



Annual Plan 2015-16



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Chairman's Foreword

This fifth Annual Plan of Cornwall IFCA sees the end of the first four year term of our Authority. It has seen a huge development in the capabilities, growth in staff numbers, and the range of activities undertaken by Cornwall IFCA. Our Chief Officer Eddy Derriman, who has overseen the transition to an Inshore Fisheries and Conservation Authority and much of the development work since, now retires after 23 years as Cornwall's CO and I would like to take this opportunity to express my thanks and that of our Committee and wish him well in retirement. Sam Davis will have a difficult act to follow but I have every confidence that Sam and her team will cope with the new challenges, increased workload, tight budget and diversity of projects that we will be called upon to deal with.

We have impressed upon government how vital the New Burdens funding is to undertake this workload and hope that the next government will act swiftly to put a more permanent solution in place.

Another result of the end of the four year term will see some appointed Members leaving the IFCA and new ones joining. I would like to record my thanks to those leaving and extend a warm welcome to those joining us.

I feel the forthcoming year will be an exciting one with many challenges resulting from European and national responses to such issues as bass management and the implications of the landing obligations for pelagic and demersal fisheries. Bass stocks in particular being of vital interest to both the commercial and angling interests.

I feel confident that both the Committee and staff of Cornwall IFCA will continue to develop to meet these challenges for the benefit of the marine environment and those who use it, both for their livelihoods and for recreational purposes.

A handwritten signature in black ink, appearing to read 'Tony Tomlinson', with a stylized flourish at the end.

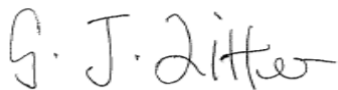
Tony Tomlinson MBE (Chairman)

Vice Chairman's Foreword

April 2015 will see Eddy Derriman, the long standing Chief Officer, retire and Sam Davis take the reins. I would like to thank Eddy on behalf of the people of Cornwall for all his work and commitment over the years and wish Sam well in what will be a very challenging role.

This will be a year of considerable change for Cornwall IFCA with a new chief officer, a review of the Committee as well a General Election which will bring with it further spending cuts to the money that is remitted from central Government to assist Cornwall Council in running our essential service. This will mean in turn that Sam Davis and her senior management team will have to manage Cornwall IFCA with a very careful eye on the amount of the precept that they will require from Cornwall Council to carry out their demanding workload to achieve the targets as set out in the annual plan.

On the legislative front there will be considerable challenges from new European and national legislation as well as the next phase of Marine Conservation Zones. At a time when all of the staff are being asked to do more with less, I am confident that Cornwall IFCA will continue under the leadership of Sam Davis as it did under the direction of Eddy Derriman to meet these challenges and effectively manage the resources of the District.



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). Four further MCZs are expected in a future tranche of MCZ designation.



Cornwall IFCA District

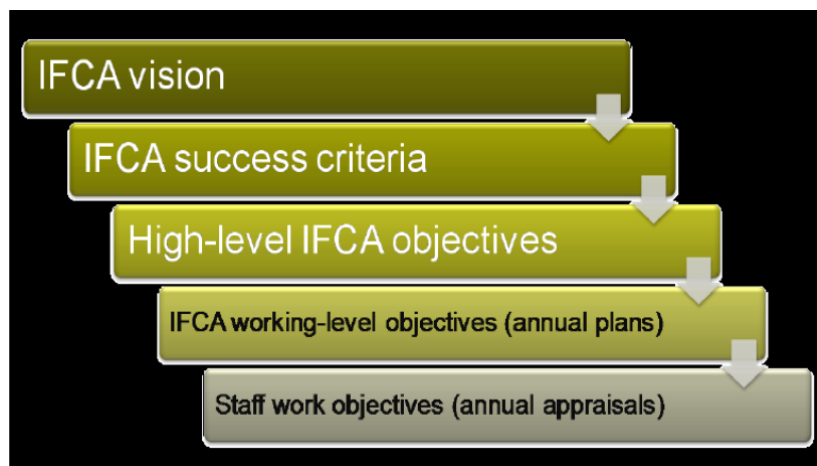
Our Vision, Success Criteria and High Level Objectives

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. It is anticipated that in 2015/16 a new set of HLOs will be produced by Defra in consultation with the ten English IFCAs.

Focus and Priorities for 2015/16

During our first four years as an IFCA there has been an evolution from the role of the preceding Sea Fisheries Committee, towards fulfilling the requirements of our modernised and expanded duties. The first national quadrennial report on all ten IFCAs, due in March 2015, will provide us with a measure of our progress and help to inform the development of a new set of benchmarks to guide our work over the next four years. This is set within the context of a year of national political change which will influence decisions about future IFCA resources through the next Government's Comprehensive Spending Review expected later this year.

Fisheries management is undergoing a radical shift, both at national and European levels, with new overarching technical measures and the effects of the new pelagic and demersal landing obligations. The changes in fishing practices which will arise from these measures are likely to have long term implications for fish stocks at EU, national, regional and local levels.

This is also a year of change for Cornwall IFCA. After nearly 23 years as the Chief Officer for Cornwall IFCA, as well as for the preceding Sea Fisheries Committee, Eddy Derriman retired at the end of March 2015. Eddy has overseen a period of transformation in the organisation in terms of our personnel, resources and capabilities and he was instrumental in the acquisition of our patrol boat, Saint Piran, in 2000. Sam Davis takes over this role at the same time as the process of review and reappointment of the Committee Members are made by the MMO. The strength of IFCAs is in their connection with their local community, and it is this relationship which must remain as the foundation for finding solutions to the challenges which lie ahead of us. These changes represent both a challenge and an opportunity for Cornwall IFCA.

Work to develop management options for the Marine Protected Area (MPA) network within the Cornwall IFCA District will again be a major work stream for the 2015/16 financial year. However, this has to be integrated with other important priorities for inshore fisheries management which are relevant to our District. The key areas we have identified for 2015/16 are shown below and these also reflect some of the feedback which we have received at our recent fishing meetings around Cornwall, as well as through contact with specific stakeholder groups.

Bass Management

Following the concerns raised by the International Council for the Exploration of the Seas (ICES) over the status of bass stocks in the NE Atlantic, the European Commission imposed emergency measures to stop pelagic trawling for bass until the end of April 2015. The Commission is now working with Member States to develop an additional package of management measures directed at both commercial and recreational bass fisheries, as part of a longer term European bass management plan.

We will continue to work with the other IFCAs, as well as with Defra, MMO, Cefas and those targeting bass stocks within our District, in order to develop a cohesive and coordinated approach to bass management. It is important that the many issues are fully understood, paving the way for proportionate and effective management action to be applied both inside and outside the District.

Recreational Sea Angling Strategy

During 2014/15, Cornwall IFCA started to develop and consult on a recreational sea angling strategy with the intention to produce it in early 2015. However, due to the uncertainty around bass management, this work stream will be carried forward into the 2015/16 financial year. Work will continue on some of the initial actions agreed after the first round of public consultation. This includes better engagement work, a development of the angling section of the Cornwall IFCA website and working with Cornish angling clubs to better develop an understanding of where and when recreational fishing takes place, and help identify which fish species are important to anglers.

Fal Oyster and Mussel Fisheries

We will continue to develop the long term management and enforcement regime for these bivalve fisheries in the Fal Estuary, including, crucially, a new Regulating Order and associated regulations. This is a complex area of work requiring a detailed understanding of the fishery and we will continue to work with individual fishermen and through the Fal Fisheries Management Committee to improve our knowledge and to find workable solutions to issues as they arise. In addition, we will develop the current oyster survey methodology in order to use the data gathered to support the management of the fishery.

Inshore Vessel Monitoring Systems

Cornwall IFCA made its Vessel Monitoring Byelaw in December 2013 and it remains ready to submit to Defra for confirmation. However, until such time as there are approved devices available to fishermen, together with necessary support services, its implementation is being postponed. During 2014-15, some significant steps were taken by the MMO to progress the future use of inshore Vessel Monitoring Systems (iVMS). The functionality specification for iVMS units was finally decided upon and manufacturing companies were then invited to submit units to the MMO for type approval testing. At least two companies are hoping to have their units independently tested during the first half of 2015.

When the byelaw was made, there was an expectation that grant funding would be made available to fishermen before iVMS became a mandatory requirement. Without grant funding being available, the cost burden to persons engaged in small scale fishing will be significant. Access to the European Maritime and Fisheries Fund (EMFF), which it is hoped could provide grants for iVMS hardware, was due to begin in 2014, but was then delayed to January 2015. However, to date it still remains unavailable and Defra has not said when it will become accessible in England. No other possible source of funding for iVMS devices has been identified at this time. This is of great concern for the Authority because iVMS will be one the most important tools available for managing Marine Protected Areas (MPA) within its district.

Marine Protected Areas

With the second tranche of proposed Marine Conservation Zones (MCZ) out for public consultation during the first quarter of 2015, the overall network of Marine Protected Areas is set to expand around the Cornish coast. The consultation also asks questions about proposed additional features for the first tranche of MCZs. Cornwall IFCA is working to a nationally agreed timetable to have suitable fisheries management in place for the highest priority elements of the conservation work required for both MCZs and European Marine Sites (EMS). This is due to be completed by the end of 2016.

As a result, during 2015/16 we will continue to focus on the nationally agreed work-stream for amber (medium risk) and green (low risk) activities in EMS, with the completion of the Habitats Regulations Assessment process and the development of management options, if required. In parallel to this, we will start to consult on management options for the Manacles MCZ and Whitsand Bay to Looe Bay MCZ and continue to work with stakeholders in the other sites to improve our knowledge of fisheries activities and their likely impacts on the relevant conservation features. The MMO will lead on the management of all other non-fisheries activities within MCZs.

Development of Strategic Priorities for 2015-2019

Delivering Defra's revised approach to managing European Marine Sites within the Cornwall IFCA District has meant that, over the last three years, Cornwall IFCA has been working reactively and in response to national agreed timetables. Now that there is clearer understanding of the implications for fisheries management within Marine Conservation Zones and European Marine sites, it is time to take stock of what has happened so far and establish what the strategic priorities should be for Cornwall IFCA over the next four year planning period. This will be in anticipation of renewed IFCA funding through the Comprehensive Spending Review expected to follow the (delayed) Quadrennial report put to the new Government.

The next phase of the development of strategic Marine Plans around England may involve the inshore and offshore waters around Cornwall but, to date, the MMO has not confirmed its timetable. When it is announced we will be required to contribute to these plans which take several years to research and publish. With the MMO working to a deadline of 2021 for all Marine Plans to be completed for England, it is highly likely that our work will commence during this next four year period.

Cornwall IFCA will, in consultation with its stakeholders, Members and partner organisations, develop a clear statement of the priorities it perceives over the next four years. These will reflect national demands, as expressed through the new national High Level Objectives, as well as local priorities for action and change. Unexpected issues are almost certain to arise, but a clear understanding of existing priorities can help us to plan and manage new workloads and identify and secure the necessary resources to deliver these objectives.

New Office Accommodation

The current site Cornwall IFCA occupies is being sold by Cornwall Council for development and it is anticipated that in the next financial year, we will need to move to a different location. The building we currently occupy is a shared space with the Marine Management Organisation (MMO) and the Centre for Fisheries and Aquaculture Science (CEFAS). This provides a convenient one stop shop for stakeholders and has fostered much closer working between the three organisations. This co-location of offices is being considered elsewhere and in Cornwall, considerable work has already been put into finding a new site which will meet the needs of the three organisations. It is expected that an announcement will be made in the next financial year as to the new office location, and work will commence on moving premises.

Workplan 2015 / 2016

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 (2016/17) published by end of March 2016.

Performance indicator:
Annual plan (2016/17) published by end of March 2016.

1.2 Gather evidence/information to feed into the 2014/15 annual report.

Q 1	Q2	Q 3	Q 4

(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:
2014/15 Annual Report published by 30 September 2015.

Performance indicator:
Report of 2014/15 activities is produced as defined in section 178 of the Marine and Coastal Access Act 2009.

Success Criterion 1: IFCAs 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	Q 2	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.
- Develop and assess management structure and organisational design.

Intention:
Develop staff management structures and organisational design in light of internal changes and external pressures.

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	Q 2	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.

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: IFCAs 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

HLO: 1e

Actions:

- 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.
- Include Member review of polices, plans and strategies through submission to Committee meetings.

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

Performance indicator:
Retention of Investors in People status.



Patrol Vessel Shane Liddicoat manoeuvring Saint Piran
Image courtesy of Simon White

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 and the marine environment 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 and the marine environment are understood, enabling appropriate management measures to be put in place, including for:

- EMS amber and green fishing activities where a significant risk to a site feature is identified.
- MCZ where a significant risk to a site feature is identified and possibly to overall site integrity.
- The Fal Fishery Order enabling completion during 2015.

Performance indicator:

Information received by officers is collated, analysed and considered for the delivery of fisheries management.

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

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

Actions:

- Members informed about the byelaw making process, including the statutory requirements.
- Officers meet bi-annually with south and southwest coast IFCAs 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 or unexpected challenges arise during subsequent byelaw making and 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

HLO: 2b

Actions:

- 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 IFCAs, EA 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 justification provided for any revocation made clear.

Performance indicator:

MMO and Defra revoke legacy byelaws and approve new byelaws with little need for their technical input and no major issues or unexpected challenges arise during subsequent byelaw making and consultation processes.

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

3.1 Produce the 2015 / 2016 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, as well as any that may reasonably be perceived.
- Set out the Cornwall IFCA enforcement and compliance strategy.
- Set out a risk-based enforcement plan covering all the fishing activities regulated by Cornwall IFCA.

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 and the possible outcomes which result from investigations into suspected offences.

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 any 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 proficient, allowing enforcement work to be carried out to a high standard.

Q 1	Q2	Q 3	Q 4

Actions:

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

- Any newly appointed enforcement officer will be managed through an in-house induction and training process. This will include shadowing experienced officers and learn directly from them.
- Training and testing of enforcement officer knowledge is regularly carried out in-house.
- Officer performance, knowledge and skills to be assessed through the performance management and development system, through regular meetings with their manager.
- National training courses are made available, with periodic 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 have confidence in making and justifying their enforcement decisions and actions.

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

3.4 The enforcement regime is consistent with other sea fisheries management organisations operating in England.

Q 1	Q2	Q 3	Q 4

HLO: 3b

(Also links with HLO 1d, 7b)

Actions:

- Contribute to the work of the National Inshore Marine Enforcement Group (NIMEG).
- Attend meetings of NIMEG as well as other local and regional sea fisheries enforcement groups.
- Adopt any newly identified policies and practices which will improve the enforcement work of Cornwall IFCA.
- Collate useful enforcement work statistics which can be used to inform local fisheries management and add to national output records.
- Officers operate and make decisions which are consistent in respect of both Cornwall IFCA matters and in comparison to work carried out in other areas where an issue has broad similarities.

Intention:

Consistency of approach on enforcement matters provides clarity for stakeholders and improved compliance with regulations.

Performance indicator:

Decisions and actions taken are reasonable and justifiable, being in line with broadly accepted policies covering comparable matters and adopted by other similar organisations.

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

4.1 Fulfil the ongoing Memorandum of Agreement (MOA) with Natural England

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 MOA.
- Survey work conducted to national quality requirements.
- Survey report supplied to NE before April 2016.
- 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 comprehensive database of stakeholders is maintained.

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

4.3 Maintain Cornwall IFCA 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.
- Undertake a re-organisation of the Cornwall IFCA website to improve user navigation by creating "what you need to know" sections for key sector areas.
- Create an options paper to include cost benefit analysis for various re-design costings to inform budget setting meeting for the 2016/17 budget.

Intention:
To provide easy access for stakeholders to information and documents which are in the public domain.

Performance indicator:
Cornwall IFCA website is regularly used with good satisfaction feedback. Decision on budget for website redesign is made in 2015/16 financial year.

4.4 Develop a communication plan for Marine Protected Areas within the Cornwall IFCA District.

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 MPA network.
- Identify key audiences for MPA communication material.
- Create targeted communication material in addition to general information.

Intention:
Stakeholders are provided with information in relation to the role and management of MPAs within the Cornwall IFCA District.

Performance indicator:
Stakeholder survey and feedback demonstrate a good understanding of MPAs and how they are to be managed.

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 seabird bycatch survey in Falmouth Bay to St. Austell Bay potential Special Protection Area.
- Undertake habitat and species mapping in MPA.
- Participate in Eddystone habitat recovery project as led by University of Exeter.

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

Performance indicator:
Production of evidence through survey reports and associated datasets.

5.2 Gather fisheries specific evidence to inform management in the Cornwall IFCA District.

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.

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

Performance indicator:
Production of 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

Actions:

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

- 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, partner organisations and the public about planned research activities, and report the results of the previous year's results.

Performance indicator:
Annual research plan and research report published and available to view and download from the Cornwall IFCA website.

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:

- Participate in IFCA Technical Advisory Group (TAG) and training opportunities.
- Develop technical research capabilities through collaborative work with partner organisations.
- Collaborate in equipment sharing within IFCA TAG partners to maximise asset use.
- Co-ordinate and deliver training courses for IFCA shared side scan sonar and underwater camera equipment.

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:

- Develop shared management options and enforcement regimes for the EMS which straddle the Cornwall, Devon & Severn IFCA and MMO boundaries.
- Develop 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 a 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:

- Continue to work with recreational anglers and representative groups to develop the RSA strategy.
- Develop programme for gathering spatial, effort and species information from recreational sector.
- Undertake a second public consultation programme.
- Publish Recreational Sea Angling Strategy in a timely fashion in light of national legislative changes.

Intention:

To bring the management of the RSA sector into the wider management of the Cornwall IFCA District in a transparent manner.

Performance indicator:

Production of a RSA strategy in the 2015/16 year.

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

6.3 Develop and conduct Cornwall IFCA stakeholder surveys.

Q 1	Q2	Q 3	Q 4

HLO: 6b

Actions:

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

- Identify stakeholder group and parameters to be measured in a round of stakeholder surveys.
- Undertake an analysis of the 2015/16 stakeholder survey programme and formally report in the 2015/16 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 fisheries in Cornwall IFCA District.

Performance indicator:

Analysis of responses included in 2015/16 annual report.

6.4 Continue to deliver 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 risk and activity interactions and complete HRA documentation accordingly.
- Identify evidence gaps to complete HRA and, where feasible, seek to work with other partner organisations to deliver additional evidence.

Intention:

Complete HRA process for the revised approached to fisheries management in European Marine Sites.

Performance indicator:

Completion of HRA documentation for all fishery activities in European Marine Sites.

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.
- Regular meetings with other IFCA's as well as relevant national organisations.

Intention: Cornwall IFCA works with all relevant partner bodies to ensure effective and cohesive management of fisheries within the District.

Performance indicator: Cornwall IFCA will organise and contribute to local and national meetings.

7.2 Cornwall IFCA will promote the work it conducts.

Q 1	Q2	Q 3	Q 4

HLO: 7b

Actions:

- Review the 2013-15 Communication Plan and act accordingly.
- Engage with local and national press to promote the activities it undertakes.
- Begin work to create a 2016-2019 Communication Plan in accordance with new HLO due to be produced in the 2015/16 financial year.

Intention: The public better understands the beneficial outcomes of the work and responsibilities of Cornwall IFCA.

Performance indicator: Cornwall IFCA will produce media, communication and consultation material. Feedback and survey show stakeholder understanding of Cornwall IFCA work and responsibilities.

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 of 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 staff, loss of a vessel, loss of records by fire in the office, large scale or long-term staff illness, legal challenges and so on.

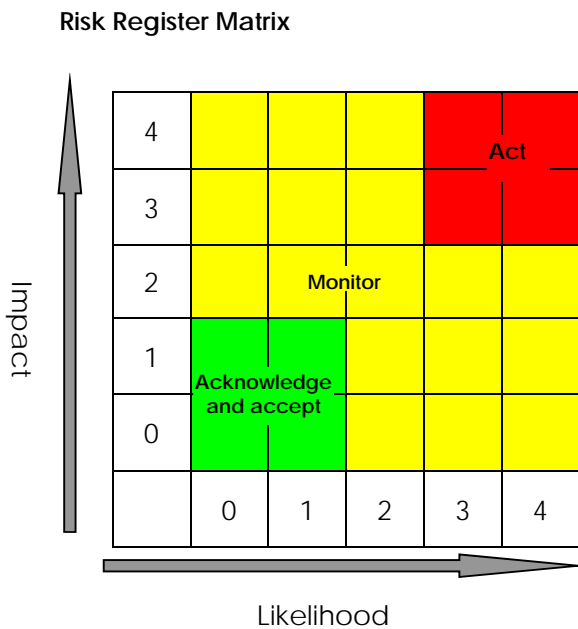


Fig. a

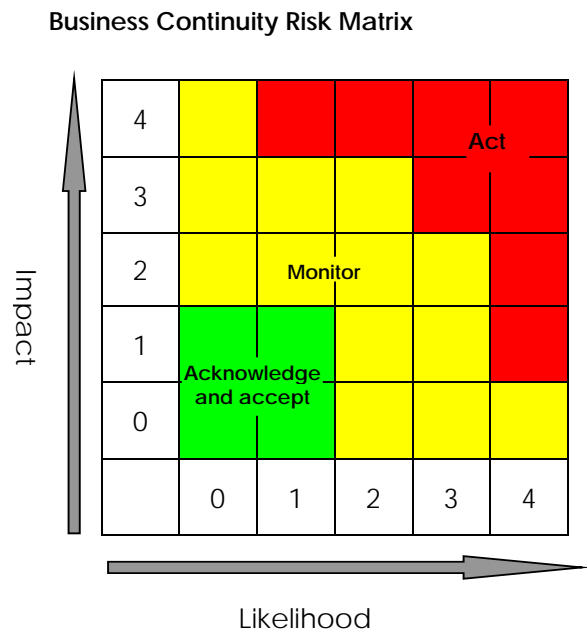


Fig. b

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"> 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 Cornwall IFCA fully engage with all stakeholders. Regular liaison with partner bodies. Working Groups and sub Committees established to consider specific issues. Accessible Cornwall IFCA 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. 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"> • Communication and engagement strategy developed to help Cornwall IFCA 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 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"> • 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. 	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"> All enforcement officers trained to the highest standard. All warranted officers receive refresher training every three years. Management via risk based enforcement plan. Clear and publicised standards of behaviour. Effective line management including system of performance management for all staff, regular reviews and appraisals. 	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"> Appropriate assessments completed where needed prior to potentially damaging activities being permitted. Adaptive co-management approach. 	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"> 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. 	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 MOA.	Operational, Reputational, Environmental.	2+2		Annual agreement of use of MOA resources with NE.	MOA 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"> 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 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"> • 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 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"> • Suite of relevant byelaws in place. • Monitoring against relevant byelaws. • Emergency byelaw(s) in the event of an unexpected scenario. 	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"> Data management protocols and policy followed by all staff All sensitive, private, confidential data to be locked away in 'fire safe' facilities. Cornwall IFCA 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.	All officers aware of the need to ensure they are not left in unsecure environments. Named officers responsible for management of casefiles.
	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"> 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 developed, assessed 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 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"> Fully certified and trained officers. All fire equipment regularly inspected and serviced. Regular monthly fire drills. Regular maintenance schedules adhered to. 	Short term: hire of suitable other vessel. Look to partner organisations for use of other assets. 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"> 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 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"> Ensure all fire precautions and security procedures are followed. All alarms to be set when office is unmanned. Register of key allocation to be kept up to date. Paper files are in 'fire safe' facilities. 	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"> 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).	<p>Budgets and reserves have come under increasing pressure due to a variety of factors. Maintenance of operational budget is 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"> Development of staff capacity and experience. 	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).

In the 2014/15 year the MMO undertook a review of all MMO appointees to the IFCA committees. By April 2015 the MMO will have announced the names of those who have been appointed. You can view the membership of the Cornwall IFCA committee via the Cornwall IFCA website: www.cornwall-ifca.gov.uk

Appointees to IFCA's 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.

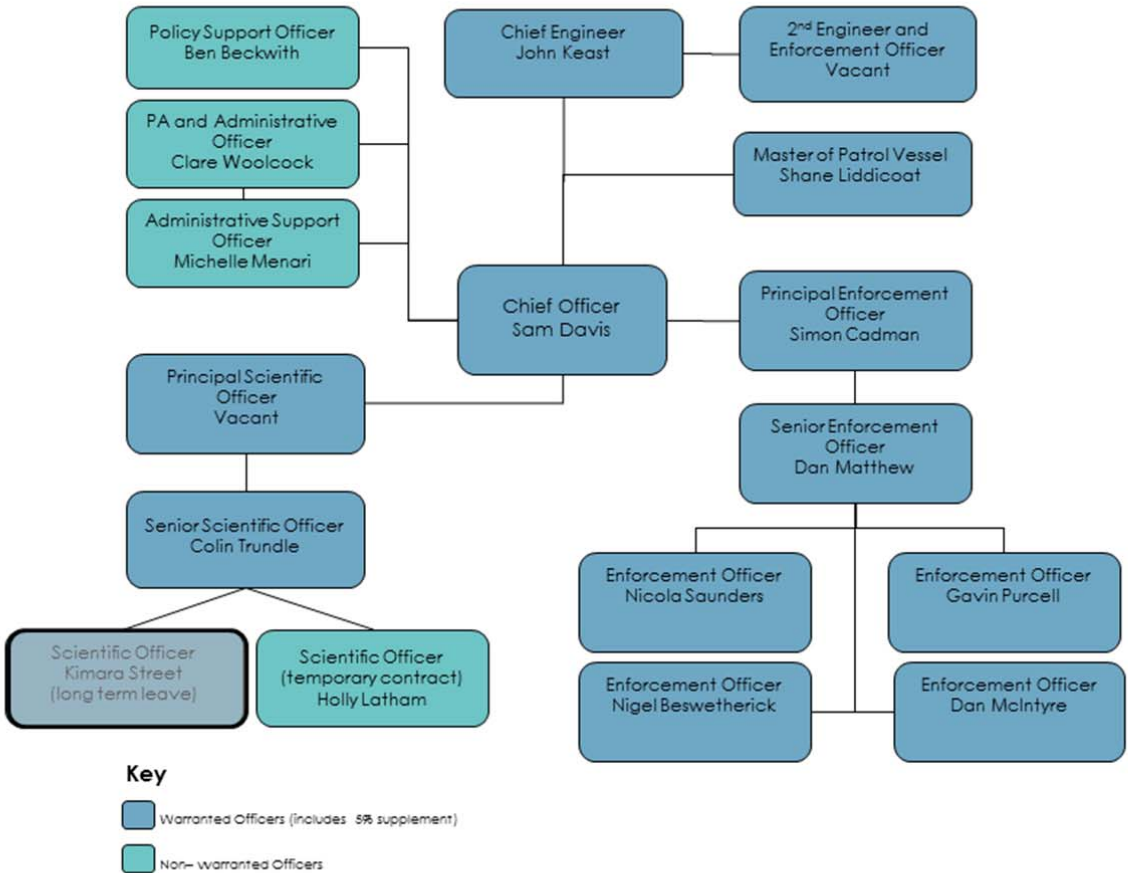
Service Organisation and Staff

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 is most effective when it has 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 risk based approach to enforcement activities ensures that assets are deployed in an effective and appropriate manner. Warranted officers all work closely together and receive in-house and national training to provide a thorough and consistent approach to inspections and investigations work.

Research and Information Management

Cornwall IFCA bases all of its management decisions on sound scientific evidence. It is vital that 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 are used to 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 national and local organisations, 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 in 2016. The current plan is to seek alternative office space 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 storage for evidence and large equipment as well as a temporary work space. This is also sited on the St Clare complex and appropriate storage must be considered as part of the office move.

Vessel Storage

In 2014/15 Cornwall IFCA entered into a lease on a small industrial unit in Chacewater for RIB storage. The industrial unit provides secure storage for RIB 'Avalon' and a box trailer for fishing gear recovery. There is also a secure evidence compound and workshop space 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. This has been particularly convenient for winter work on the Fal oyster fishery.

The store has ample space for the current 6.8m RIB Avalon and could accommodate a larger RIB should the need arise 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 Lyonesse facilitates the transfer of officers to and from fishing vessels.

Patrols in 2015/16 will be conducted using the risk based enforcement plan, and resulting from intelligence received and other situations as these arise.

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

Saint Piran is well equipped with modern wheelhouse electronics which are essential for patrol and monitoring work, especially further offshore and close to European Marine Sites. She can be used to monitor and record vessel activity several miles away while remaining undetected which has resulted in several successful prosecutions. This is especially important for some of our high risk enforcement tasks.

Saint Piran benefitted from the completion of her mid-term refit last year and is not due for refit work this year. She remains in excellent condition and facilitates the bulk of our inspections and patrols at sea.

Lyonesse

A 6.4m Rigid Inflatable Boat (RIB) (Mulder & Rijke, The Netherlands). Housed aboard Saint Piran in a stern ramp she can be launched with up to four officers aboard within a few minutes. Powered by an inboard diesel engine driving a water jet, she was purpose built for the job in 2000. A very good sea boat in all conditions, she is strong and manoeuvrable and has an operating range of 100 miles. Lyonesse is used for boarding vessels at sea and other patrol work, and can be used as a patrol craft without the support of Saint Piran if necessary.

Avalon

A 6.8m RIB (Ribcraft, UK). Housed in an industrial unit in Chacewater. This vessel is also equipped for stand alone patrol work including night work. Powered by an inboard diesel engine driving a water jet she also has an operating range of over 100 miles and can be accommodated in the stern ramp on Saint Piran should Lyonesse be off service. Avalon is used for most estuary patrol work including the Fal oyster fishery. Avalon has been used with great success in the rivers detecting illegal fishing activities on many occasions. She can be launched anywhere from slips or beaches in the District at short notice with a crew of up to four officers and has taken part in joint patrols with the EA, Police and MMO. Avalon's trailer is owned by Cornwall IFCA and is serviced regularly through a Cormac maintenance contract.

Tiger Lily VI

In October 2014, an 11m ex charter angling catamaran was purchased to replace Kerwyn. After undergoing a brief refit to enable her to carry out all survey tasks she entered service in December 2014.

Tiger Lily VI 2015 Projected Work

As part of a partnership project with Natural England, Tiger Lily will be used to carry out the continuation of the netting monitoring project investigating the incidence of sea bird bycatch within the pSPA on the south coast. The project may continue into 2016.

Tiger Lily VI will be used to carry out the Fal oyster survey.

Natural England has chosen to use most of their 2015 agreed memorandum of agreement days to carry out a drop frame video survey in the Whitsand Bay Marine Conservation Zone with the envisaged goal of being able to plot the extent of the eelgrass habitats within this site. Tiger Lily VI will be used to carry out this survey.

Tiger Lily VI will be used to carry out the acoustic survey as part of the Eddystone reef investigation project Cornwall IFCA is participating in with the University of Exeter and the Marine Conservation Society. She will also be used to carry out up four days drop frame video surveys for the second year of the collaborative project.

Service Vehicles

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 also used for port visits and other 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 so a replacement lease has been arranged for a Land Rover with similar specification. It is expected that a replacement Land Rover will be leased by end of April 2015 and the current vehicle traded in.

Ford Ranger XL

A mid-range towing and off road capable vehicle used by the enforcement team. This vehicle is leased from the Cormac Fleet and although not such a capable towing vehicle could be used to tow Avalon in the event of the Land Rover being unavailable. The Ranger also carries enforcement equipment and is used on port visits and other inspections.

Ford Ranger XLT

The XLT Ranger will be used to transport crew and survey equipment for all survey work throughout 2015.

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.



IFCO Nicola Saunders and Gavin Purcell aboard RIB Lyonesse
Image courtesy of Simon White

Statutory Training and Revalidation Requirements

Some officers will need to undertake statutory training or revalidation in 2015/16. 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).

Revalidation course required	Number undergoing training in 2015/16
RYA Professional practices and responsibilities certificate	0
ENG1 Medical	10
Fire fighting and fire prevention STCW A-VI/1-3	2
Personal survival techniques STCW A-VI/1-1	4
First aid at sea	8

The above does not include any training that may be required by persons filling currently vacant roles.

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 2015/16. However, it is known that there will be some changes in membership as a result of the quadrennial MMO appointment process. It is anticipated that some training will be delivered to some or all Members. 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 operational challenges in the District. All Members of Cornwall IFCA may also attend general training events offered by Cornwall Council for Members and co-opted Members.



Cornwall IFCA research vessel Tiger Lily VI

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;
- 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;
- Ad-hoc meeting of Employment sub-Committee;
- Ad-hoc meeting of 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.



IFCO Daniel McIntyre aboard
a Falmouth oyster boat

Financial Statement

In 2011, the Department for Food and Rural Affairs (Defra) provided additional new burdens funding of £324,838 per annum to Cornwall IFCA. This funding was originally for an initial period of four years until the next Comprehensive Spending Review in 2015, at which time consideration would 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.

A further four years' funding has yet to be agreed, however Defra has given £324,838 for 2015/16 with promises to review and agree funding once the general election has taken place.

Defra's contribution has been allocated to the annual running costs of Cornwall IFCA, in addition to the Cornwall Council contribution of £743,862, making a total budget for 2015/16 of £1,068,700 which is the same as the 2014/15 budget.

When setting the 2015/16 budget, Cornwall IFCA recognises, as in previous years, that Cornwall Council are facing difficult budgetary pressures and in light of this have decided to absorb any pressures, keeping the levy the same. The detailed budget is set out below. To this end Cornwall IFCA has worked hard to identify savings and efficiencies so that it can meet the pressures it faces. Cornwall IFCA considered the option of decreasing the levy, but this is not feasible without impacting on the work that Cornwall IFCA does. Specific pressures that Cornwall IFCA has absorbed within its current budget are that employee related costs have increased by £11,495 from 2014/15 to 2015/16. This is due to Cornwall IFCA employees still being eligible for an incremental increase and providing maternity cover for a member of staff to allow the research work to continue as planned. The employer pension contribution rate has also increased from 16.5% to 17% and the lump sum deficit alone has increased by £3,000.

Savings are being made from the interest repayment on the loan which is budgeted at £3,379 lower than the current year. This is due to lower interest rates and the actual outstanding loan element being smaller. The loan repayment was previously absorbed within the budget. There are slight pressures on insurance for research due to the bigger vessel 'Tiger Lily', however due to her size there is potential for increased research work and sale of data. A target budget of £17,500, an increase of £5,500, has been added.

Cornwall IFCA had also taken on additional responsibilities in 2014/15, for example the Marine Conservation Zone (MCZ) management work and a regulating order under the Sea Fisheries (Shellfish) Act 1967. The Truro Port Fishery Order 1936 was previously undertaken by the Port of Truro Harbour Authority, but Cornwall IFCA became responsible for this fishery in 2014/15, following the lapse of the 1936 Order (as amended) in July 2014.

Overall the budget has been reworked to fund pressures where needed and make savings where possible. This has allowed Cornwall IFCA to keep the levy at the same value and add no further pressure to Cornwall Council.

Reserves

During 2014/15, there has been a major refit of Saint Piran and a new research vessel 'Tiger Lily' has been purchased from reserves. The budget also contains a contribution to the refit reserve of £30,000 for 2015/16. This has had a significant impact on the forecast reserve position and it has been deemed prudent to review what the minimum balance should be.

In setting a prudent level of reserves, Cornwall Council takes a risk based approach. Therefore, as Cornwall IFCA follows the financial regulations of Cornwall Council, it has been deemed prudent to follow this methodology, when considering a minimum reserve balance.

The reserves fall into two broad categories:

General Fund Reserve – Balances or funds that act as a buffer to cover unfunded events or occurrences. Any surplus or deficit the IFCA makes in a financial year shall be balanced by this reserve.

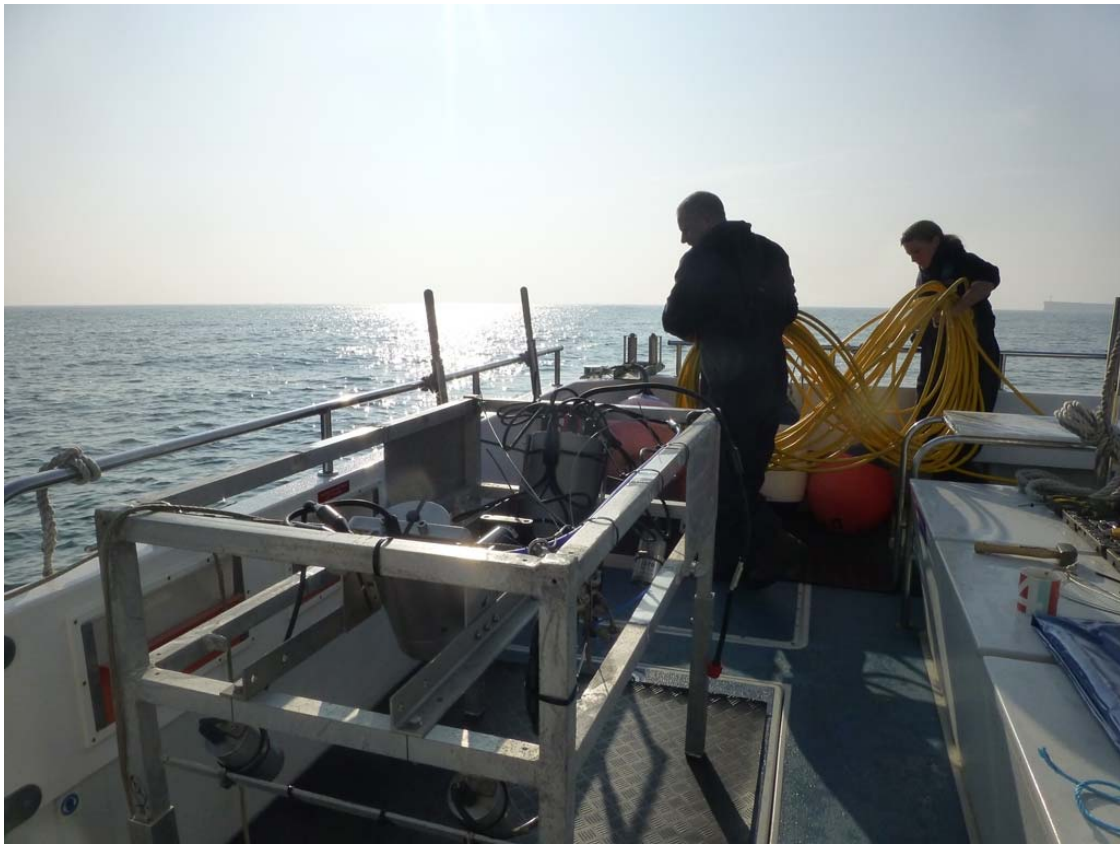
Earmarked Reserves – These are funds that are held to meet specific funding requirements. The earmarked element of reserve for the IFCA will contain the funds for the refit of both Saint Piran and Tiger Lily. It will also be the reserve that is building up the funds for the purchase of the new patrol vessel.

The implications of the reserves not being at a sufficient level would be detrimental to both Cornwall Council and Cornwall IFCA. General reserves need to be at a sufficient level in order to mitigate the effect of unforeseen expenditure. Cornwall IFCA should be able to cover the costs of the additional pressures without having to ask Cornwall Council for additional funds in year. Likewise Cornwall IFCA does not want to hold too large a general fund reserve, as this could only be achieved by raising the levy on Cornwall Council.

Using a risk based approach, it has been deemed prudent to hold a reserve of £200,600, which is within the IFCA's current forecast reserves balance. However, it is essential to note that the reserves are close to the minimum provision calculated and efforts should be made not to deplete these further.

Cornwall Inshore Fisheries and Conservation Authority Annual Budget 2015/2016

Expenditure	Administration £	Research £	Patrol Vessel £	Regulating Orders £	Total £
Employees	103,498	69,695	227,190	0	400,383
Premises	28,400	0	7,400	0	35,800
Transport	500	18,832	89,728	0	109,060
Supplies and Services	41,527	13,490	48,950	9,000	112,967
Support Services	11,970	300	0	0	12,270
Minimum Revenue provision and Loan	74,182	0	0	0	74,182
Total	260,077	102,317	373,268	9,000	744,662
Income	(4,300)	(17,500)	0	(9,000)	(30,800)
Reserves					
Contribution to	0	0	30,000	0	30,000
Contribution from	0	0	(200,000)	0	(200,000)
Net Budget	255,777	84,817	403,268	0	743,862
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 2015/16 Budget financed by Levy on Cornwall Council:					<u>1,068,700</u>



View aboard survey vessel Tiger Lily VI

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