



Inshore Fisheries and
Conservation Authority

Annual Plan

2012 – 2013



RV Three Counties positioned for foot surveys in The Wash

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This document can be downloaded from:

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Alternatively a hard copy can be viewed at:
Eastern Inshore Fisheries and Conservation Authority
6 North Lynn Business Village
Bergen Way
King's Lynn
Norfolk
PE30 2JG

Other contact details:

Email: mail@eastern-ifca.gov.uk

Twitter: http://twitter.com/eastern_ifca

Facebook: Eastern IFCA

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Foreword

The purpose of this annual plan for Eastern Inshore Fisheries and Conservation Authority is to provide an overview of the key actions that the organisation intends to carry out to further the sustainable management of the inshore sea fisheries resources within the 2012-2013 financial year. The creation of Eastern Inshore Fisheries and Conservation Authority (Eastern IFCA) on 1 April 2011 provided a real opportunity to engage with and encourage the involvement of local people in the management of the marine environment within the Authority's district. This change is a unique opportunity to establish a centre of excellence, recognised locally, nationally and internationally for the development and implementation of best practice in relation to the local management of the marine environment.

Building on the new staff structure implemented in 2011, the priority this year will be to ensure that we incorporate the new personnel and skills into the Authority so we are able to continue to move forward. In this, the second year of operation, the Authority will focus on the implementation of these agreed structures and processes.

Significantly, to provide a sound foundation for the Authority, the constituent County Councils have agreed-in-principle a budget for the Authority until 2015. This is conditional on a 25% reduction in the base levy. It is clear that to meet this commitment to reduce the base levy will require some difficult decisions. One key component on making both the savings required while maintaining operational capability is reviewing vessel operations. A working group has been established to guide the Authority towards a decision regarding the composition of the vessel fleet.

A significant amount of resources will be directed during 2012-2013 towards furthering the Authority's new responsibilities and grappling with an understanding of wider sustainability within the district. Recreational fishing, Marine Conservation Zones and Reference Areas will add diversity to our work programme and make for a very exciting, and challenging year.



A handwritten signature in black ink, appearing to read "D. Vaughan".

Duncan Vaughan MSc PCGBA
Chief Executive Officer



A handwritten signature in black ink, appearing to read "Ken Sale".

Councillor Ken Sale
Chairman

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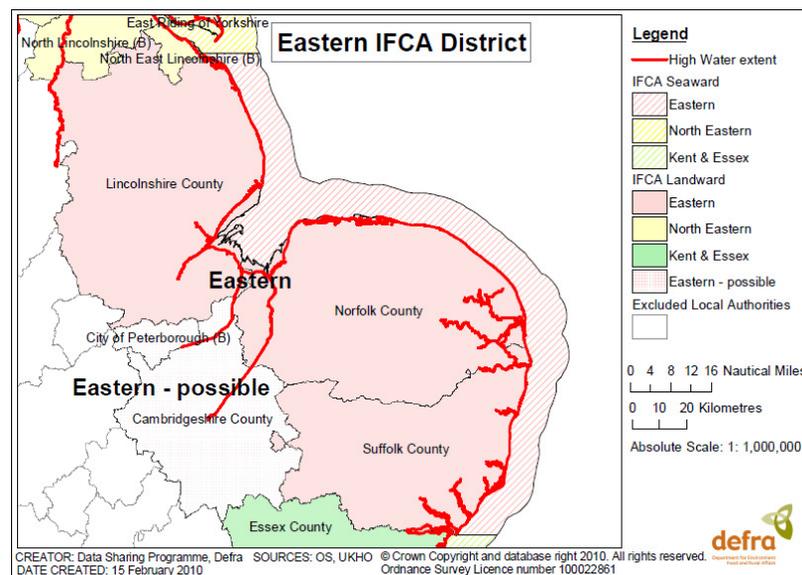
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Overview

The Eastern Inshore Fisheries and Conservation Authority was created under Section 150 of the Marine and Coastal Access Act 2009 (MaCAA) and was fully vested on 1st April 2011. There are ten IFCAs within England providing inshore fisheries and conservation management. Within this Act, Section 149 sets out the boundaries of the districts, while Section 177 requires the Authorities to produce an Annual Plan.

The Eastern IFCA district extends seawards six miles from the Haile Sand Fort off the Lincolnshire coast in the north to Felixstowe in Suffolk as well as on land in the three counties of Lincolnshire, Norfolk and Suffolk. The district encompasses every existing UK and EU form of Marine Protected Area (Sites of Special Scientific Interest, Special Protection Areas, Special Areas of Conservation, Ramsars, and European Marine Sites) and is likely to have several Marine Conservation Zones and associated Reference Areas designated within it which will result in Eastern IFCA developing management measures for these sites. In addition the management of the Wash Fishery Order 1992 is to be conducted by the Authority. The WFO 1992 was established to provide local management of the mussel, cockle, clams, scallops and queens (the prescribed species) within the Wash estuary embayment (The Wash). The WFO 1992 enables the EIFCA to sever (Several Fishery) the public's right to fish for the prescribed species within The Wash to grant exclusive fishing rights to individuals. Within the Regulated Fishery the WFO 1992 enables EIFCA to develop and enforce management measures and regulations to ensure that stocks of the prescribed species are fished in an appropriate manner. The order is due to expire in 2022.



The commercial fisheries within the Eastern district are important contributors to the local economy. In 2009 this was estimated to be divided between the Wash cockle, mussel and shrimp fisheries (£3M); the North Norfolk crab and lobster fisheries (£1.8M); and finfish fisheries mainly in Suffolk focusing on cod, sole, bass and thornback ray (£1.3M). The total 1st sale value in the district for 2009 was £6.5M with 229 active commercially licensed vessels.

The areas within the Eastern IFCA's district are also used for recreational purposes. In particular the Suffolk coast is renowned amongst sea anglers and both Norfolk and Suffolk coasts are popular destinations for bird watchers. The East of England Development Agency (EEDA) Regional Fishing Plan, Final Report (2006) written by Poseidon Aquatic Resource Management Ltd states that the annual aggregate value for sea angling in the East of England Region is around £71 million. This value accounts for shore, charter boat and private anglers over the entire East coast and includes the overall expenditure on equipment and boats.

The Authority has agreed a budget of £1,431,205 for 2012-2013. This figure includes £394,145 in new burden funding from Defra to enable the Authority to meet its new duties as set out within the Marine and Coastal Access Act 2009. Agreement that the new burden money should be passed from the three constituent councils to the Authority for each of the next three years has been reached. The Authority is firmly committed to meeting the three funding authorities' request of reducing the levy by 25% over the four year period from the 2011-2012 levy.

The Authority is conscious that new burden money should not be used to back fill the 25% reduction requested by the constituent county councils and undertook a comprehensive staff structure review during 2011-2012. Specific posts were identified and approved that would enable the Authority to better meet its new duty obligations.



Vision, Success Criteria and High Level Objectives

The vision for the Authority is:

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

The main duties for Eastern IFCA set out within the MaCAA 2009 are to:

- 1) manage the exploitation of sea fisheries resources in its district; In doing so it must:
 - a) seek to ensure that the exploitation of sea fisheries resources is carried out in a sustainable way
 - b) 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
 - c) 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
 - d) seek to balance the different needs of persons engaged in the exploitation of sea fisheries resources in the district
- 2) seek to ensure that the conservation objectives of any MCZ in the district are furthered
- 3) seek to ensure that the Wash Fishery Order 1992 is managed by the Authority in a manner that supports the local fishing industry whilst not having a detrimental impact upon the conservation features within a protected site



Seven Success Criteria and multiple High Level Objectives have been developed for all ten Inshore Fisheries and Conservation Authorities within England. It is incumbent on the Authority to meet these Criteria and Objectives in a manner which it sees fit.

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

As a key delivery body in the marine area, the Authority will also be guided by the Government's Marine Policy Statement and adhere to the High Level Marine Objectives:

- achieving a sustainable marine economy
- ensuring a strong, healthy and just society
- living within environmental limits
- promoting good governance
- using sound science responsibly



The Authority

The district boundary of the Authority reflects its three constituent funding County Councils; Lincolnshire, Norfolk and Suffolk. The Authority consists of a statutory committee which sits at least quarterly in order to receive reports from the Authority's officers and to direct officers to conduct work on its behalf to discharge its duties.

Standing sub-committees have been established to consider specific matters in depth. Sub-committees can make recommendations to the Authority and may have some delegated powers to make decisions on behalf of the Authority. The table below details the membership and delegated powers of the various committees of the Authority.

At present there is one vacancy on the Authority following the resignation of an MMO Appointee. MMO Appointees are chosen and appointed by the MMO for the knowledge that they can provide the Authority with to make better informed decisions.

Name	Affiliation	Sub-Committee			
		Planning & communication	Finance & Personnel	Regulatory & Compliance	Marine Protected Areas
Cllr T Turner MBE JP	LCC		Member		Chair
Cllr S Williams	LCC		Member	Chair	
Cllr D Callaby	NCC		Vice Chair		
Cllr Hannah	NCC	Member	Member		
Cllr H Thompson #	NCC	Member	Member	Member	Member
Cllr T Goldson	SCC		Chair	Member	
Cllr K Sale *	SCC	Member	Member	Member	Member
Mr J Stipetic	MMO Representative			Vice Chair	
Mr R Handford	EA Representative	Member			Member
Mr C Donnelly	NE Representative	Member		Member	Member
Mr N Lake	MMO Appointee	Member		Member	Member
Mr C Morgan	MMO Appointee			Member	Member
Mr T Pinborough	MMO Appointee	Member		Member	Member
Mr K Vanstaen	MMO Appointee				Member
Mr S Worrall	MMO Appointee	Member	Member		
Mr R Spray	MMO Appointee	Member			Vice Chair
Mr S Bagley	MMO Appointee	Member		Member	Member
Mr P Barham	MMO Appointee	Chair	Member	Member	
Dr S Bolt ~	MMO Appointee				
Mr R Brewster	MMO Appointee			Member	Member
Vacancy	MMO Appointee				

Key: LCC Lincolnshire County Council

NCC Norfolk County Council

SCC Suffolk County Council

MMO Marine Management Organisation

NE Natural England

EA Environment Agency

* Chair of the Authority

Vice Chair of the Authority

~CEO of the Association of IFCA's therefore not a member of any sub-committee

Priorities for the year

There are eight major priorities for the Authority in Eastern IFCA 2012-13. These are:

- to ensure the effective incorporation of new personnel into the Authority;
- to ascertain that the operation of the Authority's vessels will meet requirements for the future;
- to commence a comprehensive byelaw review process comprising of three stages;
 1. exclusion of byelaws not applicable or relevant to the Eastern IFCA District
 2. like for like substitution of uncontested byelaws directly applicable to the Eastern IFCA District
 3. consultation of complex or contested byelaws.
- to advance the Authority's understanding of the species, habitats and activities occurring in the district including the designation of Marine Conservation Zones and Reference Areas along with Natura 2000 sites and other designations
- to consider the use of vessel management systems suitable for commercial vessels within the Authority's district, the information required by the Authority and what systems to best achieve this;
- to implement a district wide risk based enforcement approach,
- to advance the Authority's understanding of the needs of the angling sector including participation in the CEFAS led Angling 2012 project; and
- to work with other IFCAs to implement 'Project Inshore'. This project will provide the Authority with an independent assessment of the state of each major fish/shellfish stock within the Authority's district; to inform the byelaw review process and future work of the Authority to ensure sustainable exploitation of these resources.

Effectively working towards the seven success criteria and their associated high level objectives will be critical to our continued development over the coming three years, and will provide a framework for working level objectives and individual staff work objectives to be developed for the period April 2012 to April 2015.

This document sets out the future priorities and aspirations of the Authority. It is important at this point to celebrate the significant day to day work of the Authority and its employees. Considerable time and effort is spent on:

- maintaining and operating the Authority's sea going assets;
- enforcing local, national and EU fisheries and environmental legislation;
- building relationships with the coastal community;
- ensuring the effective administration and operation of the Authority; and
- demonstrating value for money to funding authorities and ultimately to the taxpayer.

Delivery of priorities

The following tables illustrate the activities that Eastern IFCA will conduct during the 2012 – 2013 financial year. Defra has established seven Success Criteria for IFCAs to meet. For each Success Criterion a number of High Level Objectives (HLOs) have also been established. In order that the achievement of the HLOs can be determined a further set of Performance Indicators (PIs) have been established. (Full details for annual plans are provided by Defra Guidance to IFCAs (Defra2010a)).

- denotes predicted completion date or that the action is ongoing.

Success Criterion 1: IFCAs have sound governance and staff are motivated and respected

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(1.1) The development of an annual plan to meet the requirements of the Authority and Defra. To be prepared and published by 31 st March.	Planning and Communications Sub-Committee operational	•			•
	Senior and Executive Staff meet to discuss Annual report, and feed into Annual Plan			•	•
	Preparation of Annual Plan for agreement at January Eastern IFCA Statutory meeting with document published by 31 st March 2013			•	•
(1.2) Annual reports meeting the requirements of the Authority and Defra are prepared and published	Explore the opportunity for the development of a nationally standardised annual report template and guidance document.	•			
	Publication of the Eastern IFCA Annual Report 2011-2012	•			
(1.3) The issues impacting sea fisheries resources within the Eastern IFCA District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	Support the development of a national approach to the assessment of fisheries stocks within coastal waters	•	•	•	•
	Develop and publish the Authority's Environment and Research Strategy				•
	Review the Wash Shellfish policies	•	•	•	•
	Review the administration of the WFO 1992	•	•	•	•
	Recommendations following the pre-assessment of the brown/pink shrimp fisheries within the district are considered	•	•		

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(1.4) A staff management system, including training and development plans, is in development and being tested during 2011 for approval by staff and the authority and implementation in 2012	Staff performance management system linking to individual training and development plans - developed and implemented	•	•	•	•
(1.5) Staff resources and capability is assessed against IFCA objectives and duties with a gap analysis by April 2012; plans for addressing problems and progress against them are reflected in annual plans and reports	Staff resources and capability monitored against objectives and duties	•	•	•	•
(1.6a) Systems are developed and implemented that enable all staff and members to contribute to and comment on all IFCA policies and business by Sept 2012; systems follow best practice/principles in Investors In People	Human resources specialist recruited by the Authority Work conducted towards maintaining Investors In People status Implement staff feedback questionnaire	• •	• •	• •	• •
(1.6b) Staff and members are content that they can influence the development of policy for the IFCA demonstrated through annual feedback	Implement member feedback questionnaire Identify and encourage the development of an appropriate culture for the Authority and its employees		•		• •

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 Performance Indicator	Action:	Q1	Q2	Q3	Q4
(2.1a) The issues impacting sea fisheries resources within the IFCA District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	All fisheries operating within the district are identified spatially and temporally Working with other IFCAs to implement "Project Inshore" to assess each major fish and shellfish stock in the District	• •	• •	• •	• •
(2.1b) All byelaws made after April 2011 meet the requirements of Defra guidance	Regulatory and Compliance Sub-Committee operational Training provided to the Regulatory and Compliance Sub-Committee prior to the committee considering any new byelaws	• •	• •	• •	• •
(2.1c) IFCAs have necessary records and database systems in place to inform decision making	Development of ICT systems that facilitate the creation of suitable databases and storing of data	•	•	•	•
(2.2a) The byelaw review and changes are on schedule to meet the objective of reviewing and evaluating all legacy byelaws by 2015	Order in which legacy byelaws should be evaluated set out		•		

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(3.1a) Annual enforcement risk register published on each IFCA's website and available for viewing at each IFCA's office by 30 April each year	Enforcement risk register developed by officers	•	•		
	Enforcement risk register published			•	•
	Risk based enforcement framework developed and published by officers	•		•	
(3.1b) The IFCA's enforcement risk register is peer reviewed. The peer review comments are forwarded to the CFO and Chairman of the IFCA	Enforcement risk register peer reviewed by CEO of Kent and Essex IFCA and Sussex IFCA			•	•
	Peer review comments forwarded to the CEO, Chair of the Authority and Chair of Regulatory and Compliance Sub-Committee			•	•
(3.1c) The enforcement risk register is compiled in a standard format approved by all IFCA's and provided to the national peer review panel by the 28 February each year	Explore the opportunity for the development of a national IFCA standardised risk register	•	•	•	•
	Explore the opportunity for the development of a national IFCA standardised risk based enforcement framework	•	•	•	•
(3.2a) A code of conduct for inspections both ashore and at sea is created by 30 th October 2011 and reviewed annually. The code of conduct is published on each IFCA's website and available from each IFCA's office by 30 April each year	National standardisation of a IFCA regional code of conduct for inspections regime explored	•	•		
	A code of conduct for inspections available on website	•	•	•	•
(3.2b) Establish a national IFCA/MMO team by 30 th October 2011 to independently assess the overall quality of enforcement inspections conducted by each IFCA on an annual basis with the results reported back to the CFO and Chairman of the inspected IFCA by the 30 April each year	Support the development of an IFCA/MMO assessment team. <i>N.B.</i> Dependent on national action for Performance Indicators to be met	•	•	•	•
	Participate in national meetings and programmes	•	•	•	•

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(3.2c) Development of an SLA between IFCA, MMO, NE and EA regarding the provision of standardised enforcement training and the secondment process for officers of each signatory by 30 April 2012	<i>N.B.</i> Dependent on national action for Performance Indicators to be met	•	•	•	•
(3.2d) Each IFCA's enforcement knowledge and performance is assessed (to nationally determined standards - to be developed by 30 April 2012) on a bi-annual basis whilst attending the national enforcement training course	<i>N.B.</i> Dependent on national action for Performance Indicators to be met Eastern IFCA IFCA's to be assessed and identified as competent prior to being issued with a Warrant Training courses identified in personal development plans	• • •	• •	• •	• •

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(4.1a) Initial MOUs are agreed and adopted by end of April 2011	Memoranda of Agreement/Understanding with NE/EA/MMO/Cefas agreed Local Annex to Agreement developed	• •	• •	• •	• •
(4.1b) Discussions have been held with partner organisations with regard to Service Level Agreement (SLAs); SLA (if required) are agreed and adopted by April 2012	MoUs/MOAs/SLAs with ACPO, Norfolk Constabulary, DVLA, WNNEMS, ERLG, KEIFCA, NEIFCA, AIFCA explored and developed if appropriate	•	•	•	•
(4.1c) Identify and discuss with lead local authority requirement for SLA by October 2011	Review with NCC/LCC/SCC the development of SLAs	•	•	•	•
(4.1d) Each MOU and SLA is reviewed annually to ensure effective delivery of objectives as defined in the annual plan; progress against MoU action plans is reflected in annual reports	MOUs reviewed	•	•	•	•
(4.2a) Set-up database of stakeholders from current list by April 2011. Update list every 6 months. Review contacts list annually	Development of stakeholder database Recruitment of MEO – Data Officer Recruitment of MEO – Community Development Officer Review contacts list annually	• • • •	• • • •		
(4.2b) Engagement strategy developed by April 2012	Development of Communication and Engagement Strategy by Planning and Communications Sub-Committee (PCSC) Explore the possibility of NCC providing Eastern IFCA with marketing and PR support	• •	• •		
(4.2c) By April 2012 each IFCA to create a website to give access to current information; all regular forms and documents to be provided electronically by April 2013. Website is reviewed and updated monthly	Website updated as required MEO Data Officer to organise monthly website updates	• •	• •	• •	• •
(4.2d) Develop interpretation boards and presentations to allow greater interaction with stakeholders	Interpretation boards installed at appropriate locations within district Develop Eastern IFCA presentation templates for stakeholder groups	• •	• •		
(4.3a) Reviewed stakeholder and communication strategy/plans and stakeholder database completed by April 2014	Development of a Communication and Engagement Strategy	•	•	•	•

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(5.1a) By April 2012, committee to sign off strategic research plan, which has undergone consultation, covering the period until April 2015	2013 – 2015 Environment and Research Strategy developed by officers and PCSC 2013 – 2015 Environment and Research Strategy approved by Authority			• •	• •
(5.1b) Research plan is published each year	2013 - 2014 Environment and Research Plans developed by officers and PCSC 2012 - 2013 Environment and Research Plans agreed by Authority 2012 - 2013 Environment and Research Plans published on Authority's website Standardisation of Environment and Research Plan format explored with other IFCA's	• • • •	• •	• •	• •
(5.1c) Previous year's research report published each year	Standardisation of Environment and Research Report format explored with other IFCA's Eastern IFCA 2011 - 2012 Research Report published on Authority's website	• •	• •	• •	• •
(5.1d) IFCA annual report to demonstrate how evidence has been used in decision making processes	Annual Report includes a section on how the Authority has incorporated evidence in its decision making	•	•		
(5.2a) By April 2012 develop and agree MoUs with delivery partners and review annually	Included in MoUs in HLO 4.1	•	•	•	•
(5.2b) IFCA representative to take part in annual IFCA scientific conference	Included attendance at relevant scientific fora in Personnel Development (links to HLO 1.4).	•	•	•	•
(5.2c) IFCA representative to proactively be involved in relevant evidence networks to share best practice, e.g. Technical Advisory Group.	Eastern IFCA Senior Research Officer to lead in Technical Advisory Group. Eastern IFCA Research Officers provide information and training in specialist fields to others to forward the development of best practice	•	•	•	•
(5.3a) IFCA annual plan and report demonstrate use of evidence, resources and capability as per strategic research plan	2013-2014 Annual Plan developed incorporating 5.3a				•
(5.3b) Seek appropriate peer review of research reports	Peer review process of Eastern IFCA Research Reports to be explored	•	•	•	•

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(5.3c) IFCA annual plans and reports, including research plans and reports, are published online on the IFCA and Technical Advisory Group websites	2012-2013 Annual Plan published on Eastern IFCA website 2011-2012 Annual Report published on Eastern IFCA website 2012-2013 Environment and Research Plans published on TAG/Eastern IFCA website	•	•		•
(5.4a) Develop knowledge sharing plans and procedures by April 2014.	Development of knowledge sharing plans explored with Kent and Essex IFCA and Sussex IFCA /TAG				•
(5.4b) Knowledge sharing plans are reviewed and amended annually	Not addressed within this time period				

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(6.1a) Identify where there are shared objectives in managing the marine environment with partner organisations by April 2012 and identify how these impact on IFCA's objectives	Development of an MoU with Kent and Essex IFCA regarding management of the River Stour Development of an MoU with North Eastern IFCA regarding respective roles in the Humber EMS	• •	• •		
(6.1b) Shared objectives are set out in annual plans	2013 - 2014 Annual Plan identifies shared objectives				•
(6.1c) Progress of shared objectives reported on in annual reports	Included in 2011-2012 Annual Report	•			
(6.2a) Plans and processes for raising awareness of IFCA's work in place by April 2013	Development of a Communications and Engagement Strategy		•	•	•
(6.2b) Examples of engagement set out in annual reports	Included in 2011-2012 Annual Report			•	•
(6.2c) Feedback from relevant stakeholders regarding the effectiveness of engagement is routinely sought	Feedback included as part of the Development of a Communications and Engagement Strategy (links to HLO 6.2a)	•	•	•	•
(6.3a) The issues impacting sea fisheries resources within the IFCA District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	Wash cockle and mussel management policies reviewed (links to HLO 1.3) Environment and Research Strategy developed (links to HLO 5.1 a&b) Development of Eastern IFCA's regulator role with regard to MCZs and marine planning Project Inshore – as for HLO 2.1a	• • •	• • •	• • •	• • •
(6.3b) Examples of proactive involvement in relevant networks to share best practice are reported in annual reports	Included in 2011-2012 Annual Report	•			
(6.3c) The impact of the Marine Policy Statement and the process of marine planning on IFCA's work have been assessed and addressed by April 2015	Eastern IFCA officers liaise with MMO marine planning team regarding the development of East coast marine plans	•	•	•	•

(Continued) Success Criterion 6: IFCA support and promote the sustainable management of the marine environment

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(6.4a) Assessment of the condition of Marine Protected Areas by statutory bodies, where available, have been taken into account when developing suitable management plans	<p>Appropriate Assessments produced and published by Eastern IFCA where Eastern IFCA authorises activities occurring within European Marine Sites</p> <p>Liaison with Natural England for up-to-date information on MPA condition</p>	•	•	•	•
(6.4b) IFCA can demonstrate effective representation on relevant management boards/steering groups for Marine Protected Areas, where appropriate	<p>Eastern IFCA is the lead authority for the WNNCEMS and employs the WNNCEMS Project Manager</p> <p>Eastern IFCA is a member of the Stour & Orwell Estuaries Management Group</p> <p>Eastern IFCA is a member of the Humber Estuary Relevant Authorities Group</p> <p>Eastern IFCA is represented on the two local MCZ projects</p>	•	•	•	•
(6.4c) IFCA can demonstrate delivery of the principles outlined in Government guidance on sustainable development	Links to the development of the HLO 5.2 -Environment and Research Strategy developed	•	•	•	•

Success Criterion 7: IFCA's are recognised and heard

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(7.1a) By April 2012, each IFCA is actively involved, through membership, in the direction, good governance and running of the AIFCA	Support and advice provided by officers regarding the establishment of the Association of IFCA	•	•		
	Allocation of budget to support membership of Association of IFCA	•			•
(7.1b) Initial MOUs are agreed and adopted by end of April 2011; SLAs (if required) are agreed and adopted by April 2012. Each MOU and SLA to be reviewed annually to ensure effective delivery of objectives as defined in the annual plan	Agree MOAs with EA/NE/Cefas (links to HLO 4.1)	•	•	•	•
	Develop SLAs	•	•	•	
	Review MOUs/SLAs				•
(7.1c) By April 2012 partnership working is embedded in each IFCA (and partner organisation), evidenced on an annual basis by regular liaison meetings and joint or collaborative activities as defined in the annual plan	Host and attend regular Eastern Regional Liaison Group meetings (Police/EA/MMO/KEIFCA)	•		•	
	Development of a South East IFCA (KEIFCA/SIFCA) working group to carry forward items of mutual benefit	•	•	•	•
	Employment of the WNNCEMS Project Manager	•	•	•	•
(7.2a) By April 2013 a strategy for the promotion of IFCA's work is developed, including the development of promotional / communication plans which are to be reviewed annually	Development of a Communication and Engagement Strategy (links to HLO 5.3)	•	•	•	•
	Explore the possibility of NCC providing Eastern IFCA with marketing and PR support	•			
(7.2b) By April 2013 annual reports by IFCA's to include a specific element which has data on 'compliments, comments and complaints' from stakeholders and general public and significant events which have demonstrated the IFCA's PR strategy is operational	Include a public engagement section within the draft 2013-2014 Annual Report				•
(7.2c) By April 2013, as a minimum, each IFCA to hold proactive biennial stakeholder meetings and events to inform and consult with all interested parties in the IFCA District	Development of a Communication and Engagement Strategy incorporating a timetable for future stakeholder meetings (link to HLO 5.3)	•	•	•	•
	Hold community surgeries following quarterly IFCA meetings	•	•	•	•
(7.2d) By April 2012 each IFCA to create a website to give access to current information; all regular forms and documents to be provided electronically by April 2013. Website is reviewed and updated monthly	Eastern IFCA website updated as required	•	•	•	•

(Continued) Success Criterion 7: IFCA's are recognised and heard

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(7.2e) By April 2011 all IFCA staff to be badged so as to be recognised as IFCA officers who following internal training, can speak with authority on the IFCA aims and objectives	All Eastern IFCOs provided with logo uniforms and warrant cards Staff meeting held to review 2012-2013 Eastern IFCA Annual Plan	• •	•	•	•
(7.2f) By April 2012 annual staff appraisals will be undertaken to measure the standards of behaviour toward, and interaction with, stakeholders, general public and officers/staff of partner organisations	Training in staff appraisals to be conducted Staff performance appraisal system operational incorporating 360 degree external feedback mechanism	• •	• •	•	•

Risk management strategy

As part of planning for the coming year, the Authority must identify risks to its work programme. The risk register below illustrates the main risks to the delivery of the priorities of the Authority as understood by Officers as at 23 December 2011. The risk matrix is a 'live' document that will be updated as the Authority better understands the work it will be required to conduct, which may in turn lead to re-directing of organisational resources. The risk matrix will be revisited during 2012-2013 to realign this with the format suggested within the Defra enforcement guidance documentation. A revised document will then be presented to the Planning and Communication Sub-Committee for review. The assessment of risk is a subjective one based on the experience of the individuals assessing the risk.

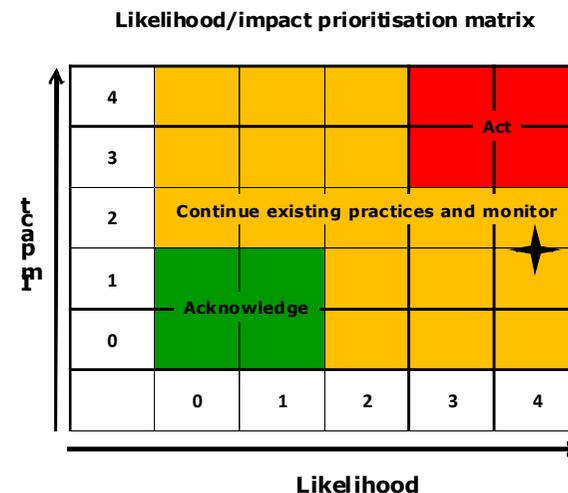
Recognising that risk identification and mitigation is a key activity for all Authority personnel, officers will provide all employees and the Authority with training in risk management during this coming financial year. It should also be noted that this risk register only records the main threats to the organisation and is by no means definitive.

Where a risk has the potential to prevent Eastern IFCA from achieving a High Level Objective (HLO) this has been noted within the risk register.

The risk matrix sets out the magnitude of the risk to Eastern IFCA from an organisational viewpoint incorporating amongst others reputational and financial risks. The matrix also sets out the likelihood of an identified risk occurring. Mitigation which is in place or to be introduced is identified. Risk is ranked on an arbitrary scale from 0 (low risk - coloured green) to 4 (high risk - coloured red). The average of the combined financial and reputational risk is taken and plotted on to the matrix below, the likelihood of that risk occurring is also plotted. Where mitigation has been identified if it is in place it is recorded in green whereas if it is to be introduced it is in red. It should be noted that in most cases there are already many actions being undertaken as part of routine working practices to reduce the risks to the Eastern IFCA.

Risk matrix with worked example

Risk A poses a financial threat (2) to the organisation and a reputation threat (1) generating a resultant risk of 1.5. The likelihood of the threat occurring is determined as 4. The resultant risk to Eastern IFCA is therefore plotted using the matrix and is identified as a risk that should be monitored.



Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
			Reputation	Financial			
Eastern IFCA failing to meet stakeholder expectations (1.3/2.1)	CEO/PCSC	If Eastern IFCA fails to meet stakeholder expectation, Eastern IFCA could be abolished or face remedial action such as restructuring or disciplinarys.	4		3	New stakeholder groups expect delivery on management/actions that benefit their sector	<ul style="list-style-type: none"> Develop and promote an annual plan to communicate with stakeholders the work that the Eastern IFCA is intending to conduct within 2012-2013 Produce an annual research report Implement a Communication and Engagement Strategy to enable Eastern IFCA to successfully engage with a wide range of stakeholders in order to manage expectations Publish an annual report setting out achievement of the annual plan
			4	4			
			Loss of confidence in the organisation	Withdrawal of LA and Defra funding for the organisation			
			Change of organisation does not result in a change of structure or culture				
High turnover of staff (1.4/1.5/1.6)	CEO/FPSC	<p>Reduced efficiency and effectiveness</p> <p>Low morale and disruption for remaining staff</p> <p>Loss of skills and knowledge</p>	2		2	<p>Uncertainties over futures due to staff restructuring requirement to ensure resources are aligned with organisational duties</p>	<ul style="list-style-type: none"> Eastern IFCA maintain IIP accreditation High level of training provided to staff Staff appraisals Provide safe and professional working environment Professional independent staff structure review conducted including benchmarking of salaries Improved flexible working arrangements resulting from new ICT capabilities Provision of a new personnel management framework Personnel and training strategy to be developed and implemented
			2	2			
			Eastern IFCA not considered a good employer, staff look for alternative employment	High financial investment required to train and provide PPE			

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Fisheries in the District impacted by the activities of developers/ Industry Insufficient time to fully consider environmental impact assessments for inshore developments (1.3/5.1)	CEO/PCSC	Shellfish fisheries close due to contamination Significant shellfish mortality Temporary or permanent loss of, or damage to, fish stocks, fishery habitats or fishing grounds	2.5		2		<ul style="list-style-type: none"> • Consultations responded to by MEO • Liaison with consenting agencies • Developer meetings attended by IFCA representatives • Database to be created holding information on current and historical fishing activities within the Committee's district • Development proposals scrutinized by Defra and Natural England • Consents required for developments • Increased capacity in Eastern IFCA Environment team to review external consultations • Development of Environment and Research Strategy
			Reputation	Financial	Lack of fishing activity data		
			3	2	Lack of baseline data		
			Eastern IFCA reputation as a successful manager of the inshore sea fisheries resources is damaged	Closure of fisheries increases enforcement and research costs	Limited understanding of impacts of developments on the marine environment		
Injury to staff due to unsafe working practices (1.5)	CEO/FPSC	Death or injury of staff Poor morale and reluctance to work	3.5		2		<ul style="list-style-type: none"> • Mandatory safety training register maintained • Adequate training budget to cover all training requirements • Well trained staff • Risk assessments available and regularly reviewed for each task • High quality PPE issued to all staff • PAT testing conducted in house • Safety drills conducted on vessels • Boarding Standing Order developed • Lone Working Policy developed • Conflict Resolution Policy developed and training provided • Designated Duty Officer with capability of tracking vehicle from home • Training strategy to be developed
			Reputation	Financial	Well trained staff		
			3	4	Provision of high standard safety equipment		
			Eastern IFCA perceived as a poor employer	Injury claims, tribunals HSE/MCA investigations	Well maintained vessels Well maintained vehicles		

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Failure to fully engage with stakeholders (1.1/4.1/4.2/4.3/6.2/7.1)	CEO/PCSC	Conflict between different stakeholder groups	4		3		<ul style="list-style-type: none"> Adaptive co-management approach Regular contact with fishermen and Natural England Dissemination of all survey data and management proposals Respond to all relevant Government /developer consultations/proposals Website and provide interactive services Sub-committees established to consider specific issues Regular/structured liaison with other enforcement bodies (ERLG/SE IFCA working group) Annual plan, report & research reports published Regular P.R. releases including radio interviews by Eastern IFCA Officers Annual stakeholder feedback questionnaire and analysis Communication and engagement strategy to be developed
			Reputation	Financial	Difficult to identify and consult with all relevant stakeholders		
		4	4				
		Non compliance with fisheries and environmental legislation	Lack of trust in the Eastern IFCA's management processes	Resources are not directed appropriately to meet stakeholder or resources are used to defend decisions/work by Eastern IFCA	Detection and prevention of illegal activity is challenging in the marine environment		
			Misunderstanding of the Eastern IFCA's role				
		Reputation	Financial	Eastern IFCA's performance is judged on its ability to prevent illegal activity from occurring	Legal challenge brought against Eastern IFCA for failing to meet obligations under MaCAA and the Habitats Regulations		
4	4						

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Failure to effectively monitor and enforce legislation (2.1/2.2/2.3/2.4/2.5/3.1)	CEO/RCSC	Unregulated fishery	4		2		<ul style="list-style-type: none"> Adaptive co-management approach to fisheries improves understanding and compliance with management measures Warranted IFCOs regularly monitoring landings and fishing activity throughout the District Intelligence led/risk based enforcement planning Operation of: <ul style="list-style-type: none"> 24m Patrol vessel 18m Research vessel Three RIBs including a 6.7 m RIB with radar fitted Development of a risk based enforcement framework Introduction of Financial Administrative Penalties Recruitment of a Head of Marine Protection
		Increased non compliance with legislation	Reputation	Financial	Detection and prevention of illegal activity is challenging in the marine environment		
			4	4			
		Eastern IFCA's performance is judged on its ability to prevent illegal activity from occurring	Legal challenge brought against Eastern IFCA for failing to meet obligations under MaCAA and the Habitats Regulations				

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Failure of vessel assets	CEO/PCSC	Limits enforcement and research capabilities	3.5		3		<ul style="list-style-type: none"> Extensive annual refits of main vessels Annual Workboat Code survey Engineers on both main vessels Significant vessel contingency reserve in place Agreement with KEIFCA to supply survey/enforcement vessel for twenty days in 2012-2013 Review of vessel assets required by Authority to be conducted
			Reputation	Financial	Eastern IFCA has four main vessel assets to cover breakdowns		
			3	4	FPV Protector III currently operating beyond expected service life		
			Significant local taxpayer money provided to commission vessels	Hiring of other vessels expensive			
		High expectation that the vessels provide value for money	Significant mechanical failures expensive to rectify in both officer time and parts				
Failure to maintain survey/sampling programme (5.3/5.4)	CEO/PCSC	Lack of accurate data leading to poor evidence base upon which to make management decisions Non delivery of agreed MoUs with partner organisations	2.5		2		<ul style="list-style-type: none"> Dedicated research vessel Work plans developed for research staff and vessel Research staff well qualified and experienced with local fisheries Additional Research Officer position created in 2012 Contingency plans to be developed Agreement with KEIFCA to supply survey/enforcement vessel for twenty days in 2012-2013 Review of vessel assets required by Authority to be conducted
			Reputation	Financial	Dedicated 18m research vessel half way through expected service life so downtime expected to be minimal		
			3	2	Dedicated research team		
			High expectation that sea fisheries resources are well managed by Eastern IFCA	Research resources required to be contracted in to fulfil research programme			
		High expectation that additional research work will be completed					

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Enforcement activities conducted in an unprofessional and uncoordinated manner (3.1/3.2)	CEO/PCSC	Inconsistent approach to fisheries enforcement Enforcement problems and non compliance with legislation Poor morale amongst other IFCOs	3.5		2		<ul style="list-style-type: none"> Regular staff meetings combined with enforcement training Staff appraisals All IFCOs receive comprehensive in house and external PACE training Issue of Warrants delayed until the Authority is convinced the IFCO is capable of carrying out the enforcement role Code of Conduct for inspections at sea and ashore developed Standard boarding forms created Limited MEO training Recruitment of a Head of Marine Protection
			Reputation	Financial	Misinformation may be given by IFCOs or information may be misinterpreted by fishermen Lack of understanding and application of new powers by EIFCOs		
			4	2			
Degradation of MPAs due to fishing activity (6.1/6.3/6.4)	CEO/MPASC	Loss or damage of important habitats and species within environmentally designated areas	3.5		2		<ul style="list-style-type: none"> Proposed fishing activity authorised by Eastern IFCA are assessed according to Habitats Regulations Effective enforcement Adaptive co-management approach to fisheries management Liaison with Natural England regarding fisheries in Marine Conservation Zones Apply the process agreed by Eastern IFCA for managing fishing activities in Marine Protected Areas Review agreed Wash Cockle & Mussel Policies Investigation into the use of VMS as a management tool by the Authority Continue to progress research into the impact of fishing activities on MPA features to ensure the Authority has an up to date evidence base to inform its management decisions e.g. Suction dredge experimental work
			Reputation	Financial	Eastern IFCAs approach to managing sea fisheries resources takes into account environmental obligations		
			4	3			
			Eastern IFCA is not meeting statutory duties under EU & UK conservation legislation	Legal challenge brought against Eastern IFCA for failing to meet obligations under MaCAA and the Habitats Regulations			
			Eastern IFCA not achieving vision as champion of sustainable marine environment				

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Shellfish and fish stocks collapse (5.3)	CEO/MPASC	Collapse of fishing industry	3		4		<ul style="list-style-type: none"> • Annual stock assessments of bivalve stocks in Wash • Ability to allocate sufficient resources to monitoring of landings and effective enforcement • Consultation with industry on possible management measures • MSC pre-assessment review of fisheries validated management measures • SWEEP research into primary productivity levels within the Wash • Regular engagement with the industry to discuss specific matters • Review agreed Wash Cockle & Mussel Policies • Continued research into the cockle mortality events • Participate in Project Inshore to inform stock management
		Fishing effort displaced	Reputation	Financial	Bivalve stocks have high natural variation		
		Detrimental impact on wider ecology	3	3	Crustacean stocks not currently subject to effort control		
			Loss in confidence of the Eastern IFCA ability to manage the sea fisheries resources within its district	Resources directed at protecting alternative stocks from displaced effort Additional resources applied to research in to the cause of collapsed stocks and increased engagement and discussion with stakeholders			

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Failure to secure data (5.2)	CEO/FPSC	Non compliance with Data Protection Act	4		2		<ul style="list-style-type: none"> All computers are password protected. Individuals only have access to the server through their own computer. Secure wireless internet On site and remote back up of electronic files Access to electronic files is restricted based on an individuals role Up to date virus software installed on all computers Important documents secured in safes ICT equipment and policies provided by NCC – including encrypted laptops/secure governmental email system All Eastern IFCA personnel undergo DPA training conducted by NCC officers Electronic backup of all Eastern IFCA documents held by NCC offsite Updated, interactive data system in place
		Prosecution casefiles compromised	Reputation	Financial	Limited staff access to both electronic and paper files Office secure with CCTV and alarm		
		Loss of data in the event of fire or theft	4	4			
		Breakdown in dissemination of sensitive information between key delivery partners	Stakeholders no longer believe that confidential information they have supplied is secure	Eastern IFCA open to both civil and criminal action regarding inability to secure personal information			
		Personnel issues arise over inability to secure information					

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation In place / to be introduced
Failure to maintain effective financial management and control	CEO/FPSC	Fraudulent activity leading to misuse and/or misappropriation of funds	4		2		<ul style="list-style-type: none"> • External audit of accounts by Audit Commission • Internal Audit conducted by Norfolk County Council • Finance and Personnel Sub-Committee in place to review budgetary spend • Restricted use of company credit cards • Fuel cards allocated to specific organisation vehicles • Trackers fitted to all Eastern IFCA vehicles • Restricted authority to sign cheques • Annual plan and report • Yearly reviews of inventories • Production of detailed accounts • Maintenance of contingency funds • Introduction of BACS payments • Eastern IFCA Financial Regulations • Eastern IFCA Anti Fraud and Corruption Policy • Obtain three quotes for purchases
			Reputation	Financial	Limited staff access to financial information and authority to spend money		
			4	4			
		Unforeseen expenditure, major mechanical failure or loss of large vessel assets	Eastern IFCA perceived as not providing VFM	Lack of financial resources to carry out statutory obligations	Vessel contingency funds maintained		
Significant under/over spend against budget			High uncertainty regarding new burden money				

Resources

The following resources will exist within the Eastern IFCA on the 1st April 2012. A comprehensive strategic review of the operational requirements of the Eastern IFCA will have been commissioned and reported upon during 2012-2013. The review will inform the committee on the resources required in order for it to discharge its responsibilities resulting from the Marine and Coastal Access Act 2009 in an effective and efficient manner.

The full 2012 - 2013 budget was approved by the Authority on the 26th January 2012 and can be found in Appendix A.

Vessel details	HP	MCA Work Boat Code	Length	Crew	Commissioned	Life remaining	Replacement cost
<i>FPV Protector III</i>	2,400	Cat. 2 (60 nm offshore)	24m	4	1994	1-5	£2.5 - 3.5M
<i>FPV Sea Spray</i>	260	Cat. 3 (20 nm offshore)	6.8m	3	2004	3	£80,000
<i>FPV Pisces III</i>	100	Cat. 3 (20 nm offshore)	5.5m	2	1998	2-3	£40,000
<i>RV Three Counties</i>	1,050	Cat. 2 (60 nm offshore)	18m	3	2002	6-10	£1,400,000
<i>RV Runner</i>	50	N/A	3.5m	2	2004	1	£13,000

Vehicle details	Allocated to	Entered service	Replacement date	Replacement cost
Peugeot 207 sw	Area 1 IFCO	2007	2015	£12,000
Peugeot 207 sw	Area 2 IFCO	2007	2015	£12,000
Peugeot 207 sw	Area 3 IFCO	2010	2017	£12,000
Peugeot 207 sw	Area 4 IFCO	2010	2018	£12,000
Peugeot 308 sw	<i>RV Three Counties</i>	2009	2016	£13,500
Nissan Navara 4x4	Office	2005	2015	£16,000
Ford Tourneo bus	<i>FPV Protector III</i>	2008	2016	£14,500
Renault Clio	Office	2007	2015	£9,000

In addition to the resources identified above the Authority operates specific pieces of survey equipment outlined in the Equipment section of the Environment and Research Plan.

During 2011 the Authority commissioned surveys of the River Stour using the Kent and Essex Inshore Fisheries and Conservation Authority's *Research Vessel Tamesis*. It is envisaged that this arrangement will continue during 2012-2013. The Authority maintains an office in King's Lynn in Norfolk and vessel moorings at Sutton Bridge in Lincolnshire.

Recognising the economic climate that the Authority is operating within the expected working life of the vehicles owned by the Authority has been extended by two years.

Ways of working

The Authority enjoys excellent relationships with a wide variety of bodies. To build these relationships has taken the work and commitment of the Authority and its staff. These relationships are recognised in the Annual plan. By continuing to work with a wide variety of partner organisations the Authority is able to maintain its wide work programme across the District.

Key organisations, the relationships and instruments with the Authority are highlighted below.

Association of Inshore Fisheries and Conservation Authorities

In addition to being a member of the Association of Inshore Fisheries and Conservation Authorities (of which Eastern IFCA is one of ten within England) the Authority is the employing body for the Chief Executive Officer for the Association.

Memoranda of Understanding and Memoranda of Agreement

National Memoranda with the Marine Management Organisation, Environment Agency, and the Centre for Fisheries and Aquatic Science have been delivered. It is envisaged that a national memorandum will be agreed by Natural England during 2012-2013. Eastern IFCA intends to use these documents to support the development of local detailed working arrangements.

As well as the high level memoranda, representation of the Marine Management Organisation, Environment Agency and Natural England on the Authority means that co-operation and co-ordination between agencies is hard wired into 'the system'. The Authority is looking to continue to build on these relationships by establishing protocols of how to work together at a local level through a 'Local Annex', This would include detailing information flow between these bodies.

The Authority has also either entered into or is exploring MOUs with the following organisations:

- Norfolk Constabulary
 - shared usage of *FPV Pisces III*
- Association of Chief Police Officers Criminal Records Bureau
 - access to Police National Computer data
- North Eastern Inshore Fisheries and Conservation Authority
 - membership and lead IFCA within the Humber Estuary European Marine Site
- Kent and Essex Inshore Fisheries and Conservation Authority
 - membership and lead IFCA within the Stour and Orwell European Marine Site
- Drivers Vehicle Licensing Agency
 - access to registered owner information
- Maritime and Coastguard Agency, Registry of Shipping and Seamen
 - access to registered owner information

Technical Advisory Group (TAG)

The Authority will continue to support and work through the IFCA Technical Advisory Group (the Authority's Senior Research Officer is the secretary) wherever 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 IFCA's.

Stakeholder engagement, communication and consultation

During 2012-2013, Eastern IFCA will develop stakeholder engagement and communication strategies setting out how it will engage with its various stakeholder groups. The Authority will look to work as closely as possible with partners and specifically with Sussex IFCA and Kent and Essex IFCA 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 the greatest asset to the Authority is the highly competent staff who work with our stakeholders in delivering the Authority's objectives. We will:

- maintain the competence of our staff by ensuring our staff are trained and motivated to deliver our services well,
- ensure our staff treat every user of the Authority's services as we would wish to be treated ourselves; with respect, courtesy and understanding,
- ensure policies are in place to ensure staff are protected from any verbal or physical abuse directed towards them
- train every member of staff, 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 the Authority and its services easily available,
- publish opening hours and describe how to access services,
- maintain an up to date, accurate website,
- provide a welcoming, friendly environment, easily accessible to all.

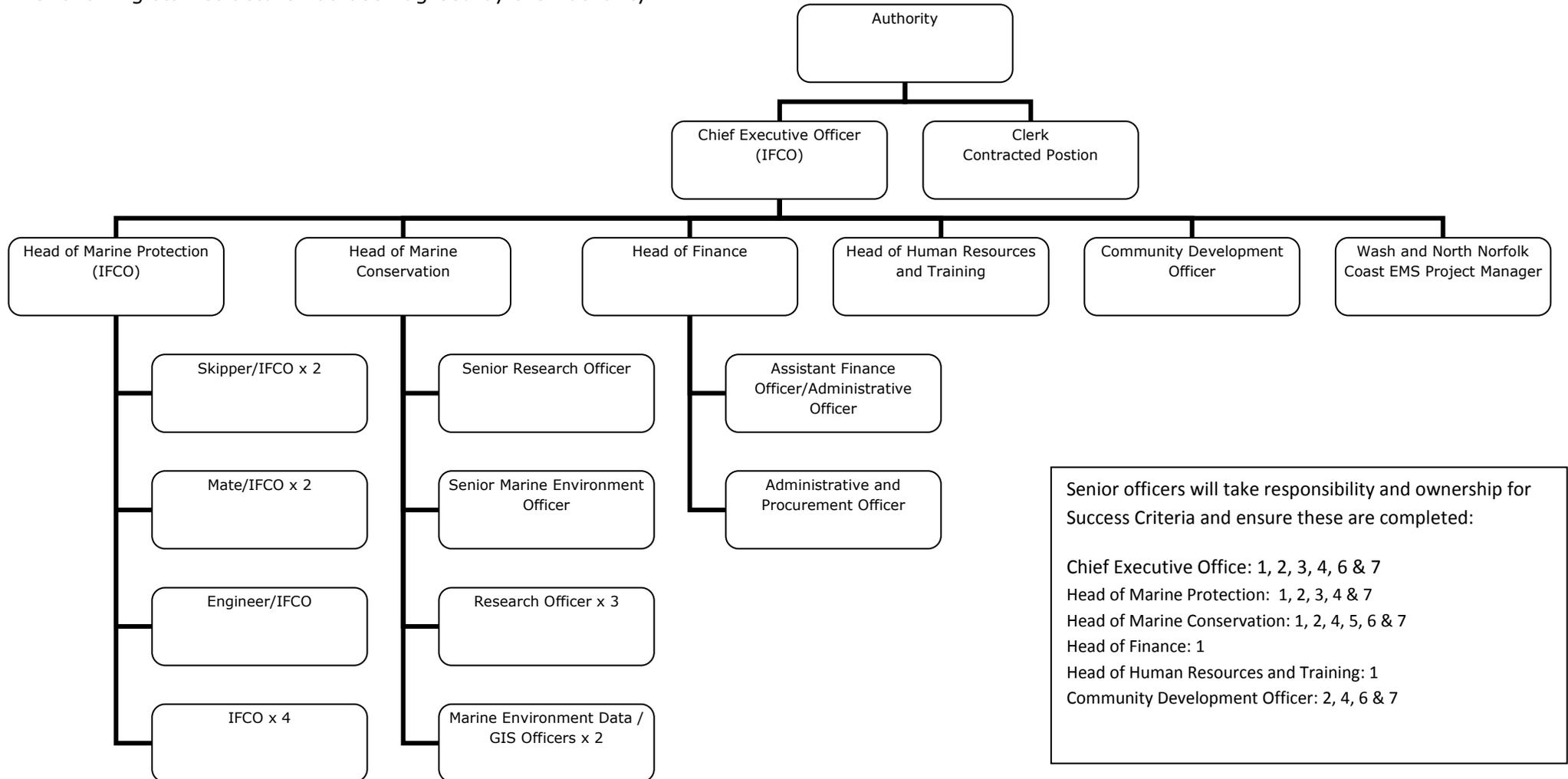
How we communicate

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 and the time frames involved including letting 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.

Staffing

The following staff structure has been agreed by the Authority.



Senior officers will take responsibility and ownership for Success Criteria and ensure these are completed:

Chief Executive Office: 1, 2, 3, 4, 6 & 7
 Head of Marine Protection: 1, 2, 3, 4 & 7
 Head of Marine Conservation: 1, 2, 4, 5, 6 & 7
 Head of Finance: 1
 Head of Human Resources and Training: 1
 Community Development Officer: 2, 4, 6 & 7

Performance standards

Eastern IFCA will explore the development of performance standards during 2012-2013 that align with those of other IFCAs to enable the Authority to benchmark itself against them.

The following performance standards provide a commitment by officers and the Authority to meet the needs of stakeholders in a timely manner. It is intended that performance against these standards will be detailed within the Authority's 2012-2013 Annual Report.

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 stakeholder's value. To this end we will seek regular feedback on stakeholder satisfaction.

Wash Fishery Order 1992 entitlement expiry

Reminders are sent by recorded delivery at least three months prior to the entitlement expiring.

Wash Fishery Order 1992 licence issue/renewal

An individual applying for a licence or renewing a licence will be issued within five working days (provided all required documentation is present and correct).

Authorisations to fish seed mussel

Derogations to Authority byelaws may be agreed in order to facilitate a seed mussel fishery in the District. Once a fishery has been agreed an authorisation to fish is required this will be issued within seven working days (provided all required documentation is present and correct). Conditions on the Authorisation may be specified.

Scientific derogations

Applications to the CEO to provide derogation to the Authority's byelaws will be considered within seven working days. The application will either be approved, rejected or additional information may be requested. Conditions on the derogation may be specified.

Information requests

Any request for information, including formal Freedom of Information will be recorded and will be replied to within twenty working days. If the information cannot be provided within that time or clarification is sought on the information requested a date that the information will be provided will be specified along with a named contact person. This does not cover consultations as they will be dealt with separately.

Legislative guidance

Upon request, minimum size guidance books, Wash Fishery Order 1992 and byelaw booklets will be sent out within seven working days. If a detailed written response is required, this will be provided within twenty working days of the initial request. If the information cannot be provided within this time a time frame we will identify a time frame, the reason and appropriate course of action including a named contact person.

Office hours

The Authority's office will be open (excluding bank holidays):

Monday – Thursday 09:00-17:00hrs

Friday 09:00-16:30hrs

A commitment is made to ensure that these opening hours are met at least 95% of the time (the remainder 5% is to account for staff training/full staff meetings).

The Authority Office will be closed between Christmas and New Year.

Authority and Sub-Committee meetings (excluding extraordinary meetings)

Agendas will be sent out ten working days before the meeting to Members. Papers will be sent out five working days prior to the meeting to Members and will be posted on the Authority's website 24hrs prior to a meeting. Minutes of the meeting will be posted on the Authority's website within five working days following confirmation.

Enforcement Activities

Enforcement of the Authority and the standards that the Authority and its Officers strive towards are detailed within the Authority's Enforcement Strategy and associated risk based enforcement plan.

Mail

All mail received or sent by the Authority will be logged, date stamped and an appropriate file reference recorded. 'Signed for' mail recording will be used in circumstances where there is a need for a confirmation of delivery, or a history of mail loss.

Compliments, Comments and Complaints

We would like to hear from you when we are not meeting your expectations as well as when we meet or exceed them.

Complaints

The Authority has a comprehensive complaints procedure. On receipt of a formal complaint, a written/email response is provided within five working days of receipt of the complaint. The reply will set out the action that the Authority intends to take with timeframes and a named point of contact for the complainant.

What you can expect from us

At each stage of the process we will acknowledge receipt of your concerns within five working days, giving you a named contact point and telephone number for your complaint. We will then strive to provide you with a full response to your complaint within twenty working days.

Stage 1

In most cases we would do our utmost to resolve your complaint immediately. So please make our staff aware of your complaint as soon as possible and we will do all we can to quickly resolve it to your satisfaction.

Stage 2

If we have not resolved your complaint to your satisfaction at stage one, you can contact the Chief Executive Officer by telephone, post or email. Please explain the full details of your complaint, and the Chief Executive Officer will carry out a thorough investigation into your concerns. Should it be necessary the Chief Executive Officer or a Senior Officer will arrange to meet with you to resolve the complaint.

Stage 3

If we have not resolved your complaint at stage two you can contact:

The Chairman of the Eastern Inshore Fisheries and Conservation Authority
Eastern Inshore Fisheries and Conservation Authority
6 North Lynn Business Village
Bergen Way
King's Lynn
Norfolk
PE30 2JG

References

This plan has been developed taking into account and with reference to the following documents:

Anon. (2009) Marine and Coastal Access Act 2009. HMSO. London.

Anon. (2010) Eastern Inshore Fisheries and Conservation Order 2010. HMSO. London.

Defra. (2010a) Inshore Fisheries and Conservation Authorities: Vision, Success Criteria and High Level Objectives. Defra. London.

Defra. (2010b) Guidance to Inshore Fisheries and Conservation Authorities on Annual Planning and Reporting Requirements under s.177 and s.178 of the Marine and Coastal Access Act. Defra. London.

Defra. (2010c) Guidance to Inshore Fisheries and Conservation Authorities on the establishment of a common enforcement framework. Defra. London.

Defra. (2010d) Draft Guidance to Inshore Fisheries and Conservation Authorities on evidence-based marine management. Defra. London.

Defra. (2010e) Draft guidance to Inshore Fisheries and Conservation Authorities on monitoring and evaluation, and measuring performance. Defra. London.

Defra. (2010f) Draft guidance to Inshore Fisheries and Conservation Authorities on their contribution to the achievement of sustainable development

Draft Environmental and Research Plan 2012 - 2013

Poseidon Aquatic Resource Management Ltd (2006) *Regional Fishing Plan. Final Report 2006*. Lymington: East of England Development Agency.

Glossary

ACPO	Association of Chief Police Officers Criminal Records Office
AIFCA	Association of Inshore Fisheries and Conservation Authorities
CEFAS	Centre for Environment, Fisheries and Aquatic Science
CEO	Chief Executive Officer
DCEO	Deputy Chief Executive Officer
Defra	Department of Environment, Food and Rural Affairs
EA	Environment Agency
EIFCO	Eastern Inshore Fisheries and Conservation Officer
EMS	European Marine Site
ERLG	Eastern Regional Liaison Group
ESFJC	Eastern Sea Fisheries Joint Committee
FPV	Fishery Patrol Vessel
HLO	High Level Objective
HR	Human Resources
ICT	Information Communication and Technology
IFCA	Inshore Fisheries and Conservation Authority
IIP	Investors in People
KEIFCA	Kent and Essex Inshore Fisheries and Conservation Authority
LCC	Lincolnshire County Council
MaCAA	Marine and Coastal Access Act
MCZ	Marine Conservation Zone
MMO	Marine Management Organisation
MoU	Memorandum of Understanding
MPA	Marine Protected Area
MPASC	Marine Protected Area Sub-Committee
NE	Natural England
NEIFCA	North Eastern Inshore Fisheries and Conservation Authority
NCC	Norfolk County Council
PCSC	Planning and Communications Sub-Committee
PI	Performance Indicator

PR	Public Relations
RCSC	Regulatory and Compliance Sub-Committee
RSA	Recreational Sea Angling
RV	Research Vessel
SAC	Special Area of Conservation
SC	Success Criteria
SCC	Suffolk County Council
SIFCA	Sussex Inshore Fisheries and Conservation Authority
SLA	Service Level Agreement
SoS	Secretary of State
SPA	Special Protection Area
SSSI	Site of Special Scientific Interest
TAG	Technical Advisory Group
VFM	Value For Money
WFO	Wash Fishery Order
WNNCEMS	Wash and North Norfolk Coast European Marine Site

Appendix A

2012 – 2013 Budget

4TH EIFCA MEETING

Agenda Item: 12

26th January 2012

To Resolve , in accordance with Section 101(6) of the Local Government Act 1972 to approve estimates of expenditure for the period 1st period 2012 to 31st March 2013

The Finance and Personnel sub-Committee, having considered the draft estimates for expenditure for 2012/2013, resolved to recommend to the Authority to levy upon the constituent County Councils, the sum of £1,431,205.

The Levy which includes 'New Burden' funding would be in the proportions set out in the Statutory Instrument establishing the constitution of the Authority i.e. in the following proportions:-

	Norfolk County Council	Suffolk County Council	Lincolnshire County Council
	38.5%	28.9%	32.6%
Contribution from County Council Funds	399,268	299,710	338,082
'New Burden' Funding Allocation	<u>151,999</u>	<u>114,420</u>	<u>127,726</u>
TOTAL LEVY	551,267	414,130	465,808

Proposed expenditure under the main budget heads is shown on the sheet attached to this report.

The Authority is asked to confirm the Sub-Committee's recommendation to Levy a total of £1,431,205 and approve the estimates of expenditure for the period 1st April 2012 to 31st March 2013.

The Authority is further asked to note the Forecasts of Estimates of expenditure for the period 1st April 2013 to 31st March 2015.

The Forecast of Estimates is attached to this report.

Christine Hurley

Finance Officer

19th January 2012

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

List of Background Papers

Finance & Personnel sub-committee meeting papers for 26th January 2012

Provisional Estimates of Expenditure 2012/2013

	2011/2012	2011/2012	2012/2013
	Budget	Act/Proj	Provisional
	Inc. Infl		Estimate
	£	£	£
Salaries & Wages	770,930	729,895	866,803
General Expenditure	193,445	171,499	205,390
Research and Environment			15,000
Enforcement			30,000
Development and Communication			50,000
<u>Vessels</u>			
Moorings & Harbour Dues	16,037	15,537	16,925
Three Counties	59,325	59,050	63,100
ESF Protector III	119,340	100,242	118,100
Pisces III	1,630	4,070	1,850
Vessel Hire (Thamesis)	0	30,000	30,000
Vehicles	20,013	20,010	21,402
Expenditure allocated to New Burdens	394,145	30,000	
TOTAL EXPENDITURE	£ 1,574,865	£ 1,160,303	£ 1,418,570

INFLATION CONTINGENCY	0	0	18,635
INCOME	-4,000	-6,500	-6,000
EXPENDITURE LESS INCOME	£ 1,570,865	£ 1,153,803	£ 1,431,205
<i>LESS New Burden Funding</i>	-£394,145		£394,145
LEVY to be funded by County Councils	£ 1,176,720		£ 1,037,060
Percentage reduction from Base Levy(£1,329,236)	-11.5%		-22.0%

Provisional Estimates of Expenditure 2012/2013

Details of Expenditure - Salaries & Wages and General Expenditure

	2011/2012	2011/2012	2012/2013
	Budget Inc. Infl	Projection	Provisional Estimate
<u>SALARIES</u>			
Staff Remuneration	611,570	543,615	685,245
Superannuation	113,200	100,568	130,280
National Insurance	46,160	44,748	51,278
Loss of Office Payments	0	40,964	0
TOTAL	770,930	729,895	866,803

GENERAL EXPENDITURE*Accommodation*

Rent	25,000	26,344	26,500
Business Rates	10,710	11,150	11,500
Water Rates	360	300	350
Service Charges	2,295	1,955	2,200
Insurance - Buildings	402	393	400
Insurance Office & General	13,770	16,387	16,500
Electricity	3,060	3,000	3,500
Cleaning	2,193	2,500	2,200
Maintenance & Redecoration	510	2,250	500
TOTAL	58,300	64,279	63,650

General Establishment

Advertisements & Subscriptions	9,180	7,680	15,000
Legal & Professional Fees	22,950	17,500	17,500

Telephones (Office & Mobile)	5,100	5,000	6,500
Postage & Stationery	7,650	4,000	5,000
Equipment Hire & Renewals	4,590	9,000	4,500
IT Support	27,350	0	35,000
Uniforms & Protective Clothing	3,060	2,500	4,000
Medical Fees	400	640	640
Sundry Expenditure	2,345	12,000	2,500
TOTAL	82,625	58,320	90,640
<i><u>Fishery Officers' Expenses</u></i>			
General Travel - Fares, Taxis etc	2,000	1,500	1,500
Subsistence Payments	25,000	23,000	6,000
Overnight Subsistence	3,000	2,500	2,000
Hotel - Accommodation & Meals	1,620	1,500	1,500
TOTAL	31,620	28,500	11,000
Members' Travel	5,100	5,100	5,100
Training & Fisheries Management	15,800	15,300	35,000
TOTAL GENERAL EXPENDITURE	193,445	171,499	205,390

Provisional Estimates of Expenditure 2012/2013

Details of Expenditure - Vessels & Vehicles

	2011/2012	2011/2012	2012/2013
	Budget Inc. Infl	Projection	Provisional Estimate
<u>MOORINGS & HARBOUR DUES</u>			
Rent - Sutton Bridge Moorings	14,537	14,537	15,425
Maintenance	750	500	750
Berthing & Harbour Dues	750	500	750
TOTAL	16,037	15,537	16,925
<u>THREE COUNTIES</u>			
<i>Operating Costs</i>			
Maintenance & Repairs	18,360	23,000	18,000
Refit	15,300	10,500	20,000
Insurance & Certification	10,200	10,100	10,100
Fuel	15,450	15,450	15,000
TOTAL	59,310	59,050	63,100
<u>ESF PROTECTOR III</u>			
Maintenance & Repairs	20,400	22,000	20,000
Refit (ESF Protector III)	42,840	22,550	42,500
Insurance & Certification	22,850	22,442	22,600
Fuel	33,250	33,250	33,000
TOTAL	119,340	100,242	118,100
<u>PISCES III</u>			
Staff Accommodation	255	0	250
Maintenance & Repairs	255	2,500	250

Refit	255	500	250
Insurance & Certification	355	320	350
Fuel	510	750	750
TOTAL	1,630	4,070	1,850

VESSEL HIRE (Thamesis)	0	30,000	30,000
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VEHICLES

Insurance	5,000	5,108	5,250
Fuel & Sundries	11,311	10,750	12,000
Servicing	2,550	3,000	3,000
Vehicle Tracking	1,152	1,152	1,152
TOTAL	20,013	20,010	21,402

EASTERN INSHORE FISHERIES AND CONSERVATION AUTHORITY

Provisional Forecast of Estimates 2013/2015

	2012/2013	2013/2014	2014/2015
	Estimate	Forecast	Forecast
	Incl. Infl		
	£	£	£
<u>SALARIES & WAGES</u>			
Staff Remuneration	692,097	700,720	712,615
Superannuation	131,583	53,567	142,522
National Insurance	51,790	136,643	54,663
TOTAL	875,470	890,930	909,800
<u>GENERAL EXPENDITURE</u>			
Accommodation	64,215	67,450	67,700
General Establishment	92,455	92,650	92,650
Fishery Officers Expenses	11,220	10,000	10,000
Members Travel	5,200	5,200	5,200
Training & Fisheries Management	35,700	35,700	35,700
TOTAL	208,790	211,000	211,250
Research and Environment	15,150	15,150	15,150
Enforcement	30,600	30,600	30,600
Development and Communication	51,000	51,000	51,000
<u>VESSELS</u>			
Moorings & Harbour Dues	16,955	17,490	17,490
Three Counties			
Operating Costs	64,361	58,250	58,250
ESF Protector III			

Operating Costs	120,562	0	0
Seaspray + RIB			
Operating Costs	0	40,000	50,000
Pisces III			
Operating Costs	1,887	1,887	1,887
Vessel Hire (Thamesis)	30,600	30,600	30,600
TOTAL VESSEL COSTS	234,365	148,227	158,227
<u>VEHICLES</u>			
Operating Costs	21,830	22,250	25,000
TOTAL EXPENDITURE	1,437,205	1,369,157	1,401,027
Inflation Contingency		8,000	16,000
LESS IINCOME	-6,000	-6,000	-6,000
EXPENDITURE LESS INCOME	1,431,205	1,371,157	1,411,027
<i>LESS New Burden Funding</i>	-394,145	-394,145	-394,145
LEVY to be funded by County Councils	1,037,060	977,012	1,016,882
Percentage Reduction from Base Levy	-22.0%	-26.5%	-23.5%
Memo Base Levy = £1,329,236			