

Annual Plan 2022-23



Contents

Overview	2
Our Vision, Success Criteria and High Level Objectives	3
Focus and Priorities for 2020/21	4
Work plan	7
Success Criterion 1	7
Success Criterion 2	10
Success Criterion 3	13
Success Criterion 4	18
Success Criterion 5	21
Risk Management Strategy	23
Risk Register	24
Governance and Committee Membership	39
Service Organisation and Staff	40
Communication Statement	41
Service Standards and Delivery Priorities	41
Facilities and Major Assets	43
Financial Statement	45
Budget Table	47

Overview

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.

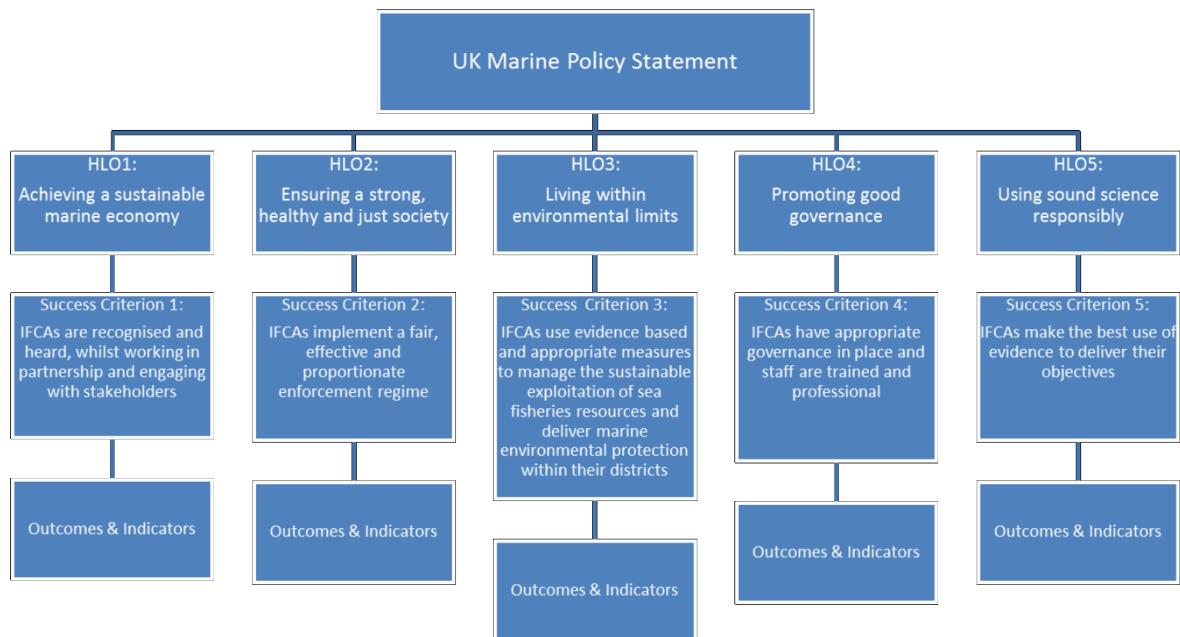
The Cornwall IFCA district extends from Marsland Mouth on the north coast of Cornwall, around Land's End to the western end of the Plymouth Breakwater in Plymouth Sound on the south coast, for all the waters out to the six mile limit and includes the rivers and estuaries up to tidal limits. The district 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 national 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. This review has been significantly delayed, however, the Association of IFCA (AIFCA) is working with the ten IFCAs and Defra to devise new metrics building on a range of existing reporting mechanisms. For the 2022-2023 financial year, the current Success Criteria and High Level Objectives will be carried forward but the work of the IFCAs will also be reported collectively via the AIFCA



Focus and Priorities for 2022-23

Over the previous two years, Cornwall IFCA has changed its ways of working to ensure business continuity during the Covid-19 outbreak. A hybrid style of working has been adopted, with changes to our office accommodation and use of remote working technology and this will continue over the forthcoming year. It is hoped that the 2022-23 financial year will see increasing stability as the UK starts to get back to a more normal way of working after the initial years of the pandemic. This will allow for longer term programme planning with a clearer understanding of what can be expected for everyone both professionally and personally.

In January 2019, Cornwall Council declared a climate emergency and outlined a commitment to reaching carbon neutrality by 2030 and halting the loss of biodiversity, supported by an action plan. Cornwall IFCA will contribute to the delivery of this action plan through the management of its internal functions and where appropriate, through the exercise of its statutory duties. At a national level, the Government's 25 Year Environment Plan (25YEP) sets out a long-term ambition to increase resource efficiency to provide benefits to both the environment and economy. This includes a commitment to a world-class fisheries management system that is based on the principle of maximum sustainable yield and helps to restore and protect the marine ecosystem through the management of marine protected areas. Our statutory duties through the Marine and Coastal Access Act contribute to the delivery of the marine objectives of the 25 YEP. Through the AIFCA, we will be involved in the application of marine natural capital assessments as part of an overarching Defra strategy to support the wider implementation of the 25YEP.

Over the following year, we expect to see an increase in the workload and expectations on our delivery across all functions of our service. This will result from further areas of work driven by national government policy, a resumption of normal fishing activities, working through the backlog of delayed research activities and, most notably, progress with the postponed court proceedings and the development of a number of challenging fisheries management plans. This work is set against continued uncertainty regarding the level of funding provided to the IFCA from central government and pressure at a local level resulting from the financial pressures on Cornwall Council.

At a UK level, work will begin on the development of a number of Fisheries Management Plans including a national bass management plan and regionally focused plans for groups of species and fishing methods. There is an expectation that IFCAs will contribute to these plans but the detailed extent of that involvement is not yet known.

In addition, 2022 finally sees the roll-out of the national inshore vessel monitoring system (IVMS) for under 12m fishing vessels. This programme will greatly improve the availability of data on inshore fishing activities throughout the district which will significantly assist with future fisheries management within the district. It is anticipated that Defra will create new legislation in Autumn 2022 which would effectively make vessel monitoring systems mandatory for every licensed fishing vessel operating in English waters.

Byelaw development and review:

Fixed and Drift Nets (Salmonid Protection) Byelaw

This byelaw was made in the previous financial year and was put out to formal public consultation in the third quarter. With previous formal consultations, Cornwall IFCA has been able to present the results of the consultation to the Authority at the following quarterly meeting. However, in this case, the public consultation provided an unprecedented response in terms of volume of objections and the detail in some of the responses. Officers have been undertaking a thorough analysis of the responses and, in line with the Defra byelaw making guidance, have been planning to liaise with relevant organisations and individuals in order to try to find a way forwards on this controversial byelaw. The outcomes of the liaison work with key objectors to the byelaw is expected to be reported in June 2022.

Fisheries Management Plans

This financial year will see work continuing on three local fisheries management plans.

Crustacean Fisheries Management Plan

Work will continue on this project within the financial year with a full review of all the current crustacean fisheries management under Cornwall IFCA byelaws, in consideration of whether any further management measures are required. This will encompass the five-year review of the Lobster, Crawfish and Crab Fishing Permit Byelaw 2016. The development of the management plan is a bottom-up approach led by an industry based steering group. If there is any recommendation for the Authority to improve its management of crustacean fisheries, this will be reported by the end of the year.

Net Fisheries Management plan

The development of this large and complex management plan is ongoing. It is hoped that the roll out of inshore vessel monitoring systems will allow the Authority to gain valuable data that will assist the development of the management plan.

Scallop Fisheries Management Plan

This work stream had been delayed as a result of the restrictions on direct monitoring resulting from the Covid-19 pandemic. This financial year will see an expansion of the research activities around this financially significant sector, with the production of baseline assessment of relative stock abundance. The Authority will be updated throughout the financial year on the progress of the monitoring activities.

Contribution to national and regional Fisheries Management Plans

The publication of the UK Joint Fisheries Statement in January 2022 included a list of national and regional fisheries management plans to be taken forwards by relevant partner organisations and stakeholder groups. IFCAs will have a role in several of these plans and to that end, we have bid for additional resources from Defra to increase staff capacity across the ten IFCAs. The outcome of this process is not yet known but there is an expectation that we will contribute to the development of specific regional and national plans.

MPA (seagrass)

Cornwall IFCA has an ongoing responsibility to manage fishery activities in the marine protected network within its district. Cornwall IFCA will continue its work looking at seagrass protection measures, building on the mapping activities of the previous two years. We will specifically look at the impact of ring netting on seagrass within the four Marine Protected Areas where it is listed as a feature.

Refit

This financial year will see the biennial refit of the patrol vessel Saint Piran, the authority's principal offshore enforcement platform. This refit will go ahead in the spring of 2022. Cornwall IFCA will be able to maintain an enforcement presence at sea during her refit period using the authority's other vessels.

Ongoing management of Covid

Whilst Cornwall IFCA has managed the implications of Covid-19 to minimise risks to both staff and the effective operation of the authority, this still represents an ongoing health and safety and business continuity risk for the year ahead. We will continue to dynamically manage the risk and utilise different ways of working to minimise the impacts of both the ongoing pandemic as well as the increased workload from the legacy of delayed activities such as research activities and the backlog of court trials resulting from postponements by the Court.

Work plan 2022 - 2023

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>Cornwall IFCA manages a number of different databases of stakeholder contacts which are managed in accordance with the General Data Protection Regulation. In the 2022-23 financial year, Cornwall IFCA will build on previous years' work developing the way it manages its stakeholder contacts.</p>	←————→			
<p>SC1B: The IFCA will have completed a review of its communication strategy and implementation plan by 31 March each year.</p>	<p>The previous two years has seen continued uncertainty regarding the communication opportunities for Cornwall IFCA. The pandemic has seen both restrictions on and opportunities for Cornwall IFCA to effectively engage with its stakeholders. In the 2022/23 financial year there will be a number of key communication streams including further consultation regarding the salmonid protection byelaw, consultation regarding the development of the crustacean fisheries management plan and a meeting with recreational sea anglers to cover updates to a number of work areas.</p> <p>As in previous years, the authority will review its previous communication strategy with the intention of publishing an annual strategy which will be printed in the Annual Plan. It is hoped that further stability will allow this plan to be more detailed than in the previous two years.</p>	←————→			
<p>SC1C: The IFCA will have reviewed its website by the last working day of each month.</p>	<p>Cornwall IFCA will continue to develop and review its website. and use of social media.</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 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 In addition, Cornwall IFCA anticipates working collaboratively on the management 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) is in place for all officers. Officers will continue and complete nationally accredited 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>				
---	---	--	--	--	--



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>Cornwall IFCA has 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 within the 2022-23 financial year will begin the assessment review process. In addition, work will continue on the drafting and completion of the MCZ assessments for the three Tranche 3 sites. 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 2022–2023 financial year, the research team has surveys planned to support the management of fisheries within MPAs. It should be noted that some proposed tasks have been rolled over from 2021-2022 financial year due to the extended application of our Covid-19 control measures which delayed much of the planned 2021-2022 offshore operations program. Activities to extend the data sets from work started in previous years:</p> <ul style="list-style-type: none"> • Dropdown video survey in the Eddystone area of the Start Point to Plymouth Sound and Eddystone SAC; • Fishery dependent catch sampling of crawfish stocks; • Carry out the first south coast scallop stock relative abundance surveys; • Continue the long-term annual Fal Fishery oyster, queen scallop and slipper limpet assessment survey; and 				

<p>SC3B: The IFCA will publish data analysis and evidence supporting new management measures on its website.</p>	<ul style="list-style-type: none"> • Extensive other direct research activities that will be undertaken within the MPA network. • Continued collaborative working with University of Exeter in respect of a blue carbon audit for Cornwall. <p>New survey activities:</p> <ul style="list-style-type: none"> • Assessing the impact of ring netting on seagrass within MPAs where it occurs as a feature; • Ground truth the previously collected acoustic data to map the distribution of maerl and other substrates within the Fal and Helford SAC. • Provide logistic support to the FISH INTEL project by maintaining the acoustic array deployed along the 50m contour on the south coast to acoustically monitor the movement of tagged Atlantic blue fin tuna to and from inshore waters. • Intertidal surveys of juvenile edible crabs with a view to the potential development of recruitment indices. • Carrying out acoustic surveys for the Government of Jersey to assist their management of nesting black bream. • In collaboration with Natural England funding, carry out R&D to develop a practical solution to using radio frequency identification (RFID) technology to remotely monitor the use of static gears at sea <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>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>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,</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 review all relevant byelaws as part of the Crustacean Fisheries Management Plan, with further development research projects for both the Scalloping Fisheries Management Plan and the Net Fisheries Management Plan.</p> <p>As Fisheries Management Plans are developed agreed actions and objectives will be included within future annual plans</p>				
--	---	--	--	--	--

<p>including Maximum Sustainable Yield commitments, will be noted in the IFCA's Annual Report.</p>	<p>Fisheries Management Plans and associated commitments will be noted within the IFCA's Annual Reports</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.

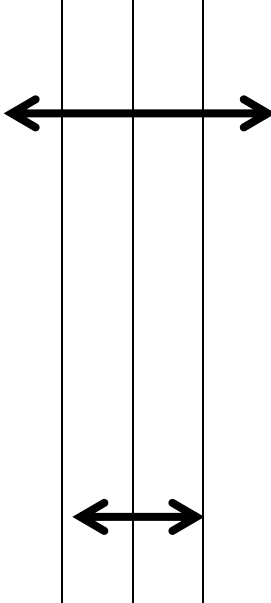
An IFCA is funded by levy, charged to its member councils. Funding originates in local taxation. An IFCA is accountable for its use of public resources and should ensure that a proper auditing regime provides confidence in its commitment and spend of public money. It should make effective use of its 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
<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 2022 for review and approval by the full Authority to allow publication by 31 March 2022.</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 2022. 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. Excerpts of the report will be presented at the December Authority meeting to inform members of the work of the previous year.</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 a result, the Cornwall IFCA Committee is a committee of Cornwall Council, which 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 2022-23 year with appropriate and easy access to all public documents. Following changes made during the pandemic, quarterly meetings are now live streamed to improve public access.</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>	
---	---	---

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

- Evidence gathering is determined through annual research priorities.
- 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 2022-23 financial year will see a considerable number of different research streams to evidence, scope and monitor management options. These will be annually planned but are subject to significant change due to changing priorities and weather patterns. The priorities 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 on 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 management of the IFCA’s response to the covid-19 pandemic will continue to be managed through a standalone Coronavirus Business Continuity Plan.

Risk Register

Risk	Risk I x L	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
<p>Business interruption caused by un-expected changes in pathway out of, or return to, national or local lockdown resulting from the COVID-19 pandemic</p>	<p>4 x 4</p>	<p>Not running vessels /reduced enforcement activities</p>	<p>Operational, Reputational, Financial, Environmental, Political, Health and Safety.</p>	<ul style="list-style-type: none"> • Hybrid system of working with reduced office use and greater working from home • Office rearranged to reduce capacity and increase social distance. Desk spaces pre-booked and records kept of occupants. • Maintenance 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 • Cornwall IFCA maintains a stock of LFT for staff to test at relevant times. 	<p>Cornwall IFCA is developing data sharing agreements with the Marine Management Organisation to increase access to data. Work continues in cross organisational 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 relevant risk assessments</p> <p>Greater use of remote meeting for both internal and external communication.</p>	<p>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 despite the COVID-10 outbreak.</p> <p>At the end of the preceding financial year the UK ended all nationally imposed restrictions relating to the COVID-19 pandemic. However, covid still represents a health risk to our staff and stakeholders as wells a business risk. Cornwall IFCA will continue to manage the risks as it does for other workplace diseases, for example the management of legionnaires and will continue to hold an update Covid specific risk assessment.</p>
		<p>Reduction in direct research activities</p>				
		<p>Restricted access to Cornwall IFCA premises for staff and public</p>				
		<p>Workstreams and projects not being met due to staff absences</p>				
		<p>Negative impact on the mental and physical wellbeing of staff</p>				

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; • 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. 	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.		Ensure close performance management and effective recruitment programmes. Officers fully consider every source of intelligence and act if appropriate. Public consultations held in the open with clear reporting of responses.	<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>
		Lack of stakeholder confidence resulting in	Operational, Reputational.			

		<p>increased FOI/EIR requests and judicial review of decisions.</p>			<p>Cross section engagement with proposals and development of management options.</p> <p>Accurate record keeping and internal and external reporting.</p>	<p>Over the previous several years Cornwall IFCA has been the subject of an increasing number of Freedom of Information and Environmental Information Regulation requests. These create a significant burden on staff time for a small team that is acting at capacity. In addition, there has been one occasion where a judicial review was initiated against a decision made by the Authority, and although the review did not proceed, the initial phase cost Cornwall IFCA significantly in both officer time and in legal fees. These experiences have highlighted how vital it is that statutory procedures and associated guidance is accurately followed and the value in accurate record keeping and in effective stakeholder communication.</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"> 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.	<p>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.</p> <p>Cornwall IFCA has had a byelaw not initially confirmed by Defra, as it was deemed disproportionate in its approach. This delayed the confirmation of the byelaw by 12 months as well as delaying other elements of the legislative programme.</p>
	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>
--	--	-------	---	---	--	--	--

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
<p>Failure to manage the network of Marine Protected Areas (MCZ and EMS).</p>	<p>3 x 3</p>	<p>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.</p>	<p>Operational, Reputational, Financial, Environmental, Political.</p>	<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 which is beyond 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 a Service Level Agreement with Cornwall Council for them to act as our HR business partner. This provides a solid legal backing for management as well as clear and fairly applied policies for all staff.	

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 will 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. 	Safety 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 4	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 liaison with Cornwall Council finance department. 	Look for external sources of funding.	<p>Cornwall IFCA has been operating at a stand still budget for a number of years, and while it recognises that many other areas of Local Government have seen a reduction in funding this standstill has seen it become more difficult for the Authority to meet the growing demands. In addition whilst the "new Burdens funding has been confirmed for 2022/23 this remains at the same level as it was set in 2011 and inflation has seen the true value of this funding greatly reduce.</p> <p>For the following year there is the added stress of substantial increase in fuel costs in early 2022. This will place significant stress on the budget going forward and planning is in place to alleviate these pressures. As such this risk remains a very real concern and it is likely that the Authority will have to look at areas of work that can be postponed or reattributed to other organisations to reflect the strains on the IFCA budget.</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; Secure use of IS VPN to allow working from home with centrally held data on council servers and suitable encryption on all IFCA devices; 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
------	--------------------	-----------------------	---------------	------------------------	----------------------	----------

<p>Incident causing severe injury or death of staff member</p>	<p>5 x 2</p>	<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>	<p>Operational, Reputational, Financial, Environmental, Health and Safety.</p>	<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>	<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.</p>
--	--------------	---	--	---	--	---

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 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"> • Hybrid system of working allowing officers to work completely remotely; • 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>	
--	--	------------------------------	----------------------------	--	--	--

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.

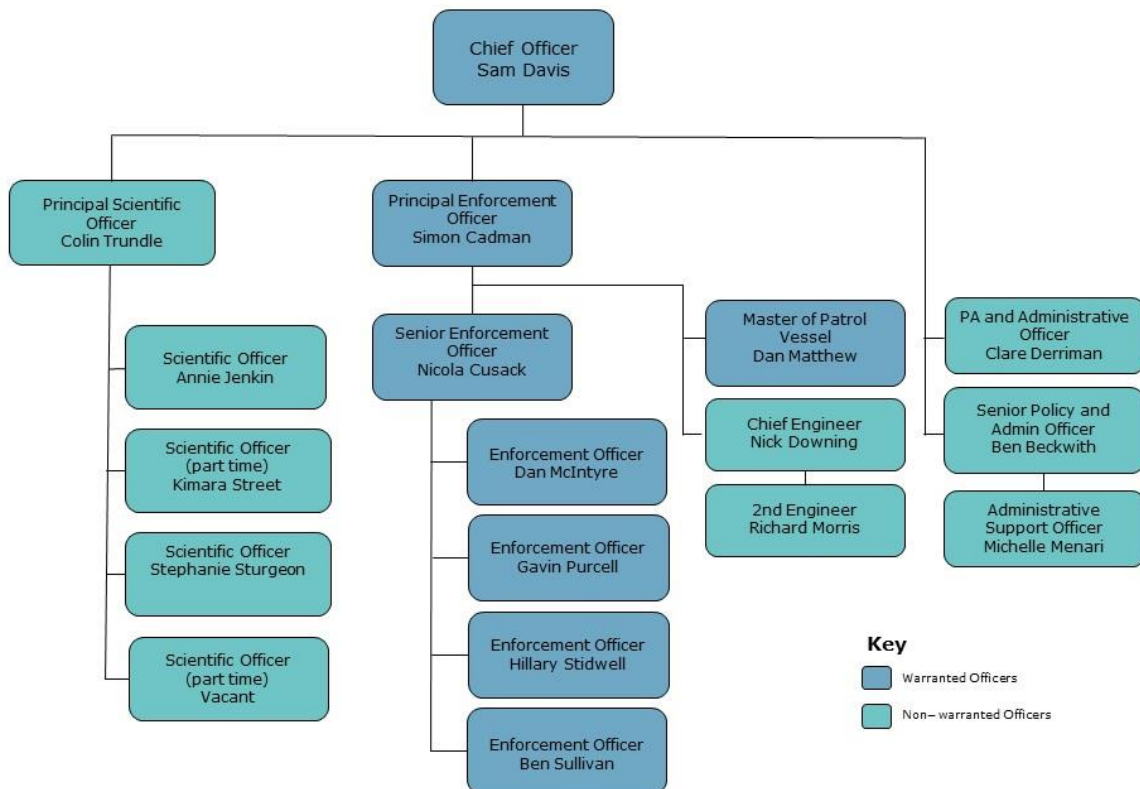
Service Organisation and Staff

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 2022/23 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

At the end of the 2021/22 financial year the UK government brought an end to all COVID -19 restrictions in England, however it still represents a significant health risk to stakeholders and staff as well as being a significant business continuity risk. In addition, this Annual Plan is being written at a time where there is a significant number of cases of Covid in Cornwall, it is likely that these peaks may occur over the following year. As such this Cornwall IFCA will only plan the communication activities of the following year in broad terms. It is hoped that next years Annual Plan will have a significantly more detailed Communication plan as was seen in previous years.

Over the next financial year Cornwall IFCA will continue with a hybrid style of Authority meeting, with attendants in the room, some calling in remotely and the meetings livestreamed to interested stakeholders. The investment and support f Cornwall Councils democratic services has been invaluable in making this possible and the Authority thanks them for their ongoing support.

The Authority will continue to develop and increase its use of social media with a number of officers, particularly in the Enforcement team, taking control of many of the social media feeds to have more direct communication with stakeholders.

There are a number of key areas in the next financial year that will see both formal and informal consultation as well as a number of communication activities and public meetings that it is likely that will take place. These will include;

- Fixed and Drift Nets (Salmonid Protection) Byelaw, further consultation is required as part of the development of this byelaw in order to try to find a way to mitigate concerns raised in the formal consultation held in 2021;
- Crustacean Fisheries Management Plan, Cornwall IFCA has begun to build an industry focus group to input into the ongoing development of this management plan; and
- Recreational Sea Angling meeting, building on the Angling Trust virtual meeting, the Authority will hold a public meeting (virtual or in person) to update and seek the views and concerns of this sector within the financial year.

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 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. During the 2022-23 financial year Saint Piran will undergo her biennial refit which will be undertaken at Penzance dry docks by Linked Solutions.

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. During the coming year Lyonesse will have her usual maintenance as well as a replacement of the inflatable tubes.

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 been upgraded with the addition of an A frame for the deployment of survey 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.

Ford Transit

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

Volkswagen Caddy Kombi

This vehicle which was formally for use by the research team has been retained but reallocated to the principle use by the enforcement team. It 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. This was followed by two, one year national spending reviews, reflecting the impact of the covid-19 pandemic on all government departments. The next spending review period is from 2022 to 2025 and all ten IFCA's have collectively submitted a funding bid to Defra as part of its overall departmental submission. The full outcome of this process is not yet known, so an assumption has been made that Defra's New Burdens contribution to the IFCA's will be maintained at current levels, however, the authority is still waiting decisions on additional funding streams.

When setting the 2022/23 budget, Cornwall IFCA recognises that Cornwall Council faces unprecedented budgetary challenges in the coming year. 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 £36,803. 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 2022/23, a period which will also cover the ongoing development and implementation of the UK's new fisheries management regime as set out in the Fisheries Act, as well as emerging policy areas from Defra.

As an organisation, 60% of our total expenditure relates to the employment of staff so any small changes in pay, national insurance and superannuation have an impact. For the 2022/23 budget Cornwall IFCA has also had to take into account the increase in employers NI contributions of 1.25%, an unexpected and unbudgeted national pay award currently under negotiation for 2021/22 and a budgeted pay award for 2022/23. As a result of these additional pressures, the levy increase is insufficient to cover this additional expenditure despite cuts being made to several cost centres and as a result, an additional draw from the reserve of £10,000 is required to present a balanced budget.

The majority of cost centres have been maintained at 2021/22 levels wherever possible, with small inflationary increases applied for items such as insurance, as well as rent, rates and service charges for our premises. All budget lines have been reviewed and reductions have been made in areas such as travel and accommodation (as the majority of national meetings have remained online), advertising for new byelaws and other small savings in administrative costs. Increases in the research budget have been limited to staff costs only and some reductions have been made in the enforcement budget for equipment plant and purchase. There will also be a refit year for Saint Piran using the reserves set aside for this purpose annually. We have maintained the budget for legal fees in recognition of the financial impact of impending Crown Court cases in the forthcoming year which have been delayed

by the backlog in the court system as a result of the pandemic. We also have to increase our contribution to the Association of IFCA's budget by £1,000 to reflect the additional demands on it to represent the ten IFCAs nationally across a wide range of government policy areas.

The budget for 2022/23 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.

In 2021/22 it was felt prudent to hold a minimum reserve of £200,600 which is within the IFCA's current forecast reserves balance, alongside the portion of reserves allocated for asset replacement. The budget contains a contribution from the reserves of £45,000 in 2022/23 for vessel refit and a £10,000 contribution from reserves to assist with the national pay award and increased NI contribution requirements. It is estimated that the overall reserves figure at the end of 2022/23 will stand at £676,399.

Cornwall Inshore Fisheries and Conservation Authority Annual Budget 2022/2023

Expenditure	Administr ation £	Research £	Enforcement £	Regulating Orders £	Wrasse £	Total £
Employees	223,344	184,179	405,170	0	0	812,693
Premises	5,370	300	1,100	0	0	51,770
Transport	750	41,300	183,735	0	0	225,785
Supplies and Services,	71,954	44,950	60,490	400	0	177,794
Support Services	8,500	1,300	0	9,500	0	19,300
Minimum Revenue Provision & Loan interest	58,651	0	0	0	0	58,651
Total	413,569	272,029	650,495	9,900	0	1,345,993
Income	(6,250)	(7,000)	(4,000)	(9,900)	(270)	(27,420)
Reserves						
Contributions to	0	0	0	0	0	0
Contributions from	(1,000)	0	(45,000)	0	0	(55,000)
Net 2022/23 Budget financed by Levy on Cornwall Council	397,319	265,029	601,495	0	(270)	1,263,573
Reserves	Opening Balance £	Contribution to £	Contribution from £	Closing Balance £		
Asset Replacement reserve	526,505	-	-55,000	471,505		
Minimum Reserve	200,600	-	-	200,600		
Research & Projects	3,794	-	-	3,794		
Grant Reserve	500	-	-	500		
Totals	731,399	-	-55,000	676,399		



Produced and published March 2022 by:

Cornwall Inshore Fisheries and Conservation Authority
Office 2, Chi Gallos
Hayle Marine Renewables Business Park
North Quay
Hayle
Cornwall TR27 4DD

Phone: ++ 44 (0)1736 336842

website: www.cornwall-ifca.gov.uk
email: enquiries@cornwall-ifca.gov.uk

