that unites banking, biodiversity and community well-being. By committing to long-term partnerships, the bank seeks to demonstrate how the financial sector can play a proactive role in tackling environmental challenges while promoting inclusive economic growth.

Through collaboration with governments, conservation-organisations and development-agencies, Lloyd's Bank aims to transform the Overseas Territories into global exemplars of nature-positive prosperity.

## Q&A

**Leigh Morris:** Thanks, Matt. Yes, we have time for questions. Do we have any, Question-Master?

**Keith Bensuan:** I can't see any questions in the chat. Leigh, do you have any questions?

**Leigh Morris:** I've seen a message in the chat from Helena [St Helena] and Mike [Jervois] on the Falkland Islands – there's lots of interest from the territories to engage with you, Matt, which is wonderful. Thank you for mentioning the conversations you've had with the Wildlife Trusts and UKOTCF. I think that getting a pipeline of funding to the territories is exactly where we both are focused. With the Wildlife Trusts, the aim is to support UKOTCF and its members as much as possible, not to be another NGO in the UKOT space. Hopefully, this brings things together to provide a resilient partner in the UK, and channel funds to the territories for projects that need to be done.

Matt, I'll give you one question. You mentioned that there might be funding out there, but of course you're not writing a cheque today. What do you see as the pathway and timeline for activating that funding pipeline, given the enthusiasm and the work that needs to be done in the UKOTs?

**A:** That's a great question, Leigh. I see it from two perspectives. In an ideal world, to speed things up, we could go through the Foreign Office, or through yourselves or a similar entity, and provide a level of funding with sub-limits per Overseas Territory and then the Foreign Office could work with you, Leigh and Mike, to decide which projects are most equitable, drawing up a whitelist of projects. That would be very clean and smooth.

Otherwise, we can look at direct funding per UKOT, working with the Montserrat government, St Helena, and so on. That's a bit slower, but it may hone in on the projects themselves. We're open to both approaches. Mass funding through one body is smoother, but direct funding may target the most needed projects at the right time.

**Mike Pienkowski:** Could I just add, Matt, practically, if you can get your text and some illustrations to us, we'll make sure they get into the proceedings even if people haven't seen them yet. I know it's difficult to get things through the bank security-system.

**A:** Of course: apologies, we're more Teams, and Zoom is a novel system for me, but thanks, Mike.

**Keith Bensuan:** Thanks, everyone. Jonathan has a question. If you can unmute, Jonathan, you can ask directly.

**Jonathan Andrews:** Hi, Matt, nice to meet you. I'm always interested in the business motivator behind initiatives, because discovering it helps ensure sustainability. What is Lloyd's business objective that is

driving you to partner with wildlife organizations?

**A:** There are a couple of things. So, I'd say morally, it's the right thing to do as a bank, and we do take great credence in our ESG strategy as well, and we are a leading, if not the leading, one of the leading banks there as well. And it's also the wider portfolio, so you may have seen in the press very recently.

Lloyd's became the UK government banker of choice, so we became the central bank of HMRC, DVLA, DFT; that's all through my team. So that allows my team to grow on the one hand, but then also focus on the wider business activity of providing not only access to banking for UK citizens, but then access the banking for British Overseas Territory citizens. Almost that contract gives the foundation of what we're trying to do in terms of helping Britain prosper, and I'd be loath to just help certain British citizens prosper, and not help citizens in the Overseas Territories, too. You add to the fact that the pure biodiversity there, that if we're focusing on the UK, that is only 6% of the overall biodiversity, which we do a lot in the UK.

But then, we don't do – and no bank does it enough, in my opinion, speaking openly – with the Overseas Territories too, so to help provide that funding, financing, support, rapport.

I think it is a very powerful message, and something that we found really appreciated by the Overseas Territories – and I think all of you have as well. It's just sort of perfect in terms of what we're looking to do, and we do.

Alright; we do really care as well. We generally have an affinity as a bank to the Overseas Territories, the people there and so forth. So, that's hopefully a long-winded way of saying the reasons why, Jonathan.

**Jonathan Andrews:** That's a great answer. It's helpful for the audience to understand the business goals driving this, so they can align opportunities when engaging with companies like yours; they can make sure the opportunities meet those goals.

**A:** Completely agree. Thank you for the question.

**Leigh Morris:** Brilliant, thank you. Thank you, Keith. Thank you, Matt. I'm actually going to pass to Jonathan now, who I believe is coming on at the end in an appropriate spot. We've heard from some corporate businesses and seen presentations. We've also heard from Graeme at the Wildlife Trust and from Robin, a conservationist with a business background. I met Jonathan Andrews through one of his courses. What Jonathan specialises in is bridging the gap between charities and businesses, helping charities have those important conversations. I'm really delighted he's joining us today. Jonathan, you have the floor.

# Collaborate for Conservation

Jonathan Andrews (Remarkable Partnerships)



*Jonathan Andrews*

Andrews, J. 2025. Collaborate for Conservation. pp 259-262 in *UKOTCF's 7th conference on conservation and sustainability in UK Overseas Territories, Crown Dependencies and other small island states, 13th-16th October 2025 Proceedings* (ed. by M. Pienkowski, C. Wensink, A. Pienkowski, K. Bensusan, J. Peyton & B.N. Manco) UK Overseas Territories Conservation Forum, [www.ukotcf.org.uk](http://www.ukotcf.org.uk)

In this session, Jonathan will explore why corporate partnerships are a major opportunity for conservation organisations. He will show how these collaborations can raise vital funds, increase awareness, and help organisations deliver their mission on a larger scale.

The talk will feature three powerful case-studies. First, the partnership between Lush and SOS Orangutans, which created the “Orangutan Bath Bomb.” Sold in seven countries, it raised £346,000 in just six weeks and brought rainforest conservation into everyday routines.

Next, he will highlight Marriott Hotels and IUCN Malaysia. In Phuket, where only about 20 of nearly 800 hotels are environmentally conscious, Marriott is setting an example. They have built a Reef Education Centre, encouraged guests to experience coral reefs, and supported conservation efforts from mangrove-planting to protecting butterflies, turtles and sharks.

Finally, he will discuss Sodexo's 12-year partnership with WWF. With Sodexo serving a million meals every day in the UK, this collaboration demonstrates how sustainable food-choices can become mainstream while also making strong business sense.

Jonathan's talk will close with practical recommendations for building successful partnerships: identify the right prospects, focus on solving the company's challenges, and use emotionally engaging stories that inspire action.

The key takeaway: when conservation and business work together, they create change at a scale neither could achieve alone.

*Jonathan Andrews, Remarkable Partnerships*

My name's Jonathan Andrews from Remarkable Partnerships, and I'm delighted to be here with you today to talk about Collaborate for Conservation: Why corporate partnerships are a major opportunity for conservation organizations.

What I'm going to do in this 15-minute talk is give you three examples of where companies are partnering with conservation NGOs to help create an incredible impact for both the company and the organisation. Then I'm going to share with you three recommendations on how you can go and build those partnerships for your organisation.

So I want to start with the story about the partnership that put the rainforest in your bathtub.

This is a partnership between Lush, the fresh handmade cosmetics company, and the Sumatran Orangutan Society. What they did is, together, they created the orangutan-

shaped bath-bomb and sold it in Lush stores across seven countries around the world. It was so popular with consumers – they wanted to put it in their bags, they wanted to put in their pockets – because they thought it was so cute. They loved it so much that it sold out in six weeks. And in that six weeks, it raised an incredible £346,000 for the Sumatran Orangutan Society.



But the impact doesn't just stop there. When you put the bath-bomb in your bathtub, what happens is that all the water turns orange. But more than that, inside the bath bomb was a QR code that floated to the top of the water. So later once you got out of the bath – making sure you didn't drop your mobile phone in – you could scan that QR code. It took you to a website where you could listen to a track that played the sounds of the rainforest your donation had just protected.

Also, you could choose to sign up to get more information from the Sumatran Orangutan Society and become one of their supporters. So this partnership didn't just raise £346,000 in six weeks; it brought on board thousands of new supporters who cared deeply about making a difference for our planet. I think you'll agree, that's a truly game-changing corporate partnership.

The second example I want to give you is from Malaysia. This is the story about the hotel that turns guests into reef-protectors. It's a partnership between Marriott Hotels and IUCN, the World Conservation Union.



In the Phuket region in Malaysia, out of the 790 hotels there, only 20 are currently operating in an environmentally conscious way. So Marriott Hotels made it their priority in that area. Across Malaysia, they would make conservation, sustainability and operating in an environmentally appropriate way to be a key goal for them as a hotel chain.

In this example, the hotel built an incredible and inspirational reef-education centre, where hotel guests have the opportunity to find out about turtles and the coral reef, and learn how to conserve and protect them – and why it's so important for nature, for people, and for species across the world.

Not only did they do that, but they also encouraged guests, if they wanted to, to go diving at high tide to see the beauty of the coral reef themselves. They went further: together with local charities and NGOs, they planted thousands of mangrove trees and worked together to help protect butterflies, turtles and sharks. A truly world-changing partnership between Marriott and IUCN.

My third example is about Sodexo and WWF. This is the story of where Sodexo saves the planet, one plate at a time.



Sodexo and WWF have been partnering together now for 12 years, with the ambition to make their partnership truly transformational and have a huge impact on the world. Sodexo serves over a million meals in schools, universities, businesses and other organisations—and that's just across the UK. Imagine how many meals they're serving across the

world.

They partnered with WWF, first of all, to make the business case for sustainable meals: why it's good for business and good for the planet. Secondly, they decided to provide more sustainable menu choices for their customers in schools, universities, businesses and government organisations.

Part of that involved working with Sodexo's chefs in their restaurants to design new menus and come up with new ways to source ingredients that minimise their carbon-footprint and provide more sustainable, exciting and tasty options for their customers.

This partnership has made an incredible impact on providing sustainable meals for customers. But they didn't stop there. Sodexo and WWF have sought to make change throughout the food-service and restaurant community in all the places where they operate.

So this is why I believe that corporate partnerships are a major opportunity for conservation organisations like your own.

As I described in the first example between SOS Orangutans and Lush, they raised incredible funds for the charity and brought on board lots of new supporters. In the second example, between Marriott Hotels and IUCN, you can see the power of a company to change the hearts and minds of its customers: to become champions of conservation and protectors of coral reefs. And thirdly, in the example between WWF and Sodexo, you can see how companies can work together with charities to help deliver their mission.

I want to finish my presentation by giving you three recommendations on how you can build partnerships like the ones I've just described.

The first recommendation is: identify your target prospects.

It's very easy as an NGO or charity to fall into the trap



## Recommendations to create corporate partnerships

01

Identify your target prospects

02

Focus on solving the company's pain

03

Share emotionally engaging stories

you bring value, you'll get value in return.

The third recommendation is: share emotionally engaging stories.

In my experience building partnerships for over 27 years, I've learned that business decision-makers choose to partner with charities for emotional reasons – and justify it with commercial reasons afterward.

My mentor, Alan Clayton, author of Great Fundraising Organisations, says the reason we do things is emotional and the reason we don't do things is commercial.

of believing there are lots and lots of companies you can approach – and there are, thousands! But actually, having lots of companies on a big spreadsheet – I call this the “spreadsheet of doom” – isn't helpful. Too much choice can paralyse you and stop you making progress.

So what I recommend you do is that you aim to create about ten target prospects to focus on. Start with a long list; ask your colleagues, trustees and contacts to share five business contacts each. You'll quickly build a list of 80-100 companies and individuals within those companies.

Then shortlist them and score them based on three key criteria:

1. Shared purpose: To what extent does the company share your charity's purpose?
2. Relationship strength: How strong is the relationship with your contact, and how senior are they?
3. Resources: Does the company have the capacity to make a real difference to your mission?

Rank them and narrow down to your top ten; those will be your focus companies.

The second recommendation is: focus on solving the company's pain.

This is really the opposite of the usual approach charities take when engaging companies. Instead of asking for money, start your meetings by asking, “What are your objectives, and what challenges are you facing right now?”

You'll be surprised how open companies are about their objectives and challenges – whether it's struggling to stand out in the market, engaging staff working from home, or retaining customers and we want to reach new customers. Once you've identified their pain, position your partnership as a way to help solve one of those problems.

If you do that, your partnership becomes a major priority for the company; they'll feel a strong incentive to continue the conversation and build a partnership. You're not asking for money; rather you're offering the company value to help solve their pain. And I believe that when

So, when you meet companies, tell them an emotionally engaging story about one person whose life you've changed through your conservation work.

If you do that, alongside the other two recommendations, I believe you will build truly game-changing corporate partnerships.

Thank you very much for your time, and I wish you the best of luck in building those partnerships.

## Q&A

**Leigh Morris:** Thank you. I don't see any questions in the chat, so we're going to move into a deeper conversation with Jonathan, and hopefully a few more of you will join. Any questions from anyone?

One thing I learned from Jonathan's course, which I took with Graham Makepeace-Warne, CEO of Manx Wildlife Trust, is that I no longer ask corporates for anything. You don't need to go cap-in-hand. Organisations like Manx Wildlife Trust, the Montserrat National Trust, or the Gibraltar Botanic Garden already have a lot to offer. The challenge is communicating that value effectively to businesses. That was my key takeaway from Jonathan's training.

**St Helena National Trust:** What is the course?

**Bermuda National Trust:** Yes, how do we find an opportunity to take one of these courses? We do offer so much and offer great opportunity to help meet ESG goals.

**A:** Thanks for the lead-in, Leigh. We run two courses. The one Leigh and Graham took was our Corporate Partnerships Masterclass, which has helped many people build strong partnerships. We also have a new programme we have created and it's called Remarkable 10, designed to accelerate corporate partnership results. It starts online in February, and anyone interested can contact me at [Jonathan@remarkablepartnerships.com](mailto:Jonathan@remarkablepartnerships.com) for details.

**Jodey Peyton** (in chat): <https://www.remarkablepartnerships.com/training/>

**Leigh Morris:** I'm not worried about plugging the course. Jonathan has given his time today to help

everyone improve at corporate relationships, as I think there is money to be had for conservation work. When we did it, we joined charities and other sectors and met interesting people. I would give it a five-star rating. There may even be a discount for UKOT members, but I'll leave that out for now. Now you'll get a flavor of Jonathan in the next session, but I need to step aside briefly for some formalities.

# Evidence of Barriers to Marine Conservation in UK Overseas Territories: A Practitioner-Informed Study

Natalie Muirhead-Davies (University of Gibraltar)



Natalie Muirhead-Davies

Muirhead-Davies, N. 2025. Evidence of Barriers to Marine Conservation in UK Overseas Territories: A Practitioner-Informed Study. p 263 in *UKOTCF's 7th conference on conservation and sustainability in UK Overseas Territories, Crown Dependencies and other small island states, 13th-16th October 2025 Proceedings* (ed. by M. Pienkowski, C. Wensink, A. Pienkowski, K. Bensusan, J. Peyton & B.N. Manco) UK Overseas Territories Conservation Forum, [www.ukotcf.org.uk](http://www.ukotcf.org.uk)

It is well documented that the United Kingdom Overseas Territories (UKOTs) are home to vast and diverse marine environments, yet efforts to conserve these areas face significant challenges including funding, capacity, and resource limitations. Constraints affecting marine conservation implementation across the UKOTs are investigated in this study, carried out using a dual approach: a systematic literature review and a survey of marine conservation practitioners. The survey was designed to confirm and provide evidence of barriers identified in the literature, including targeted questions around barriers to conservation practitioners may have encountered and approaches to overcoming them. Opportunities to provide anecdotal evidence and expand in areas where the literature may have been unable to were offered as well in order to gain a deeper insight. In total, the survey was completed by 28 practitioners including UKOT government officials, NGO staff, and researchers. The responses revealed widespread issues with under-resourcing, enforcement limitations, and insufficient data to guide decision-making – all of which have potential to hinder conservation effectiveness. Additional themes that surfaced included governance gaps, stakeholder disengagement, and geopolitical tensions, particularly relevant to territories like Gibraltar, the case study used in the thesis that this study is part of. It was found that, while many UKOTs have established marine protected areas, marine spatial plans or other area-based tools, they are often undermined by the lack of implementation support. The findings point to a need for simple, adaptable decision-support frameworks that can help territories prioritise actions and build resilience within existing constraints, without the need for external support. This study is a stepping stone towards practical, scalable solutions for enhancing marine conservation in small, resource-limited island contexts

Natalie Muirhead-Davies (University of Gibraltar)

[Extended abstract above]

## General Discussion and Interactive Session on Topic 7

**Mike Pienkowski:** For those of you who have attended previous sessions, it falls to me around this point to handle the formal task of reviewing recommendations relevant to this section. We have evolved this process over 25+ years. A cross-territory group drafted recommendations months ago, incorporating previous recommendations, abstracts, and input from regional working groups. Drafts were circulated and revised based on the feedback. By the third consultation, only three words changed. The revised version was circulated a week and a half ago, and no further comments have been received. The recommendations are on page 14 of your conference booklet. If anyone has a strong objection, please note it in the chat now. Any new ideas from discussions will be recorded separately in the closing session.

Moving on to the interactive session, which will be the main general discussion for this session, due to technical limitations, we cannot run breakout sessions via Zoom as planned. Instead, partway through the next session, we will invite everyone to join a panel discussion. Participation is optional; you can control whether your camera or mic is on. My colleagues will manage invitations, and unless anyone objects, we'll proceed.

I see no further comments on the draft recommendations in the chat; so I think that they are confirmed.

Now I'll hand back to Leigh Morris and Jonathan Andrews for the interactive session.

### Interactive session, run by Leigh Morris & Jonathan Andrews

#### Introduction, by Jonathan Andrews, Remarkable Partnerships

Welcome everybody. It's great to be here with you. Obviously, as you just seen me talk on recording, this is the live version. What I want to talk to you about this afternoon is a piece of what we go through on the training that Leigh has talked about. But my goal for today, after interacting with Leigh, Mike and the conference-organisers, is to give you something this afternoon that can be more interactive, something where we can hear your voices too. We often get feedback from people we work with. That interactivity really helps with learning. It helps embed ideas and makes sessions more powerful.

What I'm going to do here, giving my talk a big build-up, is share with you what I believe is probably the most valuable insight in building corporate-NGO partnerships: the power of shared purpose, and how that shared purpose can unlock long-term corporate partnerships.

I was recently at a conference held on the Isle of Man, where I had the pleasure of hearing Aviva speak about their incredible partnership with the Wildlife Trusts – a

100-year partnership involving a £38 million investment. I think we can all agree that's the long-term corporate partnership to end all long-term corporate partnerships.

When I'm running an NGO or a conservation-organisation, what I want is to get companies behind my mission so that I have a greater chance of delivering it. That's what this is all about. It's known as the "Magic Circle." Has anyone seen that before? It's Simon Sinek's Magic Circle. A great place to see it is in Simon Sinek's TED Talk, called *Start With Why*. It has millions of views, and it's only about ten minutes long. I think it will unlock something for you about building successful partnerships.

In this TED Talk, Simon shares two key things: a quote and a diagram. The quote is, "People don't buy what you do; they buy why you do it." At this stage in most of my talks, when I meet with charities and NGOs, people's minds tend to explode a bit because they realise they've spent decades talking about what they do; when they were founded; how many species they've saved; and all the incredible science and technology behind their work.

But this idea isn't just opinion – it's grounded in biology. The human brain has three distinct levels that correspond to the "why," the "how," and the "what." This is Simon's Magic Circle, and as you can see, I get quite excited about it. If I'm not excited, how can I expect you to be?



Let me share an example. I once went shopping for sunglasses, and the salesperson said, "I've only got one pair that fits what you're describing." He led me to the Prada counter, and when I tried them on, I absolutely loved them. Immediately my mind went to all the holidays I'd wear them on, walking with my dog and my wife. I justified the purchase with logic afterward – but the decision started with emotion. That's why "why" is so important.

Coming back to you, Leigh, you mentioned your website where people post projects for support. By all means, post the projects, but right up front, make sure people know why each project matters. It's the "why" that makes people buy in.

If we've now established that "why" is so important – and I hope I have – then we can see that it's what makes us act. If there's something in your life that you want to complete but you've lost momentum, it's probably because you've lost connection with your "why."



When you meet with companies, engage them on their “why.” For example, I asked earlier what was driving Lloyd’s decision to invest in Overseas Territories. The answer was brilliant; it involved morality, but also building a more successful business across the UK and maintaining their position after winning a major government contract. “Why” drives decisions.

If we know that, then the most impactful thing we can do is focus on shared purpose. Imagine putting the company mission on the left-hand side and your mission on the right. The overlap between them – that shared purpose – is the secret to long-term, sustainable partnerships.



Think about your own partnerships, whether at work or in your personal life. The reason they work is because of shared purpose. It’s the same for corporate–charity relationships. That shared purpose is the secret ingredient that makes them thrive.

I coach charities every day on how to pitch to companies and build game-changing partnerships, and this shared purpose is what makes them sing. For example, consider the partnership between the Sumatran Orangutan Society and Lush, which created the orangutan-shaped bath bomb.



The mission of the Sumatran Orangutan Society is to protect orangutans, their forests, and their future. Lush’s mission is “to leave the world lusher than we found it.” When we worked together, we identified their shared purpose as a thriving future for wildlife, people and planet. Both organisations instantly agreed – that was them. That statement led directly to their partnership and the successful campaign that followed.

Notice how I put the company on the left and the NGO on the right. That’s intentional. It’s tempting to put your

own organisation first, but by putting the company first, you show that if you deliver for them, they’ll deliver for you in return.

Does that make sense? Thumbs up if it does – great, I see lots of nodding. Excellent.

Here are my recommendations for creating long-term partnerships based on shared purpose:

1. Identify a company you’d like to partner with.
2. Organise a brainstorming session with three or four colleagues to identify your shared purpose.
3. Pitch a tailored and exciting partnership opportunity based on that shared purpose.

When you do that, companies respond enthusiastically. I once pitched on behalf of the RSPCA to Shark Vacuums. We presented the shared purpose between the two organisations, and the company representative literally started stroking the presentation board because she loved it so much. That’s the power of shared purpose. So that’s the presentation part. I’ll stop sharing now. Any questions on what I’ve shared so far?

## Q&A

**Leigh Morris:** Some people here have some knowledge already, but others are conservationists on the front line. They like the idea of corporate partnerships but don’t know where to start. Do you have any top tips for that first spark- how to even begin?

**Jonathan Andrews:** Great question. To start building corporate partnerships, the first thing a charity should do is have an internal conversation about why you want to partner with companies.

For example, the Head of Corporate Partnerships at Prostate Cancer UK once asked his CEO, “Why should we partner with companies? What’s our goal long-term?” They sat down and figured out their purpose and the biggest obstacles stopping them from achieving it – obstacles that companies could help overcome.

That clarity has driven their incredible growth. So, before reaching out to companies, start with your own “why.”

*[Interactive exercises followed.]*

**Jonathan Andrews:** Folks I just want to say thank you to everyone for being part of this session and for trusting us to go with something a little bit different. I hope it’s been really powerful for you to discover you know, the power of shared purpose. Thanks for trusting me, for leaning into it. And also, I just want to say a special thank you to Myles for being our, um, awesome, uh, volunteer. Thank you very much, and I’m going pass over to Leigh.

**Leigh Morris:** OK, I’m going to sum up with what I think are the conclusions and the recommendations to save time, but then I really would love to hear from other

people. Stick your hand up if there's something I've missed that you really want me to add into this list. So, my conclusions from this are:

- Conservation needs money and partners; Businesses want to support as many of them do. The crescendo in this whole environment around business and corporate funding and backing environment, the timing has never been better for corporate partnerships.
- There is a need to focus our ask. We do need to identify shared purpose, mission. Language of corporates and charities is different; a key point and we've got to understand each other, to drive partnerships and gain financial support.
- We have to make the effort. We can't just have a standard slide-deck and put a pop-up banner up and say, you know, a national trust is wonderful, and we need to save our animals; give us money, please. Because that's not going to tick the boxes. You've got to make the effort and be tactical.
- So you have got to research; you have got to prepare, and you have got to deliver. And so then, in terms of recommendations, I've got down: scope out potential partners that you can feel a connection, a potential connection to with your organisations.
- Please use EcoMatch. If you've got projects, it's not a big ask for you to go there and fill out pro forma to get your projects and to get your organisations onto the Ecomatch platform. Don't miss that opportunity. It costs nothing to get on there, apart from a bit of your time. I am not on commission, but I would consider doing a course with Jonathan and Remarkable Partnerships. I know, for me and Graham, we got a huge amount from doing that online.
- One last recommendation: I've seen faces on here that I don't see in UKOTCF. Working Group meetings. We would love it if you came along to those meetings, because these conversations can happen right through; it's a fantastic network. Please, don't just make this an annual event, or a quadrennial event – whenever we have a triennial event, when we ever have a conference. If you are members or associates of UKOTCF, come along to those working group meetings. They're fantastic and only as good as the people that are there.

That's my last recommendation.

**Mike Pienkowski:** You don't even need to be a member or associate. We are very open-minded, actually.

**Leigh Morris:** Any other hands want to pop up in terms of any other conclusions out of this afternoon, please?

No. I will just personally thank everyone for participating, and probably just say, this isn't a conversation about invertebrates or floral checklists, or driving

to do a coral-reef survey. But you can't do all that if you don't have the cash, and I think a little bit of effort in that direction allows you to do so much more of the work you all care passionately about. So, thank you for staying with this. And I hope you take one nugget away that helps you have better conversations with people that want to fund you, because they're out there. Thank you

**Mike Pienkowski:** And thank you very much to Leigh and Jonathan, for doing that, especially as because of technical challenges we couldn't overcome, they had to rewrite what they were going to do, a couple of hours before the presentation. So you see how good they are when they can supply stuff of this quality. So thank you, and thank you for everybody joining in. That was really great.

# Appendix 1: Final published programme

*Times, dates (within the conference days) and sessions of each session and talk may change at any time, but the chance of this reduces as the conference days near. Individual talks may start before the advertised time.* Talks will generally each last 15 minutes and each will be followed by 5 minutes for questions and answers and changeover time (see [Guidance to participants](#) – from page 8 of this booklet). If speakers take less than 15 minutes, we will try to allow more questions for that item.

Each topic session will end with a general discussion, after confirming the draft recommendations for that topic. Using an approach developed successfully from our 2015 Gibraltar conference and our online 2021 one, these were developed by a cross-territory team using input from speakers, poster-presenters, the conclusions of the earlier conferences, and other UKOTCF meetings. Over three circulations to conference participants, these have been amended in the light of comments on these consultations, a consensus having been obtained by the third wide consultation (on the fourth draft), resulting in the fifth version, included in this booklet.

**Instructions for joining the conference** are included in [Guidance to participants](#) – from page 8 of this booklet. [Not included in this Appendix]

Posters will be available to view throughout the conference, not just in the session on the Tuesday when poster-authors are requested to be online. **The titles are linked by hotlinks (the number preceding the title) to the abstracts.**

**Note that timings may change until delivery.**

**Times given as BST, Differences from BST: Cyprus 2h ahead; Gibraltar 1h ahead; St Helena, Tristan da Cunha & Ascension (&GMT) 1h behind; Falklands & Bermuda 4h behind; TCI, BVI, Anguilla & Montserrat 5h behind; Cayman 6h behind; Pitcairn 9h behind.**

**Numbers are links to the relevant abstract.** [Not implemented in this Appendix]

<b>Day 1</b>	<b>Monday 13 October 2025</b>
<b>11:50-12:00 BST</b>	<b>Technical opening of the conference:</b>
<b>12:00-13:25</b>	<b>Main topic 1: Sharing Experiences across territories</b> Chairing: Helena Bennett (St Helena); Question-master: B Naqqi Manco (TCI); Rapporteur: Adam Riggs (St Helena)
12:05	1-01 The Manx Blue Carbon Project Rowan Henthorn ( <i>Isle of Man Government</i> )
12:20	Q&A
12:25	1-02 Recolonisation and Expansion of Masked Booby Colonies in Sandy Bay, St Helena: A Conservation Success Story Neil Thorpe, Kenickie Andrews & Jolyon Henry ( <i>St Helena National Trust</i> )
12:40	Q&A
12:45	1-03 Conserving the Cloud Forest endemic invertebrates of St Helena Liza Fowler ( <i>St Helena National Trust</i> )
13:00	Q&A
13:05	1-04 Extending our understanding of important foraging habitats for sea turtles in the Chagos Archipelago Nicole Esteban <sup>1</sup> , Jeanne A Mortimer <sup>2,3</sup> & Graeme C Hays <sup>4</sup> ( <i>1 Department of Biosciences, Swansea University, Wales; 2 Department of Biology, University of Florida, Gainesville, USA; 3 Victoria, Mahé, Seychelles; 4 Deakin Marine Research and Innovation Centre, Deakin University, Geelong, Victoria, Australia</i> )
13:20	Q&A
	Session suspended until after following item. Panel members of topic 1 please keep your cameras on (but microphones muted) during the ministerial session. (This is so that the ministers can see some of the audience; it is very difficult to speak with no audience visible.) However, like all the other participants, please use the Chat-box, not the raise-hand or voice, to offer questions.
13:25-13:30	Short break
<b>13:30 – 14:30</b>	<b>Remarks from Ministers</b> Chairing: Mike Pienkowski; Question-master: Catherine Wensink; Rapporteur: Keith Bensusan (Gibraltar) [This session may need to be moved in time at short notice if Ministers' timing of availability changes.]
13:30	<b>Remarks by Hon. Mary Creagh, UK Minister for Nature, Department for Environment, Food &amp; Rural Affairs</b>
13:35	<b>Brief comments from Hon. Prof. John Cortés, Gibraltar Minister for Education, the Environment, Sustainability, Climate Change, Heritage, Technical Services and Transport; and Chair of the Council of Environment Ministers (or equivalents) of UK Overseas Territories and Crown Dependencies</b>
13:40	Q&A
14:00	<b>Further remarks from Hon. Prof. John Cortés, followed by Q&amp;A for Minister Cortés</b>
14:25	Conference photo
14:30	Break (with territory music) [changed to opportunity for all participants to engage in informal discussion]

15:00 - 16:40	<b>Main topic 1: Sharing Experiences across territories</b> (continued) Chairing: Helena Bennett (St Helena); Question-master: B Naqqi Manco (TCI); Rapporteur: Adam Riggs (St Helena)
15:00	1-05 Cultivating an appreciation and understanding of the environment through the Gibraltar Botanic Gardens <i>Bethany Maxwell &amp; Elizabeth Ulloa Chaura (Gibraltar Botanic Gardens)</i>
15:15	Q&A
15:20	1-06 From Wilderness to Stewardship: Empowering Communities for East Caicos' Conservation <i>Della Higgs (Turks &amp; Caicos National Trust) &amp; Louise Soanes (RSPB)</i>
15:25	Q&A
15:40	1-07 The Community Voice Method - Building UKOT capacity in stakeholder engagement expertise <i>Amdeep Sanghera (Marine Conservation Society)</i>
15:55	Q&A
16:00	1-08 Healing Landscapes: Community, Culture, and Conservation in Montserrat's Botanical Heritage <i>Chris Sealys<sup>1</sup>, Dr Jodey Peyton<sup>2</sup>, Dr Sofie Meeus<sup>3</sup> and Catherine Wensink<sup>2</sup> (1. Montserrat National Trust; 2. UK Overseas Territories Conservation Forum; 3. Meise Botanic Garden, Belgium)</i>
16:15	Q&A
16:20	1-09 Tackling plastic pollution across the UKOTs and working towards an inclusive UN Global Plastics Treaty <i>Jessica Vagg (Zoological Society of London; The South Atlantic Plastics Project was delivered in partnership by Ascension Island Government, St Helena National Trust, St Helena Government, Zoological Society of London)</i>
16:35	Q&A
16:40 - 17:40	Confirming recommendations for this topic, and General Discussion
1740 - 18:10	Break (with territory music)
	Posters related to this session
	1-10P Managing the effects of Human Impacts on our marine environment <i>Leeann Henry (St Helena Government)</i>
	1-11P The Gibraltar Biodiversity Portal – Enhancing access to The Rock's research gems <i>Nell Cava &amp; Caroline Moss-Gibbons (University of Gibraltar)</i>
	1-12P Isle of Man bats <i>Nick Pinder (Manx Bat Group)</i>
18:10 – 19:40	<b>Main topic 2: 3rd Sir Richard &amp; Lady Dace Ground Lecture: Whose environment is it anyway? Essential roles of our stewards of today, the guardians of tomorrow and how we can help them</b> <b>Myles Darrell (Bermuda National Trust)</b> , followed by Q&A Chairing & Question-master: Dace Ground [but ill; Ann Pienkowski stood in] & Mike Pienkowski; Rapporteur: Keith Bensusan (Gibraltar)
<b>Day 2</b>	<b>Tuesday 14 October 2025</b>
12:00 – 16:00 BST	<b>Main topic 3: Achieving Biodiversity &amp; Sustainability Targets</b> Chairing: Joan Walley; Question-master: Nancy Pascoe (BVI); Rapporteur: Mike Jervois (Falkland Islands)
12:00	Introduction
12:05	3-01 The spider fauna of Saint Helena: taxonomic and ecological advances <i>Danniella Sherwood (IUCN SSC Atlantic Islands Invertebrate Specialist Group, UK; Arachnology Research Association, UK; Fundación Ariguanabo, Cuba; Centro de Investigaciones Biológicas de Honduras) &amp; Daryl Joshua (Saint Helena National Trust and IUCN SSC Atlantic Islands Invertebrate Specialist Group)</i>
12:20	Q&A
12:25	3-02 Backyard rewilding as a mitigation response to habitat loss in the UKOTs <i>Kathleen McNary (SWA Environmental)</i>
12:40	Q&A
12:45	3-03 The pathway to achieving “30 by 30” in the Isle of Man <i>David Bellamy (Manx Wildlife Trust)</i>
13:00	Q&A
13:05	3-04 Informing Conservation Priorities through Earth Observation in the Caribbean <i>Samuel Pike &amp; Katie Medcalf (Environment Systems Ltd)</i>
13:20	Q&A
13:25	3-05 Mapping St Helena's Endemic Invertebrates for Targeted Conservation <i>Adam Riggs (St Helena Government)</i>
13:40	Q&A



13:45 - 14:15	Break (with territory music) [changed to opportunity for all participants to engage in informal discussion]
14:15	3-06 Planning Marine Biosecurity for Guernsey <i>Julia Henney (Natural Environment, States of Guernsey) &amp; Lucinda Lintott (Senior INNS Consultant Scientist, APEM Ltd.)</i>
14:30	Q&A
14:35	3-07 Wild Water Whales: Studying the Recovery of Baleen Whale Populations in South Georgia <i>Stephanie Martin &amp; Dr Jennifer Jackson (British Antarctic Survey)</i>
14:50	Q&A
14:55	3-08 GBIF Building sustainable biodiversity-data for the UK Overseas Territories <i>Quentin Groom &amp; Dr Sofie Meeus (Meise Botanic Garden, Belgium)</i>
15:10	Q&A
15:15	3-09 Invisible, Undervalued and Underappreciated? Fisheries transparency in Small Island Developing States <i>Tyann Henry (Fisheries Transparency Initiative, FiTI)</i>
15:30	Q&A
15:35 - 17:00	Confirming recommendations for this topic, and General Discussion
17:00 - 17:30	Break (with territory music)
	Posters related to this topic
	3-10P Grasses of Montserrat <i>Virginie Sealys<sup>1</sup>, Ajhermae White<sup>2</sup>, Sarita Francis<sup>1</sup>, Jodey Peyton<sup>3</sup>, Catherine Wensink<sup>3</sup>, Vicky Wilkins<sup>4</sup>, Quentin Groom<sup>5</sup>, Sofie Meeus<sup>5</sup>, Alan Gray<sup>6</sup> (1. Montserrat National Trust; 2. Department of Environment Government of Montserrat; 3. UK Overseas Territories Conservation Forum; 4. Species Recovery Trust; 5. Meise Botanic Garden; 6. UK Centre for Ecology &amp; Hydrology)</i>
	3-11P Predation of sea-turtle eggs by rats and crabs <i>Holly Jayne Stokes<sup>1</sup>, Nicole Esteban<sup>1</sup> &amp; Graeme C Hays<sup>2</sup> (1. Swansea University, UK; 2. Deakin University, Australia)</i>
	3-12P Other Effective Area-Based Conservation Measures <i>Catherine Wensink (University of Exeter, Jersey International Centre for Advanced Studies (JICAS), and UK Overseas Territories Conservation Forum)</i>
	3-13P Restoring Biodiversity with urban pockets <i>Katrina Jurn (Sustainable Cayman)</i>
	3-14P Manx Birdlife <i>Allison Leonard (Manx Birdlife)</i>
<b>17:30 – 19:00 BST</b>	<b>Main topic 4: Online Posters Session</b> Chairing: Catherine Wensink (UK); Question-master: Myles Darrell (Bermuda); Rapporteur: Jodey Peyton Please see under each topic section for listing. We will be using Zoom for this session, and UKOTCF's website will also be used as a back-up to view posters (available also throughout the conference): <a href="https://www.ukotcf.org.uk/ukotcf-online-conference-2025-poster-session-2/">https://www.ukotcf.org.uk/ukotcf-online-conference-2025-poster-session-2/</a> [Note that this link has been found not to work fully on all platforms]
17:30	Welcome & Session Overview
17:45	Poster introductions (length will be determined by final number of posters) Each presenter notes their poster's key points: problem, innovation, impact. Where absent, the chair will do this for them and pass on any questions. (For lists of posters, see the end of each topic section in this programme.)
18:30	Live Q&A with Presenters (Grouped by Themes as per session topics) <i>Moderated by Question-master.</i> Short, focused questions and answers will be encouraged to make best use of time.
19:00	Poster Competition Voting (one vote per conference participant) <i>Led by Question Master</i>
19:15	Key Takeaways & Reflections <i>Led by Rapporteur</i>
19:25 - 19:30	Closing & Poster Prize Announcement <i>Led by Chair</i> [Poster-prize announcement delayed to final day to allow more participants to study posters and vote.]
<b>Day 3</b>	<b>Wednesday 15 October</b>
<b>12:00 – 16:05 BST</b>	<b>Main topic 5: Using technology and data to inform and monitor conservation and novel approaches to address threats to biodiversity</b> Chairing: Andy Pearce (UK); Question-masters: Jodey Peyton & Lord (John) Randall; Rapporteur: Keith Bensusan (Gibraltar)
12:00	Introduction
12:05	5-01 The use of satellites for environmental monitoring in the UK Overseas Territories: Social considerations for the collection and use of data <i>Jasper Montana (Australian National University; University of Oxford)</i>

12:20	Q&A
12:25	5-02 25 years of collaboration: combining field data, genetics, seed biology, and GIS for conservation planning <i>Thomas Heller (Royal Botanic Gardens Kew) &amp; Nancy Woodfield Pascoe (National Parks Trust of the Virgin Islands)</i>
12:40	Q&A
12:45	5-03 Updated population estimates for the Endangered Northern Rockhopper Penguin <i>Eudyptes moseleyi</i> at Tristan da Cunha in the South Atlantic <i>Antje Steinfurth<sup>1,2</sup>, Richard B. Sherley<sup>3,4</sup>, Trevor Glass<sup>5</sup>, Chris Bell<sup>1</sup>, Ben J Dilley<sup>2</sup>, Delia Davies<sup>2</sup>, Rukaya Johaadien<sup>2</sup>, Fabrice Le Bouard<sup>1</sup>, Mara Nydegger<sup>1</sup>, Norman Ratcliffe<sup>6</sup>, Karen Bourgeois<sup>1</sup>, Jan Bradley<sup>1</sup>, Jaimie Cleeland<sup>1,6</sup>, Roelf Daling<sup>1</sup>, Sylvain Dromzee<sup>1</sup>, Bruce Dyer<sup>7</sup>, Carmen Ferreira<sup>1</sup>, Derren Fox<sup>1</sup>, Simon Glass<sup>5</sup>, Ivan Green<sup>5</sup>, Kirsty Green<sup>5</sup>, Matthew Green<sup>5</sup>, Christopher W. Jones<sup>1</sup>, David Kinchin-Smith<sup>1</sup>, Werner Kuntz<sup>1</sup>, Kate Lawrence<sup>1</sup>, Henk Louw<sup>1</sup>, Greg McClelland<sup>1</sup>, Graham C. Parker<sup>1,8</sup>, Vonica Perold<sup>1</sup>, Michelle M. Risi<sup>1</sup>, Julian Repetto<sup>5</sup>, Riaan Repetto<sup>5</sup>, Kalinka Rexer-Huber<sup>1,8</sup>, Andy Schofield<sup>1</sup>, Kim L. Stevens<sup>1,2</sup>, George Swain<sup>5</sup>, Chris Taylor<sup>1</sup>, Paul Visser<sup>1</sup>, Otto Whitehead<sup>2</sup>, Alex Whittle<sup>1</sup>, Emma Witcutt<sup>1</sup>, Richard Cuthbert<sup>1,9</sup>, Brad Robson<sup>1</sup>, Peter G. Ryan<sup>2</sup>, Alexander L. Bond<sup>1,10</sup></i> ( <i>1 RSPB Centre for Conservation Science; 2 FitzPatrick Institute of African Ornithology, University of Cape Town; 3 Environment and Sustainability Institute/Centre for Ecology and Conservation, University of Exeter; 4 Department of Biodiversity and Conservation Biology, University of the Western Cape; 5 Tristan Conservation Department; 6 British Antarctic Survey; 7 Department of Environment, Forestry and Fisheries, South Africa; 8 Parker Conservation, Karitane, New Zealand; 9 World Land Trust; 10 Bird Group, The Natural History Museum, Tring</i> )
13:00	Q&A
13:05	5-04 iRecord St Helena: a community platform for biodiversity knowledge empowering conservation action and decision making <i>Selene Gough &amp; Rebecca Cairns-Wicks (St Helena Research Institute)</i>
13:20	Q&A
13:25	5-05 Safeguarding Tristan da Cunha: Using Areas to be Avoided and Virtual Markers to Protect the World's Most Remote Marine Reserve <i>Katie McPherson (Marine Management Organisation)</i>
13:40	Q&A
13:45	Break (with territory music)
14:15	5-06 The Cyprus Database of Alien Species (CyDAS) <i>Jakovos Demetriou (Laboratory of Vector Ecology and Applied Entomology, Joint Services Health Unit Cyprus, Akrotiri, Cyprus; Enalia Physis Environmental Research Centre, Nicosia, Cyprus; Department of Ecology and Systematics, Faculty of Biology, National and Kapodistrian University of Athens, Greece)</i>
14:30	Q&A
14:35	5-07 In Search of the eDNA Bounty: Uncovering Marine Biodiversity in the Mutineers' Seas <i>Kirsten J. Harper, J. Murray Roberts, Jason Cleland, Simeon Archer-Rand, Georgia Holly &amp; Rob Ogden (The Royal (Dick) School of Veterinary Studies and The Roslin Institute)</i>
14:50	Q&A
14:55	5-08 Beyond bases: modern remote monitoring of animal populations <i>Tom Hart &amp; Laure Cugnière (Seabird Watch, Oxford Brooks University)</i>
15:10	Q&A
15:15 - 16:05	Confirming recommendations for this topic, and General Discussion
16:05 - 16:35	Break (with territory music)
	Posters related to this session
	5-09P Tracking Change: Phytoplankton Trend Analysis in British Gibraltar Territorial Waters (BGTW) <i>Marre Linthorst<sup>1</sup>, Stephen J. Warr<sup>2</sup> and Awantha Dissanayake<sup>1</sup></i> ( <i>1. School of Marine and Environmental Science, University of Gibraltar; 2. Department of Environment, Sustainability, Climate Change and Heritage</i> )
	5-10P The Dietary Dynamics of Red Foxes <i>Vulpes vulpes</i> amidst Changing Rabbit Availability <i>Jemila Mellin (University of Gibraltar), Bethany Maxwell (Gibraltar Botanic Gardens / University of Gibraltar) &amp; Dr Awantha Dissanayake (University of Gibraltar)</i>
	5-11P Ecological insights and conservation challenges for the Orange Cup Coral <i>Astroides calycularis</i> in the Western Mediterranean <i>Awantha Dissanayake (School of Marine and Environmental Science, University of Gibraltar)</i>
	5-12P Establishing a Baseline Characterisation of Marine Benthic Taxa and Trophic Structure in Guernsey: Evaluating the Ecological Impact of Local Fisheries <i>Eve Torode, Jamie Selina Davies &amp; Awantha Dissanayake (University of Gibraltar)</i>

	5-13P Invasive Species dominate tree canopies in Bermuda's protected areas <i>Alison Copeland<sup>1</sup>, Adrian Brennan<sup>1</sup> and Wayne Dawson<sup>2</sup> (1 Department of Biosciences, Durham University; 2 Department of Evolution, Ecology and Behaviour, University of Liverpool)</i>
	5-14P Ants of the Akrotiri UK SBA (Cyprus) <i>Jakovos Demetriou, Christos Georgiadis, Evangelos Koutsoukos, Lech Borowiec, Helen E Roy, Angeliki F Martinou &amp; Sebastian Salata (Joint Services Health Unit Cyprus, BFC RAF Akrotiri, Cyprus; Enalia Physis Environmental Research Centre, Nicosia, Cyprus Department of Ecology and Systematics, Faculty of Biology, National and Kapodistrian University of Athens, Greece; Section of Zoology and Marine Biology, Department of Biology, National and Kapodistrian University of Athens, Greece; Museum of Zoology, National and Kapodistrian University of Athens, Greece; Myrmecological Laboratory, Department of Biodiversity and Evolutionary Taxonomy, University of Wrocław, Poland; UK Centre for Ecology &amp; Hydrology, Oxfordshire, UK; Department of Ecology and Conservation, University of Exeter, UK; Climate and Atmosphere Research Centre/ Care-C, The Cyprus Institute, Nicosia, Cyprus)</i>
	5-15P Persistence, Accuracy and Timeliness: Finding, Mapping and Managing Non-Native Plant Species on the island of South Georgia <i>Bradley Myer (Indigena Biosecurity International)</i>
	5-16P Bailiwick Eelgrass Project <i>Mel Broadhurst-Allen (Alderney Wildlife Trust)</i>
	5.17P Bugs in our drawers <i>Laura McCoy (Manx National Heritage)</i>
<b>16:35 - 18:50 BST</b>	<b>Main topic 6: Identifying and preparing for future challenges and opportunities</b> Chairing: Sarita Francis (Montserrat) [replaced by Mike Pienkowski, due to unavailability outside her control]; Question-master: Lord (John) Randall [unavailable due to Parliamentary duties] & Jodey Peyton; Rapporteur: John Pinel (Jersey)
16:35	Introduction
16:40	6-01 Roots of Resilience: How Nature Fights Climate Change in the BVI <i>Katie Medcalf<sup>1</sup>, Nancy Pascoe<sup>2</sup> &amp; Samuel Pike<sup>1</sup> (1 Environment Systems &amp; 2 National Parks Trust of the Virgin Islands)</i>
16:55	Q&A
17:00	6-02 What the future could be – Changes in breeding success of Gough Island's seabird populations in response to the house mouse eradication attempt in 2021 <i>Antje Steinfurth<sup>1</sup>, Roelf Daling<sup>1</sup>, Lucy Dorman<sup>1</sup>, Rebekah Goodwill<sup>1</sup>, Hannah Greetham<sup>1</sup>, Christopher Jones<sup>1</sup>, Vonica Perold<sup>1</sup>, Michelle Risi<sup>1</sup>, Kim Stevens<sup>1</sup>, Trevor Glass<sup>2</sup>, Steffen Oppel<sup>1</sup> (1. RSPB Centre for Conservation Science, Cambridge, UK; 2. Tristan Conservation Department, Edinburgh of the Seven Seas, Tristan da Cunha)</i>
17:15	Q&A
17:20	6-03 Ecosystem Integrity Assessments, GBIF <i>Alan Gray (UKCEH) and Rebecca Cairns-Wickes (St Helena)</i>
17:35	Q&A
17:40	6-04 Education and Youth Participation in the National Trust for the Cayman Islands <i>Catherine Childs (Environmental Programmes Manager, National Trust for the Cayman Islands)</i>
17:55	Q&A
18:00 - 19:00	Confirming recommendations for this topic, and General Discussion
<b>Day 4</b>	<b>Thursday 16 October</b>
<b>12:00 Noon – 16:30 BST</b>	<b>Main topic 7: Funding/resourcing</b> Chairing: Leigh Morris (Isle of Man) [now The Wildlife Trusts]; Question-master: Keith Bensusan (Gibraltar) Rapporteur: Jodey Peyton
12:00 Noon	Introduction
12:05	7-01 Fundraising for South Georgia – obstacles and opportunities <i>Alison Neil (South Georgia Heritage Trust)</i>
12:20	Q&A
12:25	7-02 The Power of Partnerships <i>Nigel Cheesley (Head of Sustainability for Lloyds Bank International in the Crown Dependencies)</i>
12:40	Q&A
12:45	7-03 Eco-Match: Enabling Corporate Partnerships for Conservation <i>Leigh Morris &amp; Jodey Peyton (UKOTCF)</i>
13:00	Q&A
13:05	7-04 The importance of sustainable finance and showcase how both UKOTCF and Manx Wildlife Trust are working with him <i>Greg Easton (MD, Resilience Asset Management)</i>

13:20	Q&A
13:25	7-05 Biodiversity NGO Fundraising Structures are Broken: To What Extent Might a Marketing Requirement be the Solution? <i>Robin Clough</i>
13:40	Q&A
13:45	Break (with territory music) [plus outline of intern opportunities ( <i>Graham Makepeace-Warne, Manx Wildlife Trust</i> ) and announcement of poster competition ( <i>Catherine Wensink, UKOTCF</i> )]
14:15	7-06 Lloyds Bank: Partner of Choice for the UKOTs <i>Matt Pendrey (Head of UK Government &amp; British Overseas Territories, Lloyds Banking Group)</i>
14:30	Q&A
14:35	7-07 Collaborate for Conservation. <i>Jonathan Andrews (Remarkable Partnerships)</i>
14:50	Q&A
14:55	General discussion (including agreeing conclusions on session), followed by: Interactive session, run by <i>Leigh Morris &amp; Jonathan Andrews</i>
16:30 - 17:00	Break (with territory music) [deferred to end of Closng session]
	Poster related to this topic
	7-08P Evidence of Barriers to Marine Conservation in UK Overseas Territories: A Practitioner-Informed Study <i>Natalie Muirhead-Davies (University of Gibraltar)</i>
17:00 BST [actually 16:30 - 17:00]	<p><b>Closing session</b></p> <p>[Outline of UKOTCF's frthcoming book <i>The Nature of Britain's Fragments of Paradise: wildlife and its conservation in UK Overseas Territories and Crown Dependencies</i>, edited by Mike Pienkowski &amp; Sara Oldfield, assisted by Catherine Wensink, Ann Pienkowski, Keith Bensusan, Adam Riggs &amp; Jodey Peyton, noting the list of chapters &amp; lead-authors, illustrated by a tiny fraction of the pictures in the book.</p> <p>Key Take-away messages: discussion <i>guided by Keith Bensusan</i></p> <p>Thanks on behalf of conference, <i>by Mike Pienkowski</i></p> <p>Followed by natural night-time sounds from Montserrat.</p>
	Please remember to complete a feedback form The survey takes about 4 minutes to complete and is here: <a href="https://forms.gle/JXcDGJdsp87uqh1m6">https://forms.gle/JXcDGJdsp87uqh1m6</a>



# Interval Music from the Territories

## *St Helena*

Music by Stedson Stroud, conservationist and musician.

Stedson performs “The Flax Mill Blues”. The traditional music of St Helena is being preserved by Fantom Island Studio, see: <https://www.youtube.com/@SouthAtlanticMusic>

Dry Bottle Band “Home Sweet Home”

The traditional music of St Helena is being preserved by Fantom Island Studio, see: <https://www.youtube.com/@SouthAtlanticMusic>

“Provision” by James Fantom, featuring music and videography which is heavily focused on St. Helena’s environment <https://www.youtube.com/watch?v=qW5dQE0UJDU>

## *Cayman Islands*

Stuart Wilson is a reggae, jazz and blues musician from the Cayman Islands. He is the Historic Programmes Manager at the National Trust for the Cayman Islands. By kind permission of Stuart Wilson <https://www.stuartwilsonmusic.com>

“Feel for You” written and performed by Stuart Wilson.

“Real Come Back Story” written and performed by Stuart Wilson.

“Rule the World” written and performed by Stuart Wilson.

## *Isle of Man*

Scran, a contemporary Manx traditional music group from the Isle of Man: young musicians, ages 13 to 17, who play, sing and dance.

Track “A Set” is taken from their album “Nane”. © Culture Vannin.

Track “Polcas” is taken from their album “Nane”. © Culture Vannin.

Track “Illiam” is taken from their album “Jess”. © Culture Vannin.

Track “Yn Gaaue” is taken from their album “Jess”. © Culture Vannin.

The live session video was recorded at Drum Base, Ramsey on 14th July 2024, performing “Jerry yn Theihll” (Manx trad.), “Eunyssagh Vona” (Manx trad.) & “Coach to Lorient” (Frank Joughin) and filmed by Brook Wassall. With thanks to Culture Vannin.

Harpist Mera Royle: “Dooraght” from the album “The Ballaglass set”; a Manx tune by Katie Lawrence. With thanks to Culture Vannin

## **Videos (for longer breaks)**

Climate Ranger Bella takes us on a trip to the Mastic Trail on Grand Cayman in the Cayman Islands. Here she meets Stuart Mailer from the National Trust of the Cayman Islands, who shows her some of the different species and habitats found there. For this video and more in the series: <https://www.youtube.com/watch?v=Gd8eUOMg7lQ>

With funding from Aviva, the Manx Wildlife Trust has embarked on a journey to protect and restore temperate rainforest on the Isle of Man. The video of MWT Glen Auldyn Nature Reserve is by Biosphere Photographers in Residence, Adam Morgan and Ciara Kaneen. It showcases the beauty of the islands and its soundscapes. <https://www.youtube.com/watch?v=VbZ5Q1ixWCY>

## Appendix 2: Conference Participants

Mr	Jonathan	Andrews	Managing Director, Remarkable Partnerships	jonathan@remarkablepartnerships.com
Mr	Kenickie	Andrews	Marine Conservation Projects Manager, St Helena National Trust	kenickie.andrews@trust.org.sh
	Emma	Aston	Island Solutions, Montserrat	emmyaston@islandsolutions.org
Ms	Helen	Balfour	South Georgia Heritage Trust	helen.balfour@sght.org
Mrs	Deborah	Barlow	Falkland Islands Government	climatechange.officer@sec.gov.fk
Mr	Clint	Beard	Member Legislative Council, St Helena Island	clint.beard@parliament.sh
Mr	David	Bellamy	Manx Wildlife Trust	david@mwt.im
Mrs	Helena	Bennett	St Helena National Trust	helena.bennett@trust.org.sh
Dr	Keith	Bensusan	UKOTCF	kbensusan@gonhs.org
Miss	Erica	Berntsen	Falkland Islands Government, Department of Agriculture	eberntsen@naturalresources.gov.fk
Ms	Sophie	Bohane	Strategic Briefings team, Defra	
Mrs	Karen	Border	Bermuda National Trust	karen.border@bnt.bm
Dr	Mel	Broadhurst-Allen	Alderney Wildlife Trust	marine@alderneywildlife.org
Miss	Emily	Bunce	Marine Conservation Society	emily.bunce@mcsuk.org
Dr	Rebecca	Cairns-Wicks	Chief Minister, St Helena Government	rebecca.cairns-wicks@sainthelena.gov.sh
Mrs	Melanie	Carmichael	Sustainable Cayman	info@sustainablecayman.org
Mr	Chris	Carnegy	Government of Tristan da Cunha	ukrep@tdc.uk.com
Ms	Nell	Cava	University of Gibraltar	
Mr	Nigel	Cheesley	Director, Lloyds Bank Corporate Markets	nigel.cheesley@lloydsbankinternational.com
Ms	Catherine	Childs	National Trust for the Cayman Islands	environment@nationaltrust.org.ky
Miss	Elena	Cho	Private Secretary to Nature Minister, Defra	
	Torika	Christian	Pitkern Botanical Garden	rtchristian@pitcairn.gov.pn
Mrs	Elizabeth	Clingham	Environment Natural Resources and Planning Portfolio, St Helena Government	
Mr	Robin	Clough	UKOTCF	cloughrobin@gmail.com
Dr	Sophia	Cooke	Environmental Funders Network	sophia@greenfunders.org
Ms	Alison	Copeland	Durham University	alison.i.copeland@durham.ac.uk
Prof.	John	Cortes	HM Government of Gibraltar	
Ms	Sophia	Coveney	Swansea University	s.a.h.coveney@swansea.ac.uk
Dr	Tara	Cox		
Dr	Carol	Cragoe	Chief Pleas of Sark and La Société Sercquaise	carol.cragoe@sarkgov.co.uk
Minister	Mary	Creagh	Defra Minister for Nature and nominated minister for the Overseas Territories	
Mrs	Laure	Cugniere	Seabird Watch_Oxford Brookes University	lcugniere@brookes.ac.uk
Dr	Jenny	Daltry	Re:wild and Fauna & Flora	jdaltry@rewild.org
Mr	Myles	Darrell	Bermuda National Trust	myles.darrell@bnt.bm
Dr	Jaime	Davies	University of Gibraltar	jaime.davies@unigib.edu.gi
Ms	Abbie	de Castella	Alderney Wildlife Trust	

Mr	Jakovos	Demetriou	(1) Department of Ecology and Systematics, Faculty of Biology, National and Kapodistrian University of Athens, Greece (2) Laboratory of Vector Ecology and Applied Entomology, Joint Services Health Unit Cyprus, BFC RAF Akrotiri, Cyprus (3) Enalia Physis Environmental Research Centre, Nicosia, Cyprus	jakovosdemetriou@gmail.com
Dr	Awantha	Dissanayake	University of Gibraltar	awantha.dissanayake@unigib.edu.gi
Ms	Tamara	Doyle	National Trust for the Cayman Islands	Biosecurity@nationaltrust.org.ky
Mr	Greg	Easton	Resilience Asset Management	geaston@resilience.im
Mr	Paul	Edgar	Amphibian & Reptile Conservation	Paul.Edgar@arc-trust.org
Ms	Nicola	Essex	St Helena Government	Nicola.Essex@sainthelena.gov.sh
Dr	Nicole	Esteban	Swansea University	n.esteban@swansea.ac.uk
Mrs	Cindy	Fisher	Conduit Reinsurance	cindy.fisher@conduitre.bm
Ms	Alex	Flores Hernandez	National Trust for the Cayman Islands	Sisterislands@nationaltrust.org.ky
Miss	Liza	Fowler	St Helena National Trust	liza.fowler@trust.org.sh
Mrs	Sarita	Francis	Montserrat National Trust	saritafrancis1@hotmail.com
Mr	Roland	Gauvain	Alderney Wildlife Trust	manager@alderneywildlife.org
Mr	Elvis	Gerald	Department of Environment, Montserrat	elvisgerald@hotmail.com
Mr	Trevor	Glass	Tristan da Cunha	
Miss	Selene	Gough	St Helena Research Institute	selene.gough@sainthelena.edu.sh
Dr	Alan	Gray	UKCEH	alangray@ceh.ac.uk
Dr	Francesca	Gray	International Biodiversity Officer, JNCC	francesca.gray@jncc.gov.uk
Lady	Dace	Ground	UKOTCF	
Mr	Will	Harford-Fox	La Societe Guernesiale	conservationherd@societe.org.gg
Dr	Kirsten	Harper	University of Edinburgh	kirsten.harper@ed.ac.uk
Prof	Tom	Hart	Oxford Brookes University	t.hart@brookes.ac.uk
Ms	Emma	Harte	Falkland Islands Government	emma.harte@sec.gov.fk
Dr	Nigel	Haywood	Council Member & Chair, Southern Oceans Working Group, UKOTCF	
Dr	Thomas	Heller	Royal Botanic Gardens, Kew	t.heller@kew.org
Ms	Julia	Henney	States of Guernsey	julia.henney@gov.gg
Mr	Jolan	Henry	Marine Officer, St Helena National Trust	Jolan.Henry@trust.org.sh
Ms	Leeann	Henry	St Helena Government	leeann.henry@sainthelena.gov.sh
Ms	Tyann	Henry	Fisheries Transparency Initiative	thenry@fiti.global
Ms	Rowan	Henthorn	Isle of Man Government - Department of Environment, Food and Agriculture	
Dr	Della	Higgs	Turks and Caicos National Trust	
Mrs	Debbie	Horton	Environmental Policy Officer, Falkland Islands Government	debbie.horton@sec.gov.fk
Ms	Jessica	Jennings	Guernsey Nature Commission	jessi@naturecommission.gg
Mr	Mike	Jervois	Falkland Islands Government	mike.jervois@sec.gov.fk
Mr	Daryl	Joshua	St Helena National Trust	daryl.joshua@trust.org.sh
Dr	Katrina	Jurn	Sustainable Cayman	katrina@sustainablecayman.org
Mr	Rickeem	Lashley		rickeem@gmail.com
Ms	Vanessa	Latham	Devolution team, Defra	
Miss	Janine	Lavarello	Tristan da Cunha Government	
Mr	Michael	Lavery	Indigena Biosecurity International	michael@indigena.co.nz

Ms.	Marre	Linthorst	University of Gibraltar	marrelinthorst@gmail.com
	Roland	Lines		roland.lines@gmail.com
Ms	Lucinda	Lintott	APEM Ltd	
Mrs	Margaret	Lloyd	Bermuda National Trust	margielloyd1@outlook.com
Dr	Rebecca	Machin	Part of Darwin Plus 192 project team	rebeccamachin@yahoo.co.uk
Ms	Janet	Mackinnon		janet.mackinnon@outlook.com
Mr	Graham	Makepeace-Warne	Manx Wildlife Trust	graham@mwt.im
Dr	Eleonora	Manca	JNCC	
Mr	B Naqqi	Manco	Department of Environment and Coastal Resources, Turks and Caicos Islands Government	mbryan@gov.tc
Dr	Harry	Marshall	RSPB	harry.marshall@rspb.org.uk
Ms	Stephanie	Martin	British Antarctic Survey	stmarti@bas.ac.uk
Mrs	Bethany	Maxwell	Wildlife Ltd/ University of Gibraltar	
Dr	Kathleen	McNary	UKOTCF/TCRF/SWA Environmental	km@swa.tc
	Katie	McPherson	Marine Management Organisation	
Dr	Katie	Medcalf	Environment Systems	katie.medcalf@envsys.co.uk
Dr	Sofie	Meeus	Meise Botanic Gardens	sofie.meeus@plantentuinmeise.be
Mrs	Gabriela	Meirelles	UKCEH	laujoh@ceh.ac.uk
Ms	Jemila	Mellin	University of Gibraltar	jemila.mellin@unigib.edu.gi
Hon.	Robert	Midwinter	St Helena Legislative Council	
Dr	Jasper	Montana	Australian National University	jasper.montana@anu.edu.au
Miss	Melissa	Morgan	Ascension Island Government Conservation and Fisheries Directorate	melissa.morgan@ascension.gov.ac
Mr	Leigh	Morris	Director – International, The Wildlife Trusts	
Ms	Caroline	Moss-Gibbons	University of Gibraltar	caroline.moss gibbons@unigib.edu.gi
Mrs	Natalie	Muirhead-Davies	University of Gibraltar	natalie.muirhead-davies@unigib.edu.gi
Mr	Bradley	Myer	Indigena Biosecurity International	brad@indigena.co.nz
Mrs	Fay	Needham	Montserrat National Trust	fay@montserratnationaltrust.ms
Mrs	Alison	Neil	South Georgia Heritage Trust	alison.neil@sght.org
Ms	Jordan	Newman	Head of Biodiversity in the Overseas Territories team, Defra	
Mrs	Ana Claudia	Oliveira de Almeida		
Mrs.	Pamecia	Ollivierre-Isaac	Montserrat National Trust	trustoutreach@montserratnationaltrust.ms
Ms	Nancy K	Pascoe	Deputy Director, National Parks Trust of the Virgin Islands	deputydirector_nwp@bvinpt.org
Mr	Andy	Pearce	UKOTCF	andy.pornpunpearce@gmail.com
Mr	Willie	Peggie	Group Director - Natural Environment,	
Mr	Matt	Pendrey	Lloyds Banking Group	matthew.pendrey@lloydsbanking.com
Dr	Jodey	Peyton	UKOTCF/IIASA	jpeyton@ukotcf.org
Mrs	Ann	Pienkowski	UK Overseas Territories Conservation Forum	apienkowski@clara.co.uk
Dr	Mike	Pienkowski	UK Overseas Territories Conservation Forum	m@pienkowski.org
Mrs	Jayne	Pierce	South Georgia Heritage Trust	jayne.pierce@sght.org



Mr	Samuel	Pike	Environment Systems Ltd	samuel.pike@envsys.co.uk
Mr	John	Pinel		jeapinel@gmail.com
Mr	Sean	Prokopiw	Environment Department, Falkland Islands Government	sprokopiw@sec.gov.fk
Mr	Dodly	Prosper	Department of Environment and Coastal Resources, Turks & Caicos Islands Government	dprosper@gov.tc
Lord	John	Randall	UKOTCF	
Mrs	Hannah	Reid	Acting Deputy Chief Officer, Ministry of Health, Environment & Sustainability, Cayman Islands Government	hannah.reid@gov.ky
Miss	Martina	Reina Canitrot	Chagos Conservation Trust	martinarc.8@icloud.com
Mr	Adam	Riggs	St Helena Government	adam-riggs@outlook.com
	James	Robinson	States of Alderney	james.robinson2@gov.gg
Ms	Hayley	Roulstone	National Trust Cayman Islands	
Mr	Nicolas	Rovegno	Fisheries Transparency Initiative (FiTI)	nrovegno@gmail.com
Mr	Amdeep	Sanghera	Marine Conservation Society	amdeep.sanghera@mcsuk.org
Mr	Jack	Seagrove	Royal Botanic Gardens Kew	J.Seagrove@Kew.org
Ms	Dani	Seales	National Trust for the Cayman Islands	daniseales0@gmail.com
Mr	Virginie	Sealys	Montserrat National Trust	sealysc@montserratnationaltrust.ms
Dr	Richard	Selman	Isle of Man Department of Environment, Food and Agriculture	
Ms	Cristina	Sellares	National Trust for Jersey	cris@nationaltrust.je
Assoc. Prof.	Danni	Sherwood	Arachnology Research Association	danni.sherwood@hotmail.com
Ms	Samantha	Slisarenko	University of Gibraltar	samantha.slisarenko@unigib.edu.gi
Miss	Rachel	Smith	Nottingham Trent University	Rachel.vsmith21@gmail.com
Dr	Louise	Soanes	RSPB	louise.soanes@rspb.org.uk
Dr	Antje	Steinfurth	RSPB	antje.steinfurth@rspb.org.uk
Mr	Sebastian	Stent	Saint Helena Government	sebastian.stent@sainthelena.gov.sh
Miss	Natasha	Stevens	Saint Helena National Trust	natasha.stevens@trust.org.sh
Mr	Lawrence	Sticca		caribbermuda@yahoo.com
Dr	Holly	Stokes	Swansea University	holly.stokes@swansea.ac.uk
Dr	Kimberley	Stokes	Swansea University	k.l.stokes@swansea.ac.uk
Ms	Amy	Swift	University of Gibraltar	amy.swift@unigib.edu.gi
Mrs	Jasmine	Thomas	Turks and Caicos Islands National Trust	director@nationaltrust.tc
Mrs	Julie	Thomas	Member of Legislative Council, St Helena	julie.thomas@parliament.sh
Mr	Vince	Thompson	St Helena Independent	vanda@helanta.co.sh
Mr	Neil	Thorp	Saint Helena National Trust	
Dr	Hannah	Tidbury	APEM Ltd	H.Tidbury@APEMLtd.co.uk
Dr	Cassander	Titely-O'Neal	Director, National Parks Trust of the Virgin Islands	
Mrs	Catherine	Tolliday	RSPB	
Ms	Eve	Torode	University of Gibraltar; & Guernsey	e.torode@yahoo.co.uk
Mrs	Elizabeth	Ulloa Chaura	Wildlife Gibraltar Limited - Gibraltar Botanic Gardens	eulloa@wildlife.gi
Ms	Jessica	Vagg	Zoological Society London	oneless@zsl.org
Mrs	Joan	Walley	UKOTCF	joanlwalley@gmail.com

Ms	Catherine	Walsh	HM Government of Gibraltar	catherine.walsh@gibraltar.gov.gi
Dr	Nicholas	Watts	Institute of Commonwealth Studies	nsjwatts@gmail.com
Dr	Nicola	Weber	University of Exeter	n.l.weber2@exeter.ac.uk
Mr	Tavis	Weekes	Department of Environment, Ministry of Agriculture	weekest@gov.ms
Mrs	Catherine	Wensink	UK Overseas Territories Conservation Forum	cwensink@ukotcf.org
Ms	Ajhermae	White	Department of Environment, Montserrat	
Miss	Nell	Wightman	University of Oxford	nellwightman2@gmail.com
Ms	Vicky	Wilkins	Species Recovery Trust	vicky.wilkins@speciesrecoverytrust.org.uk
Miss	Tracey	Williams		
Ms	Alizee	Zimmermann	Turks and Caicos Reef Fund	alizee@tcreef.org

## Appendix 3: Feedback from Participants – Conference Questionnaire Responses

We are grateful to those participants who responded to our questionnaire. The responses are given below.

The UKOTCF organisation-team received many other comments by email or social media but we do not publish these here. However, these were all positive and did not suggest changes in the way in which conferences are conducted.

All conference participants were invited to submit feedback via an online form. We publish this exactly as it was received online (and thus includes some typos which we have not corrected).

### Question 1: What aspects of the conference went well?

All was run very well. Moderators were great.

All of it, I really enjoyed it.

I really enjoyed the topics and that there was a general discussion at the end of each topic. I enjoyed the posters too, a great aspect of the conference for something other than presentations.

Timing, variety of speakers.

The quality of the talks was excellent. It was great to see lots of student posters, they should be encouraged to give more of the talks in future meetings. The music in breaks was good, particularly the Manx band Scran. The videos were also very good.

Presentations covered a diverse range of topics as well as representation of UKOTs and partner institutions. Morale-boosting!

Pre-recorded talks were great!

The format of having a host, question-master and rapporteur for each session, as well as oversight from Mike and his team, appeared to work really well.

The lecture from Myles was excellent.

The number of hours of talks each day was about right.

Due to its online nature, we were able to have lots of participants from the Falkland Islands join in, which would not have been possible if it were held in person.

### Question 2: What worked less well? Be honest!

Maybe break up the poster sessions between days rather than lump all together. Develop a way to automate for attendees to book important sessions in their calendar eg the programme was a little overwhelming so enable flagged placemarkers for each session to add to calendar.

When there isn't a presentation – no visual to hold interest or to pick up on key points by the presenter.

No other comments here, just see my comment below

about how the conference could be improved.

Links and we couldn't always hear audio during the musical breaks.

"It was frustrating that we wasted conference time 'discussing' the recommendations, only to be told 'we aren't changing them, otherwise we have to consult again'! is that not why people gave their time to attend? I signed up late, so did not see the apparent 3 previous rounds of consulting. Seems like it would be less work for your staff to work on the recommendations after the meeting instead of at the same time as organizing it.

The poster access was a shambles. I felt sorry for people who had spent time preparing posters and videos."

Zoom format means it's difficult to get a sense of who the other attendees are. The poster session could have been more prominent.

"All of the talks that were delivered live had issues of some kind or another, either sound not working well, powerpoint unable to be shared, slides not advancing properly, or not keeping to time. Pre-recorded talks was definitely the best way to solve that.

There were a lack of questions from the audience and question masters often had to fill the time.

Despite having a lot of online participants, it is difficult to encourage interaction between people because it's not set up to do that.

We had some initial problems logging on to the zoom link and accessing the posters."

### Question 3: Do you have any suggestions on how UKOTCF webinars/conferences can be improved?

Not much audience engagement. Consider how to improve that for future. Reference how many are online for each session – hard to tell.

No – really enjoyed it.

Perhaps the main conference documentation could be within one google document? Conference participants would have view-only access of course. There were several different documents being sent throughout the conference, and sometimes hard to keep track of, especially when links were faulty in some but not others. If there was just one live doc being used it would be easier to manage and find information throughout the duration of the conference.

It was my first, so I was pretty impressed with all of the components. Nothing comes to mind.

It did not feel like a real conference because you could not see who else was there. Would have been nicer to just have everyone in the call at the same status so everyone could interact in the same way, and see all the messages

and information, and who was in the room.

Scope for more structured opportunities for interactions between attendees? Circulate posters for viewing on-screen during breaks?

There is nothing quite like an in-person conference with live talks and opportunities for learning, connecting and socialising. I would love to see a hybrid version of this conference in future. With in-person talks and an option to watch online. I appreciate in-person events are hugely expensive, have a big carbon footprint, and not everyone would be able to attend. But the connections that could be made would be incredibly beneficial to those working in conservation in the UKOTs. (And yes I'll volunteer to help organise it!)

#### **Question 4: Would you like to say anything else?**

Congratulations! Thank you for all the hard work.

Fantastic, well done to the team.

No. Thank you to everyone who was involved in the planning and execution, it was a truly valuable, engaging and interesting conference – well done!

Thank you for considering the early hours for some participants and making the conference a more accessible timeframe.

A huge thank you to everyone who worked so hard to make the conference happen! It really is the best platform for sharing conservation work with the other OTs.

Congratulations on a successful conference!



# Appendix 4: Recommendations sorted by Type of Addressee

## Extract of Recommendations to UK Government

### Main topic 1: Sharing Experiences across territories

B. NGOs and their networks are important to UK Government because they help deliver its international commitments, through expert help with some issues that UK Government may lack the capacity to address alone. FCDO is advised to re-strengthen its relationship with NGOs and partners working with the UKOTs, including UKOTCF which, for example, it used to invite, alongside other territory and umbrella bodies, to brief Governors-designate and FCDO's own personnel, and to networking events such as linked to the annual Joint Ministerial Council. *[UK Government]*

### Topic 3: Achieving Biodiversity & Sustainability targets

C. Conference asks UK Government: to ensure that it consults official and NGO bodies in the UKOTs and CDs at the start in planning conservation policies, rather than at the end when positions are already firm and time short; and to invite and support UKOT and CD representation as part of UK delegations to COPs. *[UK Government]*

D. Policy mechanisms that recognise formally, and incorporate, local expertise and community-generated data into environmental governance frameworks, ensuring that conservation actions are contextually appropriate and socially inclusive, should be supported. Biodiversity and sustainability targets should be clear, concise, meaningful, tailored to the situation, but be mindful of broader, international targets. When governments develop new policy, whether Multilateral Environmental Agreements or Local Biodiversity Action Plans, accurate targets can help to ensure that the policy delivers what it is intended to do, and fit-for-purpose monitoring protocols are needed also. Policy development should consider also the reporting requirements as most territories have little capacity for lengthy and time-consuming reporting. *[UK & Territory Governments]*

G. UK and Territory governments should provide the financial resources and other support necessary to acquire good data and maintain good records of species, habitats, threats and applied conservation work in the Territories. *[UK and Territory governments]*

I. Our Territories are so small that blue-carbon has been seen to be a better option than some others, but quantifying suitable areas through mapping projects is required first and then there is the need for ongoing monitoring to assure that these sites are still performing as suitable blue-carbon sites – so resources must be allocated to this. *[UK & Territory Governments]*

J. Island and ecosystem restoration programmes should be highlighted as currently one of the most important conservation measures. It should also be highlighted

that effective restoration can be extremely complex and requires a long-term commitment of funding, staff-capacity, resources and monitoring. *[Conservation-managers, NGOs and governments]*

### Topic 6: Identifying and preparing for future challenges and opportunities

P. Emergency funding for active responses to critical threats, whether from invasive non-native species, natural disasters and or human or animal pathogens should be identified and provided ahead of any real-time issues or in the immediate aftermath. Known challenges, e.g. resilience to sea-level rise, and adaptation to extreme heat-events, such as the impacts of climate-change, must be addressed before they reach problematic levels. *[UK & territory governments]*

### Topic 7: Resourcing Conservation

S. As agreed in the Environment Charters, the UK Government must support the UKOTs in: joining UK's ratification of international environmental agreements protecting species and ecosystems; reaching international targets for biodiversity including the Global Biodiversity Framework Targets (GBF) and the Sustainable Development Goals in UKOTs and CDs; the designation and management of Ramsar Convention Wetlands of International Importance and World Heritage Sites; and in shared high ambitions in combating and adapting to climate-change. Attention is drawn to the inability of CDs to benefit from UK-sourced funding. *[UK Government]*

T. Conference asks that both the Darwin Plus and Blue Belt funding programmes be maintained (the latter with increased open access by non-government organisations that provide so much technical and practical support) as, without these, nature conservation in the UKOTs would be extremely restricted. Even with the maintenance of these schemes, sources of conservation funding for the UKOTs remain limited compared to the UK. Therefore, Conference also strongly recommends: the establishment of an equivalent "Green-Dot" funding scheme for the conservation of terrestrial wildlife (which includes most UKOT endemics); open access to Lottery funding for UKOT conservation projects; and exploring opportunities to support research through UK Research Institute (UKRI) funding. *[UK Government]*

U. UK Government is asked to reduce bureaucracy in the environmental project application process and make some criteria less rigid to take account of the very different situations of the UKOTs. UK Government is also asked to extend support for building on projects that are proving successful, rather than requiring funded projects to be totally innovative. Also, territories have pointed out that the time-limit of one year, or less, of Darwin Local grants does not allow for the time-scales needed for decisions in UKOTs (many of which follow UK slow

practices of former decades). A restoration is needed of support for umbrella and networking bodies of which UKOT and CD bodies are members/associates, e.g. by funding conferences organised by umbrella bodies as well as crucial networking (on par with EU COST actions and to which UKOTs now have limited access). **[UK**

***Government]***

X. Conference advises all to remain alert to the pressures on ministers and officials in those several territories whose main source of government income is from taxes accruing from the built development of land; and that this can be a perverse incentive against implementation of the Sustainable Development Goals and environmental conservation, despite the natural environment being a key asset supporting the economies. **[UK and Territory Governments and NGOs]**

# Extract of Recommendations to Territory Governments

## Main topic 1: Sharing Experiences across territories

A. Territories are advised to learn lessons from each other in techniques for conservation, and to develop closer conservation-based relationships with neighbouring countries – to encourage shared learning and technical exchanges. *[Conservation workers and authorities in Territories]*

## Topic 3: Achieving Biodiversity & Sustainability targets

D. Policy mechanisms that recognise formally, and incorporate, local expertise and community-generated data into environmental governance frameworks, ensuring that conservation actions are contextually appropriate and socially inclusive, should be supported. Biodiversity and sustainability targets should be clear, concise, meaningful, tailored to the situation, but be mindful of broader, international targets. When governments develop new policy, whether Multilateral Environmental Agreements or Local Biodiversity Action Plans, accurate targets can help to ensure that the policy delivers what it is intended to do, and fit-for-purpose monitoring protocols are needed also. Policy development should consider also the reporting requirements as most territories have little capacity for lengthy and time-consuming reporting. *[UK & Territory Governments]*

F. Territories should ensure that they know which of their species and habitats need protecting and recovery/restoration and, ideally, all endemic species should be IUCN Red-listed. All at-risk species and habitats should at least be integrated fully into National Biodiversity Strategies or, ideally, have focused individual Action Plans/Strategies that are adequately resourced. To achieve this, Territories should have sufficient baseline-data, covering species of animals and plants, habitats and land-ownership. *[Territory Governments]*

G. UK and Territory governments should provide the financial resources and other support necessary to acquire good data and maintain good records of species, habitats, threats and applied conservation work in the Territories. *[UK and Territory governments]*

H. For Territory residents to be able to invest in alternative energy, green-energy equipment needs to be affordable; so Territory Governments need to incentivise this and reduce tax on these imported products. *[Territory Governments]*

I. Our Territories are so small that blue-carbon has been seen to be a better option than some others, but quantifying suitable areas through mapping projects is required first and then there is the need for ongoing monitoring to assure that these sites are still performing as suitable blue-carbon sites – so resources must be allocated to this. *[UK & Territory Governments]*

J. Island and ecosystem restoration programmes should

be highlighted as currently one of the most important conservation measures. It should also be highlighted that effective restoration can be extremely complex and requires a long-term commitment of funding, staff-capacity, resources and monitoring. *[Conservation-managers, NGOs and governments]*

## Topic 5: Using technology and data to guide conservation

K. Conference notes some Territories' success in using technology to overcome some challenges in conservation, including: remote sensing, satellite-imagery and drones, particularly with the addition of multispectral image-processing to help management of protected areas, including identification of land-clearance monitoring and ecosystem-health (e.g. spread of invasive species or plant-disease); and DNA to identify unknown plant-species. Environmental DNA (eDNA) and bioacoustic surveys have the potential to be useful in conducting more routine biodiversity-monitoring or biosecurity-surveillance. *[Territory governments and NGO land-managers]*

## Topic 6: Identifying and preparing for future challenges and opportunities

N. Horizon-scanning for potential known and novel threats has been undertaken and may continue to be useful for governments and NGOs *[Territory governments and NGOs]*

O. Knowledge-sharing of current problems, future risks and support opportunities between governments and with NGOs and neighbouring countries is essential to learn from experience and best practice. *[Territory governments and NGOs]*

P. Emergency funding for active responses to critical threats, whether from invasive non-native species, natural disasters and or human or animal pathogens should be identified and provided ahead of any real-time issues or in the immediate aftermath. Known challenges, e.g. resilience to sea-level rise, and adaptation to extreme heat-events, such as the impacts of climate-change, must be addressed before they reach problematic levels. *[UK & territory governments]*

Q. Governments, including with corporate funds, should be forward-planning for opportunities to restore nature, including opportunities such as strategic land-purchases for nature reserves, to linking existing sites through the development of habitat-corridors; they should ensure that new development does not compromise existing good practice, including by purchase of private land in Protected Areas to return this to public ownership, or preferably, to the inalienable ownership afforded in National Trust Ordinances where these apply. This idea can be expanded to incorporate networks of protected areas for terrestrial conservation as well as for linking Marine Protected Areas. *[Territory governments]*

R. Good climate-models are powerful tools when

designing, managing and communicating the importance of protected areas. Their use can help maintain the biodiversity of the islands for the future. Sharing data and information across projects can increase greatly the robustness of the models. Modelling climate-change can be very helpful by looking at historical data and predictions within a very local scale – so real change can be seen across small islands and then identifying what ecosystem-services areas are providing, then using this as a justification for protection as national parks or for development restrictions. This can be cross-referenced with local weather-data and ground-truthed satellite-imagery. *[Territory governments]*

#### **Topic 7: Resourcing Conservation**

X. Conference advises all to remain alert to the pressures on ministers and officials in those several territories whose main source of government income is from taxes accruing from the built development of land; and that this can be a perverse incentive against implementation of the Sustainable Development Goals and environmental conservation, despite the natural environment being a key asset supporting the economies. *[UK and Territory Governments and NGOs]*



# Extract of Recommendations to Non-Governmental Organisations (NGOs)

## Main topic 1: Sharing Experiences across territories

A. Territories are advised to learn lessons from each other in techniques for conservation, and to develop closer conservation-based relationships with neighbouring countries – to encourage shared learning and technical exchanges. *[Conservation workers and authorities in Territories]*

## Topic 3: Achieving Biodiversity & Sustainability targets

E. Any project should have a range of targets, including those which are specific to project outcomes, but which also prompt the organisation to ensure that delivery is being achieved, funding is sufficient, that policies are appropriate and that senior management has a stake in the outcome. Targets should be ambitious, but achievable without overly relying on factors outside of the control of the practitioner. Where partnerships exist, targets should assign clear responsibility to the person(s) or organisation(s) who are responsible for delivery. Appropriate budgets (where applicable) should be set, over a multi-year time-scale (when long-term targets are set) to ensure delivery over an extended period of time. Funding for staff must be sufficient to ensure longevity and continuity of staff through the duration of the targets. This ensures that projects do not fail due to poor planning and resource-provision. *[Project-managers and their senior colleagues]*

J. Island and ecosystem restoration programmes should be highlighted as currently one of the most important conservation measures. It should also be highlighted that effective restoration can be extremely complex and requires a long-term commitment of funding, staff-capacity, resources and monitoring. *[Conservation-managers, NGOs and governments]*

## Topic 5: Using technology and data to guide conservation

K. Conference notes some Territories' success in using technology to overcome some challenges in conservation, including: remote sensing, satellite-imagery and drones, particularly with the addition of multispectral image-processing to help management of protected areas, including identification of land-clearance monitoring and ecosystem-health (e.g. spread of invasive species or plant-disease); and DNA to identify unknown plant-species. Environmental DNA (eDNA) and bioacoustic surveys have the potential to be useful in conducting more routine biodiversity-monitoring or biosecurity-surveillance. *[Territory government and NGO land-managers]*

L. Conference notes successes in the deployment of conservation detection dogs across the UKOTs, expanding on work started in South Georgia. Uses include avoiding arrival of invasive species, and finding nest-sites of critically endangered species, such as rock

iguana and sea turtles (in Cayman) so that hatchlings can be placed in protected facilities until mature enough to resist predation. Thermal drones are also a new technology that can assist with tracking animals, particularly those that form colonies – but in hot countries there are challenges with the heat-signals and the ground temperature, so more work in this area is needed.

*[Conservation-managers]*

M. Use of combined approaches gets the most out of available data, showing the value of sharing data and technical expertise to add value to analyses and give long-term benefits. Technological advancements make more accessible novel approaches, such as genomic tools and spatial modelling. Care should be taken when introducing novel techniques as they may be complementary to traditional monitoring rather than a replacement methodology. Side-by-side validation can help determine whether new technology provides consistent results in long-term monitoring. *[Conservation-managers]*

## Topic 6: Identifying and preparing for future challenges and opportunities

N. Horizon-scanning for potential known and novel threats has been undertaken and may continue to be useful for governments and NGOs *[Territory governments and NGOs]*

O. Knowledge-sharing of current problems, future risks and support opportunities between governments and with NGOs and neighbouring countries is essential to learn from experience and best practice. *[Territory governments and NGOs]*

## Topic 7: Resourcing Conservation

V. Corporate businesses and conservation NGOs are encouraged to use tools for example, EcoMatch, so that environmental, social, and governance (ESG) commitments can be met by effective conservation actions in support of the most internationally important biodiversity for which UK and its Territories are responsible. *[Corporate businesses and conservation NGOs]*

W. Generating revenue from services has potential - park rentals for events, filming and photography, and a range of products and merchandise, including clothing, water-bags, stuffed toys etc. Branding items also market the organisation's image and unique species and habitats. *[Territory NGOs]*

X. Conference advises all to remain alert to the pressures on ministers and officials in those several territories whose main source of government income is from taxes accruing from the built development of land; and that this can be a perverse incentive against implementation of the Sustainable Development Goals and environmental conservation, despite the natural environment being a key asset supporting the economies. *[UK and Territory Governments and NGOs]*

## **Extract of Recommendations to potential funders (other than UK Government)**

### **Topic 7: Resourcing Conservation**

V. Corporate businesses and conservation NGOs are encouraged to use tools for example, EcoMatch, so that environmental, social, and governance (ESG) commitments can be met by effective conservation actions in support of the most internationally important biodiversity for which UK and its Territories are responsible. *[Corporate businesses and conservation NGOs]*