



**Annual Report
2017-2018**

Overview

This is the 8th year of operation of the Isles of Scilly IFCA. This report details the work that took place between 2017 and 2018. The IFCA has had a 100% turnover of staff over this period, creating its own challenge in the reporting against its priorities and objectives.

Higher Level Objectives

The Isles of Scilly IFCA has a number of statutory duties and responsibilities to ensure that the marine environment within the district is conserved and maintained in a viable state as set out in the Marine and Coastal Access Act 2009.

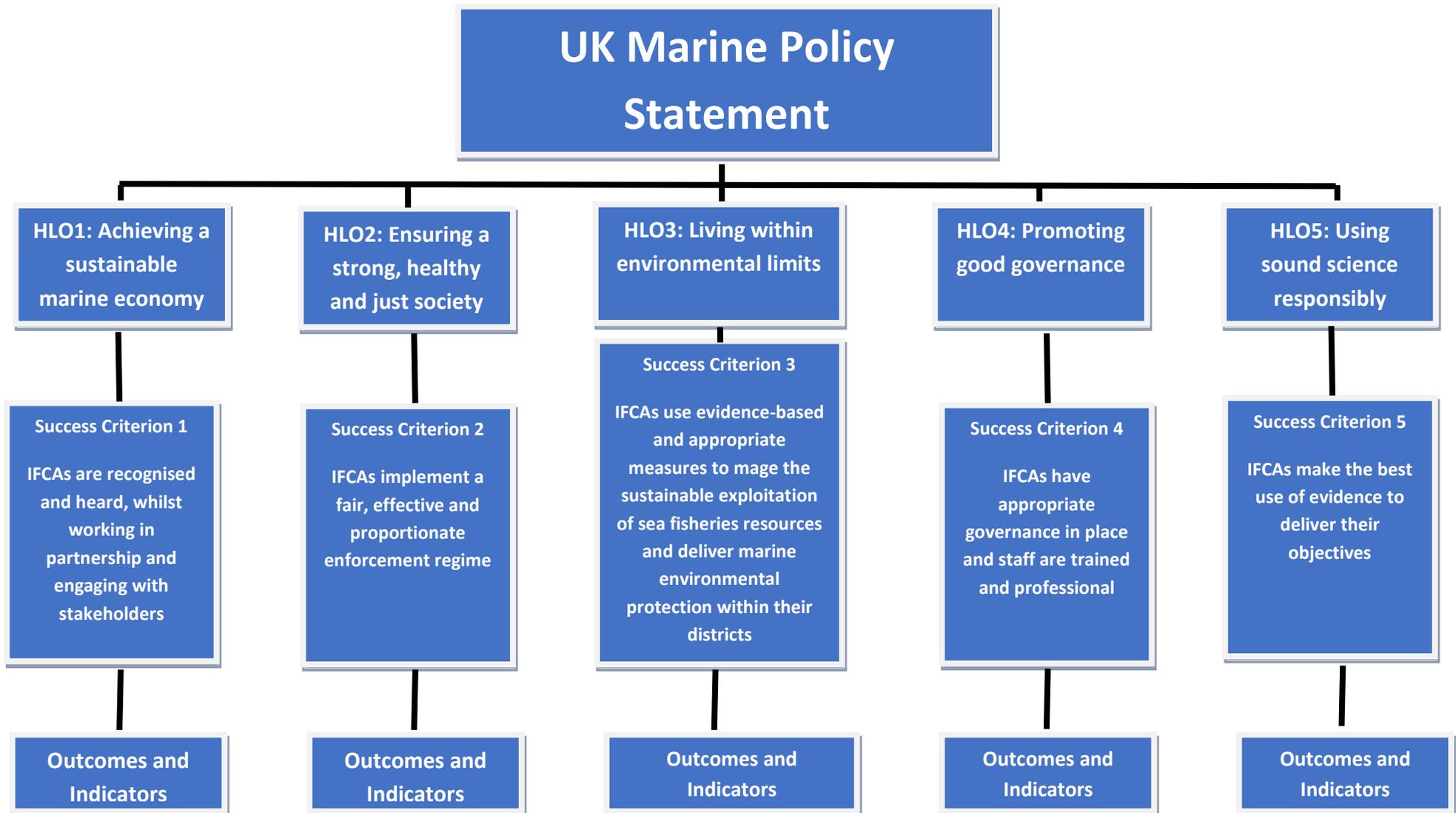
The main focus, as in previous years, has been to deliver these duties and achieve the following High Level Objectives;

- 1. Achieving a sustainable marine economy;**
- 2. Ensuring a strong, healthy and just society;**
- 3. Living within environmental limits;**
- 4. Promoting good governance;**
- 5. Using sound science responsibly.**

The national IFCA vision, shared by all the ten authorities in England is as follows:

“Inshore Fisheries and Conservation Authorities will lead, champion and manage a sustainable marine environment and inshore fisheries, by successfully securing the right balance between social, environmental and economic benefits to ensure healthy seas, sustainable fisheries and a viable industry.”

IFCA Success Criteria



Success Criteria 1:

IFCAs are recognised and heard, whilst working in partnership and engaging with stakeholders.

Definition:

IFCAs will be visible, respected and trusted regulator within coastal communities and will maintain and deliver a strategy to communicate their vision and duties effectively. IFCAs will engage with policy makers, industry, Non-Governmental Organisations (NGOs), recreational and commercial users; and other regulators. They will work jointly and collaboratively with partner organisations across boundaries; will participate and contribute to the development and implementation of regional and national marine policy, including the marine planning regime; will take long-term strategic decisions and manage risks effectively. IFCAs may maintain a national body to co-ordinate the activities of authorities that are party to arrangements.

Outcomes:

- The IFCA will maintain and implement an effective communication strategy.
- The IFCA will maintain its website, ensuring public access to current fisheries and conservation information for the district, including management requirements and byelaws. Non-reserved IFCA Committee papers will be published.
- The IFCA will contribute to co-ordinated activity at a national level.
- The IFCA and its principal partners will have a clear understanding of roles and responsibilities. Memoranda of Understanding with MMO, Natural England, Environment Agency and Cefas will be maintained. Opportunities for greater efficiencies, effective joint working and collaboration will be explored and implemented when feasible.

Indicators

SC1A: The IFCA will maintain a database of stakeholder contacts that will have been reviewed and updated by 31 March each year.

SC1B: The IFCA will have completed a review of its communication strategy and implementation plan by 31 March each year.

SC1C: The IFCA will have reviewed its website by the last working day of each month.

SC1D: The IFCA will have reviewed its website and ensured it meets the objectives of its communication strategy, by 31 March each year.

SC1E: The IFCA will have reviewed all of its Memoranda of Understanding by 31 March each year. There will be a clear plan in place to update MoUs where necessary, to an agreed timescale.

SC1F: By 31 March each year, the IFCA will have participated appropriately, proportionately and at the right level of delegation, in regional and national fisheries and conservation activity identified in the annual plan.

Isles of Scilly IFCA work streams	Status	Narrative report
Isles of Scilly IFCA will engage with local stakeholders through informal and formal meetings; ensuring that there is a good level of awareness of developing issues and understanding of byelaws and agreements.		IoSIFCA attended Fishermen's Association meetings and MPA Working Group meetings.
The Isles of Scilly IFCA will use its website and social media (Facebook and Twitter) as communication tools to ensure that there is wider public awareness of the work of the IFCA and information about the district.		New Twitter and Facebook accounts were opened and the website was updated.
The Isles of Scilly IFCA will engage with national fora, but we will prioritise when and how since our resources are limited. We will seek to ensure that we are part of co-ordinated IFCA technical and strategic developments.		IoSIFCA attended Chief Officers Group (COG), Association of IFCA (AIFCA) and NIMEG meetings.
The Isles of Scilly IFCA will actively seek opportunities for joint and partnership working in the delivery of its scientific, monitoring and management objectives.		Scientific research projects in collaboration with CEFAS and Cornwall IFCA. Enforcement operations were carried out in collaboration with the MMO and Cornwall IFCA.

Success Criterion 2:

IFCAs implement a fair, effective and proportionate enforcement regime.

Definition:

The IFCA enforcement regime is risk-based, makes appropriate use of intelligence, meets legislative standards and complies with the Regulators Code. It should make effective use of the resources available to regulators; complement and align, if possible, with the regimes in adjacent IFC Districts and management by other organisations including the MMO and Environment Agency. Consistency and fairness is important. Regulatory compliance is promoted. Enforcement action is carried out by trained, professional officers working to clear standards of conduct.

Outcomes

- The IFCA will publish its enforcement risk register and strategy, clearly setting out its approach to achieving regulatory compliance and potential sanctions that may be applied for infringements and/or offences.
- The IFCA will have developed consistency in regulations (byelaws) with other organisations.
- The IFCA will manage operational activity (e.g. through a Tasking & Co-ordination Group) and capture, record, evaluate and disseminate intelligence that is compatible with partner organisations. It is engaged in joint working with partner organisations.
- Warranted Inshore Fisheries and Conservation Officers (IFCOs) will be trained and accredited to nationally agreed standards. They will maintain professionalism and make appropriate interventions to deliver efficient, effective enforcement activity.

Indicators

SC2A: The IFCA will ensure its enforcement risk register and strategy are published and available on its website from 1 April each year.

SC2B: The IFCA will demonstrate in its Annual Report how it has worked with other regulators to achieve consistent quality, application and enforcement of management measures.

SC2C: The IFCA will compile records of enforcement activity in a standard format; provide them to the National Inshore Marine Enforcement Group (NIMEG) and publish them on its website.

SC2D: The IFCA will adopt the national Code of Conduct for IFCOs, which will be reviewed annually and published on its website by 1 April.

SC2E: The Code of Conduct for IFCOs is reflected in work objectives and annual appraisals for all Warranted Officers.

SC2F: Warranted Officers attain accreditation. All undertake Continuing Professional Development.

Isles of Scilly IFCA work streams	Status	Narrative report
Isles of Scilly Officers will be appropriately trained to national standards. A code of conduct will be published on the website and they will maintain a professional attitude to their work and make appropriate interventions.		All officers have received nationally endorsed IFCO training.
Isles of Scilly IFCA will review and update its enforcement risk register and publish it on its website.		Not yet completed.
Isles of Scilly IFCA will operate with regulators and partner organisations to ensure that it is achieving consistent and effective joint working.		Through this year we worked effectively with the MMO and Cornwall IFCA
Isles of Scilly IFCA will compile records of enforcement activity.		Records of all enforcement activity have been kept

Success Criterion 3:

IFCAs use evidence based and appropriate measures to manage the sustainable exploitation of sea fisheries resources and deliver marine environmental protection within their districts.

Definition:

The IFCAs were created as statutory inshore regulators by the Marine and Coastal Access Act 2009. They are relevant authorities for implementing international environmental commitments including the Birds, Habitats, Water and Marine Strategy Framework Directives and make an important contribution to securing a network of well managed marine protected areas, including European Marine Sites and Marine Conservation Zones. Fisheries Management Plans identify local management measures which should be based on evidence; be timely; subject to appropriate consultation and in step with national initiatives and priorities. An IFCA should balance the social and economic benefits of exploiting sea fisheries resources with the need to protect the environment. It should make a contribution to sustainable development.

Outcomes

- The IFCA will identify issues likely to affect sustainable management of the marine environment in the IFC District; undertake risk assessment and gap analysis; review appropriateness of existing measures; evaluate management options and develop and implement proportionate marine management solutions.
- The IFCA will support implementation of a well-managed network of marine protected areas by: developing a range of criteria based management options; implementing management measures to ensure that inshore fisheries activities comply with the Marine and Coastal Access Act 2009 and the revised approach to managing commercial fisheries in European Marine Sites; and that local management contributes to delivery of targets for the Marine Strategy Framework Directive, Water Framework Directive and Marine Plans.
- The IFCA will develop Fisheries Management Plans for priority species where appropriate. Shared objectives will be developed with identified partners; actions identified and best practice reflected so that management makes a contribution to sustainable development.

Indicators

SC3A: The IFCA will record site-specific management considerations for Marine Protected Areas and report progress to the Authority

SC3B: The IFCA will publish data analysis and evidence supporting new management measures, on its website.

SC3C: Management information (e.g. sampling and/or survey results) will be collected periodically after new management measures have been implemented, to demonstrate the extent of effectiveness of the intervention.

SC3D: The IFCA will have developed a range of criteria-based management options that are explained to stakeholders through the IFCA website, and reviewed by 31 March each year.

SC3E: New IFCA management measures selected for development and implementation are

delivered within agreed timescales.

SC3F: The IFCA will include shared agreed objectives and actions from Fisheries Management Plans in its own Annual Plan, which will be published by 31 March each year.

SC3G: Progress made in relevant Fisheries Management Plan areas, including Maximum Sustainable Yield commitments, will be noted in the IFCA's Annual Report.

Isles of Scilly IFCA work streams	Status	Narrative report
Isles of Scilly IFCA will complete amber risk Habitat Regulation Assessments (HRAs).		HRAs were completed for both pots and creels in interaction with subtidal sandbanks and nets for interaction with grey seals.
Isles of Scilly IFCA will continue to assess management needs and review the effectiveness of existing measures. Shared objectives will be developed with identified partners		No progress has been made on this objective in this financial year. Data is not collected on the effectiveness of management measures.
Isles of Scilly IFCA will continue to gather data on key shellfish fisheries and stocks in the district.		A project was undertaken in collaboration with CEFAS and Cornwall IFCA to look at larval dispersal of spiny lobster.

Success Criterion 4:

IFCAs have appropriate governance in place and staff are trained and professional.

Definition:

IFCAs are statutory authorities and sit within the local government family. Authority members may be either general members or local councillors. They comply with Codes of Conduct and the Standing Orders that apply to meetings of local government committees. General members are appointed on merit, through open competition and for a term. They are subject to an annual performance appraisal.

An IFCA is funded by levy, charged to its member councils. Funding originates in local taxation. An IFCA is accountable for its use of public resources and should ensure that a proper auditing regime provides confidence in its commitment and spend of public money. It should make effective use of its resources, including staff and assets. An IFCA has a statutory obligation to prepare and publish Annual Plans and Annual Reports.

Outcomes

- The IFCA will demonstrate its long-term strategic approach to sustainable marine management by having appropriate plan making, review, update and amendment procedures in place. The IFCA will record its performance against corporate outcomes and indicators as soon as practically possible following the end of the financial year.
- Staff performance management systems will be in place that link to the IFCA success criteria. There will be an induction procedure for new joiners. Staff training and development needs will be identified. Performance will be managed and, where necessary, improvement procedures will be followed.
- The IFCA Committee will be supported by an organised, efficient and effective secretariat. New members will receive an induction pack and briefing from the Authority. There will be a rolling twelve month schedule of quarterly Authority meetings. Notices of meetings and documentation will be made available in line with Standing Orders.

IFCA Committee meetings will be held in public unless material is either confidential, or exempt within the meaning of the Local Government Act 1972.

Indicators

SC4A: The IFCA will publish a Plan on its website by 31 March, setting out the main objectives and priorities for the next financial year. A copy will be sent to the Secretary of State.

SC4B: After the end of each financial year, the IFCA will publish a Report on its website describing its activities, performance and a summary of audited financial information in that year, by 30 November. A copy will be sent to the Secretary of State.

SC4C: IFCA staff will have annual performance management plans in place. Annual appraisals for all staff will have been completed by 31 May each year.

SC4D: An efficient secretariat of IFCA staff support IFCA Authority meetings which are held quarterly and are quorate. Meeting documentation will meet Standing Orders.

SC4E: The IFCA will have demonstrated, in its Annual Report, how marine, land and water management mechanisms in the Inshore Fisheries & Conservation District have worked responsively and effectively together.

Isles of Scilly IFCA work streams	Status	Narrative report
Isles of Scilly IFCA will undertake to involve Committee members, stakeholders and external partners in the creation of the 2017/2018 Annual Plan.		Isles of Scilly IFCA published its annual plan before the 1 st April 2018. Since there had been a staff changeover, it was not possible to involve Committee members and external partners in its creation.
Isles of Scilly Annual report will demonstrate how the IFCA has performed over the previous financial year.		Isles of Scilly IFCA published its Annual report within the financial year.
Staff will be appropriately inducted, supported and trained in order to perform effectively		Isles of Scilly IFCA only have two staff. However, we ensure that the performance of staff members are appropriately appraised.
Isles of Scilly IFCA will continue to work closely with the Council to ensure that the statutory meetings are held through the financial year, with appropriate public access to all public documents		The full Authority met on three occasions during this financial year (20 th June 2017, 5 th September 2017, 11 th January 2017)

Success Criterion 5:

IFCAs make the best use of evidence to deliver their objectives.

Definition:

IFCAs are statutory regulators for their Inshore Fisheries and Conservation District. Decision making should be based on evidence. All IFCAs are supported by officers who pool their expertise and share best practice as a Technical Advisory Group (TAG). A programme of research activity and monitoring is planned, developed and updated in consultation with partners. The programme informs management decisions and supports justification for additional research and evidence gathering.

Outcomes

- A strategic research plan that contributes to greater understanding of the marine environment and delivery of cost-effective management of sea fisheries resources.
- Standard Operating Procedures describe how data is captured and shared with principal partners.
- A list of research databases held by the IFCA and the frequency of their review.
- Non-confidential meta-data collected through the IFCA research programme should be recorded in a database available to the marine research community.

Indicators

SC5A: The IFCA will demonstrate progress that has been made towards identifying its evidence needs by publishing a research plan each year.

SC5B: The IFCA will publish a research report annually that demonstrates how evidence has supported decision making.

SC5C: The IFCA's contribution to TAG and progress that has been made towards a national evidence needs programme will be recorded in the IFCA's Annual Report.

Isles of Scilly IFCA work streams	Status	Narrative report
Isles of Scilly IFCA will publish a research plan and research report		A research plan and research report have not been produced this financial year, but they have been prioritised for 2018/19.

Isles of Scilly IFCA will develop standard approaches to data collection.		This has not been completed in this financial year, but in the future will be incorporated into our research plan.
Data held by the IFCA will be publicly shared.		Data held by the Isles of Scilly IFCA is not currently in a format which can be provided to the public.

Membership

The Isles of Scilly IFCA is led and directed by a committee that consists of eight members, these are as follows:

- Three elected representatives of the Council of the Isles of Scilly
- Four persons appointed by the Marine Management Organisation (MMO) and this must include at least one employee of the MMO
- One representative of Natural England (NE)

The Principal Committee meets quarterly in order to receive reports from the Authority's officers and enable the members to direct officers to conduct work and discharge its functions.

List of Members

- | | |
|----------------------------------|---|
| • Cllr Andrew Guy (Chairman) | <i>Isles of Scilly Council</i> |
| • Cllr Steve Watt | <i>Isles of Scilly Council</i> |
| • Cllr Harry Legg | <i>Isles of Scilly Council</i> |
| • David Milligan | <i>MMO Representative</i> |
| • Kate Sugar | <i>NE Representative</i> |
| • Timothy Allsop (Vice Chairman) | <i>MMO Appointee – Commercial Diver</i> |
| • Robert Francis | <i>MMO Appointee – Commercial fisherman</i> |
| • Nicholas Jenkins | <i>MMO Appointee – Commercial fisherman</i> |

The full Authority met on three occasions during this financial year:

- 20th June 2017
- 5th September 2017
- 11th January 2017

All minutes and meeting papers can be downloaded from the Isles of Scilly Council website. There were no changes to the membership during this period.

Staff Recruitment, Turnover and Training

Following the retirement of Steve Watt in December 2016, a new Chief Fisheries Officer was recruited in January 2017 and left in October 2017. A replacement started in February 2018. The Enforcement and Scientific Officer left in March 2018.

The 2017/2018 financial year saw the following changes to Isles of Scilly IFCA staff:

- Paul Whomersley joined in January 2017 as Chief Fisheries and Conservation Officer and left in October 2017
- Enforcement and Scientific Officer, Doug Holt left in March 2017
- Tom Hooper joined in February 2018 as the new Chief Fisheries and Conservation Officer

Statutory marine enforcement training and professional seagoing (STCW) training was provided for Paul Whomersley.

Financial summary

The IFCA budget for 2017-2018 £123,726. This comprises £109,723 of new burdens funding from Defra and £14,000 levy from the Isles of Scilly Council.

Actual 2017/2018	£
Capital Expenditure	
Vessels, survey equipment	0
Revenue expenditure	
Staff costs	£89,841
AIFCA	£12,000
Maintenance, insurance	£7,422
Enforcement costs	£9,302
Total	£118,565

Feedback on focus and priorities

Throughout 2017-2018 a priority has been the completion of the remaining Habitat Risk Assessments linked to the European Marine Site and the development of management plans aimed at sustainably managing key feature/activity interactions within the Isles of Scilly IFCA district.

Key achievements 2017-2018

- HRAs were completed for both pots and creels in interaction with subtidal sandbanks and nets for interaction with grey seals.
- A planned multibeam survey was extended to include Gilstone to the Gorregan and Smith Sound Marine Conservation Zones.
- An EMFF funded project was undertaken in collaboration with CEFAS to model the dispersal patterns of spiny lobster larvae. The study was published in a peer-reviewed journal 'Frontiers in Marine Science' and presented at the International Conference on Marine Connectivity.

Marine Conservation Zone

Multibeam acoustic surveys took place in the Gilstone to the Gorregan and Smith Sound MCZ sub-sites. This data is currently being processed. It will provide very detailed bathymetry of these two MCZ sub-sites. Following a meeting with the Fishermen's Association and the IFCA to review the voluntary agreements that are within the MCZ sub-sites, the decision was to continue with the status quo. These are: no diving for shellfish or other marine species, anchoring restrictions for vessels over 10 metres, a three month commercial fishing hiatus and voluntary V-notching of lobsters.

Marine Protected Area Working Group

IoSIFCA continue to support the MPA Working Group which comprises members from the Council, Island Partnership, Duchy of Cornwall, Natural England, RSPB, Isles of Scilly Wildlife Trust and the Boatman's Association. Two meetings took place in the 2017-2018 financial year.

Byelaws

Following the agreement for a new byelaw to increase the Minimum Landing Size (MLS) to 110mm in June 2017, preparations were made to prepare the byelaw and the Impact Assessment. An informal draft has been sent to the MMO. Further progress was made on the hobby fishing byelaw and Impact Assessment.

Inshore Vessel Monitoring System

The IFCA continued to engage with this developing project primarily at a national level.

Enforcement

Routine patrols continued to take place through this financial year.

Increased Partnership with local and national organisations

One of the goals for 2017-2018 was to build on local and national partnerships. This was achieved through:

- A collaboration with Historic England and Cornwall IFCA for the use of multibeam-sonar surveys in MCZ sub-sites
- A collaboration with CEFAS, Cornwall IFCA and Natural England for a modelling study on the dispersal of the spiny lobster

Modelling the dispersal of spiny lobster larvae

A research study was undertaken by CEFAS for the Isles of Scilly IFCA using a hydrodynamic and larval behaviour model to identify dispersal patterns of spiny lobster. The results showed that for the Isles of Scilly area there was a general trend of dispersal into the Irish Sea and clockwise around the south and west of Ireland. The study highlights the importance of recruitment from outside the Isles of Scilly and the need for a regional approach to fisheries management.

Juvenile lobster release

1,500 lobsters were released in collaboration with the National Lobster Hatchery.

Key Authority Agreements

- Agreement to proceed with the creation of a byelaw prohibiting the landing or retaining on board of berried spiny lobsters and the raising of the minimum landing size (MLS) of spiny lobsters to 110mm
- Agreement in principle to the purchase of a new patrol vessel using a combination of EMFF funds, reserve fund and the re-sale value of the existing patrol vessel.

Risk Management

The Isles of Scilly IFCA, as a statutory body, recognises its responsibility to manage risk and take all reasonable steps to ensure delivery of the Authority's objectives, maximise responsibility and minimise threat.

Risk may be defined as the combination of the probability of an event and its consequences, whether a positive opportunity or a negative threat. Risk cannot always be eliminated, but it is possible to develop a strategy to provide a structured approach to enable the Isles of Scilly IFCA to identify, manage and monitor the more significant threats that it faces.

There are two main categories of risk – strategic and operational – although environmental and technical risks should also be considered. Strategic risks need to be taken into account in judgements about the IFCA's medium to long-term goals. Operational risks are day to day risks in the delivery of a service.

All employees and members should have regard to risk when carrying out their duties. Risk management is part of all decisions at both manager and member level and all Authority's processes. There are many key roles within the risk management process including the effective management of the risk process particularly in areas of service delivery.

Risk assessments look at all working environments, such as around harbours and quays, boarding boats, RIB work, shoreline work, lone working and the hazards of working with machinery. Some of these may be covered by routine working practices where an element of dynamic risk assessment is required, but risks are reduced as far as possible through planned professional training and certification in areas such as sea-survival, first-aid, fire-fighting and local navigation examinations.

Strategic risks will look at threats to the service such as loss of records, long-term illness and legal challenges amongst others.

Likelihood		Impact						
		1	2	3	4	5		
Very Unlikely	1	1	2	3	4	5	Risk Score = 1-5 Low	Acceptable – Acknowledge and accept
Unlikely	2	2	4	6	8	10	Risk Score = 6 - 10 Medium	acceptable – Monitor
Possible	3	3	6	9	12	15	Risk Score = 12-15 Medium	acceptable – Monitor
Likely	4	4	8	12	16	20	Risk scores 16-25 Very High	Unacceptable – Act
Almost certain	5	5	10	15	20	25		

Description	Risk				Mitigation	Residual Risk
	Impact	Risk Score (I*L)	Category	Reputation		
A reputation for smart and prudent stewardship	Loss or damage to reputation from poor press and public relations	3 * 2	Strategic	Potential loss of faith in Isles of Scilly IFCA's governance and organisational structure	Reviewed immediately and followed by issue of positive messages	Loss of independence as the smallest IFCA in the country
Breakdown in local stakeholder engagement	Loss of reputation and confidence in the IFCA	3*3	Strategic and Operational	Loss of faith and reputation	Attending and engaging in regular meetings with commercial and recreational associations and groups	Breakdown of collective ownership of fisheries stewardship
Statutory Responsibilities	Failure to meet statutory duties as set out in legislation	2*3	Strategic	Loss of faith in Isles of Scilly's IFCA's governance	Ensuring legislation is understood and applied	As above
Disaster planning for major incident such as loss of vessel	Loss of operational capability	3*2	Strategic and Operational	Failure to continue enforcement and monitoring duties will reflect badly on the IFCA	Make provision for chartering another vessel	Loss of enforcement and environmental monitoring capabilities

Description	Risk				Mitigation	Residual Risk
	Impact	Risk Score (I*L)	Category	Reputation		
Officers acting beyond their statutory remit	Damage to reputation of the IFCA plus legal implications	2*3	Strategic and Legal	Damaged	Regular training and adherence to the nationally approved code of conduct for inspections at sea and ashore	Frequent changes to legislation may lead to human error
Protection of the marine environment in general and of the designated Marine Conservation Zone.	Loss of important habitat and species. Conservation objectives of MCZs not met	3*2	Environmental	IFCA's reputation as stewards of the marine environment will be damaged	Ongoing monitoring of fisheries activities within the District. Possible introduction of emergency or long-term byelaws	Certain fishing activities may have a negative impact on the many features of conservation interest in the Isles of Scilly

Fish stocks collapse.	Collapse of local fishing industry and recreational resource	4*4	Environmental and economic	Loss in confidence of the IFCA's ability to manage fisheries	Consultation with the industry on possible management schemes. Vigorous enforcement and possible introduction of permits for commercial and unlicensed fishermen.	Continual checks on stock levels and a watch on outside factors such as climate change
Loss of key Staff	Lack of key staffing resources to deliver the service and to ensure that staff have adequate skills training to achieve performance requirements	4*4	Strategic and operational	Damaged reputation due to inability to carry out enforcement and monitoring responsibilities	Ensure staff are fully trained in as many areas as possible to cover contingencies	A way of ensuring continual delivery of objectives is to reduce the risk by training
Insufficient resources	Unexpected budget demands and variations and failure to reach agreed budget targets.	4*3	Strategic, organisational and financial	Damaged through being under-funded to fulfil duties	Monitoring budget papers on a monthly basis	Monthly progress reports and quarterly IFCA meetings

Description	Risk				Mitigation	Residual Risk
	Impact	Risk Score (I*L)	Category	Reputation		

Failure to effectively monitor and enforce legislation	Unregulated fishery. Increased non-compliance	3*5	Operational, Environmental, Political.	Committee's performance is judged on its ability to effectively monitor fishing activity and prevent illegal activity from occurring.	Adaptive co-management approach to fisheries improves understanding and compliance with management measures.	Some legislation difficult to enforce effectively.
Injury to staff due to unsafe working practices	Death or injury of staff	4*4	Operational, reputational.	Poor morale of staff leading to problems with retention.	High quality PPE issued to all staff. Adequate training budget.	Regularly working in hazardous environments.
Failure to maintain survey / sampling programme.	Absence or lack of accurate data leading to poor management of fisheries	3*4	Reputation, Environmental.	High expectation that fisheries are well managed by Authority using best evidence.	Research staff well qualified and experienced with local fisheries.	Planned surveys lost due to poor weather or vessel breakdown.
Failure to secure data.	None compliance with Data Protection Act. Freedom of Information and Environmental Information Regulations. Prosecution case files compromised.	2*4	Operational, reputational.	Stakeholders no longer believe that confidential information they have supplied is secure.	All computers are password protected. MCSS accessed by unique identifier. Important documents secured under lock key/ safes.	Limited ability for personnel to access files.

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