



# Annual Plan 2023-24





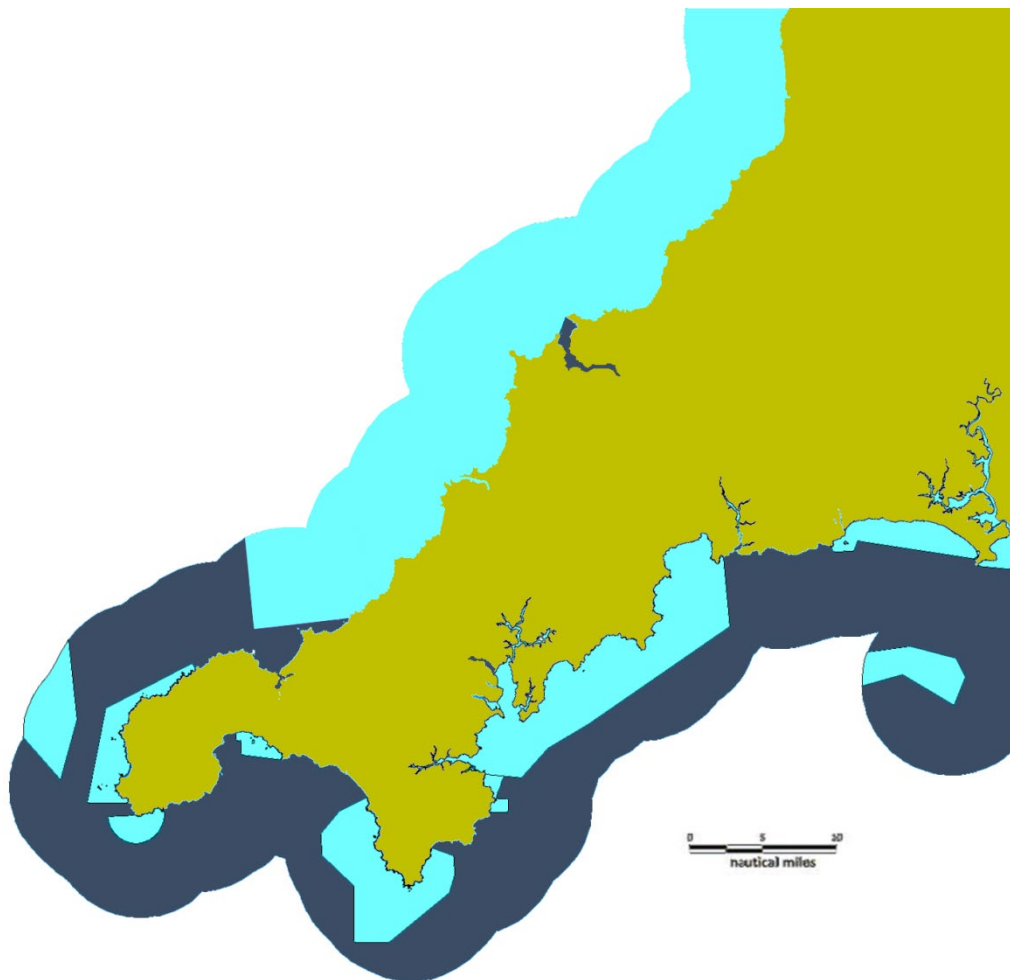
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# Overview

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).

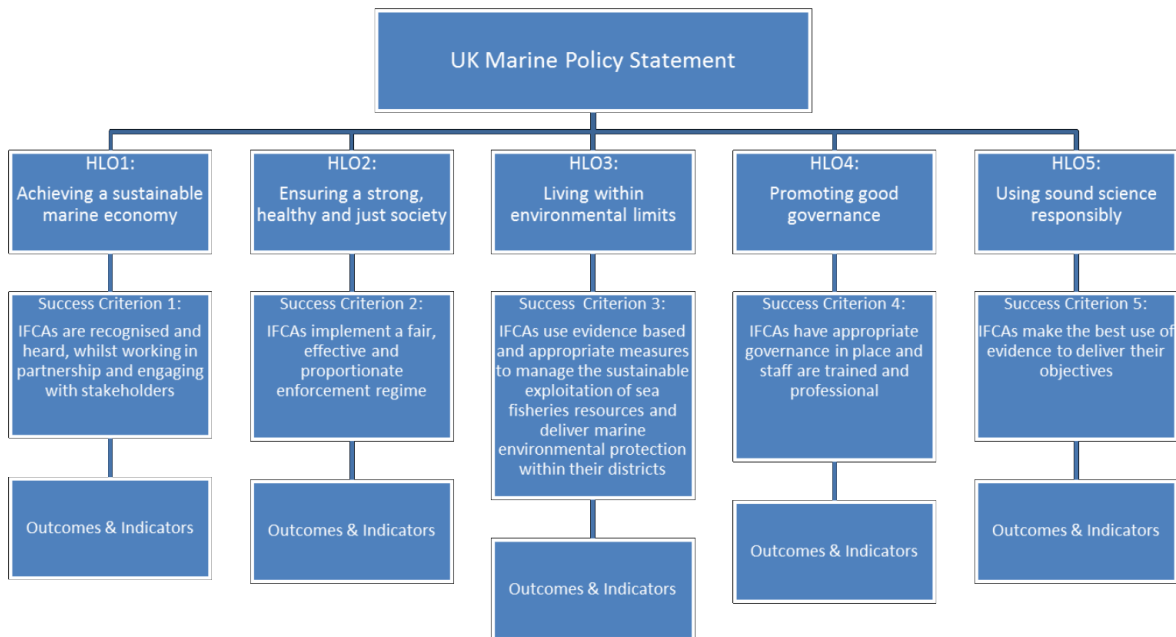


# Our Vision, Success Criteria and High Level Objectives

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 2023-24

## **Five Year Legislative Programme**

In December 2018, Cornwall IFCA adopted a five-year legislative programme which set out a number of key areas of work to address potential management issues within the IFCA district. The development and implementation of fishery management options is often a lengthy process lasting several years and this overarching programme helped to set clear goals and direct resources effectively. In 2023, Cornwall IFCA will develop a new five-year programme to obtain a mandate from the Authority for the broad areas of investigation and potential development of byelaws and other management options. This will reflect additional workstreams arising from the nationally driven fisheries management planning processes and targets relating to marine protected areas. Work on the programme will begin in Q1 with a completion envisaged in Q2.

## **Marine Protected Areas**

Work will continue on the management of fisheries within the network of Marine Protected Areas in the district. Further evidence gathering is likely to be required to support the development of management of some fishing activities where they interact with key site features. It is anticipated that within this financial year, Cornwall IFCA will have access to additional funding from Defra to support this process. If the funding is made available, IFCA's will be required to report MPA management progress through the Association of IFCA's (AIFCA) as part of national monitoring requirements.

## **Regional Fisheries Management Plans**

Following the publication of the Joint Fisheries Statement in 2022, this year will see the consultation and publication of the six frontrunner regional Fisheries Management Plans (FMP) by Defra. The four plans with greatest relevance to fisheries and stocks within the Cornwall IFCA district are: crab and lobster, king scallop, English Channel non-quota species and bass. Regional plans cover England or both England and Wales in this context.

Once finalised and published, the outcomes of these regional plans may have significant implications, both directly and indirectly, for future IFCA management. Cornwall IFCA will continue to engage directly with the implementation of these plans, as well as through the Association of IFCA's (AIFCA) which is providing a national coordination function. Locally this engagement will be supported through additional funding provided by Defra to provide extra capacity to our research team. IFCA's will be required to report FMP workstreams through the AIFCA as part of national monitoring requirements for this funding.

To distinguish between these regional plans and our own district-based work, our plans are now being called management reviews. Their aim and structure remain the same and, during this year, the linkages between the different processes should become clearer.

## **Cornwall IFCA Review of Crustacean Management**

Crustacean fisheries within the Cornwall IFCA district are closely monitored through the mandatory data received through the crustacean shellfish permit

byelaw. Permit holders are required to submit monthly effort and landing data for edible crab, spider crab, velvet crab, lobster and crawfish. As a result, Cornwall IFCA probably holds the most detailed dataset of crustacean fishing activity in the UK and this data will support future management decisions. The inshore vessel monitoring system (iVMS) will provide real-time access to fishing activity data which can be used to refine the information supplied through the monthly permit statistics returns. This improved data will form the basis of the next stage of the review process, with industry stakeholder discussions to identify potential solutions to address the priorities identified in the first stage of the review. These priorities include the management of fishing effort.

### **Cornwall IFCA Review of Scallop Management**

This work will be implemented over the next financial year with a potential programme of direct sampling. Work will recommence on developing a scallop industry stakeholder group representing the range of operators involved in the inshore scallop fishery to provide insights into the sector and opportunities for onboard surveys and catch recording. This is a major workstream and will require considerable investment in terms of Cornwall IFCA's research capacity.

### **Cornwall IFCA Review of Net Fisheries Management**

The original ambition of Cornwall IFCA had been to develop a net fisheries management plan to manage the diverse range of netting activities within the Cornwall IFCA district. As the regional FMP process has now focused on species rather than gear types, the outcomes of the emerging FMPs for Channel non-quota species and for bass may have implications for the future direction of finfish management within the district. However, work will continue to gather evidence on fishing activity and through the Data Sharing Agreement with the MMO, it is anticipated that Cornwall IFCA will have better access to additional fisheries data. This will be essential to support any changes in management.

### **Additional Workstreams:**

Cornwall's IFCA's principal enforcement vessel Saint Piran is reaching the end of her design life and the research vessel, Tiger Lily VI, is 16 years old. Work has begun to scope the organisation's current and future seagoing needs with a view to identifying options for funding, design and construction of future marine assets.

The Covid-19 pandemic caused a significant backlog of hearings and trials in the court system, resulting in delays to some of our prosecution concluding in the court. These delayed cases, in addition to the expected business as usual case load, will see considerable demands on the enforcement team's resources over the next year.

## Work plan 2023 - 2024

### 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><b>SC1A:</b> 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. These will be reviewed in line with the Data Protection Policy of Cornwall IFCA.</p>				
<p><b>SC1B:</b> The IFCA will have completed a review of its communication strategy and implementation plan by 31 March each year.</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><b>SC1C:</b> 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><b>SC1D:</b> The IFCA will have reviewed its website and ensured it meets the objectives of its communication strategy, by 31 March each year.</p>	<p>Cornwall IFCA has a website management plan which states that the website is reviewed on a monthly basis. Updates will be made as required, and an annual web review meeting will be held by the senior management team.</p>				
<p><b>SC1E:</b> The IFCA will have reviewed all of its Memoranda of Understanding by 31 March each year. There will be a clear plan in place to update MOUs where necessary, to an agreed timescale.</p>	<p>Where necessary, Cornwall IFCA will review its joint working practices and MOU where they exist. Through the national NIMEG working group, officers will contribute to developing protocols and procedures for data exchange as part of the Data Sharing Agreement (DSA) with MMO. Opportunities for collaboration with organisations including other IFCAs, MMO, Cornwall Council, harbour authorities, Natural England and</p>				

<p><b>SC1F:</b> By 31 March each year, the IFCA will have participated appropriately, proportionately and at the right level of delegation, in regional and national fisheries and conservation activity identified in the annual plan.</p>	<p>Environment Agency will be supported where appropriate, including joint operations, training provision and project development.</p>				
	<p>Cornwall IFCA will engage at local and national levels with the emerging regional (England/Wales) fisheries management plans and their implementation. Regular submissions to national reporting for all IFCAs will be made through the Association of IFCAs (AIFCA)</p>				
	<p>In addition, Cornwall IFCA will continue to work collaboratively on the management of fishing activities in MPAs as well as supporting the work of the Association of IFCAs, the IFCA Technical Advisory Group (TAG) and the National Inshore Marine Enforcement Group (NIMEG).</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><b>SC2A:</b> The IFCA will ensure its enforcement risk register and strategy are published and available on its website from 1 April each year.</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 at least fortnightly enforcement meetings where recent intelligence is reviewed. Alongside other fisheries organisations, Cornwall IFCA inputs intelligence regarding suspected fisheries offences into a national database.</p>				
<p><b>SC2B:</b> The IFCA will demonstrate in its Annual Report how it has worked with other regulators to achieve consistent quality, application and enforcement of management measures.</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><b>SC2C:</b> The IFCA will compile records of enforcement activity in a standard format; provide them to the National Inshore Marine Enforcement Group (NIMEG) and publish them on its website.</p>	<p>Enforcement records will be kept up to date, enabling them to be collated for reports made to NIMEG, for quarterly Authority meetings and for public information purposes. Cornwall IFCA will continue to publicise its enforcement activities through its website and press releases.</p>				
<p><b>SC2D:</b> The IFCA will adopt the national Code of Conduct for IFCOs, which will be reviewed annually and published on its website by 1 April.</p>	<p>Officers will comply with the Code of Conduct and ensure it is publicly available.</p>				

<p><b>SC2E:</b> The Code of Conduct for IFCOs is reflected in work objectives and annual appraisals for all warranted officers.</p> <p><b>SC2F:</b> 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>Continuing Professional Development (CPD) is relevant for all officers. Local and national training courses will be offered as appropriate in order to increase knowledge and develop skills.</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>During the 2023/24 financial year, Cornwall IFCA will complete the suite of Monitoring and Control (M&amp;C) Plans for all MPAs within the district. These plans formally set out how we will monitor and assess fishery activity within MPAs and assess whether the activity/site feature interactions have changed, to what level change has occurred and what action will be taken should trigger levels be exceeded. The M&amp;C plans will inform the annual review of MPA assessments. It is planned that the few outstanding MPA assessments will be completed during the year, however that will depend on the availability of the outstanding Conservation Advice packages.</p>				
	<p>Within the 2023/2024 financial year, the research team has surveys planned to support the management of fisheries within MPAs and beyond.</p> <ul style="list-style-type: none"> <li>• Dropdown video survey in the Eddystone Reefs area of the Start Point to Plymouth Sound and Eddystone SAC;</li> <li>• Fishery dependent catch sampling of crawfish will continue during 2023, with the data collection being carried out by fishers involved in the project.</li> <li>• In addition to fishery dependant data collection, the research team will be carrying out an independent study looking at the use and impact of traps rather than nets to target crawfish.</li> <li>• Carry out the first scallop population monitoring surveys.</li> <li>• Continue the long-term annual Fal Fishery oyster, queen scallop and slipper limpet assessment survey.</li> <li>• Work with the Cornish Sardine Management Association to assess the interaction between ring nets and sea grass where the latter is an MPA feature.</li> </ul>				

<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>	<ul style="list-style-type: none"> <li>To assess the interaction of static gears and sea grass where the latter is an MPA feature.</li> </ul> <p>Throughout the year, there will be a continuation of a number of planned work streams looking to support the development of Fisheries Management Reviews 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 Reviews for locally important species from relevant bodies and groups. The reviews will be based on collaboratively</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>developed objectives for each fishery that will be achieved by clearly defined actions for all involved agencies.</p> <p>As Fisheries Management Reviews (previously referred to as plans) are developed, agreed actions and objectives will be included within future annual plans</p> <p>Work will continue with refining the Crustacean Fisheries Management Review which has seen considerable progress in the past couple of years. Any objectives and actions will be published in the 2024-25 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><b>SC4A:</b> The IFCA will publish a plan on its website by 31 March, setting out the main objectives and priorities for the next financial year. A copy will be sent to the Secretary of State.</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 2024 for review and approval by the full Authority to allow publication by 31 March 2024.</p>				
<p><b>SC4B:</b> After the end of each financial year, the IFCA will publish a report on its website describing its activities, performance and a summary of audited financial information in that year, by 30 November. A copy will be sent to the Secretary of State.</p>	<p>The 2022-23 Cornwall IFCA Annual Report will be created as a collaborative piece with input from all staff and will be published in November 2023. This will demonstrate how the IFCA has performed over the previous financial year against last year's annual plan and any subsequent additional tasking in delivering against its annual plan.</p>				
<p><b>SC4C:</b> IFCA staff will have annual performance management plans in place. Annual appraisals for all staff will have been completed by 31 May each year.</p>	<p>Cornwall IFCA will continue to implement and use the Performance Management and Development Programme (PMDP) with all officers receiving at least two appraisal meetings per year. A review of the PMDP process will identify improvements or updates.</p>				

<p><b>SC4D:</b> An efficient secretariat of IFCA staff support IFCA Authority meetings which are held quarterly and are quorate. Meeting documentation will meet Standing Orders.</p> <p><b>SC4E:</b> The IFCA will have demonstrated, in its Annual Report, how marine, land and water management mechanisms in the Inshore Fisheries &amp; Conservation District have worked responsively and effectively together.</p>	<p>The Cornwall IFCA district maps to a unitary local authority, Cornwall Council. As such, the Cornwall IFCA Committee is a committee of Cornwall Council which provides the support of Cornwall Council’s democratic services team to the committee process. Cornwall IFCA will continue to work closely with Cornwall Council to ensure that the statutory meetings are held quarterly through the 2023-24 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><b>SC5A:</b> The IFCA will demonstrate progress that has been made towards identifying its evidence needs by publishing a research plan each year.</p>	<p>The 2023-24 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><b>SC5B:</b> 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><b>SC5C:</b> The IFCA’s contribution to TAG and progress that has been made towards a national evidence needs programme will be recorded in the IFCA’s Annual Report.</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 on an annual basis at least. 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	5 Probable
		Likelihood →				

# Risk Register

Risk	Risk I x L	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
<p>Business interruption caused by staff-illness primarily related to COVID-19 or other contagious diseases</p>	<p>2 x 3</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"> <li>• Hybrid system of working with reduced office use and greater working from home</li> <li>• Office rearranged to reduce capacity and increase social distance. Desk spaces pre-booked and records kept of occupants.</li> <li>• Maintenance of remote working systems through SLA with Cornwall Council IT team.</li> <li>• Communication and expectation management with stakeholders.</li> <li>• Holding a stock of appropriate PPE</li> <li>• Cornwall IFCA maintains a stock of LFT for staff to test at relevant times.</li> </ul>	<p>The improvements in remote working and the increased staff awareness of not coming to work when ill has greatly improved the business resilience of Cornwall IFCA relating to all forms of contagious illness.</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>The UK has 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>Workstreams and projects not being met due to staff absences</p>				
		<p>Negative impact on the mental and physical wellbeing of staff</p>				



Risk	Risk I x L	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
<p>Cornwall IFCA failing to meet stakeholder expectations.</p>	<p>4 x 2</p>	<p>Increased non-compliance with fisheries and environmental legislation.</p> <p>Conflict with stakeholder groups. Reducing effectiveness of Cornwall IFCA and possibly impacting on safety of staff.</p> <p>Stakeholders not coming forward or reluctant to supply intelligence or information.</p> <p>Lack of stakeholder confidence resulting in increased FOI/EIR requests and judicial review of decisions.</p>	<p>Operational, Reputational, Financial, Environmental, Health and Safety. Political.</p>	<ul style="list-style-type: none"> <li>• Adaptive co-management approach;</li> <li>• Regular contact with stakeholders;</li> <li>• Transparent planning and reporting of Cornwall IFCA work plans;</li> <li>• Communication and engagement strategy followed to help Cornwall IFCA fully engage with all stakeholders;</li> <li>• Regular liaison with partner bodies;</li> <li>• Accessible Cornwall IFCA contact points for stakeholders; and</li> <li>• Good staff management and training to ensure high standards of officer behaviour.</li> </ul>	<p>Sector analysis of communication needs and proactive engagement.</p> <p>Effective performance management and recruitment practices.</p> <p>All sources of intelligence used and, where appropriate acted upon.</p> <p>Public consultations held in the open with clear reporting of responses.</p> <p>Cross section engagement with proposals and development of management options.</p> <p>Accurate record keeping and internal and external reporting.</p>	<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>Effective publicity of enforcement activities will have a deterrent effect and will improve the public's understanding of the work of Cornwall IFCA.</p> <p>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.</p> <p>The interaction between staff, particularly the enforcement team, and stakeholders is one of the key areas which can affect, both positively and negatively, the public's view of our work. Effective staff recruitment and management is essential to maintaining good stakeholder relations.</p>

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 3	Policy decision/byelaw overturned or declined, leaving no management option for fishery/stock/marine environment identified as being under threat. Waste of resource applied to production of policy and requirement to urgently divert resources to create new policy/management options.	Operational, Reputational, Financial, Environmental, Political.	<ul style="list-style-type: none"> <li>Where there is uncertainty, seek independent legal advice;</li> <li>Careful consideration of legal advice;</li> <li>Regular engagement and involvement with partner bodies and external organisations;</li> <li>Early engagement and transparent consultation on policy formation;</li> <li>Timely briefing and involvement of the Authority;</li> <li>Rigorous application of public interest tests for prosecution cases;</li> <li>Good staff management in preparing legal cases.</li> </ul>	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>Recent responses from the Marine Management Organisation as part of the Quality Assurance process on new byelaws has indicated that greater economic analysis will be required as part of future impact assessments. As such the use of consultants for future economic analyses will be factored into the bylaw making process.</p>
	Legal challenges on failure to fulfil duties.	4 x 2	If Cornwall IFCA was found to be failing to fulfil one or some aspects of its role to manage the marine environment and fisheries, this could have significant impacts on public engagement, funding streams and the management of Cornwall IFCA.	Reputational, Financial, Political.	<ul style="list-style-type: none"> <li>Timely briefing and involvement of the Authority;</li> <li>Rigorous application of public interest tests for prosecution cases;</li> <li>Good staff management in preparing legal cases.</li> </ul>	Transparent communication of successful prosecutions.	Effective publicity of enforcement effort as well as sanctions issued will have both a deterrent effect as well as improving the public's understanding of the work of Cornwall IFCA.

	Unexpected outcome in prosecution case(s).	3 x 2	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
<p>Sudden and unexpected changes in fisheries due to stock collapse, natural disaster, emerging fisheries, sudden increase in non-compliant fishing or legislative changes.</p>	<p>3 x 4</p>	<p>Requirement to create emergency or fast-tracked legislation and associated research programmes.</p>	<p>Operational, Reputational, Financial, Environmental, Political.</p>	<ul style="list-style-type: none"> <li>• Adaptive co-management approach;</li> <li>• Regular contact with stakeholders to maintain an early understanding of changes in fishing patterns;</li> <li>• Regular liaison with partner bodies;</li> <li>• Swift reprofiling of enforcement activities to emerging changes in noncompliant activities;</li> <li>• Ongoing research activities to measure health of key fishing stocks.</li> </ul>	<p>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.</p>	<p>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 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.</p>
		<p>Dramatic shift in effort of inshore fishing fleet requiring overhaul of policy and management options.</p>	<p>Political, Operational, Financial.</p>			
		<p>Legislative changes could require significant time to understand and communicate to stakeholders</p>	<p>Operational, Reputational, Financial.</p>			
		<p>Unexpected refocusing in enforcement resources, possible unanticipated increase in legal fees pending prosecution</p>	<p>Operational, Reputational, Financial.</p>			

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 2	The Cornwall IFCA district has an extensive network of EMS and MCZ which require assessment and appropriate management options. New EMS as well as additional MCZ site features are being added alongside the phased approach to MCZ designation. This may lead to a situation where additional resource requirements create an exponentially growing burden on the service. This will expose Cornwall IFCA to legal challenges which may put at risk stakeholder confidence and could impact on the viability of the MPA network.	Operational, Reputational, Financial, Environmental, Political.	<ul style="list-style-type: none"> <li>• MPA assessment work is the highest priority for the research team;</li> <li>• Effective project management of the programmes to undertake assessments and research activities;</li> <li>• Collaboration with Defra, JNCC, Natural England, the MMO, other IFCAs and the Welsh government.</li> </ul>	<p>Expansion of the research team with specific project roles to look at the MPA programme.</p> <p>If necessary, reprioritise other work streams.</p>	Management of the MPA network is an ongoing priority area of work. This has an impact on organisational capacity for other work programmes.

Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Ineffective staff management.	4 x 2	<p>Loss of productivity and low morale.</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"> <li>• Cornwall IFCA has instigated a performance management and development programme. This is core to the good line management of all staff;</li> <li>• Clear understanding of expectations of officers;</li> <li>• Officers are given autonomy and are involved in the decision making of the service.</li> </ul>	Cornwall IFCA has entered into a Service Level Agreement with Cornwall Council for them to act as HR business partner. This provides a solid legal backing for management as well as clear and fairly applied policies for all staff.	Cornwall IFCA will help to maintain and develop existing good practices in staff management.

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

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



Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Reduction of core funding/ greatly increased duties	4 x 3	Reduced capacity to fulfil duty under relevant legislation.	Operational, Reputational, Financial, Political.	<ul style="list-style-type: none"> <li>Close involvement with Defra and the Association of IFCAs to manage expectations and monitor funding streams;</li> <li>Regular contact and negotiations with Cornwall Council finance department.</li> </ul>	Look for external sources of funding.  Improved efficiencies.  Reprioritisation of work streams and a management of expectations.  Reprofilling of enforcement activities to only high-risk areas	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.  Funding remains incredibly tight as a result of the increase in costs over the previous years. Cornwall IFCA derives a third of its funding from Defra and the remainder from Cornwall Council through a levy.
		Possible redundancies to staff.	Operational, Financial, Reputational.			
		Reduction in enforcement presence to ensure compliant fishing	Operational Environmental Reputational			

Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Loss or unauthorised access to data including personal data.	4 x 2	Breach of Data Protection Act and possible prosecution.	Reputational, Financial, Political.	<ul style="list-style-type: none"> <li>Staff trained in information management principles and aware of their responsibilities;</li> <li>Secure off-site server storage through SLA with Cornwall Council;</li> <li>Onsite fireproof lockable storage for physical documents.</li> </ul>	Cornwall IFCA transfers some of the risk for managing its digital information through a SLA with Cornwall Council for IT services.	Loss 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.  Remote working has ben made possible through the SLA with Cornwall Council for data services, however, tight information management is still required to ensure that all data is held securely.
		Loss of business critical information.	Operational, Reputational, Financial.			

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

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

Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Damage to, limited access to, or loss of, office and storage spaces	2 x 1	Loss of physical records.	Reputational, Political, Financial.	<ul style="list-style-type: none"> <li>Ensure appropriate Health and Safety procedures are in place and followed;</li> <li>Ensure adequate off site backup of electronic data;</li> <li>Electronic copies of key records kept;</li> </ul>	Part of the risk has been transferred to Cornwall Council through a SLA covering HR, payroll and financial services.	The move to remote working and the two separate office spaces that Cornwall IFCA has access to has reduced this risk considerably. The majority of Cornwall IFCA records are now held digitally and this reduces the impact of any catastrophic loss of accommodation.
		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"> <li>• Use of Cornwall Council for payroll and HR functions.</li> </ul>	<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 . All staff have the facility to work remotely.</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.

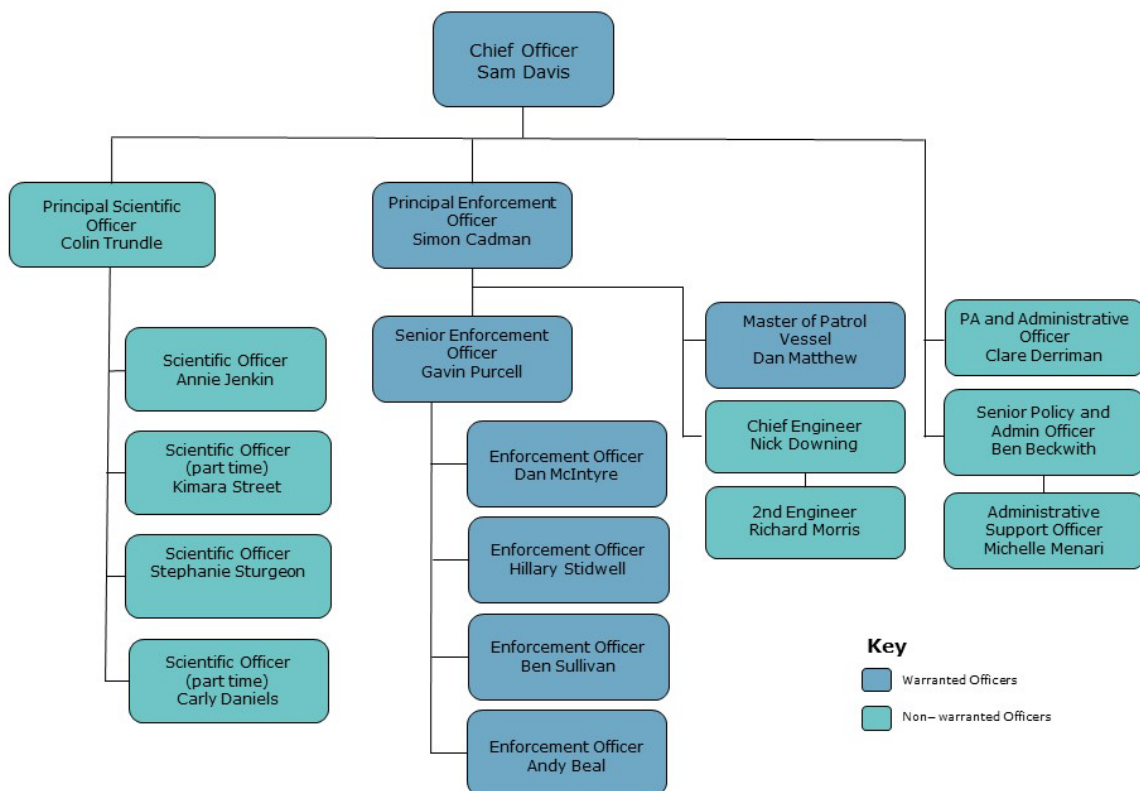
# Service Organisation and Staff

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 2023/4 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

Our main methods of communication continue to be:

1. Website/social media

Online content through our social media and on our website will be updated regularly and used for the promotion and communication of our work. Where appropriate, information about regional and national items of interest and key legislative updates of relevance to local stakeholders will also be shared.

2. Other media

Awareness raising through the use of print media and TV and the production of display information for ports and harbours and flyers for direct distribution are also valuable ways of sharing targeted information.

3. Authority meetings

Our quarterly statutory Authority meetings are held in person in Truro in June, September, December and March and are open to the public, who are able to ask questions either at the meeting or online. The associated agenda packs are published online and the meetings are livestreamed by Cornwall Council and members of the public can join via a link from the agenda. The videos of these meetings are available online through a link from Cornwall Council's website after the event.

4. Direct engagement

Our team of officers provide information and advice directly as part of their routine Iwork, and via calls and emails to our office. Our Hayle office is not permanently staffed during working hours but arrangements can be made to arrange for officers to meet people to answer queries, process paperwork and provide more detailed information. We want to be able to provide alternatives to online information and we will always work directly with people to ensure that they are included in a way that supports their needs.

Phone calls to our office are routed online through our main contact number and occasionally these calls will not be answered immediately but answer machine messages left on the system will be checked regularly through the office hours and followed up as soon as possible. Our out of hours number is for messages only and is not manned 24 hours a day although we endeavour to answer calls whenever we can.

5. Stakeholder groups and public meetings

The use of online and face to face meetings for the discussion of specific topics remain an important way to engage directly, through organisation of focused meetings or by invitation to meetings run by other groups or organisations. The use of hybrid public meetings will be explored where these can help to reach larger audiences and be more inclusive.

Key areas for 2023/24:

- a. Recreational sea angling public meeting
- b. Local feedback into consultations for regional/national fisheries management plans (FMP)

6. Informal public consultations and calls for evidence  
These are a vital way to identify issues and collect information and evidence support the develop of new management measures.

Key areas for 2023/24:

- a. Crustacean management review – call for evidence on priorities for management including measures for spiny lobsters and for wider fishing effort.
- b. Scallop management review – informal consultation with industry stakeholders to support the development of surveys to gather evidence at IFCA district scale.
- c. Local feedback into consultations on regional/national fisheries management plans (FMPs).

7. Formal public consultations

These are a key stage in the development of IFCA byelaws and the process of running these consultations follows national Defra byelaw making guidance.

Key areas for 2023/24:

- a. If required. revocation and remaking of European Marine Sites (Closed Areas) No. 2 Byelaw to align with proposed MMO MPA bylaw for Cape Bank MCZ.

## **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. MMO staff 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. 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 towed with our service vehicle and can be launched from suitable slips

or beaches for patrols inshore. However, in the 2023/24 financial year it is anticipated that Avalon will be replaced with a smaller, more versatile vessel for deployment and operation in estuarine and coastal waters.

#### Tiger Lily VI

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

### **Service Vehicles**

#### Land Rover 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 effective solution 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 for this vehicle finishes in Dec 2023.

#### 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.



## Financial Statement

Since 2011, the Department for Environment, Food and Rural Affairs (Defra) has provided New Burdens funding to all ten IFCA's across England in recognition of both their expanded duties and extended geographical remits. This is agreed nationally through a collective bid to Defra at the start of each comprehensive spending review (CSR), co-ordinated through the Association of IFCA's, our representative body. For each CSR period this funding is linked in part to the delivery of national policy priorities, recognising the significant contributions made by local authorities to supporting our statutory functions at a local level. The current CSR period is from 2022 to 2025 and all ten IFCA's received their New Burdens funding in the current financial year. Following the Government's recent budget, departmental allocations are still being finalised so an assumption has been made that Defra's contribution will be maintained at current levels in 2023/24, unless notified otherwise.

When setting the 2023/24 budget, Cornwall IFCA recognises that Cornwall Council faces unprecedented budgetary challenges in the coming year reflecting the impacts of wider economic pressures. 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 £94,768 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 Page 16 Information Classification: PUBLIC deliver in 2023/24, a period during which the pace of implementation of the UK's new domestic fisheries management regime has accelerated significantly, particularly in relation to the development of fisheries management plans including those for inshore crustacean shellfisheries around Cornwall.

The detailed budget is set out the table at the end of this section.

As an organisation, around 66% of our total expenditure relates to the employment of staff so any changes in pay, national insurance and superannuation have an impact. For the 2023/24 budget CIFCA has also had to take into account an only partially budgeted national pay award for 2022/23 and a budgeted 4.5% pay award for 2023/24.

The majority of cost centres have been maintained at 2022/23 levels wherever possible, with small inflationary increases of 4.5 % applied, well below the current inflationary forecast, with up to 5% inflation applied for specific items such as insurance. All budget lines have been reviewed and reductions have been maintained in travel and accommodation, as the majority of national meetings have remained online, and savings have been made with a new mobile phone contract across the service. There will be a contribution to reserves for vessel refit due in 2024/25. 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 again until 2023 by the backlog in the court system. We have also increased our contribution to the Association of IFCA's budget by

£1,000 to reflect the additional demands on its capacity to represent the ten IFCAs nationally across a wide range of government policy areas, including in the negotiation of our national funding allocation.

The proposed IFCA budget for 2023/24 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 in-year if they arise depending upon their scale.

Within the budget for 2023/24 we have included a £50,000 grant that has been awarded by Defra to resource our contribution to the frontrunner group of national fisheries management plans. The expenditure will be within the Research cost centre within employee costs and supplies and services and there are a series of key performance indicators to report against at a national level to evidence our use of this funding.



## Cornwall Inshore Fisheries and Conservation Authority Annual Budget 2023/2024

Expenditure	Administr ation £	Research £	Enforcement £	Regulating Orders £	Wrasse £	Total £
Employees	239,777	242,130	447,941	0	0	929,848
Premises	51,377	500	1,391	0	0	52,268
Transport	784	42,300	99,782	0	0	142,866
Supplies and Services,	71,019	53,470	66,190	400	0	191,079
Support Services	9,118	1,300	0	9,500	0	19,918
Minimum Revenue Provision & Loan interest	54,687	0	0	0	0	54,687
<b>Total</b>	<b>426,762</b>	<b>339,700</b>	<b>615,304</b>	<b>9,900</b>	<b>0</b>	<b>1,391,666</b>
<b>Income</b>	<b>(6,250)</b>	<b>(57,500)</b>	<b>(4,000)</b>	<b>(9,900)</b>	<b>(675)</b>	<b>(78,325)</b>
<b>Reserves</b>						
Contributions to	0	0	0	0	0	0
Contributions from	0	(0)	45,000	0	0	45,000
Net 2023/24 Budget financed by Levy on Cornwall Council	<b>420,512</b>	<b>282,200</b>	<b>572,186</b>	<b>0</b>	<b>(675)</b>	<b>1,358,341</b>
<b>Reserves</b>	Opening Balance £	Contribution to £	Contribution from £	Closing Ballance £		
Asser Replacement Reserve	471,505	-	-	516,505		
Minimum Reserve	228,705	45,000	-	228,705		
Research & Projects	3,794	-	-	3,794		
Grant Reserve	500	-	-	500		
<b>Totals</b>	<b>704,504</b>	<b>45,000</b>	<b>-</b>	<b>749,504</b>		



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