

# Annual Plan 2018-19





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# Chairman's Foreword

This Annual Plan covers the year which will end on the 31<sup>st</sup> of March 2019. This also represents the date on which the UK will leave the European Union. At the time of writing, it has been stated that the UK will continue to be a part of the Common Fisheries Policy (CFP) until the end of the transition period in December 2020. However, considerable uncertainty remains as to how the UK will be a part of the TAC and quota negotiations during the transition period. The Brexit negotiations around the CFP have the potential to have a seismic impact on the fishing industry as well as on environmental management. Hopefully this financial year will see greater clarity on future direction to allow for effective forward planning.

This annual plan sets out a very challenging programme of work for the forthcoming year, against what I know is a tight budget. Cornwall IFCA has an excellent track record of budget management and of financial control, and I know the full Authority is aware of the limited public-sector funding as well as of the increasing demands being made of the service.

Over the next year, the Authority will have to make decisions on a number of developing byelaws as well as reviewing all the legislation relating to the crab, lobster and crawfish fisheries as the Fisheries Management Plan for the crustacean fisheries is developed. I would like to thank in advance the officers and, particularly, the Members involved in the Byelaw Working Group for what will undoubtedly be a very busy year.

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

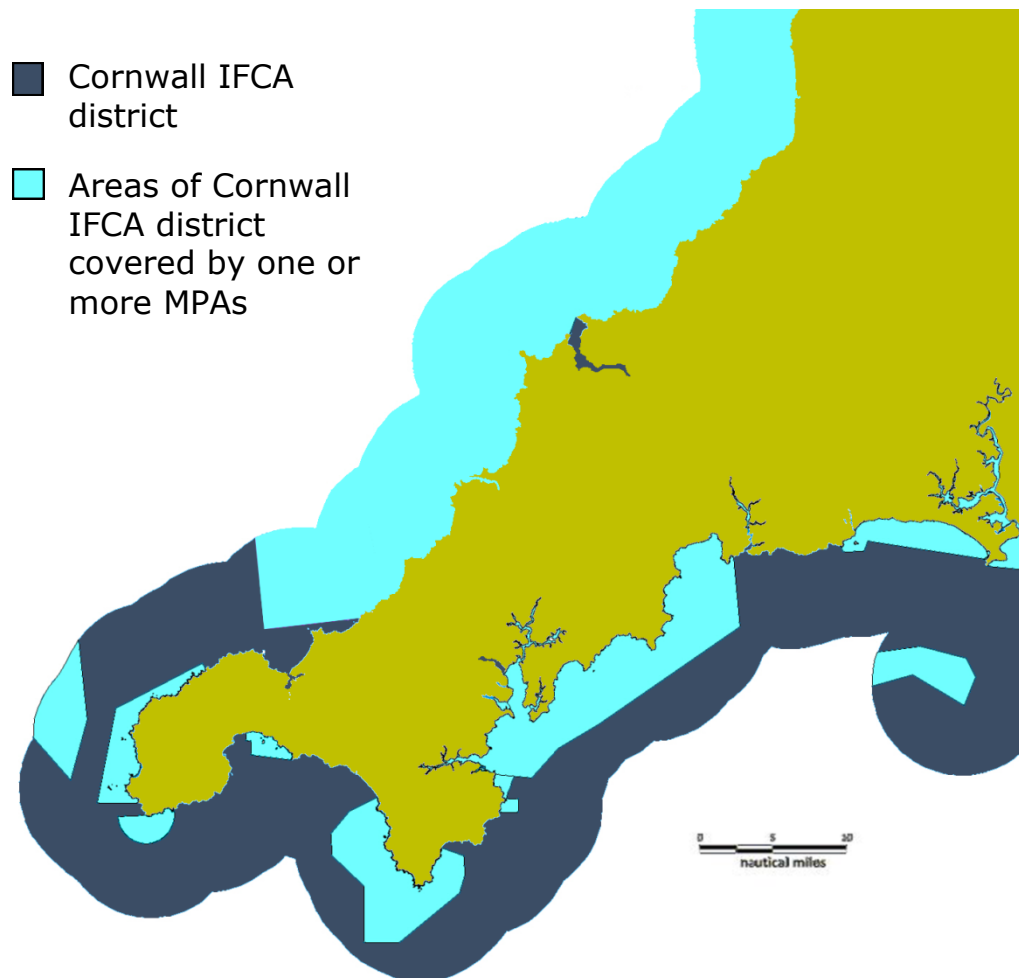
Tony Tomlinson MBE (Chairman)

# Overview

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

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).

There are a number of marine protected areas (MPAs) either wholly or partially within the Cornwall IFCA district. The current network of MPAs is made up of nine Marine Conservation Zones (MCZ) and seven European Marine Sites (EMS) (some MPA overlap). The area of the district which is covered by one or more MPA is 2707.3 km<sup>2</sup>, 66.7% of the district.



# Our Vision, Success Criteria and High Level Objectives

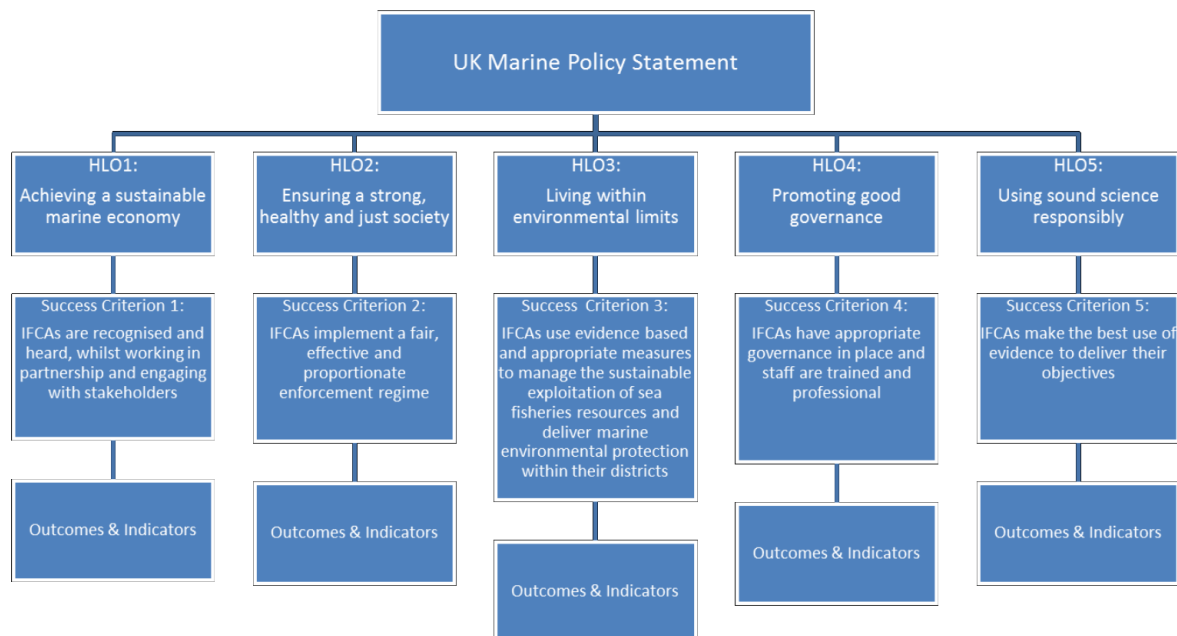
The national IFCA Vision is:

***"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.

These success criteria were anticipated to be reviewed after a four year period. In the previous financial year, the same success criteria were kept whilst new High Level Objectives were identified.

High Level Objectives have been proposed, and in lieu of national agreement, Cornwall IFCA will adopt these proposed HLOs to guide our work plan for the next four years.



## **Focus and Priorities for 2018-19**

On the 29 March 2019, the UK will officially leave the EU and will, most likely, begin a transition period of around two years. This will be followed at the start of July 2019 by the UK's withdrawal from the London Fisheries Convention which controls access for five EU member states to fish within the 6 to 12 nautical mile limit. The UK will then have the status of an independent coastal state and will assume full responsibility for fisheries management within its territorial waters. At the time of writing, detailed negotiations continue regarding the manner in which the UK will contribute to the annual Total Allowable Catch (TAC) and quota management process within the EU during this transition period.

In order to begin building a new domestic fisheries management framework, the Government has expressed its intention to publish a Fisheries White Paper in the spring, setting out its thinking regarding how new fisheries policy will be developed. This will be followed shortly afterwards by a Fisheries Bill which will create a legal mechanism to create a new fisheries management regime. This sits alongside the European Union (Withdrawal Bill) 2017-2019, which is currently going through its Parliamentary process and makes provision for withdrawal from the body of EU legislation by transposing it into UK law.

Due to the rapidly evolving national and international political picture around the EU-Exit process, it is difficult at this time to confidently predict its direct impacts on our organisation. However, as March 2019 approaches, this should become clearer. Until such time, we will continue to be involved nationally through existing working relationships with the MMO and Defra, focused on preparation for day one readiness. We will also continue to be involved locally through Cornwall Council's work around Brexit and other developing partnerships focused on future opportunities for fishing and related maritime sectors.

### **Inshore vessel monitoring systems**

In 2016, the MMO granted type approval for inshore vessel monitoring devices from three different manufacturers. Following this, a national project partnership between the MMO, IFCAs and Defra has been developing the framework for the voluntary roll out of iVMS to the English under 12m fleet. It is hoped that this will be mainly financed using the European Maritime and Fisheries Fund (EMFF). In order to test the logistics of deploying and operating iVMS, three pathfinder projects are underway across England, involving individual IFCAs and particular fisheries or gear types. The results from these trials will inform the wider roll out of iVMS to all vessels wishing to take advantage of the EMFF funding. This will involve each IFCA acting as the applicant for the funding to purchase and install the units on behalf of relevant vessels based within each district. To do this, the IFCAs will bankroll this work, and reclaim it from EMFF. This will be subject to the agreement of the membership of each individual IFCA.

Alongside this EMFF project, Defra is developing national statutory regulation for the use of iVMS on all <12m commercial fishing vessels within the 12nm limit, through a phased approach based upon vessel length and gear type. This is a complex and potentially controversial process and Defra plans to begin public consultation on its proposals in March 2018. Further plans involve additional IFCA byelaws to apply certain local measures to both the <12m vessels and the >12m vessels currently operating existing satellite Vessel Monitoring Systems (VMS+), such as increased transmission rates within IFCA districts.

### **Coastal Netting Byelaw for the Protection of Salmon and Seatrout**

Work will continue on the replacement of an existing legacy byelaw for the protection of salmon and seatrout around the coast of Cornwall. Informal consultation with commercial and recreational fishing interests will continue in 2018, to inform the scope of the new byelaw in terms of the areas it may cover and the measures it contains to manage specific netting activity.

### **Crustacean Fisheries Management Plan**

Fisheries Management Plans are widely used around the world as a way of bringing together all the economic and environmental factors affecting a fishery, with those who are dependent upon it, as individuals, businesses and communities. If solutions to fisheries management can be found using the knowledge and experience of those people working directly within a fishery, they are often more likely to be successfully adopted and implemented. For fisheries regulators and managers, developing a plan helps to identify what needs to be done in terms of stock assessment, monitoring, regulation and what resources will be needed to deliver this work.

In light of the importance of crustacean fisheries (crabs, lobsters and crawfish) to all of Cornwall's ports and harbours, in 2017, Cornwall IFCA committed to developing a pilot fisheries management plan for these species. Analysis of existing crustacean landings data is already underway and the most important next step over this year will be to talk to a wide cross section of those involved in catching, selling and processing these species. We need to hear their views and ideas about the current state of the fishery and its management, as well as its future prospects and opportunities. Observations over the last 12 months have identified concerns about edible crab stocks, but also more positive signs about other species. This information, alongside reports on the impacts of existing legislation on individual fishermen, will feed into a review of existing IFCA crustacean byelaws, as well as the research work needed to inform appropriate ways of managing the fishery. This work will need to consider the ongoing fisheries improvement plan, which is hoping to enable the South West crab and lobster fishery to attain MSC accreditation. Cornwall IFCA's Fisheries Management Plan will be a considerable factor in the success of this.

### **Marine Protected Areas (MPAs)**

As in previous years, we will continue with our programme of assessing the management requirements for the network of MPAs within the district. This includes the completion of 117 assessments for fishing activities within existing Marine Conservation Zone (MCZ) sites, which will be used to assess what next steps may be required to manage these sites. This does not necessarily mean new byelaws, but could involve the use of Monitoring and Control Plans to monitor and map fishing activity levels and patterns.

Defra aims to consult on the final tranche (T3) of MCZs in 2018. It is highly likely that there will be some T3 sites proposed within the Cornwall IFCA district. Defra policy is that any new sites will be designated within 12 months of the start of the consultation process and that work towards management must take place within two years of designation. These sites will be unaffected by the UK leaving the European Union as they are designated under national legislation, however,



the future status of existing European marine sites designated under EU Directives is not yet known.

### **Live Wrasse Fishery Byelaw**

We are continuing our work with other IFCAs and stakeholder groups to develop appropriate management for fishing for live wrasse. Our Byelaw and Fisheries Management Working Group has started to work on a first draft of a permit byelaw which will be developed in the first quarter of this year. Informal consultation with recreational and commercial fishing interests will start in March 2018 to help to inform the scope of the new byelaw and its supporting impact assessment. In December 2017, we published a report analysing the first full year of our survey work to gather the data from the fishery itself, working with commercial vessels and from our own research vessel. These surveys will continue through this next financial year but at a lower level than in 2017 in order to accommodate other research work-streams.

Cornwall IFCA, like most of the public sector, is looking to find ways of achieving more with less. The pressure on Local Government budgets has seen Cornwall IFCA working to a stand-still budget at a time when costs are increasing. As well as the real-term cuts, Cornwall IFCA is finding greater demands being made of the service to meet the requirements of Marine Protected Area research programmes, emerging, developing and changing fisheries and increasing enforcement demands. In order to mitigate this situation Cornwall IFCA will look to generate revenue from its research activities by looking to find opportunities to undertake paid activities, or, where appropriate, look for mechanisms to recover costs through other work streams.



## **Work plan 2018 - 2019**

### **Success Criteria 1:**

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

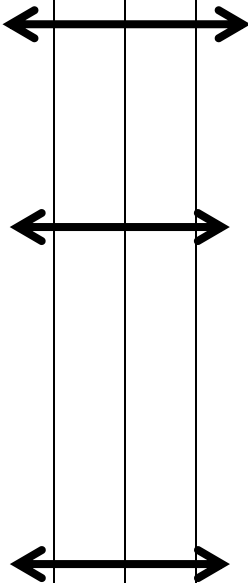
#### **Definition:**

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

#### **Outcomes:**

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

HLO Indicators	Cornwall IFCA work streams	Timescale			
		Q1	Q2	Q3	Q4
<b>SC1A:</b> The IFCA will maintain a database of stakeholder contacts that will have been reviewed and updated by 31 March each year.	Cornwall IFCA manages a number of different databases of stakeholder contacts. The way we manage these databases and collect details will be reviewed in the 2018-19 financial year in light of the implementation of the General Data Protection Regulation at the end of May 2018.	↔			
<b>SC1B:</b> The IFCA will have completed a review of its communication strategy and implementation plan by 31 March each year.	Cornwall IFCA will review its current Communication Strategy with the intention of publishing an annual strategy. This will be created through consultation amongst staff and key stakeholder groups. This will be printed in the Annual Plan.				↔
<b>SC1C:</b> The IFCA will have reviewed its website by the last working day of each month.	Cornwall IFCA will review the developments made to the website completed in the previous year and will monitor stakeholder reactions to, and use of, the site. Cornwall IFCA will continue to develop its use of social media, as well as working with public, private and third sector groups to improve methods of communication both with and from its stakeholders.	↔	↔		
<b>SC1D:</b> The IFCA will have reviewed its website and ensured it meets the objectives of its communication strategy, by 31 March each year.	Cornwall IFCA has a website management plan which states that the website is reviewed on a monthly basis. In the forthcoming year, web content will be discussed at the staff meetings where all staff are encouraged to make suggestions for change in content at any time. Once a year, a web review meeting is held by the senior management team.	↔	↔	↔	

<p><b>SC1E:</b> The IFCA will have reviewed all of its Memoranda of Understanding by 31 March each year. There will be a clear plan in place to update MoUs where necessary, to an agreed timescale.</p> <p><b>SC1F:</b> By 31 March each year, the IFCA will have participated appropriately, proportionately and at the right level of delegation, in regional and national fisheries and conservation activity identified in the annual plan.</p>	<p>Cornwall IFCA will review its joint working practices and all MOU over the following year. Cornwall IFCA will contribute to work closely with both the MMO and the EA to identify and implement closer working opportunities to increase effectiveness and reduce costs. This will include joint training as well as enforcement work.</p> <p>It is anticipated that in the 2018-19 financial year, the UK government will publish the fisheries white paper and fisheries bill which will establish the framework by which the UK government may manage fisheries in the future. Cornwall IFCA will need to work on a local and national level to represent the interests of the inshore fisheries in Cornwall as part of any future fisheries management framework.</p> <p>In addition Cornwall IFCA anticipates working collaboratively on the management and designation of MPAs as well as continued work with the Association of IFCA, the IFCA Technical Advisory Group (TAG), the National Inshore Marine Enforcement Group (NIMEG) and the management of the joint owned research equipment which Cornwall IFCA hold.</p>				
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## **Success Criterion 2:**


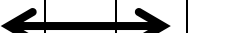



IFCAs implement a fair, effective and proportionate enforcement regime.

### **Definition:**

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

### **Outcomes**

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

HLO Indicators	Cornwall IFCA work streams	Timescale			
		Q1	Q2	Q3	Q4
<b>SC2A:</b> The IFCA will ensure its enforcement risk register and strategy are published and available on its website from 1 April each year.	Enforcement risks will be assessed and scored, taking into account known historic contraventions of legislation. The enforcement team hold bi-monthly enforcement meetings where recent intelligence is reviewed. Cornwall IFCA operates and maintains an Intelligence database which is reviewed as part of the risk profiling for the district.				
<b>SC2B:</b> The IFCA will demonstrate in its Annual Report how it has worked with other regulators to achieve consistent quality, application and enforcement of management measures	Close liaison, including joint enforcement operations, with regulators such as the MMO, EA, MCA and Police will be described within the report. Officers' attendance at local and national meetings where enforcement matters are discussed and protocols established will be evidenced in the report.				
<b>SC2C:</b> The IFCA will compile records of enforcement activity in a standard format; provide them to the National Inshore Marine Enforcement Group (NIMEG) and publish them on its website.	Enforcement records will be kept up to date, enabling them to be collated for reports made to NIMEG and for public information purposes. Cornwall IFCA will continue to publicise its enforcement activities through its website and press releases.				
<b>SC2D:</b> The IFCA will adopt the national Code of Conduct for IFCOs, which will be reviewed annually and published on its website by 1 April.	Officers will contribute to the annual review of the Code of Conduct and ensure it is publically available.				
<b>SC2E:</b> The Code of Conduct for IFCOs is reflected in work objectives and annual appraisals	The Cornwall IFCA performance management system manages performance and behaviours against agreed expectations. The clear understanding of expected behaviours and the effective				

for all warranted officers.	line management of staff will ensure compliance with the appropriate codes of conduct.				
<b>SC2F:</b> Warranted officers attain accreditation. All undertake Continuing Professional Development.	A programme of Continuing Professional Development (CPD) will be continued for all officers. The national programme of accredited training, which all officers have started, is currently on hold. Officers will continue and complete this training as it becomes available. In addition, supplementary courses will be offered to staff, identified through organisational skills analyses as well as through personal development plans.	←	.....	→	

## **Success Criterion 3:**

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




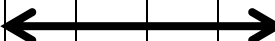
### **Definition:**


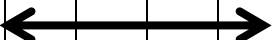

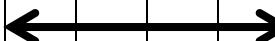
The IFCAs were created as statutory inshore regulators by the Marine and Coastal Access Act 2009. They are relevant authorities for implementing international environmental commitments including the Birds, Habitats, Water and Marine Strategy Framework Directives and make an important contribution to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



### **Outcomes**

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



HLO Indicators	Cornwall IFCA work streams	Timescale			
		Q1	Q2	Q3	Q4
<b>SC3A:</b> The IFCA will record site-specific management considerations for Marine Protected Areas and report progress to the Authority.	Cornwall IFCA will continue to carry out Habitat Regulation Assessments (HRA) and Marine Conservation Zone (MCZ) Assessments to assess the impact of fishing activities (split by trawling and dredging, netting, potting, shore-based activities and commercial diving) on the designated features within Marine Protected Areas to ascertain whether management measures are required to achieve the conservation objectives of each feature within each site. To complete the assessments, all available evidence will be reviewed, including Cornwall IFCA shellfish permit returns, Cornwall IFCA research surveys, activity sightings from enforcement officers and informal consultation with fishermen.				
	Within the 2018-19 financial year, the research team have surveys planned to assess the impact of potting (pots, creels and traps) on seagrass within the Plymouth Sound and Estuaries SAC and seagrass and maerl within the Fal and Helford SAC.				
	The MCZ Assessments are underway, initially focusing on the impact of bottom towed gear. A monitoring and control plan is also being set up for each MCZ which will contain trigger levels for each activity, where appropriate.				
	The assessments identify areas where additional research work is required to make properly informed management decisions. This will lead to a prioritisation of work streams to assess the effectiveness of existing measures. The assessments are available to the Authority once completed and will be reviewed by the Byelaw and Fisheries Management Working Group as part of the process of identifying the need for reviewing and introducing new management options.				

<p><b>SC3B:</b> The IFCA will publish data analysis and evidence supporting new management measures on its website.</p> <p><b>SC3C:</b> Management information (e.g. sampling and/or survey results) will be collected periodically after new management measures have been implemented, to demonstrate the extent of the effectiveness of the intervention.</p> <p><b>SC3D:</b> The IFCA will have developed a range of criteria-based management options that are explained to stakeholders through the IFCA website, and reviewed by 31 March each year.</p> <p><b>SC3E:</b> New IFCA management measures selected for development and implementation are delivered within agreed timescales.</p>	<p>During the process of reviewing fishery activities, existing and newly collected data will be analysed and used to produce reports that will outline potential management measures and the likely outcome of each option. These reports will be made available in a downloadable format via the Authority's website.</p> <p>Cornwall IFCA's research program consists of activities undertaken to ensure that management options it puts in place are having the effect they were design to have. This may be through dedicated research activities, or it may be through the ongoing data collection programmes already in place.</p> <p>Suitable relevant partners will be sought to assist Cornwall IFCA to assess Fishery Management Plans for locally important species. The Plans will be based on collaboratively developed objectives for each fishery that will be achieved by clearly defined actions for all involved agencies. It is expected that, in the 2018-19 financial year, a Crustacean Fisheries Management plan will be developed by Cornwall IFCA.</p> <p>Cornwall IFCA has a planned programme of management options to be considered in the 2018-19 financial year. Management options are made under the mandate of the full Authority by the Byelaw and Fisheries Management Working Group (BFMWG) who report progress and recommendations to the full Authority according to a timescale decided by that Authority.</p>				      
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<p><b>SC3F:</b> The IFCA will include shared agreed objectives and actions from Fisheries Management Plans in its own Annual Plan, which will be published by 31 March each year.</p> <p><b>SC3G:</b> Progress made in relevant Fisheries Management Plan areas, including Maximum Sustainable Yield commitments, will be noted in the IFCA's Annual Report.</p>	<p>The first Fisheries Management Plan is anticipated to be completed within the 2018-19 financial year. Any objectives and actions will be published in the 2019-20 Annual Plan.</p> <p>Each year's Annual Report will cover outputs from any Fisheries Management plans that are in place.</p>				
					

## **Success Criterion 4:**

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

### **Definition:**


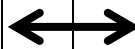


IFCAs are statutory authorities and sit within the local government family. Authority members may be either general members or local Councillors. They comply with Codes of Conduct and the Standing Orders that apply to meetings of local government committees. General members are appointed on merit, through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


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

### **Outcomes**

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

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

HLO Indicators	Cornwall IFCA work streams	Timescale			
		Q1	Q2	Q3	Q4
<b>SC4A:</b> The IFCA will publish a plan on its website by 31 March, setting out the main objectives and priorities for the next financial year. A copy will be sent to the Secretary of State.	Cornwall IFCA will undertake to involve all staff and to take on board guidance from Members, stakeholders and external partners over the next year in the creation of the 2019-20 Annual Plan. The key sections of this will be put to the March Committee Meeting in 2019 to allow publication by 31 March 2019.				
<b>SC4B:</b> After the end of each financial year, the IFCA will publish a report on its website describing its activities, performance and a summary of audited financial information in that year, by 30 November. A copy will be sent to the Secretary of State.	The 2017-18 Cornwall IFCA Annual Report will be created as a collaborative piece with input from all staff and will be published in November 2018. This will demonstrate how the IFCA has performed over the previous financial year and will look at how integrated management of marine, land and water based management has worked together.				
<b>SC4C:</b> IFCA staff will have annual performance management plans in place. Annual appraisals for all staff will have been completed by 31 May each year.	Cornwall IFCA will continue to implement and use the Performance Management and Development Programme with all officers receiving at least two appraisal meetings per year.				
<b>SC4D:</b> An efficient secretariat of IFCA staff support IFCA Authority meetings which are held quarterly and are quorate. Meeting documentation will meet Standing Orders.	The Cornwall IFCA district maps to a unitary local authority, Cornwall Council. As such, the Cornwall IFCA Committee is a committee of Cornwall Council. This gives us access to the support of Cornwall Council’s democratic services team. Cornwall IFCA will continue to work closely with Cornwall Council to ensure that the statutory meetings are held quarterly through the 2018-19 year with appropriate and easy public access to all public documents.				

<p><b>SC4E:</b> The IFCA will have demonstrated, in its Annual Report, how marine, land and water management mechanisms in the Inshore Fisheries &amp; Conservation District have worked responsively and effectively together.</p>	<p>The Annual Report will report on the management and monitoring of fisheries within the district as well as on any development work throughout the year. This will include any cross linking between marine, land and water management mechanisms where they have occurred.</p>				
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## **Success Criterion 5:**




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

### **Definition:**

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

### **Outcomes**

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

HLO Indicators	Cornwall IFCA work streams	Timescale			
		Q1	Q2	Q3	Q4
<b>SC5A:</b> The IFCA will demonstrate progress that has been made towards identifying its evidence needs by publishing a research plan each year.	The 2018-19 financial year will see a considerable number of different research streams to evidence, suggest and monitor management options. These are in response to some clearly identified areas of concern and will be clearly detailed in the Research Annual Plan.				
<b>SC5B:</b> The IFCA will publish a research report annually that demonstrates how evidence has supported decision making.	To allow a review of the previous year’s monitoring and evidence gathering, the Scientific Team will produce an annual document that will primarily consist of a compilation of all field reports for survey works carried out during the previous year, and the analysis and reporting of any ongoing monitoring programmes. Additionally, all fishery activity assessment documents produced in response to the revised approach to management of commercial fisheries within European Marine Sites will be made available as a single report.				
<b>SC5C:</b> The IFCA’s contribution to TAG and progress that has been made towards a national evidence needs programme will be recorded in the IFCA’s Annual Report.	The Principal Scientific Officer will attend TAG meetings as the designated representative for Cornwall IFCA and will report all outcomes to the Chief Officer. The involvement with TAG will be reported in the following year’s Annual Report.				



# Risk Management Strategy

As a statutory body, Cornwall IFCA must take all reasonable steps to ensure that it fulfils all duties as defined by the Marine and Coastal Access Act 2009.

## Health and Safety Risk Assessments

Health and Safety risks are managed separately from this document. All regular activities, both at sea and on land, are subject to a thorough process of risk management, with all risk assessments reviewed at least of an annual basis. All Cornwall IFCA staff have received training in risk management and are made aware of their responsibilities for their own, and others safety.

## Risk Register

Where a risk has the potential to prevent or delay Cornwall IFCA from achieving its success criteria, 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 as well as identifying implications for the health and safety of the staff and others. 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. The risks rating stated represent the risk after the application of the stated mitigation measures and management strategies.

## Risk Register Matrix

Impact ↑	5 Very High					
	4 High					
	3 Medium					
	2 Low					
	1 Negligible					
		1 Rare	2 Unlikely	3 Moderate	4 Likely	5 Probable
		Likelihood →				

The following section is written against the considerable uncertainty surrounding the Brexit process. The Brexit process has the potential to radically alter the organisation and work of Cornwall IFCA. The risks associated with the Brexit process are difficult to assess until more is known as, at the time of writing, there is very little clarity as to what the desired outcome is and the impact on the authority. In the meantime Cornwall IFCA will continue to work to the pre-agreed Success Criteria and will remain engaged with the Brexit process through local and national partnership meetings.

## Risk Register

Risk	Risk I x L	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Cornwall IFCA failing to meet stakeholder expectations.	4 x 2	Increased non-compliance with fisheries and environmental legislation.	Operational, Reputational, Financial, Environmental, Political.	<ul style="list-style-type: none"> <li>Adaptive co-management approach;</li> <li>Regular contact with stakeholders;</li> <li>Transparent planning and reporting of Cornwall IFCA work plans;</li> <li>Communication and engagement strategy followed to help Cornwall IFCA fully engage with all stakeholders;</li> <li>Regular liaison with partner bodies;</li> <li>Accessible Cornwall IFCA contact points for stakeholders; and</li> <li>Good staff management and training to ensure high standards of officer behaviour.</li> </ul>	Managing expectations of Cornwall IFCA is a key part of the Communication Strategy.	It is vital to ensure that stakeholders have a clear understanding of the roles, responsibilities and duties of Cornwall IFCA. As well as a realistic understanding of the many competing priorities and timescales.
		Conflict with stakeholder groups. Reducing effectiveness of Cornwall IFCA and possibly impacting on safety of staff.	Political, Reputational, Health and Safety.		Transparent communication of successful prosecutions.	Effective publicity of enforcement effort as well as sanctions issued will have both a deterrent effect as well as improving the public's understanding of the work of Cornwall IFCA.
		Lack of trust in Cornwall IFCA's management processes.	Operational, Reputational, Financial, Political.		Sector analysis of communication needs and proactive engagement.	Effective communication and engagement must be tailored to the audience. This will necessarily mean that different levels of resources will need to be targeted at different stakeholder groups.
		Stakeholders not coming forward or reluctant to supply intelligence or information.	Operational, Reputational, Environmental.		<p>Ensure close performance management and effective recruitment programmes.</p> <p>Officers fully consider every source of intelligence and act if appropriate.</p>	<p>The interaction between staff, particularly the enforcement team, and stakeholders is one of the key areas which can affect, both positively and negatively, the public's view of our work. Effective staff recruitment and management is essential to maintaining good stakeholder relations.</p> <p>Every intelligence source is potentially a very useful insight to unexpected scenarios and will be recorded and analysed. It is also very important that stakeholders feel that their actions in bringing information to our attention will be taken seriously.</p>

Risk		Risk I x L	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Legal and procedural challenges	Byelaw not confirmed by Defra; or Judicial Review of Policy/ byelaw.	4 x 2	Policy decision/byelaw overturned or declined, leaving no management option for fishery/stock/marine environment identified as being under threat. Waste of resource applied to production of policy and requirement to urgently divert resources to create new policy/management options.	Operational, Reputational, Financial, Environmental, Political.	<ul style="list-style-type: none"> <li>Where there is uncertainty, seek independent legal advice;</li> <li>Careful consideration of legal advice;</li> <li>Regular engagement and involvement with partner bodies and external organisations;</li> <li>Early engagement and transparent consultation on policy formation;</li> <li>Timely briefing and involvement of the Authority;</li> </ul>	Managing expectations of Cornwall IFCA is a key part of the Communication Strategy.	It is vital to ensure that stakeholders have a clear understanding of the roles, responsibilities and duties of Cornwall IFCA, as well as a realistic understanding of the many competing priorities and timescales.
	Legal challenges on failure to fulfil duties.	4 x 1	If Cornwall IFCA was found to be failing to fulfil one or some aspects of its role to manage the marine environment and fisheries, this could have significant impacts on public engagement, funding streams and the management of Cornwall IFCA.	Reputational, Financial, Political.	<ul style="list-style-type: none"> <li>Rigorous application of public interest tests for prosecution cases;</li> <li>Good staff management in preparing legal cases.</li> </ul>	Transparent communication of successful prosecutions.	Effective publicity of enforcement effort as well as sanctions issued will have both a deterrent effect as well as improving the public's understanding of the work of Cornwall IFCA.

	Unexpected outcome in prosecution case(s).	3 x 2	<p>Where unlawful fishing activities are identified, it is essential that Cornwall IFCA applies fair and appropriate penalties. If Cornwall IFCA is unsuccessful in a number of prosecution cases, this will have a reputational impact. This may lead to an increase in illegal activities as stakeholders do not believe they are fishing under an effective or fair system, and do not fear any reprisals for non-compliance.</p>	Operational, Reputational, Financial, Environmental, Political.		<p>Adequately resource and prioritise the production of casefiles. Appropriate involvement of legal advice.</p>	<p>Cornwall IFCA has a good record of successful prosecutions where offences are detected. Where there is a failure of a case, a thorough review is undertaken and lessons learned. Cornwall IFCA also works with other IFCAs and prosecution bodies to share best practice.</p> <p>Cornwall IFCA has invested heavily in staff training to ensure best practice in evidence gathering and in managing and running cases. It is also important to build resilience into the staffing structure to ensure ongoing caseloads can be appropriately managed.</p> <p>It is vital to build the highest quality case files to ensure that prosecutions result in the expected outcome. Cornwall IFCA will not take a prosecution forward unless it has a high degree of confidence that it will be successful, and will only take prosecutions forward when they are in the public interest. However, it is acknowledged that, once in court, there remains a risk of an unexpected outcome or, where successful, a sanction which is unexpected. Cornwall IFCA will always review and learn from such cases.</p>
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Risk	Risk I x L	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Sudden and unexpected changes in fisheries due to stock collapse, natural disaster, emerging fisheries or legislative changes.	3 x 4	Requirement to create emergency or fast tracked legislation and associated research programmes.	Operational, Reputational, Financial, Environmental, Political.	<ul style="list-style-type: none"> <li>Adaptive co-management approach;</li> <li>Regular contact with stakeholders to maintain an early understanding of changes in fishing patterns;</li> <li>Regular liaison with partner bodies;</li> <li>Ongoing research activities to measure health of key fishing stocks.</li> </ul>	This risk is likely to be an external factor and, whilst it is unlikely that there will be a sudden unforeseen collapse in a fish stock, it is likely that there will be legislative changes that will dramatically affect the inshore fisheries. Active involvement with other IFCA's and the Association of IFCA's, as well as with Defra, is key to managing this threat.	Cornwall IFCA has already seen a number of different external issues which have dramatically impacted on inshore fisheries. These include actions by other areas to reduce scalloping, new European regulations for the protection of bass stocks as well as the implementation of the Landing Obligation. Cornwall IFCA will continue to monitor these changes and their impact on local fisheries.
		Dramatic shift in effort of inshore fishing fleet requiring overhaul of policy and management options.	Political, Operational, Financial.			
		Legislative changes could require significant time to understand and communicate to stakeholders	Operational, Reputational, Financial.			

Risk	Risk I x L	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Failure to manage the network of Marine Protected Areas (MCZ and EMS).	3 X 3	The Cornwall IFCA district has an extensive network of EMS and MCZ which require assessment and appropriate management options. New EMS as well as additional MCZ site features are being added alongside the phased approach to MCZ designation. This may lead to a situation where additional resource requirements create an exponentially growing burden on the service. This will expose Cornwall IFCA to legal challenges which may put at risk stakeholder confidence and could impact on the viability of the MPA network.	Operational, Reputational, Financial, Environmental, Political.	<ul style="list-style-type: none"> <li>• MPA assessment work is the highest priority for the research team;</li> <li>• Effective project management of the programmes to undertake assessments and research activities;</li> <li>• Collaboration with Defra, JNCC, Natural England, the MMO, other IFCAs and the Welsh government.</li> </ul>	<p>Expansion of the research team with specific project roles to look at the MPA programme.</p> <p>If necessary reprioritise other work streams.</p>	<p>Management of the MPA network will be a priority area of work for several years to come. This will have knock on effects as to capacity for other work programmes.</p> <p>Managing this risk will require good programme management on behalf of Cornwall IFCA. However, it is worth noting that much of this work requires timely input from external partners; something that is out of the control of Cornwall IFCA.</p>

Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Ineffective staff management.	5 x 2	<div>Loss of productivity and low moral.</div> <div>High staff turnover.</div> <div>Failure to meet key requirements as a service.</div> <div>Failure to maintain trust and reputation with stakeholders.</div>	Operational, Reputational, Financial, Environmental, Political.	<ul style="list-style-type: none"> <li>• Cornwall IFCA has instigated a performance management and development programme. This is core to the good line management of all staff;</li> <li>• Clear understanding of expectations of officers;</li> <li>• Officers are given autonomy and are involved in the decision making of the service.</li> </ul>	Cornwall IFCA has entered into a Service Level Agreement with Cornwall Council for them to act as HR business partner. This provides a solid legal backing for management as well as clear and fairly applied policies for all staff.	Cornwall IFCA has recently been re-awarded Investors In People status and the ongoing assessment and improvement cycle will help to maintain and develop existing good practices in staff management.

Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Absence or loss of key members of staff.	4 x 3	Reduced productivity.	Operational, Reputational, Financial, Environmental.	<ul style="list-style-type: none"><li>Review of workforce planning and succession planning programs and policies;</li><li>Build redundancy through staff capability mechanisms;</li><li>Greater sharing of knowledge and skills for key roles.</li></ul>	Clear targets for staff performance.	Loss of key members of staff may have a considerable financial burden if there is extensive and expensive training required for replacement officers.
		Increased pressure on remaining staff.	Operational, Reputational, Environmental.		Regular mentoring of welfare and performance.	
		Lack of capacity due to loss of skills and knowledge.	Operational, Reputational, Environmental.		Effective processes for knowledge capture and transfer.	
					Recruitment procedures and staff documentation regularly reviewed to enable quick recruitment activities.	



Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Severe damage to or total loss of key asset or vessel(s)	5 x 2	Loss of life or injury to crew.	Operational, Reputational, Financial, Environmental, Health and Safety.	<ul style="list-style-type: none"> <li>Vessels well maintained to Work Boat Code. Ongoing comprehensive programme of refits, services and regular checks by appropriately trained individuals;</li> <li>All seagoing staff trained in essential sea survival, firefighting and first aid;</li> <li>Emergency procedures and emergency drills regularly undertaken and up to date;</li> <li>Patrols organised to minimise risks;</li> <li>All skippers and RIB coxswains trained and experienced, with performance regularly reviewed.</li> </ul>	Lifesaving equipment present, maintained and staff trained in its use.	Cornwall IFCA has a number of marine assets which are essential to provide the seagoing platform required for both research and enforcement functions. Staff are well trained and experienced with a long period of monitoring and induction for seagoing staff. All staff are regularly assessed through a system of performance management and review to ensure high levels of competence as well as appropriate behaviour.
		Inability to undertake enforcement patrols or research activities.	Operational, Reputational, Financial.		Deck and boarding officers issued PLB and lifejackets.	
		Replacement costs and time implications.	Operational, Financial.		The marine assets have been purchased in such a way as to provide considerable overlap in functionality. For example, the RIBS can both be launched from the trailer and from Saint Piran. This would allow the continued provision of service (albeit at reduced capacity) in the event that any of the vessels were out of action.	

Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Reduction of core funding/ greatly increased duties	4 x 3	Reduced capacity to fulfil duty under relevant legislation.	Operational, Reputational, Financial, Political.	<ul style="list-style-type: none"> <li>Close involvement with Defra and the Association of IFCAs to manage expectations and monitor funding streams;</li> <li>Regular contact and negotiations with Cornwall Council finance department.</li> </ul>	Look for external sources of funding.  Improved efficiencies.  Reprioritisation of work streams and a management of expectations.	Cornwall IFCA is operating in a time of austerity and must be aware that there is a high likelihood that funding will, at best, be standstill and will possibly be reduced. It is also highly likely that there will be additional expectations made of the IFCA in coming years.  New Burdens funding has been agreed until 2020 when there will be the next national Comprehensive Spending Review. New Burdens funding represents a third of Cornwall IFCA's total budget. However, Cornwall Council has emphasised that it is facing severe cuts and the funding for Cornwall IFCA will be an area that may need further review.
		Possible redundancies to staff.	Operational, Financial, Reputational.			

Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Loss or unauthorised access to data including personal data.	4 x 2	Breach of Data Protection Act and possible prosecution.	Reputational, Financial, Political.	<ul style="list-style-type: none"> <li>Staff trained in information management principles and aware of their responsibilities;</li> <li>Secure off site server storage through SLA with Cornwall Council;</li> <li>Onsite fireproof lockable storage for physical documents.</li> </ul>	Cornwall IFCA transfers some of the risk for managing its digital information through a SLA with Cornwall Council for IT services.	Loss off, or unauthorised access to data, has the potential to severely damage the relationship with stakeholders, as well as, in the case of research data, represent the loss of a considerable financial asset.
		Loss of business critical information.	Operational, Reputational, Financial.			

Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Incident causing severe injury or death of staff member	5 x 2	<p>Loss of key member of staff.</p> <p>Low morale.</p> <p>Lengthy investigation (potentially including seized assets).</p> <p>Down time due to overhaul and review of operations.</p> <p>Legal action and potential sanctions, including imprisonment for senior staff.</p>	Operational, Reputational, Financial, Environmental, Health and Safety.	<ul style="list-style-type: none"> <li>• Risk management process including annual review of all risk assessments;</li> <li>• Staff training in risk management.</li> <li>• Installing a culture of safety;</li> <li>• Cover for key roles;</li> <li>• Identification of training needs;</li> <li>• Review and feedback process following incidents and near misses;</li> <li>• Maintenance of all vehicles and vessels;</li> <li>• Creation and regular review of disaster planning and incident response plans.</li> </ul>	<p>Counselling services are available.</p> <p>Effective management of staff health safety and management.</p> <p>Legal advice.</p>	Cornwall IFCA operates in a hazardous environment where the risk of an incident occurring is higher than other organisations, and where the hazards are greater than for many other occupations. Fishing remains one of the more dangerous occupations and our officers are exposed to some of that risk. As such, safety is of the highest priority to Cornwall IFCA.

Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Failure to maintain effective financial management and control.	4 x 1	Financial loss leading to reduction in capacity.	Reputational, Political, Financial.	<ul style="list-style-type: none"> <li>Annual internal and external audit.</li> <li>Cornwall Council financial services operate as a partner through a SLA.</li> </ul>	Part of the risk has been transferred to Cornwall Council through a SLA covering financial services.	Cornwall IFCA is a Committee of Cornwall Council. This is because the Cornwall IFCA district maps onto the Unitary Authority of Cornwall Council. This allows for a close working relationship between the two authorities giving Cornwall IFCA the support of a much larger organisation.
		Loss of staff morale.	Operational, Reputational.			
		Police investigation of fraudulent activities.	Operational, Reputational.			

Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Damage to, limited access to, or loss of, office and storage spaces	4 x 1	Loss of physical records.	Reputational, Political, Financial.	<ul style="list-style-type: none"> <li>Ensure appropriate Health and Safety procedures are in place and followed;</li> <li>Ensure adequate off site backup of electronic data;</li> <li>Electronic copies of key records kept;</li> <li>Use of Cornwall</li> </ul>	Part of the risk has been transferred to Cornwall Council through a SLA covering HR, payroll and financial services. The office and	Cornwall IFCA has two separate rented spaces at the Hayle Marine Renewables Business Park, both of which are new constructions built to a high standard. Cornwall IFCA also has a full suite of H&S risk assessments and systems of work in place to reduce the risk of fire, theft or other incidents.
		Loss of IT infrastructure.	Operational, Reputational.			
		Loss of ancillary equipment.	Operational, Reputational.			

		Loss of physical work spaces	Operational, Reputational.	Council for payroll and HR functions.	unit are of modern design with good fire prevention systems in place. The use of IS for IT support gives access to offsite secure backup of all electronic data as well as capacity to quickly allow staff access to remote/hot desk working.	
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## **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 (12 Members (including one appointed MMO officer)) and officers from, Natural England and the Environment Agency (2 Members). Cornwall IFCA is a committee of Cornwall Council as, unusually, the IFCA district matches to a Unitary Authority.

In June 2015, the MMO Appointed Members were given variable terms from three to five years. Three of these terms will expire in the 2017-18 year, however all of the members who's terms have ended will be eligible to re-apply. The MMO will be managing the process by which these positions will be filled.

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 the Authority are bound, when acting as a Member of the Authority, 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 Authority 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 (sections 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.

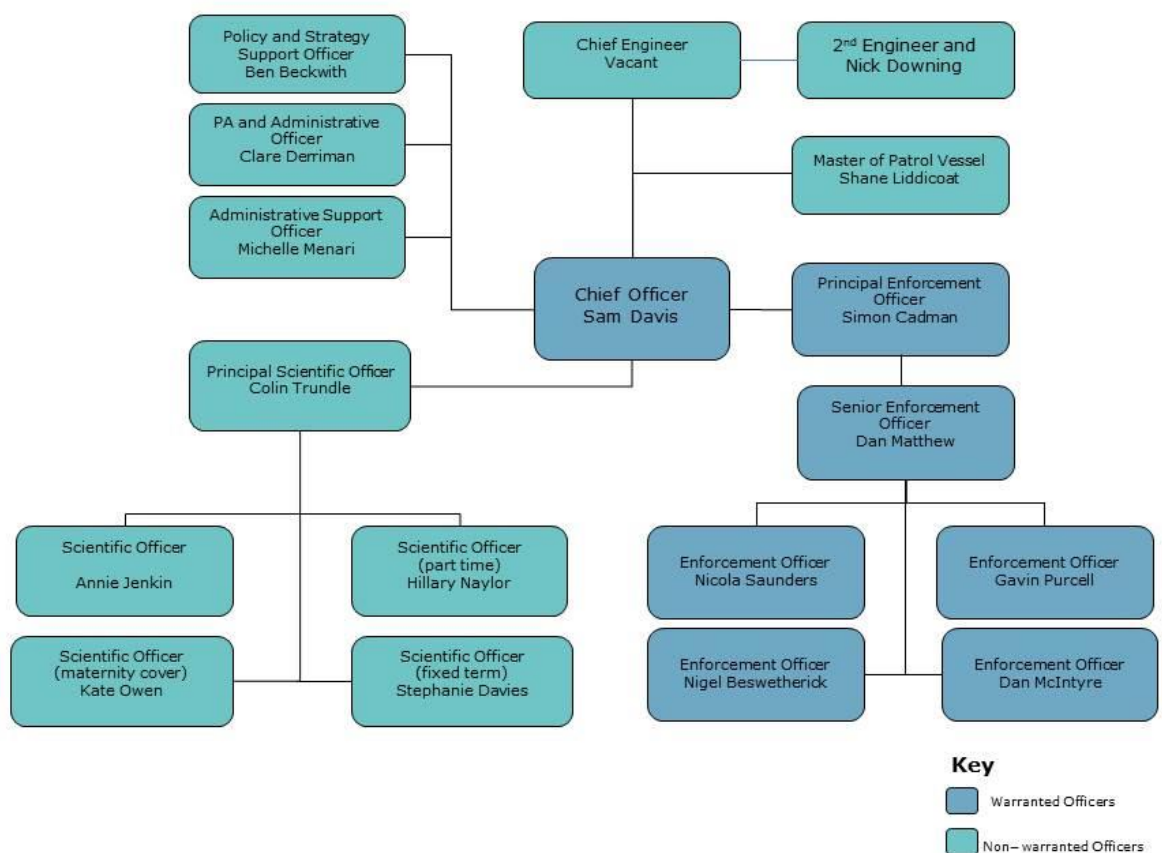
## Service Organisation and Staff

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. This will continue in the 2018/19 financial year.

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 18 members of staff.



# **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 extensive and ongoing training and continuing professional development 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 nationally applicable legislation, are used to manage the inshore fisheries around Cornwall. Work continues to rationalise the legacy byelaws as well as developing new management options to meet identified issues within the district.



### 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 is based in Chi Gallos at the Hayle Marine Renewables Business Park. As well as the office, Cornwall IFCA leases one of the industrial units on the site to use as a boat store and workshop. The accommodation is co-located with the MMO and CEFAS, providing the one stop shop for stakeholders.

The industrial unit houses the RIB Avalon, as well as all of Cornwall IFCA's research equipment and all the associated kit and PPE. The unit also holds our container, which is used as a secure evidence locker. The MMO have access to the unit to store PPE and to share (subject to appropriate continuity of evidence safeguards) the secure evidence locker. The unit has a small office which is suitable for meetings and formal recorded interviews.

The full office address is:

Chi Gallos

Hayle Marine Renewables Business Park

North Quay

Hayle

Cornwall TR27 4DD



## **Vessels**

### Saint Piran

Saint Piran is the main patrol vessel operated by Cornwall IFCA. Purpose built and launched in 2000, she is 27m in length and powered by twin 1300hp engines. The vessel is capable of operating around the Cornish coast, subject to weather conditions. Saint Piran requires a minimum crew of four for enforcement work but frequently has five or six aboard for some patrols. The stern launched 6.4m RIB Lyonesse facilitates rapid transfer of enforcement officers to and from fishing vessels. Saint Piran provides a safe working platform enabling officers to remain at sea for extended periods when required. She is equipped with a suite of electronics which enables the monitoring of vessel movements. This can be especially important when patrolling protected areas, and information gathered electronically can be presented in court as evidence.

### Lyonesse

Supplied new in 2000 with Saint Piran, Lyonesse is a 6.4m Rigid Inflatable Boat (RIB). 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 is very manoeuvrable and capable of over 30 knots. A very good sea boat in all conditions, she is very strong 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. During 2016, Lyonesse was fitted with an upgraded jet unit and electronic plotter which have improved her capabilities.

### Avalon

Built in 2000 and purchased second hand in 2005, Avalon is a 6.8m RIB. She is kept in our industrial unit at Hayle on her road trailer ready for immediate use. Avalon is fully equipped to undertake stand-alone patrol work but can also be accommodated in the stern ramp on Saint Piran should Lyonesse be off service. Powered by an inboard diesel engine driving a water jet, she is capable of over 30 knots and is very manoeuvrable having an operating range of over 100 miles. Avalon is used for most estuary patrol work including the Fal oyster fishery. At over three tonnes, Avalon is towed with our service Land Rover Defender and can be launched anywhere from slips or beaches in the district at short notice. She can carry a crew of between two and four officers and has taken part in many joint patrols with the EA, Police and MMO.

### Tiger Lily VI

In October 2014, Cornwall IFCA purchased an 11m ex-charter angling catamaran. After undergoing a brief refit to enable her to carry out all survey tasks, she entered service in December 2014. She is a versatile and flexible research platform and has recently been upgraded with the addition of an A frame for the deployment of survey equipment.

## **Service Vehicles**

### Land Rover Discovery 110

The Land Rover 110 defender is leased on a four year fully maintained deal. Capable of towing our 3500kg rated RIB trailer, transporting 5 persons and fitted with electric recovery winch, this vehicle is an ideal choice for the requirements of the enforcement team.

#### Volkswagen Caddy Kombi

Mainly allocated to the Enforcement team, this vehicle has a capability of carrying 5 persons and a substantial load area for equipment and transport. The vehicle is diesel with zero road tax and stop/start technology. The lease is on a four year fully, maintained, contract hire.

#### Ford Ranger XLT

The XLT Ranger will be used to transport crew and survey equipment for all survey work throughout 2018-19.

#### Ford Transit Connect

A long wheelbase Ford Transit Connect was procured on a four year lease commencing of April 2016. This is primarily used by the research team.

#### Ford Focus

A medium size car for all staff to use on official business. This vehicle is leased on a four year fully, maintained, contract hire.



# Communication

## Overarching Principles

Cornwall IFCA is committed to operating according to the following principles:

- Cornwall IFCA will inform, engage, educate and listen to its stakeholders;
- Cornwall IFCA will provide adequate, clear and current information to stakeholders to allow them to operate legally; and
- Cornwall IFCA will at all times operate in a transparent and accountable manner.

Cornwall IFCA will ensure that stakeholder engagement and communication are at the heart of its activities. All staff will have an objective relating to communicating and engaging with stakeholders as part of their annual performance management reviews. This will look not only at the quality of information given out, but each individual's approach to proactively seek ways to better link with the various stakeholder groups.

The day to day work of Cornwall IFCA officers, particularly the enforcement officers, represents the best form of direct engagement with our stakeholders. This engagement and communication happens in an informal "one to one" manner and involves Cornwall IFCA officers fostering links, engendering trust and maintaining a presence in the Cornwall IFCA District. This interaction is both the hardest to monitor and evaluate and the most important communication channel of all.

## Key Messages

### IFCA Vision

*"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."*

- Cornwall IFCA manages the inshore fisheries around the Cornish coast to a 6 nautical mile limit;
- Cornwall IFCA is committed to managing the sustainable exploitation of marine resources;
- Cornwall IFCA creates and enforces local byelaws relating to the fisheries as well as other nationally applicable legislation;
- Cornwall IFCA is responsible for protecting the designated features of a network of Marine Protected Areas in its district;
- Cornwall IFCA undertakes patrols and inspections to act as a deterrent and to identify and, where necessary, prosecute infringement of relevant legislation;



- IFCA officers have the authority to search vessels, road vehicles and places of work as well as to inspect and (where appropriate) seize gear and catches; and
- Cornwall IFCA can only function with the input of all maritime stakeholder groups. Individuals and groups can pass on information and intelligence as well as participating in consultation work.

### **Stakeholders**

Cornwall IFCA has a responsibility to lead, champion and manage the marine environment and fisheries as well as balancing social, environmental and economic factors. This will naturally involve a large and diverse set of stakeholders from different industry, environmental and social groups.



## Overview of activities 2018/19

Quarter 1	Quarter 2	Quarter 3	Quarter 4
<ul style="list-style-type: none"> <li>• Informal consultation on salmonid protection byelaws</li> <li>• Informal consultation on live wrasse fishery byelaw</li> <li>• Informal consultation on Whitsand to Looe Bay MCZ byelaw</li> <li>• Website redesign review</li> <li>• Review of use of social media and social media policies</li> <li>• Production of publicity material: <ul style="list-style-type: none"> <li>• Fish Sticker, targeting recreational angling sector</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Possible formal consultation on live wrasse fishery byelaw</li> <li>• Possible formal consultation on Whitsand to Looe Bay MCZ byelaw</li> <li>• Attendance at public events*</li> <li>• Promotion of River and Estuarine Fishing Nets Byelaw amongst key stakeholder groups</li> <li>• Review and development of research data hosted on Cornwall IFCA website</li> <li>• Start of informal consultation around the development of Crustacean Fisheries Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Possible start of formal consultation on salmonid protection byelaw</li> <li>• Recreational Sea Angling public meeting</li> <li>• Permit renew mail out</li> <li>• Production of publicity material: <ul style="list-style-type: none"> <li>• Tide Table</li> </ul> </li> <li>• Production of Annual Report</li> <li>• Possible start of informal consultation around development of iVMS project roll out</li> </ul>	<ul style="list-style-type: none"> <li>• Production of Annual Plan</li> <li>• Planning for following year's publicity material production.</li> </ul>

The above table gives an overview of planned communication and engagement activities for the 2018-19 year. This represents our best understanding of what we anticipate undertaking. However, this may change dependant on circumstances.

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\* Subject to weather and patrol priorities

## **Corporate Communication**

The following essential elements of communication will be followed:-

### **Internal**

- All staff will be involved in bi-monthly staff meetings;
- Enforcement and scientific team 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;
- Regular meetings of Byelaw Working Group (3-4 per year);
- 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.



## Financial Statement

From 2011 to 2016, the Department for Environment, Food and Rural Affairs (Defra) provided additional New Burdens funding to all ten IFCA's across England in recognition of both their expanded duties and extended geographical remits. This funding was reviewed in 2016 and agreed nationally for a further four years. In 2017/18, Defra's contribution through this mechanism to Cornwall IFCA (paid to Cornwall Council) was £324,838.

When setting the 2018/19 budget, Cornwall IFCA recognises, as in previous years, that Cornwall Council continues to face challenging budgetary pressures across all its services. In recognition of this, Cornwall IFCA has limited the increase to the levy only to cover unavoidable additional expenditure, mainly relating to direct employment costs.

As would be expected, Cornwall IFCA's officers and accountants have worked hard to identify savings and efficiencies so that it can meet the pressures it faces with only increasing the levy by £21,209. Cornwall IFCA had considered the option of not increasing the levy, but this is not feasible without impacting on the work that the IFCA will have to do in 2018/19. The detailed budget is set out in a table later in this section.

Since September 2016, Cornwall IFCA has been based in the Marine Renewables Business Park in Hayle, where we are tenants of Cornwall Council for both an office and an industrial unit. As this is a commercial tenancy, we pay business rates, service charges and other premises costs. Following the designation of a marine enterprise zone covering the Falmouth and Hayle areas, there was potential for a rate reduction from April 2017 for qualifying businesses operating within this zone, but unfortunately Cornwall IFCA did not qualify as it is considered to be part of Cornwall Council. Across both premises, there has been a slight decrease in service charges of £1,982 but an increase in rent of £1,000.

As an organisation, just over 63% of our expenditure relates to the employment of staff so any small changes in pay, national insurance and superannuation will have an impact. This year, the increase the superannuation lump sum deficit alone will be £5,300. Overall, the main increases for the 2018/19 budget have been from additional employment costs of £44,129.

Expanding demands on the work of our research team has meant that monies have been taken from reserves, as agreed at the Committee meeting on 15 September 2017, in order to fund an additional scientific officer post through a 12 month, fixed term appointment.

Savings are being made from transport costs including a reduction of £22,000 for marine gas oil for Saint Piran as her biennial refit will be this year, reducing the requirement for fuel. The two year payment of relocation allowances for some officers following the move to Hayle will end in September 2018 but rail costs have increased by £2,000 reflecting the rise in the amount of national meetings which senior officers have to attend. Small reductions of even a few hundred pounds each have been made where possible across several supplies and services which have contributed overall to minimising the increase in the levy.



There has been a saving of £2,500 for the service level agreement (SLA) with Cornwall Council for human resources.

In recognition of the likely progress on new byelaws during the forthcoming year, the budget for advertising of bylaws has been halved to £3,750, reflecting the cost of one set of adverts. Wherever possible, the aim is to use one advert for more than one byelaw but this is reliant on the concurrent passage of byelaws through the drafting process and their subsequent agreement by the committee.

This decision was made reluctantly but in light of the fact that this budget head went unspent in 2017/18, a 50% decrease was considered to be sensible. It is likely that if additional advertising costs were necessary, these could be met within the financial year from other savings.

Cornwall IFCA continues to face increasing work pressures in 2018/19 including the development of new byelaws for the management of various fishing activities as part of the ongoing review and modernisation of our existing legacy bylaws, as well as in response to newly developed fisheries. Work to implement management for the second phase of the Marine Conservation Zones (MCZ) is ongoing, with the potential for a final phase of consultation on new sites within this financial year.

This budget takes the service up to the date when the UK leaves the European Union. At this stage, we have not been asked to deliver any workstreams as a result of the impacts of these changes but as reported in the Chief Officer's report to the committee for December 2017, Defra has set out a general expectation for developing opportunities for more collaborative and joined up working with the MMO to meet potential challenges. Where any additional costs will fall has not yet been determined but as the predicted EU-Exit date of 29 March 2019 falls right at the end of the financial year, any substantial increase in duties or expectations leading up to and including this date would not be feasible without additional government funding.

The proposed Cornwall IFCA budget for 2018/19 is maintained at a level where the Service can continue to fulfil its remit as currently agreed with Defra but it is likely that additional expenses may have to be absorbed if they arise. Therefore, the budget has been reworked to fund pressures where needed and make savings where possible. Cornwall IFCA have managed the overall budget pressure so that the only substantial increase to Cornwall Council is for Employee Costs. Employee costs have risen by £44,129, which is a cost Cornwall IFCA cannot control, however the overall increase in levy is only £21,209. Cornwall IFCA has, therefore, made non-staffing savings of £22,920 compared to its budget for the 2017/18 year.

### **Reserves**

In 2017/18 it was felt prudent to hold a minimum reserve of £200,600 which is within the IFCA's current forecast reserves balance. The budget contains a contribution to the reserves of £40,000 in 2018/19 to plan for the vessel refit and replacement and the costs of the refit will be met from this and last year's payments in this financial year.

It is estimated that the reserve figure at the end of 2018/19 will stand at £609,845.

## Cornwall Inshore Fisheries and Conservation Authority Annual Budget 2018/2019

Expenditure	Administration £	Research £	Patrol Vessel £	Regulating Orders £	Total £
Employees	186,978	130,005	385,962	0	702,945
Premises	51,718	400	1,000	0	53,118
Transport	8,050	34,800	179,640	0	222,490
Supplies and Services	51,240	28,295	42,849	9,900	132,284
Support Services	13,184	1,300	0	0	14,484
Minimum Revenue Provision & Loan interest	70,210	0	0	0	70,210
<b>Total</b>	<b>381,380</b>	<b>194,800</b>	<b>609,451</b>	<b>9,900</b>	<b>1,195,531</b>
<b>Income</b>	<b>(8,300)</b>	<b>(3,500)</b>	<b>(4,000)</b>	<b>(9,900)</b>	<b>(25,700)</b>
Reserves					
Contribution to	0	0	40,000	0	40,000
Contribution from	0	0	0	0	<b>(80,000)</b>
<b>Net 2018/19 Budget financed by Levy on Cornwall Council</b>	<b>373,080</b>	<b>191,300</b>	<b>565,451</b>	<b>0</b>	<b><u>1,129,831</u></b>

DEFRA's New Burdens funding confirmed of £324,838 until 2019/20.





Produced and published March 2018 by:

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