



Eastern Inshore Fisheries and Conservation Authority

Annual Report: Financial year 2016-17



October 2017

This document can be downloaded from: www.eastern-ifca.gov.uk

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: <https://facebook.com/eastern.ifca>

Published online: 25th October 2017

Version	Date	Changes	Officer
1	29/08/2017	Document made	GB
2	30/08/2017	Major Revisions/new format	GB
Final draft	05/10/2017	Proofing	LG / JG
Final	25/10/2017	n/a	

Abbreviations	
Centre for Environment, Fisheries and Aquaculture Science	Cefas
Chief Executive Officer	CEO
Department for Environment, Food and Rural Affairs	Defra
Eastern Inshore Fisheries and Conservation Authority	EIFCA
Eastern Sea Fisheries Joint Committee	ESFJC
Environment Agency	EA
European Marine Site	EMS
Fishery Patrol Vessel	FPV
High Level Objective	HLO
Information Communication and Technology	ICT
Inshore Fisheries and Conservation Authority	IFCA
Inshore Fisheries and Conservation Officer	IFCO
Marine and Coastal Access Act 2009	MaCAA 09
Marine Conservation Zone	MCZ
Marine Management Organisation	MMO
Marine Protected Area	MPA
Marine Strategy Framework Directive	MSFD
Maximum Sustainable Yield	MSY
Memorandum of Understanding	MoU
Natural England	NE
Royal Yachting Association	RYA
Recreational Sea Angling	RSA
Site of Special Scientific Interest	SSSI
Service Level Agreement	SLA
Special Protection Area	SPA
Special Area of Conservation	SAC
Tactical Co-ordination Group	TCG
Wash Fishery Order 1992	WFO 1992

Foreword

The annual report provides an overview of the work of Eastern Inshore Fisheries and Conservation Authority undertaken during financial year 2016-17 in order to meet its statutory duties as prescribed in the Marine and Coastal Access Act 2009 (MaCAA 09). It describes how the Authority has furthered the sustainable management of inshore sea fisheries resources and marine conservation objectives during the year as an assessment against the associated Business Plan for 2016-2021.

The Authority was created on 1 April 2011 to replace the previous Sea Fisheries Committee structure and has embraced the opportunity to engage with and encourage the involvement of local people in the management of the marine environment within their district. This change was 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 inshore marine environment.

2016 saw a new process for business planning with a move to a five-year business plan with an annual refresh, allowing the Authority to account for workstreams that span multiple years more effectively. This is the first annual report that is reporting on this new approach.

The elected membership of the Authority remained the same during 2016/17. The MMO appointee process was previously reviewed and refreshed by the MMO to ensure that it is fit for purpose and achieves the right mix of skills and experience necessary to facilitate well informed decision making by the IFCAs. The balance of the membership in terms of commercial fishing remained the same with 6 commercial fishermen serving as Authority members with good representation for The Wash and North Norfolk. There is a gap inasmuch as there is no representation from Suffolk but this is recognised and officers take this into account where appropriate. The balance of the membership included representation from the Recreational Sea Angling (RSA) sector, marine conservation sector as well as others appointed for their wider marine management experience. Councillor Goldson held the position of Chairman of the Authority with Councillor Cox retaining the position of Vice-Chairman.

The sixth year of operation of Eastern IFCA has seen a continuation of a prodigious workload in not only delivering on the protection of the most vulnerable features in regional European Marine Sites but also continuing to deliver outcomes and success across the breadth of the wider remit. This has included managing and regulating the valuable cockle fishery in the Wash; managing a productive whelk ; conducting public engagement events, responding to 81 marine licensing consultations, strategically reviewing all fisheries within the district and further development and modernisation of enforcement tasking. In short, the Authority has delivered against a significantly different and increased workload. Significant investments in staff training and welfare means that the Authority now possesses an agile and proactive workforce cognisant

of the increased duties and responsibilities of the IFCA construct which is recognised and heard throughout the Eastern IFC district.

The Authority is majority funded through a levy on the County Councils of Suffolk, Norfolk, and Lincolnshire which is supplemented by New Burdens Funding (NBF) provided via a grant in aid to the constituent councils. NBF represents approximately 25% of the Authority's core funding and is central to the delivery of its mandated outputs. Noting that continued provision of NBF remains the central strategic risk to the Authority's ability to service its remit, the continuation of this vital funding until 2020 is welcomed.

The review of vessels operated by the Authority continues, with the new concept of using cabin fitted rigid hulled inflatable boats now well established with two enforcement vessels (FPV *John Allen* and FPV *Sebastian Terelinck*) now being in service. The focus has now turned to the research vessel, *RV Three Counties*, to seek a replacement that will ensure that value for money and efficient delivery of priorities, as identified in our Business Plan, can be delivered.

This is the Authority's sixth annual report. We welcome feedback on this document from individuals and organisations interested in our work so that we can meet your needs in the future.



Julian Gregory
Chief Executive Officer



Councillor Tony Goldson
Chairman



CONTENTS

Foreword	ii
INTRODUCTION	1
Marine and Coastal Access Act (2009).....	2
The Authority.....	3
Member attendance at Authority Meetings and Sub-Committee Meetings 2016-2017 ..	4
DELIVERY OF EASTERN IFCA DUTIES.....	5
Focus and priorities for 2016/17.....	6
Delivery against success criteria and success indicators.....	11
Critical 'business-as-usual' work-streams	17
RISK MANAGEMENT STRATEGY	22
RESOURCES	27
EXPENDITURE.....	28
Remuneration of the Chair, Vice Chair and Chief Executive Officer 2016-2017.....	28
Staffing	29
Organisational carbon footprint	30
REFERENCES	31
APPENDIX 1 – SUCCESS INDICATORS	32
APPENDIX 2 – WAYS OF WORKING.....	37
APPENDIX 3 – ENFORCEMENT REPORTING	39
APPENDIX 4 – REPORTING ON THE COMMUNICATION AND ENGAGEMENT PLAN	41

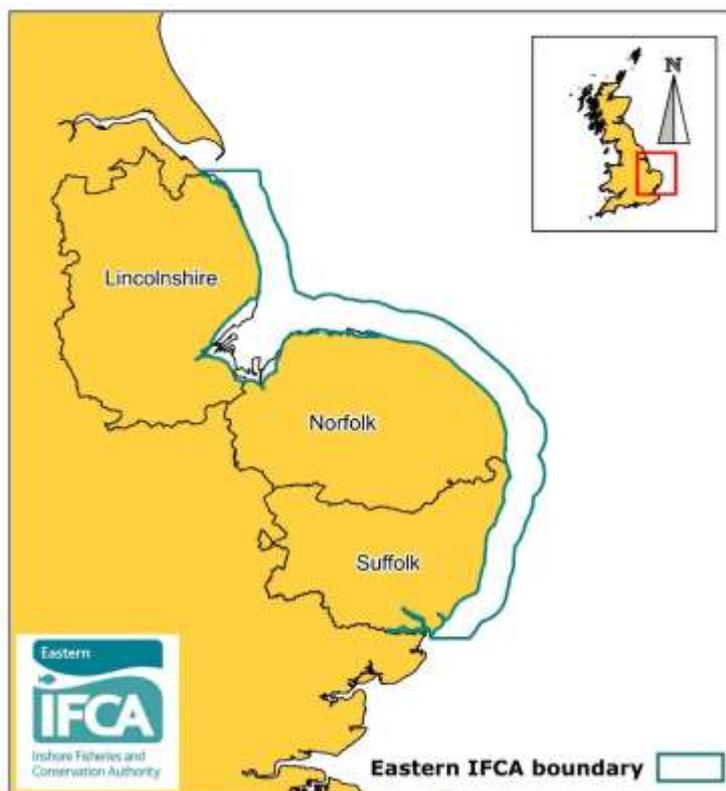


INTRODUCTION

The purpose of this Annual Report is to inform funding authorities (County Councils and Defra), local communities, local bodies and key delivery partners of the progress made against the statutory duties of Eastern Inshore Fisheries and Conservation Authority (EIFCA).

Eastern IFCA was created under Section 150 of MaCAA 2009 as a successor to the Eastern Sea Fisheries Joint Committee (ESFJC) and was fully vested on 1st April 2011 via Statutory Instrument [2010 No 2189](#). The IFCA District was created under Section 149 of the Act, while Section 178 requires every IFCA to publish an annual report. This is the sixth annual report of the Authority.

The Authority district extends seawards six nautical miles from the Haile Sand Fort off the coast of Lincolnshire to Felixstowe in Suffolk as well as on land in the three counties of Lincolnshire, Norfolk and Suffolk. This includes The Wash embayment and river estuaries including the Stour and Orwell in Suffolk. The district encompasses the full breadth of UK and EU forms of Marine Protected Areas including Sites of Special Scientific Interest, National Nature Reserves, Special Protected Areas, Special Areas of Conservation, as well as Ramsar sites, Area of Outstanding Natural Beauty designations and Marine Conservation Zones.



Marine and Coastal Access Act (2009)

The main duties for Eastern IFCA set out within [MaCAA 2009](#) are:

- 1) to 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 Marine Conservation Zone in the district are furthered.

As a key delivery body in the marine area, the Authority will also be guided by HM Government's Marine Policy Statement, the East Inshore Marine Plan and meeting the High Level Objectives for IFCA's:

- 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 Eastern Inshore Fisheries and Conservation Authority is funded by its three constituent County Councils: Lincolnshire, Norfolk and Suffolk. It also receives 'new Burden' funding from Defra.

The Authority consists of a statutory committee which meets 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. The Authority's 21 members comprise of 7 County Councillors, 3 Government Agency representatives and 11 individuals appointed by the MMO for their expertise and knowledge of different marine related sectors.

The Authority's members and their attendance at Authority Meetings and Sub-Committee meetings on which they have volunteered to sit are detailed on the following page. The Authority has stipulated within its Standing Orders that a minimum attendance of 50% at meetings is expected. During 2016-2017 a total of 12 Authority and Sub-Committee meetings were held.

The Authority is committed to operating in a transparent manner and as such all Authority and Sub-Committee Meetings are open to the public. Agendas are published ten working days ahead of any meeting, with all papers distributed five working days ahead of any meeting. Agendas, papers and agreed minutes of all Authority meetings are published on the Authority's website at www.eastern-ifca.gov.uk.

Delivery of Authority business is undertaken by Eastern IFCA's Officers which comprises of four teams; Marine Science (8 Officers), Marine Protection (11 Officers), Support (2 officers) and the Executive Team (2 / 3 Officers – the Head of HR resigned during the year).

The Authority is currently located at its primary base in King's Lynn with offices to accommodate staff and a local storage unit for its portable and transportable assets. A satellite office, co-located with MMO officers in the Cefas building in Lowestoft, was opened during 2016. Vessels are based at moorings at Sutton Bridge (*RV Three Counties* and *FPV John Allen*) and in Lowestoft (*FPV Sebastian Terelinck*).



Member attendance at Authority Meetings and Sub-Committee Meetings 2016-2017

Name	% of meetings attended	Authority (6 meetings held)	Sub-Committee			
			Planning & Communication (1 meetings held)	Finance & Personnel (3 meetings held)	Regulatory & Compliance (1 meetings held)	Marine Protected Areas (0 meetings held)
Cllr Turner MBE JP	87.75	6		*2		
Cllr R Fairman	77.75	6		1		0
Cllr H Cox	91	#6	1	2	1	0
Cllr M Baker	20	2		0	0	
Cllr M Wilkinson	44.5	2		#2		0
Cllr T Goldson	72.75	*5	1	2	0	0
Cllr P Byatt ~	70	5		1	1	
Mr C Donnelly	62.5	3	1		1	0
Dr I Hirst ~	25	2	0		0	0
Mr J Stipetic	100	3 of 3				0
Ms E Dixon Lack	60	3 of 3	0		0	
Mr S Bagley	85.75	5	1			0
Dr S Bolt	40	2	#0	2		0
Mr R Brewster	75	5	0		1	0
Mr J Davies	71.5	5			0	0
Mr P Garnett	100	6	1		1	
Mr C Morgan	42.75	2			#1	#0
Mr T Pinborough	75	4	1		*1	0
Mr K Shaul	85.75	5	1			0
Mr R Spray	87.5	5	1		1	*0
Mr S Williamson	85.75	5			1	0
Mr S Worrall	100	6	*1	3		

Key:

*	Chair	#	Vice Chair		Norfolk County Council		Suffolk County Council
~	Did not Complete full term		Lincolnshire County Council		MMO/EA/NE Representative		MMO Appointee

DELIVERY OF EASTERN IFCA DUTIES

Eastern IFCA's duties as set out in MaCAA are enshrined in the IFCA mission which is to:

'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'

'Annual Priorities' and 'critical workstreams' are the 'what' Eastern IFCA do pursuant of this mission. Eastern IFCA undertakes an annual Strategic Assessment of fisheries within the District to identify environmental and sustainability issues and to prioritise such based on the risk of not meeting the mission statement. These form the focus of work each year.

During 2016/17, priorities were dominated by work relating to the management of fisheries in marine protected areas. Progress against the 2016/17 priorities is set out in the next section.

In undertaking annual priorities, Eastern IFCA is guided by the Success Criteria and their Indicators, which set out the 'how' we will achieve the mission. The Success Criteria and Indicators were refreshed, refined and agreed with the Association of IFCAs in 2015 to reflect the developing programme of work delivered by IFCAs and to demonstrate our contribution to the delivery of the UK Marine Policy Statement.

Five case studies are provided to illustrate how each Success Criteria was delivered through 2016/17 and delivery against the Success Indicators is set out in Appendix 1.



Focus and priorities for 2016/17

The priorities for Eastern IFCA 2016-17 were identified by the Strategic Assessment 2016-17 which assessed the risk of environmental damage and sustainability issues associated with each fishery within the District. Due to the complexities involved, particularly where regulation is required, it is anticipated that some priorities will roll into the following financial year. The Strategic Assessment and 5-year Business Plan reflect that priorities will span multiple years and therefore account for more effective long-term planning.

Priority work-streams are rarely achievable within a year with some requiring significant research projects or the development of Regulation. The progression of priorities is reported in this context in the next section.

Priority	Progress	Comment
<p>1) To ensure that the conservation objectives of marine protected areas in the district are furthered by:</p> <p>a. Delivering fisheries management measures for the 'Red Risk' designated features in the Inner Dowsing, Race Bank and North Ridge SCI, and the Haisborough, Hammond & Winterton SCI;</p> <p>b. Delivering fisheries management measures for 'Amber and Green' designated</p>	<p>Ongoing</p>	<p>a. Management measures were drawn up for "red risk" interactions in the Haisborough, Hammond & Winterton SCI, following a review of evidence on the location of the sensitive feature (biogenic reef). Dialogue with Natural England is ongoing in relation to the required extent of management areas. Similar work for the Inner Dowsing, Race Bank & North Ridge SCI was planned to align with work for Priority 1d (review of existing management in the Wash & North Norfolk Coast for the same biogenic reef feature), to provide consistency in management approach for these adjacent marine protected areas.</p> <p>b. Eastern IFCA's assessment of "amber and green" risk interactions highlighted a potential need to introduce management measures for the shrimp beam trawl fishery in the Wash & North Norfolk coast. Eastern IFCA hosted a second workshop for shrimp fishery stakeholders in September 2016 to discuss assessment findings and outline management options. The Authority agreed proposed measures in a new "Marine Protected Areas" byelaw and a "Shrimp Permit" byelaw in December 2016 – within the Defra timeframe.</p>

<p>features within European Marine Sites (EMS) within the mandated timeframe (continued from 2015-16);</p> <p>c. Assessing the impact of fishing activities on the Cromer Shoal Chalk Beds tranche 2 Marine Conservation Zone and delivering management measures (if required) by December 2017;</p> <p>d. Reviewing Regulatory Notices 1-4 (inclusive) issued under the Protected Areas Byelaw, for revocation, amendment or renewal by March 2017 (to include management measures for potting fisheries on <i>Sabellaria</i> and stony reef (boulder & cobble) habitats).</p>		<p>However, Natural England queried the assessment conclusions and the associated proposed management measures, necessitating a thorough review of the assessment, including a detailed examination of the relevant sensitivities of species present within the site. This review was still ongoing in March 2017. The development of the new byelaws cannot progress until agreement is reached with Natural England.</p> <p>Natural England also provided feedback on the other amber/green interaction assessments, requiring additional consideration of in-combination effects. The shrimp assessment has taken priority because of it carries the greater risk in terms of the economic value of the fishery and potential environmental impacts.</p> <p>c. Preparatory work towards the assessment of fishing activities on the features of the Cromer Shoal Chalk Beds tranche 2 Marine Conservation Zone included collation of fishing activity data and discussions with Natural England about the site's conservation objectives. This work remains a priority for Eastern IFCA, as the original timeframe spanned two planning years and because of the focus on the shrimp fishery (reported above).</p> <p>d. During 2016/17, Defra advised that Eastern IFCA's Protected Areas byelaw, implemented using Regulatory Notices, should be replaced by a byelaw with less flexibility. In December 2016, Eastern IFCA agreed to replace the Protected Areas Byelaw 2014 with a new Marine Protected Areas byelaw, which transposed the existing protective measures but omitted the Regulatory Notice element. This removed the requirement to review the Regulatory Notices. However, as reported above, the implementation of the new Marine Protected Areas byelaw was not completed in 2016/17 and Eastern IFCA consider it remains valid to review the existing measures as set out in the original byelaw.</p>
---	--	---

		<p>It was originally planned to undertake this work in 2016/17 but this has been set back to 2017/18 to allow training of new Marine Science Officers. The review will be undertaken in parallel with consideration of measures to protect the contiguous <i>Sabellaria</i> reef feature in the adjacent Inner Dowsing, Race Bank and North Ridge SCI (see Priority 1a).</p> <p>Stakeholder engagement is important in gaining support for measures that further the conservation objectives of marine protected areas. In addition to the desk-based work described above, further work was also undertaken in 2016/2017 to engage more widely with stakeholders, in particular to promote understanding of marine protected areas and the IFCA remit of sustainable fisheries and conservation. Developing the partnership established in 2015/16 with the Marine Conservation Society, we progressed the Community Voice project across Lincolnshire, Norfolk and Suffolk to further engage coastal stakeholders and identify shared values relating to the coast and sea. Values, issues and actions were captured from the emergent discussions, for consideration by Eastern IFCA as it further develops stakeholder engagement and delivery of marine protected area objectives. More information on this work is reported at Case Study 1 in the following section of this report.</p>
<p>2) To ensure that sea fisheries resources are exploited sustainably and in accordance with MSFD requirements by:</p> <p>a. Developing fishery sustainability management</p>	<p>Ongoing</p>	<p>(a) The progression of shrimp sustainability management measures was significantly delayed but is ongoing. The Shrimp Permit Byelaw was made in April of 2016 and a formal consultation was undertaken and reported to the Authority in July of 2016. It was intended that this byelaw would require a permit to fish under a separate byelaw (the Permit Byelaw) and that management measures relating to both MPA management (Objective 1) and the sustainability of fisheries. Subsequent submission of the byelaw to the MMO for formal QA and Defra was unsuccessful because of legal concerns regarding</p>

<p>measures for the brown shrimp fishery in conjunction with priority 1(b) above;</p> <p>b. Developing management measures for unregulated fishing activity (netting);</p> <p>c. Continuing the project to rejuvenate previously productive mussel beds in the Wash and to undertake research to establish the reason for continued decline in stocks;</p> <p>d. Reviewing fisheries management measures for crab and lobster in conjunction with the Defra-led 'stock based' sustainability project;</p> <p>e. Developing mechanisms to improve fisheries data for skates/rays, demersal and flatfish species, particularly in relation to spatial/temporal and effort information.</p>		<p>the complexity of the proposed mechanism and 'unlawful sub-delegation of powers' (i.e. that the proposals went beyond that which was legal for IFCA to implement) these concerns reflected a significant change from informal advice received prior to formal submission. Continued development of the byelaw and management measures was undertaken in collaboration with the MMO but Defra advised that the model proposed would not be consented. A new Byelaw was developed in collaboration with the MMO and was made by the Authority in December of 2016 – The Shrimp Permit Byelaw 2016. It was intended to take the byelaw to formal consultation but further dialogue with Natural England was required in relation to MPA management measures. Significant changes to the byelaw may be required because of further dialogue with Natural England which may require a 'new' version of the byelaw to be made by the Authority.</p> <p>(b) This project was re-prioritised in light of a Defra-led project to establish Bass Nursery Areas within Eastern IFCA's district which officers have contributed to. This work-stream will look to identify gaps left by the implementation of Bass Nursery Areas and address these.</p> <p>(c) The mussel regeneration project was instigated to determine whether it is feasible to use a culch of cockle shells to attract mussel seed, with the purpose of rejuvenating the beds. This involved, firstly, determining whether mussel seed would be attracted to the shells, and secondly, whether they would do so in sufficient numbers to make the activity commercially viable. Shells were laid at three locations between 2014 and 2016. Monitoring of these sites during the autumn mussel surveys have found they have attracted mussel seed in similar densities to those seen on wild mussel beds. As these juvenile mussels were still very small at the time of the last survey in 2016, however, their biomass was small making it difficult to determine if the method</p>
--	--	---

		<p>is commercially viable. Further monitoring is planned during the 2017 mussel surveys once the mussels have had a further year to grow</p> <p>(d) Stock modelling which has been conducted over several years was used to identify risks associated with the crab and lobster fisheries and identify potential management measures to ensure stock sustainability. At the 27th EIFCA Meeting (Feb 2017) The Authority agreed in principle to introduce management measures and directed Officers to undertake consultation with the industry to inform further development of a management scheme.</p> <p>(e) This work-stream was re-prioritised as a lesser priority given limited resources and a focus on the development of MPA management measures.</p>
<p>3) To ensure that the marine environment is protected from the effect of exploitation by reviewing district wide bio-security measures including management of invasive, non-native species (roll over from 2015-16)</p>	<p>Delayed</p>	<p>A project plan was in development for Eastern IFCA to participate in a larger project called RESOLVE (Resource Efficient Solutions through Managing Invasives) which is being led by Norfolk Non-Native Species Initiative. The funding application for the project has however been rejected. The lead partner investigated other means of funding the project but no funding was identified. This priority was rolled over to 2017-18.</p>
<p>4) To develop management of the fisheries regulated under the WFO 1992 by:</p> <p>a. Reviewing the fishery management policies;</p>	<p>Ongoing</p>	<p>(a) Fisheries management policies for the WFO fisheries were reviewed and new policies were drafted as a result. It is the intention that the 'new' policies reflect the requirements set out in a 'long-term Habitats Regulation Assessment' which is still under consideration by Natural England.</p> <p>(b) Regulations and policies were reviewed and redrafted as a result. Interim policies were introduced as a result of significant issues found in the original</p>

<p>b. Reviewing regulations and policy notes;</p> <p>c. Developing options for greater cost recovery</p>		<p>policies. New Regulations were ‘made’ by the Authority in February of 2017 and officers were directed to undertake a formal consultation. However, further dialogue is required with Natural England in relation to the long-term HRA before the Regulations can be finalised.</p> <p>(c) The Authority Agreed to increase licence fees with a view to recoup 50% of costs to the Authority by 2020.</p> <p>These priorities were rolled over into the 2017-18 Business Plan and work continues to progress them.</p>
--	--	--

Delivery against success criteria and success indicators

Five Success Criteria and twenty-seven success indicators have been developed for all ten Inshore Fisheries and Conservation Authorities (IFCAs) within England. It is incumbent on the Authority to meet these in a manner which it sees fit. Eastern IFCA delivers its annual priorities in the context of the Success Criteria and this is illustrated in five case studies.

The case studies provide a flavour of the work undertaken which meets the success criteria in a broad sense. Annex 1 sets out Eastern IFCAs progress against each Success Criterion and associated Indicator.



Case Study - Success Criterion 1: *IFCAs are recognised and heard, balancing the economic needs of the fishery whilst working in partnership and engaging with stakeholders*

Common Ground Project (Community Voice Method)

Eastern IFCA has worked in partnership with the Marine Conservation Society (MCS) since 2015 on this project, with the support of The Wash & North Norfolk Coast European Marine Site project manager. The core purpose of the project was to identify what is important to people and through dialogue to consider how these values are complementary if not identical – i.e. shared – by stakeholders despite their different relationships with the sea and ingrained suspicions of “other” marine interests.

The 2016/17 phase included the production of our “Common Ground” film (available to view here: [Common Ground on Vimeo](#)) which captures the views of 40 Eastern IFCA stakeholders relating to the marine environment. Six workshops were held in November, where 78 stakeholders from a wide range of backgrounds met in Suffolk, Norfolk and Lincolnshire to participate in a series of information-gathering activities.

Showing the film at the beginning of the workshops provided an enabling environment for constructive dialogue between traditionally disparate marine and coastal stakeholder groups.

“...consider how these values are complementary if not identical...”

Eastern IFCA will build on what was learned through Common Ground and continue and broaden the conversation, applying new ways of working, with a more diverse and connected network of stakeholders. The Common Ground film was released for public viewing and promoted on the Eastern IFCA website, through local

community groups (advisory groups of the Wash & North Norfolk Coast European Marine Site) and by the Marine Conservation Society – a national NGO with global reach. This has helped Eastern IFCA increase recognition among coastal stakeholders across the district as well as on the national and even international marine conservation network.

Eastern IFCA is committed to make best use of the skills and experience gained during the Common Ground project in all areas of stakeholder engagement.

Participants discussing values, issues and actions at Lincolnshire “Community Voice” workshop, November 2016.



Case Study - Success Criterion 2: *IFCAs implement a fair, effective and proportionate enforcement regime*

Eastern IFCA / Marine Management Organisation collaboration

In order to ensure a fair and effective enforcement and management regime throughout the fishing industry, a collaborative approach is required. Eastern IFCA has significantly progressed its collaborative work with the Marine Management Organisation to achieve more consistent and efficient enforcement of the marine fishing environment.

National Inshore Marine Enforcement Group (NIMEG)

Eastern IFCA CEO, Julian Gregory, chaired NIMEG throughout 2016/17 putting Eastern IFCA at the forefront of developing a collaborative approach. Shared resources and best practice has led to the inception and development of a shared Enforcement Officer training programme, shared Enforcement policies (such as inspection of fishing gear at sea) and the development of a shared intelligence system.



EIFCA / MMO shared office space

During 2016/17, Eastern IFCA provided office space at the EIFCA Office (King's Lynn) for MMO colleagues and established a satellite office at the MMO offices in Lowestoft. This provided a new platform from which to undertake enforcement activity in the eastern parts of the district including the use of *Fisheries Protection Vessel Sebastian*

Terelinck. In addition to providing Eastern IFCA with enhanced coverage throughout the district, it has further enabled the collaborative working between both organisation, sharing best practice and furthering the opportunities for joint operations.

Intelligence project

2016/17 also saw the embedding of a new, shared intelligence system utilised by IFCAs and the MMO. This system included shared training to ensure a consistent approach and has led to more efficient and targeted deployment of enforcement resources, including joint operations utilising the different 'powers' held by IFCA vs MMO Officers. This joint approach was of crucial importance during early 2017 in the development of tactical options for dealing with non-compliance with new EU bass measures. The approach saw the utilisation of IFCA on-the-ground knowledge to help target high-risk areas and collate a shared resource of intelligence.



Case study - Success Criterion 3: IFCA's use evidence based and appropriate measures to manage the sustainable exploitation of sea fisheries resources and deliver marine environmental protection within their districts

Crab and lobster management

Important potting fisheries targeting edible crab (*Cancer pagurus*) and European lobster (*Homarus gammarus*) operate throughout the Eastern IFCA district with key production areas situated off the North Norfolk and Lincolnshire coast. EIFCA have conducted an on-going bio-sampling and monitoring programme of the District's crab and lobster stocks to determine whether these species are being fished within levels of Maximum Sustainable Yield (MSY).

The assessment has relied heavily on two sources of data: Monthly Shellfish Activity Returns (MSARs) supplied by the fishermen, detailing their catches, and regular bio-sampling, in which crabs and lobsters have been measured at both ports and processors. These data have been used to model mortality using length converted catch curve methods, allowing estimation of natural and fishing mortality. From this model, it is possible to assess how a stock responds to exploitation, and estimating the level of change necessary to achieve reference point objectives.

The last three years have seen an increasing trend in total landings, with total catches of crabs and lobsters exceeding 1000 tonnes in 2015 and 2016 (Fig. 1).

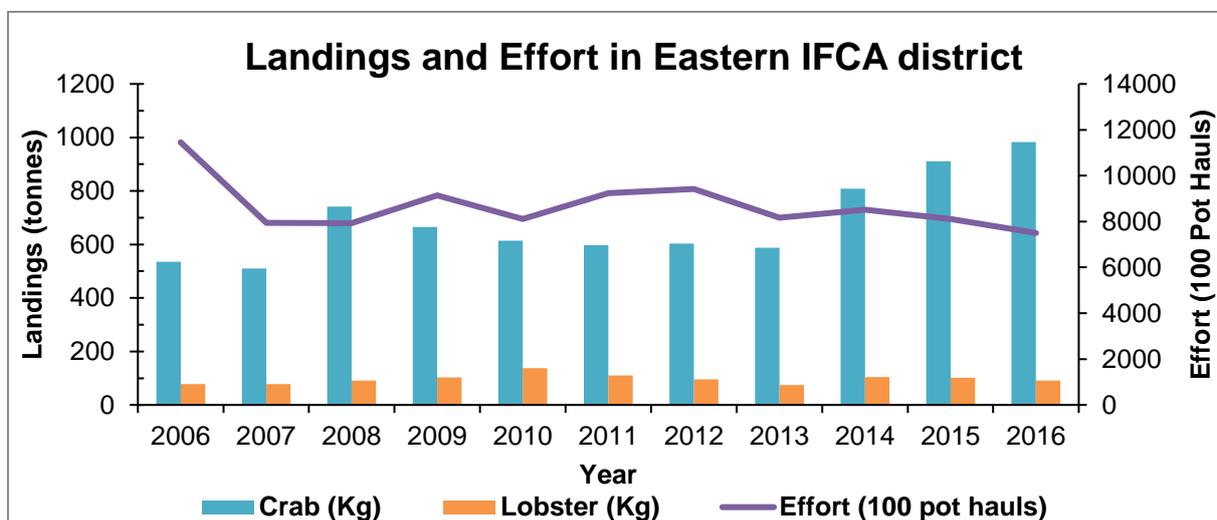


Figure 1: District Summary of Annual Effort (Dotted Line) and Landings by Species.

To improve sustainability, it is likely some form of management will be needed. At the [27th EIFCA Meeting](#), members received a report outlining the need for management and agreed in principle the need to introduce measures. Members directed Officers to undertake consultation with the industry to inform the development of management measures.

Case study - Success Criterion 4: IFCA's have appropriate governance in place and staff are trained and professional.

SC4E: The IFCA will have demonstrated, in its Annual Report, how marine, land and water management mechanisms in the Inshore Fisheries & Conservation District have worked responsively and effectively together:

Hazlewood Marsh Fish Survey and estuarine development consultations

Eastern IFCA provided practical support and professional expertise in a fish survey in a Suffolk estuary in July 2016, led by aquatic consultants Colclough & Coates – 'SC2' on behalf of Suffolk Wildlife Trust and Natural England. This brought together terrestrial and marine conservation and fishery interests and has helped inform the ongoing management of an important fish nursery area within a heavily designated site. This collaboration and the information it generated will continue to be used by Eastern IFCA to inform discussions on estuarine developments, for example through consultations and partnership meetings. It also provides valuable evidence to inform the IFCA's own management decisions, particularly relating to marine protected area designations.

“...effective and inclusive partnership approach...”

The Hazlewood Marsh Fish Survey Report stated, *“Hazelwood Marshes is an area of reclaimed saltmarsh situated within the Alde Estuary in Suffolk. The site forms part of the Alde and Ore SSSI, the Alde & Ore SPA, Alde & Ore SAC and Alde & Ore Ramsar site. The Alde Ore Estuary is also currently a recommended MCZ (rMCZ) site, with the estuarine fish species European smelt recognised as a species of conservation importance (SOCl) feature within the rMCZ...”*

“The survey involved training and education for Suffolk Wildlife Trust internees and was undertaken with the kind assistance of Suffolk Wildlife Trust and Eastern IFCA



staff. This area of fish sampling is still very new in Western Europe and the skills required to undertake such studies are still very rarefied. Conducting such a survey under full commercial conditions can be prohibitively expensive. This survey has demonstrated a more cost effective and inclusive partnership approach.” (Colclough & Coates, 2017). Pictures courtesy of Suffolk Wildlife Trust.

Case study - Success Criterion 5: *IFCAs make the best use of evidence to deliver their objectives*

Eastern IFCA Chairmanship of Technical Advisory Group

The IFCA Technical Advisory Group (TAG) was set up to facilitate an exchange of information relating to fisheries, marine science and technology between IFCAs and other government agencies, and so help improve cooperation and consistency between organisations, and help IFCAs be valued as national and international fisheries managers.

The Chair role of TAG, which is rotated among the ten IFCAs every eighteen months, currently sits with Eastern IFCA. In this role, our representative has been responsible for organising and facilitating TAG meetings and workshops and providing training opportunities for IFCA research staff. In addition to the group members providing each other with technical support through regular liaison, the group held a two-day training workshop in February at the new



ARIS 3000 sonar camera

Cornwall IFCA offices. This focused heavily on habitat mapping training and included a mixture of presentations teaching the principles of survey design, mapping techniques and habitat identification using the EUNIS classification system, plus practical sessions training staff how to set up and use the scientific equipment that is jointly owned by the IFCAs. This included sessions with an Edgetech side scan sonar, a SeaSpyder underwater camera array and an ARIS 3000 sonar camera. This workshop, which was attended by 30 science officers from all ten IFCAs, was positively received and helped to standardise methodologies and best practice across the IFCAs.

Attendees at the TAG training workshop at Hayle, Cornwall



As chair of TAG, our representative has also represented the IFCAs on several other Defra working groups, including the Marine Protected Areas Group (MPAG), the Marine Biodiversity Impact Evidence Group (MBIEG), the Elasmobranch Steering Group and the Healthy & Biologically Diverse Seas Evidence Group (HBDSEG). Through these groups, the IFCAs are

able to have a voice at a national level and an opportunity to be involved in contributing towards the national programme of marine research.

Critical ‘business-as-usual’ work-streams

In addition to identifying emerging risks, the Strategic Assessment also sets out which fishery or species-related risks are mitigated by established work streams. The cessation of such work streams has the potential to increase risk associated with that fishery or species. These include, for example, the annual cockle stock surveys without which, the cockle fishery would represent a much greater risk. This work is categorised as critical ‘business-as-usual’. These were not formally recognised within the 2016 Strategic Assessment but formed a significant part of the 2016/17 workload. Outlines of the work that the Authority undertakes as a necessity conducted during 2016-2017 are given below:



Wash Fishery Order 1992 management

The Authority discharges its duties and responsibilities through a co-management process of the Wash Fishery Order 1992 (the Authority is the grantee). The Authority consults regularly with stakeholder groups to ensure that local industry representatives are part of the recommendation making process.

Two major fisheries managed under the Wash Fishery Order 1992 are the cockle and mussel fisheries. Not only are these valuable fisheries for the local fishermen, but they are also important resources for the over-wintering bird populations. As such, these are complex fisheries to manage due to the demands of the various Natura 2000 designations placed on the Wash. Additionally, in recent years both stocks have suffered high natural mortality events that have had large impacts on the beds. In addition to “ridging out”, where younger more vigorous cockle force older stock from the ground, the cockle stocks have suffered high “atypical” mortalities since 2008. This

has created management difficulties, but a greater understanding of the dynamics of the die-offs have enabled major mortality events to be predicted allowing a flexible management approach to maximise fisheries and minimise losses. This year, the growth of an exceptional cockle settlement in 2014 allowed for one of the most successful cockle fisheries seen in the Wash. Unfortunately, ongoing die-offs, coupled with poor recruitment, have led to a decline in the mussel beds. Most of the beds are in very poor condition now and it was not possible to open a mussel fishery on the inter-tidal beds this year. Research has been conducted, however, to determine if laying a culch of cockle shells can be used as a feasible method to encourage mussel settlement on the beds.

The Authority acts as the 'operator' under the Aquatic Animal Health (England and Wales) Regulations 2009 in relation to the WFO1992 Several Fisheries also referred to as the 'Wash Production Area' to facilitate ease of data collection and reporting to CEFAS.



Wash & North Norfolk Coast European Marine Site

The CEO of the Authority chairs the Wash and North Norfolk Coast European Marine Site Management Group, a collection of regulators and local stakeholder representatives with responsibilities for and interests in this site. Eastern IFCA hosts and supports the Project Manager, enabling this close and productive partnership to thrive. Eastern IFCA representation on this Group provides a broad platform for highlighting Eastern IFCA's work relating to managing fisheries in marine protected areas, and opportunities to discuss issues with fellow regulators for this extensive and important conservation site. Furthermore, regular involvement of Marine Science and Marine Protection officers in the project's three "Advisory Groups" of local stakeholders ensures Eastern IFCA is appropriately engaged in local issues, which typically relate

to preserving fisheries and traditional activities within the broader remit of protecting conservation interests.

Titchwell mussel fishery

An exposed outcropping of Neolithic peat attracts regular settlements of mussels at Titchwell on the North Norfolk coast. Although this bed is considered to be ephemeral, with the majority of the mussels being lost each year during winter storms, it does provide a resource for local fishermen to stock their lays with seed mussels. This activity can be supported by Eastern IFCA through the granting of a dispensation from Byelaw 4 (Mussels – minimum sizes). A good settlement of mussels on this bed in 2016 allowed for a small but successful fishery to take place this year.

Horseshoe Point cockle fishery

In 2011 the Authority inherited from North Eastern Sea Fisheries Committee the responsibility for the management of the cockle beds that occur at Horseshoe Point in Lincolnshire. Annual surveys conducted on this bed since then have found the cockles to be suffering similar “atypical” mortality problems to those seen in the Wash. This has greatly reduced the potential to open fisheries on this bed. When the beds were last in a suitable condition to support a fishery in 2015, access issues to the site across the marsh were raised by both natural England and the land owner. At the time, this issue was unable to be resolved and fishery was unable to proceed. Since then stocks have not been sufficient to open a fishery.

Whelk Fisheries

Whelk fisheries were regulated as of 2015 using an emergency byelaw and subsequently through a ‘permanent byelaw’ which was consented in 2016. This has seen the establishment of a permit system and new data collection regime which required a significant resource to administer.

The implementation of the byelaw also required the development of new procedures and policies related to enforcing the new measures. During 2016/17 a significant resource was spent including seaborne patrols and the production of several case files, three of which resulted in a Financial Administrative Penalty for associated offences and one resulting in fines as a consequence of a prosecution.

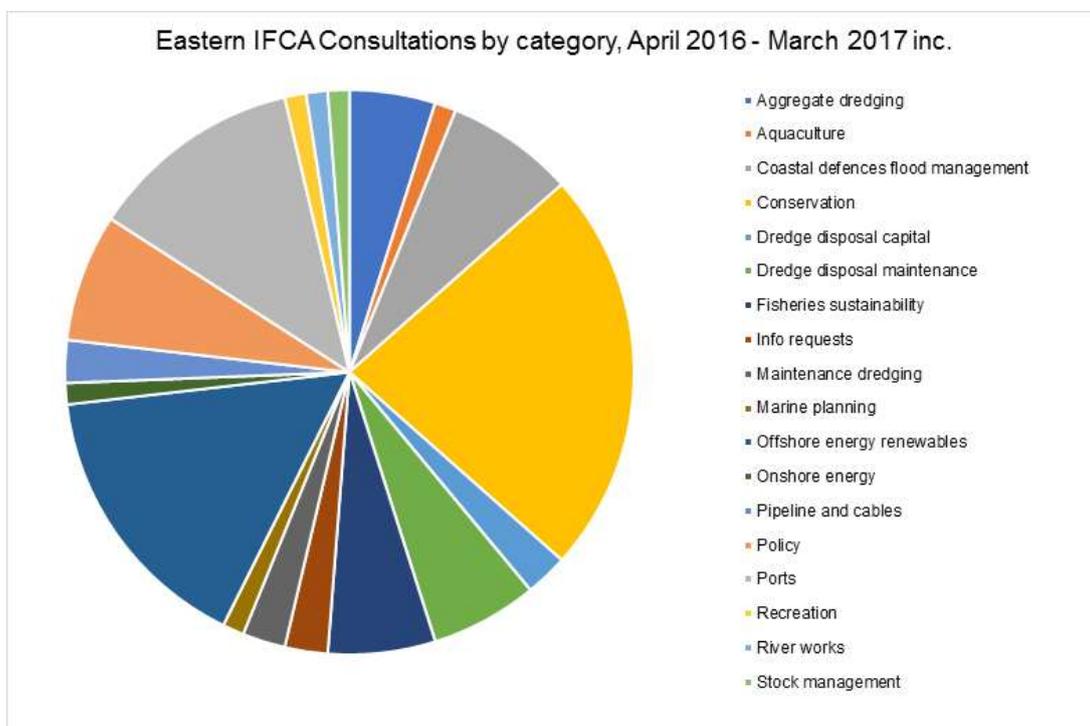
In addition, an ongoing research project has been investigating the size of maturity of whelks throughout the district to inform a review of the minimum landing size which has involved measuring and dissecting several hundred whelks which were voluntarily provided by fishers assisting in the research.

Engagement in Marine Planning

The East Marine Plans were published in 2014 and set out objectives and policies for sustainable development in the southern North Sea. The Marine Management Organisation is the main regulator responsible for licensed activity at sea. Large (infrastructure-scale) developments, such as offshore energy projects, are permitted

through the Planning Inspectorate. Eastern IFCA plays a role in influencing development decisions by providing expert advice on inshore fishery and conservation relevant to an application. This includes consideration of potential impacts on fish stocks, fishery habitats (e.g. spawning or nursery grounds), access to fishing grounds, fisheries liaison, impacts on protected habitats and species, wider biodiversity and ensuring awareness of relevant IFCA byelaws. This is usually undertaken via the marine case management system operated by MMO, or the via the Planning Inspectorate’s national infrastructure planning process.

During 2016/17, a total of 82 consultations on marine plans or projects were received. Of these, nearly a quarter (24%) were related to conservation (including new conservation advice packages for marine protected areas), whilst 16% related to offshore renewable energy works. Input to these consultations is led by the Marine Science team, drawing on expertise of Marine Protection officers in particular for fishing activity or regulatory considerations.



Habitats Regulations Assessment of Wash Fishery Order fisheries

Eastern IFCA undertakes annual monitoring of cockle and mussel stocks in the regulated fishery of the Wash Fishery Order area. The stock data form a part of the evidence used in each annual assessment undertaken by Eastern IFCA to identify the impacts of proposed WFO cockle and mussel fisheries in relation to the conservation designations afforded to this area. This assessment (the Habitats Regulations Assessment) considers the impact of the fishery on named habitats and species, and considers the overall integrity of the designated site. In consultation with Natural England (statutory nature conservation adviser) and with fishery stakeholder input, Eastern IFCA agrees updated management measures prior to these fisheries being opened each year, to ensure that the fishing activities do not prevent the conservation targets from being achieved.

This work is dependent on evidence relating to fishing activity, site condition (e.g. population status of protected species and extent of protected habitats), and fishing impacts. Within designated sites, regulators are required to apply precautionary management where evidence of fishery impact is poor or inconclusive. The continuation of commercial cockle and mussel fisheries in a conservation site as highly-protected as The Wash reflects the availability of data and the shared understanding of activities and impacts in the site achieved through continual monitoring and dialogue.

Shrimp fishery accreditation

The East Coast shrimp fishery is seeking Marine Stewardship Council (MSC) accreditation in order to maintain markets. A pre-assessment exercise was undertaken in 2011 and identified that significant changes in practice and management would be required before accreditation could be achieved. Authority officers have supported the shrimp industry (processors and fishers) in working towards accreditation, by working with the Shrimp Fishery Advisory Working Group. A Brown Shrimp Fishery Management Plan has been drafted and will be fundamental to the fishery eventually gaining accreditation. The Authority recognises the benefits of an industry-led fishery management plan, but is committed to working closely with the industry in order to align accreditation goals and management with marine protected area management aims and measures (see above).

Management metrics

Additional information on the activities conducted by Authority officers and the use of the Authority’s assets are detailed in the table below. It is recognised that this information is being presented with a lack of context however to do so would make this report unwieldy.

Management metrics 2016-2017	
Byelaw derogations (and extensions) issued to facilitate research purposes	13
Freedom of Information requests	0
Environmental Information Regulation requests	0
Wash Fishery Order 1992 licences issued	55



RISK MANAGEMENT STRATEGY

Pages 29-34 of the 2016 to 2021 Business plan outline the Risk Management Strategy of Eastern IFCA. 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. Mitigation action is noted. 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 Description	Risk	Action	Mitigation	Residual risk
Eastern IFCA funding substantially reduced		Tolerate	<ul style="list-style-type: none"> The 25% savings requested by our county funders was delivered 2 years early and sustained via stand still levy for 5 consecutive years up to 2017/18. Modest increases are anticipated for the future. Continued assurance of financial propriety and operations within financial regulations is provided by the continuing voluntary internal and external audit process. Continued drive to seek efficiencies and promote cost effectiveness. Demonstrated value for money Advertised and promoted EIFCA outputs and effectiveness to funding authorities through regular engagement with representatives of the three County Council Financial Directors. Engaged with Defra through AIFCA to assure continued provision of New Burden funding post 2020. Identified mechanisms to recover costs for outputs judged to be over and above the core IFCA role. (EHO sampling, WFO management) 	Policy driven removal of funding directly threatens ability to meet remit and deliver mandated outputs.

Eastern IFCA fails to maintain relevance amongst partners		Treat	<ul style="list-style-type: none"> • Routine engagement with partner organisations • Measured progress and delivery of outputs • Represented community issues to higher authorities • Eastern IFCA demonstrably engaged across the breadth of its remit. • A continued programme of community outreach events, stakeholder meetings and media engagement • Overt and increased use of digital and social media including website, Twitter and Facebook. • Stakeholders kept abreast of changes to marine conservation policy and local implications. • Wash fisheries management acknowledged by local Industry representatives as a success in 2016. • Business Plan used to prioritise and communicate outputs • Representation of community issues to higher authorities. • Provision of a leadership function. • Significant revisions to Protection team ways of working to promote greater frequency of engagement with stakeholders. 	<p>Disparate stakeholder aspirations introduce complexities which may drive perceptions of disengagement or inefficiency.</p> <p>Focus on delivery of MPA protective effect introduces perceptions of bias towards conservation remit from stakeholders.</p> <p>Work load to service MPA protective effect diverts resources from fisheries management tasks. Perceptions of Authority powerlessness in the face of CFP reforms affecting the inshore fishing sector.</p>
Loss of suitably qualified and		Tolerate	<ul style="list-style-type: none"> • Investment in professional and personal development. • Staff appraisal system formalised • Safe and professional working environment provided • Flexible working supported and encouraged. • Regular internal communications through suite of departmental and 	Eastern IFCA perceived as a moderate employer. Perception of Eastern IFCA as an intermediate step in a career

experienced personnel			<p>inter-team meetings.</p> <ul style="list-style-type: none"> Managers empower and enable staff by early involvement in workload planning Engagement prioritised. Broaden job content to increase satisfaction Robust and reliable recruitment process Staff turnover presents opportunity to update and enhance knowledge and skills and maintain enthusiasm. 	<p>progression reinforced. Apparent large pool of marine science graduates attracted to EIFCA. Private sector tends to prey on graduates with experience gained in IFCA type roles.</p> <p>.</p>
Negative media comment		Treat	<ul style="list-style-type: none"> Regular engagement with all stakeholders including media outlets. Professional standards and practices embedded. Cultural change delivered efficiently and effectively. Active promotion of EIFCA activity through social media Recognition and understanding reinforced through community events. 	<p>Disenfranchised stakeholders seek to use the media to introduce doubt as to EIFCA professionalism, utility and effectiveness.</p> <p>One off event prompts disproportionate media spotlight.</p>
Degradation of Marine Protected Areas (MPA) due to fishing activity		Treat	<ul style="list-style-type: none"> Proposed fishing activities are authorised by Eastern IFCA and are assessed according to Habitats Regulations Habitats Regulations assessments completed on proposed fishing activity in protected areas. Full engagement in national fisheries/EMS project, prioritising management of highest risk fisheries in MPAs and implementing new management measures Enforcement efforts proportionate and effective. Use of adaptive co-management approach to fisheries management. 	<p>Attempts to broker balanced solution to provide protective effect whilst mitigating impact on local fishing activity are ignored by fishing community.</p> <p>Fishing vessels fail to</p>

			<ul style="list-style-type: none"> • Regular liaison with Natural England regarding fisheries in MPAs. • Apply the process agreed by Eastern IFCA for managing fishing activities in MPAs. • Continued development regarding the use of iVMS as a management tool by the Authority • Continued 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. 	adhere to management measures including closed areas introduced through new byelaws.
Shellfish and fish stocks collapse		Treat	<ul style="list-style-type: none"> • Annual stock assessment of bivalve stocks in Wash. • Annual Strategic Assessment determines risk associated with all fisheries within the district. • Allocation of sufficient resources to monitor landings and provide effective enforcement. • Consultation with industry on possible management measures. • Validation of Wash management measures via MSC pre-assessment review. • Development of whelk stock management measures. • Consideration of stock conservation measures for crab and lobster fisheries through bespoke research activity, engagement with Cefas and fishing industry. • Continued SWEEP research into primary productivity levels within The Wash in line with food availability model which supports activity in private fisheries in The Wash. • Continued regular engagement with the industry to discuss specific matters. • Continued research into the cockle mortality events. • Participation in Project Inshore to inform stock management. 	<p>Failure of biosecurity controls introduces disease in the Wash fishery.</p> <p>Unregulated fishing behaviour threatens stock status.</p> <p>Current management measures fall short of required protective effect.</p>

			<ul style="list-style-type: none"> • Bass management measures explored and consulted on. 	
Failure to secure data		Treat	<ul style="list-style-type: none"> • Requests for information dealt with in accordance with Data Protection Act. • Password protection for computers. • Access to the server restricted to individuals through their own computer. • Provision of secure wireless internet. • Access to electronic files is restricted based on an individual's role. • Up to date anti-virus software installed on all computers. • ICT equipment and policies provided by Kings Lynn and West Borough Council (KL&WNBC) – including encrypted laptops/secure governmental email system. • Electronic backup of all Eastern IFCA documents held by KL&WNBC offsite. 	<p>Malicious release of privileged information.</p> <p>Negligent release of privileged information.</p> <p>Invasive techniques constantly evolving</p>



RESOURCES¹

Vessel details	HP	MCA Work Boat Code	Length	Min Crew	Commissioned	Life remaining (years)	Replacement cost
<i>FPV Sebastian Terelinck</i>	881	Cat. 2 (60 nm offshore)	11.5m	2	2015	9	£420,000
<i>FPV John Allen</i>	570	Cat. 2 (60 nm offshore)	11m	2	2013	8	£420,000
<i>RV Three Counties</i>	1050	Cat. 2 (60 nm offshore)	18m	3	2002	2-4	£1,400,000

Vehicle details	Entered service	Replacement date	Replacement cost
Ford Tourneo bus	2016	2022	£18,000
Peugeot 308 sw	2009	2017	£13,500
Peugeot 207 sw	2010	2017	£14,000
Peugeot 207 sw	2010	2017	£14,000
Skoda Yeti 1.6	2014	2019	£15,000
Skoda Yeti 1.6	2014	2019	£15,000
Skoda Yeti 4x4	2014	2019	£18,000
Skoda Yeti 2.0 TDi	2017	2022	£18,000
Skoda Yeti 2.0 TDi	2017	2022	£16,000
Skoda Fabia	2017	2022	£11,000
Isuzu DMax Eiger	2015	2020	£20,000

Description	Purchased	Replacement cost
Side scan sonar	2013	£60,000
Underwater camera	2013	£30,000
Videoray	2013	£15,000
Sonar software	2013	£15,000

In addition to the assets identified above the Authority leases an office in King's Lynn (lease expires Dec. 2018), moorings at Sutton Bridge for its vessels and a storage facility (close to the offices) in King's Lynn.

¹ The following resources belonged to Eastern IFCA on the 31st March 2016.

EXPENDITURE

The Authority had a budget of £1,391,070 for 2016-17. This figure includes £394,145 in New Burden funding from Defra to enable the Authority to meet the additional duties proscribed under the Marine and Coastal Access Act 2009. It was agreed that New Burden funding from the three constituent councils to the Authority be passed on. Use of New Burden money is not accounted for separately by the Authority due to the accounting and allocation complexities that this would cause.

The Authority honoured its commitment to meeting the three funding councils' request of reducing the levy by 25% over the four-year period from the 2010-2011 base levy. The levy for 2016-17 remains at the 2015-16 level. For the year ended 31 March 2017 the Authority made revenue savings of £171,077, which were added to reserves. The key budget variances were:

- 1) Additional income from Licence Tolls and EHO sampling .
- 2) Savings in salaries due to CEO secondment and vacancy management with EIFCA operating below full complement over the whole year.
- 3) Savings in General Expenditure
- 4) Savings on cost of vessel operations.

Reserve name	Amount held within reserve @ 31 March 2016
Research	£89,921
Operational	£150,000
Legal and enforcement	£75,000
ICT	£10,000
Vessel replacement	£1,447,664
Vehicle renewals	£60,000
Fixed Penalty Fine Fund	£18,750
Office Improvements Fund	£10,000
Defra grant	£18,292
Total "IFCA" reserves	£1,879,627

Remuneration of the Chair, Vice Chair and Chief Executive Officer 2016-2017

The Chair and Vice Chair of the Authority were not remunerated directly by the Authority for their work conducted on behalf of the Authority during 2016-2017. Remuneration of the Chief Executive for the year 2016/17 was in the band £60 – £65,000. Travel, accommodation and subsistence were reimbursed in accordance with the Authority's policies.(see table)

Travel	Accommodation	Subsistence	Total
£1,701	£1,841	-	£3,542

Staffing

Following the decision of the CEO to join the MMO on a permanent basis, the Executive Team took the opportunity to review the structure of the organisation and recommend the following changes:

- Replace Deputy CEO role with a Head of Operations
- Increase resilience and capacity within the Enforcement Team by creating an additional Senior IFCO post
- Designate one Senior IFCO (Compliance)
- Designate one Senior IFCO (Regulation)
- Merge the Environment and Research Teams to become the Marine Science team

Leavers

- An IFCO & Crew Member left to progress their career
- The IFCO Engineer left to go to Australia
- A Marine Environment Officer (whilst temporarily acting as Project Officer) left to join the private sector.
- The CEO following a long secondment accepted a permanent move to the MMO.

Joiners

- An IFCO to operate from our shared accommodation in Lowestoft
- A Marine Science Officer

Outstanding vacancies as at 31/3/2017

- Head of Operations
- 3 Marine Science Officers



Organisational carbon footprint

As a local government organisation with environmental protection and promotion as a core function, the Authority is committed to providing information on its environmental performance.

In 2008-2009 the Authority's predecessor conducted a baseline environmental audit and identified its carbon footprint. The results of that baseline assessment are compared to the Authority's subsequent years of operation below.

	Estimated carbon footprint for the Authority in 2015-2016 compared against a baseline of 2008-2009					
Source	2008-2009	2012-2013	2013-14	2014-15	2015-16	2016-17
Owned road vehicles	24.40 tCO _{2e}	21.6 tCO _{2e}	20.23 tCO _{2e}	22.04 tCO _{2e}	23.54 tCO _{2e}	19.83 tCO _{2e}
Owned ships	197.07 tCO _{2e}	111.90 tCO _{2e} *	106.20 tCO _{2e} *	115.40 tCO _{2e} *	119.78 tCO _{2e}	88.37 tCO _{2e}
Electricity	22.59 tCO _{2e}	16.0 tCO _{2e}	16.48 tCO _{2e}	18.37 tCO _{2e}	16.83 tCO _{2e}	15.08 tCO _{2e}
Train travel	-	0.457tCO _{2e}	1.06 tCO _{2e}	1.18 tCO _{2e}	1.14 tCO _{2e}	0.57 tCO _{2e}
Flights	-	-	-	-	0.90 tCO _{2e}	0.24 tCO _{2e}
Total tonnesCO_{2e}	244.71 tCO_{2e}	149.50 tCO_{2e}	143.97 tCO_{2e}	156.99 tCO_{2e}	162.19 tCO_{2e}	124.09 tCO_{2e}

Developed using the Carbon Trust online carbon footprint calculator

*FPV ESF Protector III was sold in 2012/13 financial year which most likely explains the significant reduction in emissions

REFERENCES

This plan has been developed considering and with reference to the following documents:

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

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

Colcough & Coates (2017) Hazlewood Marshes Alde Estuary – A survey of fish populations associated with the marshes. Draft Report, February 2017.

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

Defra. (2011a) 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.

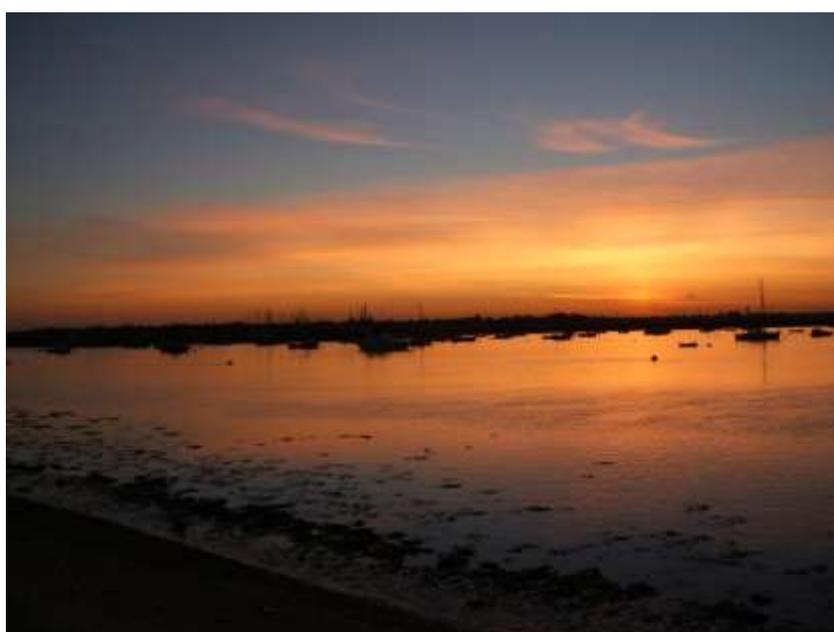
Defra. (2011b) Guidance to Inshore Fisheries and Conservation Authorities on the establishment of a common enforcement framework. Defra. London.

Defra. (2011c) Guidance to Inshore Fisheries and Conservation Authorities on evidence-based marine management. Defra. London.

Defra. (2011d) Guidance to Inshore Fisheries and Conservation Authorities on monitoring and evaluation, and measuring performance. Defra. London.

Defra. (2011e) Guidance to Inshore Fisheries and Conservation Authorities on their contribution to the achievement of sustainable development

Eastern IFCA Annual plan 2014-15



APPENDIX 1 – SUCCESS INDICATORS

Success Indicator	Progress	
Success Criterion 1: IFCA's are recognised and heard, balancing the economic needs of the fishery whilst working in partnership and engaging with stakeholders		
SC1A: The IFCA will maintain a database of stakeholder contacts that will have been reviewed and updated by 31 March each year	Ongoing	Eastern IFCA holds stakeholder databases which are reviewed on an <i>ad hoc</i> basis throughout the year. Eastern IFCA intends to complete a full review of stakeholder contacts which will include the development of up-to-date systems to more effectively hold data.
SC1B: The IFCA will have completed a review of its communication strategy and implementation plan by 31 March each year	Complete	Communication and Engagement report appended to this report (Appendix 4)
SC1C: The IFCA will have reviewed its website by the last working day of each month.	Complete	'News' Section of the website is regularly updated. Eastern IFCA news and information from partner organisations posted in the news area by request.
SC1D: The IFCA will have reviewed its website and ensured it meets the objectives of its communication strategy, by 31 March each year	Complete	New website launched in 2015 in-line with the community engagement strategy.
SC1E: The IFCA will have reviewed all of its Memoranda of Understanding by 31 March each year. There will be a clear plan in place to update MoUs where necessary, to an agreed timescale.	Not Complete	Established MoUs have not been reviewed this financial year.
SC1F: By 31 March each year, the IFCA will have participated appropriately, proportionately and at the right level of delegation, in regional and national fisheries and conservation activity identified in the annual plan.	Complete	CEO held post of Chair of NIMEG during 2016/17. Senior Marine Science Officer (Ron Jessop) Chair of TAG. Officer participated in regional and national groups.
Success Criterion 2: IFCA's implement a fair, effective and proportionate enforcement regime		
SC2A: The IFCA will ensure its enforcement risk register and strategy	Complete	Enforcement Strategy and 2016/17 Risk Register Report are published on Eastern IFCA website.

are published and available on its website from 1 April each year		
SC2B: The IFCA will demonstrate in its Annual Report how it has worked with other regulators to achieve consistent quality, application and enforcement of management measures	Complete	Evidenced in 'Case Study 2' above.
SC2C: The IFCA will compile records of enforcement activity in a standard format; provide them to the National Inshore Marine Enforcement Group (NIMEG) and publish them on its website.	Complete	Shore-based and seaborne patrol reporting is established and reported to NIMEG in agreed format.
SC2D: The IFCA will adopt the national Code of Conduct for IFCOs, which will be reviewed annually and published on its website by 1 April.	Complete	IFCOs adopted national code of conducts and policies published by NIMEG.
SC2E: The Code of Conduct for IFCOs is reflected in work objectives and annual appraisals for <u>all</u> Warranted Officers.	Complete	Annual IFCO Objectives and personal development plans incorporate national code of conducts and NIMEG derived policies.
SC2F: Warranted Officers attain accreditation. <u>All</u> undertake Continuing Professional Development	Ongoing	Accreditation scheme not fully established. New employees (IFCOs) attending accredited training courses.
Success Criterion 3: IFCAs use evidence based and appropriate measures to manage the sustainable exploitation of sea fisheries resources and deliver marine environmental protection within their districts		
SC3A: The IFCA will record site-specific management considerations for Marine Protected Areas and report progress to the Authority	Complete	Site-specific Marine Protected Area fisheries assessments and management considerations are reported at all full Authority meetings.
SC3B: The IFCA will publish data analysis and evidence supporting new management measures, on its website	Complete	Scientific reports detailing EIFCA research activities are published on the website. These include stock assessment reports from the annual

		WFO cockle and mussel surveys, crab and lobster stock assessments and results from habitat mapping surveys.
SC3C: Management information (e.g. sampling and/or survey results) will be collected periodically after new management measures have been implemented, to demonstrate the extent of effectiveness of the intervention	Ongoing	In addition to supporting forthcoming management decisions, the annual cockle and mussel surveys demonstrate the effectiveness of previous management. Additionally, where sensitive seabed features (eg. <i>Sabellaria</i> reef) has been closed, a review of the regulations is conducted periodically after closure. Habitat mapping surveys have been conducted over the past three years to assess the impact of these closures.
SC3D: The IFCA will have developed a range of criteria-based management options that are explained to stakeholders through the IFCA website, and reviewed by 31 March each year	Complete	Eastern IFCA undertakes an annual assessment of fisheries within the district to determine where management measures may be required. The Annual Strategic Assessment is published on the website each year in conjunction with the Business Plan.
SC3E: New IFCA management measures selected for development and implementation are delivered within agreed timescales	Ongoing	Significant setbacks in implementation of management measures have occurred due to unforeseen complexities and revised legal advice provided by MMO and Defra.
SC3F: The IFCA will include shared agreed objectives and actions from Fisheries Management Plans in its own Annual Plan, which will be published by 31 March each year.	Complete	Eastern IFCA undertakes an annual assessment of fisheries within the district to determine where management measures may be required. The Annual Strategic Assessment is published on the website each year in conjunction with the Business Plan.
SC3G: Progress made in relevant Fisheries Management Plan areas, including Maximum Sustainable Yield commitments, will be noted in the IFCA's Annual Report.	Complete	Progress against development of sustainable fisheries commitments reported in case study 3 (ante).

Success Criterion 4: IFCA's have appropriate governance in place and staff are trained and professional.		
SC4A: The IFCA will publish a Plan on its website by 31 March, setting out the main objectives and priorities for the next financial year. A copy will be sent to the Secretary of State.	Complete	All previous annual plans/business plans have been published on the EIFCA website within the agreed timescales.
SC4B: After the end of each financial year, the IFCA will publish a Report on its website describing its activities, performance and a summary of audited financial information in that year, by 30 November. A copy will be sent to the Secretary of State.	Complete	This information is provided in the annual report. All previous annual reports are available on the EIFCA website.
SC4C: IFCA staff will have annual performance management plans in place. Annual appraisals for <u>all</u> staff will have been completed by 31 May.	Complete	All IFCA staff set Annual objectives and personal development plans with mid-year reviews.
SC4D: An efficient secretariat of IFCA staff support IFCA Authority meetings which are held quarterly and are quorate. Meeting documentation will meet Standing Orders.	Complete	EIFCA Meetings and Sub-Committee meetings effectively recorded in minutes. All meetings in 2016/17 have been quorate and minutes are published online once confirmed as per Standing Orders.
SC4E: The IFCA will have demonstrated, in its Annual Report, how marine, land and water management mechanisms in the Inshore Fisheries & Conservation District have worked responsively and effectively together.	Complete	Success criteria Case study 4 provides an example of EIFCA's collaborative work with Suffolk Wildlife Trust, Natural England and aquatic consultants to gather information, share expertise and maximise training opportunities.
Success Criterion 5: IFCA's make the best use of evidence to deliver their objectives		
SC5A: The IFCA will demonstrate progress that has been made towards identifying its evidence needs by publishing a research plan each year	Complete	Eastern IFCA's Research & Environment Plan 2016/7 identified evidence needs and projects designed to address these needs.

SC5B: The IFCA will publish a research report annually that demonstrates how evidence has supported decision making	Complete	Scientific reports that support our decision making are published on the website.
SC5C: The IFCA's contribution to TAG and progress that has made towards a national evidence needs programme will be recorded in the IFCA's Annual Report	Complete	Reported in Case Study 5 (above).

APPENDIX 2 – WAYS OF WORKING

During the year work to progress the following Memorandum of Agreements (MoAs), Memorandum of Understanding (MoU), Partnership Agreement (PA), Informal Agreements (IA), Agreement in Principle (AIP), Service level Agreements (SLA), Information Sharing Agreements (ISAs), contracts (C) and directorships (D) was undertaken.

These documents set out agreed ways of working for the Authority and attempt to provide clarity for individuals and organisations on their respective roles and responsibilities.

Document	Signatory organisations	Document purpose
MoU	Natural England and IFCAs	Defines roles and responsibilities and ways of working
MoU	Marine Management Organisation and IFCAs	Defines roles and responsibilities and ways of working
MoU	Environment Agency and IFCAs	Defines roles and responsibilities and ways of working
MoU	Kent and Essex IFCA	Defines roles and responsibilities in relation to the Stour and Orwell European Marine Site and the Outer Thames Estuaries Special Protected Area
MoU	North Eastern IFCA	Defines roles and responsibilities in relation to the Humber European Marine Site
MoU	CEFAS and IFCAs	Defines roles and responsibilities and ways of working
MoU	Lincolnshire County Council	Transfer of Defra New Burden money to Eastern IFCA
AIP	Norfolk County Council	Transfer of Defra New Burden money to Eastern IFCA
PA	North Norfolk Fisheries Liaison Action Group (FLAG)	Involvement of Eastern IFCA as a partner in the North Norfolk FLAG
PA	CEFAS, King's Lynn and West Norfolk Borough Council Environmental Health Office	Defines working relationship between regarding the collection of water, cockle, mussel samples for shellfish waters classification within the Wash
MoA	Wash and North Norfolk Marine Partnership	Employment of The Wash and North Norfolk Marine Partnership Project Manager by Eastern IFCA
MoA	John Lake Shellfish, Lynn Shellfish, Marine Ecological	Delivery of a Brown and Pink Shrimp MSC Pre-Assessment project

	Services	
MoA	Natural England	Delivery of baseline monitoring survey data relating to <i>Sabellaria spinulosa</i> within the Wash embayment
D	Chief Officers of all IFCAs	Directorship responsibilities of Eastern IFCA Chief Officer acting as a Director of the Association of Inshore Fisheries and Conservation Authorities
C	Norfolk County Council	Provision of Internal Audit services
C	Norfolk county Council	Provision of Health and Safety support
C	Kings Lynn and West Norfolk Borough Council	Provision of ICT infrastructure and support
C	Andrew Jackson Solicitors	Provision of specialist legal advice (call off contract)
C	Sidekick Digital	Hosting EIFCA Website
IA	IFCA Technical Advisory Group	Provision of technical advice to IFCA COG
IA	National Inshore Marine Enforcement Group	Development of good practice, partnership working and advice to COG
C	CEFAS and Natural England	Charter agreement for the study of Cobble and Boulder Communities



Marine Management Organisation



Environment Agency



Cefas



Inshore Fisheries and Conservation Authority



Borough Council of King's Lynn & West Norfolk



The Wash and North Norfolk Marine Partnership

Protecting Nature and Culture

APPENDIX 3 – ENFORCEMENT REPORTING

Overview

Significant developments in ways of working were undertaken in 2016/17 including the embedding of tactical coordination of work utilising intelligence and risk profiles, a satellite office in Lowestoft, additional collaborative work with the MMO and a new reporting structure.

On the ground, enforcement resource was focussed on EU bass regulations, cockle fishery management measures and engagement regarding shrimp management measures. Reporting against the targets for 2016/17 is set out in the tables below. It is worth noting that the 'new', more targeted approach to enforcement is at odds with some of the targets. For example, patrols were not planned with a view to visit each port twice per month if there was a need to visit more 'at risk' areas.

Activities at sea were hampered by the breakdown of *FPV John Allen* but the shortfall was compensated by utilising *RV Three Counties* to a degree.

Seaborne Compliance Activity			
Objective	Target Quantity	Quantity achieved	Comment
<i>FPV John Allen</i> days at sea	50	9	Reduced sea time due to significant engine issues, ST returned to manufactures for further investigation (between March and September 2016). TC utilised to cover enforcement patrols.
<i>FPV Sebastian Terelinck</i> days at sea	50	29	7 planned trips lost due to poor weather. Shortfall against target primarily due to embedding satellite office / new roles and responsibilities of IFCOs. Also reflects a more targeted approach to undertaking sea-patrols.
<i>RV Three Counties</i> days at sea	80	87	101 trips planned but some lost to weather. TC utilised to make up shortfall in JA use. TC also has additional gear inspecting capabilities.
Monitor EMS closed areas	100	77	Shortfall primarily a reflection of poor reporting (i.e. additional monitoring carried out but not reported). Issue has subsequently been resolved.
Board all vessels which have recently entered the district	100%	100%	Achieved

Shore Based Compliance Activity

Objective	Target Quantity	Quantity achieved	Comment
Port visits	2 x per month (min)	872	Target not achieved inasmuch as port visits were planned and undertaken in line with risk / TCG planning rather than to achieve 2 visits per month. Significant number of visits undertaken. Two notable ports which were not visited twice per month were Great Yarmouth and Boston.
Monitoring closed areas	EMS 2 x per month (min)	45	Target not achieved inasmuch as monitoring was targeted based on risk (bait digging risk increasing during spring and summer).
Area officers to engage with the owner/skipper of all vessels which have recently entered the district	100%	100%	Achieved

Partnership Working

Objective	Target Quantity	Quantity achieved	Comment
Attendance at MMO Area TCG meeting	100%	100%	Achieved
Joint patrols/inspections/operations with the Marine Management Organisation	12 (min)	24	Achieved – additional joint patrols facilitated as part of ongoing collaboration work.

APPENDIX 4 – REPORTING ON THE COMMUNICATION AND ENGAGEMENT PLAN.

Overview of activity

Eastern IFCA utilises strong ties with stakeholders in all facets of its work. From the development of management measures to the assessment of fishing activities in Marine Protected Areas, the local knowledge and expertise of the community is sought wherever possible.

Eastern IFCA attends community events and undertakes social media activities to widen the base of stakeholders who are aware of, and therefore capable of contributing to, Eastern IFCA workstreams. In 2016/17 this included plans to deliver educational visits at schools to captivate the next generation of stakeholders.

In addition, dialogue with stakeholders is the backbone of Eastern IFCA’s Regulation and Compliance Strategy which seeks in the first instance to ensure compliance through engagement whilst developing measures and education during their implementation. This is achieved during both shore-based and seaborne patrols of the district by warranted IFCOs.

Eastern IFCA also sought to enhance its engagement capabilities through the ‘Common Ground Project’. Undertaking this project, in collaboration with the Maine Conservation Society has provided Eastern IFCA with a greater understanding of the needs of stakeholders and how to effectively communicate (more information at Case Study 1 above).

Action	How this was achieved.
<p>CE16-1 Attend 4 community events</p>	<p>Four events were attended as follows: Great Yarmouth Maritime Festival, Ipswich Waterfront celebrations, Family fun day at Saltfleet by and Cromer and Sheringham Crab and Lobster festival. All four events included the use of the ‘aquarium’ trailer hosting crabs and lobsters.</p> <p>In addition to attending community events, Eastern IFCA hosted 3 workshops relating to the Common Ground Project in conjunction with the Marine Conservation Society.</p>
<p>CE16-2 Conduct 4 visits to educational establishments – (2 at secondary school level and 2 at higher education level)</p>	<p>Invites to attend colleges throughout the district were sent but EIFCA received no requests to attend an educational visit as a result. An educational session was delivered to first year undergraduates at Easton College.</p>
<p>CE16-3 Maintain a professional and up-to-date website – 1 ‘good-news-story’ per quarter, update on every important development</p>	<p>The website has been continually updates through this period as required. In particular, the website was used to distribute information relating to bass measures including the development of the Emergency Bass Byelaw (which ultimately did not get made) and alerting fishers to the seizure of unattended gear found at sea.</p>

and publish consultation responses.	
CE16-4 Use social media posts in conjunction with website updates, to deliver key updates to the community	EIFCA 'tweeted' on 52 occasions during 2016/17 delivering key updates regarding bass regulations in particular (including promoting information products produced by EIFCA for fishers). Social media updates relating to the Common Ground Project resulted in the most impressions and engagement with the exception of 'recruitment' tweets advertising positions at EIFCA.
CE16-5 Maintain the stakeholder database	Stakeholder data has been maintained and updated on an ad hoc basis. A more complete review of EIFCA 'personal data' records will inform this work-stream.
CE16-6 Key engagement messages reflected in officer duties	IFCOs have engaged fishers on the ground regarding key issues throughout 2016/17 and in particular regarding the continued development of shrimp management measures and the implementation of bass regulations and the investigation of a bass emergency byelaw. Key engagement duties are reflected in Monthly TCGs and Weekly Operations meetings.
CE16-7 Site visits – show trailer (6 site visits – 2 in each county)	It was intended that the show trailer was to be used to deliver informal consultation on crab and lobster management, particularly in relation to the Cromer MCZ. A delay in the MCZ assessment has curtailed the use of the show trailer in the 2016/17 financial year.

