



# Annual Plan 2014 to 2015





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## Chairman's Foreword

*The forthcoming year will see many challenges to both Cornwall IFCA and the fishing industry at large. The terrible weather over the previous winter period has seen considerable hardship for many fishermen, with many lost days of fishing and considerable damage to vessels and gear. It is more vital than ever that Cornwall IFCA is supporting the Cornish fishing industry to be financially, environmentally and socially sustainable.*

*The requirements of Marine Protected Area management will place a heavy workload right across Cornwall IFCA and its Committee. As well as the development of new byelaws, the enforcement of new byelaws created in the previous year, and the research requirements for the MPA network, Cornwall IFCA will have to put consultation with stakeholder sectors at the heart of the MPA work to ensure effective, practical and reasonable management options are in place.*

*The following year will also see the development of a Recreational Sea Angling Strategy. This is the first sector specific strategy Cornwall IFCA has produced. This document, and the associated work, will be a key part of defining how Cornwall IFCA will manage and interact with this important sector in the future.*

*Finally, it has been great to see how well Cornwall IFCA has grown and developed since its inception in 2011. The new expanded team is working well and the development in skills and capacity has been enormous. I am personally looking forward to seeing the further development of this professional and effective body over the following year.*

A handwritten signature in black ink, appearing to read 'T. Tomlinson', with a stylized flourish above the name.

Tony Tomlinson MBE (Chairman)

## Vice Chairman's Foreword

*The previous year was a very busy one, meeting the challenging timescale set out by Defra for the management of the European Marine Sites. The forthcoming year seem no less busy with further work on EM,S as well as the requirements for Marine Conservation Zones. Cornwall IFCA will need to ensure that the fishermen of Cornwall are being kept fully up to speed on the measures that are being taken and included in the development of policy to ensure we have a sustainable fishing industry to pass on to future generations.*

*As well as the national pressures on Cornwall IFCA, the Committee has been made aware of a number of local issues during the last year that need attention. One particular area relates to the interaction between commercial and recreational fishermen, particularly in the river system, and area not covered by the preceding Cornwall Sea Fishery Committee. I am delighted that Cornwall IFCA's first sector specific strategy will be developed in the next year, specifically looking at the Recreational Sea Angling sector.*

*In May 2013 a new Cornwall Council was formed and a new group of Members from Cornwall Council was appointed to the IFCA Committee and at our first meeting I was privileged to be elected Vice Chairman. The Committee voted in the December meeting to approve the levy of £1,068,700 for 2014/2015 and, considering the vast range of work that the Inshore Fisheries Authority carries out, this has to be excellent value for the Cornish ratepayer.*



Councillor John Fitter (Vice Chairman)

## Overview

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

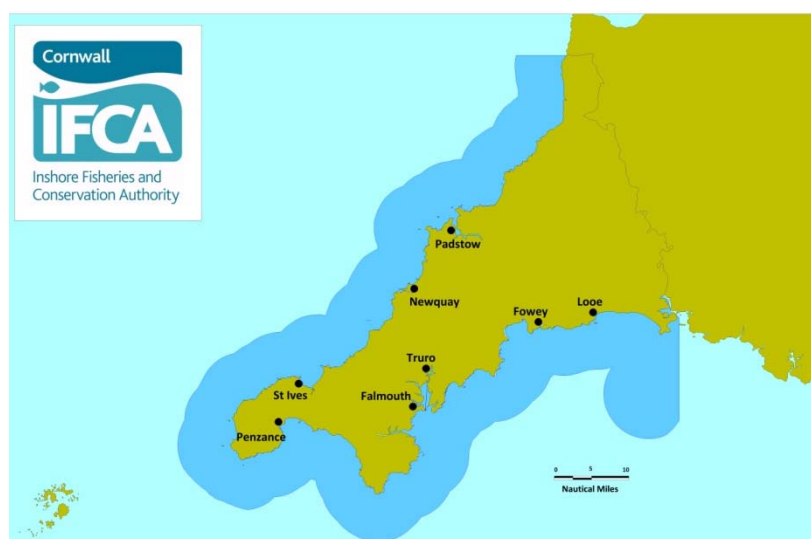
IFCA High Level Objective 1a states, "By April each year, publish an annual plan that meets the minimum standards as set out in Defra's guidance, setting out the Authority's main objectives and priorities for the year".

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

Since 2011, Cornwall IFCA has seen considerable expansion in terms of workload, responsibility and staff. The recruitment and training drives of the previous few years have resulted in a highly trained, motivated and flexible workforce.

The Cornwall IFCA District extends from Marsland Mouth on the north coast of Cornwall, around Land's End to the western end of the Plymouth Breakwater in Plymouth Sound on the south coast, for all the waters out to the six mile limit and includes the rivers and estuaries up to tidal limits. The District is measured from the 1983 baselines as they existed on 25th January 1983, which may be from exposed rocks, including the Eddystone Rock, and other low tide elevations. The baselines are in accordance with the Territorial Waters Order in Council 1964 (1965 III p.6452A) as amended by the Territorial Waters (Amendment) Order in Council 1979 (1979 II p.2866).

The Cornwall IFCA District includes a number of protected areas including five Marine Conservation Zones (MCZ) and seven European Marine Sites (EMS). An additional Special Protection Area (SPA) is under consultation with Natural England and more MCZs are expected in future tranches of MCZ designation.



Cornwall IFCA District

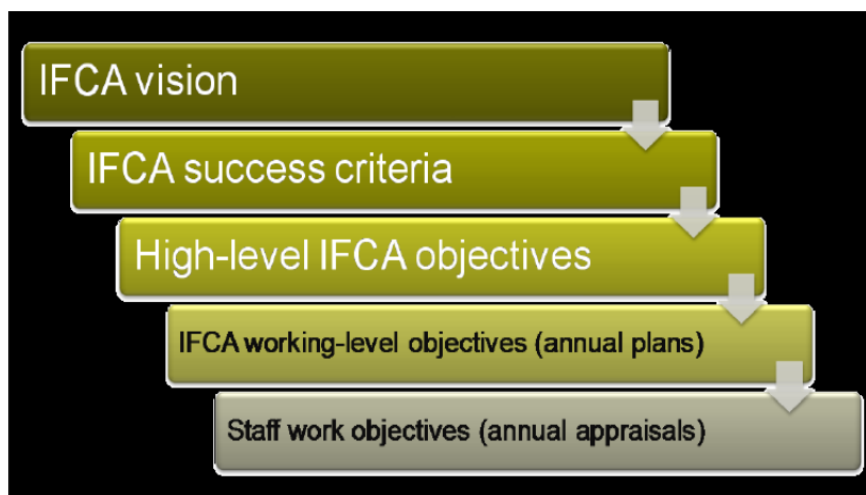
## Our Vision, Success Criteria and High Level Objectives

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, to 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.



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.

The following annual plan will detail the major work streams Cornwall IFCA will follow over the next 12 months. This will be structured in line with the success criteria and the ongoing work on HLOs.

## Focus and Priorities for 2014/15

The unexpected work-stream created in 2012/13 by Defra's revised approach to the management of European Marine Sites (EMS) resulted in the incorporation of a huge amount of priority work on top of Cornwall IFCA's intended plans. This will impact on our work plans for a number of years to come, especially with the Defra expectation that appropriate management for all remaining activities (termed amber and green risk activities by Natural England) should be in place by end of 2016.

In parallel with this process, on 21 November 2013, as part of the first tranche of 31 Marine Conservation Zones (MCZ) in England, Defra confirmed five sites within the Cornwall IFCA District. Defra has given guidance to all IFCAs that appropriate management options must be in place to manage the most at risk conservation features in these sites by the end of 2015. The work required to create effective, proportionate, evidence based management options for the Marine Protected Area network will heavily direct the day to day work of Cornwall IFCA.

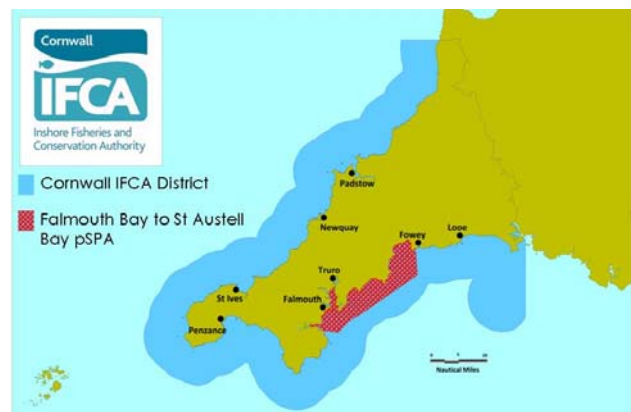
The key priority areas for Cornwall IFCA for the 2014/15 year are:

### Potential Special Protection Area "Falmouth Bay to St Austell Bay pSPA"

On 20 January 2014, Natural England opened a formal consultation on the potential Special Protection Area (pSPA) extending from Falmouth Bay and St Austell Bay. This pSPA is concerned with the protection of three species of overwintering seabirds:

- Great northern diver
- Black-throated diver
- Slavonian grebe

Cornwall IFCA has begun its own survey work to quantify netting operations in the area and investigate any incidental seabird by-catch. Seabird survey work has been commissioned by Natural England. This will inform the process of formulating any management options for the pSPA. Potential SPAs must be given the same consideration and level of protection as designated sites.



### EMS (amber and green risk activities):

The Closed Areas (European Marine Sites) Bylaw was made to manage the highly impacting activities (red risk activities) in the Special Areas of Conservation (SAC), part of the EMS network. Cornwall IFCA has committed to meeting the Defra timeline set out for the development of management options for amber and green activities by the end of 2016. In the 2014/15 year, our priority will be to undertake a lengthy series of Habitat Regulation Assessments (HRA) in order to ascertain the impact of fishing activities on the features of EMS not already covered by the existing Bylaw. The outcome of this process will inform potential management options, which may require the development of further byelaws.



## **MCZ**

Defra has provided national guidance which states that appropriate management measures for MCZs must be in place for high priority activities (those at most risk of damaging the conservation features of MCZs) by the end of 2015. Cornwall IFCA is awaiting conservation advice from Natural England for the MCZs within the Cornwall IFCA District. Once this advice and supporting evidence is available, further research to feed into the development of potential management options for the MCZ network can begin. There will also be work relating to the delivery of the next phases of the MCZ process.

## **Regulating Order for the Fal Oyster and Mussel Fisheries**

The Truro Port Fishery Order 1936 finishes at the end of July 2014. In order to enable certain shellfisheries to continue within the EMS, Cornwall IFCA will be working with Defra to create a new Fal Shellfisheries Regulating Order to commence in time for the start of the next oyster fishing season on 1 October 2014. It will bring the oyster fishery and various other molluscan shellfish under the management of Cornwall IFCA. Considerable work has already gone into the preparation for managing Fal shellfisheries and it is anticipated that, in the forthcoming months, the Regulating Order will be granted by Defra. Officers will begin inspections work to ensure compliance with the Regulating Order, from the date it comes into force. Additional work will also be allocated for stakeholder liaison, research and education, prior to and during the season.

## **Byelaw Review**

Cornwall IFCA is committed to reviewing and evaluating all 64 legacy byelaws against the current evidence base by April 2015. All byelaws have now been discussed to some extent by the Byelaw Working Group, although progress on making and revoking byelaws was constrained by the requirement of officers and Members to prioritise the making of the Closed Areas (EMS) byelaw. It is anticipated that good progress will be made with the byelaw review in the forthcoming year.

## **Inshore Vessel Monitoring System.**

Cornwall IFCA has been working with the MMO and other IFCAs to extend the use of a Vessel Monitoring System (VMS) to the inshore fishing fleet. Currently there is a European requirement for any vessel of 12m in length or more to be fitted with a VMS unit which transmits vessel data. An inshore version is now available which uses the mobile phone network to send vessel data. Cornwall IFCA made a Vessel Monitoring Byelaw in 2013 incorporating a phased approach to the requirement for VMS to be fitted on certain vessels fishing within the District. The Vessel Monitoring byelaw will be sent to Defra once type approval has been obtained for equipment and information sharing agreements have been formulated.

## **Sea Angling Strategy**

Cornwall IFCA has committed to producing a Recreational Sea Angling (RSA) strategy in the forthcoming year. This is a significant step and represents the first sector specific strategy Cornwall IFCA has undertaken. Initially, Cornwall IFCA will produce a project brief early in the 2014/15 year which will be used to consult with principle RSA stakeholders as to the development and direction of the RSA strategy. The intention is that this strategy will allow for greater understanding of the potential benefits and risks of the RSA sector, as well as allowing for greater communication with the RSA sector.

### **Saint Piran Refit**

Cornwall IFCA's main patrol vessel, Saint Piran, will be undergoing the second and final part of its mid-term refit, which will last approximately six weeks. This completes the two year programme of work and will require a considerable amount of time and involvement from the skipper and the engineer. The refit programme will ensure Saint Piran is well prepared for the work of Cornwall IFCA for the next decade.

### **Staff Training and Development**

Cornwall IFCA is operating for the first time with a full complement of staff. Work continues on the training and development of all staff members. At the end of March 2014, Cornwall IFCA was awarded Investors In People status (IIP). In April 2014 Cornwall IFCA will receive a report with recommendations for further development to build on this nationally recognised achievement.



Crab tile survey on the Tamar

## Workplan 2014 / 2015

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

**1.1 Gather evidence / information to feed into next year's annual plan, ensuring it reflects Member, staff and stakeholder input.**

Q 1	Q2	Q 3	Q 4

HLO: 1a  
(Also links with HLO 5c)

**Actions:**

- Chief Officer, senior management and boat skipper involved in the production of the annual plan.
- Senior managers to discuss the proposed work plans with relevant teams.
- All staff to be consulted as to overall focus and priorities, as well as seeking suggestions for other work areas.
- Opportunity provided for Member input into formation of annual plan.

**Intention:**

Annual plan (2015/16) published by end of March 2015.

**Performance indicator:**

Annual plan (2015/16) published by end of March 2015.

**1.2 Gather evidence/information to feed into the 2013/14 annual report.**

Q 1	Q2	Q 3	Q 4

HLO: 1b  
(Also links with HLO 5a, 5c)

**Actions:**

- Chief Officer, senior management and boat skipper involved in the production of the annual report.
- Senior managers to reflect staff views gathered from the Performance Management and Development Programme in the annual report.
- Invite all staff to have the opportunity to contribute to the annual Report.

**Intention:**

2013/14 Annual Report published by 31 July 2014

**Performance indicator:**

Report of 2013/14 activities is produced as defined in section 178 of the Marine and Coastal Access Act 2009.

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

**1.3 Continue to identify and assess any gaps in capability of IFCA staff when compared to corporate objectives.**

Q 1	Q2	Q 3	Q 4

HLO: 1c

**Actions:**

- All staff to continue to identify and pursue training objectives as part of the Performance Management and Development Programme.
- Senior managers to consult staff and identify new requirements for training and development arising from new and existing areas of work.
- Induction pack, including skills gap analysis, to be used for any new employee.
- Create specific work streams in light of findings of Investors in People assessment.

**Intention:**

Build on work as described in the People Capability Strategy in light of recommendations from Investors in People assessment, held in March 2014.

**Performance indicator:**

Staff personal development plans developed and followed.

**1.4 Staff management system further embedded into day to day management of Cornwall IFCA.**

Q 1	Q2	Q 3	Q 4

HLO: 1d  
(Also links with HLO 7b)

**Actions:**

- Continue with the Performance Management and Development Programme, as started in 2013, with all staff receiving an annual appraisal and at least one interim review.
- Review of performance management system to be conducted in light of IIP assessment due in April 2014.

**Intention:**

All staff to be actively involved in an effective performance management system.

**Performance indicator:**

Every member of staff to be a part of an annual appraisal and at least one interim review.

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

**1.5 Develop a system to allow staff and Members to contribute to, and comment on, IFCA policies and business.**

Q 1	Q2	Q 3	Q 4

**Actions:**

HLO: 1e

- Senior managers to feedback and discuss results of Performance Management and Development reviews into senior management meeting.
- Continue with monthly staff meetings.
- At least one annual whole-team event looking at forward planning to tie in with annual planning cycle.

**Intention:**

System is in place to encourage staff and Members to contribute to all IFCA policies and business.

**Performance indicator:**

Award and retention of Investors in People status.



Cornwall IFCA team day February 2014

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

**2.1 Assessment work to identify any fishing issues impacting on sea fisheries resources in the District is continued during the year.**

Q 1	Q2	Q 3	Q 4

HLO: 2a

**Actions:**

- Proactively engage with fishermen, merchants and other stakeholders to listen to any concerns and encourage them to question anything they see as a potential issue.
- Document and share useful information received at the office or in external meetings.
- Report significant issues to the Committee and act on any recommendation to investigate further and report back.
- Collate and record data which can be analysed to detect fishing impacts, effort, trends etc.
- Engage with other fisheries and regulatory authorities, to acquire and share relevant data and information.
- Analyse the recent history of fishing offences to determine the impacts and ongoing probability of re-occurrence.

**Intention:**

The significant issues impacting on sea fisheries resources are understood, enabling appropriate management measures to be put in place, including for:

- EMS amber and green fishing activity / designated feature risks.
- Fal Shellfisheries Regulating Order enabling completion before October 2014.

**Performance indicator:**

Information received, gathered and collated by officers is used to inform fisheries management which is practical, respected and enforceable.



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

**2.2 Guidance provided by the MMO and Defra for making new byelaws is followed.**

Q 1	Q2	Q 3	Q 4

**Actions:**

HLO: 2a  
(Also links with HLO 2b)

- Members informed about the byelaw making process, including the statutory requirements.
- Officers meet bi-annually with south and southwest coast IFCA's and MMO to discuss byelaw making issues and progression.
- Byelaw Working Group considers new byelaw options and makes its recommendations to full Committee.

**Intention:**

Any new byelaw is made according to statutory requirements, avoiding unnecessary delay.

**Performance indicator:**

MMO and Defra approve and confirm new byelaws with little need for technical input and no major issues arise during the consultation processes.

**2.3 Review of all legacy byelaws (CSFC, DSFC & EA) to be completed by April 2015.**

Q 1	Q2	Q 3	Q 4

**Actions:**

HLO: 2b

- Officers provide evidence of the need, or otherwise, for the provisions of legacy byelaws to continue and report to the Byelaw Working Group.
- Officers meet bi-annually with south and southwest coast IFCA's and MMO to discuss legacy byelaw making issues and progression.
- All legacy byelaws are reviewed by the Byelaw Working Group which makes recommendations to revoke or make new equivalents to the full Committee.

**Intention:**

Any new byelaw is supported by evidence which clearly demonstrates the conservation requirement, importance and relevance to the District. Where the fisheries management provision under a legacy byelaw is no longer required, is ultra-vires, or covered by another management measure, the byelaw is revoked in a timely fashion with reasoning behind any revocation made clear.

**Performance indicator:**

MMO and Defra revoke legacy byelaws and approve new byelaws with little need for additional technical input and nothing unexpected arises during the revocation, or making and consultation processes, prior to confirmation by Defra.

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

**3.1 Produce the 2014 / 2015 Enforcement Plan.**

Q 1	Q2	Q 3	Q 4
REVIEW			

HLO: 3a  
(Also links with HLO 7a, 5c)

**Actions:**

- Describe fishing activities relevant to the District and the main enforcement risks experienced to date.
- Include a risk-based enforcement plan.

**Intention:**

Members, officers, fishermen and other stakeholders to have a clear understanding of enforcement risks in the District and how resources used for enforcement are prioritised.

**Performance indicator:**

Enforcement Plan is published and available to view and download from the Cornwall IFCA website.

**3.2 Inspections code of conduct published.**

Q 1	Q2	Q 3	Q 4
	REVIEW		

HLO: 3b  
(Also links with HLO 1d, 7b)

**Actions:**

- The content is reviewed and amended as necessary to take account of new situations or other best practice guidance.
- Inspections code of conduct is published and available to view and download from the Cornwall IFCA website.

**Intention:**

Officers, fishermen and other stakeholders understand inspections protocols and expected behaviours, allowing officers to carry out their statutory duties.

**Performance indicator:**

Officers, fishermen and other stakeholders are aware of how Cornwall IFCA conducts inspections and expected behaviours.



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

**3.3 Officer's knowledge and performance is sufficient to carry out enforcement work to a high standard.**

Q 1	Q2	Q 3	Q 4

HLO: 3b

(Also links with HLO 1d, 7b)

**Actions:**

- Any newly appointed enforcement officer will shadow experienced officers and learn directly from them.
- Training and testing of enforcement officer knowledge is regularly carried out in-house.
- National training courses are made available, with attendance required.
- Enforcement officers are encouraged to identify any skills gap they wish to fill, where it is appropriate to their role.
- Enforcement meetings held in office to discuss local enforcement issues and how best to investigate.
- Officers work alongside partner organisations to broaden their experiences and knowledge.

**Intention:**

Officers conduct inspections and investigations competently, enabling fair and consistent enforcement decisions to be made.

**Performance indicator:**

Leading enforcement officers can confidently make and justify appropriate enforcement decisions.



Enforcement officer Nigel Beswetherick during a routine inspection  
(Photograph by Simon White)

**Success Criterion 4: IFCAs work in partnership and are engaged with their stakeholders.**

**4.1 Fulfil the ongoing MOA with Natural England (NE).**

Q 1	Q2	Q 3	Q 4

HLO: 4a

(Also links with HLO 5a, 6a, 7a)

**Actions:**

- Research team agrees survey outputs with Natural England for the existing MOU.
- Survey work conducted to defined quality requirements.
- Survey report supplied to NE before April 2015.
- Work to confirm following year's survey work commenced.

**Intention:**

To undertake directed survey work on behalf of Natural England.

**Performance indicator:**

Production of data for Natural England after surveys completed.

**4.2 Continue to develop and review a stakeholder database.**

Q 1	Q2	Q 3	Q 4
	REVIEW		

HLO: 4b

(Also links with HLO 6b, 7b)

**Actions:**

- Maintain existing stakeholder database.
- Review twice a year against permit holders' information.
- Extend stakeholder contacts through consultation for the Recreational Sea Angling Strategy

**Intention:**

Facilitate stakeholder consultation and inclusion in decision making process.

**Performance indicator:**

A database of stakeholders is updated every six months.

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

**4.3 Maintain website in line with web management plan.**

Q 1	Q2	Q 3	Q 4
			HLO: 4b

(Also links with HLO 6b, 7b)

**Actions:**

- All staff to regularly review the Cornwall IFCA website.
- Monthly staff meetings to include a website agenda point.
- News items and new content to be added to the website as required.
- Annual web review meeting to be conducted.

**Intention:**  
To provide greater access to all stakeholders of Cornwall IFCA written material and public information.

**Performance indicator:**  
Cornwall IFCA website is regularly used with good satisfaction feedback.

**4.4 Develop specific communication plan for MCZ programme of work.**

Q 1	Q2	Q 3	Q 4

HLO: 4b

(Also links with HLO 6b, 7b)

**Actions:**

- Develop key messages for Cornwall IFCA's management of the MCZ network.
- Identify key audiences for MCZ communication material.
- Create targeted communication material in addition to general information.

**Intention:**  
Stakeholders are well informed as to Cornwall IFCA's management of MCZ

**Performance indicator:**  
Production of MCZ communication plan.

**Success Criterion 5: IFCA's make the best use of evidence to support their objectives.**

**5.1 Gather evidence to inform our management of Marine Protection Areas.**

Q 1	Q2	Q 3	Q 4

HLO: 5c

(Also links with HLO 2a, 5a, 6c, 6d)

**Actions:**

- Continue netting bycatch survey in Falmouth Bay to St. Austell Bay potential Special Protection Area.
- Undertake habitat mapping in European Marine Sites and Marine Conservation Zones.
- Participation in Eddystone habitat recovery project.

**Intention:**

Improve evidence base to monitor existing management or develop new management options.

**Performance indicator:**

Production of new evidence through survey reports and associated datasets.

**5.2 Gather fisheries specific evidence to inform management of the Cornwall IFCA District including Marine Protected Areas.**

Q 1	Q2	Q 3	Q 4

HLO: 5c

(Also links with HLO 2a, 5a, 5b, 6c,6d)

**Actions:**

- Undertake seasonal/annual/biannual surveys on selected bivalve and crustacean fisheries.
- Undertake biometric sampling of crustacean shellfish landings.
- Participate in lobster tagging study with Isles of Scilly IFCA.

**Intention:**

Improve fisheries specific evidence base to monitor current management or inform new management options.

**Performance indicator:**

Production of new evidence through survey reports and associated datasets.

**Success Criterion 5: IFCA's make the best use of evidence to support their objectives.**

**5.3 Produce annual research plan and research report**

Q 1	Q2	Q 3	Q 4

HLO: 5c

(Also links with HLO 2a, 4a, 5a, 5b)

**Actions:**

- Produce annual research plan which prioritises practical and desk based research programmes.
- Produce annual research report which summarises previous year's research work.

**Intention:**

To inform Members, partners and the public about planned research activities, and detail the results of the previous year's plan achievements.

**Performance indicator:**

Production of annual research plan and research report.

**5.4 Participate in national initiatives for the co-ordination and enhancement of research capabilities.**

Q 1	Q2	Q 3	Q 4

HLO: 5c

(Also links with HLO 4a, 5a, 5b, 6c,6d)

**Actions:**

- Participation in IFCA Technical Advisory Group (TAG) and training opportunities.
- Develop technical research capabilities through collaborative work with partner agencies.
- Collaborate in equipment sharing within IFCA TAG partners to maximise asset use.

**Intention:**

Continue to develop research capacity to deliver survey work to the required national standards and identify opportunities for partnership working.

**Performance indicator:**

Improved in-house research capabilities.

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

**6.1 The development of shared objectives and management options with the MMO and neighbouring IFCA's in response to the conservation requirements for MPAs.**

Q 1	Q2	Q 3	Q 4

HLO: 6a  
(Also links with HLO 2a, 4a, 5a, 5b)

**Actions:**

- Development of shared management options and enforcement regimes for the EMS which straddle the Cornwall, Devon & Severn IFCA and MMO boundaries.
- Development of joint management options for MCZ which straddle jurisdictional boundaries.
- Contribute to existing management forums in MPA areas.

**Intention:**

The creation of effective, clear management regimes for the MPA network.

**Performance indicator:**

Joint development of management options for amber and green risk activities to EMS and for conservation objectives for MCZ by December 2016.

**6.2 Develop Recreational Sea Angling Strategy in consultation with relevant stakeholders.**

Q 1	Q2	Q 3	Q 4

HLO: 6b  
(Also links with HLO 1b, 2a, 4b, 5a, 6c, 7b)

**Actions:**

- Create consultation brief to outline RSA strategy, and use this to identify, engage and link with stakeholder groups by August 2014.
- Research existing evidence relating to geographic areas, species, interacting fishing sectors and economic drivers relating to the RSA sector.
- Undertake consultation and communication activity.
- Publish Recreational Sea Angling Strategy by April 2015.

**Intention:**

Sustainable management of fishery to include reference to the Recreational Sea Angling sector.

**Performance indicator:**

Production of RSA strategy by April 2015.

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

**6.3 Report and analysis of Cornwall IFCA stakeholder surveys. Review Communication Strategy in light of findings.**

Q 1	Q2	Q 3	Q 4

HLO: 6b

(Also links with HLO 2a, 4b, 5a, 6c, 7b)

**Actions:**

- Undertake an analysis of the 2013/14 stakeholder survey programme and formally report in the 2013/14 annual report.
- Feed results of analysis into forward communication plans.
- Consider future communication activities in light of findings.

**Intention:**

Raised awareness of Cornwall IFCA's work allowing marine and coastal users to easily understand the process used for sustainable management of the Cornwall IFCA District.

**Performance indicator:**

Formal analysis of responses to surveys to appear in annual report.

**6.4 Develop a process for delivering Habitats Regulations Assessments (HRA) for amber/green activities in European Marine Sites.**

Q 1	Q2	Q 3	Q 4

HLO: 6d

(Also links with HLO 2a, 5a, 5c, 6c)

**Actions:**

- Undertake screening process of amber/green risk activities and complete associated audit trail.
- Prioritise amber risk activities and complete HRA documentation accordingly.
- Identify evidence gaps to complete HRA and, where feasible, seek to work with other partners to deliver additional evidence.

**Intention:**

Complete HRA process for priority amber risk activities.

**Performance indicator:**

Production of HRA documentation for high priority amber risk activities.

**Success Criterion 7: IFCA's are recognised and heard.**

**7.1 Effectively engage with local and central government and partner organisations.**

Q 1	Q2	Q 3	Q 4

HLO: 7a  
(Also links with HLO 6c)

**Actions:**

- Active involvement in the Association of IFCA's.
- Regular contact with key partner organisations.

**Intention:** A well run Association to represent IFCA interests on a collective and national basis, with local and central government as well as other partner organisations.

**Performance indicator:** Cornwall IFCA will be actively involved with the good governance and direction of the Association of IFCA's.

**7.2 Cornwall IFCA will promote the work it conducts.**

Q 1	Q2	Q 3	Q 4

HLO: 7b

**Actions:**

- Follow and review the 2013-15 Communication Plan.
- Engage with local and national press to promote the activities it undertakes.
- Produce and distribute a biannual newsletter.

**Intention:** Local community better understands the beneficial outcomes of the work of Cornwall IFCA.

**Performance indicator:** Cornwall IFCA will produce media, communication and consultation material.



## Risk Management Strategy

As a statutory body, Cornwall IFCA 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 IFCA has responsibilities for the inshore fisheries and marine environment, and to provide a service to 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 or 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 Cornwall IFCA 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 Cornwall IFCA 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. a). 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 following table 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. b). 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**

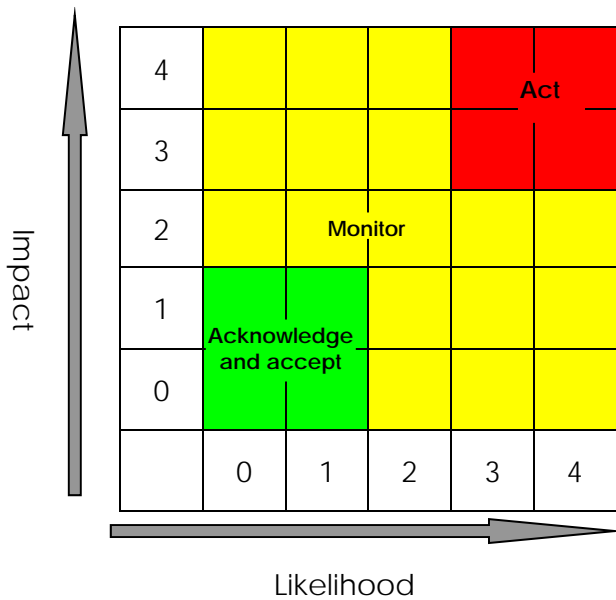


Fig. a

**Business Continuity Risk Matrix**

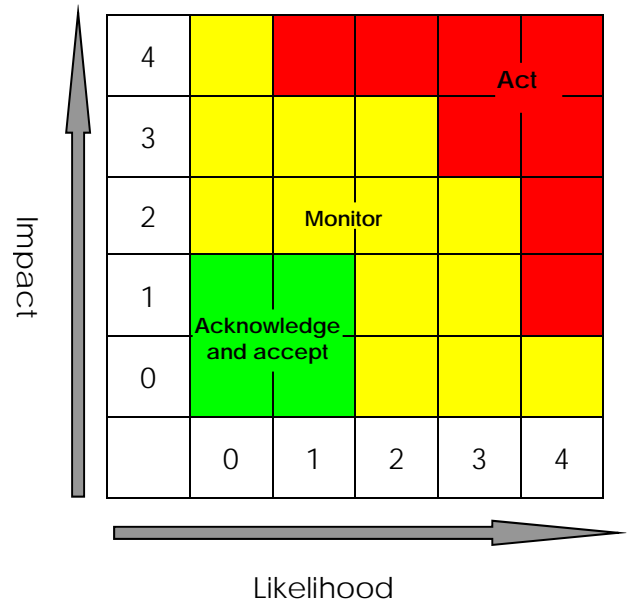


Fig. b

## Risk Register

Description and HLO/Performance Indicator	Possible Implications	Risk Category	Risk Score (I+L)	Management of the Risk	Potential Mitigation	Comments
Cornwall IFCA failing to fully engage with stakeholders.	Conflict between different stakeholder groups.	Operational, Reputational, Financial, Political.	2+2	<ul style="list-style-type: none"> <li>Adaptive co-management approach.</li> <li>Regular contact with stakeholders.</li> <li>Documentation to be easily accessible to all.</li> <li>Annual plan and annual report published.</li> <li>Communication and engagement strategy developed to help Cornwall IFCA fully engage with all stakeholders.</li> <li>Regular liaison with partner bodies.</li> <li>Working Groups and sub Committees established to consider specific issues.</li> <li>Accessible Cornwall IFCA contact points for stakeholders.</li> </ul>	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.  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 and appropriate, prosecution of offenders will be used if education fails to achieve the expected outcome.
	Misunderstanding of Cornwall IFCA's role and lack of confidence in Cornwall IFCA.	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 Cornwall IFCA's management processes.	Operational, Reputational, Financial, Political.	3+2		Presentations and attendance at stakeholder meetings (clubs, associations, interest groups etc).	In addition to above, trust can only be gained over a period of time where Cornwall IFCA is seen to be completing what it sets out to do.
	Failure to gather intelligence may lead to unsustainable exploitation.	Operational, Reputational, Financial, Environmental.	3+2		Officers fully consider every source of intelligence and act if appropriate.	Every intelligence source is potentially a very useful insight to unexpected scenarios.

Description and HLO/Performance Indicator	Possible Implications	Risk Category	Risk Score (I+L)	Management of the Risk	Potential Mitigation	Comments
Cornwall IFCA failing to meet stakeholder expectations.	Cornwall IFCA could be abolished or external intervention imposed if judged as underperforming.	Operational, Reputational, Financial, Political.	4+2	<ul style="list-style-type: none"> <li>Communication and engagement strategy developed to help Cornwall IFCA fully engage with all stakeholders.</li> <li>Annual Plans produced to report aims and objectives.</li> <li>Annual Report produced to inform on achievements.</li> </ul>	Work closely with Defra, MMO, NE etc to understand potential gaps.	All IFCAs will be subject to a quadrennial report to Parliament.
	Lack of trust or confidence in Cornwall IFCA's management processes.	Operational, Reputational, Financial, Political.	3+2		Expectations are acknowledged and other party informed if not in Cornwall IFCA's role.	Trust can only be gained over a period of time where Cornwall IFCA is seen to be completing what it sets out to do.
Failure to effectively monitor and enforce legislation.	Unregulated fishery.	Reputational, Environmental, Political.	4+3	<ul style="list-style-type: none"> <li>Adaptive co-management approach.</li> <li>Stakeholders informed when new legislation emerges.</li> <li>Managers ensure IFCOs regularly monitor fishing activity and landings.</li> <li>Officers target areas of risk.</li> <li>High enforcement presence where necessary, as dictated in the risk based plan.</li> </ul>	Continued Professional Development (CPD) introduced in officer's training, to encourage full commitment towards the tasks.	All officers should be trained and retrained to revalidate warrants, and to a standard that creates a regime where compliance is encouraged.
	Increased non-compliance.	Operational, Reputational, Financial, Environmental, Political.	4+3		Judicious use of Financial Administrative Penalties (FAP) to get a quicker throughput of cases.	Any increase in non-compliance must be dealt with immediately and firmly. Capacity in Cornwall IFCA 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 Cornwall IFCA 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.	Inconsistent approach to enforcement.	Operational, Reputational, Environmental, Political.	1+3	<ul style="list-style-type: none"> <li>All enforcement officers trained to the highest standard.</li> <li>All officers receive refresher training every three years.</li> <li>Management via risk based enforcement plan.</li> <li>Clear and publicised standards of behaviour.</li> <li>Effective line management including system of performance management for all staff, regular reviews and appraisals.</li> </ul>	All officers follow the Cornwall IFCA 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 one to one discussions if more appropriate.	It is critical that the Cornwall IFCA enforcement team acts as a single entity and all officers have respect for other officers and stakeholders.
Degradation of MPAs due to fishing activity.	Loss or damage to important habitats and species within sites.	Reputational, Environmental, Political.	2+4	<ul style="list-style-type: none"> <li>Appropriate assessments completed where needed prior to potentially damaging activities being permitted.</li> <li>Adaptive co-management approach.</li> </ul>	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.	3+2		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.	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"> <li>Research team ensure sufficient resources (time, equipment, funds) to do the necessary work.</li> <li>Survey vessel kept in good order.</li> <li>Agreed annual research programme completed in an adaptive manner.</li> </ul>	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		Annual agreement of use of MoU resources with NE.	MoU has sufficient flexibility to enable best-fit to appropriate/necessary tasks.
Incident involving staff due to unsafe working practices.	Death or injury.	Operational, Reputational, Political.	4+4	<ul style="list-style-type: none"> <li>All staff fully trained in good working practices.</li> <li>Equipment is tested regularly and certified.</li> <li>Risk assessments reviewed regularly by all staff.</li> <li>Staff development plans.</li> <li>Staff engagement strategies.</li> </ul>	All staff read and understand the various risk assessments.	See Business Continuity section below.
	Legal claims, H&S Executive.	Operational, Reputational, Political.	4+4		As above.	Presentation from Marine and Coastguard Agency (MCA) 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 (I+L)	Management of the Risk	Potential Mitigation	Comments
High turnover of staff.	Reduced efficiency.	Operational, Reputational, Political.	1+3	<ul style="list-style-type: none"> <li>• People Capability Strategy &amp; Performance Management systems.</li> <li>• Build redundancy through staff capability mechanisms.</li> <li>• Improved internal communication using senior officers.</li> <li>• Obtain IIP accreditation.</li> </ul>	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 IFCA's or agencies i.e. secondment.
Shellfish and fish stocks collapse.	Collapse of local fishing industry.	Reputational, Political.	3+3	<ul style="list-style-type: none"> <li>• Suite of relevant byelaws in place.</li> <li>• Monitoring against relevant byelaws.</li> <li>• Emergency byelaw(s) in the event of an unexpected scenario.</li> </ul>	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 intelligence 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.	Non-compliance with DPA.	Reputational, Financial, Environmental, Political.	4+4	<ul style="list-style-type: none"> <li>Data management protocols and policy followed by all staff</li> <li>All sensitive, private, confidential data to be locked away in 'fire safe' facilities.</li> <li>Cornwall IFCA electronic assets used in compliance of the policy and password protected.</li> </ul>	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.	Fraudulent activity leading to misuse and/or misappropriation of funds.	Operational, Reputational, Financial, Political.	4+3	<ul style="list-style-type: none"> <li>Chief Officer ensures the financial rules and policy are followed at all times.</li> <li>Audited internally and externally each year.</li> <li>Reserves at sufficient level to address unforeseen demands.</li> <li>Whistleblower policy developed, assessed and introduced.</li> </ul>	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 patrol vessel replacement.	Discussions are ongoing regarding the funding for Saint Piran's replacement (2020 - 2025). Committee agreed protocol at December 2013 meeting.
	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 vessel through foundering, collision or fire.	Reduced capacity to patrol or conduct research in District.	Operational, Financial, Environmental, Political.	4+4	<ul style="list-style-type: none"> <li>Fully certified and trained officers.</li> <li>All fire equipment regularly inspected and serviced.</li> <li>Regular monthly fire drills.</li> <li>Regular maintenance of hull valves, shafts and openings etc.</li> </ul>	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.  Diversion of enforcement vessels to undertake research activities.
	Loss of seagoing enforcement capability.	Operational, Environmental, Political.	4+4		As above and heavier presence in the ports to inspect landings.	The addition of new, trained enforcement officers would allow for a limited seagoing presence utilising the trailer launched RIB. Look to rent additional RIB for use by research team.
	Loss of crew.	Operational.	4+2		Greater use of trailer launched RIB inspections.	This represents a catastrophic scenario. However, the development of a larger multi skilled team would allow for enforcement activities to continue.
Loss of road vehicle(s).	Lack of ability to patrol ashore effectively.	Operational, Financial.	2+1	<ul style="list-style-type: none"> <li>Ensure proper and regular maintenance of vehicle(s).</li> <li>Staff to drive with full care and attention to the conditions of the road.</li> <li>Training for towing and manoeuvring trailers.</li> </ul>	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 need 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"> <li>• Ensure all fire precautions and security procedures are followed.</li> <li>• All alarms to be set when office is unmanned.</li> <li>• Register of key allocation to be kept up to date.</li> <li>• Paper files are in 'fire safe' facilities.</li> </ul>	Seek emergency accommodation from Cornwall Council.	Temporary home-working; email and web access.
	Loss of physical records (fishing vessel files etc).	Operational, Political.	4+4		Keep scanned electronic copy of documents.	Backed up from G drive each night to central Cornwall Council 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.	BT Cornwall 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"> <li>• Annual plan and work plans to identify possible shortfalls in advance of budget negotiations.</li> <li>• Members to be involved in prioritising conflicting demands.</li> <li>• Council fully aware of future demands.</li> </ul>	Seek alternative sources of funding for non-statutory work (grants, earned income etc).	<p>Budgets and reserves have come under increasing pressure due to a variety of factors. Maintenance of operational budget a high priority.</p> <p>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.</p>
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"> <li>• Development of staff capacity and experience.</li> </ul>	Seek assistance from other IFCAs/Agencies i.e. secondment. Build capacity through staff capability mechanisms.	Cornwall IFCA remains a relatively small team. Ensuring there is cover for all key positions is essential. Skills Gap Analysis and individual training plans will ensure a continuity of cover in all but extreme circumstances. Periodic organisational reviews in light of changes in external drivers.

## Governance and Committee Membership

Cornwall IFCA is led and directed by a Committee 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:

<b>Tony Tomlinson</b> (Chairman)	Marine Management Organisation
<b>John Fitter</b> (Vice-Chairman)	Cornwall Council
<b>Anthony G Berry</b>	Marine Management Organisation
<b>Geoff Brown</b>	Cornwall Council
<b>Michael Bunney</b>	Cornwall Council
<b>Nathan de Rozarieux</b>	Marine Management Organisation
<b>Dr Miles Hoskin</b>	Marine Management Organisation
<b>Mark Kaczmarek</b>	Cornwall Council
<b>Andrew Lakeman</b>	Marine Management Organisation
<b>Sangeeta McNair</b>	Natural England Officer
<b>Scott Mann</b>	Cornwall Council
<b>Celia J Mitchell</b>	Marine Management Organisation
<b>Peter Mitchell</b>	Cornwall Council
<b>David Muirhead</b>	Marine Management Organisation
<b>Andy Penny</b>	Cornwall Council
<b>Robert Shotter</b>	Marine Management Organisation
<b>David Thomasson</b>	Marine Management Organisation
<b>Simon Toms</b>	Environment Agency Officer
<b>Dr Nick Tregenza</b>	Marine Management Organisation
<b>Justin Williams</b>	Marine Management Organisation Officer
<b>Ruth Williams</b>	Marine Management Organisation

Appointees to IFCA are legally required to represent all 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 Cornwall IFCA.

All Members of Cornwall IFCA are bound, when acting as a Member of the Committee, by Cornwall Council's Code of Conduct for Members and co-opted Members of the Council. As a result, all Members should register their disclosable pecuniary interests with the Monitoring Officer and, when a matter is considered by the Committee or any of its sub-Committees, in which a Member of Cornwall IFCA may have a disclosable pecuniary interest or a non-registerable interest, they should declare their interest and act in accordance with the Code at all times.

Members must not undermine the credibility of Cornwall IFCA. Any Member found to have been convicted of 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 under 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 and senior officers are responsible for the day to day management and operational leadership of the Authority. As the officer accountable for Cornwall IFCA'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 actions to provide for the security of Cornwall IFCA's assets and for ensuring that the use of these resources is legal, is properly authorised, provides value for money and achieves best value.

Cornwall IFCA is audited annually both internally by the Cornwall Council Audit Team, and also externally when the Annual Statement of Accounts are examined and signed off by the Audit Commission.



Scientific Officer Kimara Street  
inspecting landings at Mylor

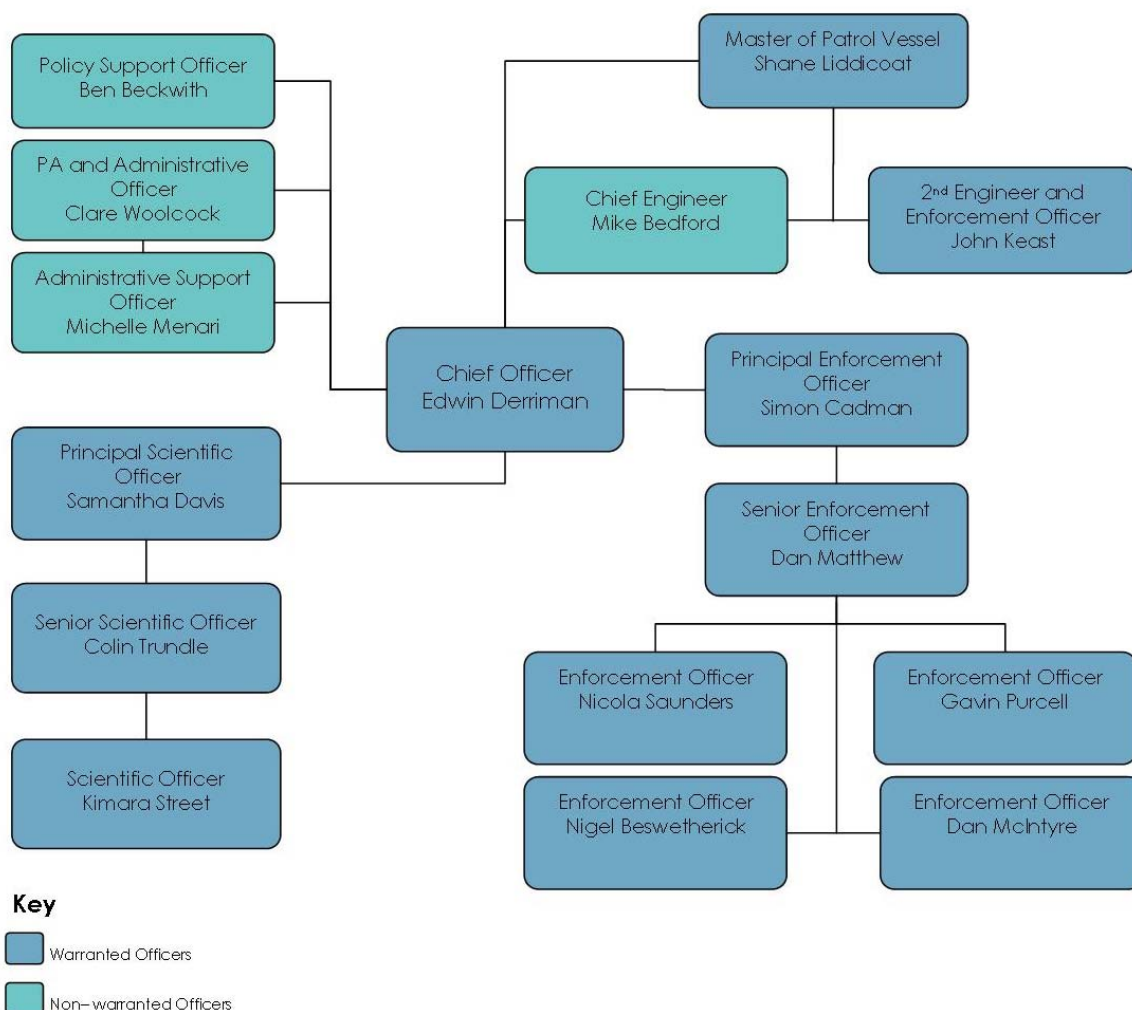
# Service Organisation and Staff

Cornwall IFCA mirrors the employment policies and practices of Cornwall Council, except where otherwise specified. Cornwall Council operates through a Service Level Agreement (SLA) as Cornwall IFCA’s Human Resources (HR) Business Partner and hosts a bespoke Employment Handbook on the staff intranet. The handbook specifies where Cornwall IFCA has policies which are different and supersede those of Cornwall Council, which otherwise apply. The HR contract between Cornwall IFCA and Cornwall Council specifies that Cornwall Council will ensure that legislative implications of changes to employment law are transferred to Cornwall IFCA through the production of Council policies, or specified Cornwall IFCA policies.

In areas outside of specific employment policies, Cornwall IFCA will adopt Cornwall Council policies unless otherwise specified (eg, IT policies, safeguarding).

## Service Description

The Authority is an employer under section 165 of MaCAA 2009, having an establishment comprising 16 full time staff. Most officers have multiple roles enabling a very flexible work force.



## Service Standards and Delivery Priorities

### **Service Standards**

As part of its commitment to customer care, Cornwall IFCA has published a Stakeholder Promise which defines the standards which stakeholders can expect. This document is available from the website, or by request from the office.

### **Delivery Priorities**

The following list provides the core delivery priorities Cornwall IFCA needs to undertake to meet the requirements of the Marine and Coastal Access Act in the Cornwall District.

#### Communication

This is at the heart of all the work Cornwall IFCA undertakes. It is essential that officers listen and try to understand people's views and any concerns, and express themselves in a clear, understandable and appropriate manner. It is also essential that all advice, guidance or information given out is accurate, consistent and officers check that they are being understood.

#### Stakeholder Interaction

Cornwall IFCA can only function with the support of its stakeholders. It is vital that when dealing with stakeholders and partner organisations, officers treat all people:

- Courteously
- With respect
- With dignity
- Honestly
- Fairly
- With positivity; and
- With understanding

#### Enforcement

Cornwall IFCA has a good track record of providing an effective enforcement regime. The expansion of the workforce has made it even more important that a consistent approach to the management of the District is maintained. The risk based approach to enforcement activities ensures that assets are deployed in an effective and appropriate manner.

#### Research and Information Management

Cornwall IFCA bases all of its management decisions on evidence. It is vital when compiling this evidence that any information and data used is open, accurate and well managed. It is also essential to proactively undertake research activities to assess issues in the District.

#### Appropriate Management Options

Cornwall IFCA has inherited a complex set of byelaws and codes of practice which, combined with national and international legislation, manage the Cornish inshore fisheries. As well as reviewing and refining the existing set of management options, Cornwall IFCA must respond to national and local pressures in developing new codes of practice and byelaws that are practical, appropriate and enforceable.

#### Working in Partnership

Cornwall IFCA officers must work effectively with other public bodies, regulators and its stakeholders.



## Facilities and Major Assets

### **Accommodation**

#### Office Accommodation

Cornwall IFCA shares office space with the Marine Management Organisation and Cefas in part of the St Clare building complex belonging to Cornwall Council. The office has a public facing reception, shared interview rooms and meeting spaces. Cornwall Council intends to dispose of the site and Cornwall IFCA will need to secure new accommodation by the end of 2016. The current plan is to seek alternative office space within the Cornwall Council estates for Cornwall IFCA, the MMO and Cefas. Having all three agencies together has provided considerable improvements for stakeholders as well as promoting closer links, particularly between the MMO and Cornwall IFCA.

#### Storage Container

Cornwall IFCA wholly owns a secure shipping container which is used as a storage and temporary work space. This is also sited on the St Clare complex and appropriate ground space must be planned if the St Clare site is to be sold by Cornwall Council and Cornwall IFCA relocated.

#### Vessel Storage

Cornwall IFCA has taken a lease on a small industrial unit in Chacewater for RIB storage. This became necessary when the Fire Brigade flood response team needed the space that was previously used at the fire station in Penzance. The new industrial unit provides secure RIB storage and ample car parking for the enforcement team when using the stand alone RIB. Its location close to the A30 reduces the towing distance and response times to most Cornish estuaries.

The new store has ample space for the current 6.8m RIB Avalon and could accommodate larger should the need arise in the future. There is a small office space for storage and servicing of enforcement equipment and a toilet with hand washing facilities. There is also a rear store room which could accommodate a second smaller vessel should there be a need for such a boat to enable the management of the oyster fishery in the future.

### **Vessels**

#### Saint Piran

Saint Piran is the main patrol vessel operated by Cornwall IFCA. At 27m in length and powered by twin 1350hp engines, she is capable of operating around the Cornish coast, subject to weather conditions. The stern launched 6.4m RIB facilitates the transfer of officers to and from fishing vessels.

Patrols in 2014/15 will be conducted using the risk based enforcement plan, intelligence received and known fishing patterns.

Joint patrols are planned with the MMO and the Environment Agency. It is anticipated that one of the areas for investigation will be the cod recovery zone off Trevoze Head, during its closed period.

Saint Piran may be utilised in the coming year for occasional survey roles. It is anticipated that there will be a drop down camera survey of the Eddystone Reef, looking to identify any changes following the introduction of the Closed Area (European Marine Site) Byelaw.

Saint Piran is due at Manor Marine in Portland on the 1 April 2014 for the start of her midterm refit. This will include overhauling and servicing motors, pumps, and bearings as well as a full exterior repaint. The major work in this refit will be the top end overhaul on the two main engines and the replacement of the two diesel generators. The refit is scheduled to be complete by mid May 2014.

#### Lyonesse

A 6.4m Rigid Inflatable Boat (RIB) (Mulder & Rijke, The Netherlands). Housed aboard Saint Piran. This vessel will be serviced as part of the refit of Saint Piran.

#### Avalon

A 6.8m RIB (Ribcraft, UK). Housed in an industrial unit in Chacewater. This vessel is equipped for stand alone patrol work including night work and all enforcement officers are trained and qualified to helm Avalon. It is anticipated that there will be an increased use of this vessel for patrols in rivers and along the near coast of Cornwall now that the enforcement team is up to full strength. The oyster fishery which Cornwall IFCA will start to manage in 2014, will also add to the work of this RIB over the winter months, although it remains to be seen if this boat is fully suitable for this role. The MMO may request its use by chartering it in the same areas, sometimes as a joint enforcement patrol. The EA and Police may also want to run joint operations. Avalon's trailer is owned by Cornwall IFCA and is serviced regularly through a Cormac maintenance contract.

#### Kerwyn

A 7.2m fibreglass trimaran (Cheetah Marine, UK). Housed on a trailer in Truro Harbour compound.

Kerwyn will be having her three forward facing windows and two side windows replaced with 6mm toughened glass set in aluminium frames during 2014. This work will enable her to comply with changes to the Work Boat Code.

#### Kerwyn 2014 Projected Work

As part of a partnership project with Natural England, Kerwyn will be used to carry out an 'at sea' netting monitoring project investigating the incidence of sea bird bycatch within the pSPA on the south coast. The project will continue into 2015. Kerwyn will be used to carry out the Fal oyster survey.

Natural England has chosen to use their 2014 agreed memorandum of agreement days to carry out a drop frame video survey in the Isles of Scilly SAC. Kerwyn will be used to carry out this survey. Additionally, Natural England may request to charter Kerwyn to carry out two days acoustic and camera survey within the Mount's Bay rMCZ, mainly investigating the occurrence and distribution of seagrass, and also two days of habitat identification and mapping within the pSPA. In combination with Saint Piran, Kerwyn will be used to carry out the acoustic survey as part of the Eddystone reef investigation project that Cornwall IFCA will be participating in with the University of Exeter and the Marine Conservation Society.



## **Service Vehicles**

### Land Rover Defender

The Land Rover is the main enforcement team towing vehicle, being the most capable and with the benefit of a winch for difficult launch and recovery operations. Permanently equipped with an array of equipment for inspection work and information for fishermen, it is used for most port inspections. The Land Rover is wholly owned by Cornwall IFCA. Cornwall IFCA holds a full maintenance contract for the Land Rover with Cormac Fleet. This vehicle is now seven years old and enquiries are being made regarding replacing it with a lease vehicle of a similar specification.

### Ford Ranger XL

A mid-range towing and off road capable vehicle used by the enforcement team. This was formerly the main research vehicle; however it no longer satisfied the research team's requirements. This vehicle is leased from the Cormac Fleet and can be used to tow Avalon and launch at most launch sites that have a good slipway.

### Ford Ranger XLT

A 2012 model Ford Ranger was leased from Cormac Fleet at the end of 2013 by the Research team. The 2012 model was selected as it had a towing capability that matched the Land Rover Defender, 3.5 tonnes, whilst returning good fuel economy in two wheel drive mode. The vehicle/trailer combination allows Kerwyn to be transported to any suitable launch site in the District. Other than the standard fittings the vehicle is equipped with an 8 tonne front bumper winch, rear facing work lamps and a 3Kw inverter. The inverter provides 240v power that allows the operation of certain survey equipment from the vehicle. A bespoke removable shelf was added in the cargo area to allow better organisation of, and access to, the survey and inspection equipment that is routinely carried.

### Peugeot 308

A medium size lease car for all staff to use on official business, which is based at the office. The lease of this vehicle will continue in the forthcoming year.

## Statutory Training and Revalidation Requirements

Some officers will need to undertake statutory training or revalidation in 2014/15. Training can be either operationally necessary (such as ensuring sufficient first aid cover) or required by an outside body (e.g. mandatory sea survival training).

	Enforcement	Fire	Sea Survival	First Aid	Fire Warden
E Derriman		✓		✓	✓
S Cadman					
S Davis					
S Liddicoat	✓	✓	✓	✓	
M Bedford				✓	
J Keast	✓	✓			
D Matthew					
C Trundle	✓				
C Woolcock					✓
N Saunders					
G Purcell	✓				
N Beswetherick					
B Beckwith					✓
M Menari					✓
K Street					
Daniel McIntyre		✓	✓		

In addition to the statutory and revalidation training above, staff undertake a wide range of specialist and ad hoc training to meet the requirements of the service. These are managed through staff's personal development plans.

### Members' Training

There is currently no formal training planned for Members in 2014/15. However, it is anticipated that training will be required in areas relating to the management of Marine Protected Areas. This will be delivered in the most appropriate manner once the need has been identified.

Members are encouraged to suggest training sessions which they think will be useful and they are always welcomed aboard the patrol vessel for a day at sea, in order to experience for themselves the issues and realities in the District. All Members of Cornwall IFCA may also attend general training events offered by Cornwall Council for Members and co-opted Members.

## Communication

Cornwall IFCA has published a Communication Strategy which provides a strategic approach to interaction with stakeholders. This is available from the website and will be reviewed in the 2015/16 financial year.

### Corporate 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 Cornwall IFCA will be invited to attend one of the staff meetings during the year;
- Enforcement officer meetings on a monthly basis;
- Team days to address specific issues;
- Consultation meetings held with staff to address policy change and development;
- Staff feedback from training and conferences, delivered to staff meetings; and
- Annual performance management reviews and six month interim reviews between managers and employees.

#### Committee

- Quarterly Committee meetings;
- Quarterly meeting of Employment sub-Committee and Byelaw Working Group;
- The Chief Officer will regularly liaise with the Chairman and Vice Chairman;
- All major policy documents to be submitted to Committee for approval; and
- Key staff to report to Committee on a quarterly basis.



Enforcement Officer Nigel Beswetherick talking to a school group in Newlyn

# Financial Statement

## **Financial Statement**

The IFCA Committee is responsible for approving the Authority's budgetary estimates for the forthcoming financial year. The Authority levies Cornwall Council for these funds. For the 2014/15 financial year, this will result in a total levy on Cornwall Council of £1,068,700 (an increase of £42,700 on the 2013/14 levy of £1,026,000).

The levy consists of Cornwall Council's contribution of £743,862 plus an 'added burdens' element of £324,838 from Defra. This Defra funding is an annual contribution allocated for the first five years after the IFCA's inception in 2011, and it will be reviewed by Government following the next general election and comprehensive spending review in 2015.

Whilst there may be many heads in the overall budget that remain fairly static year on year, such as payroll and other employee costs, there are several heads of budget where significant consideration has to take place on how much needs to be allocated to any particular area, based on the focus and priorities of the Authority for the financial year. This process has to be continually reviewed throughout the year and as such, monthly meetings are held with service accountants, to ensure that all budgets are running to schedule and to highlight any unforeseen costs and work-streams that may have arisen. A small element of excess (usually approximately £500-£1,000) is included in the large expenditure areas, such as fuel for the patrol vessel and RIBs because of the price volatility of marine gas oil and uncertainties of demand on a month by month basis. Budget monitoring reports, including any overspend or underspend is reported to the Committee of the Authority on a quarterly basis to ensure proper governance is in place.

Due to the nature of the work, requirements emanating from Government or local priorities may dictate that a new piece of equipment has to be purchased. Wherever possible, new capital equipment is purchased through a funding bid to Defra, other national partners or the EU, but as that process cannot be relied upon, there is always a nominal amount held within the budget for the purchase of essential equipment.

In setting the 2014/15 budget, Cornwall IFCA fully recognised that Cornwall Council faces budgetary pressures and, as such, has limited the levy increase to only cover unavoidable additional costs. These costs have arisen from increased charges to the Authority from Cornwall Council itself, and the need to lease commercial premises for the RIB. These increases could not be absorbed within the current budget:

- £24,000 in respect of rent of the St Clare offices;
- £11,000 in respect of Service Level Agreements;
- £4,700 in respect of new commercial premises to store the RIB Avalon; and
- £3,000 for loan interest.

Cornwall IFCA was required to take on significant additional responsibilities in 2013/14 and that will be no different in the 2014/15 year. From July 2014, the Truro Oyster and Mussel Fishery Regulating Order, which is currently the responsibility of the Port of Truro Harbour Authority, will expire and a new Order will be managed by the Cornwall IFCA. Whilst the financial pressure this Order will create remains unknown at

present, it will be monitored separately and, as such, a new budget head for 'Regulating Orders' has been included in the budget forecast, with a nominal £9,000 allocated to supplies and services. Any additional expenditure in this budget area will be funded from reserves.

The budget for 2014/15, shown below, includes annual contributions to Cornwall IFCA's reserve account of £30,000 to fund the biennial refit work of Saint Piran. The reserves go some way towards the financing of a new patrol vessel in the future. This year, there will be a contribution of £200,000 from reserves to fund the second and final phase of Saint Piran's midterm refit. This refit is more costly than the general biennial refits in that both main engines will have to be overhauled and both generator engines removed and completely rebuilt before their reinstallation. This work will enable the Saint Piran to continue to work reliably through to the end of her planned life (circa 2020-2025).

The projected reserves balances at the end of 2014/15 are £427,833. This is considered sufficient to meet any additional requirements.

The IFCA budget for 2014/15 is at a level where the Service can continue to fulfil its remit and Defra's contribution goes some way towards recognising the additional services and activities that the Cornwall IFCA delivers (as required by the Marine and Coastal Access Act 2009).



Cornwall IFCA vessels deploying an absorbent boom

**Cornwall Inshore Fisheries and Conservation Authority  
Annual Budget 2014/2015**

Expenditure	Administration £	Research £	Patrol Vessel £	Regulating Orders £	Total £
Employees	107,116	60,889	220,883	0	388,888
Premises	28,400	0	5,000	0	33,400
Transport	1,000	17,832	313,370	0	332,202
Supplies and Services	45,897	17,100	27,514	9,000	99,511
Support Services	7,000	300	0	0	7,300
Minimum Revenue provision and Loan	77,561	0	0	0	77,561
<b>Total</b>	<b>266,974</b>	<b>96,121</b>	<b>566,767</b>	<b>9,000</b>	<b>938,862</b>
Income	(4,000)	(12,000)	0	(9,000)	(25,000)
Reserves					
Contribution to	0	0	30,000	0	30,000
Contribution from	0	0	(200,000)	0	(200,000)
<b>Net Budget</b>	<b>262,974</b>	<b>84,121</b>	<b>396,767</b>	<b>0</b>	<b>743,862</b>

Add Cornwall IFCA cost financed by Defra to Cornwall Council

Employees	54,960	68,000	101,315	0	224,275
Transport	4,500	5,040	49,080	0	58,620
Supplies and Services	18,403	12,340	4,570	0	35,313
Support Services	6,630	0	0	0	6,630
Minimum reserve position	0	0	0	0	0

**Total Defra Grant** **324,838**

**Net 2014/15 Budget financed by Levy on Cornwall Council:** **1,068,700**







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Cornwall Inshore Fisheries and Conservation Authority  
St Clare Offices  
St Clare Street  
Penzance  
Cornwall TR18 3QW

Phone: ++ 44 (0)1736 336842  
Fax: ++ 44 (0)1736 336661

website: [www.cornwall-ifca.gov.uk](http://www.cornwall-ifca.gov.uk)  
email: [enquiries@cornwall-ifca.gov.uk](mailto:enquiries@cornwall-ifca.gov.uk)

