



PROPOSAL V1

DRAFT FRAMEWORK, BUSINESS CASE AND WORKPLAN 2023 – 2025

Output 1.2 of the Cornwall 3Cs Project

| | Date | Author | Comment |
|----------------------|------------|--------|-----------------------|
| V1 FINAL DRAFT | April 2023 | KC | Final Proposal Output |

This project was funded by the Environment Agency's Water Environment Improvement Fund

APRIL 2023



Kaja Curry
CONSULTING & SERVICES

PREFACE

This report is one of several outputs for the project entitled “Coordinating Cornwall’s Coastal Recovery: coast and marine nature recovery action plans to achieve 30 by 30” project which ran from January – April 2023.

This is the second phase of the project exploring the feasibility and options for establishing a Coastal Partnership in Cornwall.

The partnership taking this phase of the work forward is hosted by Cornwall Wildlife Trust and includes Cornwall Council, Cornwall Catchment Partnership, Environment Agency and Natural England. The project is funded through the Environment Agency’s Water Environment Improvement Fund under the banner of ‘Championing Coastal Collaboration’ (3Cs).

The work has been carried out through Kaja Curry Consulting and Services for Cornwall Wildlife Trust.



Kaja Curry
CONSULTING & SERVICES
kajacurry@gmail.com



All reports are available at:

<https://www.cornwallwildlifetrust.org.uk/what-we-do/our-conservation-work/at-sea/coastal-partnerships>

Table of Contents

| | | |
|--|---|----|
| 1 | Executive summary..... | 3 |
| 2 | Background..... | 4 |
| 3 | Context | 4 |
| 3.1 | Drivers for change..... | 4 |
| 3.2 | Targets not being met | 5 |
| 3.3 | Why are plans not delivering? | 6 |
| 3.4 | Key findings from last year | 6 |
| 3.5 | Further engagement undertaken this year | 8 |
| 3.6 | Emerging framework..... | 8 |
| 3.7 | Conclusions | 10 |
| PROPOSAL FOR A CORNWALL AND SCILLY COASTAL AND MARINE PARTNERSHIP (CMP) | | |
| 4 | Vision..... | 12 |
| 5 | Thematic objectives | 12 |
| 6 | How we will work..... | 15 |
| 7 | Theme-led programme..... | 17 |
| 8 | Finance and resources..... | 18 |
| 9 | Skills required for officer post | 19 |
| 10 | Risks and limitations..... | 20 |
| 11 | References..... | 0 |

1 EXECUTIVE SUMMARY

Please note

This document was an output of the Cornwall 3Cs Project as described in the preface. The document will form the basis for further discussion and refinement with the emerging partnership subject to funding.

Time is running out to address climate change and marine nature recovery in Cornwall's coastal and marine areas, with targets consistently being missed across the county. Reflecting findings from across the country, this second year of the **“Coordinating Cornwall’s Coastal Recovery”** project builds on its previous work to propose a new collaborative framework that drives the delivery across the land-sea interface.

Informed by active stakeholder engagement, the emerging framework recognises that effective delivery of improvement plans requires not just a well-structured improvement plan, but also critically, requires a wrap-around service of enabling and facilitating services such as stakeholder engagement, coastal champions, capacity building, marine citizenship and shared data and information. This collaborative framework is at the heart of the proposed **“Cornwall and Scilly Coastal and Marine Partnership (CMP).”**

The vision for the Partnership is captured in one sentence:

By working collaboratively, Cornwall and Scilly Coastal and Marine Partnership will support the delivery of resilient marine and coastal ecosystems and the growth they can deliver through nature-based solutions and community-based capacity building.

Following engagement with 187 individuals from 52 organisations, including representative from the civic, private, public and academic sectors, six thematic objectives have been identified for the Partnership:

- Working across our coast
- Restoring our coast
- Supporting marine-aware communities and businesses
- Investing in our coast
- Focusing on coastal hotspots
- Understanding our coast.

A workplan sets out the key activities to be undertaken across each of these six thematic objectives and the partnership structure has been developed with Terms of Reference also proposed.

However, nothing is possible without adequate funding and resourcing to support this new and innovative collaborative approach across the land-sea interface. Adequate resourcing is imperative if we are to meet the challenges faced by our marine and coastal areas.

2 BACKGROUND

This is the second phase of a project exploring the feasibility and options for establishing a Coastal Partnership in Cornwall. The work is also being carried out through a partnership hosted by Cornwall Wildlife Trust and including Cornwall Council, Cornwall Catchment Partnership, Environment Agency, and Natural England. The project is funded through the Environment Agency's Water Environment Improvement Fund under the banner of 'Championing Coastal Collaboration' (3Cs). All the work carried out in 2022 can be accessed on the Cornwall Wildlife Trust's website at <https://www.cornwallwildlifetrust.org.uk/what-we-do/our-conservation-work/at-sea/coastal-partnerships>.

3 CONTEXT

3.1 Drivers for change

Cornwall is almost completely bordered by its rich and varied coast, attracting residents, visitors, and business and heavily populated in places. Many who live on Cornwall's coast are drawn by employment in fishing, marine services, and tourism. A healthy marine and coastal environment is therefore critical to provide services such as flood and coastal protection, enhanced biodiversity, carbon sequestration, improved water quality, recreation, improved health and wellbeing and food production.

However, the extent of the climate and ecological crises, coupled with the challenge of adaptation to the resulting environmental changes pose a range of unprecedented challenges that will impact every part of life in Cornwall.

Global, national, and county-based agencies are working hard to address this with a portfolio of strategies that seek to restore biodiversity, manage and mitigate flood risks and move to carbon-neutrality of which many were reviewed in the work carried out last year (Kaja Curry Consulting & Services & Cornwall 3Cs Project, 2022).

One of the critical documents for Cornwall and the Isles of Scilly is the Environmental Growth Strategy (Cornwall Council et al., 2020), which sets out a vision along with 10 pillars to grow nature locally so that ***“In 2065, nature in Cornwall and the Isles of Scilly will be diverse, beautiful and healthy, supporting a thriving society, prosperous economy and abundance of wildlife.”*** It goes onto identify **“marine health”** as one of its ten pillars and calls for actions and indicators relating to the management of Marine Protected Areas, developing sustainable fisheries, improving marine management, and tackling water quality issues. These

actions and indicators sit alongside others and are brought together in The Cornwall Plan 2020 – 2050 (Cornwall and Isles of Scilly Leadership Board, 2020).

Other agencies have similarly set targets for improvement; most notably the Environment Agency through documents such as the South West River Basin Management Plans ((*South West River Basin District River Basin Management Plan: Updated 2022* - GOV.UK, n.d.) and the Flood Risk Management Plans (*Flood Risk Management Plans 2021 to 2027* - GOV.UK, n.d.) which have themselves cascaded down to local strategies with local targets.

3.2 Targets not being met

Despite all the policies and strategies, recent reviews show that targets are not being met. Early in 2023, the Environment Agency’s Chief Scientist’s Group published the “State of the environment: the coastal and marine environment” (Environment Agency & Chief Scientist’s Group, 2023). This report reviewed the coastal and marine ecosystem services and the pressures they are experiencing, looking at both the state and the trends. Its findings make challenging reading and concludes that significantly more work is needed to ensure the protection, recovery, and restoration of our coastal and marine environment, and to enable coastal populations to thrive.

A similar situation is evident in Cornwall where the recent review of the Cornwall Plan (Wills et al., 2022) identified that of the five indicators related to the marine and coastal environment, not one of them was on track, and only one showed a very slight improvement.

Table 1: Delivery against marine and coastal indicators for Cornwall Plan. (Data from Cornwall Plan Annual Review Dashboard 2022¹).

| Target Indicator | Target (2029 – 2050) | 2022 Level | Status |
|---|---|---------------------------|--|
| Four times as much of our inshore waters are under active management for environmental gain. | Increase from 7.9% to 31.6% in 2050. | 7.9% | Below target |
| There is no sewage pollution in Cornwall’s seas. | Reduce from 18 to 0 | 18 incidents | Below target |
| (100% of) Cornwall’s rivers and lakes are free from pollution | Increase from 22% to 100% | Next assessment due 2023. | Below target as 2016 – 2019 trend was falling. |
| Every Cornish coastal community has bathing water which is plastic-free. | No target set, nor rigorous monitoring. | | Unknown but qualitative data does not see a reduction. |

¹ See [Cornwall Plan 2020 - 2050 | Together We Can | Let's Talk Cornwall](#) for an interactive dashboard.

| | | | |
|---|--------------------------------|-------------|--|
| % of landings in Cornwall which are recommended by Cornwall Good Seafood Guide | No target set but 40% in 2017. | 37% in 2018 | Data gathering still to be standardised. |
|---|--------------------------------|-------------|--|

3.3 Why are plans not delivering?

National level: A recent report by the Office for Environmental Protection, (2023) has assessed the poor progress in improving the natural environment 2021-22 and identified eight attributes required to enable an effective environmental improvement plan:

- Clear translation of **vision into policies, commitments, and actions** for all involved;
- Clear **governance** arrangements that drive delivery on the ground;
- Unifying overall **delivery plan** and one for each goal area;
- Clear and achievable interim **targets**, as ambitious as possible for those areas needing more attention;
- Makes clear use of robust and current **data** and analyses that are well aligned with the targets;
- Established **evaluation framework** that in order to learn and improve delivery;
- An effective environmental improvement plan would diagnose the cause of adverse trends and develop effective and timely **responses**;
- An effective environmental improvement plan would develop **assessment regimes that look to the future**, rather than anticipate trends and project outcomes.

County level: The independent annual review of the Cornwall Plan (Wills, Collins et al 2022) carried out by the University of Exeter, came to similar conclusions at the State of the Environment report, in that meeting the targets relies on both successful collaboration between partner organisations as well as engaging wider civil society since solutions rarely lie with one organisation alone.

A Maritime Strategy for Cornwall: Cornwall has attempted to build an integrated approach to managing the maritime strategy through the Cornwall Council Maritime Strategy (Cornwall Council, 2019). First adopted in 2012, reviewed in 2018 and due for a further review in 2023/24, the document aims to reflect the Council’s broad range of maritime functions plus the interests of wider maritime stakeholders in the county. Whilst the document has had wide support in the past, there has never been a delivery vehicle to drive the strategy forward.

3.4 Key findings from last year

Stakeholder engagement carried out in 2022 as part of the Cornwall 3Cs Project provided valuable insights into the difficulties and challenges that stakeholders faced when working on coastal issues. It sought views on the gaps in the current partnership network and went onto

explore how a coastal partnership could benefit their work, and the key components that they would find most useful. The key conclusions, as shown in “

Figure 1: Key findings from Cornwall's 3Cs Project carried out in 2022” were that there was solid support for closer collaboration with 97% supporting a ‘Coastal Based Approach in Cornwall’.

Figure 1: Key findings from Cornwall's 3Cs Project carried out in 2022



Having identified the issues, respondents were also asked what would help them the most in terms of what a coastal partnership could do and these are shown in Figure 2.

Figure 2: Results from 2022; What should a coastal partnership do?



The full report is available from Cornwall Wildlife Trust website².

At a national level, the evaluation report of the all the Championing Coastal Coordination Project (Rees et al., 2022) found that there was no quick fix to overcome the challenges at the coast, but rather that there was a need to build relationships across the coastal area, based on

² Curry, K. 2022. "Championing Coastal Coordination in Cornwall". Cornwall Wildlife Trust, Truro. <https://www.cornwallwildlifetrust.org.uk/what-we-do/our-conservation-work/at-sea/coastal-partnerships>.

practical collaboration, in order to develop greater understanding about other stakeholders and how they work.

3.5 Further engagement undertaken this year

Further stakeholder engagement was undertaken during January – March of 2023, in order to further shape and agree the framework for the coastal partnership and to explore possible structures. This was carried out through the following activities:

1. A half-day, **face-to-face workshop** involving the key ‘core’ organisations which had previously been identified as having high impact and influence in the subject matter of coastal partnerships in Cornwall).
2. An **online workshop** involving wider stakeholders with an interest in the subject which again had been identified as part of the stakeholder mapping exercise from the previous year.

(See document OP1.1 Summary of stakeholder workshops).

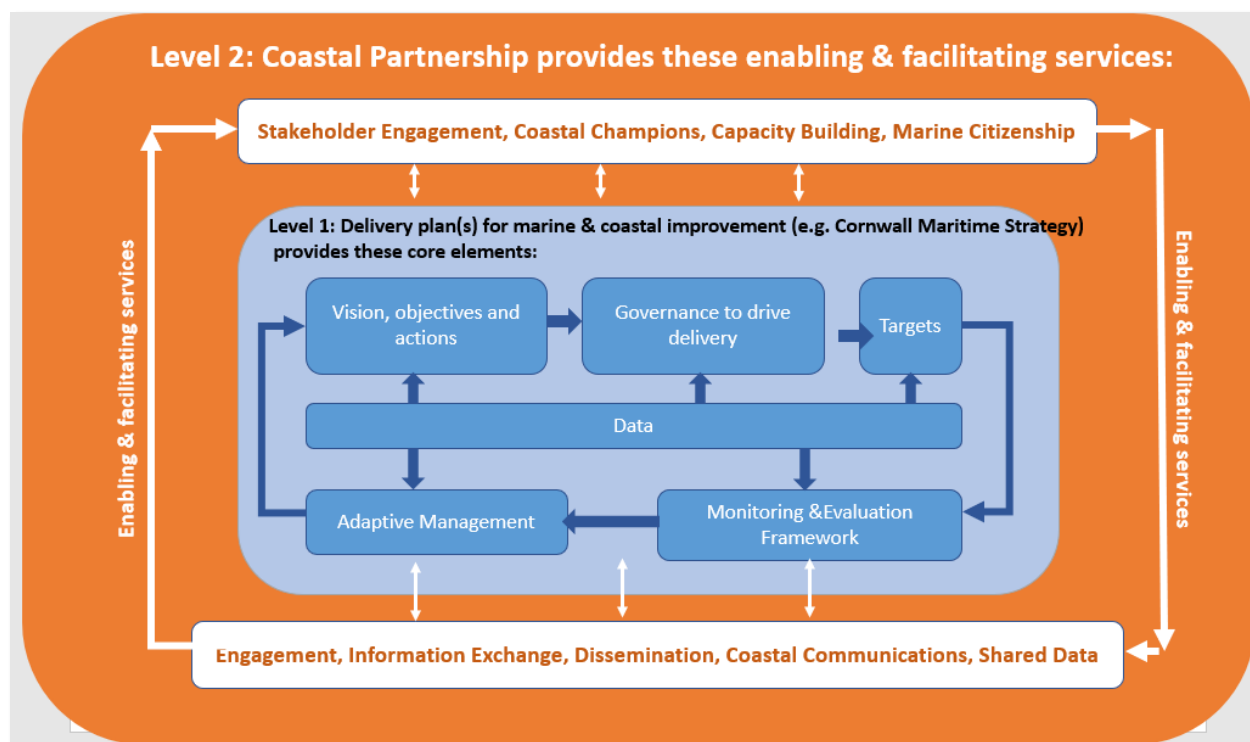
3. A **face-to-face workshop** of the Fal and Helford SAC (Special Area of Conservation) Management Group.
4. A **workshop** held at the “Your Shore” conference to understand the barriers and opportunities for community involvement in supporting the delivery of marine nature recovery.

In total 187 individuals from 52 organisations were engaged with as part of the community engagement activities carried out during February and March 2023. These included representatives from the civic, private, public and academic sectors. The key findings from this has been incorporated into this Workplan and Terms of Reference of the emerging Coastal Partnership, but the overall sense from all the engagement was that there were many active projects, often with overlapping aims and even work items, involving often similar stakeholders, looking for the same data. Some stakeholders, particularly the civic sector, were keen to do more, but were unsure how best to engage or what they could do, whilst the academic sector was willing to provide access to students and research to inform actions.

3.6 Emerging framework

A framework therefore starts to emerge that operates at two levels by combining the key attributes required for an effective environmental management plan combined with the key issues and conditions found in Cornwall and this is shown in Figure 3: Framework for Coastal Partnerships in Cornwall below.

Figure 3: Framework for Coastal Partnerships in Cornwall: “A wrap-around service”



Level 1: Delivery Plan for Marine and Coastal Improvement, be it an estuary management plan, a Cornwall Maritime Strategy, a marine nature recovery plan or a marine environmental growth strategy, needs to have the attributes identified in the Office of Environmental Protection’s assessment with clear vision, objectives, targets, and mechanisms for governance. In Cornwall, whilst the strategies may exist, it is generally accepted that they do not always have the necessary key attributes in place.

Level 2: Enabling Services: these are the services that are particularly needed at the coastal and marine interface due to the complexities outlined earlier, and these are the elements that could be provided through the Coastal Partnership. Without these enabling services for these projects that require this higher level of collaboration, delivery becomes more difficult as stakeholders are not sufficiently engaged to make this happen. Coastal Partnerships can therefore clearly be shown as necessary to ‘oil the wheels’ by effectively wrapping around existing environmental improvement plans where they exist and providing the lubrication to support friction-less project delivery.

This framework has the added benefit that it does not interfere with any existing strategies or delivery plans for marine and coastal improvement which have already been through a rigorous development phase, but rather adds value. This was an issue that was voiced through some of the stakeholder engagement exercises where organisations were sensitive that there would be yet another ‘plan’ coming into existence when there are already so many.

This 'wrap-around' structure is further shown in Figure 4: The five layers of Coastal Partnerships where the strategy is shown at the core, and then the additional enabling services provided by the Coastal Partnership are shown as layers around it. The Coastal Partnership of course does not act in isolation as is perhaps suggested by the diagram, but rather works itself in partnership with others such as the Local Nature Partnership and the Local Enterprise Partnership. Also, there can be more than one strategy that it supports the delivery of.

Figure 4: The five layers of Coastal Partnerships



3.7 Conclusions

It therefore seems clear that to deliver the best outcomes require a collaborative framework that brings together the civic, public and private sectors to work collectively towards a clear vision with a delivery plan that sets out targets and uses robust data through an evaluation and adaptive management framework.

This can only be done collaboratively, with representatives from the civic, public, private and academic sectors working together through existing mechanisms where they exist but with the additional benefit of a Coastal Partnership to act as a critical enabling/delivery service, wrapping around existing structures to support delivery of key strategies where they exist, or helping provide missing key attributes where they are absent through the delivery of stakeholder

engagement, capacity building through coastal champions and marine citizenship with full engagement, information exchange, dissemination and shared data.

PROPOSAL FOR A CORNWALL AND SCILLY COASTAL AND MARINE PARTNERSHIP (CMP)

It is therefore proposed to develop a new **Cornwall and Isles of Scilly Coast and Marine Partnership** and the following sets out a proposal for what it might do and how it might operate.

4 VISION

VISION

By working collaboratively, the Cornwall and Scilly Coastal and Marine Partnership will support the delivery of resilient marine and coastal ecosystems and the growth they can deliver through nature-based solutions and community-based capacity building.

A partnership of stakeholders committed to working collaboratively to achieve the marine and coastal elements of the 30 by 30 nature recovery targets whilst supporting sustainable economic growth and putting coastal communities at the heart of the local stewardship. Thereby supporting the delivery of the 25 Year Environment Plan, UNSDG14: Marine, Cornwall IFCA Plan, SW Marine Plan, Cornwall Environmental Growth Strategy, Environment Agency Flood and Coastal Risk Management Strategy and Cornwall Shoreline Management Plan.

An updated Cornwall Maritime Strategy, reviewed to include the Isles of Scilly, will sit at the heart of the partnership, and provide the overview and delivery plan for integrating the key strategies mentioned above plus others identified by the key stakeholders.

5 THEMATIC OBJECTIVES

Although the work carried out last year had identified several objectives, further work with the stakeholders this year showed that there were too many and so they have been combined and refined to just six themed objectives as shown in Figure 5: Overview of the thematic objectives.

Figure 5: Overview of the thematic objectives



| Thematic Objectives | |
|--|---|
|  <p>Working across our coast Establishing a new partnership to drive a coordinated and collaborative approach</p> <p>Lead(s): tbc³</p> |  <p>Restoring our coast Developing the framework for marine nature recovery</p> <p>Lead(s): tbc</p> |
| <p>Maintain oversight, drive collaboration across actions for coastal and marine resilience and share information across the Partners' stakeholder networks.</p> | <p>Work without boundaries across the land / sea divide, ensuring effective and meaningful engagement in relation to the delivery of the 30 by 30 marine nature recovery targets.</p> |
|  <p>Supporting marine-aware communities & businesses Marine literacy, blue-environmental growth.</p> <p>Lead(s): tbc</p> |  <p>Investing in our coast Innovative funding solutions for marine nature recovery</p> <p>Lead(s): tbc</p> |
| <p>Deliver engagement with marine, estuarine and coastal champions including and a programme to increase marine literacy amongst businesses in order for them to support the blue-environmental growth agenda.</p> | <p>Utilise all available public, private and blended funding sources to ensure maximum benefits for marine and coastal nature recovery. Explore options relating to ESG agenda's as well as any new funding for net environmental gain in the marine and coastal areas.</p> |
|  <p>Focusing on coastal hotspots Pilot areas, coastal partnerships, place-based approach</p> <p>Lead(s): tbc</p> |  <p>Understanding our coast Shared data, data portal, evaluation, monitoring</p> <p>Lead(s): tbc</p> |
| <p>Work with existing partnerships to integrate coastal resilience into the place-based approach for hotspots, support updating of the Fal and Helford management plan, and identify support needed for Mounts Bay and other isolated areas elsewhere.</p> | <p>Share data to support effective decision-making and monitoring and make best use of the natural capital approach.</p> |

³ Leads to be identified as part of the next stage. There may be more than one lead for any one thematic objective.

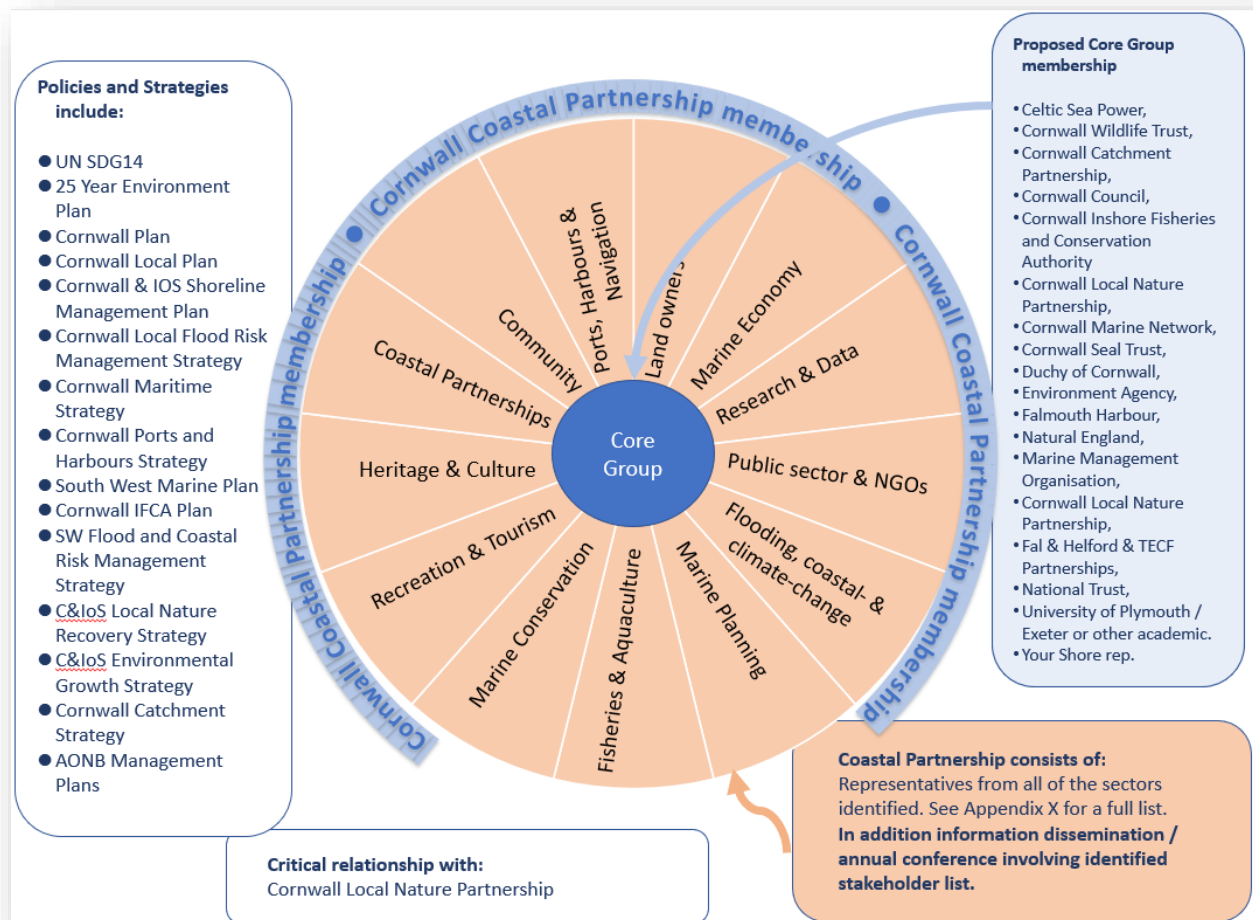
6 HOW WE WILL WORK

This is a new way of working and so will require the establishment of a new Partnership that brings together the key stakeholders active across the land – coast – marine interfaces. It will be reliant on external funding and in the first instance will be hosted by Cornwall Wildlife Trust.

The Cornwall Coastal Partnership will be assisted by a Core Group which will be responsible for managing and driving the partnership and will operate strategically. For the first year it will also be responsible for the establishment of this new structure and for getting key players on board.

Figure 6 shows the thematic membership and the key policy and strategic drivers of the Cornwall Coastal Partnership. In the early stages it may be necessary to establish a 'Shadow Core Group' until the Core Group is properly recruited and functioning.

Figure 6: Thematic membership of the Cornwall Coastal Partnership & key strategic drivers



There will also be a wider stakeholder group who will be kept informed and involved of the work through information dissemination and an annual conference and the Partnership will be able to establish task and finish groups as required.

The relationship of these three groups is shown in Figure 7: Management of the Cornwall Coastal Partnership

Figure 7: Management of the Cornwall Coastal Partnership



7 THEME-LED PROGRAMME

Supporting the delivery of resilient marine and coastal ecosystems and the blue-growth through nature-based solutions and community-based capacity building.



Working across our Coast: Establishing a new partnership

Establishing the Cornwall & Isles of Scilly Coast and Marine Partnership, seeking support from prospective partners, establishing Core Group and getting Terms of Reference agreed.

Working with Cornwall Maritime Liaison Group on the new arrangements

Reviewing and updating the Cornwall Maritime Strategy, running 3 workshops, collating responses, producing final document.

Holding 3 Partnership meetings / year and one annual conference.



Restoring our Coast - Developing the framework for marine nature recovery

Mapping the marine nature recovery opportunities.

Producing a marine nature recovery strategy as part of the C&IoS Nature Recovery Strategy.

Working to develop a delivery vehicle for marine nature recovery.



Supporting marine-aware communities and businesses

Work with Cornwall Marine Network to ensure marine literacy is included in training of businesses and communities.

Work with Your Shore Network to support the delivery of the Cornwall charter of the seas.



Investing in our Coast – Innovative funding solutions for marine nature recovery

Explore options relating to ESG agendas with 4 businesses within the 2 pilot areas.

Input into funding mechanisms for net environmental gain and natural capital in the marine and coastal areas and ensure the marine nature recovery strategy is plugged into the emerging structures.

Explore with Celtic Sea Power and others the options for funding opportunities.



Focusing on Coastal Hotspots – Pilot areas, coastal partnerships, place-based approaches

Support Fal and Helford with a refresh of the Estuary Management Plan.

Input into 3 workshops relating to this.

Support Mounts Bay with developing a framework for a place-based approach.



Understanding our Coast – shared data, data portal, evaluation and monitoring

Work with Cornwall Wildlife Trust // Environmental Records Centre for Cornwall and Isles of Scilly to further develop the shared data portal.

Identify the key indicators to support effective monitoring of the Cornwall Maritime Strategy and the natural capital approach.

Work with partners to identify further data needs.

8 FINANCE AND RESOURCES

Developing and delivering a new **Cornwall and Scilly Coastal and Marine Partnership** will cost money and this will need to be secured before the project can proceed. Budgets have been drawn up that include dedicated staffing costs along with the associated management costs, GIS Data Hub running costs and project costs.

Whilst it is anticipated that some funding will come from the EA's 3Cs Project Fund, it is unlikely to be sufficient to cover all the costs. Therefore, other funding sources are also being explored.

9 SKILLS REQUIRED FOR OFFICER POST

Considering the work items identified above, the following are identified as key skills required:

These are based on North Devon Pioneer Project Coordinator.

Suggested salary: £30,000 pa.

| Skill | Essential | Desirable |
|--------------------------|---|---|
| Management skills | Servicing multi-sector partnership committees. Proven experience and success in developing and implementing strategies, action plans and projects. | Business planning. Budget management in the order of £200K or more. |
| Organisational Knowledge | Good understanding of the national and local agencies relevant to the marine sector. Understanding of the commercial marine/fisheries sector. | Working knowledge of local/national government procedures. Good understanding of community planning and partnership working. |
| Personal Management: | Well organised. Able to prioritise and plan workloads with competing deadlines. | |
| Communication skills | Excellent oral and written presentation skills suited to a wide range of technical and political audiences as well as community. Ability to enthuse and motivate audience. | |
| Experience | External funding. Background in marine and commercial product development. Sound understanding of sustainable development relating to the marine environment. | Conflict resolution. Proven experience of working effectively in partnerships district level or wider. |

| Skill | Essential | Desirable |
|----------------------|---|---------------------------|
| Education / Training | Degree or higher in environmental topic. IT literate. Standard IT packages GIS understanding | Management qualification. |
| Mental capacity | Ability to evaluate and recommend policy options and practical solutions which reconcile multi-faceted and sometimes conflicting demands in the social, environment and economic sectors. | |

10 RISKS AND LIMITATIONS

| Risk | Likelihood/Impact | Mitigation strategy and comments |
|---|-------------------|---|
| Failure to secure all required funding. | M-H/M-H | DEFRA / EA have signalled their intention to allocate funding through the 3Cs Project for 2 years. Funding is competitive and on a year-by-year basis. Budgets and work plans will need to be amended to reflect available funding with budgets aligned to perhaps that of the Catchment Partnership. |
| Loss of staff due to short-term contracts and lack of continuity. | M/M | This is always a risk with short-term contracts. The project must ensure that good records and briefing notes are kept in order to enable smooth knowledge-transfer. In addition, secondments and placements could be explored and partnerships for co-delivery. |
| Difficulties to recruit to short contract periods leading to inability to progress the project. | M/M | Will need to sell the benefits of the project and the benefits of working in Cornwall. Explore the use of short-term contracts with consultants to plug any gaps. Also explore secondments and placements. |
| DEFRA-family unable to engage | M/M | Further discussions will need to take place at a higher level, possibly through the national 3Cs steering group, to ensure they are aware of the importance of improved engagement. |

| | | |
|--|-----|---|
| Disillusionment and consultation-fatigue amongst the communities | M/M | If it is not possible to secure funding, then there is a risk that this could make the communities become more disillusioned and increasingly cynical over the inability of anyone to make any progress in addressing the climate and nature emergency. |
| Lack of capacity amongst partners to provide support-in-kind | L/M | Partners have already identified a clear need for a more collaborative approach and so have expressed their will to provide the necessary support in kind where possible. |

11 REFERENCES

- Cornwall and Isles of Scilly Leadership Board. (2020). *The Cornwall Plan 2020-2050*.
- Cornwall Council. (2019). *A future for Maritime Cornwall 2019 - 2023*. www.cornwall.gov.uk
- Cornwall Council, Council of the Isles of Scilly, & Cornwall & Isles of Scilly Local Nature Partnership. (2020). *Cornwall and Isles of Scilly Environmental Growth Strategy*.
- Environment Agency, & Chief Scientist's Group. (2023). *State of the environment: the coastal and marine environment*. <https://www.gov.uk/government/publications/state-of-the-environment>
- Environment Agency. *Flood risk management plans 2021 to 2027 - GOV.UK*. (n.d.). Retrieved May 2, 2023, from <https://www.gov.uk/government/collections/flood-risk-management-plans-2021-to-2027>
- Kaja Curry Consulting & Services, & Cornwall 3Cs Project. (2022). *Championing Coastal Coordination in Cornwall*. <https://www.cornwallwildlifetrust.org.uk/what-we-do/our-conservation-work/at-sea/coastal-partnerships>
- Office for Environmental Protection. (2023). *Progress in improving the natural environment in England, 2021/2022*. www.theoep.org.uk
- Rees, Y., Orr, P., Braddock, M., Bennetts, H., & Williamson, I. (2022). *Championing Coastal Coordination Evaluation Final Report*.
- South West river basin district river basin management plan: updated 2022 - GOV.UK*. (n.d.). Retrieved May 2, 2023, from <https://www.gov.uk/guidance/south-west-river-basin-district-river-basin-management-plan-updated-2022>
- Wills, J., Collins, C., Mukhopadhyay, R., & Turner, R. (2022). Annual Review of the Cornwall Plan (2021-2022). In *Annual Review of the Cornwall Plan*.