



Sustaining Partnerships: a conference on conservation and sustainability in UK Overseas Territories, Crown Dependencies and other small island communities

Gibraltar
11th to 15th July 2015

Organised by:

UK Overseas Territories Conservation Forum and HM Government of Gibraltar Department of Environment, with the support of Gibraltar Ornithological & Natural History Society

Conference recommendations to Territory Governments

The full set of conference conclusions and recommendations are at: <http://www.ukotcf.org/pdf/2015conf/SustainingPartnerships2015Concl&Rec.pdf>. Here are reproduced those directed to Territory Governments. For more context, see the full document. Because this document is an extract of that, the numbering here includes gaps.

It is important to note that not all conclusions and recommendations will apply to every territory. They all differ and any kind of “one-size-fits-all” approach would be unlikely to be successful.

The conclusions and recommendations have been grouped into sections, some fairly closely related to the conference sessions, but others cutting across several. The categories of organisations to which recommendations are directed are indicated in bold italics in the text or after it. The session(s) in which the conclusion or recommendation arose is indicated by the session number(s), as indicated in the programme.

C. Environmental Education and Awareness

C1. Requirements of CBD and other MEAs, and influencing decision makers

In accordance with the UK Environmental Charters Article no. 8 and CBD Article 13, the following recommendations are being put forward.

005. Sustainable Development Plans (or their equivalents) should include environmental education and public awareness. (To: **UKOT/CD Governments**) (13)
006. Government Ministers and senior officials throughout the UKOTs/CDs should receive regular briefings from ecologists with local knowledge about issues relating to the Environment Charters and their commitments, the importance of their local biodiversity, and specifically threats to local ecosystems, international and globally important species and populations (e.g. endemic species). (To: **UKOT/CD Governments, including Departments of Environment**) (13)
007. Government Departments and agencies with responsibility for the environment should be adequately funded by territory governments. (To: **UKOT/CD Governments**) (13)
008. Actions of NGOs which deliver important conservation work should be supported by governments. Partnerships, either informal or via Memoranda of Understanding or Co-operation are effective, both for cash-strapped NGOs and Government Environment Departments. (To: **UKOT/CD Governments and NGOs**) (13)
009. **UKOT/CD Governments** need to arrange for providing training for teachers and developing teachers' education materials (e.g. resource guides on various topics including biodiversity conservation, sustainable use, climate change and renewable energy). (13)

C2. Resources and funding opportunities

014. *Territory Governments* should set up and manage, jointly with local NGOs, a dedicated Conservation Fund (e.g. through tourist landing fees) to which NGOs can apply. (To: *UKOT/CD Governments*) (13)

C3. Schools Curricula

019. Attempts should be made to integrate Environmental Education topics into the National Curricula at all levels. Environmental Education materials need to be curriculum-linked, and included in the assessment process. Consider introducing a certificate of achievement which recognises student achievements and can assist with job applications. (To: *UKOT/CD Government Departments of Education and of Environment, NGOs and project designers and managers*) (13)
020. Investigate linking a locally assessed environmental certificate of achievement to more widely recognised qualifications. (To: *UKOT/CD Government Departments of Education and examination boards*) (13)
021. Classroom-based activities need to be supported by hands-on involvement and investigation, including outdoor classrooms and field-trips. (To: *UKOT/CD Government Departments of Education and of the Environment, project designers and managers, NGOs*) (13)
022. There should be clear methods of communication between education departments, and those people producing environmental education materials for schools and colleges. Local educators and teachers should be involved in the development of environmental education materials. (To: *UKOT/CD Government Departments of Education and of the Environment, project designers and managers, NGOs*) (13)
023. It is important that environmental education activities are included in schools' programmes from the start. (To: *UKOT/CD Government Departments of Education*) (13)

C4. Using broadcast media, social networking and multi-media apps (games)

026. Opportunities for using TV, radio, social networking and the development of Apps should be considered when planning future environmental education and public awareness programmes. (To: *NGOs, project designers and managers, UKOT/CD Government departments*) (13)
027. Share what is going on in UKOTs/CDs using the Forum Website or Facebook page and other media (as stated in UK's Commitment 6 in the Environment Charter). (To: *NGOs, project designers and managers, UKOT/CD Government departments*) (13)

C5. Other public awareness raising actions (including field trips, outdoor classrooms, exhibitions and open days)

034. Identify opportunities for open days, outdoor classrooms and activities, and timetable these into the work programme. Link where possible with internationally designated days, such as biodiversity day. (To: *NGOs, UKOT/CD Government Departments of Environment and of Education*) (13)
037. Communicate regularly with stakeholders. (To: *NGOs, UKOT/CD Government Departments of Environment and Education, Project designers and managers, Governors' Offices*) (13)

D. Renewable Energy

Policy

038. Political will needs to be bolstered and demonstrated by commitment to address need for policy change, incentives. (10)
039. For those territories which have committed to energy transition, ensuring the right legislative framework is in place is key; knowledge sharing and support is critical. (10)

Planning

040. When setting the vision for energy transition, UKOTs/CDs should identify and involve partners early on in the process and create a vision in which each person living in a territory can clearly see and define their role. (10)

041. Vision setting for energy transition should be followed by assessment of renewable opportunities, including comparing current energy system with the vision, developing a roadmap for renewable penetration and detailed integrated resource planning- technical assistance required. (10)
042. There is a need to focus on the long-term energy transition process whilst identifying also the quick win opportunities, e.g. LED street lighting, energy efficiency in government buildings, solar on schools, hospital retrofits. (10)

People

043. UKOTs may need:
- Technical assistance to support fielding and evaluation of technology proposals;
 - Expertise on regulatory framework reform;
 - Assistance on commercial services (understanding the go-to market strategy for projects; developing technical specifications, contracts etc). (10)
044. UKOTs should pool resources on a regional basis, if appropriate also with non-UKOTs, e.g. Caribbean to apply for support required. (10)

Pathways

045. UKOT Ministers are invited to discuss the support provided by France for its overseas territories to explore whether similar (technical) support can be provided for UKOTs/CDs. (10)
046. It would be wise to focus on sustainable growth of all sectors – many territories have 5* star hotels, but far from 5* hospitals and schools. (10)

Partnerships

047. Establishing Working Group across UKOTs/CDs (and possibly on regional basis) might aid sharing knowledge/ practice, planning and resource requirements, e.g. similar to working groups established for Eastern Caribbean States. (10)
048. There is a need to establish (stronger) relationships with NGOs/research institutions such as IRENA to benefit from current initiatives, knowledge. (10)
049. Support is needed to assist governments in working with their utilities to plan future energy systems and identify clearly the value proposition for utilities. (10)
050. It would be wise to engage the private sector within territory to drive a more sustainable framework for industry with local operating costs reduced. (10)

E. International agreements

085. The conference offered encouragement and support to **all territories** considering having further MEAs extended to them. (4)
087. It is not always easy to get the word out on progress in monitoring the implementation of the Charters and CBD, if, for example, (1) the progress is published in scientific journals to which not all other UKOT stake-holders subscribe and (2) because it is very easy for there to be impediments to progress in those UKOTs where a change in staff of one person can mean the end of a biodiversity programme actually functioning (and thus there being nothing more to report or monitor). The first point is often satisfied through the Working Groups and *Forum News*, but perhaps this can be expanded. As for the second point, again a more programme-based, rather than project-based, method may result in a better way to report and monitor progress. (*Part to UKOTCF; part to UKOT Governments and programme & project managers*) (4)
088. Everyone in the Territories (*UKOT Governments, NGOs*) is encouraged to identify how their existing and proposed activities meet CBD's Aichi targets (including via UKOTCF's current exercise). This will
- i) assist in the completion of National Reports for those territories that have had the CBD extended and assist in preparing encouraging evidence for those territories still considering extension,
 - ii) support and demonstrate relevance in funding applications, and
 - iii) identify gaps in delivery. (4)

F. Using informed decision making to manage development sustainably, including Environmental Impact Assessments

F1. Legal Status of Environmental Impact Assessments, and of Environment Charters

092. Fulfil UK's Environment Charter Commitment 7, under which *the UK Government* must give technical assistance to enable (amongst other things) the *UKOT governments* to (a) establish best practice EIA protocols and (b) assess EIAs submitted by proposed developers. (12)
093. Fulfil UKOTs' Environment Charter Commitments 4 and 11, under which *UKOT governments* must require EIA for all major development proposals and for those proposals likely to have significant environmental impact. (12)
094. Fulfil UKOTs' Environment Charter Commitment 5, under which *UKOT governments* must require consultation with stakeholders as a component of EIAs (and other plans and developments). It would be worth thinking also about the concept of FPIC (free, prior and informed consent). (12)
100. *UKOT Ministers*, while recognising the commitments of their own governments under the Environment Charters (agreed with the UK Government in 2001), should continue to press the *UK Government* to fulfil its commitments under the Charters, including in relation to:
- Technical assistance, especially regarding technical and scientific issues like renewable energy, fulfilling commitments numbers 1, 5 and especially 7;
 - Use UK, regional and local expertise to give advice and improve knowledge of technical and scientific issues. This includes regular consultation with interested non-governmental organisations and networks.
 - Assistance with updating environmental legislation, fulfilling commitments 2 and 5
 - A ring-fenced fund to support 'projects of lasting benefit to the Territories' environments' (commitment 8). (This is worth a note. When the Charters were written in 1999, environmental projects in the UKOTs were funded by the FCO Environment Fund for the Overseas Territories, so the treaty referred to that fund. By the time we met in Bermuda in 2003 that fund had been cancelled, to universal consternation. So, as a result of the Forum conference in 2003 in Bermuda, the Overseas Territories Environment Programme was started, with funds from FCO and DFID. This fund provided an accessible, ring-fenced fund for projects in the UKOTs, was managed initially through an open process through in which experienced NGOs and local Governors' offices played an important role, involved a level of bureaucracy that was suited to the UKOTs and provided funding for small-scale projects which were manageable by individual UKOTs. This was cancelled unilaterally by FCO in 2011 and replaced, after a year without a fund, by Darwin Plus (Defra/FCO/DFID), whose decision-making process is less open.)
 - Facilitating Territories' inclusion and compliance with Multilateral Environmental Agreements (commitments (3 and 4).
 - Promoting cooperation and sharing of experience/expertise among the Territories (including by helping to fund regular UKOTCF conferences like that hosted by Gibraltar in July 2015) (commitment 6: to 'Promote better cooperation and the sharing of experience between and among the Overseas Territories and with other states and communities which face similar environmental problems.') This is why UK Government should continue to fund conferences of this sort. (12)
101. *UKOT governments* should implement their commitment to ensure that future development plans must provide for mandatory EIA as required by the Environment Charters and general international law. In accordance with Environment Charter Commitment 2, the *UK government* must assist the UKOTs to review and update environmental legislation to be consistent with general international law. (12)
102. With respect to the particular challenges of Small Island Developing States (SIDS), the *UK and UKOT governments* should draw upon, second or otherwise leverage the technical and broad SIDS expertise of the Commonwealth Secretariat, the UNEP and other multi-lateral institutions in accordance with Environment Charter Commitments 4, 5, 6 and 7. (12)

F2. Requiring EIAs and standards of best practice

106. *UKOT governments* should require EIAs for all (including both governmental and private) major development proposals and for those proposals likely to have significant environmental impact, and

- make them transparent and open (with copies readily available on-line) to local persons and outside experts to comment on, and allow reasonable time for this. (12)
107. **UKOT governments** should make provision for open and independent scrutiny and review, and should write into the terms of reference for EIA, that anyone can call for a review of EIA, as established by the Privy Council in *Belize Alliance of Conservation NGOs v. Department of the Environment* (2004) UK PC 4. If contractors know that their work could be open to scrutiny by other consultants, this could have an important impact. Mindful that participation in decision making is embedded in the Environment Charter commitments, this should be happening anyway. During the sessions there were some excellent examples of the use of public participation to aid decision-making – but also some examples of disastrous decision making when the public were not consulted. So the Conference recommended that informed public participation by interested and affected parties be central to decision making in the territories. (12)
 108. **UKOT governments** should put in place appropriate and effective legislation requiring EIAs that meet accepted best practice standards and make them available to guide practitioners undertaking EIAs and regulators who need to review them and act on their findings when determining development consent. (12)
 109. **UKOT governments** develop follow-up and enforcement mechanisms and allocate the resources needed. (12)
 110. **UKOT governments** should approach this strategically, so that environmental planning, monitoring and mitigation measures etc are in place well in advance of development proposals. (In this context, it would be useful to make a distinction between EIAs and SEAs (strategic environmental assessments) and what the role of each might be.) (12)
 111. **UKOT governments** should ensure that the EIA process is embedded in, and forms part of, the planning/ development consent process. This ensures that it is considered as part of the decision-making process, in accordance with the Privy Council decision in *Save Guana Cay Reef Association v. R* (2009) UK PC 44. Any recommendations/ mitigation measures from the EIA can then form planning conditions. (Here and elsewhere, there are references or implications indicating EIAs considering socio-economic impacts. It might be helpful to think about what is the expected scope of an EIA and whether there are other complementary assessments that could pick up socio-economic issues.) (12)
 112. To enable this, **UKOT Governments** should have:
 - appropriate supporting policy and legislation in place regarding required outcomes for ecosystems, habitats and species
 - State of the environment reporting or strategic baseline data in place so developers, planners and EIA practitioners are aware of issues they will have to address to comply with this.
 - Assistance and capacity-building from (or resourced by) UK Government in line with Charter commitments to develop strategic sustainable development plans and devise effective impact assessment processes commensurate with significant threats and pressures. (12)
 113. **UKOTCF** should investigate putting together a list of all the regulations and derive a set of best practices that we could all ultimately aspire to. It would be good to have statements from across *the territories* to see what issues come up in common, and to identify where the most serious revision of their EIA guidelines are needed so that this can act as an effective tool in terms of environmental impacts and better planning. (12)

F3. Importance of appropriate and effective legislation, and that EIAs are supported by policy and appropriate established standards

114. **UKOT governments** should put in place appropriate and effective legislation requiring EIAs that meet best practice standards, and proper enforcement mechanisms, and allocate the resources needed to do this. Such legislation should make provision for the role of NGOs in the assessment process. It would be worth considering “fit-for-purpose” approaches, that are robust, but not necessarily so resource-hungry that the system is set up to fail due to lack of resources. (12)
115. **UKOT governments** should have clear policy on biodiversity and ecosystem services in place, to underpin standards and requirements. (12)
116. **UKOT governments** should have appropriate supporting legislation in place (e.g. protection of species and habitats) in order to create enforcement mechanisms during the development process. (12)

117. **UKOT governments** should ensure good baseline data exists, so that developers, planners and EIA practitioners are aware of what is present on site and the species/habitat issues they will have to address, as well as wider environmental effects on humans. (12)

F5. Role of Civil Society

119. **UKOT Governments** should ensure, by appropriate support and encouragement to civil society organisations, that decisions are informed by a wide range of information – scientific information, local knowledge, resource use information etc. – using just one of these sources in isolation can be counterproductive. (12)
120. It is worth **NGOs, UKOT Governments** and others investing valuable time and resources in informing and engaging stakeholders to assist in decision-making. Their input can really influence the outcome of a project. A good way to ensure a high level of stakeholder engagement in decision-making is to offer a variety of ways to get involved. If stakeholders can be given more responsibility, e.g. fishermen given a role in managing a particular fishery or site, they are more likely to become actively involved. Sometimes small jurisdictions are able to be more flexible in their approach to accommodate stakeholder input and achieve good conservation outcomes. (12)
121. **Managers** must develop creative ways to engage the public, and to make complex technical information accessible to both the public and decision makers. (12)
122. **UKOT governments** should ensure that civil society feels that their input will be taken seriously and considered carefully in the decision process. (12)
124. Organisations that bring together UKOT and CD representatives and member organisations and individuals could help with informed decision making by sharing case studies of good and bad practice, and **UK & UKOT Governments and other funding bodies** should resource this. (12)

G. Stakeholder and User Stewardship

136. A model of a systematic approach for engaging the community in stakeholder stewardship is being devised, e.g. with TCI's Community Conservation Partner Program and UKOTCF; however, initial funding is needed to establish project protocols, procedures, legislative framework and training for all participants. Once developed, this model can be applied across territories. Funding could be provided by **UK or UKOT governments or other funding agencies**. (7)
138. Anguilla's Constitution gives significant rights to land-use, which brings frequent legal challenges by stakeholders in relation to what and how they can use their registered land. This can be detrimental, economically and socially, but on the other hand it can be beneficial. UKOTs' Constitutions should be amended to ensure that environmental management and conservation of ecosystems and their services are enshrined in their Constitution. Furthermore, it should be the Constitutional Right of Nationals to ensure that this happens. Hence, the Nationals will be held accountable for their practices on each parcel of land. (To: **UKOT and UK Governments**) (7)
139. Management roles should be enshrined in law for accountability. (7)

H. Legislative Framework

148. It is important that amendments are made to the building codes and Physical Planning Acts to factor in climate change as a means to build resiliency in the Small Island Developing States. Some countries have outdated pieces of legislation, which have not taken into account this growing issue. These necessary alterations are vital if we are appropriately to build resiliency and alleviate loss and damage. (To: **UKOT Governments**) (7)
149. Stakeholder participation and transparency should be mandated in legislation. (7)

I. Economic and Intrinsic Value of Sustainable Use

167. NGOs, such as UKOTCF, should be resourced so as to be able to continue to play the role of sharing positive outcomes, new methods and lessons learned among territories. (To: **UK Government and other funding bodies**) (7)

J. Invasive species

188. Develop/implement suitable IAS policy and regulatory framework to prevent, control and manage IAS, as well as IAS strategies at the local and regional level, including the elaboration of IAS alert-lists, control methods (including “eradication”, promoting of assessment and feasibility studies for eradication or control of IAS, communication and outreach...). Where an NGO shows interest in eradicating an invasive species, the territory Government should generally support and encourage that initiative, and employ expert advisors to monitor and assess the proposed work on its behalf throughout its duration. Governments should ensure that eradication operations are carried out professionally, safely and effectively, but UKOT Governments may need to seek external advice to ensure that international best practice is followed in both the planning and implementation. (*UKOT Governments*) (4)
189. Greater public awareness and increasing the community’s role in controlling invasive species can be effective. *UKOT Governments* can also improve conditions by strengthening development agreements and legislation to prohibit importation of soil, landscaping materials and other biosecurity threats. (7)
190. *UKOTs governments* should acknowledge that invasive species are a global threat, and therefore should be encouraged to prioritise a list of the top ten alien invasions and develop invasive species strategies to manage their impacts. (7)
191. Develop early warning and rapid response systems at the local and regional levels to prevent introduction and spread (i.e. biosecurity). Expert advice must be sought, considerable thought given, and action taken in regard to preventing the re-introduction of an eradicated invasive species before the eradication has taken place. (*UKOT Governments*) (4)
192. It is essential to prioritise within each territory the most vulnerable places and threatened species as control of invasives is resource intensive. There are tools and examples of ways to do this. (*UKOT Governments and NGOs*) (4)
194. *UKOT/CD Governments* should strengthen protection against invasive species introductions, and implement invasive species culling of established invasive species (e.g. lion-fish), recognising that in some cases a regional effort (at both the preventative and culling levels) will be needed for such action to be effective locally. UKOTs should establish lists of species of regional concern and current status. (8)
195. Secure funding to conduct eradication/control of invasive species that are impacting on key biodiversity sites and endangered species, and to develop/enhance capacity in the UKOTs to manage such invasive species. (*UK Government and other funding bodies*). (4)

K. Biodiversity data

201. Development of biological indicators to measure progress. The UK indicators tend to focus on certain groups (farmland and woodland birds, bats and butterflies) where there are well defined monitoring schemes, but historically ‘BAP reporting’ used a slightly more subjective ‘expert view’ approach to assess the priority species. A basket of key species and/ or habitats could be selected and trends measured using various surveillance approaches. An example of such surveillance is remote sensing. Assessment of whether trend analysis would be useful and, being really ambitious, ‘target statuses’ could be set for a range of species against which progress could be assessed. *UK and UKOT Governments and NGOs* need to discuss and research what could be considered achievable short term, and what might be needed to develop more ambitious approaches could be instructive. (4)
202. It is recommended that territories’ data are shared with UK, regional and global databases, particularly in relation to the highest priority species such as endemics. (*UKOT and other Governments, NGOs, other researchers*) (4)
204. UKOT/CD and regional scientific capacity should be strengthened through the establishment of, or support for, existing scientific centres, which can also help promote/coordinate regional data sharing; existing centres/institutions should be approached to assess interest/capacity. There is a need for quality assurance of data and standardised metadata, and it is recommended that *UKOT governments* adopt ISO 19115 as the framework for their metadata standards. *UKOT governments* need to strengthen requirements for sharing of scientific data by visiting scientists (perhaps tying this as a condition of research permit). (8)

205. Under the UN Law of the Sea, UKOTs/CDs are entitled to access data collected within their EEZs and **UKOT governments** should establish the necessary mechanisms for accessing this data with the UK Government. **UK Government** should provide guidance/advice as to how international legislation (e.g. UNCLOS) may provide UKOTs with access to scientific data within their EEZs. (8)

L. Other aspects of Conservation and Sustainable Use of Marine Resources

216. **UKOT/CD governments** should manage their marine resources on the basis of sound scientific data, i.e. evidence-based decision-making. Management objectives, based on sound science, should be clearly defined and articulated by UKOT/CD governments, so that management tools (e.g. minimum size, seasonal closures, MPAs, gear-restrictions, catch-quotas, rights-based management, etc), tailored to address the specific, often unique, local or regional marine environment, can be applied. As a safeguard, it was agreed that the precautionary principle should be applied to resource management where there is insufficient data. (8)
218. The socio-economic vulnerabilities of small island communities need to be understood, and responsibility for ensuring full stakeholder consultation in the management of the shared marine resources must be taken by **UK and UKOT Governments** (i.e. a transparent 'EIA' approach should be adopted when seeking to implement significant conservation measures to ensure environmental and socio-economic impacts are widely understood and assessed). (8)
219. **UKOTs/UKOTCF** should explore opportunities for establishing/strengthening existing regional/international collaboration (e.g. 'sister' sanctuaries being established by French MPA Agency), particularly where migratory species are concerned, and the possibility of whale sanctuaries linked to those of neighbouring territories and countries should be given some priority. (8)
220. **UKOTs** should consider establishment of coral nurseries as species banks and development of artificial reefs. (8)
221. **UKOT/CD Governments** should strengthen/share with other UKOTs contingency planning (with support from the **UK Government** where relevant with regards to international relations) for major marine incidents. (8)
222. **UK and UKOT Governments**, supported by NGOs and others, should continue to explore ways of strengthening surveillance of illegal fishing activities for resource-poor UKOTs, investigating a range of methods, such as satellite-tracking, use of UK Government naval or other resources etc. (8)
224. Prompted in part by concern about human rights abuses on certain fishing vessels, it was recommended that **UKOT governments** should strive to ensure sustainable fisheries at the technical, social and governance level, achieving certification of their fisheries through a recognised international standard such as the Marine Stewardship Council. (8)

M. Capacity and resource issues

249. A greater understanding of the role of organisations like UKOTCF should be shared. **Funding bodies** need a better understanding of UKOTs and conservation challenges there, and the facilitation and assistance roles that some governmental and NGO bodies in the UKOTs look to in locally experienced umbrella conservation bodies. (4)
252. The Conference acknowledged the importance of continued funding for research, education and implementation of conservation measures for the environment of the UK Overseas Territories. Difficulties of access to UK and EU funding streams were highlighted as there are restrictions because of the constitutional position of both funders and the Territories. Specific Overseas Territory funding was therefore particularly supported by the Conference. (To **UK Government, EU, other funding bodies**) (11)
254. It is recommended that biodiversity and its ecosystem services are included in national accounting systems to ensure biodiversity is fully valued for the long term benefit of the territories. (**UKOT/CD Governments**, with support from **UK Government**) (4)
255. A checklist of environmental infrastructure (e.g. sustainable physical development plan, habitat and ecosystem services mapping, legislative framework, etc.) should be developed for each UKOT. Rather than allocating scarce funding resources on a "winner takes all" basis, UKOTs can advocate allocation of funding where it is most needed. In some cases, this will be UKOT governments

(which will anyway be involved re permits etc.), but in other places, funding will be better allocated to NGOs that can work among and between governments effectively. (To: **UK and UKOT Governments and other Funding Bodies**) (7)

256. A comprehensive checklist of environmental needs should be developed for all territories, with funding targeted preferentially to fill gaps. This need not be a whole new exercise. Existing initiatives such as the UKOTCF review of progress against Environment Charter Commitments and Aichi Targets, reviews of legislation and local reviews can provide much of the analysis. (**UKOTs/CDs; UKOTCF**) (7)
257. National perspectives and support from the **UKOT governments** (ministries/politicians /Cabinet) should be built-in. (7)
258. The Sustaining Partnerships Conference itself provides an important format for the exchange of ideas and the development of future collaborations, Mr Victor Brownlees, Alderney's Chief Executive, noting "Knowledge is at its most powerful when shared." All conference delegates were encouraged to focus on the development of future projects during and following the event. (**Conference participants**) (11 & 15)