



Annual Plan 2012 to 2013





This page: Lyonesse In Saint Piran's stern ramp. (CIFCA)

Front cover: Buffs on potter. (CIFCA)

Contents

Chairman and Vice Chairman's Foreword	4
Overview	6
Our Vision, Success Criteria and High Level Objectives	8
Focus and Priorities for 2012/13	9
European Marine Sites	9
Other Focus Areas for 2012/13	11
Workplan	13
Success Criterion 1	13
Success Criterion 2	14
Success Criterion 3	15
Success Criterion 4	16
Success Criterion 5	17
Success Criterion 6	18
Success Criterion 7	19
Risk Management Strategy	20
Risk Management	20
Personnel Risk Assessments	20
Risk Register	20
Business Continuity	21
Risk Register Table	22
Business Continuity Table	28
Governance and Committee Membership	30
Service Description, Objectives and Standards	32
Service Description	32
Service Delivery Priorities	34
Service Standards	35
Training and Development	36
Communication and Information Technology Strategy	38
Communication	38
Information Technology	38
Financial Statement	40
Budget 2012/13 Table	42

Chairman's Foreword

Having completed our first full year at Cornwall IFCA, we are now moving ahead with the real business of a modern marine management authority. The coming year will see the gradual introduction of details for various conservation areas within our waters, as yet we do not have detail of the management tasks we will be given, but there is no doubt that it will be a major part of our work.

We have recruited the extra staff that will be needed in our extended role and have been in discussion with various national agencies involved in the marine environment. We have made a start on the major task of byelaw review with an enthusiastic working party of the Committee, although we still have the bulk of the work ahead.

It has been pleasing to see most of the white fish boats enjoying a good year with good quantities of fish and good prices; both signs of a sustainable fishery. Cod and haddock are particularly prevalent and it would appear that we have a fleet well matched to the available stocks. Regrettably, the national quotas do not live up to this.

Lobsters are again increasing and I am sure the ongoing work of the Lobster Hatchery in Padstow plays an important role in that surge. Brown crab stocks have been holding up but regrettably, the markets are still experiencing difficulties.

An increasing facet of the work done by the IFCA is the research work that helps feed information into the national SAC database on mapping the seabed in European Marine Sites. The use of the ROV has given excellent results for the visual aspects of the work so far, adding to complimentary data from side scan sonar and Olex systems. This work is gradually giving us valuable information and evidence that may replace polarised opinions from the past. This is a most useful tool, given the work that we have to do with the coming of various conservation areas.

After a very full year, the Chief Officer Eddy Derriman and his team have more of a challenge than ever before during this coming year and I would hope that Members of the IFCA and the various sectors give them their full support.



Tony Tomlinson MBE (Chairman)

Vice Chairman's Foreword

2011 has been a very challenging one for the newly created CIFCA and I would like to congratulate the Committee for the manner in which they have settled quickly to the tasks facing them; in particular, the review of more than 60 byelaws which entails scientific research to ensure that they are both effective and just.

I am immensely proud of the diligence of our officers who have worked tirelessly over long hours this year, to cope with an ever increasing workload. Recent new appointments to the team should help to address these demands but the scale of the task ahead, with new regulations, responsibilities and possible marine protection zones never lessen.

Throughout our work, neither Committee, nor officers ever lose sight of our aim to create and support a sustainable fishery, which both conserves stocks and promotes a viable industry for the many fishing communities around our county.

Geoff Brown

Geoff Brown (Vice Chairman)



Dolphins in Saint Piran's bow wave (CIFCA)

Overview

The Cornwall Inshore Fisheries and Conservation Authority (CIFCA) is created under Section 150 of the Marine and Coastal Access Act 2009 (MaCAA) and was fully vested on 1st April 2011. The IFCA District is created under Section 149 of the Act.

Section 177 of MaCAA requires every IFCA to publish an annual plan. This is the second annual plan of the Cornwall Inshore Fisheries and Conservation Authority.

As the inshore champion for a sustainable marine environment and fisheries, we continue to build on the firm base and successes of the forgoing Cornwall Sea Fisheries Committee that was constituted on 27th March 1890 and dissolved on 31st March 2011.

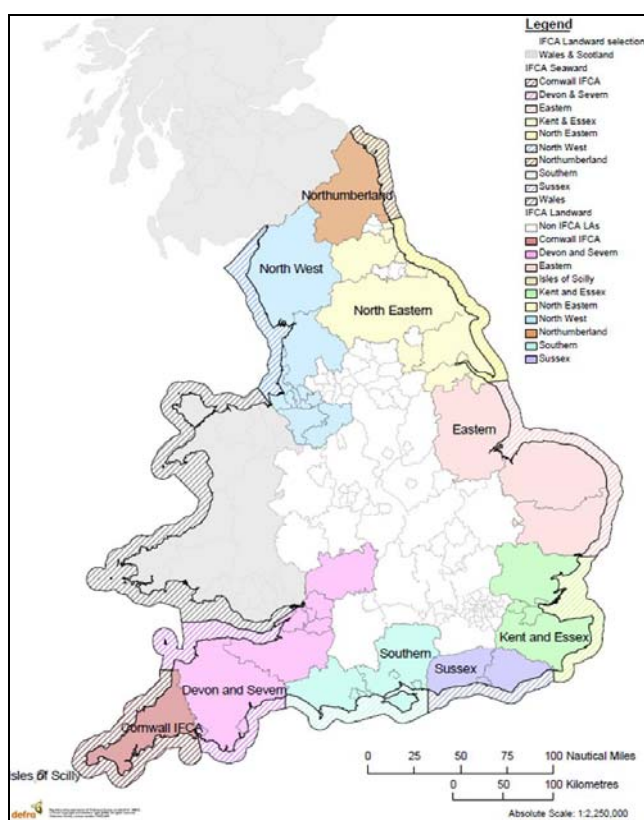


Fig. 1¹

Cornwall IFCA is one of ten IFCAs around the English Coast (see figure 1).

The CIFCA District extends seawards six nautical miles from the low water mark, including drying rocks, between a line drawn west (270°) from Marsland Mouth on the north coast, to a line drawn south (180°) drawn from the westernmost part of the Plymouth Breakwater.

The District comprises about 1,400 square nautical miles and there are over 50 fishing ports, harbours and landing places. There are also two official fish markets in the District at Looe and Newlyn, on which over 50 species may be sold.

A number of protected areas such as Special Areas of Conservation (SAC) and Sites of Special Scientific Interest (SSSI) are located in the District. It is very likely that several Marine Conservation Zones (MCZ) and associated Reference Areas (RA) will be designated in the District over the next year and a half. All these will need relevant management schemes to be put in place in conjunction with partner organisations.

¹ Defra Website <http://archive.defra.gov.uk/environment/marine/documents/interim2/ifca-map.pdf>

Exploitation of fish stocks in the CIFCA District is mainly carried out by a significant fleet of small inshore vessels (circa 375) catching brown crabs, spider crabs and lobsters, either by pots or by nets.

Initial analysis of 2011 permit data provides the following crustacean landings for the whole District (Fig.2).

Species	Weight (Kg)	Est. value (£)
Brown Cock Crab	240,163	360,244
Brown Hen Crab	1,482,318	1,704,666
Spider Crab	347,067	347,067
Lobsters	127,097	1,270,970
Crawfish	3,036	66,792
Velvet Crabs	10,826	12,991
	2,210,507	£3,762,730

Fig. 2

There are a further 15 resident vessels that catch scallops using dredges, and this number is added to each year with visiting vessels from around the UK. Scallops are also caught by some vessels using divers, the catch of which demands a premium price.

About two dozen local trawlers work in the District, mainly fishing from Mevagissey and Looe, catching a variety of flat and round fish such as lemon sole, plaice, dover sole, cod, pollack and ling. There are a significant number of small vessels using tangle nets for rays, monkfish and turbot, some of which also use nets to catch bass. Many of the smaller vessels will use hand lines to catch mackerel when they are present. Cornish sardines (or pilchards) are caught by a small fleet of specially designed and built vessels. This fishery has grown in recent years but is limited by the presently available market, despite the stock being relatively underexploited.

Recreational sea angling is an all-year pastime and hobby for many Cornish residents. Their numbers are appreciably swelled during the holiday season when many thousands of visitors descend on Cornwall and can be seen fishing from beaches, piers, harbours and rocks. A sizable number of these anglers will enjoy trips on charter angling vessels from several ports each year.

During 2011, the CIFCA agreed to be a partner in the national "Sea Angling 2012" project which aims to collect representational data and demographics for the recreational sea anglers (RSA) over England for a complete year. The CIFCA has appointed a part-time surveyor to carry out the work, of which it is hoped the resultant data will provide a basis for further study of the sector in the Cornwall District over future years, in addition to feeding into the national figures.

Our Vision, Success Criteria and High Level Objectives

The National IFCA Vision is *“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.”*

From the nationally agreed Vision, seven Success Criteria were developed by a number of national working groups during 2010, which, if followed, will help IFCAs to deliver the Vision.

Effectively working towards the Success Criteria and their associated high level objectives (HLOs) is critical to our continued development over the coming years. They will provide a framework for working level objectives and individual staff work objectives for the period April 2011 to April 2015. Figure 3 demonstrates the process.

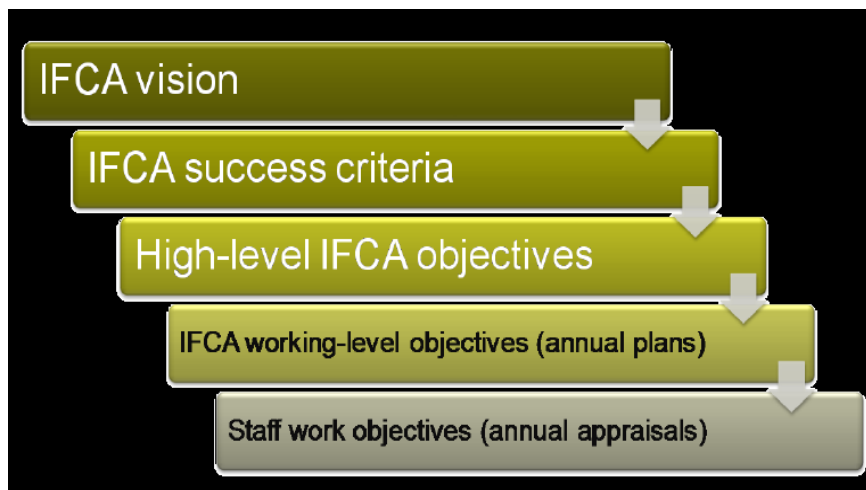


Fig. 3

The Success Criteria are:

1. IFCAs have sound governance and staff are motivated and respected;
2. Evidence based, appropriate and timely byelaws are used to manage the sustainable exploitation of sea fisheries resources within the district;
3. A fair, effective and proportionate enforcement regime is in place;
4. IFCAs work in partnership and are engaged with their stakeholders;
5. IFCAs make the best use of evidence to deliver their objectives;
6. IFCAs support and promote the sustainable management of the marine environment; and
7. IFCAs are recognised and heard.

Focus and Priorities for 2012/13

This annual plan lays out the main activities we will undertake in our second year and the next section will detail the Cornwall IFCA's outputs and actions for 2012-13.

We have started to build strong relationships with partner organisations and stakeholders to develop new and more efficient ways of working. This area of work will continue to evolve through the coming year with the planned relocation of the CIFCA and other marine agencies into a 'one stop shop' location, permitting easier and more efficient access for all stakeholders.

The training, mentoring and new skills development of all staff, but particularly for new staff members, will help to develop and deliver a people capability strategy to ensure that everyone can assist the delivery of organisational objectives as set out in annual plans. Backing up this capability strategy for the staff, Members of the Authority will be offered suitable training sessions throughout the year.

As a key delivery body in the marine area, the Authority will also be guided by the Government's Marine Policy Statement and adherence to the High Level Marine Objectives:

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

It must be recognised that considerable time and effort is spent on:

- Enforcing local, national and EU fisheries and environmental legislation;
- Building working relationships with the coastal community and other stakeholders and sea-users;
- Maintaining and operating the Authority's seagoing assets; and
- Ensuring the effective administration and operation of the Authority.

European Marine Sites

One of our main foci for this year will be on the review of existing management plans for the European Marine Sites (EMS), and assessment and development of management for new sites in the District. EMS are marine areas which have been designated as Special Areas of Conservation (SACs) under the Habitats Directive and/or Special Protection Areas (SPAs) under the Wild Birds Directive.

IFCAs have a responsibility under the Conservation of Habitats and Species Regulations (2010), as a relevant authority², to further the conservation

² The Conservation of Habitats and Species Regulations (2010), Statutory Instruments No. 490, Wildlife and Countryside: Part 1, Section 6(i), HMSO, London

objectives of European Marine Sites whilst having regard to the advice of Natural England. The IFCA receives advice on operations that may cause damage to, or deterioration of, the EMS interest features and activities that may cause disturbance to species for which the site was designated. This advice is contained within the European Marine Site Risk Review and also within detailed advice packages, known as "Regulation 35" packages for each site (previously known as Regulation 33).

The CIFCA has a responsibility to have full regard for Regulation 35 advice during its deliberations, and address the concerns in the risk review through research and appropriate management strategies within the District. There are currently four areas designated as EMS in the Cornwall IFCA District:

- Prawle Point to Plymouth and Eddystone (SAC);
- Fal and Helford (SAC);
- Lizard (SAC); and
- Lands End and Cape Bank (SAC).

A risk review, commissioned by DEFRA and carried out by Natural England, strategically reviewed risks from activities conducted in EMS and scored those activities as high, medium, low or no risk to the interest features and species for each site. The review indicated that the majority of sites were subject to only medium and low risk activities, suggesting that existing management measures were sufficient for the protection of the site.

However, a number of activities were identified that posed a high risk to the interest features of certain sites and through this, DEFRA has recommended that additional measures are required for adequate site protection. There is a legal requirement under Article 6(2) of the Habitats Directive³ to *"...take appropriate steps to avoid, in the special areas of conservation, the deterioration of natural habitats and the habitats of species as well as disturbance of the species for which the areas have been designated"* and within the UK, IFCAs are a relevant and responsible authority for fulfilling these requirements.

The CIFCA has begun to review our management of the sites within our District and the Research team has started working with stakeholders to map activities within all these sites, on a case by case basis during the year. We will also be involved in the review of the existing Management Scheme for the Fal and Helford SAC.

The 2012/13 Annual Research plan for the CIFCA outlines in more detail the way in which we will work toward collecting scientifically robust data on the activities deemed a high risk and the interest features of EMS and other sites of interest, so that our management can be sustainable and based on the best available evidence, thus fulfilling our High Level Objectives from DEFRA.

³ Council Directive 92/43/EEC of 21 May 1992 on the conservation of natural habitats and of wild fauna and flora (1992), <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:31992L0043:EN:HTML>

Other Focus Areas for 2012/13

The CIFCA has made an early start on reviewing and evaluating all its legacy byelaws (from the Cornwall and Devon SFCs and the Environment Agency), working towards removing redundant and duplicate byelaws and identifying any gaps. This work is not nationally programmed to be completed until April 2015, but in Cornwall we consider that an early start in the process is beneficial, particularly for those stakeholders that will be directly affected by the measures.

A Byelaw Working Group was set up in 2011 and its work will continue to be a priority this year; we also aim to hold further meetings at officer level with neighbouring IFCAs to discuss where harmonisation of relevant byelaws across boundaries may be possible.

Together with the byelaw review, we will be focusing this year on further developing our risk based enforcement strategy. The strategy will be published as a separate document but will indicate our focus areas for enforcement by allocating a risk level to activities within the District, based on the infringement risk and the conservation impact.

Identification of enforcement priorities is on-going by IFCA staff and this information coupled with the risk strategy and the responsibilities that the IFCA has for management of marine protected areas, particularly our European Marine Sites, will be combined to ensure that the IFCA makes the best use of resources in dealing with the highest risks in our District. By starting to conduct our enforcement work in this way, we will be moving towards the achievement of a number of HLOs.

Another focus for the year will be to continue to build on the IFCA's relationships with partner organisations and stakeholders. The MoUs that were created during 2011-2012 will be reviewed this year and amended as necessary, and we will continue to develop our stakeholder engagement and communications strategy that demonstrates transparency and a balanced approach to dealing with stakeholders, and enables consideration of stakeholder views when making decisions.

The IFCA has had several meetings over the past year with partner organisations, and developed a Local Action Plan (LAP) outlining areas for joint work and collaboration. CIFCA officers have already started the process of reviewing the LAP from the CIFCA's perspective of a new body, and we will continue to develop shared objectives with the partner organisations this year and use the LAP as a flexible document to deal with issues that may arise.

In order for the IFCA to work to a high standard and deliver its organisational objectives, we will have an emphasis this year on ensuring that all our staff are fully trained as well as exploring new possibilities for skills development. The training needs of IFCA officers are outlined later in this plan but this year, training will be conducted in boat handling to get all officers to at least RYA Level 2, as well as continuing a program of specialist training including GIS and database management where it is identified as a requirement.

High quality enforcement training will be continued with officers attending the annual IFCA Enforcement Course on a rolling three year basis. The Chief Officer and Principal Enforcement Officer will be attending a new course run by the MMO, to determine suitability for IFCA officer attendance in future years.

Alongside this training, the IFCA will continue to be represented on relevant management boards/steering groups and will make every effort to attend meetings and conferences that will further our knowledge of the marine environment and fisheries policy at local and national levels.



Small fish survey 2011 (CIFCA)

Workplan 2012/2013

Success Criterion 1: IFCA's have sound governance and staff are motivated and respected

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
(1.1) Gather evidence/information to feed into the next year's annual plan, ensuring it reflects Member, staff and stakeholder input.	Annual plan (2013/14) published by end of March 2013.	Plan is published by 31 March 2013.				
(1.2) Gather evidence/information to feed into the first Annual Report.	Annual Report published by 31 July 2012.	Report of 2011/12 activities is produced.				
(1.3) Work stream started toward developing area management plans which have to be in place by April 2015.	Long term approach to sustainable marine management can be demonstrated.	Work is started to identify issues impacting on sea fisheries resources and marine environment in the District.				
(1.4) Continue to identify and assess any gaps in capability of IFCA when compared to corporate objectives.	Develop a people capability strategy.	Staff resources and capability assessed against IFCA objectives and duties.				
(1.5) Staff management system developed, tested and introduced.	Staff management system, linking training plans and development plans will be agreed by Committee and in place by 2012.	Individual staff training and development plans developed during the year.				
(1.6) Develop system to allow staff and Members to contribute to, and comment on IFCA policies and business.	System is in place to allow staff and Members to contribute to all IFCA policies and business. To be completed by September 2012.	Questionnaires for Members and staff. Appropriate culture demonstrated through appraisal system.				

Success Criterion 2: Evidence based, appropriate and timely byelaws are used to manage the sustainable exploitation of sea fisheries resources within the District

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
(2.1) Assessment work continued during the year to identify any issues impacting on the resources in the District.	Work toward developing suitable management plans that are to be in place by April 2015.	Work continues to assess the issues impacting on fisheries resources and the marine environment within the District including spatial and temporal issues.	↔			
(2.2) Defra guidance for making byelaws is assimilated and followed by relevant officers and all Members. Training put in place where necessary.	Ensure that all newly made byelaws follow national guidance.	All byelaws made after April 2011 will meet Defra guidance. Byelaw Working Group (BWG) is active.	↔			
(2.3) Work with Information Services (IS) and partner organisations to help identify necessary data requirements, and best formats for storage/use.	To develop a clear Committee process for dealing with agreed interventions quickly, efficiently and effectively, particularly for emergency byelaws.	Work continues to ensure necessary records and database systems are in place to inform decision making.	↔			
(2.4) Byelaw review of all legacy byelaws (CSFC, DSFC and EA).	All legacy byelaws will have been reviewed and evaluated against current evidence.	Byelaw review to continue during 2012/13. Byelaw Working Group (BWG) is meeting regularly and full Committee considering BWG's recommendations.	↔			

Success Criterion 3: A fair, effective and proportionate enforcement regime is in place

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
(3.1) Develop a risk based enforcement plan. Review quarterly and at end of year.	Risk based enforcement plan produced and in operation. Stakeholders are aware of the contents.	Risk based enforcement plan is published on CIFCA website.	→	↔	↔	↔
(3.2) Work with partner organisations to develop a SLA regarding provision of standardised enforcement training.	Standardised enforcement training is available nationally and between enforcement authorities (IFCAs, MMO and EA).	Officers are receiving 'common' training standards across all enforcement agencies.	↔	↔	↔	↔
(3.3) Nationally determined standards are developed for officers' enforcement knowledge and performance.	Suitable standards are produced for assessing officers' enforcement knowledge and performance. For any officer not reaching the standard, a personal development plan will be agreed.	Nationally determined standards will have been developed for assessing officers' enforcement knowledge and performance by 30 April 2012.	↔	↔	↔	↔
(3.4) All enforcement officers to undertake national biennial or triennial enforcement training.	All IFCOs are trained to national standards.	Officers attend enforcement training on a rolling 3 year basis.	↔	↔	↔	↔
(3.5) Annual enforcement risk register is published and available on the website.	Enforcement risk register is reviewed and published in conjunction with risk based enforcement plan.	Reviewed enforcement risk register and risk based enforcement plan are published and on website.	↔	↔	↔	↔
(3.6) Inspections code of conduct published and available from website and reviewed annually.	The inspection code of practice is reviewed annually and remains current.	A current code of practice is on the website and available from the office.	↔	↔	↔	↔

Success Criterion 4: IFCA's work in partnership and are engaged with their stakeholders

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
(4.1) Work with partner organisations to agree national MOUs, outlining ways of working and sharing of information.	Production of practical and workable national MOUs with partner agencies.	MOUs will have been agreed and adopted and reviewed annually.	↔	↔	↔	↔
(4.2) Discuss with partner organisations if specific and additional SLAs are required.	Determine if additional SLAs are necessary and if so, suitable documents are developed. They will be reviewed annually.	The need for additional SLAs will have been assessed, and, if required, documents will have been developed and agreed by 31 March 2012 and reviewed annually.	↔	↔	↔	↔
(4.3) Develop a database from the current list of stakeholders. Review every six months.	Develop a strategy of engagement with the wider public.	A database of stakeholders will be setup by April 2011 and updated every six months.	↔	↔	↔	↔
(4.4) Forms and other documents to be made electronically available via the CIFCA website.	To assist stakeholders, all regular forms (statistics and application forms etc) will be available from the CIFCA website, in addition to paper copies.	CIFCA website will give access to current information and all regular forms and documents may be downloaded by stakeholders.	↔	↔	↔	↔
(4.5) Develop and produce interpretation and information boards and site around suitable harbours and fishing stations.	Provide information to casual recreational anglers (particularly for young people) about the fish species likely to be caught around Cornwall, the MLS and other interesting information. Development of a Communications and Engagement Strategy.	Interpretation and information boards will have been mounted around suitable fishing stations and harbours by 31 March 2012. Condition of boards checked every 6 months. Communications and Engagement Strategy is developed and approved by stakeholders.	↔	↔	↔	↔
(4.6) Reviewed stakeholder and communication strategy/plans completes by April 2014.	Communications and Engagement Strategy.	Communications and Engagement Strategy is developed and approved by stakeholders.	↔	↔	↔	↔

Success Criterion 5: IFCAs make the best use of evidence to deliver their objectives

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
(5.1) Develop strategic research plan, consult and incorporate relevant comments, Committee considers and approves following any necessary amendments.	A strategic research plan is produced following full consultation with Members, partner organisations and other stakeholders.	Committee signs off strategic research plan (2012 – 2015).	↔	↔	↔	↔
(5.2) Develop an action plan of how key, mutually-beneficial information is to be shared between IFCAs and other key delivery partners.	An action plan developed regarding sharing of relevant information.	By 31 March 2012, MOUs will have been developed and agreed with delivery partners. MOUs are reviewed annually.	↔	↔	↔	↔
(5.3) Representative research/scientific officer(s) to attend annual science conference.	Annual scientific conference is attended to help develop best practice and common understanding of approaches, methodologies and protocols across all IFCAs.	CIFCA officer(s) will attend annual IFCAs scientific conference.	↔	↔	↔	↔
(5.4) Representative CIFCA officer(s) to be proactively involved in TAG and other relevant national networks to share best practice.	CIFCA will have information to hand to make decisions, obtained from methods and protocols that follow best practice and have been developed nationally.	CIFCA officer(s) will be proactively involved in relevant evidence networks to share best practice e.g. TAG.	↔	↔	↔	↔
(5.5) Ensure annual plan demonstrates the use of evidence, resources and capability as per the strategic research plan.	All annual plans will use the best possible sources of information including the strategic research plan.	2013/14 annual plan and report will demonstrate use of evidence, resources and capability as per the strategic research plan.	↔	↔	↔	↔
(5.6) All research plans are considered for peer review following TAG agreement.	Best practice and common understanding of approaches, methodologies and protocols are used across all IFCAs.	Research plans are peer reviewed where appropriate.	↔	↔	↔	↔

Success Criterion 6: IFCA's support and promote the sustainable management of the marine environment

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
(6.1) Work with partner organisations to develop shared objectives for the sustainable management of the District's marine environment.	To help CIFCA meet its own objectives, shared objectives for the management of the marine environment are identified.	By 31 March 2012, shared objectives in managing the marine environment will have been identified with partner organisations.	←	←	←	←
(6.2) Plans for educating and communication with coastal communities will be developed and followed. Ad hoc meetings or sessions will also be arranged wherever possible.	Work toward a planned completion date of 31 March 2013, to produce plans for informing general public/stakeholders about CIFCA's work on sustainable management of the environment.	Local work plan . Plans and processes for raising awareness of CIFCA's work on (not planned for completion until 31 March 2013).	←	←	←	←
(6.3) Survey of relevant stakeholders is planned and undertaken. Responses to be fed into next year's communication plans.	Feedback about effectiveness of engagement by CIFCA from relevant stakeholders is sought and acted upon.	Stakeholder survey completed by 31 March each year.	↔	↔	↔	↔
(6.4) Work to start the process of identifying and prioritising issues impacting in the District.	CIFCA is able to demonstrate adoption of principles of best practice in sustainable management of marine environment (possibly through SEA or similar) by April 2015.	Work will continue towards identifying and prioritising any issues impacting on the sea fisheries resources and marine environment in the District. Working towards the 2015 deadline.	←	←	←	←

Success Criterion 7: IFCA's are recognised and heard

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
(7.1) Effectively engage with local and central government and partner organisations.	An Association is created and well run, to represent the interests on a collective and national basis.	CIFCA will be actively involved with the good governance and direction of the Association of IFCA's by 31 March 2012.	←	→	→	→
(7.2) Arrange/attend regular liaison meetings and ad hoc joint or collaborative activities.	Efficient and effective partnership working is embedded into the CIFCA (and partner organisations).	Regular liaison meetings will be held by 31 March 2012. Joint and collaborative activities will be attended.	↔	↔	↔	↔
(7.3) A "listening and learning policy" is worked on for completion by April 2015.	Promotional/communication plans are developed as part of a listening and learning policy.	Strategy for promotion of CIFCA's work will be initiated during 3 rd and 4 th quarters.	←	→	→	→
(7.4) A "compliments, comments and complaints" data collection system to be developed.	"Compliments, comments and complaints" data collection system developed as part of the listening and learning policy.	By 31 March 2012, a "compliments, comments and complaints" data collection system will have been developed.	←	→	→	→
(7.5) CIFCA website updated monthly.	Website is up to date with relevant information and all forms are available for stakeholders to access.	Records kept showing CIFCA website is reviewed and updated monthly.	↔	↔	↔	↔
(7.6) All CIFCA officers will be provided with, and will wear new IFCA uniforms.	Officers are recognised and respected as IFCOs.	All CIFCA staff are badged and are recognisable as IFCA officers.	←	→	→	→
(7.7) Develop staff appraisal system suitable for CIFCA staff.	Staff appraisal system introduced to measure standard of behaviour toward and interaction with stakeholders, general public and officers/staff of partner organisations.	Staff appraisals will have been undertaken.	←	→	→	→

Risk Management Strategy

As a statutory body, the CIFCA must take all reasonable steps to ensure that it fulfils all duties as defined by MaCAA. To do this, the activity of risk assessment and business continuity research needs to be reassessed each year and as an ongoing activity.

Risk Management

Cornwall Inshore Fisheries and Conservation Authority has responsibilities for the inshore fisheries and marine environment, and to provide a service to both Cornwall's residents and visitors. It is essential that the Authority protects and preserves its ability to continue to provide that service by ensuring that its assets, both tangible and intangible, are protected against loss and damage. The service provided is subject to a number of risks which, if not controlled, will greatly affect the Authority's ability to discharge its responsibilities to the environment, the community and its employees.

Risk management is the process of measuring, or assessing, risk and developing strategies to manage it. Strategies include reducing the negative effect of the risk, avoiding the risk, transferring the risk to another party and accepting the risk and consequences if appropriate. Traditional risk management focuses on risks stemming from physical or legal causes and the impact they may have on the Service e.g. natural disasters or fires, accidents, death, and legal challenges.

Personnel Risk Assessments

Annual personnel risk assessments for personal health and safety purposes are carried out for both boat and shore based work and for the office, to ensure that all CIFCA staff are working in as safe an environment as possible. The risk assessments look at all working environments such as around harbours, boarding boats, RIB work, shoreline work, lone working and the hazards of working with machinery and equipment. Risks are reduced as far as possible, through planned professional training such as fire-fighting and sea survival, and monthly shipboard drills.

All personnel risk assessment documents are "live" and are revisited if an unexpected incident occurs to see what lessons can be learnt and what measures can be put in place to reduce the likelihood of it occurring again. They are all reviewed on an annual basis, and all staff are expected to read and consider the contents in order to formally consider if the documents achieve what they set out to do. These are lengthy documents which may be examined at the office if required.

Risk Register

The Authority must also identify the risks to its work programme. Where a risk has the potential to prevent or delay CIFCA from achieving a HLO, performance indicator or other agreed action/activity, this has been noted within the risk register below. A 5x5 risk matrix sets out the magnitude of the risk from an organisational perspective for reputational, environmental, political, operational and financial risks (Fig. 4). The potential risks for each

issue are plotted and averaged on the matrix against the likelihood of them occurring.

The descriptions of potential risks in the table below are not in any particular order, magnitude or importance.

Business Continuity

Business continuity is a similar process and fundamental partner of the risk assessments and risk register. The process uses a similar 5x5 risk matrix as used for the risk register to assess the likelihood and impact of each risk, but where a score is 4 for impact or likelihood is awarded, due to the significance of the issue, it will automatically be red (Fig. 5). Where risks are identified that could have a significant or catastrophic impact on a business or service, it makes sense to consider how the business will continue if an event does occur. It also helps to identify possible actions that could inherently reduce the risk of the event occurring.

In conjunction with all staff, senior officers have set aside time to assess the risks to the Authority and where possible, to put in place management strategies to eliminate, or reduce the risks. The sort of risks identified were loss of the vessel, loss of records by fire in the office, large scale or long-term staff illness, legal challenges and so on.

Risk Register Matrix

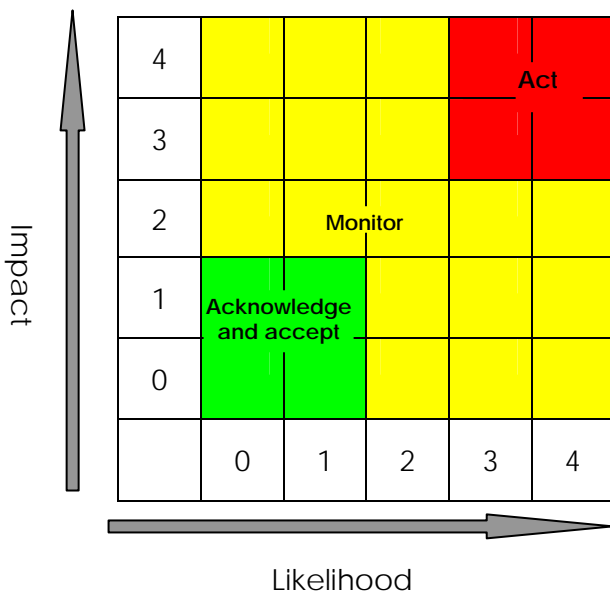


Fig. 4

Business Continuity Risk Matrix

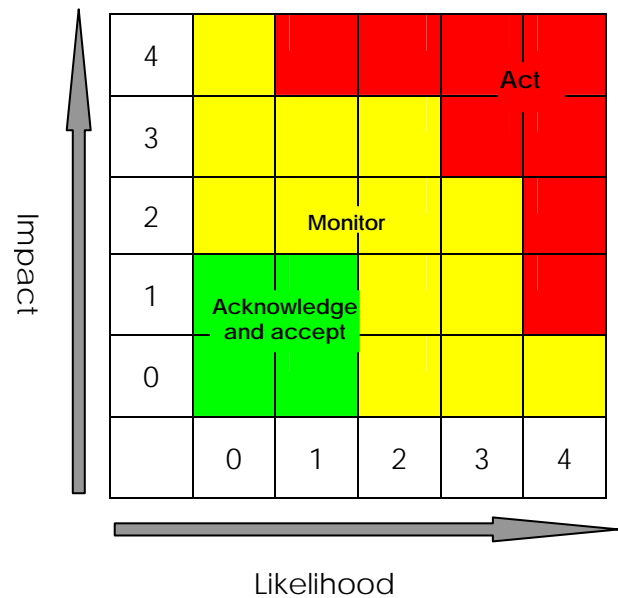


Fig. 5

Risk Register

Description and HLO/Performance Indicator	Possible Implications	Risk Category	Risk Score (I+L)	Management of the Risk	Potential Mitigation	Comments
CIFCA failing to fully engage with stakeholders. (2.4, 3.1, 4.3, 4.4, 4.5, 4.6, 5.1, 6.2, 6.3, 6.4, 7.3, 7.4, 7.5)	Conflict between different stakeholder groups.	Operational, Reputational, Financial, Political.	2+2	<ul style="list-style-type: none"> Adaptive co-management approach. Regular contact with stakeholders. Documentation to be easily accessible to all. Annual plan and annual report published. Communication and engagement strategy developed to help CIFCA fully engage with all stakeholders. Regular liaison with partner bodies. Working Groups and sub Committees established to consider specific issues. Accessible CIFCA contact points for stakeholders. 	Engagement with all sectors on a regular basis to encourage joint commitment.	Where different groups interact to a common aim, the potential for conflict between them decreases (e.g. work for Finding Sanctuary, Pisces etc). Difficult to identify every stakeholder.
	Non compliance with fisheries and environmental legislation.	Operational, Reputational, Financial, Environmental, Political.	3+3		As above and education of any transgressors.	If necessary prosecution of offenders will be used if education fails to achieve the expected outcome.
	Misunderstanding of CIFCA's role and lack of confidence in CIFCA.	Political, Reputational.	2+2		Regular officer attendance at festivals and public events.	Deep-seated misunderstanding by sectors and individuals is extremely difficult to address. Misunderstanding may create lack of trust (see below).
	Lack of trust in CIFCA's management processes.	Operational, Reputational, Financial, Political.	3+2		Presentations and attendance at stakeholder meetings (clubs, associations, interest groups etc).	As above, plus trust can only be gained over a period of time where CIFCA is seen to be completing what it sets out to do.
	Failure to gather intelligence (intel) may lead to unsustainable exploitation.	Operational, Reputational, Financial, Environmental.	3+2		Officers fully consider every source of intel and act if appropriate.	Every intel source is potentially a very useful insight to unexpected scenarios.

Description and HLO/Performance Indicator	Possible Implications	Risk Category	Risk Score (1+L)	Management of the Risk	Potential Mitigation	Comments
CIFCA failing to meet stakeholder expectations. (1.1, 1.3, 1.4, 2.1, 4.3, 4.4, 4.5, 4.6, 6.2, 6.3, 6.4, 7.4, 7.5)	CIFCA could be abolished or external intervention imposed if judged as under performing.	Operational, Reputational, Financial, Political.	4+2	<ul style="list-style-type: none"> Communication and engagement strategy developed to help CIFCA fully engage with all stakeholders. Annual Plans produced to report aims and objectives. Annual Report produced to inform on achievements. 	Work closely with Defra, MMO, NE etc to understand potential gaps.	All IFCA's will be subject to a quadrennial report to Parliament.
	Lack of trust or confidence in CIFCA's management processes.	Operational, Reputational, Financial, Political.	3+2		Expectations are acknowledged and other party informed if not in CIFCA's role.	Trust can only be gained over a period of time where CIFCA is seen to be completing what it sets out to do.
Failure to effectively monitor and enforce legislation. (3.1, 3.2, 3.4, 3.5, 3.6, 4.3, 6.4)	Unregulated fishery.	Reputational, Environmental, Political.	4+3	<ul style="list-style-type: none"> Adaptive co-management approach. Stakeholders informed when new legislation emerges. Managers ensure IFCOs regularly monitor fishing activity and landings. Officers target areas of risk. High enforcement presence where necessary, as dictated in the risk based plan. 	CPD introduced in officer's training, to encourage full commitment towards the tasks.	All officers should be trained and retrained to revalidate warrants, and a standard that creates a regime where compliance is encouraged.
	Increased non compliance.	Operational, Reputational, Financial, Environmental, Political.	4+3		FAP introduction during 2012 to get a quicker throughput of cases.	Any increase in non-compliance must be dealt with immediately and firmly. Capacity in the CIFCA may be stretched in some instances.
	Legal challenges for failing to meet obligations.	Reputational, Financial, Political.	4+2		Good relations with bodies likely to start legal challenge, to inform on CIFCA actions being undertaken.	Requires clear national policy steer to reduce risk of this happening at Cornwall/local level.

Description and HLO/Performance Indicator	Possible Implications	Risk Category	Risk Score (I+L)	Management of the Risk	Potential Mitigation	Comments
Enforcement activities conducted in an unprofessional and uncoordinated manner. (1.5, 3.4, 3.5)	Inconsistent approach to enforcement.	Operational, Reputational, Environmental, Political.	1+3	<ul style="list-style-type: none"> All enforcement officers trained to the highest standard. All officers receive refresher training every three years. Managers follow plans and rosters to ensure a coordinated approach. Principal and senior enforcement officers effectively manage the enforcement team. Clear and publicised standards of behaviour. 	All officers follow the ClFCA policies regarding enforcement.	Annual plans will ensure a consistent approach across the piece. All officers should be trained and retrained to a standard that creates a regime where compliance is encouraged to accepted standards.
	Non compliance and enforcement issues.	Operational, Reputational, Environmental, Political.	2+3		A strong enforcement presence at sea and around the harbours.	Any non-compliance must be dealt with immediately and firmly.
	Poor morale amongst IFCOs.	Operational.	2+2		Team meets and discussions to get issues into the open, or opportunity for 1to1 discussions if more appropriate.	It is critical that the ClFCA enforcement team acts as a single entity and all officers have respect for other officers and stakeholders.
Degradation of MPAs due to fishing activity. (1.3, 1.4, 2.1, 3.1, 5.1, 5.2, 6.1, 6.2, 6.4, 7.1)	Loss or damage to important habitats and species within sites.	Reputational, Environmental, Political.	2+4	<ul style="list-style-type: none"> Appropriate assessments completed where needed prior to potentially damaging activities being permitted. Adaptive co-management approach. Management plans for each appropriate site. 	Assessment work in sites undertaken (environmental and activity based).	Must be based upon stated Reg. 35 advice from NE and evidence, not supposition.
	Legal challenges for failing to meet obligations.	Reputational, Financial, Political.			Good relations and close links with special interest, pressure and statutory bodies.	Require a clear national steer to reduce the risk of this happening at a Cornwall/local level.

Description and HLO/Performance Indicator	Possible Implications	Risk Category	Risk Score (I+L)	Management of the Risk	Potential Mitigation	Comments
Failure to maintain survey/sampling programme. (1.1, 1.2, 1.3, 1.4, 2.1, 4.1, 5.1, 5.2, 5.5, 6.1, 6.2, 7.1)	Lack of accurate data leading to poor evidence base upon which to make management decisions.	Reputational, Environmental.	2+2	<ul style="list-style-type: none"> Research team ensure sufficient resources (time, equipment, funds) to do the necessary work. Survey vessel kept in good order. Agreed annual research programme completed in an adaptive manner. Strategic research plan developed. 	Research capacity could be augmented with bought in specialised expertise or equipment.	Need to invest in equipment including software plus relevant training for staff.
	Possible non delivery of agreed targets in local action plan/NE local MoU.	Operational, Reputational, Environmental.	2+2			MoU has sufficient flexibility to enable best-fit to appropriate/necessary tasks.
Incident involving staff due to unsafe working practices. (1.4, 1.6, 7.7)	Death or injury.	Operational, Reputational, Political.	4+4	<ul style="list-style-type: none"> All staff fully trained in good working practices. Equipment is tested regularly and certified. Risk assessments reviewed regularly by all staff. Staff development plans. Staff engagement strategies. 	All staff read and understands the various risk assessments. As above.	See Business Continuity section below.
	Legal claims, H&S Executive.	Operational, Reputational, Political.	4+4			Presentation from MCA (Nigel Blazeby) at annual course demonstrates bad and unsafe working practices to be avoided.
	Poor morale and reluctance to work.	Operational, Political.	3+2		Regular team meets and discussions on team working.	Managers must address poor morale as soon as it becomes apparent.

Description and HLO/Performance Indicator	Possible Implications	Risk Category	Risk Score (1+L)	Management of the Risk	Potential Mitigation	Comments
High turnover of staff. (1.4, 1.5, 1.6)	Reduced efficiency.	Operational, Reputational, Political.	1+3	<ul style="list-style-type: none"> • People Capability Strategy & Performance • Management systems. • Build redundancy through staff capability mechanisms. • Improved internal communication using senior officers. • Obtain IIP accreditation. 	Clear targets for staff performance.	High turnover may have a heavy financial penalty.
	Low morale and disruption for remaining staff.	Operational.	3+2		Regular mentoring of welfare and performance.	High level training could assist with any increase in staff turnover.
	Loss of skills and knowledge.	Operational, Reputational, Financial, Political.	3+2		Effective processes for knowledge capture and transfer. Seek assistance from other IFCAs or agencies i.e. secondment.	
Shellfish and fish stocks collapse. (1.1, 1.2, 1.3, 1.4, 2.1, 3.1, 4.1, 5.1, 5.2, 5.5, 6.1, 6.2, 6.4, 7.1)	Collapse of local fishing industry.	Reputational, Political.	3+3	<ul style="list-style-type: none"> • Strategic Research and Management Plan. • Suite of relevant byelaws in place. • Monitoring against relevant byelaws. • Emergency byelaw(s) in the event of an unexpected scenario. • MSC pre-assessment review of District's fisheries carried out. 	Continual dynamic assessment of relative stock health (stakeholder feedback).	Stakeholders are usually the first to recognise inherent problems with stocks through signs and symptoms. Their intel is crucial for early assessment and action.
	Fishing effort displaced.	Operational, Reputational, Environmental.	4+4		Consult on possible alternatives.	Displaced effort will add to the impact already present in the new area.
	Detrimental impact on wider ecology.	Reputational, Environmental, Political.	4+3		Consider controls to manage effort/impacts in sensitive areas.	Some stakeholders may attempt more impactful fishing methods to attempt to make a living.

Description and HLO/Performance Indicator	Possible Implications	Risk Category	Risk Score (I+L)	Management of the Risk	Potential Mitigation	Comments
Failure to secure data. (1.4, 1.5, 1.6)	Non compliance with DPA.	Reputational, Financial, Environmental, Political.	4+4	<ul style="list-style-type: none"> Data management protocols and policy followed by all staff All sensitive, private, confidential data to be locked away in 'fire safe' facilities. Government Connect rollout (GCsX secure email). CIFCA electronic assets used in compliance of the policy and password protected. 	Staff given training on requirements of DPA.	ICO advice is clear on the measures that need to be continually followed. "Critical friend" ethos encouraged.
	Prosecution case files compromised.	Operational, Reputational, Political.	4+3		Case files must be locked away at all times when not in use.	Register for removing files from lockers should ensure they are not left in unsecure environments.
	Loss of data through fire or theft.	Operational, Reputational, Political.	4+4		Clear desk policy.	All critical data will be backed up in several locations to the appropriate security level.
	Breakdown in dissemination of sensitive information between key delivery partners.	Operational, Reputational, Political.	3+3		Agree with partners the minimum security level on shared documentation.	As above.
Failure to maintain effective financial management and control. (1.4, 1.5, 1.6)	Fraudulent activity leading to misuse and/or misappropriation of funds.	Operational, Reputational, Financial, Political.	4+3	<ul style="list-style-type: none"> Chief Officer ensures the financial rules and policy are followed at all times. Audited internally and externally each year. Reserves at sufficient level to address unforeseen demands. Whistleblower policy assessed, developed and introduced. 	Staff continually trained on good practice.	Whistleblower policy supported.
	Unforeseen expenditure, mechanical failure or loss of large vessel assets.	Operational, Reputational, Financial.	3+1		Agreement with Cornwall Council on the method for financing the PV replacement.	Discussions are ongoing regarding the funding for Saint Piran's replacement (2020-2025).
	Significant under/overspend against budget.	Reputational, Financial, Political.	2+2		Regular meetings between budget holder and accountants.	Budgets should be closely aligned to actual expected costs and where found to be inaccurate, amended the following year.

Business Continuity

Risk	Possible Implications	Risk Category	Risk Score (I+L)	Management of the Risk	Potential Mitigation	Comments
Total loss of large patrol vessel through foundering, collision or fire.	No ability or reduced capacity to patrol seaward part of the District.	Operational, Financial, Environmental, Political.	4+4	<ul style="list-style-type: none"> Fully certified and trained officers. All fire equipment regularly inspected and serviced. Regular monthly fire drills. Regular maintenance of hull valves, shafts and openings etc. 	Short term-hire of Devon's and/or other IFCA vessel. Mid term- source vessel for hire until full time replacement can be delivered.	Any vessel should/could be considered but it could simply be the spare coded RIB for short daily patrols, particularly in the summer months.
	Loss of seagoing enforcement capability.	Operational, Environmental, Political.	4+4		As above and heavier presence in the ports to inspect landings.	Without a vessel, restricted enforcement could only be carried out in the ports as and when fish/shellfish is landed.
	Loss of crew.	Operational.	4+2		Request secondments from other IFCAs and agencies (MMO, EA etc).	If this scenario occurred, to all intents and purposes, CIFCA seagoing capability would cease to exist until new staff had been appointed and trained. Realistically, this would take several months (12+?) to achieve.
Loss of road vehicle(s).	Lack of ability to patrol ashore effectively.	Operational, Financial.	2+1	<ul style="list-style-type: none"> Ensure proper and regular maintenance of vehicle(s). Staff to drive with full care and attention to the conditions of the road. Training for towing and manoeuvring trailers. 	Staff use own vehicles to patrol ports/harbours. Emergency purchase of 4X4 made with agreement of Chairman/Vice Chairman etc.	Staff vehicles would not be able to tow trailer and RIB, or transport seized nets/fish. High cost of travel claims. Would have to have regard to procurement rules.
	Unable to move research/survey kit to area under study.	Operational, Financial.	3+1		Hire 4X4. Emergency purchase of 4X4 made with agreement of Chairman/Vice Chairman etc	Possibly costly in travel claims or hire. If survey time limited, response would have to be very prompt.

Risk	Possible Implications	Risk Category	Risk Score (I+L)	Management of the Risk	Potential Mitigation	Comments
Loss of office space through fire, or loss of resources through theft.	No physical desk space.	Operational.	4+1	<ul style="list-style-type: none"> Ensure all fire precautions and security procedures are followed. All alarms to be set when office is unmanned. 	Seek emergency accommodation-CC.	Temporary home-working; email and web access.
	Loss of physical records (fishing vessel files etc).	Operational, Political.	4+4	<ul style="list-style-type: none"> Register of key allocation to be kept up to date. Paper files are in 'fire safe' facilities. 	Keep scanned electronic copy of documents.	Backed up from G drive each night to central CC servers.
	Loss of computers and systems.	Operational, Financial.	2+2		Seek 'spare' (possibly old) computers from IS.	Temporary home-working; email and web access.
	Loss of telephones, internet etc.	Operational.	2+1		Use official and personal mobile phones.	IS Telecoms informed of need for temporary replacement or diversion of service.
Insufficient financial resources to complete work.	Delays in gaining necessary data/information for Authority's regulatory and management work.	Operational, Financial, Political.	3+1	<ul style="list-style-type: none"> Annual Plan and work plans to identify possible shortfalls in advance of budget negotiations. Members to be involved in prioritising conflicting demands. Council fully aware of future demands. 	Seek alternative sources of funding for non-statutory work (grants, earned income etc).	Budgets and reserves have come under increasing pressure due to a variety of factors, not least that the EU Commission and Defra require IFCAs to use their own budgets to obtain newly imposed tools i.e. Omega gauges.
						New powers, duties and obligations under MaCAA have raised expectation levels of some sectors to possibly unattainable levels. This expectation has to be managed by prioritising the Authority's activities and being proactive in explaining this prioritisation.
Loss of key staff.	Tasks not completed, with knock-on impacts to areas of work.	Operational, Financial.	3+2	<ul style="list-style-type: none"> Development of staff capacity and experience through upskilling. 	Seek assistance from other IFCAs/Agencies i.e. secondment. Build redundancy through staff capability mechanisms.	As a small organisation, it is difficult to manage this issue effectively to ensure sufficient 'cover' in any event.

Governance and Committee Membership

The CIFCA is led and directed by a Committee which is made up of 21 Members. Membership is drawn from Cornwall Council councillors (7 Members), appointments from stakeholders by the MMO (11 Members) and officers from MMO, Natural England and Environment Agency (3 Members). The Members are:

Tony Tomlinson (Chairman)	Marine Management Organisation
Geoff Brown (Vice-Chairman)	Cornwall Council
Anthony G Berry	Marine Management Organisation
Collin Brewer	Cornwall Council
Roger Covey	Natural England Officer
John Fitter	Cornwall Council
Alex Folkes	Cornwall Council
Neil Hatton	Cornwall Council
Dr Miles Hoskin	Marine Management Organisation
Andrew Lakeman	Marine Management Organisation
Pam Lyne	Cornwall Council
Celia J Mitchell	Marine Management Organisation
David Muirhead	Marine Management Organisation
Colin Pringle	Marine Management Organisation
Robert Shotter	Marine Management Organisation
David Thomasson	Marine Management Organisation
Simon Toms	Environment Agency Officer
Dr Nick Tregenza	Marine Management Organisation
George Trubody	Cornwall Council
Justin Williams	Marine Management Organisation Officer
Ruth Williams	Marine Management Organisation

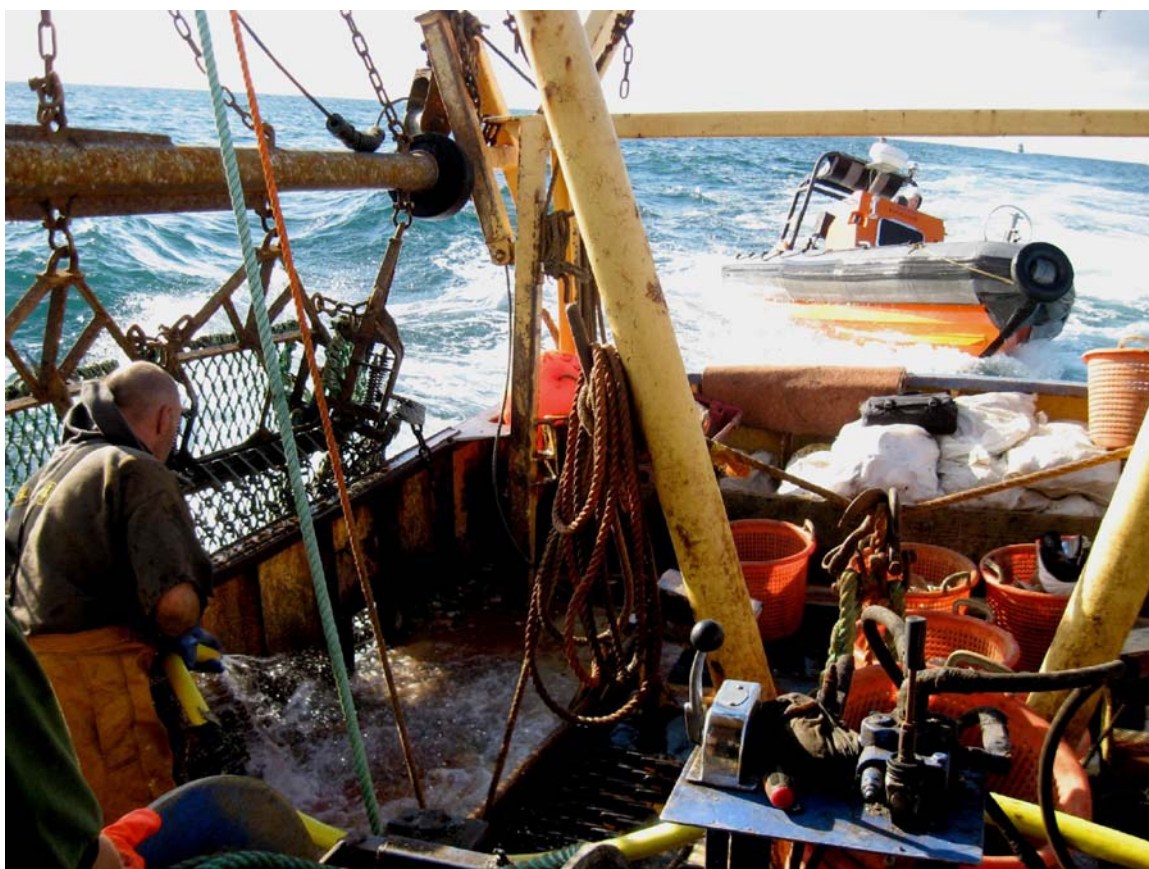
Appointees to IFCA's are legally required to represent all the local commercial and recreational fishing and marine environmental interests in the waters of the IFCA District in a balanced way, taking full account of all the economic, social and environmental needs of that District. Members should recognise that they are part of a Committee and must not regard themselves as representing solely one particular interest within the IFCA District. The Members are collectively and individually responsible for providing governance and direction for the Authority and for promoting the efficient use of resources within the CIFCA.

All Members must declare their interests prior to participation in any discussion of a relevant matter by the Committee, in order that open and transparent dialogue can take place. Where those interests are such that a decision to be made by the Committee would directly or indirectly affect a personal interest of a Member, or that of a business or other body in which a Member may have an interest, or may represent, they may speak (for example, to explain issues and provide information) and may vote but only if in line with the local authority code of conduct (made under the Local Government Act 2000) and as contained in the CIFCA constitution.

Members must not undermine the credibility of the CIFCA. Any Member found to have been convicted for an offence under fisheries or environmental legislation, or any other matter relevant to their appointment to an IFCA, will have their appointment terminated, and they will not be eligible for re-appointment (section 11 & 12 of the Cornwall Inshore Fisheries and Conservation Order 2010 SI 2188/2010). Members must not, in their official capacity or any other circumstances, conduct themselves in a manner which could reasonably be regarded as bringing their office, the Cornwall IFCA Committee or IFCA's in general into disrepute.

The Chief Officer (Head of Service) and his senior officers are responsible for the day to day management and operational leadership of the Authority. As the officer accountable for the CIFCA's budget and reserves, the Chief Officer is guided by Cornwall Council's Head of Finance to ensure all financial regulations and internal procedures are followed. The Chief Officer has general responsibility for taking reasonable action to provide for the security of the CIFCA's assets and for ensuring that the use of the resources is legal, is properly authorised, provides value for money and achieves best value.

The CIFCA is audited annually both internally by the Cornwall Council Audit Team, and also the Annual Statement of Accounts has to be externally examined and signed off by the Audit Commission.



Scalloper and RIB Lyonesse (CIFCA)

Service Description, Objectives and Standards

Like many businesses or organisations, the CIFCA Service unit needs to have clearly identified objectives and work standards to attain. It also requires good delivery mechanisms if it is to improve on a yearly basis. The increasing pressures on budgets and a desire for the organisation to be open and transparent to stakeholders and revenue providers, requires us to formally set and record the processes to provide the necessary scrutiny.

Service Description

The Authority is an employer under section 165 of MaCAA 2009, having an establishment comprising 16 full time staff. Most of the officers have dual roles.

Administrative Team

Chief Officer

- **Edwin Derriman** – responsible for:-
 - o Management of Service and resources
 - o Budget control
 - o Health and Safety
 - o Training
 - o Data Protection and Fol
 - o Relief Master of patrol vessel

Policy/Strategy Support Officer

- **Ben Beckwith** – responsible for:-
 - o Assist CO with CIFCA policies and protocols
 - o Developing strategies to help deliver HLOs
 - o Deliver small stand alone projects
 - o Website updates

Administrative Officer

- **Clare Woolcock** – responsible for:-
 - o Managing all office systems
 - o Ordering and purchasing
 - o Financial administration
 - o Administration of Data Protection and Freedom of Information requirements
 - o Equalities
 - o Website updates

Administrative Support Officer

- **Michelle Menari** - responsible for:-
 - o General administration
 - o Statistics data entry
 - o Shellfish permits
 - o Paper records/files
 - o Website updates

Enforcement Team

Principal Officer (Enforcement)

- **Simon Cadman** – responsible for:-
 - o Enforcement regime
 - o Programming patrols
 - o Renewable energy consultation
 - o Byelaw monitoring
 - o Enforcement duties

Senior Enforcement Officer

- **Dan Matthew** – responsible for:-
 - o Supervision of Enforcement Officers
 - o Daily work planning and staff rosters
 - o Managing and monitoring evidence
 - o Leading investigations in field
 - o Enforcement duties

<i>Enforcement Officer</i>	-	Gavin Purcell – responsible for:- <ul style="list-style-type: none"> o Enforcement Officer duties o CIFCA vehicles o Assist upkeep of RIBs and Kerwyn o Victualling (provisions)
<i>Enforcement Officer</i>	-	Nicola Saunders – responsible for:- <ul style="list-style-type: none"> o Enforcement Officer duties o CIFCA vehicles o Assist upkeep of RIBs and Kerwyn
<i>Enforcement Officer</i>	-	Nigel Beswetherick – responsible for:- <ul style="list-style-type: none"> o Enforcement Officer duties o CIFCA vehicles o Assist upkeep of RIBs and Kerwyn
<i>RIB Coxswain/Enforcement Officer</i>	-	Vacant – responsible for:- <ul style="list-style-type: none"> o Lead majority of RIB based work o Training other officers to drive RIBs o Some enforcement Officer duties o Manage upkeep of RIBs and Kerwyn
<u>Research Team</u>		
<i>Principal Officer (Research)</i>	-	Sam Davis – responsible for:- <ul style="list-style-type: none"> o Research programmes o Marine environment issues o Statutory consultation o Website updates o Some enforcement duties
<i>Senior Scientific Officer</i>	-	Colin Trundle – responsible for:- <ul style="list-style-type: none"> o Supervision of scientific staff o GIS/website o Planning surveys/research o ROV use and training
<i>Scientific Officer</i>	-	Kimara McCrindle – responsible for:- <ul style="list-style-type: none"> o Regular and <i>ad hoc</i> survey work o Data analysis o Scientific reports o Some enforcement duties
<u>Patrol Vessel Team</u>		
<i>Patrol Vessel Master</i>	-	Shane Liddicoat – responsible for:- <ul style="list-style-type: none"> o Command of patrol vessel o Health and safety of patrol vessel and crew o Upkeep of safety equipment for all vessels o Official ship's paperwork for all vessels o Some enforcement officer duties
<i>Chief Engineer</i>	-	Mike Bedford – responsible for:- <ul style="list-style-type: none"> o Maintenance of all machinery o Ordering of consumables and parts o Arranging and managing refits
<i>2nd Engineer/Enforcement Officer</i>	-	John Keast – responsible for:- <ul style="list-style-type: none"> o Maintenance of machinery o Relief for Chief Engineer o Some enforcement officer duties

The majority of CIFCA staff members are 'mobile', with several being based aboard the patrol vessel. Additional office space will be identified and procured in Liskeard or surrounding area during 2012/13, for two officers to be nominally based and work from. These two officers will service the eastern parts of the county, including the River Tamar and south coast as far as the Fowey River, and on the north coast of Cornwall from Padstow north-eastwards.

All enforcement officers regularly visit up to 54 harbours, coves and landing places around Cornwall by road. The administrative officer, administrative support officer and policy/strategy support officer are office based. The chief officer and principal officers spend large amounts of time in the office but still have a requirement to be mobile when required, spending time at sea and on the road. A wide range of meetings are also attended throughout the year and this activity is reported quarterly in the chief officer's report to the Committee.

The main work streams for the Service are:-

- i. Enforcement of relevant fisheries and marine nature conservation legislation at sea and ashore;
- ii. Collecting data through research and survey (practical and desk based);
- iii. Management and maintenance of the District's natural marine resources;
- iv. Administration, including finance, data protection and record keeping;
- v. Providing advice (official consultations, general fisheries and environmental enquiries and *ad hoc* stakeholder enquiries);
- vi. Management and maintenance of the Authority's physical resources; and
- vii. Acting as intermediary and facilitator.

The objectives of the Service are as follows:-

- i. To provide a professional, effective, efficient and equitable enforcement regime in the inshore waters around the Cornish coast;
- ii. Ensure the best possible general and fishery management practices and research techniques are utilised as an ongoing process;
- iii. Continue to improve our standards and monitor our performance;
- iv. Provide stakeholders and the general public with information and/or data, and improve access to that information/data by electronic means;
- v. Work in partnership with other organisations (e.g. CEFAS, MMO, EA, NE, research bodies, NGOs) to help ensure a better service is delivered through shared sources of information; and
- vi. Proactive Involvement with stakeholders and interested parties by means of public meetings and structured presentations, and obtain feedback.

Service Delivery Priorities

Delivery of the Service will be through the following mechanisms:-

- A proactive and reactive enforcement regime both on shore and at sea. A high level of land based enforcement will back up and complement the sea patrolling operations.
- Reports to the CIFCA Committee on a quarterly and annual basis setting out activities of the Service, measured against the performance indicators and other criteria.
- Technical and research documentation for the benefit of the Authority and wider

- scientific community, based on practical experiences and survey work.
- Information, downloadable forms and byelaws available on the website for stakeholders to access.
 - A proactive role in identifying and undertaking research, monitoring and other initiatives for the benefit of Cornish inshore waters.
 - A reactive role in responding to consultation or similar documents.
 - Involvement in additional activities (including a gap analysis) that have, or could have, an impact on the marine environment and fisheries resource.
 - Collection of shellfish landing statistics to build up data on the District's crustacean fisheries through the permit scheme.
 - A professional and effective enforcement regime operated largely on a risk based approach to known, suspected, and the more probable areas of regulation infringement(s).
 - A programme of consultation meetings (biennial and *ad hoc*) with stakeholders in the fishing industry (including recreational interests) to ensure that any substantive issues raised are drawn to the attention of the Authority.
 - Regular engagement with all partner agencies.
 - Endeavouring to write reports and correspondence in "Plain English" wherever possible (any necessary training will be undertaken).
 - Actively seek external funding support for any relevant projects.

Service Standards

As part of CIFCA's commitment to customer care, the following standards have been set so that customers know what to expect when dealing with the Authority and its staff.

Employees will:-

- Ensure the office is staffed during core hours (09:00hrs to 16:00hrs) apart from in exceptional circumstances (i.e. complete team training events).
- Identify themselves when dealing with anyone.
- Answer telephone calls within 5 rings whenever the office is staffed.
- Answer letters or send a holding letter within 5 working days of receipt.
- Deal with complaints in accordance with CIFCA's procedures.
- Be courteous and endeavour to be helpful at all times.
- Provide information on our services and facilities.
- Consult on important issues and ask for people's views about our services.
- Greet someone within 1 minute, when they attend our office.
- Provide confidential interview facilities if needed.
- Notify any suspected offenders, where an offence is to be prosecuted in Court, within 6 months of detection of the offence.

Training and Development

The CIFCA is committed to the training and development of staff and Members. A well designed training and development plan assists in achieving the Authority's objectives, so a comprehensive training plan for Members and staff is being developed and will sit under this annual plan as a live document. Strategic issues arising from it can be converted into an individual's personal working objectives over a given time period. Below is a general discussion on the subject.

Training can be obtained and delivered through a variety of routes or methods, including:-

- Teaching through formal 'classroom' facilities
- E-learning - via CDs, DVDs and web based programmes
- Being mentored by an experienced person
- Role play - for certain situations, particularly where procedure is important
- Experience 'on the job' - this is often forgotten as a training aid
- Blended activities which draw from some, or all, of the above options

The Service has used all of the above options at some point in recent years to train new and existing staff members. The flexibility of the options allows a cost-effective process to be used to train people to the minimum standards, and beyond.

Members

Authority Members should have regular guidance and training available through each quadrennial period which assists them to comply with their obligations and duties under the MaCAA and other various pieces of legislation under which it operates. In addition, it is good management practice for all Members to be well briefed on subjects which impact or affect their core interests.

Members have agreed they may need training in:-

- Byelaws
- Democratic Processes
- Charing Skills
- Code of Conduct
- Financial Management
- Team Working
- Partnership Working, and
- Subject knowledge for each of the areas within the Committee's remit.

As the Members' future areas of work develop from the new duties arising from the MaCAA, various options for training will be brought to the Committee. Members are encouraged to suggest training sessions that they think will be useful. All Members of the CIFCA may also attend general training events offered by Cornwall Council for members and co-opted members.

Members have agreed that training in the application of science and evidence based management and research, relevant site visits, shadowing of survey work or field trips by officers and training in new areas of work should be added to the Plan. There is an open invite to Members to arrange to spend a day at sea aboard FPV Saint Piran and/or to visit the administrative offices in Penzance to get a better understanding of the day to day working of the officers.

Enforcement and Research Officers and Boat Crew

The seagoing officers are required to undertake statutory safety courses (firefighting, first aid and survival at sea) and fisheries enforcement training on a regular basis (every two to three years) to ensure they are completely up to date with emerging and existing fisheries legislation. MaCAA has introduced a whole raft of new powers for enforcement officers, and they will be trained formally through the annual residential enforcement course and informally by in-house training sessions throughout the year. Research Officers will have access to specialist training as found necessary.

Administrative Staff

Administrative staff are able to access a number of specialist courses as required. They are also encouraged to undertake the first aid course (every three years) when the enforcement, research and boat crew do theirs to ensure there is sufficient first aid cover in the office. Other beneficial (personal development) training can be provided as part of the planning process for all members of staff as required. The individual staff training requirements will be agreed with every member of staff during annual appraisals, culminating in a personal development plan.

The statutory and specialised training already identified has helped to populate the table below. As the year progresses, other courses will be identified for attendance and in particular, it is anticipated that training courses or sessions will be made available, possibly in conjunction with partner organisations, to assist staff to understand and deliver the new environmental duties that the Authority has the remit to deliver.

Staff statutory and non-statutory training required in 2012/13

	Enforcement	Fire	Sea Survival	First Aid	Engineer's Refresher	Other specialist training courses
E Derriman		✓		✓		✓ ⁴
S Cadman		✓	✓	✓		✓ ¹
S Davis	✓			✓		✓ ¹ ✓ ² ✓ ⁴
S Liddicoat				✓		
M Bedford				✓	✓	
J Keast		✓	✓	✓		
D Matthew	✓	✓		✓		
C Trundle	✓			✓		✓ ² ✓ ³
C Woolcock				✓		✓ ¹ ✓ ³ ✓ ⁴ ✓ ⁵
N Saunders	✓			✓		
G Purcell				✓		
N Beswetherick	✓			✓		
B Beckwith				✓		
M Menari				✓		✓ ⁴
K McCrindle	✓	✓	✓	✓		
RIB Coxswain	✓	✓	✓	✓		

¹ Leadership and management training

² EUNIS Training

³ European Computer Driving License (ECDL)

⁴ Oracle Financial training

⁵ PA Training

Communication and Information Technology Strategy

Good two-way communication with all interested bodies and people is crucial if the CIFCA is to get the important message about its work across to others. In addition, the Committee needs to learn from, and be informed by, stakeholders if it is to be cognisant of factors upon which it has responsibility in its District.

Communication

The following essential elements of communication will be followed:-

Internal

- The Chief Officer will hold monthly staff meetings.
- The Chairman and Vice Chairman of the CIFCA will be invited to attend one of the staff meetings during the year.
- Staff suggestions for efficiency savings, or effective working practices, will be encouraged, with full credit going to the individual making the suggestion.
- All staff will have access to a copy of the Annual Plan and will be encouraged to contribute to its contents and formulation.
- Attendance of all officers at relevant national and regional conferences will be encouraged, with the officers reporting back to the Service on the findings.

External

- The CIFCA website will provide easy electronic public access to the CIFCA's byelaws, minutes and agendas of past meetings, plus a wide collection of information and data. It will be regularly updated, as a minimum once a month.
- The updated CIFCA Publication Scheme, as required under the Freedom of Information Act 2000, is available for downloading by stakeholders from the website, or copies may be obtained from the office.
- Proactive liaison with stakeholders will be maintained and, where possible, enhanced.
- Proactive liaison with Governmental departments will be maintained and developed further.
- Presentations about the Committee's work will continue to be offered to interested organisations, whenever the opportunity presents itself.
- The Chief Officer and other officers are members of several national or regional bodies/committees, on which Cornwall's interests are highlighted and furthered. This avenue of communication will be continued and developed further as required.
- Publicity material is being obtained to inform stakeholders and the general public.
- All officers wear uniforms with the CIFCA logo and the Services are also badged.

Information Technology

Given the advances in technology over the last decade or so, future opportunities appear to be endless for better and quicker ways of communicating between people and organisations. Nevertheless, personal contact with individuals, where possible, is the primary and preferred contact method, but where people demand electronic means, that will also be provided as far as possible.

The CIFCA Service and the forgoing Sea Fisheries Service has provided some degree of e-service provision on the Authority's behalf. The new website will continue to offer several downloadable documents (as PDFs) for printing out by the end user. Work will be initiated

to look at the feasibility of offering a web-based form completion service, although there are possibly significant legal and technical problems to overcome.

The previous website of the Cornwall Sea Fisheries Committee had a searchable database installed, which provided the opportunity for students and other interested people to search for fishing information. Work will be initiated to assess the possibility of this provision on the new site, and for additional years' statistical data to be made available on the same database, thereby providing a comprehensive time series of data.

A graphical information system (GIS) software package is used to interpret and graphically illustrate data which are collected routinely for enforcement and environmental purposes.

Significant investment is planned in the 2012/13 year to renew all computer assets, some of which are eight years old and unreliable. This will ensure that officers have the best facilities to analyse data and to manipulate images and video files (from ROV etc) effectively and with less 'downtime'.



Inkwell Pots on Boat (CIFCA)

Financial Statement

CIFCA is a statutory body, made by Order on the 1 October 2010 and vested with its full powers on 1 April 2011. Under Article 16 of the Order, the Authority's expenses (or budget) "must be defrayed by Cornwall Council".

In January 2011, the Government published a decision on how the new burdens grant would be divided between the ten IFCA's. The Option took account of likely additional costs such as new staff requirements, an allocation for an IFCA Association and new MPAs. In Cornwall's case, the Option allocates £324,838 as Defra's contribution to the annual running costs of the CIFCA, in addition to the Cornwall Council contribution of £695,162, making a total budget for 2012/13 of £1,020,000.

The annual allocation from Defra of £324,838 is for an initial period of four years until the next Comprehensive Spending Review in 2015, at which time consideration will be given to Government's support for a further four years, taking into account the effectiveness and performance of the IFCA's over the period.

When setting the 2011/12 budget, the shadow IFCA recognised the need for the IFCA to undertake its activities within the context of wider reductions in public sector expenditure and pressure for Cornwall Council. Therefore the Committee decided to deliver a budget with no increase in its element of council tax in 2011/12, by holding its locally determined part of the budget to £684,000. Defra's contribution to the overall budget did not impact on the council tax payers, as it was, and will continue to be streamed through the Area Based Grant system.

The same approach has been applied to setting the 2012/13 budget. The Cornwall IFCA is aware that Cornwall Council are facing difficult budgetary pressures and in light of this, have only identified the need for a small increase to the levy to cover elements of staffing and loan requirements. The breakdown of the proposed budget as presented below, shows that the contribution from Cornwall Council is £695,162, which is an increase of £11,162 from 2011/12 levels.

Throughout 2011/12, several areas of operation were reported as underspending, which has resulted in larger contributions to reserves. This has mainly been due to delays in the recruitment process. Based on the activity of 2011/12, and assuming a full complement of staff, it was possible to set a budget for 2012/13 that was broadly in line with the 2011/12 operating levels. The main changes to note are:

Staffing – one post not included in 2011/12 estimates and allowing for new appointments at the top of the recently graded scale has added £49,000 to the budget requirement. If some members of staff are not appointed at the top of grade it would generate a saving and additional contribution to reserve.

Loan – when closing the year end accounts for 2010/11 it was reported that an incorrect accounting treatment for Saint Piran was identified. This has now been corrected and signed off by the Audit Committee. The result of this treatment has meant that it is necessary to account for the principle and interest elements of the loan in the Revenue Budget. For the remainder of the boat's useful life, a principle amount of £49,401 will be required to be paid back to Cornwall Council. The interest element will also be paid back to Cornwall Council. For 2012/13, interest payable is £30,231, which will reduce over the

remaining years. Whilst this is a substantial sum of money, it does not impact on the operational budget of the IFCA.

The funds are paid to CIFCA from Cornwall Council, and then CIFCA repays the money to Cornwall Council to reduce the outstanding loan. It is predominately an accounting book entry and the money is circulated from one organisation to another, to correctly account for the asset. The majority of these additional costs were able to be met within the 2011/12 levy and only an additional £11,162 was required to cover operational costs.

The detailed budget for 2012/13 shown below includes contributions to two reserves. The first is a contribution of £22,500 to the "Survey and Refit" reserve. The purpose of this reserve is to fund the programmed biennial refit and paint-up of the Saint Piran. The second is a contribution of £29,539 to the IFCA general reserve. The forecast balance on this reserve is such that, in normal circumstances, a further contribution would not be required as the reserve's balance compared to the IFCA's overall net expenditure is relatively healthy.

However, as the 2012/13 biennial refit is also to include the first stage of the mid term refit of the boat it is necessary to maintain a reserve contribution. It has been planned that the mid term refit will be split over the 2012/13 and 2014/15 biennial refits to minimise time off patrol. The reserve summary shows an estimated, maximum cost of the refit of £250,000. While it is likely that the refit will be less than this, it is encouraging to note that even with such a large use of reserves, projected balances at the end of 2012/13 would be £217,000. This represents 26% of operating costs and would be considered sufficient to meet any additional requirements.

The budget figures for 2012/13 are on the next page.



ROV on Kerwyn's deck (CIFCA)

Cornwall Inshore Fisheries and Conservation Authority Budget 2012/13

	Administration	Research	Patrol Vessel	Total
Expenditure				
Employees	109,755	41,923	214,995	366,673
Premises	16,500	0	300	16,800
Transport	6,400	3,360	12,720	22,480
Boat Refit	0	0	250,000	250,000
Operational	7,350	10,570	116,055	133,975
Office Supplies	11,900	1,000	1,800	14,700
Other Supplies	103,330	3,140	7,525	113,995
Support Services	0	0	0	0
Total	255,235	59,993	603,395	918,623
Income	(4,500)	(3,000)	(2,000)	(9,500)
Reserves				
Contribution to	29,539	0	22,500	52,039
Contribution from	(16,000)	0	(250,000)	(266,000)
Net Budget	264,274	56,993	373,895	695,162
Add CIFCA costs financed by Defra to Cornwall Council				
Employees	54,960	68,000	101,315	224,275
Transport	4,500	5,040	19,080	28,620
Operational	3,150	4,530	29,845	37,525
Office Supplies	5,100	3,100	1,500	9,700
Other Supplies	10,153	4,710	3,225	18,088
Support Services	6,630	0	0	6,630
			Total Defra Grant	324,838
Net 2012/13 Budget financed by Levy on Cornwall Council				<u>1,020,000</u>

IFCA Reserve 2012/13

* Note: these figures are provisional. Opening balance is based on the projected reserve balance Oct 2011.

	<u>Opening Balance*</u>	<u>Cont to</u>	<u>Cont from</u>	<u>Closing balance</u>
Survey & Refit	62,500	22,500	0	85,000
General	419,936	29,539	(266,000)	183,475
Research	3,794	0	0	3,794
Grant	500	0	0	500
	486,730	52,039	(266,000)	272,769

It should be noted that the contribution out is in relation to the boat refit. This is in part the regular bi-annual refit, but will also encompass the first stage of the mid term refit. It also includes £16,000 for office moves, computers and training which all slipped from 2011/12 and therefore will be transferred to reserves to use in the following year (2012/13).

It is anticipated this will be a maximum amount, however it will depend on the level of work required.



Lobster (CIFCA)



Brown Crab in Bongo (CIFCA)

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