

Annual Plan 2021-22



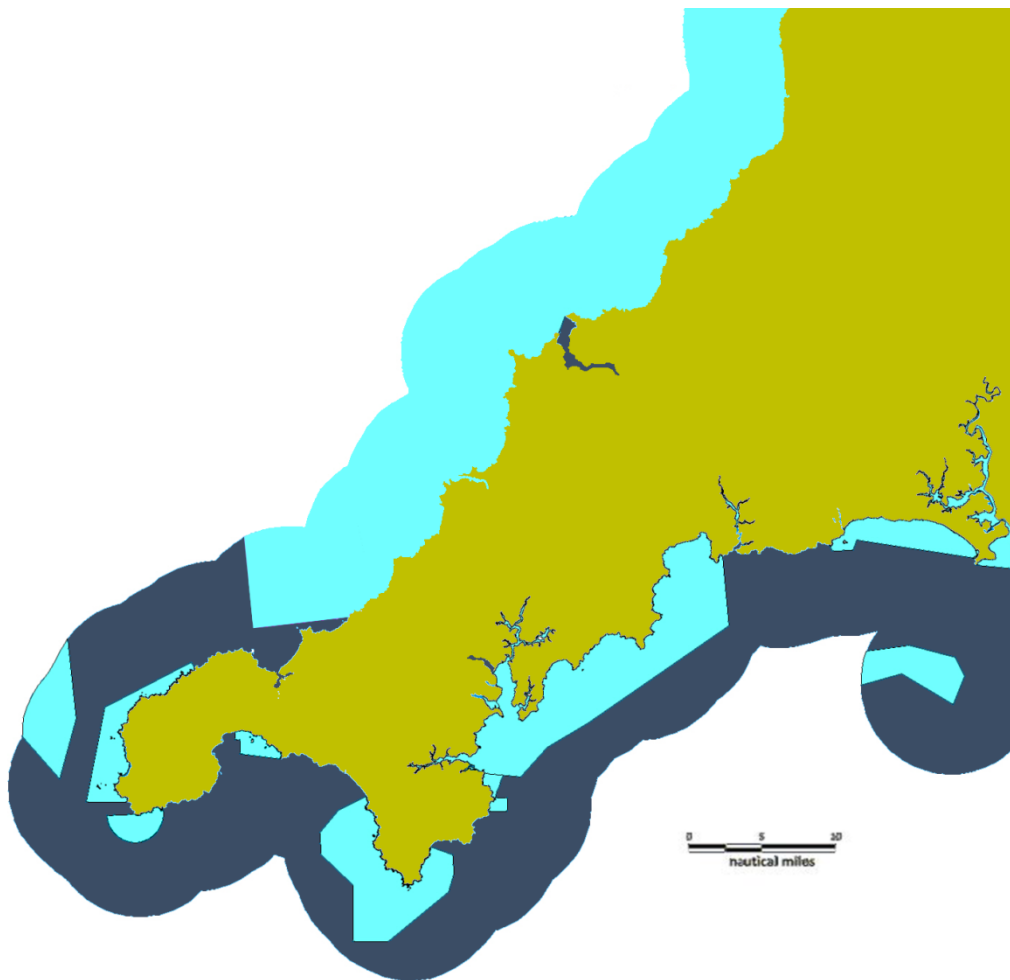
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Overview

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).

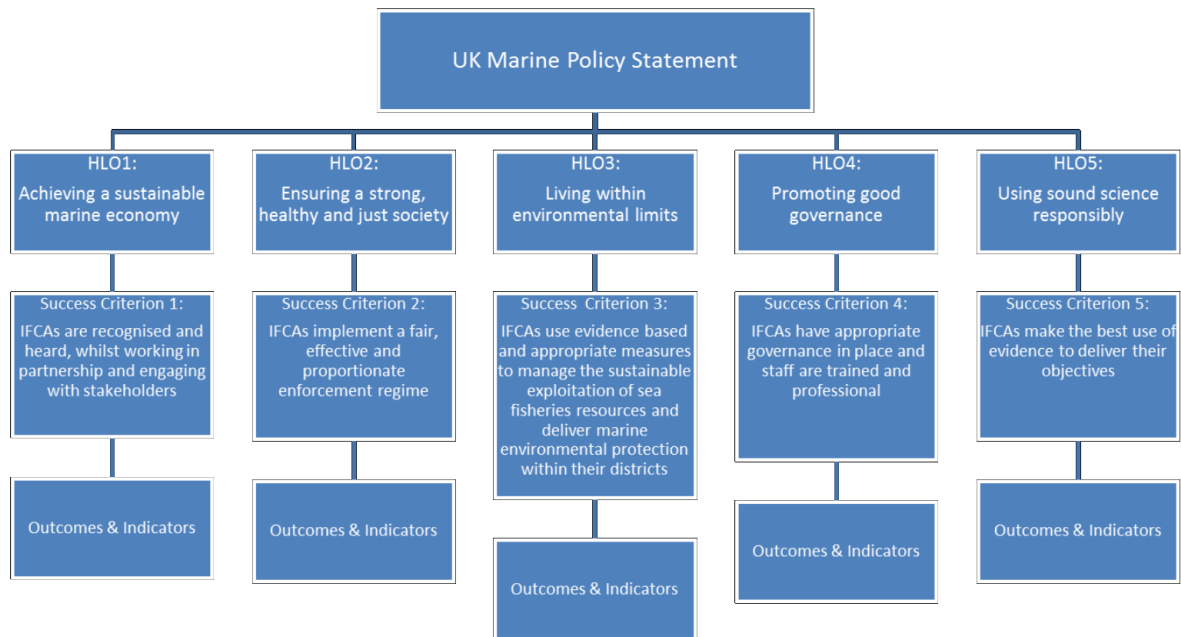


Our Vision, Success Criteria and High Level Objectives

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."

The following Success Criteria and High Level Objectives which Cornwall IFCA adopted in 2016 were due to be reviewed at the end of the 2019-20 financial year. The Success Criteria and High Level Objectives will be carried forward for this financial year in the absence of any new nationally agreed objectives.



Focus and Priorities for 2021-22

The 2020-21 Annual plan was published just as the UK entered the first national lockdown in response to the global COVID-19 pandemic. It was hard to imagine that, one year later, the 2021-22 Annual Plan would be written during the third national lockdown. Over the previous year, like everyone, Cornwall IFCA has had to learn new and different ways of working with some activities simply not being possible due to the constraints placed by social distancing. Inevitably the work plan developed for the 2020-21 financial year suffered and, as a result, some of the work streams have been carried forward into the 2021-22 year, as can be seen below. The workstreams identified in this annual plan have been informed by the experience of the previous year and the new ways of working which we have developed. They have been planned with the hope that restrictions will reduce over the next 6-12 months, as set out in the Government's four step road map, but with the recognition that the situation will remain constantly under review and, as a result, we may need to adapt accordingly.

At a national level, this year will see the first stages of the development of the processes and legislation which will begin to implement the objectives of the Fisheries Act 2020. This will include the identification of a programme of Fisheries Management Plans (FMP), with the piloting of FMPs on a collaborative basis through stakeholder groups focusing on particular fisheries, areas or species. This work is happening in parallel with work on the reform of inshore fisheries management which is being led by Defra.

Byelaw development and review:

Salmonid Protection Byelaw

It was intended that this byelaw would have been made in the 2020-21 financial year. However, this deadline has been extended to the current financial year.

During 2020-21 Cornwall IFCA carried out two rounds of informal consultation which received an unprecedented response in terms of both the number of responses as well as the detail provided by respondents. Processing all the new information and reviewing the Impact Assessment for the byelaw in light of the consultations took longer than anticipated, and as a result the work stream will be continued into the 2021-22 financial year. It is expected that a byelaw will be made within the first half of the financial year, with the formal consultation phase immediately following.

Fal Fishery Oysters Review

Recent years has seen changes in target species and fishing effort by licensed sail and oar powered vessels operating in the Fal, with an increased effort being directed at the queen scallop (*Aequipecten opercularis*) and variegated or "queenie" scallops (*Mimachlamys varia*). It was expected that a review of this fishery would be undertaken during the 2020-21 financial year to ensure that these changes were not adversely affecting the sustainability of the fishery. During the final quarter of the 2020-21, the Fal Fishery saw considerable upheaval caused by the restrictions brought about by the coronavirus, as well as the unexpected implication on the export of live bivalve molluscs resulting from changes in trade regulations between the EU and UK. These external factors resulted in a very unusual fishing year from which it was impossible to draw any

long-term trends. As a result, over the 2021-22 year, Cornwall IFCA will monitor the fisheries to identify the emerging fishing patterns and will keep the regulating order under review.

Closed Areas (European Marine Sites) No.2 Byelaw review

This byelaw came into force in April 2015 and prohibits the use of bottom towed gear within a number of European Marine Sites within the district. Defra guidance states that IFCA byelaws should be reviewed within five years. Review was underway in 2020-21 and will be completed in the 2021-22 financial year. The work to date has indicated that it is likely that this byelaw will be redrafted within the financial year.

Fisheries Management Plans:

Net Fisheries Management Plan

The net fisheries management plan is a large and complex project which aims to effectively manage the diverse and overlapping tapestry of netting activities within the Cornwall IFCA district. This work has started through the implementation and development of a number of management options for specific issues and will continue in the 2021-22 financial year with the anticipated making of a salmonid protection byelaw. This will restrict the use of nets in certain areas to reduce the risk of accidental by-catch to salmon and sea trout.

However, Cornwall IFCA has significant data gaps relating to the netting activity within Cornwall. The development of better data sets for different netting activities will take time to compile but will be a necessary first step for the assessment of the need for, or development of, future management options. Work will continue in the 2021-22 financial year to identify and review data sets as well as identify and define data gaps. Alongside the other IFCAs, we will develop protocols and procedures under the data sharing agreements which are now in place with the MMO, to enable our access, in time, to key datasets collected by the MMO.

During 2021-22, as part of the development of the management plan, Cornwall IFCA will continue to monitor bass netting activity and landings directly through our patrol work and through a recently developed data sharing agreement with the MMO which should allow access for Cornwall IFCA to all landings data, including for bass. This information will be used to assess the options for any locally based management of bass, in parallel to any potential changes in the management of bass in England through the implementation of the Fisheries Act, which may include Fisheries Management Plans and the development, in time, of new technical conservation measures.

Crustacean Fishery Management Plan

This plan will bring together management options and data gathering programmes relating to the key crab and lobster fisheries within the Cornwall IFCA district. It is anticipated that the first draft of this management plan will be produced within the first quarter of this financial year. This management plan will be subject to public consultation which will include the formation of an industry working group to help with the development and delivery of future management options.

As part of this management plan, Cornwall IFCA will undertake the review of the Shellfish Permit Byelaw 2016, which has reached its five-year review date. In addition, work will be undertaken to explore the potential development of management options for crawfish (*Palinurus elephas*) within marine protected areas (MPA) in which they are a feature. This is part of the risk-based approach Cornwall IFCA is taking for the management of the MPA network.

Scallop Fisheries Management Plan

The scallop fishery is a significant and high value fishery both across the UK as well as within the Cornwall IFCA district. Inshore scallop dredging effort and regulation has significantly altered over the last decade. Scallop dredging remains a key fishery in the district and is the highest enforcement risk identified within the Cornwall IFCA Enforcement risk register. It was hoped that work would have been started on preparatory development work on the Scallop Fisheries Management Plan last year, however this was not possible as the coronavirus restrictions prevented the direct sampling activities that were planned. The following work programs have therefore been carried forward to the 2021-22 financial year.

- Scallop stock baseline survey work; following on from a trial survey conducted in 2019, this year will see a number of surveys conducted that will build on previous work conducted by CEFAS;
- Assessment of the outcome of the review of the Closed Areas (European Marine Sites) No.2 Byelaw; and
- Building two-way communications with relevant owners and skippers as part of the informal consultation process.

Additional Workstreams:

At the time of writing, there remains considerable uncertainty for the short to medium term, in relation to outcomes of the Trade and Co-operation Agreement between the UK and EU, and the ongoing implications of the coronavirus pandemic.

The development of a new fisheries management regime as an independent coastal state is a dynamic situation which will have significant implications across the fishing industry. Cornwall IFCA will continue to work through the Association of IFCA to input into wider national development of national policy and secondary legislation as well as monitor and respond to any local impacts arising from a changing national picture.

In December 2019 Cornwall Council declared a climate emergency, recognising the need for urgent action to address the climate crisis. As a regulatory body with a responsibility for the conservation of our marine natural resources, Cornwall IFCA will be giving greater consideration to reducing the causes and effects of climate change within its wider duties outlined within the Marine and Coastal Access Act. Within the 2021/22 financial year Cornwall IFCA will be surveying and mapping seagrass within its Marine Protected Areas. Seagrass is an excellent marine carbon sink and the mapping exercise will help to quantify the beneficial impact of these seagrass beds. Alongside featuring environmental values related to climate change within reports, Cornwall IFCA will look to develop ways of including these factors within the Impact Assessment process that sits alongside the byelaw making process to reflect any climate change benefits of proposed management measures.

Whilst there is now a four-step process leading to the proposed lifting of Covid-19 restrictions in the summer, this situation is constantly under review and there will be long lasting impacts on the ways in which all organisations and businesses operate in the future. Cornwall IFCA will continue to respond to these changes in order to ensure that we continue to deliver our roles and responsibilities effectively.



Work plan 2021 - 2022

Success Criteria 1:





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

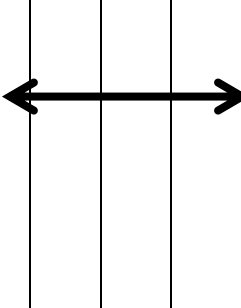
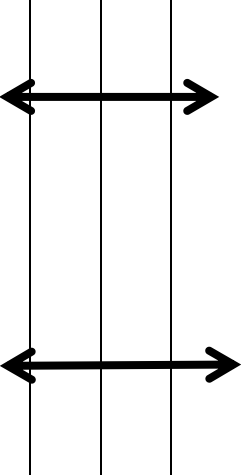
Definition:

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 the 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
<p>SC1A: The IFCA will maintain a database of stakeholder contacts that will have been reviewed and updated by 31 March each year.</p> <p>SC1B: The IFCA will have completed a review of its communication strategy and implementation plan by 31 March each year.</p> <p>SC1C: The IFCA will have reviewed its website by the last working day of each month.</p> <p>SC1D: The IFCA will have reviewed its website and ensured it meets the objectives of its communication strategy, by 31 March each year.</p>	<p>Cornwall IFCA manages a number of different databases of stakeholder contacts which are managed in accordance with the General Data Protection Regulation. In the 2021-22 financial year, Cornwall IFCA will build on previous years' work developing the way it manages its stakeholder contacts.</p> <p>Cornwall IFCA will review its previous communication strategy with the intention of publishing an annual strategy which will be printed in the Annual Plan.</p> <p>Cornwall IFCA will continue to develop and review its website. The following year will see changes in the way the website hosts and presents information on the work of the research team and the reports produced.</p> <p>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>				
					
					
					

<p>SC1E: 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>Cornwall IFCA will review its joint working practices and all MOU over the following year. It will continue to work closely with both the MMO and the EA to identify and implement closer working opportunities to increase effectiveness and reduce costs. This may include joint training and enforcement work, as well as the development of protocols and procedures under the data sharing agreement with the MMO.</p>	
<p>SC1F: 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 continue 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 developed for the implementation of the Fisheries Act</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 IFCAs, 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 holds.</p>	

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
<p>SC2A: The IFCA will ensure its enforcement risk register and strategy are published and available on its website from 1 April each year.</p>	<p>Enforcement risks will be assessed and scored, taking into account known historic contraventions of legislation. This will be used to create the annual Risk Based Enforcement Plan. 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.</p>	←————→			
<p>SC2B: 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.</p>	<p>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.</p>	←————→			
<p>SC2C: 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.</p>	<p>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.</p>	←————→			
<p>SC2D: The IFCA will adopt the national Code of Conduct for IFCOs, which will be reviewed annually and published on its website by 1 April.</p>	<p>Officers will contribute to the annual review of the Code of Conduct and ensure it is publicly available.</p>	←————→			

<p>SC2E: The Code of Conduct for IFCOs is reflected in work objectives and annual appraisals for all warranted officers.</p> <p>SC2F: Warranted officers attain accreditation. All undertake Continuing Professional Development.</p>	<p>The Cornwall IFCA performance management system manages performance and behaviours against agreed expectations. The clear understanding of expected behaviours and the effective line management of staff will ensure compliance with the appropriate codes of conduct.</p> <p>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 through a programme facilitated by the National Lead Training Officer, employed by the Association of IFCA. In addition, supplementary courses may be offered to staff, identified through organisational skills analyses, as well as through personal development plans.</p>				
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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
<p>SC3A: The IFCA will record site-specific management considerations for Marine Protected Areas and report progress to the Authority.</p>	<p>Within the 2021-2022 financial year, Cornwall IFCA will have completed the first versions of Habitat Regulations Assessments (HRA) for all European Marine Sites within the Cornwall IFCA District, and Marine Conservation Zone Assessments for all tranche one and tranche two Marine Conservation Zones (MCZs) and will begin the assessment review process. These assess the impact of fishing activities 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's shellfish permit returns, research surveys, activity sightings from enforcement officers and informal consultation with fishermen.</p> <p>Within the 2021-2022 financial year, the research team has surveys planned to support the management of fisheries within MPAs.</p> <p>Activities to extend the data sets from work started in 2020-21:</p> <ul style="list-style-type: none"> • Dropdown video survey in the Eddystone area of the Start Point to Plymouth Sound and Eddystone SAC; • Catch sampling of crawfish stocks; • Carry out the first scallop population monitoring surveys; • Continue the long-term annual Fal Fishery oyster, queen scallop and slipper limpet assessment survey; and • Extensive other direct research activities that will be undertaken within the MPA network. <p>New survey activities:</p> <ul style="list-style-type: none"> • Remote acoustic mapping of seagrass within MPA where it is a feature; and • Using acoustic techniques to map the distribution of maerl within the Fal and Helford MPA 				

<p>SC3B: The IFCA will publish data analysis and evidence supporting new management measures on its website.</p> <p>SC3C: 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>SC3D: 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>SC3E: New IFCA management measures selected for development and implementation are delivered within agreed timescales.</p>	<p>Throughout the year, there will be a continuation of a number of planned work streams looking to support the development of Fisheries Management Plans and associated byelaws as well as looking at the proposed standalone pieces of legislation. In addition, work will continue on reviewing the byelaws made by Cornwall IFCA. When complete, reports will be published on the Cornwall IFCA website.</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 either in a downloadable format or details of how they can be accessed via the Authority's website.</p> <p>Cornwall IFCA's research program consists of activities undertaken to ensure that the management options it puts in place are having the effect they were designed to have. This may be through dedicated research activities, or it may be through the ongoing data collection programmes already in place.</p> <p>Cornwall IFCA will seek formal consultations for its Fishery Management Plans for locally important species from relevant bodies and groups. 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 2021-22, a first draft of a Crustacean Fisheries Management plan will be available for public and industry</p>				
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<p>SC3F: 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>SC3G: Progress made in relevant Fisheries Management Plan areas, including Maximum Sustainable Yield commitments, will be noted in the IFCA's Annual Report.</p>	<p>consultation which will include the development of and industry working group as part of the consultation.</p> <p>As Fisheries Management Plans are developed agreed actions and objectives will be included within future annual plans</p> <p>The first draft of the initial Fisheries Management Plan is anticipated to be completed within the 2021-22 financial year and will look at the crustacean fisheries within the district. Any objectives and actions will be published in the 2022-23 Annual Plan. Each year's Annual Report will cover outputs from any Fisheries Management plans that are in place.</p>				
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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
<p>SC4A: 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.</p>	<p>Cornwall IFCA will develop its Annual Plan by considering national and local programmes and priorities, the latter often identified through the many and varied engagements with different stakeholder groups, representative bodies and statutory agencies. It will also look at the day to day contact our officers have with individuals as well as the research work undertaken by Cornwall IFCA. The key direction-setting sections which outline the focus and priority areas for Cornwall IFCA for the following year, as well as the work level objectives which will be undertaken to meet the IFCA's Success Criteria, will be put to the March Committee Meeting in 2021 for review and approval by the full Authority to allow publication by 31 March 2021.</p>			↔	
<p>SC4B: 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.</p>	<p>The 2020-21 Cornwall IFCA Annual Report will be created as a collaborative piece with input from all staff and will be published in November 2021. 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.</p>	↔			
<p>SC4C: IFCA staff will have annual performance management plans in place. Annual appraisals for all staff will have been completed by 31 May each year.</p>	<p>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.</p>	↔			

<p>SC4D: An efficient secretariat of IFCA staff support IFCA Authority meetings which are held quarterly and are quorate. Meeting documentation will meet Standing Orders.</p> <p>SC4E: The IFCA will have demonstrated, in its Annual Report, how marine, land and water management mechanisms in the Inshore Fisheries & Conservation District have worked responsively and effectively together.</p>	<p>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 2021-22 year with appropriate and easy access to all public documents.</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
<p>SC5A: The IFCA will demonstrate progress that has been made towards identifying its evidence needs by publishing a research plan each year.</p>	<p>The 2021-22 financial year will see a considerable number of different research streams to evidence, suggest and monitor management options. These will be annually planned but are subject to significant change due to changing priorities and weather patterns. The keystone projects are identified in SC3</p>	←————→			
<p>SC5B: The IFCA will publish a research report annually that demonstrates how evidence has supported decision making.</p>	<p>To allow a review of the previous year’s monitoring and evidence gathering, the Scientific team will ensure that all research programmes are appropriately reported with metadata made publicly available. In addition, Marine Protected Area fishery activity assessment documents will be available on request with a full, up to date list being publicly available.</p>	←————→			
<p>SC5C: 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.</p>	<p>The involvement with TAG will be reported in the following year’s Annual Report.</p>	←————→			

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	Yellow	Yellow	Red	Red	Red
	4 High	Yellow	Yellow	Yellow	Red	Red
	3 Medium	Green	Yellow	Yellow	Yellow	Red
	2 Low	Green	Green	Yellow	Yellow	Yellow
	1 Negligible	Green	Green	Green	Yellow	Yellow
			1 Rare	2 Unlikely	3 Moderate	4 Likely
		Likelihood →				

At the time of producing this Annual Plan, the UK was exposed to the Covid-19 pandemic. The management of the IFCA's response to this fast-changing situation has been managed through a standalone Coronavirus Business Continuity Plan. This plan will manage the day to day response to the emerging situation.

Risk Register

Risk	Risk I x L	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Business interruption caused by un-expected changes in pathway out of, or return to, national or local lockdown resulting from the COVID-19 pandemic	4 x 4	Not running vessels /reduced enforcement activities	Operational, Reputational, Financial, Environmental, Political, Health and Safety.	<ul style="list-style-type: none"> • Hybrid system of working with reduced office use and greater working from home • Development of remote working systems through SLA with Cornwall Council IT team. • Involvement of all staff in finding new ways new ways of working. • Communication and expectation management with stakeholders. • Closer working across departments • Holding a stock of appropriate PPE • Investigating the use of Lateral Flow Tests for staff as these become available. 	<p>Cornwall IFCA is developing data sharing agreements with the Marine Management Organisation to increase access to landings data. Work continues in cross organisation working to create better cover in the event of staff absence due to COVID-19 outbreak within organisation.</p> <p>Research and patrol activities have been carried out with</p> <p>Greater use of remote meeting for both internal and external communication.</p>	Over the 2020/21 financial year Cornwall IFCA, much like everybody else, had to rapidly develop new ways of working and operating in response to the COVID-19 outbreak.
		Reduction in direct research activities				Increased remote working, workload sharing across individuals and teams, greater use of reduced and skeleton crews and team bubbles allowed the IFCA to continue with its work.
		Restricted access to Cornwall IFCA premises for staff and public				Authority and public meetings were held remotely and broadly the work of the IFCA continued. From 7 May, all public meetings have to return to face to face which will present considerable logistical challenges whilst social distancing remains in place.
		Workstreams and projects not being met due to staff absences				
		Negative impact on the mental and physical wellbeing of staff				Looking forward, the organisation is anticipating that the restrictions will reduce over the 2021/22 year. Cornwall IFCA will continue to blend the remote and team-based ways of working over the year in response to national advice and direction.
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"> • Adaptive co-management approach; • Regular contact with stakeholders; 	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.	<ul style="list-style-type: none"> • Transparent planning and reporting of Cornwall IFCA work plans; • Communication and engagement strategy followed to help Cornwall IFCA fully engage with all stakeholders; • Regular liaison with partner bodies; • Accessible Cornwall IFCA contact points for stakeholders; and • Good staff management and training to ensure high standards of officer behaviour. 	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.		Ensure close performance management and effective recruitment programmes. Officers fully consider every source of intelligence and act if appropriate.	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. 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.

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"> Where there is uncertainty, seek independent legal advice; Careful consideration of legal advice; Regular engagement and involvement with partner bodies and external organisations; Early engagement and transparent consultation on policy formation; Timely briefing and involvement of the Authority; Rigorous application of public interest tests for prosecution cases; Good staff management in preparing legal cases. 	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"> Timely briefing and involvement of the Authority; Rigorous application of public interest tests for prosecution cases; Good staff management in preparing legal cases. 	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	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.	Operational, Reputational, Financial, Environmental, Political.		Adequately resource and prioritise the production of casefiles. Appropriate involvement of legal advice.	<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, sudden increase in non-compliant fishing 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"> Adaptive co-management approach; Regular contact with stakeholders to maintain an early understanding of changes in fishing patterns; Regular liaison with partner bodies; Swift reprofiling of enforcement activities to emerging changes in noncompliant activities; Ongoing research activities to measure health of key fishing stocks. 	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 IFCAs and the Association of IFCAs, 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.			
		Unexpected refocusing in enforcement resources, possible unanticipated increase in legal fees pending prosecution	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"> • MPA assessment work is the highest priority for the research team; • Effective project management of the programmes to undertake assessments and research activities; • Collaboration with Defra, JNCC, Natural England, the MMO, other IFCAs and the Welsh government. 	<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	<p>Loss of productivity and low moral.</p> <p>High staff turnover.</p> <p>Failure to meet key requirements as a service.</p> <p>Failure to maintain trust and reputation with stakeholders.</p>	Operational, Reputational, Financial, Environmental, Political.	<ul style="list-style-type: none"> • Cornwall IFCA has instigated a performance management and development programme. This is core to the good line management of all staff; • Clear understanding of expectations of officers; • Officers are given autonomy and are involved in the decision making of the service. 	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"> Review of workforce planning and succession planning programmes and policies; Build redundancy through staff capability mechanisms; Greater sharing of knowledge and skills for key roles. 	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"> • Vessels well maintained to Work Boat Code. Ongoing comprehensive programme of refits, services and regular checks by appropriately trained individuals; • All seagoing staff trained in essential sea survival, firefighting and first aid; • Emergency procedures and emergency drills regularly undertaken and up to date; • Patrols organised to minimise risks; • All skippers and RIB coxswains trained and experienced, with performance regularly reviewed. 	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"> Close involvement with Defra and the Association of IFCAs to manage expectations and monitor funding streams; Regular contact and negotiations with Cornwall Council finance department. 	Look for external sources of funding.	<p>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.</p> <p>New Burdens funding has been agreed until 2022 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.</p>
		Possible redundancies to staff.	Operational, Financial, Reputational.		Improved efficiencies.	
		Reduction in enforcement presence to ensure compliant fishing	Operational Environmental Reputational		Reprioritisation of work streams and a management of expectations.	
					Reprofiling of enforcement activities to only high-risk areas	

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"> Staff trained in information management principles and aware of their responsibilities; Secure off-site server storage through SLA with Cornwall Council; Onsite fireproof lockable storage for physical documents. 	Cornwall IFCA transfers some of the risk for managing its digital information through a SLA with Cornwall Council for IT services.	Loss of, 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"> • Risk management process including annual review of all risk assessments; • Staff training in risk management. • Installing a culture of safety; • Cover for key roles; • Identification of training needs; • Review and feedback process following incidents and near misses; • Maintenance of all vehicles and vessels; • Creation and regular review of disaster planning and incident response plans. 	<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"> Annual internal and external audit. Cornwall Council financial services operate as a partner through a SLA. 	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"> Ensure appropriate Health and Safety procedures are in place and followed; Ensure adequate off site backup of electronic data; Electronic copies of key records kept; 	Part of the risk has been transferred to Cornwall Council through a SLA covering HR, payroll and financial services.	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.	<ul style="list-style-type: none"> • Use of Cornwall Council for payroll and HR functions. 	<p>The office and unit are of modern design with good fire prevention systems in place.</p> <p>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.</p>	
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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.

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.

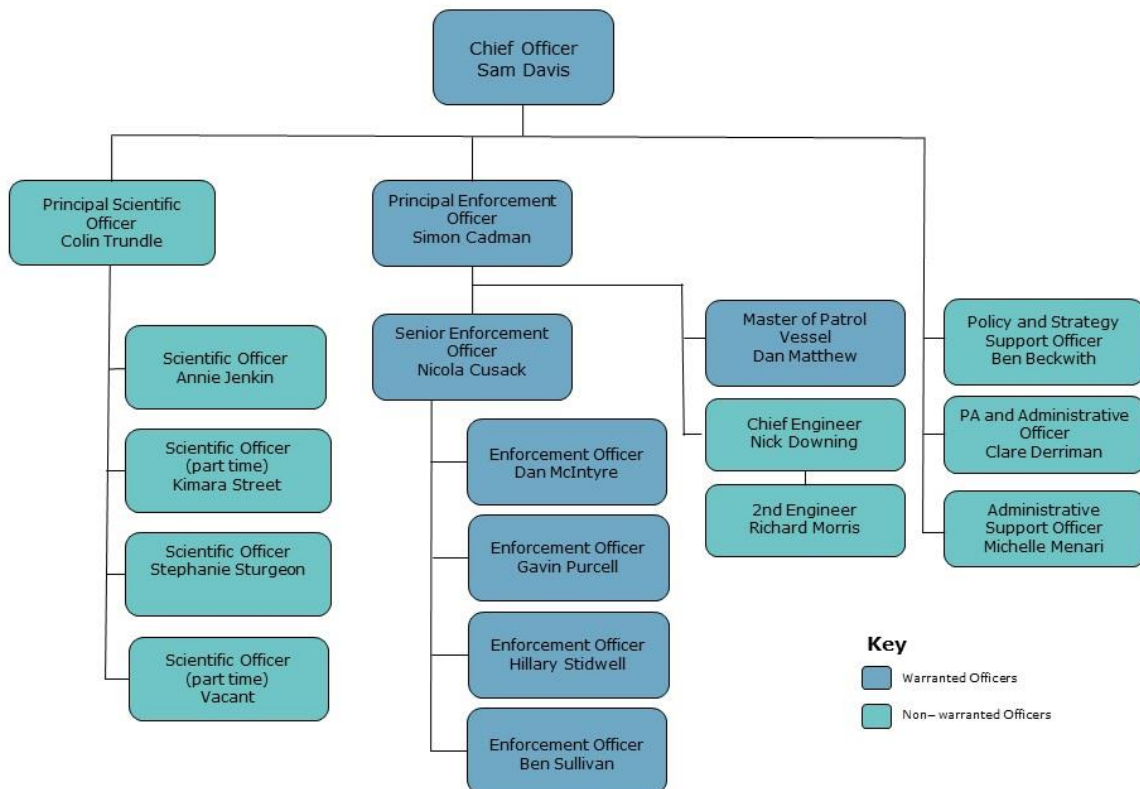
Service Organisation and Staff

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 2021/22 financial year.

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

Service Description

The Authority is an employer under section 165 of MaCAA 2009, having an establishment comprising 18 members of staff.



Communication Statement

Due to the continuing uncertainty regarding the roadmap out of lockdown it is only possible to plan the communication activities of the following year in broad terms. Over the last year Cornwall IFCA has made good use of virtual meetings to conduct the Quarterly Authority meetings as well as attending public virtual meetings conducted by other organisations. It is expected that this year will see a move to a blend of face to face and virtual meetings, depending on Government advice and Cornwall IFCA risk assessments.

Over the last year officers have been making greater use of social media and this will continue throughout 2021/22 and will sit alongside the ongoing maintenance and development of the authority's website.

It is anticipated that within this financial year there will be considerable informal consultation with regard to developing management options as well as consultation on both the Crustacean Fisheries Management Plan, and the initial development work on the Scallop Fisheries Management Plan. These will both require the formation of industry consultation groups; it is expected that these will be a hybrid of virtual and face to face meetings as well as wider written survey work.

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

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:

Office 2, 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 vehicle 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 Lilly 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. In the 2021/22 financial year, Tiger Lilly will undergo an extensive MECAL survey to maintain her emergency lifesaving equipment.

Service Vehicles

Land Rover Defender

The Land Rover defender is leased on a five year fully maintained deal started 23 September 2020. 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 which ends in September 2021. It is likely a similar replacement vehicle will be sought.

Ford Transit Connect

A long wheelbase Ford Transit Connect was procured on a four-year lease commencing of April 2021. This is primarily used by the research team.

Volkswagen Caddy Kombi

Mainly allocated to the Research 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.

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 2020/21, Defra's contribution through this mechanism to Cornwall IFCA (paid to Cornwall Council) was £324,838. In response to the impact of covid-19 on the country's financial position, in late November, HM Treasury announced a spending review for the 2021 to 2022 period only. The submission made to Treasury by Defra included the existing contribution paid to all ten IFCA's.

When setting the 2021/22 budget, Cornwall IFCA recognises that Cornwall Council faces unprecedented budgetary challenges in the coming year due to the impacts of dealing with the covid-19 pandemic. In recognition of this, Cornwall IFCA has limited the increase to the levy only to cover unavoidable additional expenditure.

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 the £24,052 identified above. The CIFCA 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 2021/22, a period which will also cover the implementation of a new domestic fisheries management regime following the end of the EU transition period.

As an organisation, 62% of our total expenditure relates to the employment of staff so any small changes in pay, national insurance and superannuation have an impact. However, as HM Government has taken the decision to withhold the national public sector pay award, the overall impact of increased employee costs has been reduced in the coming year.

The majority of cost centres have been maintained at 2020/21 levels wherever possible, with small inflationary increases applied for items such as insurance, as well as rent, rates and service charges for our premises. There has been a significant increase in the budget for legal fees in recognition of the financial impact of impending Crown Court cases in the forthcoming year. In recognition of the change in working practices from face to face meetings to virtual ones as a result of covid-19, predicted expenditure on rail travel has been halved. The RIB trailer also needs replacing at a cost of £8,000 as part of a five-year renewal plan, expenditure which was postponed from 2020.

We assume that we will be asked to deliver additional functions on behalf of Defra as the new UK fisheries management regime starts to develop through the implementation of the Fisheries Act, but these have not yet been defined. Formal agreements are in place with the MMO for chartering our patrol vessel.

The proposed IFCA budget for 2021/22 is maintained at a level where the Service can continue to fulfil its statutory remit and deliver on its short and medium term work programmes but it is likely that additional expenses may have to be absorbed if they arise, depending upon their scale. As in previous

years, the budget has been reworked to fund pressures where needed and make savings where possible.

In 2020/21, 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 £45,000 in 2021/22 to plan for future vessel refits and replacement. It is estimated that the reserve figure at the end of 2021/22 will stand at £680,537.

Cornwall Inshore Fisheries and Conservation Authority Annual Budget 2021/2022

Expenditure	Administr ation £	Research £	Enforcement £	Regulating Orders £	Wrasse £	Total £
Employees	205,547	177,536	377,316	0	0	768,399
Premises	48,943	300	1,100	0	0	50,343
Transport	2,150	46,800	90,200	0	0	139,150
Supplies and Services,	73,631	39,450	62,570	400	1000	177,051
Support Services	9,500	1,300	0	9,500	0	20,300
Minimum Revenue Provision & Loan interest	63,402	0	0	0	0	63,402
Total	403,173	265,386	531,186	9,900	1000	1,210,645
Income	(8,300)	(6,000)	(4,000)	(9,900)	(675)	(28,875)
Reserves						
Contributions to	0	0	45,000	0	0	45,000
Contributions from	0	(0)	(0)	0	0	0
Net 2021/22 Budget financed by Levy on Cornwall Council	394,873	259,386	572,186	0	325	1,226,770
Reserves	Opening Balance £	Contribution to £	Contribution from £	Closing Balance £		
Survey & Refit	-	-	(90,000)	-		
General Reserve	631,243	45,000	(19,439)	676,243		
Research & Projects	3,794	-	-	3,794		
Grant Reserve	500	-	-	500		
Totals	635,537	45,000	(109,439)	680,537		



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