



Annual Plan 2017-18



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Chairman's Foreword

The decision to leave the European Union made in the recent referendum will have profound implications for fisheries management in the near future. At the time of writing, little is known about how this will affect the work of Cornwall IFCA. We all look forward with interest to see the start of the negotiations and how this will affect the management of fisheries.

The management of the network of Marine Protected Areas in the Cornwall District looks to continue to take up a large portion of the research capacity of the IFCA as well as the management time in drafting and creating management options. Marine Protected Areas now, with the inclusion of the Bristol Channel Approaches cSAC, encompass the majority of the Cornwall IFCA District. The management of these complex sites, which often straddle the boundaries of two or more authorities will require the authority to work closely with partner organisations in both creating and enforcing any legislation.

I was delighted to hear that at the end of the 16/17 Year, Cornwall IFCA retained its Investors in People accreditation. This recognises the high standards of development and management of staff, and I would like to congratulate Sam and all the team. I have always been impressed with the staff at Cornwall IFCA and I am sure they will grow to meet the challenges of the future.

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

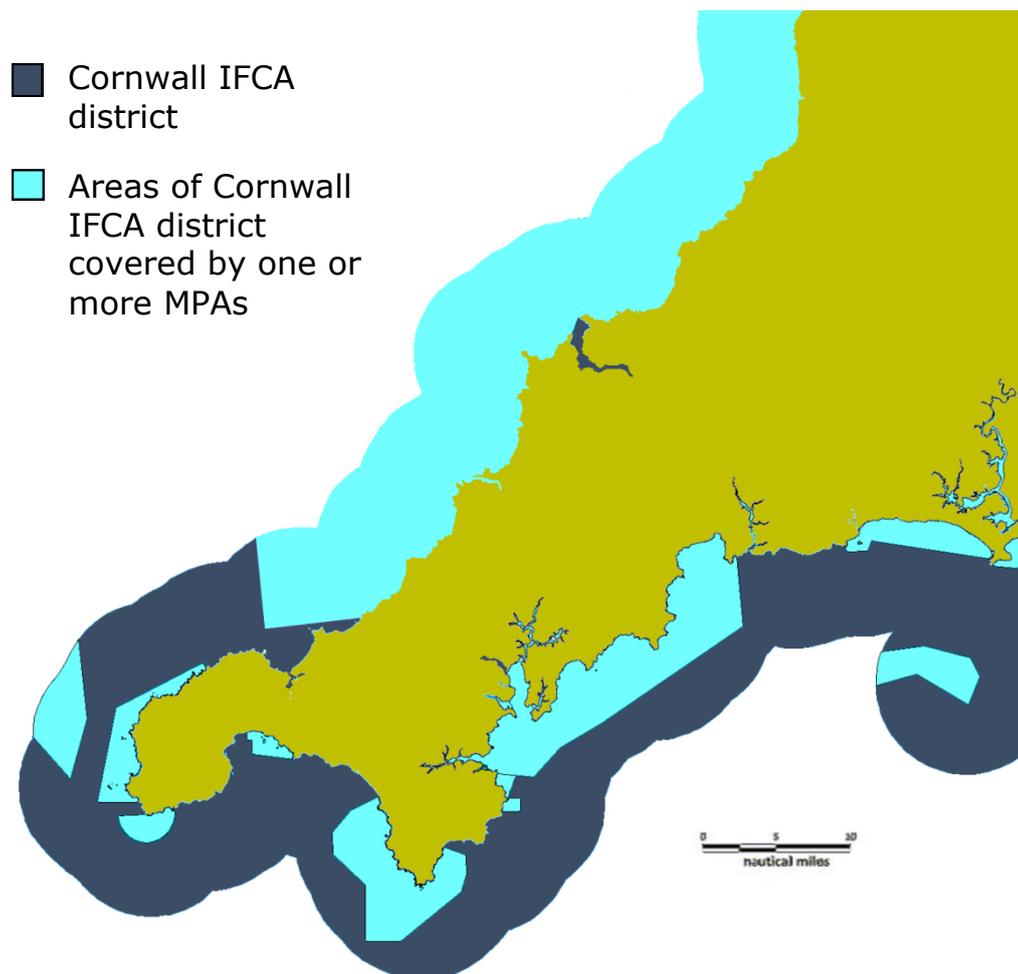
Tony Tomlinson MBE (Chairman)

Overview

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

The Cornwall IFCA district extends from Marsland Mouth on the north coast of Cornwall, around Land's End to the western end of the Plymouth Breakwater in Plymouth Sound on the south coast, for all the waters out to the six mile limit and includes the rivers and estuaries up to tidal limits. The District is measured from the 1983 baselines as they existed on 25th January 1983, which may be from exposed rocks, including the Eddystone Rock, and other low tide elevations. The baselines are in accordance with the Territorial Waters Order in Council 1964 (1965 III p.6452A) as amended by the Territorial Waters (Amendment) Order in Council 1979 (1979 II p.2866).

There are a number of marine protected areas (MPAs) either wholly or partially within the Cornwall IFCA district. The current network of MPAs is made up of nine Marine Conservation Zones (MCZ) and seven European Marine Sites (EMS) (some MPA overlap). The area of the district which is covered by one or more MPA is 2707.3 km², 66.7% of the district.



Our Vision, Success Criteria and High Level Objectives

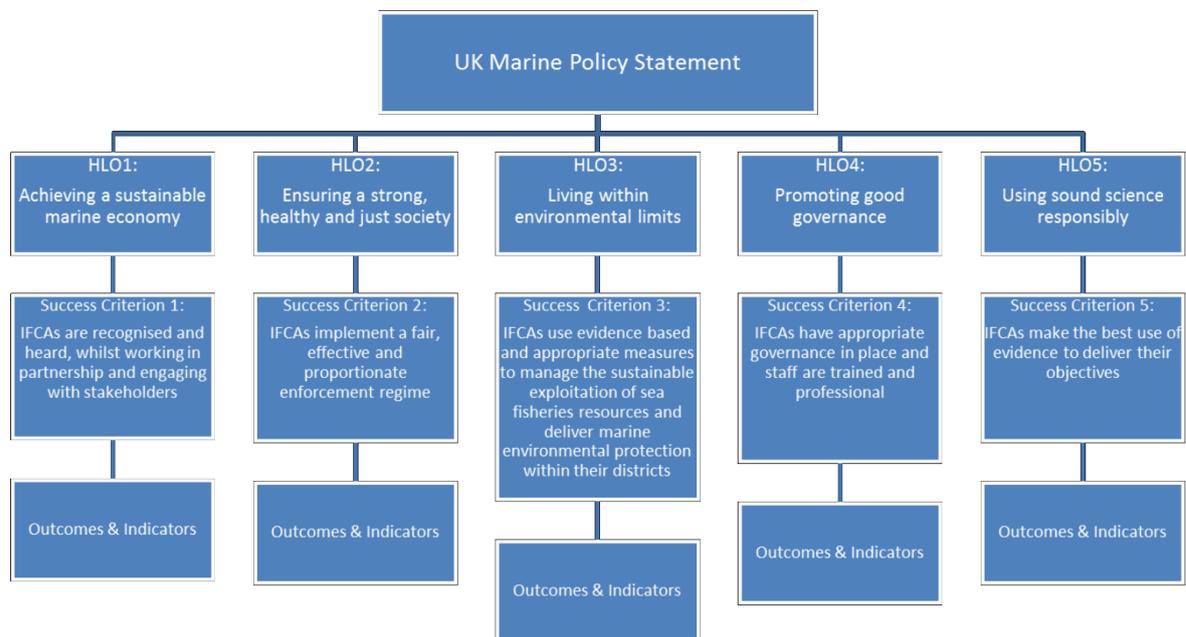
The national IFCA Vision is:

"Inshore Fisheries and Conservation Authorities will lead, champion and manage a sustainable marine environment and inshore fisheries, by successfully securing the right balance between social, environmental and economic benefits to ensure healthy seas, sustainable fisheries and a viable industry."

From the nationally agreed Vision, seven success criteria were developed by a number of national working groups during 2010, to help IFCAs to deliver the Vision.

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

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



Focus and Priorities for 2017/18

The decision in the June 2016 Referendum for the UK to leave the European Union will have profound implications for fisheries management in the next few years. At the time of writing, it is understood that the UK government plans to trigger Article 50, the process by which a member state leaves the union, in March 2017. The Article 50 process will take two years, and it is anticipated that, over the next 12 months, the implications of any Brexit deal will become clearer, particularly in relation to a replacement for the existing regime under the Common Fisheries Policy.

The UK Government has committed to bringing a "Great Repeal Bill" before parliament in this financial year. In his October 2016 Party Conference speech, the Secretary of State for Exiting the European Union, David Davis, stated that the repeal bill will, wherever practical, transpose all EU law into domestic law, to allow UK elected officials to make changes to reflect the outcome of the Article 50 negotiations. Until the end of the Article 50 negotiations, the UK is still a member state of the European Union and all conventions and laws still apply. As such, Cornwall IFCA will continue to operate in line with existing European legislation until such time as the replacement repeal act takes effect. Nationally, we will work through the Association of IFCAs to contribute to the development of a new fisheries management regime, as well as through any regional or local initiatives.

In common with other local government functions, we continue to operate against a background of continuing austerity. Cornwall IFCA was fortunate to obtain a standstill budget for the 2017/18 year, but inevitably, efficiencies have to be made in order to accommodate rising costs for the goods and services we use. We continue to look for opportunities for collaboration with other organisations to maximise the benefits of the time and resources we can put into the wide range of work streams we currently operate.

EU bass fishing restrictions

The December 2016 Fisheries Council Meeting of the European Commission resulted in further restrictions on bass fishing in northern Europe during 2017. Locally, they are expected to make a significant impact on both commercial and recreational fishing activity, affecting the prioritisation of our enforcement activities. The impacts could be as much about displaced fishing effort and the uptake of other fish species, as the matter of exceeding EU bass catch limits.

Inshore vessel monitoring systems

The MMO has approved the use of three inshore vessel monitoring system (iVMS) devices. Over the following year, Cornwall IFCA will continue to be involved in national and regional discussions to have iVMS equipment fitted on board all <12m fishing vessels, hopefully through funding such as EMFF. With up to ten IFCAs and the MMO all potentially making their own byelaws regarding iVMS equipment, there is currently agreement from all these authorities that a single order (statutory instrument) by Defra would potentially be a better option. Defra officials are involved in current discussions on this matter, which firstly needs Ministerial approval for any new order to progress. As with making a byelaw, the route to a new order is a lengthy process. The approach at this time is for all IFCAs, the MMO and Defra to work together on what should be included within any new iVMS legislation, so that whatever the mechanism, it is consistently applied throughout English waters. The introduction of iVMS on all <12m fishing

vessels is likely to be through a phased approach, beginning with bottom towed gears. It is reasonable to believe that legislation making iVMS a compulsory item on vessels using bottom towed gear will be developed and possibly consulted upon, this year. In the meanwhile, Cornwall IFCA is hoping to be included in a pilot project to fit iVMS to <12m vessels using towed gears, before it becomes a mandatory requirement.

Marine protected areas (MPA)

Cornwall IFCA will continue with its programme of assessing the management requirements for the network of MPAs within its district, which have recently expanded to cover two thirds of the whole sea area of the district. This work includes continuing to develop management options for the prioritised sites, including for some which straddle organisational boundaries with adjacent IFCAs and the MMO. In January 2017, a new candidate European Marine Site known as the Bristol Channel Approaches Special Area of Conservation (SAC) was submitted to the EU by the Welsh and English Governments for the protection of harbour porpoise. This is a very large site which covers the jurisdictions of Cornwall IFCA, Devon & Severn IFCA, the MMO and the Welsh Government. As a result, this is another MPA which will require a coordinated approach to its management. In addition to the existing Marine Conservation Zone (MCZ) sites, Defra aims to consult on the final tranche 3 (T3) of MCZs later in 2017. It is highly likely that there will be some T3 sites proposed within the Cornwall IFCA district.

Wrasse byelaw

A relatively new wrasse fishery has begun in the Cornwall IFCA district, as well as in other districts along the south coast of England. There is potential for it to be highly lucrative and officers are concerned that it should not become unsustainable for the various species of wrasse, which are required to be taken alive and transported to Scotland for use in the salmon aquaculture industry for parasite control. Cornwall IFCA will work with other IFCAs, fishermen and the salmon producers to develop appropriate management for this form of wrasse fishing, which is likely to culminate in the making of a new byelaw.

Recreational sea angling

Cornwall IFCA will continue to put resources into engagement and communication work with the recreational sector. This will build on the development of a Recreational Sea Angling Strategy, which sets the overarching principle to include the views and aspirations of the recreational sea angling sector into the management of its fisheries in a transparent and fair manner. We will commit to publishing a Recreational Sea Angling Action Plan in the 2017/18 year which will outline what steps we plan to take in the forthcoming years. This will link with the work being developed for Fisheries Management Plans.

Strategic review of fisheries management options

During the first four years as an IFCA, we completed a review of legacy Sea Fisheries Committee byelaws and Environment Agency byelaws, which we inherited as a result of the new IFCA district boundaries and responsibilities. In many instances, the EA legacy byelaws were over a century old. Whilst the review process identified a number of byelaws which were no longer relevant, there were many which were considered to still be valid and important for effective fisheries and environmental management within the Cornwall IFCA district.

In order to make appropriate new IFCA byelaws to replace legacy byelaws, a strategic approach, which groups similar fisheries together, will be undertaken through the development of Fisheries Management Plans. The first plan will cover crustacean fisheries (crabs, lobsters and crawfish), as this will incorporate looking at the most important fishing sector in the Cornwall IFCA district, in terms of fishing effort and fishermen's livelihoods.



Edible crabs taken from Cornwall IFCA district

Work plan 2017 / 2018

Success Criteria 1:

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

Definition:

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

Outcomes:

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

HLO Indicators	Cornwall IFCA work streams	Timescale			
		Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> • SC1A: The IFCA will maintain a database of stakeholder contacts that will have been reviewed and updated by 31 March each year. 	<p>Cornwall IFCA will review its current Communication Strategy with the intention of publishing an annual strategy. This will be created through consultation amongst staff and key stakeholder groups. This will be printed in the Annual Plan.</p>			↔	
<ul style="list-style-type: none"> • SC1B: The IFCA will have completed a review of its communication strategy and implementation plan by 31 March each year. 	<p>The overhaul of the Cornwall IFCA website was delayed in the 2016/17 year for financial reasons. The website will be overhauled in the 2017/18 financial year. The intention is to make the site more user friendly and to improve the appearance on mobile devices. Cornwall IFCA will continue to develop its use of social media, as well as working with public private and third sector groups to improve methods of communication both with and from its stakeholders.</p>	↔			
<ul style="list-style-type: none"> • SC1C: The IFCA will have reviewed its website by the last working day of each month. 	<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 monthly 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. In the 2016/17 year, this will be a more involved process as the website redesign is underway.</p>	↔			
<ul style="list-style-type: none"> • SC1D: The IFCA will have reviewed its website and ensured it meets the objectives of its communication strategy, by 31 March each year. 	<p>Cornwall IFCA will review its joint working practices and all MOU over the following year. Cornwall IFCA will contribute to work closely with both the MMO and the EA to identify and implement closer working opportunities to increase effectiveness and reduce costs. This will include joint training as well as enforcement work.</p>	↔			
<ul style="list-style-type: none"> • 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>Cornwall IFCA will review its joint working practices and all MOU over the following year. Cornwall IFCA will contribute to work closely with both the MMO and the EA to identify and implement closer working opportunities to increase effectiveness and reduce costs. This will include joint training as well as enforcement work.</p>	↔			
<ul style="list-style-type: none"> • SC1F: By 31 March each year, the IFCA will have participated 	<p>Cornwall IFCA will need to participate at both a local and</p>	↔			

<p>appropriately, proportionately and at the right level of delegation, in regional and national fisheries and conservation activity identified in the annual plan.</p>	<p>national level in the background work to commence the complex negotiations around Brexit. This will involve working with other IFCA as well as the MMO and Defra and Cornwall Council. In addition Cornwall IFCA anticipates working collaboratively on the Defra review of Bass Nursery Areas, the management and designation of MPAs as well as continued work with the Association of IFCA, the IFCA Technical Advisory Group (TAG), the National Inshore Marine Enforcement Group (NIMEG) and the management of the joint owned research equipment which Cornwall IFCA hold.</p>				
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Success Criterion 2:

IFCAs implement a fair, effective and proportionate enforcement regime.

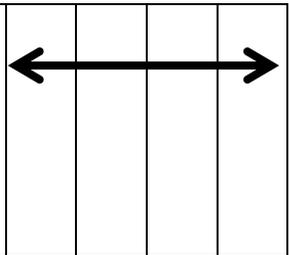
Definition:

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

Outcomes

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

HLO Indicators	Cornwall IFCA work streams	Timescale			
		Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> •SC2A: The IFCA will ensure its enforcement risk register and strategy are published and available on its website from 1 April each year. •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 •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. •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. •SC2E: The Code of Conduct for IFCOs is reflected in work objectives and annual 	<p>Enforcement risks will be assessed and scored, taking into account known historic contraventions of legislation. The enforcement team hold monthly enforcement meetings where recent intelligence will be reviewed. Cornwall IFCA operates and maintains an Intelligence database which is reviewed as part of the risk profiling for the district.</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>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>Officers will contribute to the annual review of the Code of Conduct and ensure it is publically available.</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>appraisals for all warranted officers.</p> <ul style="list-style-type: none"> • SC2F: Warranted officers attain accreditation. All undertake Continuing Professional Development. 	<p>Accreditation training will be continued for all enforcement officers.</p>	
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RIB Lyonesse approaching fishing vessel as part of routine patrol

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:

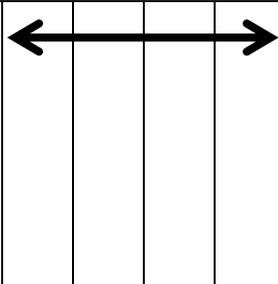
The IFCAs were created as statutory inshore regulators by the Marine and Coastal Access Act 2009. They are relevant authorities for implementing international environmental commitments including the Birds, Habitats, Water and Marine Strategy Framework Directives and make an important contribution to 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
<ul style="list-style-type: none"> •SC3A: The IFCA will record site-specific management considerations for Marine Protected Areas and report progress to the Authority. •SC3B: The IFCA will publish data analysis and evidence supporting new management measures, on its website •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 effectiveness of the intervention. •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. •SC3E: New IFCA management measures selected for development and implementation are delivered within agreed timescales. •SC3F: The IFCA will include shared agreed objectives and actions from Fisheries Management 	<p>Cornwall IFCA will identify fishery activities within the district's Marine Protected Areas and assess the impact of each activity against the conservation objectives for those MPAs. To achieve this, all relevant available data will be reviewed including enforcement records and the experience and understanding of enforcement officers. This review is with the intention of identifying areas where additional direct research work is required to make properly informed management decisions. This will lead to a prioritisation of work streams to assess the effectiveness of existing measures and to investigate and introduce where appropriate, revised management measures. These work streams will be set against a clear national timeframe.</p> <p>During the process of reviewing fishery activities, existing and newly collected data will be analysed and used to produce reports that will outline potential management measures and the likely outcome of each option. These reports will be made available in a downloadable format via the Authority's website.</p> <p>The programme of research activities proposed for each financial year will include activities and assessments of any recently introduced management options. Each programme will be designed to assess any measures over a time period that is considered appropriate in consultation with relevant partner agencies.</p> <p>Suitable relevant partners will be sought to assist Cornwall IFCA to assess Fishery Management Plans for locally important species. The Plans will be based on collaboratively developed</p>				



<p>Plans in its own Annual Plan, which will be published by 31 March each year.</p> <ul style="list-style-type: none"> • SC3G: Progress made in relevant Fisheries Management Plan areas, including Maximum Sustainable Yield commitments, will be noted in the IFCA's Annual Report. 	<p>objectives for each fishery that will be achieved by clearly defined actions for all involved agencies. It is not anticipated that there will be any management plans created in the next financial year, but work will start in this area.</p>	
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Cornwall IFCA survey work

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 undertake to involve all staff and to take on board guidance from Members, stakeholders and external partners over the next year in the creation of the 2018/19 Annual Plan. The key sections of this will be put to the March Committee Meeting in 2018 to allow publication by 31 March 2018.</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 Cornwall IFCA Annual Report will be created as a collaborative piece with input from all staff and will be published in November 2018. This will demonstrate how the IFCA has performed over the previous financial year and will look at how integrated management of marine land and water based management has worked together.</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>The Cornwall IFCA district maps to a unitary local authority, Cornwall Council. As such, the Cornwall IFCA Committee is a committee of Cornwall Council. This gives us access to the support of Cornwall Council’s democratic services team. Cornwall IFCA will continue to work closely with Cornwall</p>	←→			

<ul style="list-style-type: none">• 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.	Council to ensure that the statutory meetings are held quarterly through the 2017/18 year with appropriate and easy public access to all public documents.				
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Routine inspection aboard Fal oyster fishing vessel

Success Criterion 5:

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

Definition:

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

Outcomes

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

HLO Indicators	Cornwall IFCA work streams	Timescale			
		Q1	Q2	Q3	Q4
<p>SC5A: The IFCA will demonstrate progress that has been made towards identifying its evidence needs by publishing a research plan each year.</p> <p>SC5B: The IFCA will publish a research report annually that demonstrates how evidence has supported decision making.</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 2016/17 financial year will see a considerable number of different research streams to evidence, suggest and monitor management options. These are in response to some clearly identified areas of concern and will be clearly detailed in the Research Annual Plan.</p> <p>To allow a review of the previous year's monitoring and evidence gathering, the Scientific Team will produce an annual document that will primarily consist of a compilation of all field reports for survey works carried out during the previous year and the analysis and reporting of any ongoing monitoring programmes. Additionally, all the fishery activity assessment documents produced in response to the revised approach to management of commercial fisheries within European Marine Sites will be made available as a single report.</p> <p>The Principal Scientific Officer will attend TAG meetings as the designated representative for Cornwall IFCA and will report all outcomes to the Chief Officer. The involvement with TAG will be reported in the following year's Annual Report.</p>				
					
					

Risk Management Strategy

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

Health and Safety Risk Assessments

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

Risk Register

Where a risk has the potential to prevent or delay Cornwall IFCA from achieving its success criteria, performance indicator or other agreed action/activity, this has been noted within the risk register below. A 5x5 risk matrix sets out the magnitude of the risk from an organisational perspective for reputational, environmental, political, operational and financial risks as well as identifying implications for the health and safety of the staff and others. The potential risks for each issue are plotted and averaged on the matrix against the likelihood of them occurring.

The descriptions of potential risks in the following table are not in any particular order.

The risks rating stated represent the risk after the application of the stated mitigation measures and management strategies.

Risk Register Matrix

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

Risk Register

Risk	Risk I x L	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Cornwall IFCA failing to meet stakeholder expectations.	4 x 2	Increased non-compliance with fisheries and environmental legislation.	Operational, Reputational, Financial, Environmental, Political.	<ul style="list-style-type: none"> • 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.	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.
					Officers fully consider every source of intelligence and act if appropriate.	Every intelligence source is potentially a very useful insight to unexpected scenarios and will be recorded and analysed. It is also very important that stakeholders feel that their actions in bringing information to our attention will be taken seriously.

Risk		Risk I x L	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Legal and procedural challenges	Judicial Review of Policy/ byelaw.	4 x 2	Policy decision/ byelaw overturned, 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; 	Managing expectations of Cornwall IFCA is a key part of the Communication Strategy.	It is vital to ensure that stakeholders have a clear understanding of the roles, responsibilities and duties of Cornwall IFCA, as well as a realistic understanding of the many competing priorities and timescales.
	Legal challenges on failure to fulfil duties.	4 x 1	If Cornwall IFCA was found to be failing to fulfil one or some aspects of its role to manage the marine environment and fisheries, this could have significant impacts on public engagement, funding streams and the management of Cornwall IFCA.	Reputational, Financial, Political.	<ul style="list-style-type: none"> Timely briefing and involvement of the Authority; Rigorous application of public interest tests for prosecution cases; Good staff management in preparing legal cases. 	Transparent communication of successful prosecutions.	Effective publicity of enforcement effort as well as sanctions issued will have both a deterrent effect as well as improving the public's understanding of the work of Cornwall IFCA.

	Unexpected outcome in prosecution case(s).	3 x 2	Where unlawful fishing activities are identified, it is essential that Cornwall IFCA applies fair and appropriate penalties. If Cornwall IFCA is unsuccessful in a number of prosecution cases this will have a reputational impact. This may lead to an increase in illegal activities as stakeholders do not believe they are fishing under an effective or fair system, and do not fear any reprisals for noncompliance.	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 successfully prosecution 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 in the staffing structure to ensure ongoing caseloads can be appropriately managed.</p> <p>It is vital to build the highest quality case files to ensure that prosecutions result in the expected outcome. Cornwall IFCA will not take a prosecution forward unless it has a high degree of confidence that it will be successful, and will only take prosecutions forward when they are in the public interest. However it is acknowledged that once in court there remains a risk of an unexpected outcome, or where successful, a sanction which is unexpected. Cornwall IFCA will always review and learn from such cases.</p>
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Risk	Risk I x L	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Sudden and unexpected changes in fisheries due to stock collapse, natural disaster, emerging fisheries or legislative changes.	3 x 4	Requirement to create emergency or fast tracked legislation and associated research programmes.	Operational, Reputational, Financial, Environmental, Political.	<ul style="list-style-type: none"> • Adaptive co-management approach; • Regular contact with stakeholders to maintain an early understanding of changes in fishing patterns; • Regular liaison with partner bodies; • 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 IFCA, 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, 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 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, something that is out of the control of Cornwall IFCA.</p>

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

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

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

Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Reduction of core funding/ greatly increased duties	4 x 3	Reduced capacity to fulfil duty under relevant legislation.	Operational, Reputational, Financial, Political.	<ul style="list-style-type: none"> Close involvement with Defra and the Association of IFCA to manage expectations and monitor funding streams. Regular contact and negotiations with Cornwall Council finance department. 	<p>Look for external sources of funding.</p> <p>Improved efficiencies.</p> <p>Reprioritisation of works streams and a management of expectations.</p>	<p>Cornwall IFCA is operating in a time of austerity and must be aware that there is a high likelihood that funding will, at best, be standstill and will possibly be reduced. It is also highly likely that there will be additional expectations made of the IFCA in coming years.</p> <p>New Burdens funding has been agreed until 2020 when there will be the next national Comprehensive Spending Review. New Burdens funding represents a third of Cornwall IFCA's total budget. However, Cornwall Council has emphasised that it is facing severe cuts and the funding for Cornwall IFCA will be an area that may need further review.</p>
		Possible redundancies to staff.	Operational, 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"> Staff trained in information management principles and aware of their responsibilities. Secure off site server storage through SLA with Cornwall Council. Onsite fireproof lockable storage for physical documents. 	Cornwall IFCA transfers some of the risk for managing its digital information through an SLA with Cornwall Council for IT services.	Loss or unauthorised access to data has the potential to severely damage the relationship with stakeholders, as well as, in the case of research data, represent the loss of a considerable financial asset.
		Loss of business critical information.	Operational, Reputational, Financial.			

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

Risk	Risk Score (I x L)	Possible Implications	Risk Category	Management of the Risk	Potential Mitigation	Comments
Failure to maintain effective financial management and control.	4 x 1	Financial loss leading to reduction in capacity.	Reputational, Political, Financial.	<ul style="list-style-type: none"> • Annual internal and external audit. • Cornwall Council financial services operate as a partner through an SLA. 	Part of the risk has been transferred to Cornwall Council through an 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.			

Governance and Committee Membership

Cornwall IFCA is led and directed by a Committee made up of 21 Members. Membership is drawn from Cornwall Council councillors (7 Members), appointments from stakeholders by the MMO (12 Members (including one appointed MMO officer)) and officers from, Natural England and the Environment Agency (2 Members). Cornwall IFCA is a committee of Cornwall Council as, unusually, the IFCA district matches to a Unitary Authority.

In June 2015, the MMO Appointed Members were given variable terms from three to five years, although, none of these terms will expire in the 2017/18 year. However, one MMO Appointed Member stepped down in the 2016/17 year leaving a vacancy to fill in 2017/18. You can view the membership of the Cornwall IFCA committee via the Cornwall IFCA website: www.cornwall-ifca.gov.uk

Appointees to IFCA's are legally required to represent all local commercial and recreational fishing and marine environmental interests in the waters of the IFCA District in a balanced way, taking full account of all the economic, social and environmental needs of that District. Members should recognise that they are part of a committee and must not regard themselves as representing solely one particular interest within the IFCA District. The Members are collectively and individually responsible for providing governance and direction for the Authority and for promoting the efficient use of resources within Cornwall IFCA.

All Members of 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 (section 11 & 12 of the Cornwall Inshore Fisheries and Conservation Order 2010 SI 2188/2010). Members must not, in their official capacity or under any other circumstances, conduct themselves in a manner which could reasonably be regarded as bringing their office, the Cornwall IFCA Committee or IFCA's in general into disrepute.

The Chief Officer and senior officers are responsible for the day to day management and operational leadership of the Authority. As the officer accountable for Cornwall IFCA's budget and reserves, the Chief Officer is guided by Cornwall Council's Head of Finance to ensure all financial regulations and internal procedures are followed. The Chief Officer has general responsibility for taking reasonable actions to provide for the security of Cornwall IFCA's assets and for ensuring that the use of these resources is legal, is properly authorised, provides value for money and achieves best value.

Cornwall IFCA is audited annually both internally by the Cornwall Council Audit Team, and also externally when the Annual Statement of Accounts are examined and signed off by the Audit Commission.

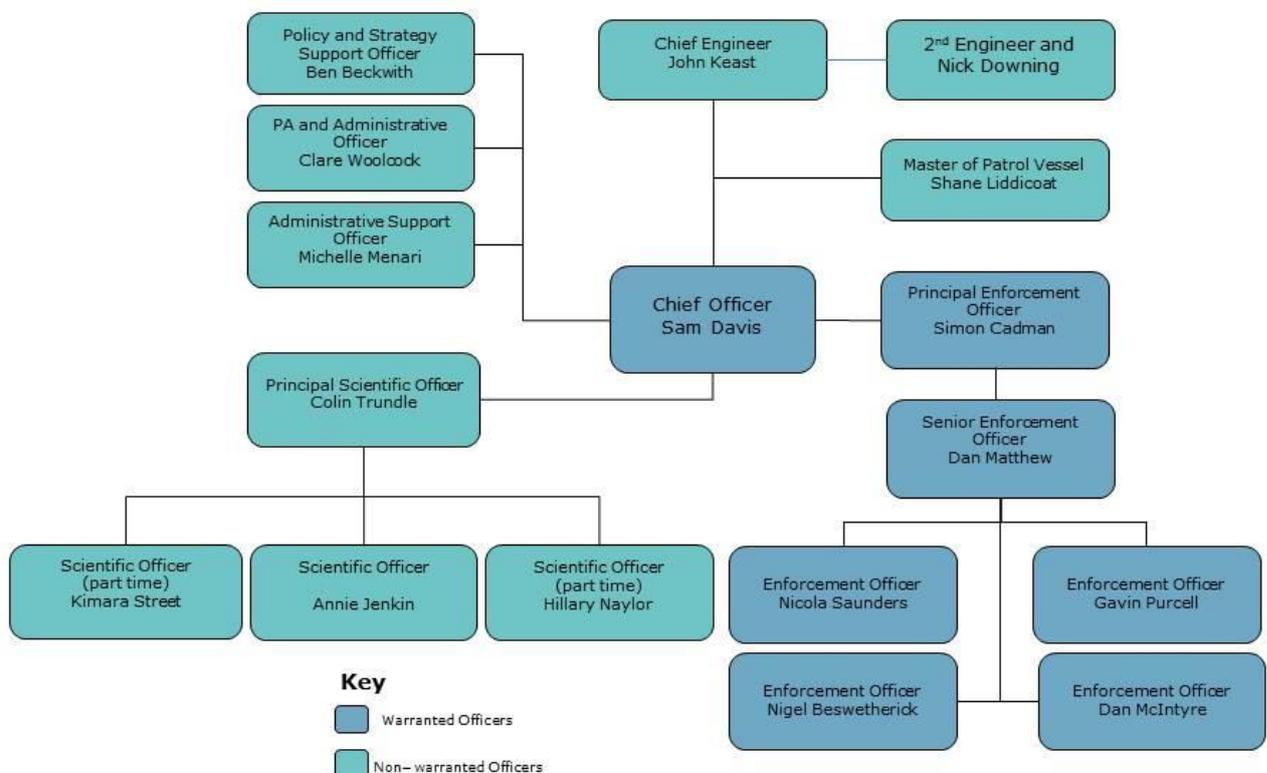
Service Organisation and Staff

Cornwall IFCA mirrors the employment policies and practices of Cornwall Council, except where otherwise specified. Cornwall Council operates through a Service Level Agreement (SLA) as Cornwall IFCA’s Human Resources (HR) Business Partner and hosts a bespoke Employment Handbook on the staff intranet. The handbook specifies where Cornwall IFCA has policies which are different and supersede those of Cornwall Council, which otherwise apply. The HR contract between Cornwall IFCA and Cornwall Council specifies that Cornwall Council will ensure that legislative implications of changes to employment law are transferred to Cornwall IFCA through the production of Council policies, or specified Cornwall IFCA policies. This will continue in the 2017/18 financial year.

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

Service Description

The Authority is an employer under section 165 of MaCAA 2009, having an establishment comprising 17 members of staff and 16 full time equivalent positions.



Service Standards and Delivery Priorities

Service Standards

As part of its commitment to customer care, Cornwall IFCA has published a Stakeholder Promise which defines the standards which stakeholders can expect. This document is available from the website, or by request from the office.

Delivery Priorities

The following list provides the core delivery priorities Cornwall IFCA needs to undertake to meet the requirements of the Marine and Coastal Access Act in the Cornwall District.

Communication

This is at the heart of all the work Cornwall IFCA undertakes. It is essential that officers listen and try to understand people's views and any concerns, and express themselves in a clear, understandable and appropriate manner. It is also essential that all advice, guidance or information given out is accurate, consistent and officers check that they are being understood.

Stakeholder Interaction

Cornwall IFCA is most effective when it has the support of its stakeholders. It is vital that when dealing with stakeholders and partner organisations, officers treat all people:

- Courteously
- With respect
- With dignity
- Honestly
- Fairly
- With positivity; and
- With understanding

Enforcement

Cornwall IFCA has a good track record of providing an effective enforcement regime. The risk based approach to enforcement activities ensures that assets are deployed in an effective and appropriate manner. Warranted officers all work closely together and receive in-house and national accredited training to provide a thorough and consistent approach to inspections and investigations work.

Research and Information Management

Cornwall IFCA bases all of its management decisions on sound scientific evidence. It is vital that data used is open, accurate and well managed. It is also essential to proactively undertake research activities to assess issues in the district.

Appropriate Management Options

Cornwall IFCA has inherited a complex set of byelaws and codes of practice which, combined with nationally applicable legislation, are used to manage inshore fisheries around Cornwall. Work continues to rationalise the legacy byelaws as well as developing new management options to meet identified issues within the district.

Working in Partnership

Cornwall IFCA officers must work effectively with national and local organisations, regulators and its stakeholders.

Facilities and Major Assets

Accommodation

Office Accommodation

In September 2016 Cornwall IFCA moved to its new office accommodation at Chi Gallos, at 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 store and workshop. This replaced the industrial unit at Killiwerries, near Chacewater.

Considerable effort was invested in finding and securing new accommodation. This move was a result of the sale of the former office buildings in Penzance. One of the overarching goals of the move was to continue to be co-located with the MMO and CEFAS, providing the one stop shop for stakeholders.

The Marine Renewables Park in Hayle has excellent accommodation and a new industrial unit built to a very high specification. It has good links to the A30 for shore and RIB patrols and the office houses Cornwall IFCA, the MMO and CEFAS, along with other organisations, under one roof.

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 will be 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 will be suitable for meetings and formal recorded interviews.

The new office address is;
Chi Gallos
Hayle Marine Renewables Park
North Quay
Hayle
Cornwall TR27 4DD

Vessel Storage

In 2014/15 Cornwall IFCA entered into a lease on a small industrial unit in Chacewater for RIB storage. As has been mentioned, this lease has been terminated and replaced with an industrial unit at the site of the new office.

Vessels

Saint Piran

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

Lyonesse

Supplied new in 2000 with Saint Piran, Lyonesse is a 6.4m Rigid Inflatable Boat (RIB). Housed aboard Saint Piran in a stern ramp, she can be launched with up to four officers aboard within a few minutes. Powered by an inboard diesel engine driving a water jet, she is very manoeuvrable and capable of over 30 knots. A very good sea boat in all conditions, she is very strong and has an operating range of 100 miles. Lyonesse is used for boarding vessels at sea and other patrol work, and can be used as a patrol craft without the support of Saint Piran if necessary. During 2016, Lyonesse was fitted with an upgraded jet unit and electronic plotter which have improved her capabilities.

Avalon

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

Tiger Lily VI

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

Service Vehicles

Land Rover Discovery 110

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

Volkswagen Caddy Kombi

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

Ford Ranger XLT

The XLT Ranger will be used to transport crew and survey equipment for all survey work throughout 2017/18.

Ford Transit Connect

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

Ford Focus

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



Patrol vessel Saint Piran

Communication

Overarching principles

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

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

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

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

Key messages

IFCA Vision

"Inshore Fisheries and Conservation Authorities will lead, champion and manage a sustainable marine environment and inshore fisheries, by successfully securing the right balance between social, environmental and economic benefits to ensure healthy seas, sustainable fisheries and a viable industry."

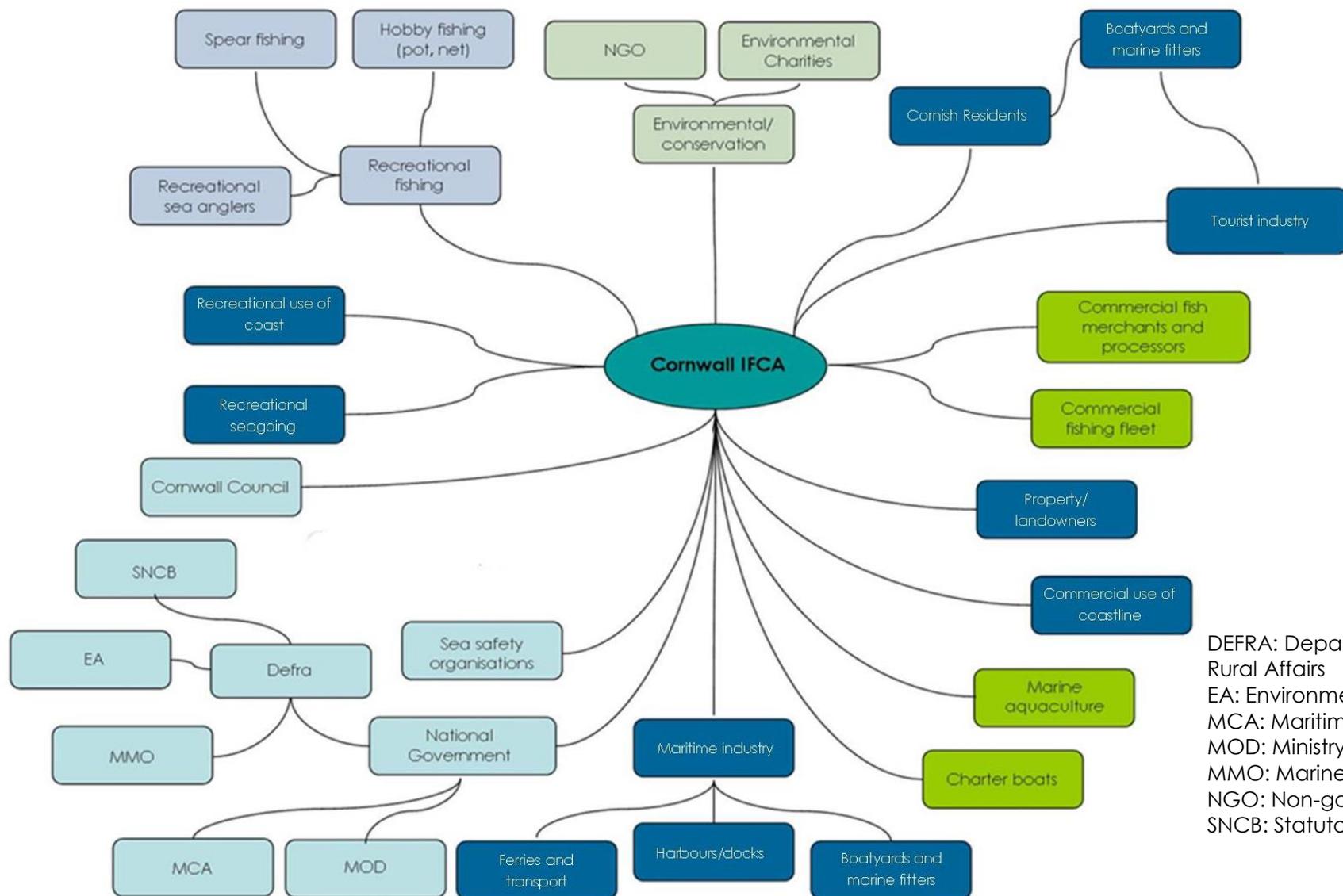
- Cornwall IFCA manages the inshore fisheries around the Cornish coast to a 6 nautical mile limit;
- Cornwall IFCA is committed to managing the sustainable exploitation of marine resources;
- Cornwall IFCA creates and enforces local byelaws relating to the fisheries as well as other nationally applicable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

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

Identified stakeholders

Cornwall IFCA has a responsibility to lead, champion and manage the marine environment and fisheries as well as balancing social, environmental and economic factors. This will naturally involve a large and diverse set of stakeholders from different industry, environmental and social groups. The following spider diagram (Fig 1) indicates the key stakeholder groups identified by Cornwall IFCA. Please note these groups may overlap or change, and different interests will have different priorities depending on the situation in question.

Cornwall IFCA stakeholder groups



DEFRA: Department for Environment, Food and Rural Affairs

EA: Environment Agency

MCA: Maritime and Coastguard Agency

MOD: Ministry of Defence

MMO: Marine Management Organisation

NGO: Non-governmental organisation

SNCB: Statutory Nature Conservation Bodies

Overview of activities 2017/18

Quarter 1	Quarter 2	Quarter 3	Quarter 4
<ul style="list-style-type: none"> • Informal consultation on open sea netting byelaws (March/April 2017) • Web consultation on Recreational Sea Angling Action Plan • Start of web re-design process • Production of publicity material: <ul style="list-style-type: none"> • Fish Sticker, targeting recreational angling sector • Redesign of general information sheet 	<ul style="list-style-type: none"> • Informal consultation on possible crustacea byelaws • Attendance at public events* • Promotion of new management measures for Manacles MCZ (fishing restriction Bylaw and River and estuarine netting bylaw (subject to confirmation by Defra) • Formal Consultation on amended regulations for Fal Mussel and Oyster Fisheries 	<ul style="list-style-type: none"> • Possible start of formal consultation on netting byelaws fishing meetings. • Recreational Sea Angling public meeting • Permit renew mail out • Production of publicity material: <ul style="list-style-type: none"> • Tide Table • Production of Annual Report • Possible start of informal consultation around development of iVMS management options. 	<ul style="list-style-type: none"> • Production of Annual Plan • End of Web-redesign process • Planning for following year's publicity material production.

The above table gives an overview of planned communication and engagement activities for the 2017-18 year. This represents our best understanding of what we anticipate undertaking. However this may change dependant on circumstances.

* Subject to weather and patrol priorities.

Corporate Communication

The following essential elements of communication will be followed:-

Internal

- All staff will be involved in monthly staff meetings;
- Enforcement and scientific team meetings on a monthly basis;
- Team days to address specific issues;
- Consultation meetings held with staff to address policy change and development;
- Staff feedback from training and conferences, delivered to staff meetings; and
- Annual performance management reviews and six month interim reviews between managers and employees.

Committee

- Quarterly Committee meetings;
- Ad-hoc meeting of Employment sub-Committee;
- Regular meetings of Byelaw Working Group (3-4 per year);
- The Chief Officer will regularly liaise with the Chairman and Vice Chairman;
- All major policy documents to be submitted to Committee for approval; and
- Key staff to report to Committee on a quarterly basis.

Financial Statement

From 2011 to 2016, the Department for Food and Rural Affairs (Defra) provided additional New Burdens funding of £324,838 to Cornwall Council for Cornwall IFCA, in recognition of the expanded duties and remit of the Cornwall IFCA. This funding was reviewed in 2016 and agreed nationally for the ten IFCAs across England for a further four years. In 2016/17, Defra's contribution through this mechanism to Cornwall IFCA (paid to Cornwall Council) was £324,838.

When setting the 2017/18 budget, Cornwall IFCA recognised, as in previous years, that Cornwall Council is facing difficult budgetary pressures across all its services. In light of this, Cornwall IFCA limited the increase to the levy only to cover unavoidable additional costs.

Following Cornwall Council's decision to close the St Clare Office complex in Penzance, Cornwall IFCA relocated to the Marine Renewables Business Park in Hayle in 2016, where accommodation costs are considerably higher, as they now include business rates and service charges, both payable to Cornwall Council as the landlord of the new premises. Following the designation of a marine enterprise zone covering Falmouth and Hayle, there is potential for a rate reduction from April 2017 for qualifying businesses operating within this zone, but this is not guaranteed. Additional mileage expenses are also incurred for a two year period for relocated employees whose journeys have been lengthened by a change in their work base. The total costs at St Clare were £27,000 per year and the expenditure on the store at Killiwherries was £6,600, a total of £33,600. The budgeted premises costs at Hayle for the office space and unit, including relocation mileage, are £57,900 an increase of £24,300.

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 the above identified increase. 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 2017/18. The detailed budget is set out at the end of this section.

The Authority will continue to run with a full complement of staff but the Defra funding received in 2016/17 for an additional scientific officer on a 12 month contract has now finished, placing additional work back onto the existing research team. Specific pressures that Cornwall IFCA has absorbed within its current budget are that the employer pension contribution rate has also increased from 17.5% to 18% and the lump sum deficit alone has increased by £2,800.

Savings are being made from the interest repayment on the loan which is budgeted some £1,813 lower than the current year. This is due to low interest rates and the actual outstanding loan element being smaller. Further savings of £5,468 have been made where replacement lease vehicles are smaller and cheaper and where contracts for satellite communication equipment have not been renewed.

Cornwall IFCA continues to face increasing work pressures in 2017/18, including implementation of the second phase of the Marine Conservation Zones (MCZ) and the ongoing delivery of the revised approach to managing fisheries in European Main Sites (EMS), including consideration of the impact of shore

collection of marine species. Following the confirmation of the new Regulating Order in July 2016, Cornwall IFCA has taken on the responsibility for managing the native oyster and mussel fisheries in the Fal Estuary. This has increased costs to the Authority in terms of undertaking enforcement patrols and annual stock surveys, as well as administering the issuing of licences. Whilst we do receive £9,900 from the licence fees, as with all regulating orders this does not reflect the overall costs of managing the fishery, although values have been apportioned in this budget to reflect the proportion of costs attributable to each of the three budget heads.

In light of our ongoing commitments to delivering management of both EMS and MCZs, it is likely that we will continue to have costs relating to the development of new byelaws for a number of sites, including surveys, consultations, legal advice and advertising costs. Equally, we will also have similar costs to meet for developing other fisheries management byelaws as part of the ongoing review and modernisation of our existing legacy byelaws.

The proposed IFCA budget for 2017/18 is maintained at a level where the Service can continue to fulfil its remit as currently agreed with Defra but it is likely that additional expenses may have to be absorbed if they arise. Therefore, the budget has been reworked to fund pressures where needed and make savings where possible. Cornwall IFCA have managed the overall budget pressures so that the only increase to Cornwall Council are for the two elements listed above, Premises and Employee Costs.

The budget for 2017/18 is at a level where the service can continue to fulfil its remit during a period of continued change, during which it is likely that there will be increased demands upon us to collaborate with other partners to achieve more work with fewer resources. The contribution to reserves contained within the proposed budget ensures that the service has allowed for key future costs (refit) and also that it has a general reserve capable of absorbing any additional unplanned costs that may arise.

Reserves

In 2016/17 it was felt prudent to hold a minimum reserve of £200,600 which is within the IFCA's current forecast reserves balance. However, planning for a replacement patrol vessel must begin shortly which may also necessitate the requirement for additional reserves above this figure. The budget contains a contribution to the reserves of £40,000 in 2017/18 to plan for the vessel refit and replacement.

It is estimated that the Reserve figure at the end of 2017/18 will stand at £413,418.

Cornwall Inshore Fisheries and Conservation Authority Annual Budget 2017/2018

Expenditure	Administration £	Research £	Patrol Vessel £	Regulating Orders £	Total £
Employees	176,324	118,096	364,396	0	658,816
Premises	50,400	0	1,500	0	51,900
Transport	13,000	33,700	113,740	0	160,440
Supplies and Services	63,600	28,724	46,749	9,900	148,973
Support Services	13,684	300	0	0	13,984
Minimum Revenue Provision & Loan	70,210	0	0	0	70,210
Total	387,218	180,820	526,385	9,900	1,104,323
Income	(6,300)	(15,500)	(4,000)	(9,900)	(35,700)
Reserves					
Contribution to	0	0	40,000	0	40,000
Contribution from	0	0	0	0	0
Net 2016/17 Budget financed by Levy on Cornwall Council	380,918	165,320	562,385	0	<u>1,108,623</u>

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



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