



People Capability Strategy

Date: March 2014

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1. Purpose

- 1.1. 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.
- 1.2. Cornwall IFCA is committed to meeting the IFCA High Level Objectives (HLOs). HLO 1c (below) identifies that an IFCA must ensure that they have sufficient capacity to deliver organisational objectives.

High level objective		Outcomes
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.

Table 1. Excerpt from IFCA HLO

- 1.3. This People Capability Strategy will describe how Cornwall IFCA will:
 - Maintain current skills and knowledge;
 - Ensure capacity to meet its duties and responsibilities under MaCCA;
 - Plan for, and build capacity for future requirements;
 - Provide opportunity for and encourage staff development;
 - Benchmark and share best practice within the organisation;
 - Describe the planning review and evaluation of both organisational and individual learning and development;
 - Plan for and manage succession planning;
 - Describe long term strategies for staff consultation and involvement;
 - Reward and recognise it's staff; and
 - Ensure equality of opportunity.

2. IFCA Vision and Success Criteria

- 2.1. 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."
- 2.2. IFCA Success Criteria:
 - SC1.** IFCAs have sound governance and staff are motivated and respected.

SC2. Evidence based, appropriate and timely byelaws are used to manage the sustainable exploitation of sea fisheries resources within the district.

SC3. A fair, effective and proportionate enforcement regime is in place.

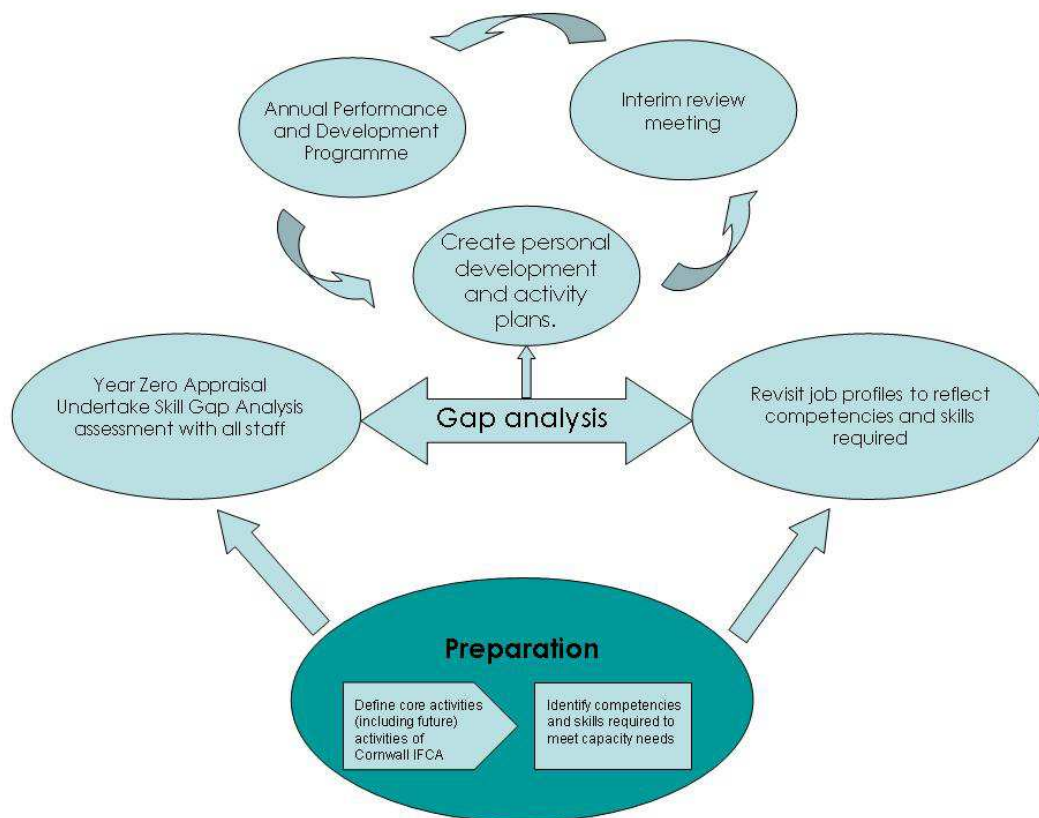
SC4. IFCA's work in partnership and are engaged with their stakeholders.

SC5. IFCA's make the best use of evidence to deliver their objectives.

SC6. IFCA's support and promote the sustainable management of the marine environment.

SC7. IFCA's are recognised and heard.

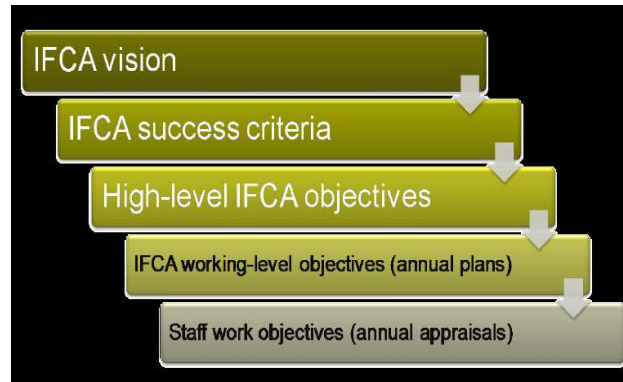
3. Performance Management Cycle



3.1. In the financial year 2012-13, Cornwall IFCA began the process of implementing a new performance management system for all staff. This consisted of several phases;

- Service blueprinting;
 - The creation of a list of activities and tasks undertaken by Cornwall IFCA as part of its work

- Creation of core behavioural competencies;
 - The expected standards staff will meet
 - Creation of the skills gap analysis matrix for the service;
 - A detailed list of tasks and activities with associated requirements needed to fulfil them
 - Year Zero Appraisal;
 - First Appraisal meeting
 - Creation of personal development plans;
 - This is part of the initial Performance Management and Development Review
 - The development of an induction process to lead any new employees into the performance management cycle.
- 3.2. The process of capability, capacity and business planning is an ongoing annual activity. Cornwall IFCA's Annual Plan will define the year's work plan as identified from IFCA High Level Objectives and Cornwall IFCA's Strategic Plans. This work plan will be cascaded to staff through the annual Performance Management and Development Programme. All staff are involved in the annual planning process.



- 3.3. Individuals will have development and training objectives to either improve an individual's skill set relating to their current role, or to widen their current role to improve capacity within Cornwall IFCA. This process will be managed through the Performance Management and Development Programme.

4. Learning and Development

Year Zero Appraisal

- 4.1. The development of a performance management programme provided the opportunity to undertake a skills gap analysis. A matrix of competencies for all roles required by Cornwall IFCA was created in consultation with staff and managers. This defined the level of knowledge and understanding, skills and competencies and qualifications required to fulfil work streams undertaken by staff. This exercise looked to incorporate future as well as current working patterns (see Appendix 1 for skills gap analysis guidance).
- 4.2. Managers agreed with each individual as to their competence or skill level at certain tasks. This was recorded as either: Expert, Competent, Not Competent or Not Applicable. The tasks were broken down into the qualifications and experience required for the task. This allowed individuals who were not competent in relevant areas to establish clear personal training and development objectives.
- 4.3. The skills gap analysis also allowed managers to identify where key skills and knowledge was widely distributed throughout the team, and where there was a lack of resilience due to limited strength in depth for some tasks.
- 4.4. Development objectives are opportunities for staff to improve their knowledge and understanding of, or ability to perform, a particular task. This development may include a number of different approaches, including:
 - Commissioned external training;
 - Teaching through formal 'classroom' facilities;
 - Reading;
 - Shadowing others;
 - Visits to stakeholders / other organisations;
 - E-learning - via CDs, DVDs and web based programmes;
 - Being mentored by an experienced person;
 - Role play - particularly where procedure is important;
 - Experience 'on the job' - this is often forgotten as a training aid;
 - Coaching; and
 - Blended activities which draw from some, or all, of the above options.

Outcomes of Skills Gap Analysis

4.5. In light of the results of the skills gap analysis, Cornwall IFCA undertook a number of changes to ensure greater resilience. These included;

- Individual development objectives for staff;
- The improved documentation of technical procedures;
- Increasing the frequency of emergency drills;
- The procurement of specific training;
- Individual development objectives where individuals were invited to take on new responsibilities; and
- Greater shadowing activities between teams.

4.6. The skills gap analysis formed the basis for each officer's personal development objectives. The activity of creating the service blueprint, and the competency matrix also facilitated individual's career progression planning, by allowing them to identify development areas required for career progression.

4.7. Cornwall IFCA's Performance Management and Development Programme uses the core appraisal paper work to record each individual's Personal Development Plans. This reduces the amount and range of paperwork associated with the programme (see Appendix 2 for an example of the Performance Management and Development Review paperwork).

Succession Planning

4.8. Cornwall IFCA has a relatively low turnover of staff, particularly in senior positions. This is a real strength of the organisation and a good indication of the health of Cornwall IFCA as a whole. However, this has led to a position where succession planning has been seen as a low priority.

4.9. The creation of the service blueprint and the competency matrix will provide the basis for succession planning for key roles, and will facilitate any future re-organisation which may result from change of senior staff.

4.10. The Cornwall IFCA Performance Management and Development Programme has a career planning section, which forms part of the Personal Development Plan. This section can be used for officers who may be considering leaving their post to consider how they, and others, may like to prepare for any officer following them. This discussion, whether it relates to retirement, career progression or lifestyle change is a vital part of helping Cornwall IFCA to effectively prepare for succession in key roles.

Induction Process

- 4.11. The preparation of material for the Skills Gap Analysis and the Performance Management and Development Programme has facilitated the creation of an induction pack. This guides managers and new employees through a mini version of the year zero appraisal.
- 4.12. The induction pack helps managers establish priorities for training and development objectives, as well as giving a clear path for new employees to follow as they begin to integrate with the team (see Appendix 3 for the induction material).

Organisational Learning and Development

- 4.13. The year zero appraisal, conducted in preparation for the introduction of a performance management system, was a one off activity. It is not anticipated that it will be undertaken again, unless there is significant re-organisation within Cornwall IFCA.
- 4.14. In future, Cornwall IFCA will ensure capacity is maintained and extended as part of the annual and strategic planning process.
- 4.15. Senior managers meet after each April performance management reviews to discuss issues arising from the individual staff appraisals. This allows for the identification of staff-generated organisational development initiatives. This is repeated after the mid year reviews have been conducted.
- 4.16. Individual and team development objectives may also be generated as a result of strategic or corporate initiatives from externally driven work programmes. These would filter down to appropriate officers through the management structure.
- 4.17. Organisational Learning and Development requirements will be expressed as part of the Annual Plan and team specific annual and strategic plans.
- 4.18. Section 178 of the Marine and Coastal Access Act 2009 requires "As soon as is reasonably practicable after the end of each financial year, every IFC authority must prepare a report on its activities in that year".
- 4.19. The Annual Report is an ideal opportunity to both celebrate success and to explore areas where Cornwall IFCA can improve.
- 4.20. The Annual Report, along with the Annual Plan, forms the backbone of Cornwall IFCA's "Plan-Do-Review" evaluation cycle. It identifies where organisational skill gaps occur, as well as identifying best practice which can be expanded further into the team.

4.21. In addition to the Annual Report, Cornwall IFCA undertakes evaluation and lessons learned activities, formally at the end of specific projects and informally at the culmination of smaller programmes of work.

5. Staff Consultation and Engagement

5.1. Cornwall IFCA is committed to ensuring that all staff have the opportunity to contribute to the strategic, as well as the day to day, direction of Cornwall IFCA.

5.2. Cornwall IFCA has a number of formal and informal mechanisms by which all staff are consulted and can engage with its strategic development. These include:

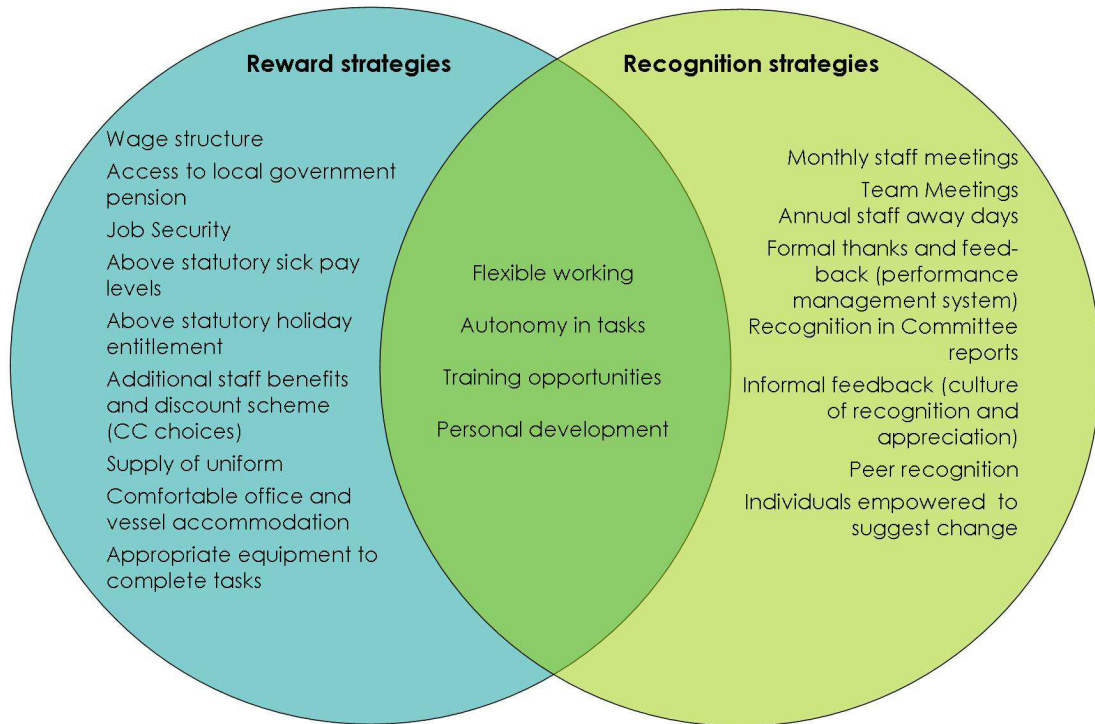
- Monthly staff meetings;
- Full consultation on all policy adoption and changes;
- Regular team/activity based meetings;
- Staff views and ideas sought formally in annual appraisal and informally in mid term reviews;
- Ad hoc responses to issues and events;
- Staff encouraged to develop business plans/discussion documents or project briefs for new initiatives; and
- Annual whole team away day exploring different aspects of Cornwall IFCA operations and management.

6. Reward and Recognition

6.1. Cornwall IFCA is an employer of choice with relatively low staff turnover and high, competitive application rates for advertised positions.

6.2. Cornwall IFCA understands that in order to maintain the high levels of motivation and commitment amongst its staff, it must appropriately reward staff and show recognition for their excellent and challenging work.

6.3. Cornwall IFCA does not have a formal Rewards and Recognition strategy. However, below are some of the approaches undertaken:



Wage structure: Cornwall IFCA offers a fair and competitive wage structure. This includes a supplement for unsociable hours worked by technical officers. The wage structure is periodically reviewed at the request of Cornwall IFCA's employment sub-committee. This review is undertaken externally by Cornwall Council's People and Operational Design department.

Access to local government pension: Employees are able to buy into the Local Government Pension Scheme.

Job security: All staff are employed on permanent contracts, with a guaranteed salary and salaried hours.

Above statutory sick pay and holiday entitlement: Cornwall IFCA follows the sick pay and holiday entitlement set by Cornwall Council. This is significantly better than the legal minimum.

Staff discount scheme: Cornwall IFCA employees are able to take advantage of a range of discounts and benefits through the Cornwall Council Choices scheme.

Supply of uniform: Staff are supplied with uniform clothing which is replaced by Cornwall IFCA.

Comfortable office and vessel accommodation: Cornwall IFCA supply comfortable and adequate office accommodation. Thought is given to the comfort of officers while working aboard the Cornwall IFCA vessels, particularly the accommodation aboard Saint Piran.

Appropriate equipment to undertake tasks: Cornwall IFCA holds significant assets to ensure that all staff are able to effectively undertake their tasks.

Flexible working: Cornwall IFCA offers a significant amount of flexibility to its staff who are expected to work unsociable hours, often at very short notice. To balance this, a high degree of latitude is given to managers to allow flexibility for staff to decide the pattern in which they work their core hours. Cornwall IFCA fundamentally believes in trusting its staff to manage their time to ensure that deadlines are met, the risk based enforcement plan is followed and the office is staffed.

Autonomy in tasks: Cornwall IFCA has a strong culture of trusting its staff. Staff work throughout Cornwall, and are often in difficult situations, operating alone or in small teams. Cornwall IFCA provides training, support, effective management and trust to allow its staff to undertake tasks with minimum external control. This has led to a position where staff act with autonomy and confidence.

Training and development: Cornwall IFCA invests significantly in both time and money, in the training and development of its staff.

Monthly staff meetings: Every month, a full staff meeting is held to share information and to inform staff of current and future work streams, business, etc. All staff are encouraged to contribute to these staff meetings and specific pieces of good work are encouraged to be shared and recognition can be given to officers involved.

Annual staff away days: At least once a year, all staff are invited to an event held away from the main office. These events will often have a forward planning aspect, but will also involve an element of fun. Responsibility for planning the away day and events is undertaken by different team members in different years.

Formal thanks and feedback: The Cornwall IFCA Performance Management and Development Programme gives managers an opportunity to formally provide thanks and recognition to staff members during the annual appraisal and interim reviews. This will be recorded on the appraisal paperwork. The Cornwall IFCA Committee meets four times a year. Managers and some officers submit a report to the Committee on the preceding quarter. This gives an opportunity for formal recognition of individuals and teams for their achievements.

Informal feedback/peer feedback: Cornwall IFCA has a culture of respect and appreciation for all staff. Regular informal and peer to peer feedback is encouraged.

Individuals empowered to suggest change: Cornwall IFCA prides itself in empowering individuals to suggest changes to practices, to identify problems and to find solutions.

7. Equality and Diversity

- 7.1. Cornwall IFCA is committed to following both the letter and the spirit of Equality and Diversity legislation.
- 7.2. As a Committee of Cornwall Council, Cornwall IFCA Members abide by the Cornwall Council Code of Conduct for Members, which specifically cites reference to Equality and Diversity.
- 7.3. Cornwall IFCA has accepted the spirit of the Cornwall Council Equality and Diversity Framework. It has specific policies which relate to its commitment to Equality and Diversity, the main ones being:
 - Equal Opportunity Policy;
 - Disability Employment Policy;
 - Code of Conduct (which references Equality and Diversity); and
 - Recruitment and Selection Policy and Procedure.
- 7.4. Cornwall IFCA also has a suite of other employment policies and systems which support the fair and equal treatment of all staff. Examples include (non-exhaustive list):
 - Performance Management and Development Programme;
 - Breast feeding policy;
 - Retirement and Pension Policy;
 - Maternity/Paternity/Adoption Policies; and
 - Disciplinary and Grievance Policies.

Appendix 1: Skills Gap Analysis guidance

Skill Gap Analysis, guidance document

Conducting the Skills Gap Analysis

The purpose of the Skills Gap Analysis is to help Cornwall IFCA ensure it has sufficient skills, and depth in skill, to ensure that it can both fulfill its duties under the Marine and Coastal Access Act 2009 and to ensure business continuity in the event of staff illness, or turnover.

Cornwall IFCA has created a matrix of tasks and skills required to fulfill its responsibilities under the Marine and Coastal Access Act 2009. As part of the Year Zero Appraisal, all staff will have an opportunity to look at the tasks, skills and training required to fulfill all areas of their role. This will allow individuals and managers to assess where additional training or development may be required. These training requirements may arise as a result of skill fade (not having done something for a long time), feeling less confident in a particular area of work, undertaking new responsibilities, the new work areas associated with the formation of the IFCA or because an individual is new to the role. It is up to managers to use their knowledge and experience to interpret the tasks as they understand them.

There are four levels of ability;

- Expert – Individual fully understands the task to the requirements of Cornwall IFCA and is able to offer support, advice and in-house training to colleagues;
- Competent – Individual capable of performing the task to the level required by Cornwall IFCA;
- Not Competent – Individual not able to complete the task or individual feels they would benefit from further or refresher training;
- Not Applicable – Individual does not undertake the task.

The Tasks and Skills will be measured against three different criteria,

- Statutory training
- In-house/external training
- Experience



The decision as to whether the individual has the experience required will be based on agreement with the manager conducting the

meeting. If both the manager is happy that the individual has the relevant experience, and the individual is happy that they have the experience and the individual has completed (and, where necessary has revalidated) statutory training they will be marked as being competent or expert.

If the manager is not happy that the individual has the relevant experience they will be marked as not competent.

There may be a situation where the manager feels that the individual has sufficient experience to be classified as competent, however the individual in question may feel that they have become too rusty, or would benefit from additional training, in this instance the manager may choose to mark the individual as Not competent, or as competent and make a note that further in-house training/ support would be beneficial.

If an individual does not undertake an activity they will be marked as Not Applicable. Whether

As with judgement of experience the level of competence will be decided between manager and individual at the meeting.

Once completed the form will be processed as part of the people capability strategy, which will contain recommendations for further training. However it is also anticipated that the manager will use the result of the meeting to discuss an individual's "Training and Development objectives" as part of the Year Zero Appraisal.

Appendix 2: Performance Management and Development review paper work



Cornwall Inshore Fisheries and Conservation Authority Performance and Development Review Form

Staff Name	
Role	
Date of Review	
Date of Last Review	
Name of Manager	

Section 1: Looking Back

Section 1a: Objectives and expectation review

<input type="checkbox"/> Met	<input type="checkbox"/> Met	<input type="checkbox"/> Met	<input type="checkbox"/> Met	<input type="checkbox"/> Met
<input type="checkbox"/> Not Met	<input type="checkbox"/> Not Met	<input type="checkbox"/> Not Met	<input type="checkbox"/> Not Met	<input type="checkbox"/> Not Met
<input type="checkbox"/> Exceeds	<input type="checkbox"/> Exceeds	<input type="checkbox"/> Exceeds	<input type="checkbox"/> Exceeds	<input type="checkbox"/> Exceeds
<input type="checkbox"/> Met	<input type="checkbox"/> Met	<input type="checkbox"/> Met	<input type="checkbox"/> Met	<input type="checkbox"/> Met
<input type="checkbox"/> Not Met	<input type="checkbox"/> Not Met	<input type="checkbox"/> Not Met	<input type="checkbox"/> Not Met	<input type="checkbox"/> Not Met
<input type="checkbox"/> Exceeds	<input type="checkbox"/> Exceeds	<input type="checkbox"/> Exceeds	<input type="checkbox"/> Exceeds	<input type="checkbox"/> Exceeds

Objectives	Needs Improvement/ Satisfactory/Good/Excellent
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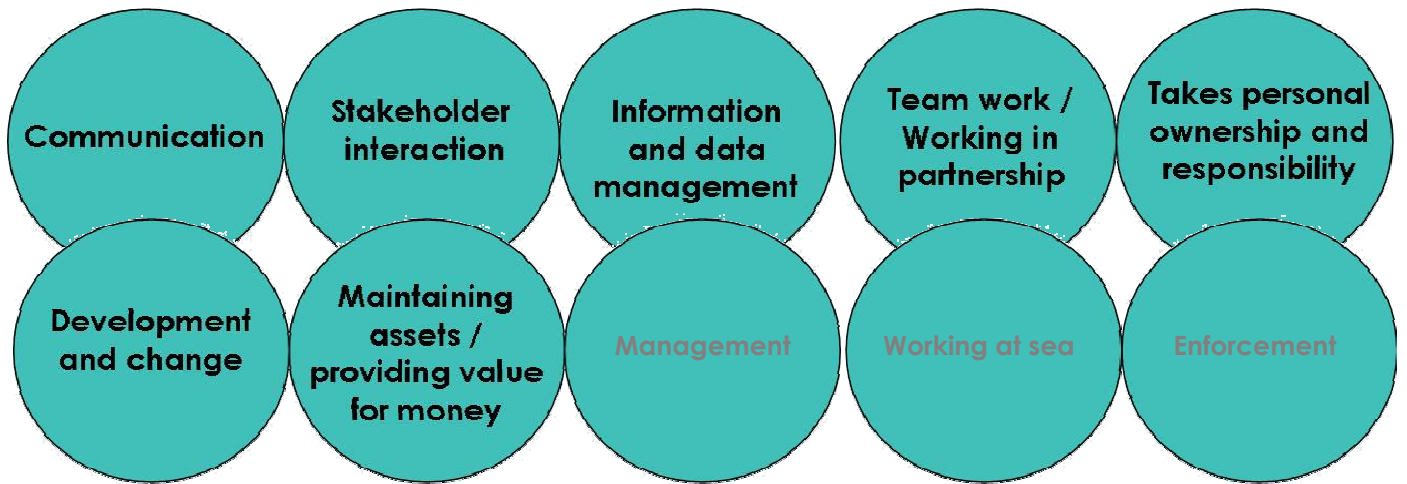
Training/Development Objectives	Not Started/Underway/ Not Achieved/Completed
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Section 1b: What went particularly well / what achievements have you had?

Achieved in last 12 months

Section 1c: What could you improve on? How? What would help you to achieve more?

Section 1d: Benefits of training/development



Objectives

Training/Development Objectives

Section 3: Support and Management

Are there any changes you would like me to make? What should I stop, keep and start doing to help you better.?

Section 4: Personal Development and Training

Section 4a: Essential Training Requirements: (current role)

Revalidation Date

Section 4b: Personal and Career Development

Short term goals

Potential training / development objectives

Long term goals

Potential training /development objectives

Section 5: Manager's Checklist

- Driving licence and relevant vehicle documentation
- Confirmed individual has checked PPE
- Individual has signed annual Risk Assessment policy
- Copies of any relevant new qualifications taken

Individual's Signature:	Date:
Manager's Signature:	Date:

Appendix 3: Induction pack

Your induction

During your first few weeks, you and your manager will agree and work together through an induction programme. The following information is designed to give you the support you need to enjoy the best possible start to your new job.

Aims of induction

The induction process will help you integrate smoothly into your new job and should help to make you feel welcome and develop a positive working relationship with your manager, colleagues, co-workers and stakeholders.

You will find out about:

- How Cornwall IFCA works;
- The requirements and expectations that apply to your job and to how you conduct yourself;
- The learning and development available to support you;
- Day-to-day administrative and domestic arrangements; and
- Emergency and safety procedures.

What can I expect from my induction?

Your manager (and others) will meet with you to discuss key policies and practices and to map out your probation period allowing you to settle into your role and the team. Key areas you should cover include:

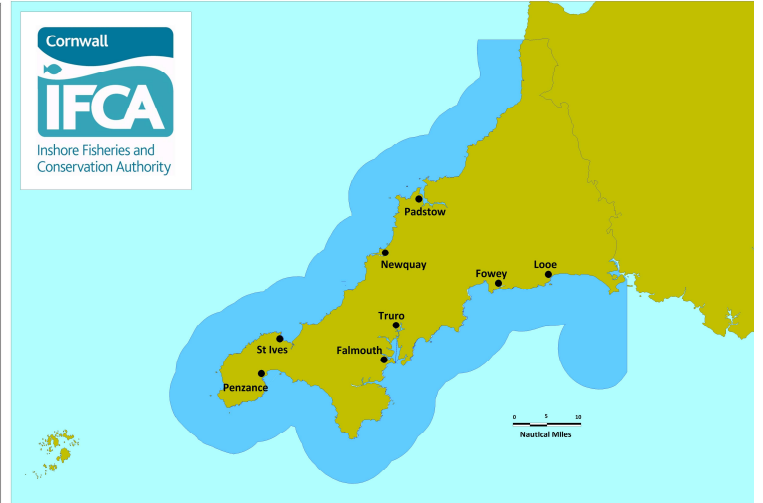
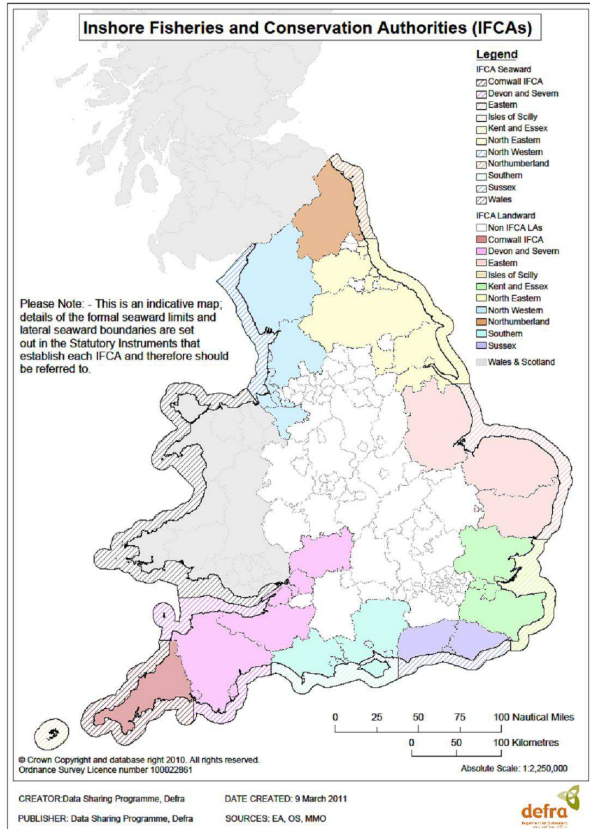
- The Code of Conduct;
- An outline of the structure, overall aims and culture of Cornwall IFCA;
- The structure of Cornwall IFCA, working practices, High Level Objectives, team performance indicators, the annual plan and any team structures;
- Key policies/ legal requirements/ codes of practice in relation to your specific role and responsibilities, financial regulations, procurement standards, safeguarding children and vulnerable adults, confidentiality requirements for employee/ client records/ other personal records and so on;
- Health and Safety policies/ legal requirements/ codes of practice and employee roles and responsibilities for Health and Safety, specific health, safety and welfare issues that apply to the role;
- Learning and development opportunities, and personal training plan;
- Discussions concerning individual and team working arrangements and expectations; and
- Any PPE appropriate to the role: dry suits, helmets, boots, etc.

Together, you will set practical, short and long term objectives for your first few months and discuss the expectations required. These objectives will cover key areas relating to your role and your team. You will then agree on

the information and/or training you need to help you achieve them as part of the induction process and to meet the probation criteria.

Information about Cornwall IFCA

Cornwall IFCA is one of the 10 IFCA, which manages the marine inshore environment around the coast of England.



The Cornwall IFCA District extends from Marstrand Mouth on the north coast of Cornwall, around to the western end of the Plymouth Breakwater in Plymouth Sound on the south coast. This includes the rivers and estuaries up to tidal limits, and all waters out to six nautical miles. The District is extended by many exposed rocks such as the Fddvstone rocks

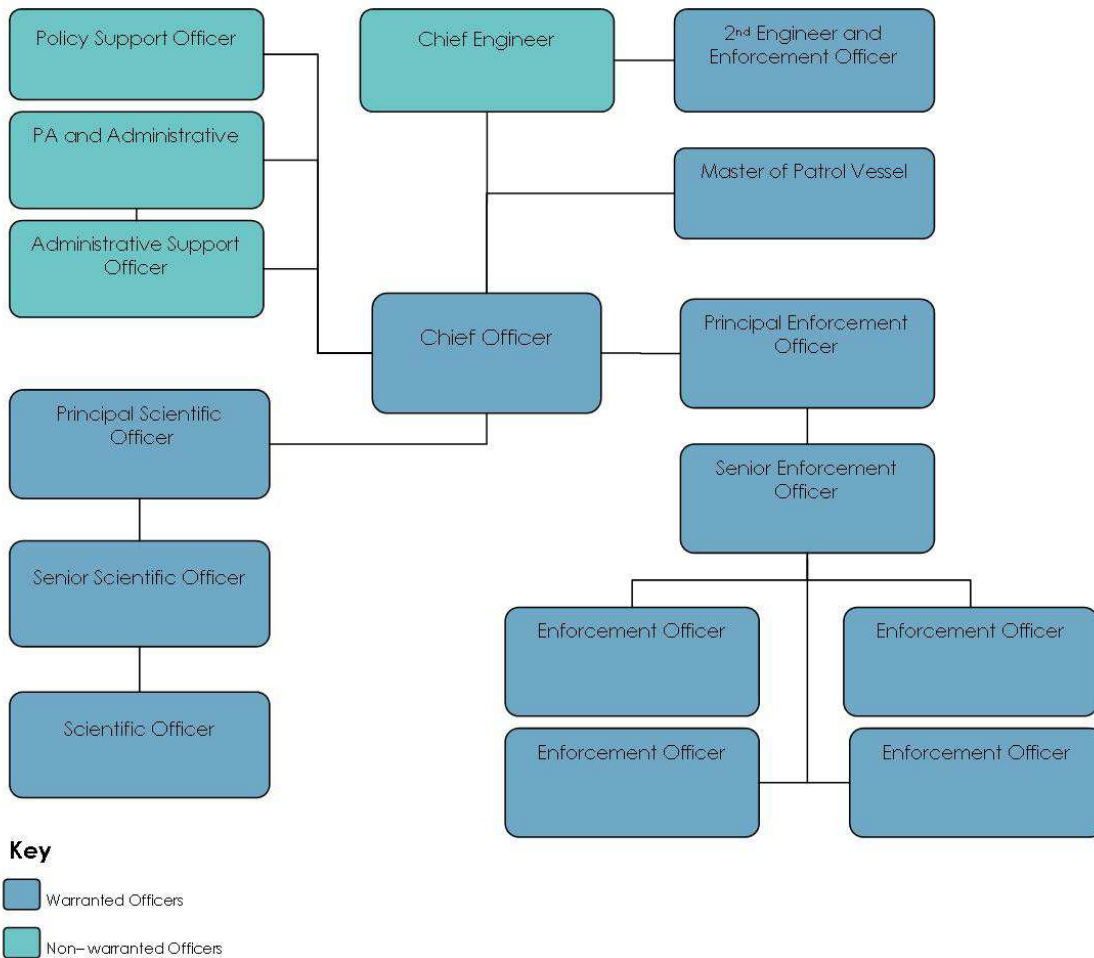
Cornwall IFCA is directed and governed by its Committee. The Cornwall IFCA Committee is made up of representatives from Cornwall Council (elected members), along with Marine Management Organisation (MMO) appointees. These are people from across the different sectors that use or are knowledgeable about the inshore marine area, such as commercial and recreational fishermen, environmental groups and marine researchers, who offer their time voluntarily. The MMO, Environment Agency and Natural England also each have a statutory seat on the IFCA Committee. There are 21 Members on the Cornwall IFCA Committee.

Cornwall IFCA Committee is governed by a constitution which covers the legal procedures relevant to the work of the Committee and its Members.

You will be expected to attend at least one Committee meeting after you start work.

Cornwall IFCA is a Committee of Cornwall Council and shares many policies and processes (eg. Payroll, Human Resources, Democratic Services). However, you are employed by Cornwall IFCA, not Cornwall Council. Where Cornwall IFCA has its own policy relating to your employment, this can be found on our section of the intranet, otherwise default to Cornwall Council's policy.

Cornwall IFCA staff



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."

Our Success Criteria

1. IFCA's have sound governance and staff are motivated and respected.
2. Evidence based, appropriate and timely byelaws are used to manage the sustainable exploitation of sea fisheries resources within the district.
3. A fair, effective and proportionate enforcement regime is in place.
4. IFCA's work in partnership and are engaged with their stakeholders.
5. IFCA's make the best use of evidence to deliver their objectives.
6. IFCA's support and promote the sustainable management of the marine environment.
7. IFCA's are recognised and heard.

In addition to the success criteria above, Cornwall IFCA also has High Level Objectives (HLO) which describe the priorities for the organisation, these will be reviewed in April 2015. Every year Cornwall IFCA produces an annual plan which details how it will work towards the HLOs. Your manager will give you a copy of this year's annual plan. It is important that you are familiar with the annual plan and the HLOs as this will help you to understand how your personal objectives and activities help Cornwall IFCA achieve its vision.



Your responsibilities

To ensure that induction works, you have a number of responsibilities:

- Read any material your manager directs you to read (policies, risk assessments or guidance documents);
- Discuss with your manager any additional induction and learning needs that you feel are necessary;
- Ensure awareness of health and safety responsibilities relating to your role and workplace; and
- Ensure awareness of all relevant policies which can be accessed from the Employee Handbook.

Performance management and ongoing supervision

All employees are entitled to ongoing support. During the first few weeks, your manager will speak to you about the objectives they will expect you to achieve within your first six months. These objectives will be recorded using the performance management and development programme which all staff

are required to complete. The aim is to ensure you are being set achievable goals and to identify any training or support you may need. More information on the Performance Management and Development programme is available from the Employment Handbook via the intranet. The Performance Management system also deals with what we call "expectations". These are behaviours and ways of working we expect all staff to adhere to. Your manager will discuss this with you as part of your induction procedure.

Enterprise Resource Planning (ERP) System

ERP is a business system that runs Cornwall Councils processes for finance, procurement, human resources and payroll. However Cornwall IFCA does not use it for HR and performance management issues, only for processing payments. Please ask your manager if this will effect you.

Health and Safety

Cornwall IFCA has the highest commitment to maintain the health safety and wellbeing of its staff. Many of the activities we ask our staff to undertake are in hazardous and difficult environments and the risk of serious injury and death are very present. This makes health and safety activities all the more important. Your manager will discuss relevant Risk Assessments, Safe Systems of Work, Operating Procedures and Personal Protective Equipment as part of your induction. If you have any concerns about your safety in your work for Cornwall IFCA, you have a responsibility to raise these with your manager, a senior manager or the Head of Service as soon as possible.

Equality and diversity in the workplace

Treating people equally is essential to being an effective and productive organisation. The introduction of equalities legislation has resulted in the removal of many inequalities within the workplace. Cornwall IFCA has a commitment to follow Cornwall Councils policy on equality and diversity.

For more information on your responsibilities for equality and diversity visit the following site

<http://cornwallcouncilintranet.cc.cornwallonline.net/default.aspx?page=2385>

Fire and emergency

You must acquaint yourself with the emergency evacuation procedures at your place of work. Your manager should make you aware of the emergency evacuation procedures and fire exits on your first day, or as part of any orientation aboard the vessels.

First aid

All Cornwall IFCA staff are First Aid trained, and first aid boxes are available from the office and all vessels and vehicles.

Flexible working

Flexible working enables employees to choose, within agreed limits and business needs when to begin and end work. It is not applicable for all staff. Your line manager will explain the process in your team for recording working time, office time and flexi leave arrangements.

IT asset and social media policies

The internet and email are important tools in the management and delivery of Cornwall IFCA's services and, therefore, they should generally only be used for this purpose. For more information on the IT asset policy, please consult the Cornwall IFCA employment handbook.

Cornwall IFCA does not have a social media presence, although many of its staff do. It is important that you understand that if you transmit a message via your own personal social media which harms the reputation of Cornwall IFCA you may face employment sanctions. This is true even if you use your own social media in your own time. Please refer to the Employment Handbook, personal use of social media policy, in the employment handbook, for more information.

Data protection and information management

Information is an asset that, like other important business assets, is essential to an organisation's business and consequently needs to be suitably protected. Cornwall IFCA also holds sensitive personal information of some stakeholders and as such has responsibilities under the Data Protection Act 1998 to ensure that anyone collecting personal information must:

- fairly and lawfully process it
- process it only for limited, specifically stated purposes
- use the information in a way that is adequate, relevant and not excessive
- use the information accurately
- keep the information on file no longer than absolutely necessary
- process the information in accordance with your legal rights
- keep the information secure
- never transfer the information outside the UK without adequate protection

For more information on the Data Protection Act go to <http://cornwallcouncilintranet.cc.cornwallonline.net/default.aspx?page=350>

Any personal data you submit to us will be held securely by Cornwall IFCA. Your personnel file is only accessible by the Chief Officer, and your data will only be shared as part of Service Level Agreements with Cornwall Council, for purposes such as payroll, pensions etc. or as part of Cornwall IFCA legal responsibilities (e.g. Income tax, cross warranting with other enforcement agencies).

Safeguarding

All employees of Cornwall IFCA will, as part of their job, have the potential for direct or indirect contact with children and/or vulnerable adults, or will have

access to information about them. Therefore, all officers have a responsibility to understand their responsibilities to the safeguarding of children and vulnerable adults. Cornwall IFCA has a safeguarding policy which can be found in the Employment handbook via the intranet. If you would like more information please talk to the Safeguarding Advocate, your manager will inform you as to who this is.

Other key employment policies

There are a large number of policies which will affect your employment; these can be found in the Employment Handbook on the intranet. However, below are a few key policies you should be aware of the implications of.

- Code of conduct,
 - Cornwall IFCA relies upon the professionalism, reliability and loyalty of its employees. The public is entitled to expect the highest standards from all employees who work for Cornwall IFCA. The aim of this Code is to assist employees to perform effectively by ensuring the rules and standards of the organisation are clearly communicated.
- Travel and subsistence
 - If you are required to use your own car as part of your job (other than for home to work journeys), you need to check with your insurers that you are covered for business use and arrange this cover if necessary. Your manager will also need to check your vehicle insurance, MOT and driving licence.
- Annual leave policy
- Attendance management policy
- Flexi time policy
- Disciplinary and capability procedure
- Grievances procedures
- Benefits, expenses and allowances policy
- Whistle blowing policy

If you would like this information
in another format please contact:

Cornwall IFCA Chi Gallos
Hayle Marine Renewables Business Park
North Quay
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