



Annual Plan 2011-2012

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1 Background

The Marine and Coastal Access Act 2009 introduced a new framework for managing the marine environment and providing greater access to it. It aimed to put in place better systems for delivering the sustainable development of the marine and coastal environment by creating Marine Spatial Plans, Marine Conservation Zones and setting up a new overarching marine regulator - the Marine Management Organisation (MMO). A key change has been to replace the existing Sea Fisheries Committees with 10 Inshore Fisheries and Conservation Authorities (IFCAs) around the coast of England from 1st April 2011. They have modernised powers and greater duties with an important role in marine conservation.

The IFCA approach is to ensure delivery of our statutory duties and to be guided by the governments Marine Policy Statement and adherence to the High Level Marine Objectives of,

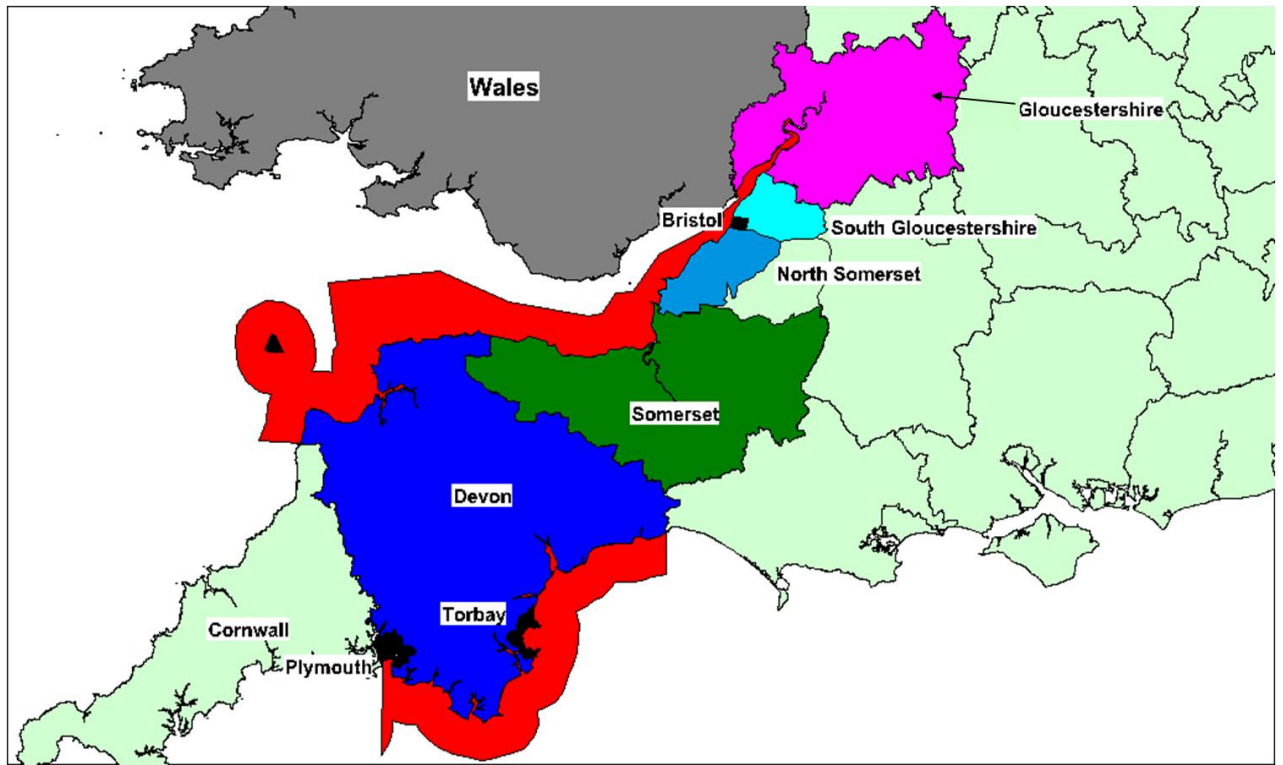
- Achieving a sustainable marine economy
- Ensuring a strong, healthy and just society
- Living within environmental limits
- Promoting good governance
- Using sound science responsibility

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.”

2 Introduction

2.1 Overview of District



- The D&S IFCA has two sea boundaries. The southern boundary with the English Channel stretches from Lyme Regis to the border between Devon and Cornwall. The northern boundary with the Severn Estuary stretches from Countisbury Cove as far as Maisemore Weir to Chepstow and includes Lundy Island. It also includes the River Avon through Bristol and all other rivers entering the sea within the district.
- The D&S IFCA has three neighbouring IFCAs of Cornwall & Southern as well as a border with Welsh Assembly Government Fisheries Department.

District Area

3,306 km² of sea
1,314 km of coastline
9,141 km² of land

2.2 Duties

Summary of the key parts of the Marine and Coastal Access Act 2009 that changed Sea Fisheries Committees into Inshore Fisheries and Conservation Authority

Section 149 Establishment of inshore fisheries and conservation districts

Change from DSFC to D&SIFCA

- Change of boundary to reflect the county boundary between Devon CC and Cornwall CC
- Extension of the northern boundary of the district along the coastline of the Severn estuary as far as the tidal limits and then to the border between England and Wales.

Section 153 Management of inshore fisheries

The authority for an IFC district must manage the exploitation of sea fisheries resources in that district e.g. all marine animals and plants excluding those regulated by the EA. MCCA 2009 also lays down the need to protect the marine environment from, or promote its recovery from, the effects of such exploitation.

The impacts of this change moving from DSFC to D&SIFCA

- Requirement to provide information to show that fisheries resources are being exploited sustainably. Much more data collection and analysis.
- Wider mandate/requirement to manage recreational fishing
- Remit including exploited marine animals and plants
- Bait digging now directly included in remit
- Intertidal shore based shellfish harvesting now directly included in remit includes gathering of winkles and shore crab
- IFCA's must have regard to any guidance issued by Secretary of State in performing their duty under s.153(1).

Section 154 Protection of Marine Conservation Zones (MCZs)

The authority for an IFC district must seek to ensure that the conservation objectives of any MCZ in the district are furthered.

The impacts of this change moving from DSFC to D&SIFCA

- Possible introduction of new byelaws to help further key management objectives
- Potentially large areas of D&SIFCA district could be protected by MCZ legislation.
- More enforcement and management connected with changes

Section 155-162 Byelaw making powers

The impacts of the change from DSFC to D&SIFCA

- Ability to make wider ranging byelaws (possibly more byelaws concerned with environmental protection)
- Additional evidence will be required for a byelaw to be made
- Introduction of new emergency byelaw powers

Sections 163-164 Offences and Powers of court following conviction

The impacts of this change from DSFC to D&SIFCA

- Larger possible fines for offences e.g. up to £50,000 fine, as well as the ability to suspend permits or for individuals to be disqualified from IFCA run schemes.

Section 165-166 Powers of IFC officers

The impacts of this change from DSFC to D&SIFCA

- Greater powers to inspect vessels and fishing gear at sea (e.g. not just fishing vessels)
- More powers to inspect premises and vehicles on land
- Powers to detain vessels and to seize gear and fish
- Powers to enforce MCZ legislation

Section 172 Development, etc of fisheries

The impacts of this change from DSFC to D&SIFCA

- Power to stock or restock a public fishery for any sea fisheries resources.

Section 175 Information

The impacts of this change from DSFC to D&SIFCA

- Every IFC authority must collect such statistics relating to the exploitation of sea fisheries resources within its district

Sections 177 - 178 Annual plan and Annual report

Section 183 Report by Secretary of State

The impacts of this change from DSFC to D&SIFCA

- Annual plans and reports are now legally required to be submitted as well as a 4 yearly report to be submitted to the Secretary of State

Other legislative duties that the IFCA is responsible for are listed in Annex 1

2.3 Summary of DEFRA High Level Objectives

Set out below are the High Level Objects (HLO) stipulated by DEFRA for IFCA's. All have to be achieved by 2015, although some very demanding HLO's have to met much earlier, within the years 2012-13. See Appendix 2

In order to meet these overarching objectives, and depending on how they might be measured, IFCAs will have to develop working level objectives to manage the work more easily. It is these working level objectives that form the basis of IFCA annual plans and inform the work of individual IFCA staff. IFCA Officers' own work objectives should have a clear link back to these high-level objectives, as is shown in Dig.1. This makes monitoring staff performance much easier and individuals can see clearly how they are contributing to the overall success of IFCAs.

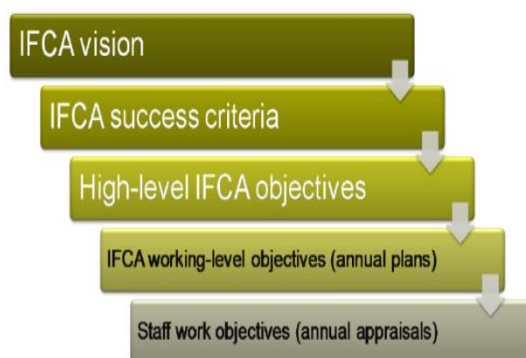


Diagram 1. A representation of how the different levels of IFCA strategy interact

3 SWOT Analysis

The following SWOT analysis was developed by the funding authorities of the IFCA. It outlines both the challenges and opportunities facing the new IFCA in delivering its first annual plan. The analysis will be useful when reflecting on the success of the annual plan in the annual monitoring report.

STRENGTHS:	WEAKNESSES:
<ol style="list-style-type: none"> 1. Locally delivered fisheries / environmental management 2. IFCA committee experience 3. Experienced staff 4. Balanced approach to fisheries and conservation 5. Inheritance of vessels and equipment 6. Strong central govt support 7. Modernised powers 8. SFC Legacy 9. Partnership approach 	<ol style="list-style-type: none"> 1. Size of the area in relation to resources 2. Inaccurate understanding of new duties amongst IFC Authority 3. Managing a large and complex committee structure 4. Incomplete information in Severn area 5. Limited information wrt conservation regulation for Devon area 6. Failure to get consensus as part of original consultation process 7. Full intergration not yet achieved 8. Still learning the process 9. Scope for potential overlap with other relevant authorities
OPPORTUNITIES:	THREATS:
<ol style="list-style-type: none"> 1. Partnership with universities 2. Community level engagement 3. Delivering sustainable development 4. Better marine protection 5. Social, Economic and environmental gains 6. Big society 7. MOU's and co-delivery 8. To do more than statutory 9. Underpinning IFCA planning through sound, enhanced scientific information for the whole IFCA area 10. Maximise opportunities to deliver statutory duties 	<ol style="list-style-type: none"> 1. Limitations of funding available 2. Lack of understanding 3. Lack of support from Severn authorities 4. Failure to comply with legislation 5. Failure to meet DEFRA high level objectives 6. Increased regulation as a result of new MPAs 7. Failure of support from local people 8. Tight timescales and DEFRA's expectations 9. Unrealistic expectations from third parties 10. Fear from fishermen may limit engagement 11. Lack of cohesion 12. IFCA perceived as low priority by councils 13. Poor perception as a result of unpopular decisions 14. Unrealistic expectations

4 Delivery Plan 2011/12

Outline of Challenges for 2011 – 2012

The major difficulty facing the D&SIFCA in this initial period is the lack of good data within the district as a whole but in particular the northern district. There will be a need to develop an understanding of the conservation and regulation needs across the whole district. This will be improved upon by undertaking survey work to develop a better understanding of the scope of the work to be delivered by the D&SIFCA throughout the whole district.

Other difficulties in the IFCA planning process are predicting the amount of work that D&SIFCA will face in delivering and implementing its duties and powers connected to the byelaw review process and impact assessments of current and any potential future byelaws. It is also very difficult to predict exactly the levels of management and enforcement that will be connected with the MCZ process in D&SIFCA district. Once the amount of time and resources D&SIFCA will apportion to these key tasks has been established, long term planning of D&SIFCA resources should become more straightforward.

The Devon & Severn IFCA is the merging of two previous Sea Fishery Committee areas, the area around the Devon coast managed by the Devon SFC and the area of the Severn Estuary managed as the Sea Fisheries Committee by the Environment Agency. The new IFCA takes on the work of the previous organisations but only has in place the current manning levels and equipment of the Devon SFC. The challenge is to be able to offer the same level of service with the addition of the new duties and powers by the Devon & Severn IFCA.

This annual plan lays out the main activities, outputs and actions to be undertaken in 2011-12.

Much of the focus of the first year will be putting in place structures and systems that will help create the new organisation since the employees of the IFCA will be those of the former DSFC. Key in the change is developing the culture and outlook of the new organisation; building on the best DSFC practices and developing strengths in new areas e.g. management of shore collecting activities, habitat assessments and better stakeholder engagement. Many challenges face the new organisation and it will take time for everyone connected with D&SIFCA to start to really derive benefit from the new governance and organisational structures, and to really get to grips with how our new powers and duties will be practically applied within the district.

Risk based enforcement frameworks are key to the new work of the IFCA implementing this framework is a key component of meeting many of the outputs in Success Criteria 3. Many of these activities have already been put in place by DSFC, however using this framework in conjunction with Defra's guidance document 'Guidance to Inshore Fisheries and Conservation Authorities on the establishment of a common enforcement framework' helps to give a structural format to D&SIFCA's work.

The framework consists of:

- An advice and guidance policy statement incorporating the key principles that will help those regulated understand regulations and how to comply with them.
- A sanctions policy statement to inform those regulated of the possible sanctions that may be applied for breaches of byelaws and how sanctioning decisions will be made.
- Principles for embedding risk based enforcement approaches.
- A common structure and approach to handling complaints.

A key part of developing and delivering this framework will be compiling a risk register for the district and then using this table to evaluate and rank risk. These tools can then be used to inform enforcement policy and to allocate enforcement resources. D&SIFCA see that this process needs to involve consultation and development with all our key stakeholders.

The ability to make byelaws is a key strategic power that enables IFCA to deliver their vision. When making and reviewing byelaws D&SIFCA will need to find a balance between social, environmental and economic factors. As this is such a key power one of its first tasks D&SIFCA will start to address the effectiveness and applicability of the DSFC byelaws it inherited. As the D&SIFCA district also takes in areas that were previously regulated by the Environment Agency the byelaws that managed these areas will also be inherited. Work has been undertaken with these agencies to make sure the same level of protection is still afforded and that D&SIFCA staff members are aware of the key byelaws in place. The introduction of these areas does mean that there will be inconsistencies in the byelaws in D&SIFCA district and it is this issue that the byelaw review process is most likely to address first. This may also help reduce enforcement costs. We are working towards an end date of April 2013, but that deadline is reliant on partner organisations internally streamlining the byelaw process to ensure that no unnecessary hold-ups occur.

In order to assist us in our work, we will build strong relationships with partner organisations and stakeholders to develop new and more efficient ways of working. Through the development of memoranda of understanding (MOUs) with key partner organisations, agreement will be reached regarding shared use of resources and data, wherever possible, including sharing training facilities.

Training, mentoring and new skills development will help develop and deliver a people capability strategy to ensure that every member of staff can assist the delivery of organisational objectives as set out in annual plans. Backing up this capability strategy for the staff, Members of the Authority will be offered suitable training sessions throughout the year.

By April 2012, we will have put procedures, plans and appropriate records systems in place to demonstrate that the best available evidence, whether acquired in-house or externally, is used appropriately in decision making at all levels.

By April 2012 we will have developed a stakeholder engagement and communications strategy with corresponding plans that demonstrate transparency and a balanced approach to dealing with stakeholders, and enable consideration of stakeholder views when making decisions.

By April 2012, shared objectives for the management of the marine environment will have been identified with partner organisations and agreed.

Workplan 2011/2012

Success Criterion 1: IFCA's have sound governance and staff are motivated and respected

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
Gather evidence/information to feed into next years' annual plan, ensuring it reflects Member, staff and stakeholder input.	Annual plan (2012/13) published by end of April 2012.	Plan is published by 30 April 2012.			←————→	
Workstream started toward developing management plans which have to be in place by April 2015.	Long term approach to sustainable marine management can be demonstrated.	Work is started to identify issues impacting on sea fisheries resources in the District.			←————→	
Identify any gaps in capability of IFCA.	Develop a people capability strategy.	Staff resources and capability assessed against IFCA objectives and duties.	←————→			
Staff management system developed and tested during 2011.	Staff management system will be in place by 2012.	Training and development plans are developed during year.	←————→			
Develop system to allow staff and Members to contribute to, and comment on IFCA policies and business.	System is in place to allow staff and Members to contribute to all IFCA policies and business. To be completed by September 2012.	Work will have started to develop suitable system to allow staff and Members to contribute to all IFCA policies and business.			←————→	
To report quarterly to members on the activity within the district and officers work streams	To deliver a report to the authority at each quarterly meeting of activity in the preceding quarter	Report included within papers for the quarterly meetings	←→	←→	←→	←→
For all staff and equipment of the Authority to comply with relevant Health and Safety legislation	To report quarterly to the Authority on any issues regarding H&S that has occurred during the past quarter	Staff members remain safe whilst working for the Authority and stakeholders are not endangered by the activity of IFCA staff	←→	←→	←→	←→

Success Criterion 2: Evidence based, appropriate and timely byelaws are used to manage the sustainable exploitation of sea fisheries resources within the District.

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
Assessment work started in April and carried on throughout the year to identify any issues impacting on the resources in the District.	Work toward developing suitable management plans that are to be in place by April 2015.	From April 2011, work will have been started to assess the issues impacting on fisheries resources within the District.	←————→			
Defra guidance for making byelaws is assimilated and followed by relevant officers and all Members. Training put in place where necessary.	Ensure that all newly made byelaws follow national guidance	All byelaws made after April 2011 will meet Defra Guidance.	←————→			
Work with partner organisations to help identify necessary data required, and best formats for storage/use.	To develop a clear Committee process for dealing with agreed interventions quickly, efficiently and effectively, particularly for emergency byelaws.	From April 2011, work is progressively initiated to ensure necessary records and database systems are in place to inform decision making.	←————→			
Start byelaw review of all legacy byelaws (DSFC, CSFC and EA)	All legacy byelaws will have been reviewed and evaluated against current evidence	Byelaw review is started during first quarter 2011.	←————→			

Success Criterion 3: A fair, effective and proportionate enforcement regime is in place

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
Develop a risk based enforcement plan. Review quarterly and at end of year.	Risk based enforcement plan produced and in operation. Stakeholders are aware of the contents.	Risk based enforcement plan is published on D&SIFCA website by 30 April 2011.	→	←→	←→	←→
Develop a code of conduct for inspections, aligning D&SIFCAs activity and procedures with national standards.	IFCOs conduct professional inspections consistent with those of other enforcing authorities.	Code of conduct will have been created by 30 October 2011. It will be available from the website and the office.		←→		
Work with partner organisations to develop a SLA regarding provision of standardised enforcement training.	Standardised enforcement training is available nationally and between enforcement authorities (IFCAs, MMO and EA).	SLA will have been developed during 2011 in conjunction with partner organisations.	←→			
Nationally determined standards are developed for officers' enforcement knowledge and performance.	Suitable standards are produced for assessing officers' enforcement knowledge and performance. For any officer not reaching the standard, a personal development plan will be agreed.	Nationally determined standards will have been developed for assessing officers' enforcement knowledge and performance by 30 April 2012.		←→		
All enforcement officers to undertake national biennial or triennial enforcement training.	All IFCOs are trained to national standards	Officers attend enforcement training on a rolling basis.				←→

Success Criterion 4: IFCA's work in partnership and are engaged with their stakeholders

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
Work with partner organisations to agree national MOUs, outlining ways of working and sharing of information.	Production of practical and workable national MOUs with partner agencies.	Initial MOUs will have been agreed and adopted by April 2011.	→			
Discuss with partner organisations if specific and additional SLAs are required.	Determine if additional SLAs are necessary, if they are, suitable documents are developed. They will be reviewed annually.	The need for additional SLAs will have been assessed, and, if required, documents will have been developed and agreed by 31 March 2012.		↔		
Develop a database from the current list of stakeholders. Review every six months.	Develop a strategy of engagement with the wider public.	A database of stakeholders will be setup by April 2011 and updated every six months.	→		↔	
Forms and other documents to be made electronically available via the D&SIFCA website.	To assist stakeholders, all regular forms (statistics and application forms etc) will be available from the D&SIFCA website, in addition to paper copies.	D&SIFCA website will give access to current information and all regular forms and documents may be downloaded by stakeholders by December 2011.	↔			

Success Criterion 5: IFCA's make the best use of evidence to deliver their objectives

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
Develop strategic research plan, consult and incorporate relevant comments, Committee considers and approves following any necessary amendments.	A strategic research plan is produced following full consultation with Members, partner organisations and other stakeholders.	Committee signs off strategic research plan (2012 – 2015) by 31 March 2012.	←————→			
Develop an action plan of how key, mutually-beneficial information is to be shared between IFCA's and other key delivery partners.	An action plan developed regarding sharing of relevant information.	By 31 March 2012, MOUs will have been developed and agreed with delivery partners.	←————→			
Representative research/scientific officer(s) to attend annual science conference (October 2011?)	Annual scientific conference is attended to help develop best practice and common understanding of approaches, methodologies and protocols across all IFCA's.	D&SIFCA officer will attend annual IFCA scientific conference. Report made to the Authority at next quarterly meeting.		↔		
Representative D&SIFCA officer(s) to be proactively involved in TAG and other relevant national networks to share best practice.	D&SIFCA will have information to hand to make decisions, obtained from methods, protocols that follow best practice and have been developed nationally.	D&SIFCA officer will be proactively involved in relevant evidence networks to share best practice e.g. TAG.	←————→			
Ensure annual plan demonstrates the use of evidence, resources and capability as per the strategic research plan.	All annual plans will use the best possible sources of information including the strategic research plan.	2012/13 Annual plan and report will demonstrate use of evidence, resources and capability as per the strategic research plan.				↔
Additional research within the whole district to be linked to funding authority area in final report.	Identify areas where research is required to fill gaps to allow IFCA to make management informed decisions.	Research projects completed by March 2013.	←————→			

Success Criterion 6: IFCA's support and promote the sustainable management of the marine environment

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
Work with partner organisations to develop shared objectives for the sustainable management of the District's marine environment.	To help D&SIFCA meet its own objectives, shared objectives for the management of the marine environment are identified.	By 31 March 2012, shared objectives in managing the marine environment will have been identified with partner organisations.	←————→			
Plans for educating and communication with coastal communities will be developed and followed. <i>Ad hoc</i> meetings or sessions will also be arranged wherever possible.	Work toward a planned completion date of 31 March 2013, to produce plans for informing general public/stakeholders about D&SIFCA's work on sustainable management of the environment.	Plans and processes for raising awareness of D&SIFCA's work will be initiated during 1 st year (not planned for completion until 31 March 2013)	←————→			
Survey of relevant stakeholders is planned and undertaken. Responses to be fed into next years communication plans.	Feedback about effectiveness of engagement by D&SIFCA from relevant stakeholders is sought and acted upon.	First stakeholder survey completed by 31 March 2012.	←————→			
Work to start the process of identifying and prioritising issues impacting in the District will be initiated third quarter of 2011.	D&SIFCA is able to demonstrate adoption of principles of best practice in sustainable management of marine environment (possibly through SEA or similar) by April 2015	Work will have started towards identifying and prioritising any issues impacting on the sea fisheries resources in the District by 31 March 2012.	←————→			

Success Criterion 7: IFCA's are recognised and heard

Action	Intention	Performance indicator	Q1	Q2	Q3	Q4
Effectively engage with local and central government and partner organisations.	An Association is created and well run, to represent the interests on a collective and national basis.	D&SIFCA will be actively involved with the good governance and direction of the Association of IFCA's by 31 March 2012.	←————→			
Arrange/attend regular liaison meetings and <i>ad hoc</i> joint or collaborative activities.	Efficient and effective partnership working is embedded into the D&SIFCA (and partner organisations).	Regular liaison meetings will be held by 31 March 2012. Joint and collaborative activities will be attended.		↔		↔
A "listening and learning policy" is worked on for completion by April 2015.	Promotional/communication plans are developed as part of a listening and learning policy.	Strategy for promotion of D&SIFCA's work will be initiated during 3 rd and 4 th quarters.			←————→	
A "compliments, comments and complaints" data collection system to be developed.	"Compliments, comments and complaints" data collection system developed as part of the listening and learning policy.	By 31 March 2012, a "compliments, comments and complaints" data collection system will have been developed.			←————→	
D&SIFCA website updated monthly.	Website is up to date with relevant information and all forms are available for stakeholders to access.	Records kept showing D&SIFCA website is reviewed and updated monthly.	↔	↔	↔	↔
All D&SIFCA officers will be provided with, and will wear new IFCA uniforms.	Officers are recognised and respected as IFCOs.	All D&SIFCA staff are badged and are recognisable as IFCA officers by 30 April 2011.	→			
Develop staff appraisal system suitable for D&SIFCA staff.	Staff appraisal system introduced to measure standard of behaviour toward and interaction with stakeholders and officers/staff of partner organisations.	Staff appraisals will have been undertaken by 31 March 2012	←————→			

5 Performance Indicators

5.1 D&SIFCA strategically working with partners

D&SIFCA has worked in conjunction with the other IFCAs to develop Memoranda of Understanding (MoUs) with its key public authority stakeholders. The MoUs lay out in broad terms how the D&SIFCA will work constructively with the following agencies:

- Marine Management Organisation
- Environment Agency
- Natural England
- CEFAS

As well as the detailed MoUs (which will be on the D&SIFCA website) the fact that the Marine Management Organisation, Environment Agency, Natural England are represented on the D&SIFCA should mean that cooperation and coordination between agencies will be hard wired into the system. D&SIFCA are looking to build on this relationship to establish protocols of how information will flow between organisations using this mechanism.

Work will also be undertaken locally to develop the annexes to the MoU which will give details of how the organisations will operate together in the local context.

D&SIFCA will also continue to support and try and work through the IFCA National Technical Advisory Group (TAG), were ever possible to help it achieve its stated aims:

To improve the quality and extent of fisheries management information through better coordination and dissemination of fisheries related scientific research.

Define and apply best practice relating to the scientific & technical functions and responsibilities of IFCAs.

5.2 Stakeholder engagement, communication and consultation.

D&SIFCA will look to develop a stakeholder engagement and communication strategy by April 2012. D&SIFCA will look to work as closely as possible with partners and specifically with ASERA, Cornwall IFCA, Southern IFCA and Welsh Assemble Government Fisheries Department to try and deliver and implement these strategies.

Involving our stakeholders

We will seek to understand what our stakeholders need, and develop our services around our stakeholders' expectations.

We will:

- regularly ask stakeholders for their opinions about our services.
- ensure that our stakeholders help shape the services we deliver.
- be honest about what we can do and what we can't.

Our people

We recognise that we rely on our staff to work with our stakeholders in delivering D&SIFCA's objectives. We will:

- ensure our staff are trained and competent to deliver our services.
- ensure our staff treat every user of D&SIFCA services as we would wish to be treated ourselves with respect, courtesy and understanding.

- ensure every member of staff is trained , by April 2013, in how to work constructively with stakeholders.

Reaching us

We will provide different ways to help people contact us and access the services they need. We will:

- make information about D&SIFCA and its services easily available.
- publish opening hours and describe how to access services.
- create a new easy to use D&SIFCA website
- provide a welcoming, friendly environment, easily accessible to all.

How we communicate

We want to make every contact a positive experience for our stakeholders. We will:

- always listen carefully to what stakeholders and colleagues say.
- be polite and honest.
- give a contact name and details.
- let people know what will happen next.
- point people in the right direction if we can't help.
- provide a suitable environment and ensure confidentiality.
- write letters, emails and publications that are easy to read and understand.
- respond to letters and emails promptly and when that is not possible, we will send an acknowledgement with details of who is dealing with the matter.
- let people know if there will be a delay in responding.
- ensure answer-phone messages are clear and tell people when to expect a reply and offer an alternative contact.

Measuring how we perform

We want to make sure that our commitment to working closely with our stakeholders is making a difference, and we will assess our success by measuring what our stakeholders value. We will:

- seek regular feedback on stakeholder satisfaction.
- publish details of how stakeholders can tell us about complaints, pay compliments and give us feedback.
- investigate all complaints thoroughly, as quickly as possible, and learn from mistakes.
- set specific 'working with stakeholders' standards and publish the results.

5.3 Key Actions

- Training all staff in core standards of behaviour and how to interact with stakeholders.
- Continue our commitment to make our services (where appropriate) available electronically.
- Respond to all public enquiries within 10 working days

6 Risk Assessment of Annual Plan

The management of risk is considered in all activities conducted by the Devon & Severn IFCA. All employees are familiar with the management of risk and through developing risk assessments covering safe working practices through to scrutinizing invoices and purchase orders to identify financial risks. Risk assessments are reviewed on an annual basis at a minimum. The risk matrix below is reviewed on a regular basis by the senior management team and the Finance & General Purposes Committee of the Authority. The matrix in Appendix 3 highlights the risks identified for the financial years 2011 / 2012.

D&SIFCA Management and Governance risks

- Failure to meet new Devon & Severn IFCA objectives (CO)
- Injury to staff due to unsafe working practices (CO)
- Failure to maintain effective financial management and control. (CO & OM)
- Failure to secure data. (CO & OM)
- Failure of vessel assets (CO & PO)
- High turnover of staff (CO IFCA)

D&SIFCA Operational risks – Failure to implement IFCA duties

- Failure to effectively monitor and enforce legislation (CO)
- Enforcement activities conducted in an unprofessional and uncoordinated manner (CO)
- Failure to maintain survey / sampling programme (CO)
- Degradation of environmentally sensitive / designated areas due to fishing activity. (CO & PO)
- Shellfish stocks collapse. (CO)
- Fisheries in the District impacted by the activities of developers / industry. Insufficient time to fully consider environmental impact assessments for inshore developments. (CO)
- Failure to fully engage with stakeholders. (CO)

7 Staff Training Plan

The D&SIFCA is committed to the training and development of staff and Members. The guidance and training needs of the Authority and its officers have to be regularly reviewed in the light of exterior and interior developments or pressures. This annual document will provide a mechanism for that procedure. A well designed training and development plan assists in achieving the Authority's objectives. Strategic issues arising from them can be converted into an individual's personal working objectives over a given time period.

Training can be obtained and delivered through a variety of routes or methods, including:-

- Teaching through formal 'classroom' facilities
- E-learning - via CDs, DVDs and web based programmes
- Being mentored by an experienced person
- Role play - for certain situations, particularly where procedure is important
- Experience 'on the job' - this is often forgotten as a training aid
- Blended activities which draw from some, or all, of the above options

The Service has used all of the above options at some point in recent years to train new and existing staff members. The flexibility of the options allows a cost-effective process to be used to train people to the minimum standards, and beyond.

Members

As the Members' future areas of work develop from the new duties arising from the MCAA, various options for training will be brought to the Authority. Members are encouraged to suggest training sessions that they think will be useful

Enforcement Officers and Boat Crew

The seagoing officers are required to undertake statutory safety courses (firefighting, first aid and survival at sea) and fisheries enforcement training on a regular basis to ensure they are completely up to date with emerging and existing fisheries legislation. MaCAA has introduced a whole raft of new powers for officers, and they will be trained formally through the Enforcement course and informally by in-house training sessions throughout the year.

Administrative Staff

Administrative staff are able to access a number of specialist courses as required. They are also encouraged to undertake the first aid course (every three years) when the enforcement and boat crew do theirs to ensure there is sufficient first aid cover in the office. Other beneficial (personal development) training can be provided as part of the planning process for all members of staff as required. The individual staff training requirements will be agreed with every member of staff during annual appraisals, culminating in a personal development plan.

The statutory and specialised training already identified has helped to populate the table below. As the year progresses, other courses will be identified for attendance and regular update reports will be taken to D&SIFCA meetings as required.

As the building blocks of a staff management system are developed and put in place during the forthcoming year, the annual plan for 2012/13 will have a great deal more information on the training plan for staff, and also possibly for Members.

Staff training required in 2011

	Enforcement	Fire	Sea Survival	First Aid	RIB Training	Crane Operators	Other specialist training courses
Chief Officer				✓			✓
Principal Officer	✓			✓			
Senior Officer	✓				✓		
Fishery Officer	✓	✓	✓			✓	
Office Manager				✓			✓

8 Service Description, Objectives, Standards and Targets

Like many businesses or organisations, the D&SIFCA Service unit needs to have clearly identified objectives, work standards and targets to attain. It also requires good delivery mechanisms if it is to improve on a yearly basis. The increasing pressures on budgets and a desire for the organisation to be open and transparent to stakeholders and revenue providers, requires us to formally set and record the processes to provide the necessary scrutiny.

Service Description

The Authority is an employer under section 165 of MaCAA 2009, having an establishment comprising 8 full time staff and 1 part time office manager. Most of the officers have dual roles.

Chief Officer

– responsible for :-

- Management of Service and resource
- Budget control
- Health and Safety
- Training
- Data Protection and FOI

Principle Officer

– responsible for:-

- Managing enforcement officers' activities
- Enforcement regime
- Programming patrols
- Byelaw monitoring
- Statutory Consultation responses
- Website

Senior Officer (Research)

– responsible for:-

- Research programmes
- Marine environment issues
- Statutory consultation
- Enforcement Duties
- Upkeep of Authority equipment

Senior Officer (Enforcement)

– responsible for:-

- Command of patrol vessel
- Safety of patrol vessel and crew
- Upkeep of safety equipment for all vessels
- Official ship's paperwork for all vessels

Enforcement Officer

– responsible for:-

- Enforcement Officer duties
- Upkeep of RIBs
- Upkeep of Authority vehicles
- Work with research officer
- Website

Office manager

– responsible for:-

Managing office systems
Ordering and purchasing
Administration of Data Protection
Office budget

The majority of D&SIFCA staff members are mobile, mostly being based aboard the patrol vessel. Officers also regularly visit harbours, landing places, premises and estuaries around the district by road. The administrative officer is office based. The chief officer and principle officer spend large amounts of time in the office but still have a requirement to be mobile when required, spending time at sea and on the road. A wide range of meetings are also attended throughout the year.

The main work streams for the Service are:-

- i. Enforcement of fisheries legislation at sea and ashore;
- ii. Collecting data through research and survey (practical and desk based);
- iii. Management and maintenance of physical resources;
- iv. Administration, including finance, data protection and record keeping;
- v. Providing advice (official consultations, general fisheries and environmental enquiries and *ad hoc* stakeholder enquiries); and
- vi. Acting as intermediary and facilitator.

The objectives of the Service are as follows:-

- i. To provide an professional, effective, efficient and equitable enforcement regime in the inshore waters around the Devon and Severn coast;
- ii. Ensure the best possible fishery management practices and research techniques are utilised as an ongoing process;
- iii. Continue to improve our standards and monitor our performance;
- iv. Provide stakeholders and the general public with information and/or data, and improve access to that information/data by electronic means;
- v. Work in partnership with other organisations (e.g. CEFAS, MMO, EA, research bodies, NGOs) to help ensure a better service is delivered through shared sources of information; and
- vi. Proactive Involvement with stakeholders and interested parties by means of public meetings and structured presentations, and obtain feedback.

Service Delivery Priorities

Delivery of the Service will be through the following mechanisms:-

- Technical and research documentation for the benefit of the Authority and wider scientific community, based on practical experiences and survey work.

- A proactive enforcement regime both on shore and at sea. A high level of land based enforcement will back up and complement the sea patrolling operations.
- Reports to the D&SIFCA on a quarterly and annual basis setting out activities of the Service, measured against the performance indicators and other criteria.
- Information, down-loadable forms and byelaws available on the website for stakeholders to access.
- A proactive role in identifying and undertaking research, monitoring and other initiatives for the benefit of inshore waters.
- A reactive role in responding to consultation or similar documents.
- Involvement in additional activities (including a gap analysis) that have, or could have, an impact on the marine environment.
- Collection of shellfish landing statistics to build up data on the District's shellfisheries.
- A professional and effective enforcement regime operated largely on a risk based approach to known, suspected, and the more probable areas of regulation infringement(s).
- A programme of consultation meetings with stakeholders in the fishing industry (including recreational interests) to ensure that any substantive issues raised are drawn to the attention of the Authority.
- Regular engagement with all partner agencies.
- Endeavouring to write reports and correspondence in "Plain English" wherever possible (any necessary training will be undertaken).
- Actively seek external funding support for any relevant projects.

Service Standards

As part of D&SIFCA's commitment to customer care, the following standards have been set so that customers know what to expect when dealing with the Authority and its staff.

Employees will:-

- Identify themselves when dealing with anyone.
- Answer letters or send a holding letter within 10 working days of receipt.
- Deal with complaints in accordance with the D&SIFCA's procedures.
- Be courteous and endeavour to be helpful at all times.
- Provide information on our services and facilities.
- Consult on important issues and ask for people's views about our services.
- Greet someone within 1 minute, when they attend our office.
- Provide confidential interview facilities if needed.
- Notify any suspected offenders, where an offence is to be prosecuted in Court, within 6 months of detection of the offence.

Appendix

Appendix 1 Statutory Duties

Provisions contained within *The Marine and Coastal Access Act 2009* lay down the procedure for the establishment of Inshore Fisheries and Conservation Authorities (IFCA).

IFCAs are a successor body to the Sea Fisheries Committees (SFC), albeit new organisations. The assets, staff, byelaws and all legislation previously administered by the SFC will be transferred to the new Authority. In addition to this the IFCA will be expected to take on the byelaws previously administered by the Environment Agency in the estuaries along the northern extent of the district.

The old SFC area is extended into the Bristol Channel to the east of Foreland Point. Up until now there has been no SFC in this area. However, the Government, under the auspices of the new Act, have decreed that the IFCA authority must extend as far east as Chepstow. This new area includes the local authorities Somerset County Council, North Somerset Council, Bristol City Council, South Gloucestershire Council and Gloucestershire County Council.

The new Authority has the word 'conservation' in its title and as a result has obligations under the Act with regard to Marine Protected Areas of which there are many within the boundaries of the IFCA district. At present there are 18,000km² of Special Areas of Conservation (SAC) and Special Protection Areas (SPA) within the IFCA district. By 2012 a network of Marine Conservation Zones (MCZ) will be added to the work of the IFCA. The IFCA has responsibility for the management of fisheries and fishing activities likely to have an impact on these sites through a raft of legislation which includes –

Wildlife & Countryside Act 1981

Sea Fisheries (Wildlife Conservation) Act 1992

Conservation (Natural Habitats & c) Regulations 1994

Environment Act 1995

Countryside & Rights of Way Act 2000

Natural Environment & Rural Communities Act 2006

Marine & Coastal Access Act 2009

Much of this legislation is derived from EU Directives and as such failure to comply and adhere to the legislation can lead to action and possible infraction by third parties on the UK Government. With the publication of the Localism Bill this could lead to fines levied on the UK Government being passed down to local Authorities or the IFCA.

The Marine and Coastal Access Act also sets out the main duties to be undertaken by the new authorities. The Secretary of State (SoS) may give guidance to the authority for an IFCA district with respect to performance. The SoS must give guidance as to how to perform the management of the exploitation of sea fisheries resources and an IFCA must have regard for the guidance.

The Authority for an IFC district must manage the exploitation of sea fisheries resources in that district.

In performing its duty the Authority for an IFC district must seek to ensure that the exploitation of sea fisheries resources is carried out in a sustainable way.

This is a wide ranging statement - inshore fisheries encompass many different forms of exploitation from trawling (beam, otter, mid-water), potting, angling, bait digging, shellfish gathering, shellfish farming, long lining, netting (drift, gill, seining, fixed, stake). The control exercised over these different methods is currently exercised by the SFC through a set of byelaws. Currently there are 29 byelaws applicable to Devon which will be transferred over to the IFCA. In addition to this there are 10 in full EA byelaws to be taken on and enforced. As part of the new duties for the IFCA an evaluation of all existing byelaws must be undertaken in the first two years to assess whether they are fit for purpose and meet the needs of the current situation within the district. Through Hampton Principles the new IFCA should where possible limit the use of legislation to control issues and should in the first instance seek an voluntary agreement but this still requires a presence by the IFCA to monitor adherence to the solution and in some cases arbitrate conflicts. If this process fails to solve the issues then there may be a need for additional byelaws to help protect the nature conservation interests from fishery impacts. The byelaw making procedure is about to change and a requirement to undertake Strategic Environmental Assessments prior to establishing a byelaw is included in the Act which will impose an additional workload on the IFCA.

In order to ensure that byelaws are being adhered to enforcement is required. The majority of byelaws concern operations at sea or within estuaries. It is therefore essential that a means of independent transportation on water is available to enforcement officers.

There are complications in this respect with regard to the operation of commercial vessels. Managers are required to adhere to rules and regulations concerning operational qualifications of the crew, safety at sea, manning levels etc. All current SFC staff have dual roles insofar as they are trained mariners in addition to being qualified Fisheries Officers.

Fines for byelaw infringements have been increased from a maximum fine of £5,000 under the SFC regime to a maximum of £50,000 under MACAA. Following a guilty verdict the court may order the forfeiture of any fishing gear used in the commission of the offence and any sea fisheries resources in respect of which the offence was committed. This demonstrates the determination of Government to control illegal activities in coastal waters.

The burden of proof required in a magistrates court is such that enforcement officers when policing illegal activities at sea need to catch offenders in the act. Therefore the task of enforcing byelaws can be labour intensive. Current staffing levels within the SFC reflect this fact with 8 officers employed to enforce the current 29 byelaws throughout the whole of Devon.

Seek to balance the social and economic benefits of exploiting the sea fisheries resources of the district with the need to protect the marine environment from, or promote its recovery from, the effects of such exploitation.

This highlights the need for the officers of the IFCA to establish a good working relationship with all users of the marine environment which in turn requires officers on the ground to gather data but also to disseminate the work of the IFCA to the wider community. If controls on an activity are to be introduced then a part of the Strategic Environmental Assessment will include any effect such a byelaw would have on the community.

Take any other steps which in the Authority's opinion are necessary or expedient for the purpose of making a contribution to the achievement of sustainable development.

Seek to balance the different needs of persons engaged in the exploitation of sea fisheries resources in the district.

The differing methods employed in the capture of fish can lead to altercations between fishermen. On the one hand one section of the community may wish to shoot fixed gear in a certain area and towed gear fishermen may want to fish in the same area. Gill net fishermen and anglers often clash with both sections wanting to fish the same marks. IFCA officers are able to speak to both sides and more often than not act to broker agreement between the two factions. If in the event the problem becomes insurmountable and not able to be solved by mutual agreement then a byelaw may be framed to address the problem.

Note:- IFCAs will not be masters in their own districts, other organisations such as the MMO, NE and EA will also have a presence and in order to 'seek to ensure' that exploitation of sea fisheries resources are carried out in a sustainable way close co-operation with these organisations will be required. In this respect MOUs are being exchanged between MMO, NE and EA.

This statement means that there is an obligation on the IFCA to undertake such duties as may be required by these other authorities.

A new duty will be the Protection of Marine Conservation Zones (MCZ). Under the Act "The Authority for an IFC district must seek to ensure that the conservation objectives of any MCZ in the district are furthered"

Realistically this means that any byelaws which may be established in a MCZ or SAC by either of the aforementioned authorities as well as any IFCA byelaw must be enhanced and enforced by the IFCA.

An example of enhancement would be if the MMO established a byelaw to the effect that it is an offence to damage pink sea fans within an MCZ then it is for the IFCA to establish a byelaw banning any damaging fisheries activity. An IFCA officer may also enforce MMO byelaws in an MCZ adjacent but outside of the IFCA district under a site specific warrant.

Section 129 of the Act "Byelaws for the Protection of MCZs in England" makes provision for :-

- a) prohibiting or restricting entry into, or any movement or other activity within, the MCZ by persons or animals;
- b) prohibiting or restricting entry into, or any movement or other activity within, the MCZ by vessels or (where appropriate) vehicles;

- c) restricting the speed at which any vessel may move within the MCZ or in any specified area outside the MCZ where the movement may hinder the conservation objectives stated for the MCZ;
- d) prohibiting or restricting the anchoring of any vessel within the MCZ;
- e) prohibiting or restricting the killing, taking, destruction, molestation or disturbance of animals or plants of any description in the MCZ;
- f) prohibiting or restricting the doing of anything in the MCZ which would interfere with the sea bed or damage or disturb any object in the MCZ.

Another area of responsibility will be the management of Special Areas of Conservation (SACs) created under Natura 2000 and subject to EU conformity. The following chart is illustrative rather than definitive as the final area of the Plymouth / Prawle Point / Start Point SAC has yet to be decided.

Lundy Island also falls within the district and the seas surrounding it have been made into England first Marine Conservation Zone under the 2009 Act. Devon Sea Fisheries Committee byelaws play a significant part in the management of the area which includes England's first "No Take Zone"



Devon and Severn IFCA District European Sites

(It does not show the SAC in the Tamar or the SPA on the Exe and outside to adjacent to the IFCA the SACs on the River Wye & River Usk. None of the Ramsar sites present in the IFCA or near to it are shown)

In addition to SACs, Marine Conservation Zones are being designed for areas throughout the UK. The aim is to set up a network of protected areas around the coast. The MCZ will have various designations from protected status to highly protected. Management methods will have to be drawn up following consultation and byelaws may be needed to enhance the protection of the features. In the south west the process is being promoted through the Finding Sanctuary project. This is a work in progress and will not be finalised until 2012. Early indications are that a good proportion of the IFCA district will come under designation from SACs or MCZs. The total area of MPA designations amount to an increase of 1163% in marine conservation area for the new IFCA district.

An IFCA officer is required to be a trained specialist because apart from enforcing the nature conservation regulations all of the officers are also given 'Common Enforcement Powers'.

The powers include:-

- a) Power to board and inspect vessels and marine installations
- b) Power to inspect and enter premises
- c) Power to enter and inspect vehicles
- d) Powers of search, examination etc.
- e) Power to require the production of documents
- f) Powers of seizure

As the wording implies these powers allow the officers to enforce legislation on shore as well as afloat. Black market and undersize fish is transported, sold and stored and these new powers are welcome tools to fishery officers. It gives the officers the opportunity to investigate possible infringements throughout the whole of their district.

The provisions that may be made by an IFCA byelaw include, prohibition or restriction of exploitation of sea fisheries resources, permits, vessels, methods and gear, protection of fisheries for shellfish, monitoring and exploitation of resources etc.

There is also a provision requiring vessels to be fitted with specified equipment if required and for vessels to carry on board specified persons, or persons of a specified description, for the purpose of observing activities carried out on those vessels. This list is not exhaustive - for a more comprehensive explanation reference should be made to the Act.

If the IFC Authority considers that there is an urgent need for a byelaw and the need to make the byelaw could not reasonably have been foreseen, then powers exist to make emergency byelaws. Rules concerning this are also contained within the Act.

Appendix 2 DEFRA High Level Objectives

Success Criterion 1: IFCA's have sound governance and staff are motivated and respected			
High level objective	Outcomes	Performance Indicators	
1a	By April each year, publish an annual plan that meets the minimum standards as set out in Defra's guidance, setting out the Authority's main objectives and priorities for the year.	The IFCA has an annual plan that clearly sets out, in a way that is easy to understand, what the Authority does and its main objectives and priorities for the coming year.	The Annual plan will be prepared and published by 30 th April each year.
1b	Demonstrate a long term, strategic approach to sustainable marine management, in line with duties in MaCAA (First formal review in 2015).	Report reviewing marine sustainability issues and fisheries management in the District and proposing new management measures to address concerns.	By 31 March 2012, officers will have started to identify, prioritise any issues impacting on sea fisheries resources within the District, leading towards the introduction of suitable management plans to be in place by April 2015.
1c	Develop and deliver a people capability strategy, which ensures that staff can deliver the organisational objectives as set out in annual plans.	Gaps in the capability of the IFCA to meet its duties and objectives are assessed; proposals for addressing problems are in place.	Staff resources and capability will be assessed against the IFCA objectives and duties with a gap analysis by 31 March 2012. Plans for addressing problems and progress against them will be reflected in future annual plans and reports.
1d	Staff management systems are in place that include: <ul style="list-style-type: none"> An annual staff performance monitoring system A performance improvement procedure 	A staff management system will be in place to meet the requirements of the objective.	A staff management system, including training and development plans, will be developed and tested during 2011. The system will be implemented during 2012 following approval by the Committee and staff.
1e	By September 2012, demonstrate that staff are engaged with the objectives of the organisation, can influence the direction and development of the organisation and are free to constructively challenge decisions without reproach.	Motivated and committed staff and members	Work will start during 2011/12 on developing and implementing systems that enable all staff and members to contribute to, and comment on all IFCA policies and business. This work will be completed by September 2012. The systems will follow best practice/principles in investing in people.

Success Criterion 2: Evidence based, appropriate and timely byelaws are used to manage the sustainable exploitation of sea fisheries resources within the District.

High level objective	Outcomes	Performance Indicators
<p>2a</p> <p>By April 2015 demonstrate that:</p> <ul style="list-style-type: none"> key issues likely to impact on the sustainable management of the marine environment in the IFC district are identified and evaluated using the best available evidence and a range of management options is considered; the impacts that different courses of action might have in managing those key issues are thoroughly evaluated; proportionate regulation (for example introducing a legal mechanism such as a byelaw) is used as a last resort; the effectiveness of interventions to improve the delivery of beneficial outcomes is continuously monitored; and there is a clear IFCA Committee process for dealing with agreed interventions quickly, efficiently and effectively, particularly for emergency byelaws. 	<p>Agreed policies and processes in place to review and amend byelaws and make new ones as required.</p> <p>Process to decide on the most appropriate management measure to apply to address fisheries and wider sustainability concerns as they arise, including the making of emergency byelaws.</p> <p>Process to assess the effectiveness of management measures in the District</p>	<p>From April 2011, assessment of issues impacting sea fisheries resources within the IFC District will have begun to identify, prioritise and, where appropriate, develop suitable management plans to be in place by April 2015; management plans and progress against them will be reflected in annual plans and reports</p> <p>All byelaws made after April 2011 will meet the requirements of Defra guidance</p> <p>From April 2011, work will be progressively initiated to ensure necessary records and database systems are in place to inform decision making.</p>
<p>2b</p> <p>By April 2015, all legacy byelaws have been reviewed and evaluated against current evidence base; redundant and duplicate byelaws have been removed and gaps covered.</p>	<p>By April 2015, all legacy byelaws will have been reviewed and evaluated against current evidence base; redundant and duplicate byelaws have been removed and gaps covered</p> <p>All Byelaws meet the management and enforcement goals of IFCA at all times</p>	<p>The byelaw review will be started during first quarter of 2011/12 and every effort will be made to complete the process by April 2013.</p> <p>All byelaws made after April 2011 meet the requirements of Defra guidance</p>

Success Criterion 3: A fair, effective and proportionate enforcement regime is in place

High level objective		Outcomes	Performance Indicators
3a	Demonstrate the use of a transparent, risk-based enforcement framework that meets the minimum standard set out in government guidance and is continuously reviewed and improved	Develop and review annually an enforcement framework that is compliant with government best practice	An annual enforcement risk register will be published on the IFCA's website and available for viewing at the IFCA's office by 30 April 2011.
3b	Develop a code of conduct for inspections that aligns IFCA activity and procedures with national standards.	IFCA officers conduct professional inspections in a manner consistent with inspections conducted by other enforcing authorities throughout England.	A code of conduct for inspections, both ashore and at sea will be created by 30 October 2011. This will be reviewed annually. The code of conduct will be published on the website and available from the IFCA office.
			A SLA will be developed between IFCAs, MMO, NE and the EA during 2011 regarding the provision of standardised enforcement training and secondment process, for completion by 30 April 2012.
			Each enforcement officer's (IFCO's) enforcement knowledge and performance is assessed to nationally determined standards (developed by 30 April 2012) on a biennial or triennial attendance of the national enforcement training course.

Success Criterion 4: IFCA's work in partnership and are engaged with their stakeholders

High level objective	Outcomes	Performance Indicators
4a	<p>By April 2011, develop Memoranda of Understanding (MoUs) or Service Level Agreements with key partners, including Cefas, MMO, Natural England and the Environment Agency, that outline agreed ways of working and sharing information and, by April 2012, demonstrate that they are being utilised.</p>	<p>IFCA's and key partners have a clear understanding of their roles and joint responsibilities</p> <p>The production of a comprehensive package of national and local Memoranda of Understanding (MOUs) and/or service level agreements (SLAs).</p> <p>Efficient and effective partnership working between all relevant parties and each IFCA.</p>
4b	<p>By April 2012, develop a stakeholder engagement and communication strategy with corresponding plans that:</p> <ul style="list-style-type: none"> demonstrate transparency and a balanced approach to dealing with key stakeholders; and enable consideration of stakeholder views when making decisions. 	<p>Initial MOUs will be agreed and adopted by end of April 2011.</p> <p>Discussions will have been held with partner organisations with regard to SLAs; SLAs (if required) are agreed and adopted by 31 March 2012.</p> <p>Each MOU and SLA will be reviewed annually to ensure effective delivery of objectives as defined in the annual plan; progress against MoU action plans will be reflected in annual reports</p> <p>Develop a strategy for engagement with the wider public. Work with other agencies.</p> <p>Develop website to allow proper engagement with identified and agreed stakeholder groups.</p> <p>Develop database of identified and agreed stakeholder groups that would find it difficult to engage via the website.</p> <p>A database of stakeholders from the current list will be setup by April 2011. The list will be updated continually, but as a minimum every 6 months. The contacts list will be reviewed annually.</p> <p>By December 2011 a website will have been developed to give access to current information and all regular forms and documents will be provided for downloading electronically by 30th March 2012. The website will be reviewed and updated monthly.</p> <p>Interpretation and information boards will be mounted around fishing stations and harbours to allow greater interaction with stakeholders by 31 March 2012.</p>

Success Criterion 5: IFCA's make the best use of evidence to deliver their objectives

High level objective	Outcomes	Performance Indicators
5a	By April 2012, put procedures, plans and appropriate records systems in place that demonstrate that the best available, quality-assured evidence, whether acquired in-house or externally, is used appropriately in decision-making at all levels. These procedures, plans and records systems must meet minimum standards as set out in government guidance and EU legislation.	<p>The IFCA is provided with accurate and timely evidence-based information upon which to base its management decisions and the reasons for decisions are clear, transparent and communicated effectively.</p> <p>By 31 March 2012, committee to signs off the strategic research plan, which has under gone consultation, covering the period until April 2015.</p> <p>The research plan will be published each year</p> <p>Future IFCA annual reports will demonstrate how evidence has been used in decision making processes</p>
5b	By April 2012, have an agreed action plan of how key, mutually-beneficial information will be shared between IFCA's and with key delivery partners to improve efficiency and the delivery of beneficial outcomes.	<p>IFCA's provide relevant information to, and have access to relevant information from key delivery partners.</p> <p>By 31 March 2012 develop and agree MoUs with delivery partners and review annually.</p> <p>IFCA representative will take part in annual IFCA scientific conference</p> <p>IFCA representative will be proactively involved in relevant evidence networks to share best practice, e.g. Technical Advisory Group.</p>
5c	By April 2013, demonstrate that there is the in-house capability to collect, analyse and interpret evidence to inform management policy decisions and meet the minimum requirements laid out in government guidance on evaluation and monitoring.	<p>IFCA's have the technical capability to collect, analyse, interpret and manage evidence.</p> <p>IFCA's have personnel within the organisation with appropriate skills to ensure that management decisions make the best use of available evidence</p> <p>The IFCA annual plan and report will demonstrate use of evidence, resources and capability as per strategic research plan.</p> <p>Research reports will be peer reviewed where appropriate prior to publication.</p>

Success Criterion 6: IFCA's support and promote the sustainable management of the marine environment

High level objective		Outcomes	Performance Indicators
6a	By April 2012, with partner organisations develop shared objectives for the sustainable management of the District's marine environment and ensure that they are reflected in annual plans	Shared objectives for management of the marine environment have been identified with partner organisations and IFCA's meet their own objectives in conjunction with others, where possible	By 31 March 2012 shared objectives in managing the marine environment will have been identified with partner organisations. In the same time frame, the likely impact on the IFCA's objectives will have been identified.
			Shared objectives will be set out in future annual plans
			Progress of shared objectives will be reported on in annual reports
6b	By April 2013, develop and implement action plans for communicating and educating coastal communities about sustainable management of the marine environment	Raised awareness of IFCA's work allows marine and coastal users to be better able to engage with the sustainable management of the marine environment	Work will be initiated in 2011 to start to develop plans and processes for raising awareness of IFCA's work. This work is not targeted to be completed until 31 March 2013
			Examples of engagement will set out in annual reports
			Feedback from relevant stakeholders regarding the effectiveness of engagement will routinely be sought. First survey will completed by 31 March 2012.
6c	By April 2015, demonstrate adoption of the principles of best practice in sustainable management of marine environment for the District, as exemplified using tools such as Strategic Environmental Assessments.	IFCA's are aware of and adopt the principles of best practice in sustainable management of the marine environment for the District IFCA's are adopting the principles of the UK's Marine Policy Statement and marine plans	By 31 March 2012, officers will have started to identify and prioritise any issues impacting on sea fisheries resources within the District, leading towards the introduction, where appropriate of suitable management plans to be put in place by April 2015.
6d	By April 2015 at the latest, but showing progress from April 2011, demonstrate adoption of minimum standards (for example in line with government guidance on sustainable development) and a precautionary approach for the management and protection of sites of special scientific interest, national nature reserves, Ramsar sites, European marine sites, and/or Marine Conservation Zones within the IFCA district.	IFCA's are working in partnership with key delivery bodies to enable marine protected areas within their Districts to be managed sustainably IFCA's are delivering the principles of sustainable development, as set out in Government guidance	Assessment of the condition of marine protected areas by statutory bodies, where available, will have been taken into account when developing suitable management plans, by 31 March 2012.
			The IFCA will be able to demonstrate effective representation on relevant management boards/steering groups for marine protected areas, where appropriate, by 31 March 2012.
			IFCA's can demonstrate delivery of the principles outlined in Government guidance on sustainable development (Ongoing commitment from April 2011)

Success Criterion 7: IFCA's are recognised and heard

High level objective		Outcomes	Performance Indicators
7a	By April 2012, demonstrate ability to effectively engage with local and central Government and key partner organisations at a national level, to the benefit of IFCA's as a whole.	The IFCA's create an Association to represent their interests on a national and collective basis.	By 31 March 2012, the IFCA will be actively involved, through membership, in the direction, good governance and running of the Association.
		The production of a comprehensive package of national and local Memoranda of Understanding (MOUs) and/or service level agreements (SLAs).	Initial MOUs will be agreed and adopted by end of April 2011; SLAs (if required) will be agreed and adopted by 31 March 2012. Each MOU and SLA to be reviewed annually to ensure effective delivery of objectives as defined in the annual plan.
		Efficient and effective partnership working between all relevant parties and each IFCA.	By 31 March 2012, partnership working will be embedded in the IFCA (and partner organisation), evidenced on an annual basis by regular liaison meetings and joint, or collaborative activities as defined in the annual plan.
7b	By April 2013, develop a strategy and corresponding action plan for promotion of the work of IFCA's and the benefits that they offer to the local community, and demonstrate implementation of the action plan by April 2015.	A strategy and corresponding action plan for the work of IFCA's is delivered by 2013	Work will be initiated during 2011 toward developing a strategy for the promotion of IFCA's work, including the development of promotional / communication plans. This work is to have been completed by 31 March 2013. Promotional/communication plans will be reviewed annually.
		Promotional/Communications plans developed by each IFCA as a part of a "listening and learning policy".	By 31 March 2012 a 'compliments, comments and complaints' data collection system will be developed, to analyse data received from stakeholders and general public. Information on the collected data will be included in future annual reports.
		Each IFCA annual report contains evidence and information on progress of the IFCA in delivering the promotions strategy.	By 30 April 2011 all IFCA staff will be badged so as to be recognisable as IFCA officers, who following internal training, will be able to speak with authority on the IFCA 's aims and objectives.
		IFCA staff fully trained to promote the aims and objectives of the authority.	By 31 March 2012 annual staff appraisals will be undertaken to measure the standard of behaviour toward, and interaction with, stakeholders, general public and officers/staff of partner organisations.

Appendix 3 Risk Assessment Matrix

Description	Risk High 4 - 3 - 2 - 1 Low				Mitigation	Residual Risk
	Impact	Likelihood	Financial	Reputation		
Degradation of environmentally sensitive/ designated areas due to fishing activity	4	2	3	4	<ul style="list-style-type: none"> • Effective enforcement • Undertake an adaptive co-management approach to fishing • Work closely with Management groups for MPAs • Undertake Strategic Environmental Assessment for district. • Introduction of proactive public education and outreach programme • Continue present data gathering • Undertake audit of environmental features likely to be affected by fishing activity 	2 Fishing activity can damage protected habitat and species.

Description	Risk High 4 - 3 - 2 - 1 Low				Mitigation	Residual Risk
	Impact	Likelihood	Financial	Reputation		
Enforcement activities conducted in an unprofessional and uncoordinated manner.	4	2	3	4	<ul style="list-style-type: none"> • Regular staff meetings • Regular staff training • Staff appraisals • All FOs receive regular PACE training • Code of Conduct for inspections at sea and ashore developed • Standard boarding forms developed • Standard legislation notes provided to all FOs • Legislation notes regularly updated • FO trained alongside MMO boarding officers 	2
	<p>Inconsistent approach to fisheries enforcement.</p> <p>Enforcement problems and non compliance with legislation.</p> <p>Poor morale amongst IFCA staff.</p>	<p>Misinformation may be given by officers or information may be misinterpreted by fishermen.</p>	<p>Wrong interpretation of legislation may lead to loss of earnings of fishermen.</p> <p>Possible financial liability incurred for local taxpayers</p> <p>Uncoordinated enforcement may lead to over regulation by enforcement bodies.</p> <p>Failed of court cases with a loss of 'cost recovery'</p>	<p>Failure to carry enforcement efficiently and effectively reflects poorly on the IFCA</p>		<p>Considerable resources are directed towards officer training but frequent changes to legislation and human error can lead to mistakes being made.</p>

Description	Risk High 4 - 3 - 2 - 1 Low				Mitigation	Residual Risk
	Impact	Likelihood	Financial	Reputation		
Failure to maintain survey/ sampling programme.	4	2	4	4	<ul style="list-style-type: none"> • Work plans developed for research staff • Research staff well qualified and experienced with local fisheries • Good communication with relevant organisations and local fisheries • Contingency plans developed • Work in partnership with relevant research groups • Partnership working with fishing industry and environmental partners 	2
	<p>Lack of accurate data leading to poor management of fisheries.</p> <p>Collapse of stocks.</p> <p>Decline in bio-diversity</p> <p>Loss of public amenity</p> <p>Degradation of the wider environment.</p>	<p>Well trained and qualified staff.</p> <p>Regular survey programme</p>	<p>Closure of a fishery due to over exploitation of stock.</p> <p>Fisheries not opened due to insufficient information available to gain consent through an Appropriate Assessment.</p> <p>Potential breach of UK statutory duty and EU infringement</p> <p>Possible Judicial Review with financial liability incurred by local taxpayers</p>	<p>High expectation that fisheries and environment are well managed by IFCA</p>		<p>Planned surveys lost due to poor weather or lack of survey vessel.</p> <p>Change of conditions for an Appropriate Assessment.</p>

Description	Risk High 4 - 3 - 2 - 1 Low				Mitigation	Residual Risk
	Impact	Likelihood	Financial	Reputation		
Failure to fully engage with stakeholders	4	3	4	4	<ul style="list-style-type: none"> • Regular contact with nature conservation bodies • Establish effective dialogue with relevant stakeholders • Introduction of proactive public education and outreach programme • Regular contact and dialogue with fishing industry, both commercial and recreational. • Dissemination of all survey data and management proposals • Respond to all relevant consultations • Improved website design • Regular/structured liaison with other enforcement agencies • Develop communication strategy • Publish quarterly reports on IFCA website 	3
	<p>Conflict between different stakeholders.</p> <p>Non compliance with fisheries and environmental legislation.</p>	Difficult to identify and consult with relevant stakeholders	<p>Stakeholder requirements are not considered in management of the IFCA district fisheries.</p> <p>Possible breach of UK statutory duties & administrative law.</p> <p>Possible EU infringement</p> <p>Possible financial liability for local taxpayers</p>	<p>Lack of trust in the IFCAs management processes.</p> <p>Misunderstanding of the IFCAs role</p>		Further improvement to contact with NGOs and other stakeholders needs to be targeted.

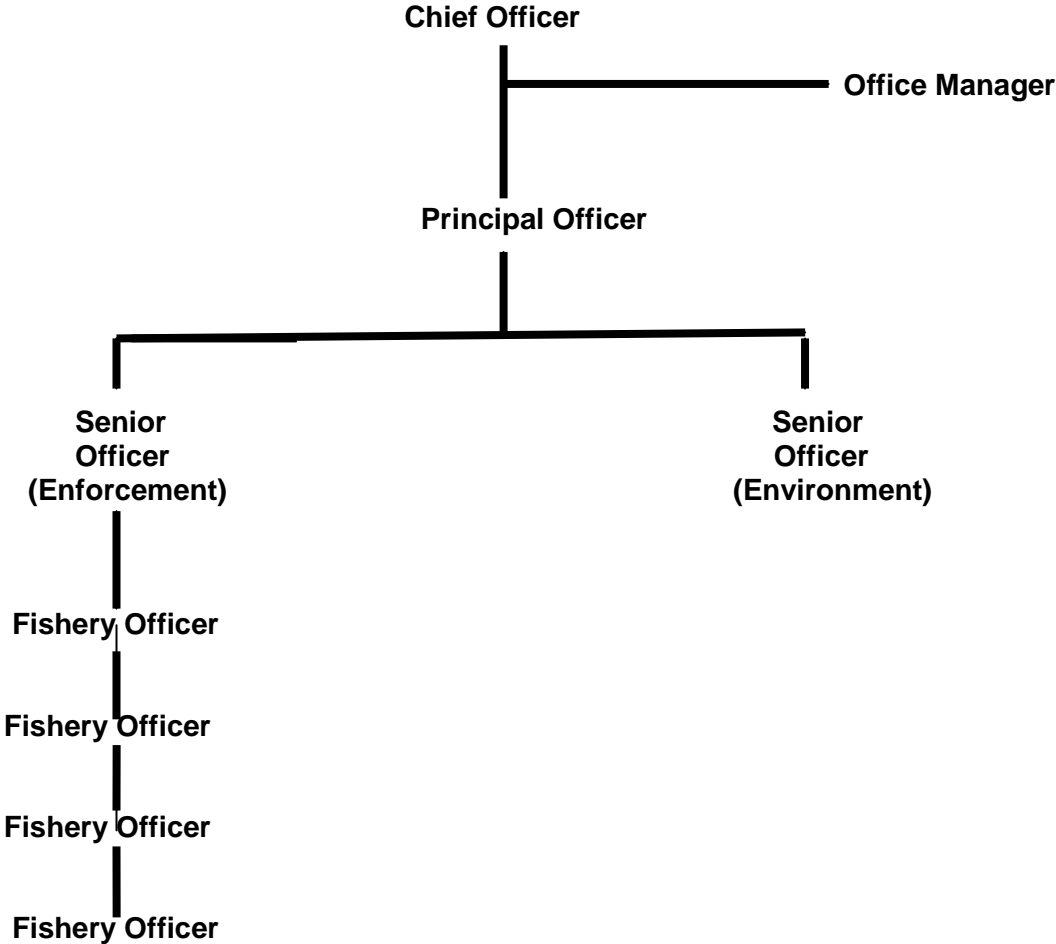
Description	Risk High 4 - 3 - 2 - 1 Low				Mitigation	Residual Risk
	Impact	Likelihood	Financial	Reputation		
Failure of vessel assets	3	2	3	2	<ul style="list-style-type: none"> • Highly maintained vessel • Extensive annual refits • Establish preventative maintenance programme • Maintenance schedule for all vessels adhered to • Annual Workboat Code survey • Qualified mechanic • Service contracts with main equipment suppliers • All FOs mechanically trained 	2
	Limits enforcement and research capabilities	Patrol vessel is well maintained	Hiring of a replacement vessel Significant mechanical failures are expensive and time consuming	Significant local taxpayer money invested in the service with a high expectation that the vessel provides value for money		Patrol vessel and main machinery now over 20 years old Unforeseen events may lead to disruption of activities

Description	Risk High 4 - 3 - 2 - 1 Low				Mitigation	Residual Risk
	Impact	Likelihood	Financial	Reputation		
Injury to staff due to unsafe working practices	4	2	4	3	<ul style="list-style-type: none"> • Safety training register maintained • Adequate budget to cover all training requirements • Well trained staff • Risk assessments available and regularly reviewed • High quality PPE issued to all staff • Scheduled safety drills conducted on vessel • Lone Working Policy developed • Conflict Resolution Policy developed • Boarding Policy developed • Indemnity insurance obtained & maintained 	3
	Death or injury to staff	Well trained staff Provision of high quality safety equipment Well maintained IFCA assets	Injury claims, tribunals HSE/MCA investigations Possible criminal & civil proceedings with potential financial liability to local taxpayers	Poor morale of staff leading to problems with recruitment & retention Increased surveillance by regulatory authorities of IFCA's procedures and practices, with attendant costs		Regularly working in hazardous environments Difficult to mitigate for accidents Difficult to mitigate for the actions of third parties

Description	Risk High 4 - 3 - 2 - 1 Low				Mitigation	Residual Risk
	Impact	Likelihood	Financial	Reputation		
Failure to maintain effective financial management and control	4	2	4	4	<ul style="list-style-type: none"> • External audit of accounts • DCC audit of accounts • Finance sub-committee in place to review budgetary spend • Restricted use of company credit card • D&SIFCA Financial Regulations • Restricted authority to sign cheques • Annual Plan • Production of detailed accounts • Maintenance of contingency funds • Indemnity insurance obtained for marine peril • Budget monitoring report presented at IFCA ¼ meetings 	1
	<p>Fraudulent activity leading to misuse and/or misappropriation of funds</p> <p>Unforeseen expenditure, major mechanical failure or total loss of patrol vessel</p>	<p>Limited staff access to financial information and authority to spend money</p> <p>Vessel contingency funds maintained</p>	<p>Lack of financial resources to carry out statutory obligations</p>	<p>IFCA funded through local taxpayer money, expectation to provide best value for money service</p>		<p>Very limited potential for large scale fraud or corruption</p> <p>Small scale misuse of consumable items is still possible</p> <p>Patrol vessel operating in hazardous conditions</p>

Description	Risk High 4 - 3 - 2 - 1 Low				Mitigation	Residual Risk
	Impact	Likelihood	Financial	Reputation		
<p>Fisheries in the district impacted by the activities of developers /industry</p> <p>Insufficient time to fully consider environmental impact assessments for offshore developments</p>	3	3	3	3	<ul style="list-style-type: none"> • Consultations responded to • Liaison with consenting agencies • Developer meetings attended by IFCA representatives • Database created holding information on current historical fishing activities within the district • Development of a Strategic Environmental Policy • Development scrutinized by DEFRA, NE & English Heritage • Consents required for developments • Development of baseline data sets 	3
	<p>Fisheries closed due to contamination.</p> <p>Significant fish / shellfish mortality</p> <p>Temporary or permanent loss of, or damage to, fish stocks, fishery habitats or fishing grounds</p> <p>Loss of public amenity Risk to public health</p>	<p>Lack of fishing activity data.</p> <p>Lack of baseline data</p> <p>Limited understanding of impacts of developments on the marine environment</p>	<p>Reduced catches and income from the fishery</p> <p>Displaced fishing activity</p> <p>Potential Judicial Review</p> <p>Breach of UK statutory duty and EU infringement Potential financial liability for local taxpayers</p>	<p>High expectation that the IFCA will represent the fishing and environmental interests, even when an activity may be occurring outside of the district</p>		<p>Increased wind farm development, dredging and number of MPAs</p> <p>High reliance on modelling to determine impacts of developments</p> <p>Lack of baseline data</p>

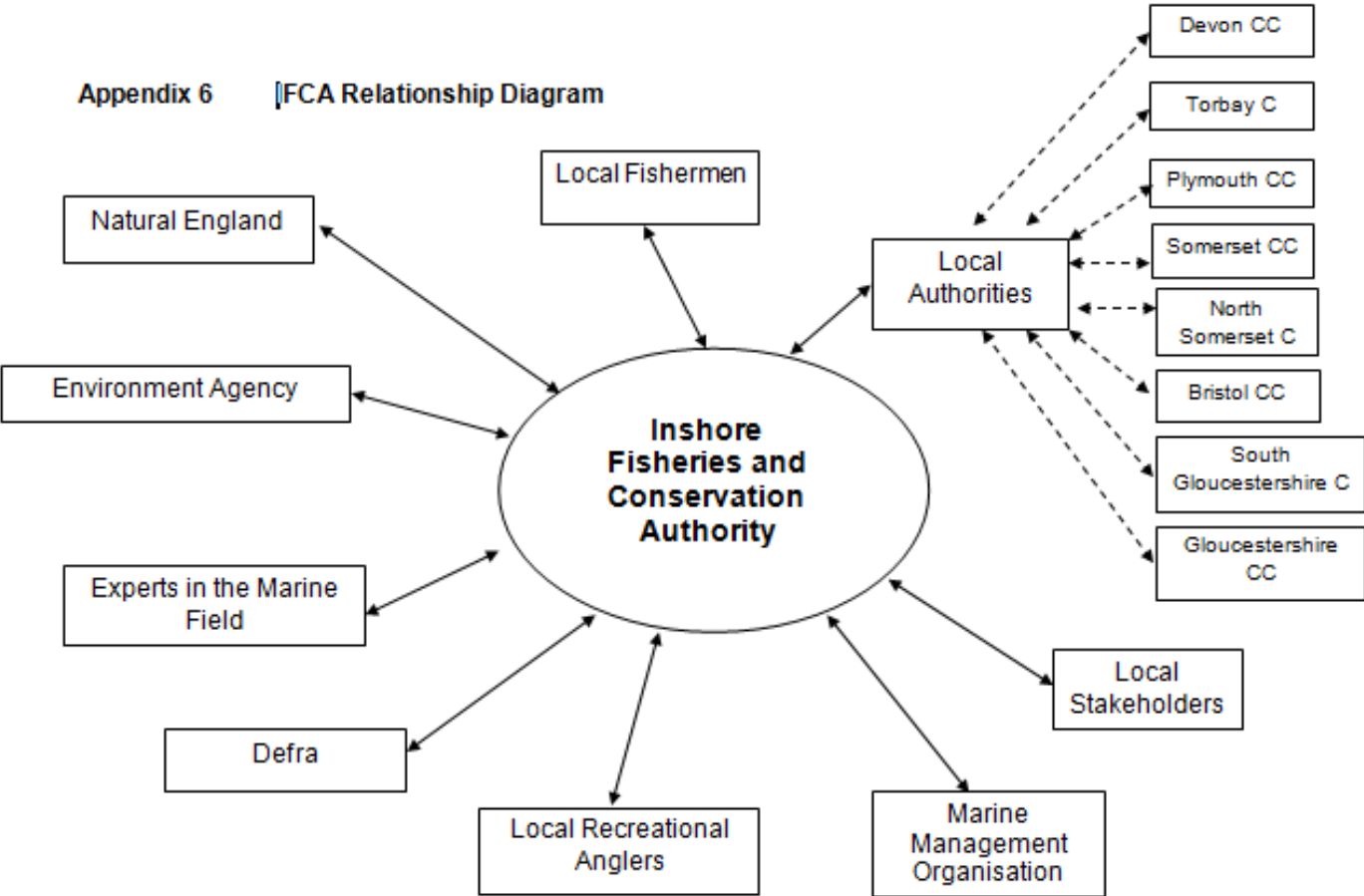
Appendix 4 Current Staff Structure



Appendix 5 Members of the Devon & Severn IFCA

Cllr Sir Simon Day	Devon CC
Cllr Eileen Wragg	Devon CC
Cllr Sam Robinson	Devon CC
Cllr Alison Boyle	Devon CC
Cllr Stuart Hughes	Devon CC
Cllr Bob Horne	Torbay C
Cllr Edward Delbridge	Plymouth CC
Cllr Terry Napper	Somerset CC
Cllr Elfan Ap Rees	N. Somerset C
Cllr Anthony Negus	Bristol CC
Cllr Mathew Riddle	S. Gloucestershire C
Cllr Stan Waddington	Gloucestershire CC
Mrs Natasha BarkerBradshaw	MMO Appointee
Mr John Butterwith	MMO Appointee
Mr Derek Clifton	MMO Appointee
Mr Dave Cuthbert	MMO Appointee
Mr Stephen Gledhill	MMO Appointee
Mr Paul Gompertz	MMO Appointee
Ms Elaine Hayes	MMO Appointee
Mr David Morgan	MMO Appointee
Mr David Murphy	MMO Appointee
Mr Simon Pollentine	MMO Appointee
Mr Jim Portus	MMO Appointee
Dr Linda Rodwell	MMO Appointee
Miss Elizabeth Ross	MMO Appointee
Mr David Rowe	MMO Appointee
Mr Mike Williams	MMO Appointee
Mr Julian Roberts	MMO
Mr Jonathan Bailey	EA
Mr Gavin Black	NE

Appendix 6 | FCA Relationship Diagram



Appendix 7 D&SIFCA Budget Summary

	<u>2011/12</u> Budget (Outturn 11/12) £
Spending	
Employees	461,700
Premises	30,900
Supplies & Services	26,100
Transport & Travel	51,400
Boat Costs - Fuel, Maintenance, etc	97,600
- Contribution to Major Repair & Renewals Reserve	10,000
Establishment Costs	46,300
Other Expenses (incl. Subs & Research)	35,400
Gross Expenditure	<u>759,400</u>
Income	
Bank	
Interest	(4,000)
Other Income	(18,900)
Total Income	<u>(22,900)</u>
TOTAL - ANNUAL COSTS	<u><u>736,500</u></u>

□

Appendix 8 Individual Authority Levy Contributions

CONSTITUENT AUTHORITIES	2011/12 D&S IFCA Levy Funding Share %	2011/12 D&S IFCA DEFRA Budget £	2011/12 D&S IFCA New Burdens Funding £
Bristol City Council	5.65%	41,612	50,851
Devon County Council	47.09%	346,817	21,383
Gloucestershire County Council	14.47%	106,572	122,428
North Somerset Council	4.63%	34,100	42,574
Plymouth City Council	4.70%	34,616	0
Somerset County Council	15.89%	117,030	133,952
South Gloucestershire Council	4.08%	30,049	38,110
Torbay Council	3.49%	25,704	0
TOTAL	100.00%	736,500	409,298

Glossary

CO	Chief Officer
CSFC	Cornwall Sea Fisheries Committee
DEFRA	Department of Environment, Fisheries & Rural Affairs
DSFC	Devon Sea Fisheries Committee
EA	Environment Agency
HLO	High Level Objective
IFCA	Inshore Fisheries and Conservation Authority
IFCO	Inshore Fisheries and Conservation Officer
MCZ	Marine Conservation Zone
MMO	Marine Management Organisation
MoU	Memorandum of Understanding
MPA	Marine Protected Area
NE	Natural England
OM	Office Manager
PO	Principle Officer
SAC	Special Area of Conservation
SFC	Sea Fisheries Committee
SoS	Secretary of State
SPA	Special Protection Area
WAG	Welsh Assembly Government
Wrt	with relation to