



Inshore Fisheries and  
Conservation Authority

**Papers for a meeting of the  
FINANCE & PERSONNEL SUB-COMMITTEE**

**to be held at**

**Eastern IFCA Offices,  
6 North Lynn Business Village, Bergen Way, King's Lynn, PE30 2JG**

**24<sup>th</sup> June 2015**

**1000 hours**

# Finance & Personnel Sub-Committee

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



A meeting of the Finance & Personnel Sub-Committee took place at the EIFCA offices, 6 North Lynn Business Village, King's Lynn, on 16<sup>th</sup> January 2015 at 1030 hours.

## **Members Present:**

Cllr Tony Goldson	Chair	Suffolk County Council
Cllr Margaret Wilkinson	Vice Chair	Norfolk County Council
Cllr Hilary Cox		Norfolk County Council
Cllr Tony Turner		Lincolnshire County Council
Mr S Worrall		MMO Appointee

## **Eastern IFCA Officers Present:**

Philip Haslam	CEO
Andrew Bakewell	Head of Finance
Julian Gregory	DCEO

### **F&P15/01 Welcome by the Chair**

The Chair welcomed members to the meeting.

### **F&P15/02 Apologies for absence**

Apologies for absence were received from Cllrs Baker (Norfolk County Council), Fairman (Lincolnshire County Council) & Patience (Suffolk County Council), Dr Bolt & Mr Barham (MMO Appointees) and Nichola Freer (Head of HR).

### **F&P15/03 Declarations of Interest**

There were no declarations of interest by Members.

### **F&P15/04 Minutes of the Finance and Personnel Sub-Committee meeting held on 15<sup>th</sup> October 2014**

**Members agreed to accept the minutes of the meeting as a true record of proceedings.**

**Proposed: Mr Worrall**  
**Seconded: Cllr Cox**  
**All Agreed**

### **F&P15/05 Matters Arising**

There were no matters arising.

### **F&P15/06 Provisional estimates of expenditure for the period 1 April 2015 to 31 March 2016**

The Head of Finance circulated more accurate figures for the Estimates of Expenditure. Members were advised that the Provisional Estimates showed a standstill levy for the 2015/2016 financial year, although it was questionable how far into the future this could be maintained. It was projected that the 2014/2015

spend would be very close to budget with the final quarter's expenditure encountering reasonably high levels of expenditure largely due to the modifications being carried out on *FPV John Allen*, and to the office accommodation.

**Members Agreed to the Estimates of Expenditure for 2015/2016.**

**Proposed: Cllr Cox**  
**Seconded: Mr Worrall**  
**All Agreed**

**F&P15/07      Provisional forecasts of estimates of expenditure for the period 1 April 2016 to 31<sup>st</sup> March 2019**

The provisional forecasts were provided to give an indication of the expenditure which may be necessary during that period. The most significant increase was likely to be in 2016/2017 due to the removal of the 3% rebate on National Insurance for pensions which the Authority was not able to do anything about. The only other significant costs were anticipated to be related to the operation of a third vessel, and inflation contingency.

**Members Agreed to note the Provisional Forecasts of estimates of expenditure for the period 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2019.**

**F&P15/08      Review of Marine Management Organisation appointees**

The CEO reminded members that 12 of the 21 EIFCA members were appointed by the MMO. All of these 12 members had been advised that their term of office would expire on 31<sup>st</sup> March 2015. In order to reappoint MMO appointees an open and transparent process needed to be undergone to ensure all interested parties were considered, consequently a process was in place for applicants to apply for the role of Authority Member, this applied to both current members and any new interested parties.

The CEO advised that at this time EIFCA were in a position to consider the composition of the membership to ascertain whether all areas which required work from EIFCA and the full scope of the district were being covered.

The CEO had spoken with Defra about whether it was possible to increase the membership from 21 to 25 to create extra MMO appointee positions to take account of areas where further expertise was required rather than having to adjust the current membership. The advice was that it is possible to amend the Statutory Instrument but it is likely to take up to 12 months which will not service the current timescale to appoint members in advance of April 2015.

Noting that the current EIFCA membership functions well, a revised composition to accommodate changes to ensure that the Authority is fully reflective of its district and has the right experience and skillsets at the table as required by MCAA 09 was proposed.

The proposed structure is as follows:

2 x Wash based commercial fishermen

1 x North Norfolk Coast based commercial fisherman

1 x Suffolk based commercial fisherman  
2 x Recreational Sea Angler representative  
2 x Marine planning/licensing management & leadership expertise  
1 x Marine & Fisheries Science expertise  
2 x Marine Environmental Matters expertise  
1 x MMO Employee

Councillor Turner was concerned that an increase to 2 recreational sea anglers may prove top heavy, however the CEO advised that that particular sector of the industry involved a significant economic dividend for the region and was a growth area of business with distinct needs, having two members would ensure that their voice is heard and would assist in ensuring they were still represented if one was absent.

The Chair also believed there was a need for 2 representatives as the number of anglers was considerably greater than the number of angling boats and there was a need for representation throughout the whole of the district.

The CEO also advised he was concerned there were a number of semi-professional fishermen who were being classified as hobby fishermen and if there were representatives at the meetings it was more likely the issues could be overcome.

The CEO reiterated that this was just a suggested list to give to the MMO as it was an opportunity to get the best possible representation to cover all the workstreams and issues, it would be just as acceptable if all the current members were reappointed.

There was further discussion on whether or not it would be beneficial to have an EFICA representative on the interview panel, the CEO added that he would hope to have a full dialogue with MMO regarding the appointments.

**Members Resolved to Agree to the proposed MMO appointee composition and to direct the CEO to write on behalf of the Chairman to the MMO outlining the desired adjustments to the MMO appointee structure.**

**Proposed: Chairman  
Seconded: Cllr Cox**

**F&P15/09    Application of Marine Management Organisation appointees**

Members were advised that the LGA pay award was not automatically applicable to salaries beyond scale point 49. For this to be applied it must be locally agreed.

**Members Resolved that the same percentage award from the outcome of LGA negotiations should apply to scale points beyond 49.**

**Proposed: Mr Worrall  
Seconded: Cllr Turner  
All Agreed**

**F&P15/10    Outcome of the Recent IIP Assessment and the future of Investors in People within EIFCA**

Members were provided with a copy of the IIP Assessment report, the outcome of which was that EIFCA were re-qualified until November 2016.

Members questioned what EIFCA got from this process. It was noted that it ensured the correct mechanisms were in place. However, the expense incurred was questioned. It was acknowledged that it was appropriate to have someone looking over the authority's shoulder but it was felt there may be an alternative body who could carry out the process which would demonstrate to Defra the staff were still being considered.

**Members Agreed there was a need to continue to show concern/interest in the staff but alternative sources would be investigated.**

**CEO was directed to investigate provision of a similar function from different sources.**

**F&P15/11**

**Current Accommodation Upgrades**

Having considered in more detail the possibility of moving to Lincoln Court it had become apparent there would be no more available space, therefore the decision had been made not to relocate the office there. Alternative suitable office accommodation was still being sort, however, in the meantime it was considered more appropriate to make best use of the current office space and move all staff to the top floor. In order to achieve this there would be costs incurred to the level of approximately £15,000.

Members considered this proposal and questioned the decision to move reception upstairs, and whether or not the building would still be accessible to all. The CEO advised that by moving staff to the same level it should alleviate the issue of skewed communications. He also advised that he did not believe there were many general enquiries but the front door could be open with a notice directing to reception at the top of the stairs.

Consideration was given to what would happen at the end of the current lease. The Head of Finance advised that he felt in the current climate it would not be a problem to extend the lease on a rolling 1 year contract, although it was hoped more suitable accommodation would have been found by then.

**Members Resolved to:**

**Approve the limited refurbishment of the existing accommodation.**

**Approve utilising the specific reserve of £10,000 to fund improvements.**

**Approve balance to be spent from in year revenue budget.**

**Proposed: Chairman**

**Seconded: Councillor Cox**

**All Agreed**

**F&P15/12**

**FPV John Allen modifications – revised estimates**

The DCEO gave a brief summary of the reasons for the upgrades. In October the Authority had agreed to upgrades in the region of £37-57,000 with agreement to go to a sole supplier. Since then the finer detail of the upgrade had been worked out and a revised quotation of approx. £80,000 had been produced as the company carrying out the work had realised they had under quoted on some aspects, at which point the decision had been taken to refer back to the sub-committee as the increase was quite substantial. Members were advised that £43,000 of the work was for upgrades, £10,000 would be routine refit work and £26,000 was for an upgraded electronics package. The DCEO advised that even with this expenditure the cost of the vessel still represented good value for money.

**Members Resolved to:**

- **note the range of proposed upgrades to FPV John Allen and increase in the estimated level of expenditure,**
- **approve the proposed modifications,**
- **agree that Barry Electronics are contracted to supply and commission the electronics package,**
- **agree that the Vessel Procurement Panel oversee and approve the modification works and any variations in expenditure.**

**Proposed:** Cllr Turner  
**Seconded:** Cllr Cox  
**All Agreed**

**F&P15/13      Resolution**

**Members Resolved that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for items 13 and 14 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 1 of Schedule 12A of the Act.**

**Proposed:** Chairman  
**Seconded:** Cllr Wilkinson  
**All Agreed**

**F&P15/14      Sutton Bridge Moorings Project**

The Authority had previously agreed to commit capital in the sum of £150,000 in return for moorings for an agreed period. The lease details had now been received, the lease was to run for a period of 20 years with a break point at 10 years. In the event that the decision was made to remove the ability for EIFCA to use the facility after 10 years it had been agreed that 50% of the initial outlay would be refunded. EIFCA would have an annual get out clause but if EIFCA make the decision not to continue using the facility there would be no compensation, the only possible option would be to consider sub-letting.

There would be some annual service charges incurred. The timescale for the mooring being ready had been slightly delayed but it was anticipated it would be in use by Autumn of 2015.

It was questioned whether the length of the berth was sufficient for two vessels, at 50m it would be slightly longer than the current mooring.

The CEO advised that this would represent a much improved mooring, particularly in terms of H&S, at a reduced cost.

**Members Resolved to:**

- **Note the content of the Heads of Terms and the points currently under negotiation,**
- **Agree in principle to the Heads of Terms subject to satisfactory conclusion of negotiations,**
- **Agree to the establishment of a Moorings Project Panel comprising the Chair of the Authority, the Chair of the Finance and Personnel sub-committee, the CEO, the DCEO and the Head of Finance,**
- **Delegate approval of the contract and expenditure of capital funds to the Moorings Project Panel.**

**Proposed:** Cllr Turner

**Seconded:** Mr Worrall

**All Agreed**

**F&P15/15 Six Month probationary period of MEO (Consultation)**

Members were provided with a brief summary of the officer and advised that he had settled well into the role.

**Members Resolved to Approve the permanent appointment of the MEO (Consultation).**

**Proposed:** Cllr Turner

**Seconded:** Cllr Cox

**All Agreed**

**F&P15/16 HR Update**

For information purposes members were provided with a summary of the HR activity to date and that planned for completion during the current financial year.

The CEO advised that in addition to the previously discussed IIP review there had also been a Supervisory Event which involved the Executives and middle management to clarify their roles and ensure the leadership is able to 'look up and out' rather than being involved in the management of the day job. He advised that from 1<sup>st</sup> April he expected all line managers to be doing the job they were being paid for and delivering the outcomes expected of them.

The CEO also advised that the 3 year HR plan had been put together and delivered by the Head of HR very efficiently and effectively.

**Members agreed to note the content of the report.**

**F&P15/17    Any other urgent business**

REVIEW OF SALARY PAY SCALES CEO/DCEO: The Chair raised as a matter for consideration the need to review the remuneration of the CEO and DCEO posts to take account of the revision of the roles and additional responsibilities being undertaken.

**Members Agreed to direct the CEO to initiate proceedings to conduct a review.**

*The meeting closed at 1145 hours*

**Vision**

The 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

**Finance & Personnel Sub-Committee****Action Item: 7**

24 June 2015

**Statement of Accounts for Eastern Inshore Fisheries & Conservation Authority for the year ended 31<sup>st</sup> March 2015**

**Report by:** Andrew Bakewell – Head of Finance

**Purpose of report**

It is a Statutory Requirement that the Statement of Accounts be approved and the Audit Commission Small Bodies Annual Return is completed and certified by 30<sup>th</sup> June in any given year.

**Recommendations**

Members are asked to:

1. **Approve the Statement of Accounts prior to submission to the full authority Meeting on July 30th 2015.**
2. **Approve and sign the Annual Return to the Audit Commission which contains an extract of the Statement of Accounts at the meeting.**
3. **Authorise in accordance with the Authority's Financial Regulation 3.4, transfers of funds to and from 'ear-marked' reserves as outlined in the foreword (page 9).**

**Background documents**

1. Eastern Inshore Fisheries & Conservation Authority Statement of Accounts for the year ended 31<sup>st</sup> March 2015 (attached)
2. Uncertified Audit Commission Annual Return (copy attached)

## **EASTERN INSHORE FISHERIES AND CONSERVATION AUTHORITY**

### **Statement of Accounts for the year ended 31<sup>st</sup> March 2015**

#### **Foreword**

The Accounts and Audit (England) Regulations 2011 have classified Eastern Inshore Fisheries and Conservation Authority as a “smaller relevant body”.

The Account statements are centred on the Audit Commission Small Bodies Annual Return, which is completed and certified on the day the accounts are approved, in this case June 25<sup>th</sup> 2015. A copy of the return is attached for your information.

The accounting statements forming the basis of the return are:

1. The Income and Expenditure Account for the year ended 31<sup>st</sup> March 2015.
2. The Balance sheet as at 31<sup>st</sup> March 2015.
3. A statement detailing movement on reserves.  
This is the list of the funds held in “ear-marked” reserves and monies managed by the Authority belonging to the Wash Fishery Order and Wash and North Norfolk Coast European Marine Site Project Funds.
4. A schedule of Fixed Assets held at 1<sup>st</sup> March 2015.  
Fixed Assets are valued at cost with no allowance for depreciation. By this method the “book value” of fixed assets remains constant until disposed of.
5. Notes relevant to the above statements.

## 2014/2015 Out-turn

The table below shows a comparison of Actual results with the 2014/15 Budget analysed under the main budget headings.

	2014/15 Budget	2014/15 Actual
	£	£
Salaries	949,240	860,767
General Expenditure	226,076	213,197
<u>Departmental Operational Costs</u>		
Communication and Development	15,606	3,122
Enforcement	20,400	14,995
Research and Environment	16,320	21,206
Moorings and Harbour Dues	22,102	20,017
Three Counties	71,924	117,776
John Allen	58,650	128,418
Pisces	5,452	7,763
Vehicles	22,300	66,415
<b>TOTAL EXPENDITURE</b>	<b>1,408,070</b>	<b>1,453,676</b>
<u>INCOME</u>		
Miscellaneous Income	-17,000	-59,196
<b>TOTAL INCOME</b>	<b>-17,000</b>	<b>-59,196</b>
<b>EXPENDITURE less INCOME</b>	<b>1,391,070</b>	<b>1,394,480</b>

At 31<sup>st</sup> March 2015 there was a deficit of Income over Expenditure of £3,410 this arose mainly as follows:

- a) Salary savings arising from vacancy management, part time working and operating with below budgeted complement for the majority of the year.
- b) Savings in General Expenditure mainly due to training.
- c) Savings on Communication and Development and Enforcement partly offset by an overspend on Research and Development.
- d) Extra expenditure on vessels including significant upgrade to FPV John Allen and Three Counties.
- e) Purchase of replacement vehicles £42,667.
- f) Extra income from Licence Tolls, sampling and asset sales.

### **Transfers to and from reserves**

1. The following transfers, in accordance with Financial Regulation 3.4, are proposed:
  - Balance of reserve movement requires £3,411 to be expended from the Vehicle Reserve.
  - Other reserve movements are interest on Suffolk CC deposits credited to the Vessel Contingency and Replacement Funds, and surpluses on the Wash Fishery Order and Wash and North Norfolk Project Funds to the respective reserve.

**EASTERN INSHORE FISHERIES AND CONSERVATION AUTHORITY**

**Consolidated Balance Sheet at 31<sup>st</sup> March 2015**

31/3/2014		31/3/2015
£	CURRENT ASSETS	£
34,202	Debtors	66,614
500,000	Treasury Deposit	
565,657	Suffolk County Council Deposit	568,741
2,065,682	Cash at bank	1,660,460
23	Cash in hand	38
	<b>CURRENT LIABILITIES</b>	
-1,013,795	Creditors	-136,280
2,151,769	<b>NET ASSETS</b>	2,159,573
	<b>EAR-MARKED RESERVES</b>	
26,242	ICT Fund	26,242
300,000	IVMS Fund	300,000
1,500	Fixed Penalty Fund	1,500
75,000	Legal and Enforcement Fund	75,000
10,000	Office Improvement Fund	10,000
250,000	Operational Fund	250,000
89,921	Research Fund	89,921
60,000	Vehicles Renewal Fund	56,589
209,611	Vessel Contingency Fund	210,765
952,738	Vessel Replacement Fund	954,669
124,588	Wash Fishery Order Fund	125,274
52,169	Wash and North Norfolk Project Fund	59,613
2,151,769		2,159,573

## **Reconciliation between Box 7 and Box 8 in Section 1 (31/03/2015)**

Name of small relevant body: **Eastern Inshore Fisheries and Conservation Authority**

	£	£
Box 7: Balances carried forward (31/03/2015)		2,159,573
Deduct:		
Debtors		
- HMRC		25,672
Payments in advance		
- Prepayments		40,942
<b>Total deductions</b>		
66,614		
Add:		
Creditors		136,280
<b>Total additions</b>		136,280
Total cash and short term investments		2,229,239

## EASTERN INSHORE FISHERIES AND CONSERVATION AUTHORITY

Income and Expenditure Account for the year ended 31st March 2015

2013-2014		2014 - 2015	
£	£	INCOME	£
996,925		Levies	996,925
394,145		New Burden Funding	394,145
500		Fines	-
		Asset Sales	11,419
<u>58,405</u>		Miscellaneous income	<u>33,777</u>
	1,449,975	sub-total	1,436,266
105,836		Equipment Grants	14,000
1,093		Vessel Contingency Fund	1,153
1,857		Vessel Replacement Fund	1,931
10,430		Wash Fishery Order	8,850
<u>41,209</u>		Wash & North Norfolk Project Fund	<u>42,160</u>
	<u>160,425</u>	sub-total	<u>68,094</u>
	<u>1,610,400</u>	<b>TOTAL INCOME</b>	<u>1,504,360</u>
<b><u>EXPENDITURE</u></b>			
886,420		Salaries	860,767
215,466		General expenditure	213,197
22,504		Communication and Development	3,122
20,955		Research and Environment	21,206
1,971		Enforcement	14,995
29,394		Moorings and Harbour dues	20,017
11,446		Pisces operating costs	7,763
65,072		Three Counties operating costs	117,776
23,326		John Allen operating costs	128,418
22,093		Vehicles operating costs	23,748
<u>270,262</u>		Asset purchases	<u>42,667</u>
	1,568,909	sub-total	1,453,676
603		Wash Fishery Order Fund	8,164
<u>36,123</u>		Wash & North Norfolk Project Fund	<u>34,716</u>
	<u>36,726</u>	sub-total	<u>42,880</u>
	<u>1,605,635</u>	<b>TOTAL EXPENDITURE</b>	<u>1,496,556</u>
	4,765	<b>INCOME less EXPENDITURE</b>	7,804

## Movement on Reserves

	Fund:-		
	IVMS		
-	500	Fixed Penalty	
		Legal and Enforcement	
		Office Improvement	
		Operational	
		Research	
		Vehicle Renewals	3,410
-	1,093	Vessel Contingency	- 1,153
	11,741	Vessel Replacement	- 1,931
-	9,827	Wash Fishery Order	- 686
-	5,086	Wash & North Norfolk Project	- 7,444
-	4,765		7,804

**Notes to the accounts for the year ended 31<sup>st</sup> March 2015**

**1 Levies**

2013/14		2014/15
	£	£
383,816	Norfolk County Council	383,816
288,111	Suffolk County Council	288,111
324,998	Lincolnshire County Council	324,998
394,145	New Burden Funding	394,145
<b><u>1,391,070</u></b>		<b><u>1,391,070</u></b>

**Related Party Transactions**

The levies are derived from the Constituent County Councils (as above) who are represented on the Authority as follows: Norfolk CC three, Suffolk CC two and Lincolnshire CC two. The remaining members represent the Environment Agency, the Marine Management Organisation (MMO), Natural England and other stakeholder groups (appointed by the MMO).

**2 Miscellaneous Income**

2013/14		2014/15
	£	£
20,933	Bank interest	10,726
3,233	Sale of equipment	11,419
348	Miscellaneous	19
12,250	Wash Fishery Order Licence Tolls	10,620
5,306	Lay rents	4,166
2,835	Sampling	3,600
13,500	Surveys	
	Grants	
18,466		
<b><u>58,405</u></b>		<b><u>59,196</u></b>

**3 Salaries**

Only one employee received remuneration exceeding £50,000 during the year.

£50,000 - £60,000 one

**4 General Expenditure**

2013/14		2014/15
	£	£
82,647	Rent, Rates and Services	69,820
77,061	Establishment	88,717
3,508	Officers Travel	5,414
11,819	Officers Subsistence	15,167
2,473	Members Expenses	4,667
37,958	Fisheries Management	29,412
<b><u>215,466</u></b>		<b><u>213,197</u></b>

**5 Debtors**

2013/14		2014/15
£		£
19,063	HMRC VAT	25,672
15,139	Sundry Debtors	40,942
<b><u>34,202</u></b>		<b><u>66,614</u></b>

**6 Creditors**

2013/14		2014/15
£		£
<b><u>25,256</u></b>	Sundry Creditors	<b><u>136,280</u></b>

# EASTERN INSHORE FISHERIES AND CONSERVATION AUTHORITY

## Schedule of Fixed Assets as at 31.03.2015

			<b>Value at cost</b>	
			£	
<b><u>Vessels</u></b>				
Pisces III		31.03.99	23,216	
Three Counties		31.07.02	914,560	
John Allen		25.04.13	<u>144,349</u>	
<b>Total Vessels</b>			<b>1,082,125</b>	
<b><u>Vehicles</u></b>				
Ford Tourneo	FG08HEJ	01.06.08	13,267	
Peugeot 308SW	AM58SRO	31.12.08	13,500	
Peugeot 207SW	AD59NNO	17.12.09	11,990	
Peugeot 207SW	AD59NNP	17.12.09	11,990	
Isuzu DMax Eiger	FX14XRY	31.03.14	18,877	
Skoda Yeti Greenline	AJ14NHM	31.07.14	13,178	
Skoda Yeti Greenline	AJ14NHN	31.07.14	13,178	
Skoda Yeti 4x4	AJ14NHL	21.07.14	<u>16,311</u>	
<b>Total Vehicles</b>			<b>112,291</b>	
<b><u>Equipment</u></b>				
Side scan sonar		01.04.13	53,815	
Underwater camera		13.06.13	28,770	
Videoray		30.04.13	11,108	
Sonar Imaging software		01.06.13	<u>13,343</u>	
<b>Total Equipment</b>			<b>107,036</b>	
<b>TOTAL FIXED ASSETS</b>			<b>1,301,452</b>	

## Section 1 – Accounting statements 2014/15 for:

Enter name of reporting body here:

EASTERN INSHORE FISHERIES AND CONSERVATION AUTHORITY.

	Year ending		Notes and guidance
	31 March 2014 £	31 March 2015 £	
1 Balances brought forward	2,147,007	2,151,769	Please round all figures to nearest £1. Do not leave any boxes blank and report £0 or Nil balances. All figures must agree to underlying financial records.
2 (+) Income from local taxation and/or levy	1,391,070	1,391,070	Total amount of local tax and/or levy received or receivable in the year including funding from a sponsoring body.
3 (+) Total other receipts	219,331	113,290	Total income or receipts as recorded in the cashbook less the taxation and/or levy (line 2). Include any grants received here.
4 (-) Staff costs	886,420	840,767	Total expenditure or payments made to and on behalf of all employees. Include salaries and wages, PAYE and NI (employees and employers), pension contributions and employment expenses.
5 (-) Loan interest/capital repayments	0	0	Total expenditure or payments of capital and interest made during the year on the body's borrowings (if any).
6 (-) All other payments	719,219	635,789	Total expenditure or payments as recorded in the cashbook less staff costs (line 4) and loan interest/capital repayments (line 5).
7 (=) Balances carried forward	2,151,769	2,151,523	Total balances and reserves at the end of the year. Must equal (1+2+3) – (4+5+6)
8 Total cash and short term investments	3,131,362	2,219,329	The sum of all current and deposit bank accounts, cash holdings and short term investments held as at 31 March – to agree with bank reconciliation.
9 Total fixed assets plus other long term investments and assets	1,325,415	1,301,452	The original Asset and Investment Register value of all fixed assets, plus other long term assets owned by the body as at 31 March
10 Total borrowings	0	0	The outstanding capital balance as at 31 March of all loans from third parties (including PWLB).

I certify that for the year ended 31 March 2015 the accounting statements in this annual return present fairly the financial position of the body and its income and expenditure, or properly present receipts and payments, as the case may be.

Signed by Responsible Financial Officer:

Date

I confirm that these accounting statements were approved by the body on:

and recorded as minute reference:

Signed by Chair of meeting approving these accounting statements:

Date

## Section 2 – Annual governance statement 2014/15

We acknowledge as the members of **EASTERN INSHORE FINANCIAL AND CONSERVATION AUTHORITY** our responsibility for ensuring that there is a sound system of internal control, including the preparation of the accounting statements. We confirm, to the best of our knowledge and belief, with respect to the accounting statements for the year ended 31 March 2015, that:

	Agreed –		means that the body:
	Yes	No*	
1 We approved the accounting statements prepared in accordance with the requirements of the Accounts and Audit Regulations and proper practices.	✓		prepared its accounting statements in the way prescribed by law.
2 We maintained an adequate system of internal control, including measures designed to prevent and detect fraud and corruption and reviewed its effectiveness.	✓		made proper arrangements and accepted responsibility for safeguarding the public money and resources in its charge.
3 We took all reasonable steps to assure ourselves that there are no matters of actual or potential non-compliance with laws, regulations and proper practices that could have a significant financial effect on the ability of the body to conduct its business or on its finances.	✓		has only done what it has the legal power to do and has complied with proper practices in doing so.
4 We provided proper opportunity during the year for the exercise of electors' rights in accordance with the requirements of the Accounts and Audit Regulations.	✓		during the year has given all persons interested the opportunity to inspect and ask questions about the body's accounts.
5 We carried out an assessment of the risks facing the body and took appropriate steps to manage those risks, including the introduction of internal controls and/or external insurance cover where required.	✓		considered the financial and other risks it faces and has dealt with them properly.
6 We maintained throughout the year an adequate and effective system of internal audit of the body's accounting records and control systems.	✓		arranged for a competent person, independent of the financial controls and procedures, to give an objective view on whether internal controls meet the needs of the body.
7 We took appropriate action on all matters raised in reports from internal and external audit.	✓		responded to matters brought to its attention by internal and external audit.
8 We considered whether any litigation, liabilities or commitments, events or transactions, occurring either during or after the year-end, have a financial impact on the body and where appropriate have included them in the accounting statements.	✓		disclosed everything it should have about its business activity during the year including events taking place after the year-end if relevant.

This annual governance statement is approved by the body and recorded as minute reference

dated

Signed by:

Chair

dated

Signed by:

Clerk

dated

\*Note: Please provide explanations to the external auditor on a separate sheet for each 'No' response.  
Describe how the council will address the weaknesses identified.

**Vision**

The 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

**Finance & Personnel Sub-Committee**

24<sup>th</sup> June 2015

**Action Item: 8****Report on the Internal Audit for 2014/2015**

**Report by:** Andrew Bakewell – Head of Finance

**Purpose of report**

It is a Statutory Requirement that the result of the Annual Internal Audit is reported to members of the Finance & Personnel Sub-Committee.

**Recommendations**

Members are asked to receive the report.

**This Paper will be tabled at the meeting as we are still awaiting the full report from the NCC Internal Auditors.**

**Background documents**

2014/2015 Internal Audit Report

**Vision**

The 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

**Action Item 9****EIFCA - Finance and Personnel Sub Committee****Review of Members Expenses**

**Report by:** Andrew Bakewell, Head of Finance

**Purpose of report**

To ascertain the “fitness for purpose” of the Authority’s policy for reimbursing members expenses.

**Methodology**

The rates and rules of EIFCA’s policy have been benchmarked against comparable statutory public funded bodies. The rates were previously published nationally, however this has ceased to be the case as many organisations have opted for alternative methods of compensating volunteers. The method adopted by the Authority is simple to administer and suitable for purpose. Summary results appear below.

**Recommendations****Members are asked to select from the following options:**

- **Option 1** – Retain current method without change, this would represent the easiest “do nothing” approach but fails to recognise the need to recognise cost of living increases.
- **Option 2** – Retain current method and adopt new rates shown below. Easy to implement also recognises cost of living increases based on nationally recognised rates.
- **Option 3** – Investigate alternative methods for compensating volunteers. Time consuming and not necessarily relevant to EIFCAs method of operation.

**Background**

The Authority recognises the contribution made to its success by the commitment of volunteer Committee Members. It is also aware of the need to attract members in the future who will augment the experience of the committee and ensure its continued success. The expense policy seeks to cushion the effect of lost earnings on individuals for attendance at meetings and carrying out approved duties.

In order to ensure that the Authority remains in step with other similar bodies periodic benchmarking is carried out.

<b>Current</b>	<b>EIFCA</b>	<b>Jury</b>	<b>Proposed</b>
Mileage p/mile (rate)	40p	31.4 p	45p (HMRC “tax free”)

Loss of earnings:

Up to 4 hours	£27.65	£32.47	£32.50
More than 4 hours	£55.31	£64.95	£65.00

**Financial implications**

A move to the proposed rates would increase the cost of each claim by c.17% which when applied to previous claims history would increase annual cost by approximately £1,000.

**Conclusion**

Current method of reimbursement is easy to understand and administer and would appear to adequately cater for most situations.

**Sources:**

National rates of re-imbursement for jury service.

HMRC.

**Vision**

The 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



**Action Item 11**

**EIFCA - Finance & Personnel Sub-Committee meeting**

24 June 2015

**Report by:** Nichola Freer, Head of HR

**Purpose of report**

To make recommendations to the Members to confirm the permanent position of our new officer.

**Recommendations**

**It is recommended that Members:**

- **Approve the permanent appointment of Frances Burrows**

**Report**

Background

Following the recruitment campaign in June 2014, Frances Burrows joined the team as the new Marine Environment Officer – Data Lead on 1 October 2014.

It is part of our offer of employment that new officers successfully complete a 6 month probationary period before confirmed in appointment.

Progress

Frances has developed into her role and has successfully completed her probationary review held with the Senior Marine Environment Officer. Frances has settled in well as part of both the Environment team and wider EIFCA team. The CEO and Head of HR have no reservations in recommending the permanent appointment of Frances.

**Vision**

The 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



**Eastern Inshore Fisheries and Conservation Authority**

**Action Item 12**

24 June 2015

**Chief Executive Officer & Deputy Chief Executive Officer salary review**

**Report by:** Chief Executive Officer, P J Haslam, Hd Finance Andrew Bakewell

**Purpose of report**

Following direction at the Finance and Personnel (F&P) sub-committee meeting of 16 January 2015<sup>1</sup>, this report details the findings of a review into the remuneration packages of the CEO and DCEO roles.

**Recommendations**

**Members are recommended to:**

- **Note that the CEO was recruited on the understanding that the remuneration package for the role was under review.**
- **Agree that CEO remuneration package is to be formally concluded.**
- **Agree that the DCEO remuneration package requires review to reflect the outcome of the job evaluation process.**
- **Agree to select and implement one of the option from the suite of options presented below.**

**Background**

An evaluation of all Eastern IFCA jobs to support a review of employee salaries was conducted in 2012 and the recommendations of the evaluations review were accepted in total<sup>2</sup> and put into effect immediately. The remuneration of the CEO was not considered at that time. The current incumbent was recruited to the Authority on the understanding that the salary package for the CEO position was under review and it was previously recognised by F&P sub-committee members that this pending action needs to be finally discharged.

An evaluation of the scale of the CEO job was carried out subsequent to all other officers and the outcome was considered in isolation at a meeting of the F&P sub-committee of Jul 13. The sub-committee determined that:

- outcome was that the job evaluation was accepted as a true reflection of the scale of the role;

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<sup>1</sup> Action F&P 15/17 EIFCA F&P sub-committee meeting 16 Jan 15 minutes.

<sup>2</sup> Action F&P 12/68 EIFCA F&P sub-committee meeting 6 Dec 12 minutes.

- that the salary as determined by Scale points 56-61 was appropriate in structural terms and;
- to maintain the status quo with regard to the remuneration for the role with the proviso that a review of all the Authority's pay scale points within the current structure would be carried out in 12 months' time [by Jul 14], taking into account the financial climate<sup>3</sup>.

Scale points 50 and above are bespoke to Eastern IFCA and were created by the Finance and Personnel sub-committee based on linear percentage increases between each point.

The full review of all employee scale points was subsequently postponed until at least April 2015 as it was judged premature to conduct another review of remuneration so soon after the wholesale review of 2012 and given the fragility of public finances<sup>4</sup>. This means that the CEO remuneration package has yet to be formally reviewed.

A further evaluation of the CEO role has been carried out following the direction of the F&P Sub-committee Chairman and the results are below and at Appendix 1.

Similarly, the role of Head Marine Conservation (Hd MC) was reviewed following the resignation of the previous incumbent and it was resolved to make adjustments to the structure of the Authority's officers to ensure fitness for purpose. As a result of the adjustments the role of Hd MC was discontinued and a new role of Deputy CEO (DCEO) was created. This new role has been subject to job evaluation and the results are at Appendix 2.

### **CEO Job Evaluation**

The CEO role job evaluation carried out by Norfolk County Council Rewards Team makes the following observations:

#### *Chief Executive Officer*

*There are a number of changes apparent in the role, eg removing a manager from the structure below the role, more emphasis on outreach and partnership work, needing to be a Qualified Marine Enforcement Officer, and an emphasis on being Clerk to the Authority. The latter is also reflected by a new Key Measure that "Authority business is conducted in accordance with legislative public service standards and norms." My view is these do not add anything to the size of the job in job evaluation terms as the overriding main purpose remains the same, which is to be head of paid service charged with the responsibility for delivering EIFCA's statutory responsibilities.*

*Recommendation: no change in the know how score F II 3 400*

*Full evaluation line: F II 3 400 F 4 (50) 200 F- 2 P 264 0 0 A 2 864*

*Total 864*

This recent report complements the findings of the last evaluation in 2012 which is at Appendix 1.

<sup>3</sup> Action F&P 13/19 EIFCA F&P sub-committee meeting 24 Jun 13 minutes

<sup>4</sup> Action 14/11 EIFCA F&P sub-committee meeting 15 Jan 14 minutes.

Relating the job evaluation to appropriate remuneration in 2012 the Assessing Officer made the following observation:

*Against Norfolk CC scales this score would give a Scale O grade with a salary of between £60,072 to £67,209 but the evaluation itself does not determine or indicate a particular pay level. The evaluation shows that there is a comfortable difference in job size between the Chief Executive and the tier of senior management direct reports at Scale L £37,941 to £41421.*

### **DCEO Job Evaluation**

The DCEO role job evaluation carried out by Norfolk County Council Rewards Team makes the following comments:

*Deputy Chief Executive Officer*

*The key change here is the formal responsibility to be Deputy Head of Service and though a "specific scheme of delegations for the DCEO is under consideration but is not yet applicable", however there is a clear intention in the job description that it will take on a wider management role for delivering EIFCA's responsibilities and outcomes. This represents an increase in job size compared to the predecessor role, Head of Marine Protection, as there is a greater breadth of responsibility and will need to understand all the different aspects of EIFCA's work as senior participant setting service priorities. The role also continues to have its original operational management responsibilities as Head of Marine Protection. I therefore see a single evaluative step change.*

*Recommendation: increase in the Know How score from E+ I+ 3 264 to E+ II- 3 304 .*

*Full evaluation lines:*

*E+ I+ 3 264 E 3+ (38) 100 E- 2 S 132 0 0 A 2 496 to*

*E+ II- 3 304 E 3+ (38) 115 E 2 S 152 0 0 A 2 571*

Relating the job evaluation to remuneration the assessing officer offered the following:

*For Norfolk County Council the increase in Know How (and total) score would cross a grade boundary. If this was applied to the EIFCA salary structure it would place the Deputy CEO in the unnamed band between EO2 and EO3, with pay of £45,144 – 49,841.*

### **Salary Review 2012**

Members would wish to note that the job evaluations are not a determinant of any particular pay scale. The methodology employed in December 2012 was to align the scale point results against the Authority pay structure using NCC recommendations that accompanied the job evaluations as a guide. The report at appendix 4 is provided as context and gives NCC's professional advice and commentary on the proposed pay structure.

## **Options**

### **Option 1 – Do nothing**

This option would acknowledge the job evaluations for both roles but would make the judgement that the current remuneration package is appropriate and would resolve not to increase remuneration. This option would not be consistent with previous remuneration decisions for other Authority employees.

### **Option 2 – Revise DCEO package**

This option assumes that members would wish to align salaries in the existing scale point structure and would acknowledge the job evaluation for the DCEO role and would determine that the revised responsibilities and duties required of the role are sufficient to warrant a review of remuneration package. Noting the comments of the Rewards Team Assessor, it would be resolved to place the role in the band between EO2 and EO3 on the current salary structure driving a remuneration package of between £45,144 and £49,841. This option would limit the increase in financial liabilities to the Authority and would demonstrate consistency with previous remuneration decisions. Members would wish to consider at which scale point DCEO should enter the revised pay scheme given his length of service (scale point 54 for the current incumbent).

### **Option 3 - Revise CEO and DCEO package**

This option assumes that members would wish to align salaries in the existing scale point structure and would acknowledge the job evaluations for both roles. It would note the recommendation made with regard to the remuneration of the DCEO role effectively closes the gap between the CEO and DCEO posts which may challenge the previous determination that '*that the salary as determined by Scale points 56-61 was appropriate in structural terms*'. In order to preserve the differentiation between the CEO and DCEO roles, as noted by the Rewards Team Assessor, it may be appropriate to apply the same approach to both remuneration packages. This would drive a remuneration package of between £45,144 and £49,841 for the DCEO and of between £60,072 and £67,209 for the CEO.

Should this be the preferred option, there are two mechanisms fully within the gift of sub-committee members by which any change can be effected.

1. Preserve the existing scale point structure and adjust the monetary amounts aligned to scale points 56-61. This would preserve the integrity of the existing structure, demonstrate consistency with previous decisions and reduces the risk of contentions that a different yard stick has been applied to the CEO package. This would mean that the linear percentage difference between scale points 56-61 would not be consistent with that applied to other employees. This adjustment to the CEO package would fix the salary at a higher rate which could be advantageous in attracting the requisite calibre of CEO in any future recruitment process.
2. Create new scale points (62-67) and move the CEO to a point in the structure. This would preserve the relationship between scale points in terms of percentage increases but would potentially move the CEO to a position in the structure that would be a departure from the job evaluation rationale for used for others. The creation of new scale points will give a

route of ascension whereby time served and/or performance can be rewarded through a wider scale point structure.

#### **Option 4 – Agree individual packages for senior Executives**

There is a public service precedent whereby senior Executives negotiate and agree individual remuneration packages. Should members not wish to amend the existing scale point structure, there is an opportunity for the remuneration packages of the CEO/DCEO to be reviewed outwith the current pay structure.

#### **Legal implications**

There are no immediate legal implications explicit or implicit in selecting from the options presented above.

#### **Financial implications**

The cost of option 2 is £2,800 per annum based on entry for DCEO at scale point 51 including employer's pension and NI. Electing to award Scale point 54 to the DCEO from the outset will increase this liability.

The cost of option 3 is £6,600 per annum with CEO salary assumed at £60,072 including employer's pension and NI

#### **Background documents**

Minutes F&P sub-committee meeting 6 Dec 12

Minutes F&P sub-committee meeting 24 Jun 13

Minutes F&P sub-committee meeting 15 Jan 14

Unconfirmed minutes F&P sub-committee meeting 16 Jan 15

#### **Appendices**

1. Job Evaluation rationale – CEO
2. Job Evaluation rationale – DCEO
3. Eastern IFCA Revised salary structure
4. Eastern IFCA Job Evaluation and Pay Structure Report dated 14 Nov 12

Appendix 1  
To Action item 12  
F&P sub-committee meeting  
24 Jun 15

### CEO Job Evaluation

#### JOB EVALUATION RATIONALE

<b>Organisation:</b>	Eastern Inshore Fisheries and Conservation Authority (EIFCA)		
<b>Job Title:</b>	Chief Executive	<b>Date of Eval:</b>	14 <sup>th</sup> January 2013
<b>Evaluated by:</b>	Dave Nugent Reward Analyst	<b>Agreed by:</b>	Roger Graham-Leigh Norfolk County Council Reward Manager

#### NOTES ON JOB PURPOSE AND CONTENT

The Chief Executive is the head of the EIFCA management team and the post's objective is to fulfil the vision of the organization. Charged with the ultimate responsibility for delivering EIFCA mandated outputs including, the enforcement of the UK fishing legislation including the formulation and implementation of local fisheries byelaws, adherence to EU and UK environmental legislation and safeguarding the sustainability of the marine environment within the Authority's district, within budget and to time.

There is a strong co-ordination aspect, as the interests of several local authorities and other organisations relate to the functions of the Authority.

EIFCA Management team posts:

Head of Marine Environment & Research

E+ I+ 3 264 E 3+ (38) 100 E- 2 S 132 0 0 A 2 496

Head of Marine Protection

E+ I+ 3 264 E 3+ (38) 100 E- 2 S 132 0 0 A 2 496

Head of Finance

E- I+ 3 230 D+ 3 (33) 76 D+ 2 S- 100 0 0 A 2 406

Head of HR

E- I+ 3 230 D+ 3 (33) 76 D+ 2 S- 100 0 0 A 2 406

#### Review Notes April 2015

There are a number of changes apparent in the role, eg removing a manager from the structure below the role, more emphasis on outreach and partnership work, needing to be a Qualified Marine Enforcement Officer, and an emphasis on being Clerk to the Authority. The latter is also reflected by a new Key Measure that "Authority business is conducted in accordance with legislative public service standards and norms." My view is these do not add anything to the size of the job in job evaluation terms as the overriding main purpose remains the same, which is to be head of paid service charged with the responsibility for delivering EIFCA's statutory responsibilities. Original evaluation line confirmed unchanged. Reviewed by Andrew Milner, Reward Analyst, and confirmed by Roger Graham-Leigh, Norfolk County Council Reward Manager 15th April 2015.

<b>Units</b>	<b>Slot</b>	<b>Features Key to Choice of Slot</b>
<b>K-H</b>  400	F	Senior professional role accountable for developing and delivering strategies to ensure the delivery of EIFCA (one of 10 Inland Fisheries and Conservation Authorities) mandated outputs including enforcement of and adherence to both UK fishing legislation and UK and EU environmental legislation.
	II	Long term planning role setting strategies to ensure the EIFCA is able to deliver the mandated outputs. Coordinating role with DEFRA, Natural England, Lincolnshire, Norfolk & Suffolk County Councils involvement on EIFCA committees.
	3	Highest level communication skills necessary to ensure policies are adhered to across three counties amongst all those with an interest in the marine environment and inshore fisheries of the East of England.
<b>PS</b>  (50) 200	F	Important role in establishing needs specific to geographical area covered and in determining policy to meet that need
	4	Analytical judgement necessary to ensure strategies developed can be implemented based on knowledge of both available resources and the local issues that impact on them.
<b>ACC</b>  264	F-	Determinative control of policy and direction sits with this role though minus as degree of policy direction/guidance provided by DEFRA
	2	Prime on operational budget of £1.5m
<b>Total</b>	864	
<b>Profile</b>	A2	<b>Notes</b> A2 Profile appropriate for Chief Executive role.

Signed	Roger Graham-Leigh	Reward Manager Norfolk County Council	Date	14/01/2013
			review	15/04/2015

Appendix 2  
To Action item 12  
F&P sub-committee meeting  
24 Jun 15

### DCEO Job Evaluation

## JOB EVALUATION RATIONALE

<b>Organisation:</b>	Eastern Inshore Fisheries and Conservation Authority (EIFCA)		
<b>Job Title:</b>	Deputy Chief Executive	<b>Date of Eval:</b>	8 <sup>th</sup> April 2015
<b>Evaluated by:</b>	Andrew Milner Reward Analyst	<b>Agreed by:</b>	Roger Graham-Leigh Norfolk County Council Reward Manager

#### NOTES ON JOB PURPOSE AND CONTENT

The Deputy Chief Executive is the deputy head of the EIFCA supporting the Director in fulfilling the vision of the organization, including the enforcement of the UK fishing legislation, the formulation and implementation of local fisheries byelaws, adherence to EU and UK environmental legislation and safeguarding the sustainability of the marine environment within the Authority's district, within budget and to time. Is Deputy Clerk to the Authority.

This post directly manages the Marine Protection Service

Reports to  
Chief Executive Officer  
F II 3 400 F 4 (50) 200 F- 2 P 264 0 0 A 2 864

Previous evaluation  
Head of Marine Protection  
E+ I+ 3 264 E 3+ (38) 100 E- 2 S 132 0 0 A 2 496

Other EIFCA Management team posts:  
Head of Finance  
E- I+ 3 230 D+ 3 (33) 76 D+ 2 S- 100 0 0 A 2 406  
Head of HR  
E- I+ 3 230 D+ 3 (33) 76 D+ 2 S- 100 0 0 A 2 406  
*(Head of Marine Environment & Research*  
*E+ I+ 3 264 E 3+ (38) 100 E- 2 S 132 0 0 A 2 496 – post deleted)*

#### Changes since original evaluation

The key changes are the reduction in the management team and the creation of a Deputy Head of Service, though a “specific scheme of delegations for the DCEO is not yet agreed”. The job description indicates a wider management role for delivering EIFCA’s responsibilities and outcomes. This represents an increase in job size compared to the predecessor role, Head of Marine Protection, as there is a greater breadth of responsibility and it will need to understand all the different aspects of EIFCA’s work as senior participant setting service priorities. The role also continues to have its original operational management responsibilities as Head of Marine Protection and the evaluation outcome is a single know how step higher than the original. It is two know [how]steps lower than the Chief Executive Officer evaluation.

<b>Units</b>	<b>Slot</b>	<b>Features Key to Choice of Slot</b>
K-H  304	E+	Senior professional role operationally managing marine protection services a key EIFCA responsibility and (+)supporting the EIFCA CEO to develop and deliver strategies to ensure the delivery of EIFCA (one of 10 Inland Fisheries and Conservation Authorities) mandated outputs including enforcement of and adherence to both UK fishing legislation and UK and EU environmental legislation. Stepped down from CEO.
	II-	The senior support role in delivering strategies to ensure the EIFCA is able to deliver the mandated outputs and supporting the partnership work/coordinating with DEFRA, Natural England, Lincolnshire, Norfolk & Suffolk County Councils involvement on EIFCA committees. Minus reflects primary purpose is operationally managing a single area (marine protection), and because the CEO holds the primary planning and coordinating role.
	3	A leadership role requiring the highest level of communication skills.
PS  (38%) 115	E	Thinking with policies, principles and specific objectives and seeking direction as required.
	3+	Requires experience and judgement to resolve a range of problems. Plus as requires a significant degree of evaluative judgement/constructive thinking.
ACC  152	E	Significant contributor to EIFCA policies and plans.
	2	Shared on operational budget of £1.5m
	S	
<b>Total</b>	571	
<b>Profile</b>	A2	<b>Notes</b> A2 Profile appropriate for Deputy Chief Executive role.

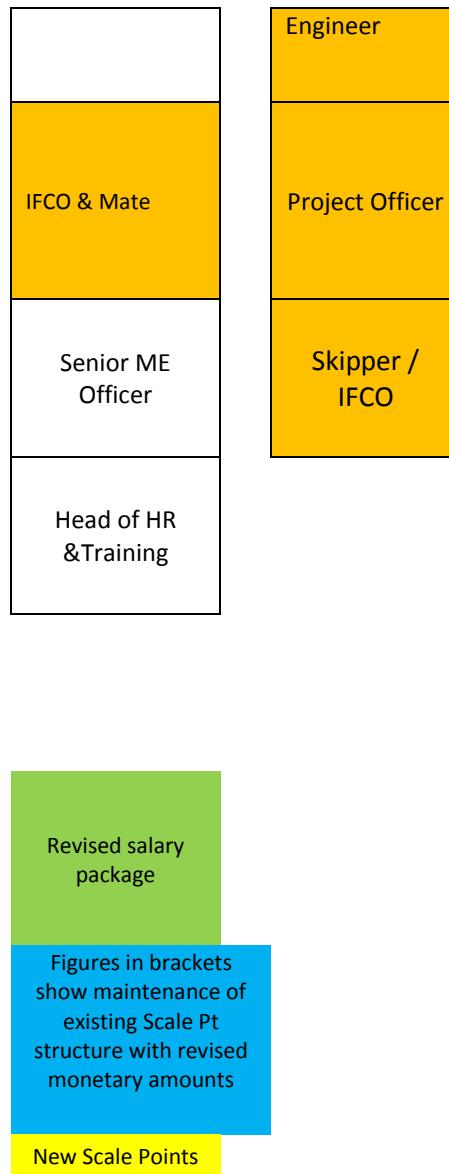
Signed	Roger Graham-Leigh	Reward Manager Norfolk County Council	Date	15/04/2015
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Appendix 3  
 To Action item 12  
 F&P sub-committee meeting  
 24 Jun 15

### **Revised Eastern IFCA Salary structure**

LGS Scale point	Salary (based on Full time)	Salary including 7.5% enhancement	EIFCA Band	(Posts highlighted receive a 7.5% enhancement)
4	Not in use			
5	Not in use			
6	Not in use			
7	Not in use			
8	Not in use			
9	Not in use			
10	Not in use			
11	15,207			
12	15,523			
13	15,941			
14	16,231			
15	16,572			
16	16,969			
17	17,372			
18	17,714			
19	18,376			
20	19,048			
21	19,742			
22	20,253			
23	20,849			
24	21,530			
25	22,212			
26	22,937	24657		
27	23,698	25475		
			2	Admin / Procurement Officer
			3	
			4	Admin & Finance Officer
			5	Environment Officer
				Research Officer
				IFCO &
				IFCO & Crew member

28	24,472	26307					
29	25,440	27348					
30	26,293	28265					
31	27,123	29157					
32	27,924	30018					
33	28,746	30901					
34	29,558	31775					
35	30,178	32441					
36	30,978	33301					
37	31,846	34234					
38	32,778	35236					
39	33,857	36396					
40	34,746	37352					
41	35,662						
42	36,571						
43	37,483						
44	38,405						
45	39,267						
46	40,217						
47	41,140						
48	42,053						
49	42,957						
50	44,022						
51	45,144						
52	46,272						
53	47,431						
54	48,614						
55	49,841						
56	51,751	(59,054)					
57	52,358	(60,618)					
58	52,934	(62,225)					
59	54,164	(63,874)					
60	55,421	(65,662)					
61	57,104	(67,209)					
62	59,054						



63	60,618
64	62,225
65	63,874
66	65,662
67	67,209



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Norfolk County Council  
HR Reward Centre of Expertise

Job Evaluation and Pay Structure report

**Eastern Inshore Fisheries and Conservation Authority (EIFCA)**  
**Case ref: 4518**

**1. Introduction**

NCC HR Reward Team were commissioned to

- undertake a Hay evaluation exercise on new job descriptions and provide feedback on the comparative weight of each role compared to EIFCA's proposed structure; and,
- provide professional advice and commentary on the proposed salary structure.

The scope and background for the work were provided in an email from Nichola Freer; see Appendix 1.

As EIFCA had no comments on the earlier draft report, this final version does not differ materially from the draft. A small amendment for clarity has been made on page 7, and the revised text is highlighted.

**2. Hay Job Evaluation Exercise**

**2.1 Evaluation Methodology**

The methodology used by the County Council's Reward team in evaluating the jobs is the Hay Job Evaluation Scheme. This scheme is widely used across all sorts of organisations and jobs, and has proved effective in Norfolk County Council for many years. It is used by the Council to rank jobs and to allocate jobs to the pay structure on a consistent basis.

Job evaluation does not take account of:

- personal performance
- personal qualifications or skills not required in the job
- workload
- how the post is funded.

Norfolk CC's general explanation to staff of the Hay scheme and factor evaluation is attached as Appendix 2 and should be read in conjunction with the **Hay Job Evaluation Exercise** below. The evaluations do not take into account Additional Work Elements which are awarded where physical effort or unfavourable working environments are a significant factor as insufficient information was provided to evaluate this and our understanding is this is taken into account with an additional payment when at sea.

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### 2.2 Summary of results

Overall the evaluation exercise confirms the suggested job ranking in the structure chart and the suggested pay relativities. However the draft evaluation outcomes differ from the suggested outcomes in respect of the following:

- Area IFCO - the result is higher than anticipated
- Research Officer - the result is higher than anticipated
- Assistant Finance & Administrative Officer - the result is lower than anticipated
- Admin/Procurement Officer - the result is lower than anticipated

Appendix 3 shows the overall outcomes in a spreadsheet containing job titles, Know How and total scores, comparisons between NCC and EIFCA pay.

Appendix 4 profiles the EIFCA structure against NCC's structure.

### 2.3 Notes on individual roles

#### Chief Executive

The job description for this role has not been finalised so no work has yet been done. This need not hold up the wok in relation to the other jobs.

#### Head of Marine Environment and Research

#### Head of Marine Protection

Overall Know-How	E+ I+ 3	264
Total points		496

These posts are senior leads within the management team with a significant policy development element, service planning and a requirement for the highest level of communication skills in their leadership role. They have identical scores and are seen as being of equal weight.

#### Head of Finance

#### Head of HR

Overall Know-How	E I+ 3	230
Total points		406

These posts are senior professional support roles within the management team, have significant contribution to service planning and require the highest level of communication skills in their leadership role. They have identical scores and are seen as being of equal weight, but are one Know How step lower than Head of Marine Environment and Research and Head of Marine Protection.

#### Senior Research Officer

#### Senior Marine Environment Officer

Overall Know-How	E I 2	200
Total points		342

These are professional roles with a high level of applied and theoretical knowledge, but in comparison to the four roles above have a lesser requirement for planning and integration, and do not require the same level of communication skills. They have identical scores and are seen as being of equal weight, but two steps lower than

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Head of Marine Environment and Research/ Head of Marine Protection and one step lower than the Head of Finance/Head of HR.

Skipper and Inshore Fishery & Conservation Officer

Overall Know-How	D+ I 3	200
Total points		344

This role has the same overall Know How score as the Senior Research Officer and Senior Marine Environment Officer. This is achieved by a different evaluation factor route as the professional knowledge is assessed as lower, but with higher communication skills, because of the command role at sea. It is two points higher overall than the Senior Research Officer and Senior Marine Environment Officer.

Area Inshore Fishery and Conservation Officer

Overall Know-How	D I 3	175
Total points		282

This role is assessed as only one step lower than the Skipper, which is a closer relationship than anticipated, and higher than the Mate/Engineer, which in the structure are seen as more in line with this role. The technical knowledge is a step less than the Skipper, but is described in the job description as the "font of all knowledge in relation to their Area", our assessment of this suggests that while this role may not require the same formal qualification as the Mate/Engineer, it is the equivalent in practical experience. It has a higher requirement for communication skills than the Mate/Engineer as a significant focus of the role is both in maintaining and developing relationships with a range of stakeholders with conflicting requirements and in managing conflict/undertaking enforcement activity.

Mate and Inshore Fishery & Conservation Officer

Overall Know-How	D I 2	152
Total points		252

Engineer and Inshore Fishery & Conservation Officer

Overall Know-How	D I 2	152
Total points		233

Community Development Officer

Overall Know-How	D I 2	152
Total points		240

These roles all have the same know how score, which is two steps lower than the Skipper, but there are differences between them in the overall score. They are roles requiring practical and applied knowledge supported by a technical qualification eg RYA Yachtmaster certificate or an engineering qualification. This is less technical knowledge than the skipper requires, as the overall decision maker. We also see them as requiring one step less in communications skills as they are neither in command of the vessel nor the lead in partnership/relationship working (as the Area Inshore Fishery and Conservation Officer) and though they have an enforcement role this is not the principle responsibility.

The Mate has the highest score as it has a higher problem solving and greater accountability as the Skipper's deputy. The Community Development Officer has the

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second highest score with a slightly higher accountability than the Engineer, evidenced, for example, by reporting direct to the CEO in their area of responsibility. These relativities in scores reflect the proposed grading structure.

Research Officer

Marine Environment Officer - GIS

Marine Environment Officer - Data

Overall Know-How	D+ I 1	152
Total points		233

These three are all assessed at the same level and have the same overall score. They have the same know how level as the Mate, Engineer and Community Development Officer though via a different route – lower communication requirements, but a higher level of technical knowledge, eg to lead on research projects, develop data management systems and GIS platforms. Overall the score is the same as the Engineer.

Assistant Finance & Administration Officer

Overall Know-How	C I 2	115
Total points		173

This role is assessed as two know how steps lower overall than the Research Officer and the Marine Environment Officers GIS and Data, as this role principally works within procedures and processes, some of which are specialist to the service. There is a minimal contribution to developing processes and procedures (and this is unlikely to be a significant or frequent feature of the role given the small size of the team) nor does the role have any obvious contribution to the budget development nor any essential requirement for the skills to do so eg AAT or similar qualifications. Even if the developmental aspects were increased or the skill requirement to play a more supporting role to the Head of Finance increased it is unlikely this role would be the equivalent of the posts referred to above.

Administration & Procurement Officer

Overall Know-How	C- I 1	87
Total points		125

This role is assessed as two know how steps lower than the Assistant Finance Officer and Administration Officer. A step lower in the technical knowledge as it is supporting the AFO&AO, who is the expert in process and available to give guidance, and also a step lower in planning as this type of role has a minimal contribution to the longer term and is task orientated.

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**2.4 Summary of evaluation results**

The evaluations provide a ranking of scores as set out in Appendix 3. However in terms of allocating jobs to grades in a pay structure, Hay Group recommends that the Know-How score should be the main determining factor, as that ensures that there is a clear step between grades in terms of the knowledge, skills and experience needed to do different jobs. Also because Know-How is the largest component of the overall score, that approach will also ensure that jobs with small differences in overall scores will cluster into the same grade, while jobs scoring very differently will fall in different grades, providing an overall fairness in the distribution of points across different grades.

So in terms of Know-How scores, the evaluations fall into the following groups:

Know-How Score	Jobs
264	Head of Marine Environment and Research Head of Marine Protection
230	Head of Finance Head of HR
200	Senior Research Officer Senior Marine Environment Officer Skipper and Inshore Fishery & Conservation Officer
175	Area Inshore Fishery and Conservation Officer
152	Mate and Inshore Fishery & Conservation Officer Engineer and Inshore Fishery & Conservation Officer Community Development Officer Research Officer Marine Environment Officer - GIS Marine Environment Officer - Data
132	
115	Assistant Finance & Administration Officer
100	
87	Administration & Procurement Officer

These Know-How groups provide a good starting point for allocating posts to grades within the salary structure.

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### **3. Comments on the proposed Salary Structure**

#### **3.1 General comments**

The proposed salary structure is at Appendix 4. This was approved by the Authority in 2011 but has not yet been implemented.

The range of salary points within each grade varies quite widely, from 4 to 12, and there is no obvious pattern. Such a variety often comes about where the pay structure has evolved, rather than being designed in a single exercise. Such a structure contains some issues:

- there will be illogicalities and inconsistencies, in terms of the length of time it takes people to move to the top of the grade
- differentials between the maxima of consecutive grades will vary considerably at different levels in the structure (from 11% to 24%)
- unless there is an effective mechanism to manage people's progression related to performance etc, long grades (over 5 incremental steps) may be subject to challenge as discriminatory. Practice in many organisations over recent years has been to move away from long grades with automatic increments.

So if the present exercise provides an opportunity to adjust grade lengths to be more consistent, and to reduce the length of some of the longest ones, that would be useful.

The grades do not overlap, which is a good feature.

The proposed allocation of jobs to grades at Appendix 4 seems to show that for some jobs their contractual grade would overlap grade boundaries. It is best to avoid this and stick to common grade boundaries for all jobs allocated to a particular grade, and avoid unique grades for individuals.

There are relatively few grades, partly as a consequence of some of them being very long. I note that the earlier structure had 10 grades, but the proposed structure has only seven. The number of grades in the structure needs to be able to reflect all the distinct levels of responsibility in the organisation. The number of levels of Know-How identified in the job evaluations indicates that either jobs of different KH levels will need to be allocated to the same grade, or else some grades will need to be split to provide enough structure to accommodate the different levels of responsibility. This is explored in more detail below.

#### **3.2 Allocating jobs to the structure and possible amendments needed**

As mentioned above, some grades will probably need to be split to provide enough grades to accommodate the levels of role identified through job evaluation. At the upper levels, Scale EO1 could quite easily be split to take the jobs at 230 and 264 KH.

Jobs scoring 200 KH seem to align comfortably with Scale SO1.

However the jobs at KH scores 175, 152 and 115 have only two obvious grades to go - Scales 4 and 5. This is therefore where some further change is likely to be necessary. A grade covering the lower part of Scale 5 and the upper part of Scale 4 could be an answer.

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Note that while the changes suggested above would create enough grades for the present evaluations, there would be no scope for future development of some roles - for example, ***because there would be no grades aligned to the Hay KH levels 132 or 100***, jobs growing into those levels of job size would not have a grade to recognise the evolved job. On the other hand it may justifiably be considered that it would not be sensible to create grades with no jobs in at present.

If revisions to the structure are considered, where one draws the grade boundaries will depend on a number of factors. If there is provision for financial growth resulting from the changes, that is a different context from seeking to make savings, and may mean jobs can be assimilated upwards to new grades, rather than downwards. Or the aim may be simply to limit the impact on the organisation and individuals as far as is consistent with achieving a manageable and economic pay structure and policy.

Also market rates should be a consideration - the organisation will want to have some idea of where the payline sits against relevant job markets, and what the policy should be on paying within that market, as otherwise there will be a risk of building-in unnecessary future costs. Appendix 4 shows where jobs of the evaluated size would fit against Council pay scales, and while that is not in itself necessarily an accurate indication of the relevant market rates, it may be useful in indicating where some market issues may lie.

#### 4. **Conclusion**

If further advice is needed on any proposed changes to the pay structure as a result of the evaluation exercise, we would be pleased to advise.

Roger Graham-Leigh, Reward Manager

Andrew Milner, Job Analyst

Dave Nugent, Job Analyst

14th November 2012

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**Appendix 1**

**Scope of the Review and background**

Provided by email 8th October 2012

**Background:**

Eastern Inshore Fisheries & Conservation Authority (EIFCA) is a small public sector body whose main funding partners are the County Councils of Norfolk, Suffolk & Lincolnshire. EIFCA is responsible for the achievement of the high level objectives set by DEFRA with an operational budget of circa £1.5m.

Last year the organisational structure was amended and signed off by the Authority members in July 2011. At the same time members also agreed to the review of the salary structure to ensure alignment to the wider organisational design and current expectations of DEFRA and other funding partners. A proposal for an amended salary structure was put to the Authority in December 2011 which had their approval.

Due to a change of incumbents in the posts of Head of HR & CEO, the salary proposal was not completed. The new incumbents are keen to complete this piece of work, however want to be sure that the original salary structure proposed last year has the substance and credibility to support the new organisational structure that we are now working with.

**Action requested:**

EIFCA have now completed an exercise to update all job descriptions to support a business case to amend the salary structure to our Authority members. As discussed, the reward team at NCC will evaluate these against EIFCA's organisational chart and provide any relevant feedback to facilitate the development of the salary structure proposal. They will also provide feedback with regard to the original salary proposal developed.

Although the CEO job description was not in the original scope of this exercise, this has also been reviewed. I will email it to you separately this week once I have gathered the remaining feedback from Authority members, as this will complete the picture of our org structure.

It is fair to say that the EIFCA salary structure has not been reviewed for several years prior to now.

**Please find attached to this email the following documents:**

- Current organisational structure chart – July 2011
- Original salary structure proposal
- X 16 job descriptions:
  - Head of Marine Protection
  - Head of Marine Environment & Research

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Andrew Milner

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Page 8 of 9

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- o Head of Finance
- o Head of HR
- o Skipper
- o Senior Marine Environment Officer
- o Senior Research Officer
- o Engineer
- o Mate
- o Area IFCO
- o Research Officer
- o Environment Officer – Data
- o Environment Officer – G.I.S
- o Community Development Officer
- o Assistant Finance & Administration Officer
- o Administration & Procurement Officer

As discussed, I would be grateful if this exercise could be completed within the next 4 weeks, as I have Authority member expectations to meet with regard to a revised proposal . I appreciate your other workloads to consider and this timeframe may possibly prove challenging to meet. If this is the case, perhaps you could contact me so we can agree a mutually convenient completion date?

Many thanks with your help so far and thanks in advance for the work about to be undertaken.

Please do not hesitate to contact me by phone or email if you require any further information or have any queries relating to the info that's been sent.

Best regards

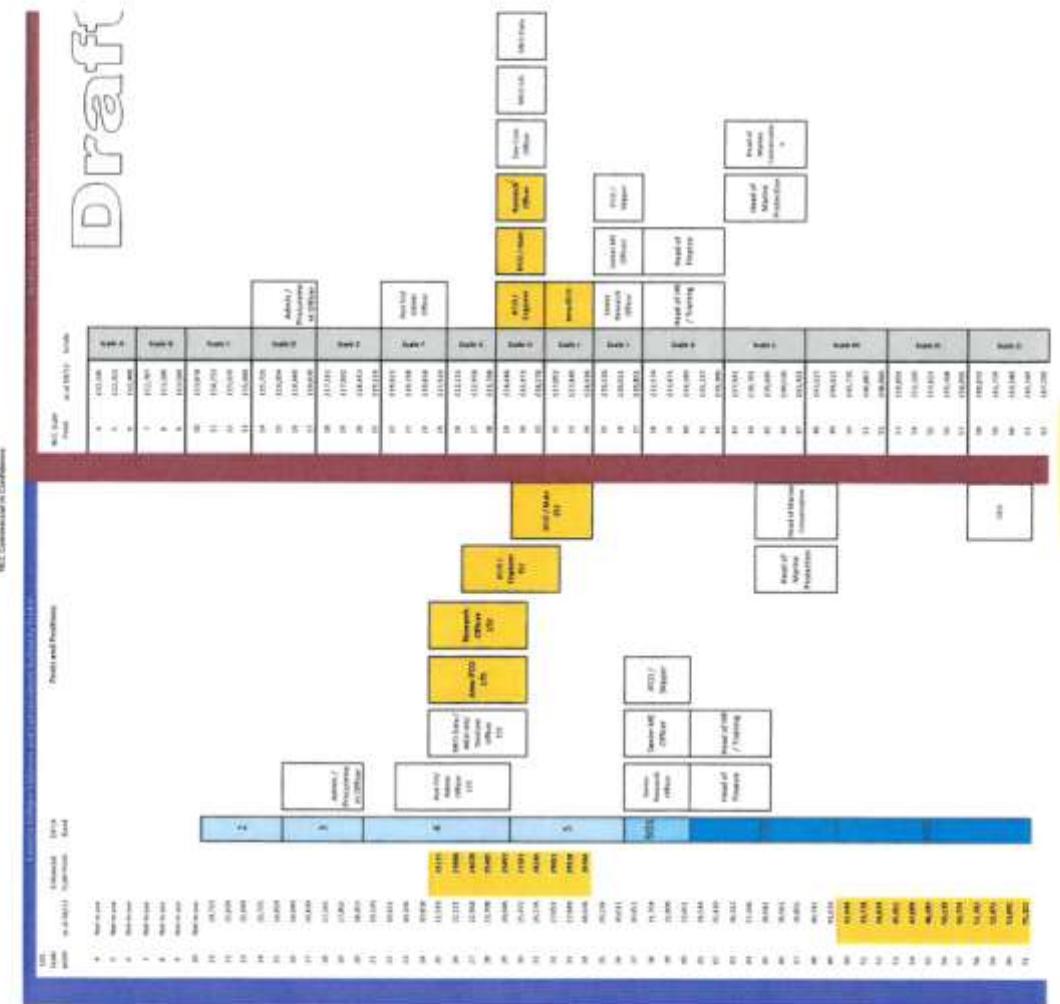
Nichola Freer  
Head of HR  
Eastern Inshore Fisheries & Conservation Authority

Final

JOB EVALUATION OUTCOMES											
JE Number	Job Title	AVG IN HCA <sup>11</sup>	TOTAL PTS	NCG Grade / Outcome	EFTA Rate (Max)	EFCA Rate (Max)	NCC Rate (Max)	NCC Rate (Min)	Difference in Max	Difference in Min	
4518-10	Head of Marine Environment & Research	E+ E+	3 3	264 406 Scale L	41,616 36,042	39,941 41,616	41,421 37,941	41,421 41,421	101 101	195 195	
4518-11	Head of Marine Protection	E+ E+	3 3	264 406 Scale L	38,042 38,042	32,574 38,042	36,306 32,574	36,306 32,574	1,975 1,975	1,736 1,736	
4518-08	Head of Finance	E- E+	3 3	230 406 Scale K	34,549 40,616	36,042 36,042	36,306 36,306	36,306 36,306	-	1,975 1,975	
4518-09	Head of HR	E- E-	3 2	230 342 Scale J	34,549 30,851	36,042 33,661	38,236 38,236	38,236 38,236	1,736 1,615	2,810 2,810	
4518-14	Senior Marine Environment Officer	E- E-	2 2	200 342 Scale J	30,851 30,851	33,661 33,661	30,851 30,851	30,851 30,851	1,615 1,615	2,810 2,810	
4518-15	Senior Research Officer	E- D+	2 3	200 344 Scale J	30,851 30,851	33,661 33,661	29,236 29,236	29,236 29,236	1,615 1,615	2,810 2,810	
4518-16	Shipper and Receiver/Fishery & Conservation Officer	D- D-	3 3	175 282 Scale I	23,133 27,381	27,381 27,381	23,052 23,052	24,646 24,646	3,919 3,919	1,255 1,255	
4518-02	Azura Institute Fishery & Conservation Officer	D- D-	3 2	175 240 Scale H	23,133 23,133	25,472 24,646	26,276 26,276	26,276 26,276	3,127 3,127	804 804	
4518-04	Community Development Officer	D- D-	2 2	152 233 Scale H	23,133 24,678	28,081 28,081	26,276 26,276	26,276 26,276	32 32	2,805 2,805	
4518-05	Engaged and Informed Fishery & Conservation Officer	D- D+	1 1	152 233 Scale H	23,133 23,133	25,472 25,472	24,646 24,646	26,276 26,276	- -	804 804	
4518-06	Marine Environment Officer - Data	D- D+	1 1	152 233 Scale H	23,133 23,133	25,472 25,472	24,646 24,646	26,276 26,276	- -	804 804	
4518-07	Marine Environment Officer - G15	D- D+	1 1	152 233 Scale H	23,133 23,133	25,472 25,472	24,646 24,646	26,276 26,276	- -	804 804	
4518-12	Male and Female Fishery & Conservation Officer	D- D-	2 1	152 282 Scale H	23,133 27,381	26,276 26,276	24,646 24,646	26,276 26,276	2,736 2,736	4,508 4,508	
4518-13	Research Officer	D- C-	1 2	152 115 Scale F	23,133 20,159	27,381 24,646	24,646 24,646	26,276 26,276	- -	1,513 1,127	
4518-03	Assistant Finance & Administration Officer	C- C-	2 1	115 87 Scale D	20,159 16,440	21,549 18,453	21,549 18,725	21,549 16,830	577 715	1,105 1,623	
4518-01	Administration & Procurement Officer				<b>Totals</b>	<b>437,755</b>	<b>494,441</b>	<b>439,012</b>	<b>472,548</b>	<b>- 1,757</b>	<b>21,793</b>

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**Vision**

The 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



**Action Item 13**

**Finance & personnel Sub-Committee Meeting**

**24 June 2015**

**Report by:** Nichola Freer, Head of HR

**Purpose of report**

To inform members of the progress of the HR plan to 2018 and specifically an update of the HR activity planned to be completed during this financial year.

**Recommendations**

**It is recommended that members:**

- Note the contents of the report**

**Report**

**Background**

The Head of HR took up post in 2012 and developed a 3 year strategic plan of the key HR activity required to support the achievement of Defra's high level objectives. This plan has been successfully delivered and as such a further strategic plan has been developed during quarter one of this year to support the delivery of required HR activity to 2018. This report gives an overview of current activity in support of this plan.

**Update of specific activity**

**Development of line management capability**

An external training provider was sourced to deliver a presentation skills workshop to the management team. This workshop took place in May 2015 and has received positive feedback from those who attended.

Time-management has been raised as an area for line manager development, so the Head of HR will be looking to source an appropriate intervention(s) to increase manager competence in this area.

**Extension of probationary period**

A decision was taken in January to extend the probationary period of IFCO and Crew Member, George Bailey for a further 6 months. This was largely due to the behaviour demonstrated by this Officer, which had not been in keeping with EIFCA's Core Values. Since the extension of the probationary period, Line Managers have noticed an improvement in behaviour, which we hope will be sustained by this Officer. The extended probationary period is due to end on 31 July 2015, at which point a decision will have been reached with regard to recommending George's permanent appointment or otherwise.

### **Temporary positions**

During the 8-week period from March – May 2015 a temporary Data Migration Assistant was recruited to complete the transfer of computer files across to our revised shared drive system. This task was successfully completed in full and has enabled the Environment Officer – Consultation lead to re-focus on their key role accountabilities.

Following the recent departure of one of our Research Officers, a decision has been taken to replace this post on a temporary basis until 30 September 2015. Laura Rutland, a former temporary employee within the research department and EIFCA volunteer, has taken up this temporary position. Officers will review the situation at the end of September.

### **Performance reviews and objective setting**

Line Managers have now completed end of year performance reviews and have set performance objectives with individual team members covering the 2015/16 period to 31 March 2016. The process this year was carried out with greater confidence by the line managers who are becoming more familiar with it and are incorporating it into their ‘business as usual’ plans.

### **Grant application**

Defra have a potential £300,000 grant to IFCAs in order to help meet the Fisheries in MPAs project deadline. Eastern IFCA has bid for £30,000 to employ a temporary additional Environment Officer to work on the “Fisheries in MPAs” project. We are still waiting to hear if we have secured all, or part of our funding bid, however we are positive that we will be allocated an amount close to our request.

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**Information Item 14****Finance & Personnel Sub-Committee meeting**

24 June 2015

**Report by:** Nichola Freer, Head of HR

**Purpose of report**

To give members an overview of the review of Marine Enforcement function project currently being undertaken by officers.

**Recommendations****It is recommended that Members:**

- Note the contents of the report

**Report****Background to the project**

An organisational review had been started by the previous executive team towards the end of 2011 following the transition from SFC to IFCA. A new executive team was established during 2012 and assumptions had to be made that the proposed organisational design, which was well underway, was fit for purpose as it was too early for the new team to complete a balanced view to challenge this assumption.

Feedback from the current marine protection team has been sought before replacing vacancies on a like for like basis and in 2014 the key outputs from this feedback showed a perception that:

- there were not enough sea-going officers, which created difficulties when attempting to get 2 boats to sea and;
- that there was increased pressure to work on various projects that the marine protection function were expected to deliver (example being the byelaw review).

A small tweak to the structure was made in 2014 whereby an IFCO & Crew Member and a Project Officer were recruited to the team. However, no significant improvement was seen and in December 2014 a study was conducted with regard to where hours are spent. Interestingly, the results showed as follows;

Total deployment of marine protection team hours during 2013/14

<u>Location</u>	<u>% of total hours</u>
Sea	23%
Sutton Bridge Moorings	7%
District	22%
Base	48%

Total deployment of Crew team hours during 2013/14

<u>Location</u>	<u>% of total hours</u>
Sea	29%
Sutton Bridge Moorings	11%
Base	60%

Total deployment of Area team hours during 2013/14

<u>Location</u>	<u>% of total hours</u>
Sea	10%
District	65%
Base	25%

From this analysis of hours, the perception of 'not enough hours to carry out all duties' is not supported by the data gathered. It does, however suggest that there are enough hours to put a 3<sup>rd</sup> boat to sea without increasing the marine protection function headcount. The data also suggests that there is a disproportionate amount of time spent at base. There is a need to fully understand where Officers time is being spent and to gain clarity as to what is adding value and how it is supporting the achievement of the enforcement plan.

### **Objectives of the project**

To complete a thorough review of the function by gathering evidence of current practice and understanding where there may be gaps in ways of working, IFCO competence or organisational design that are hindering the delivery of the functions objectives, so that considered recommendations can be put to the Finance & Personnel Committee with regard to future ways of working and organisational design to deliver:

- Consistent, visible enforcement presence and stakeholder engagement, both at sea and ashore throughout the district
- Ability to develop and maintain comprehensive local knowledge within each of the 3 counties
- Directed, formalised and recorded activity which feeds intelligence gathering and district knowledge for the whole team
- Effective use of all sea-going assets
- A cohesive and flexible team based approach to the marine protection function
- Consistent and effective leadership and line management of all Officers

## **Phases**

Phase 1 – DCEO adopts district wide agile role for 6 month trial period to:

- Embed commonality in IFCO standards and practices
- Assess individual officer competence
- Routinely provide Executive presence amongst stakeholders

Phase 2 – recommendations to any amendment or revision of marine protection operational design to include output of Phase 1 and:

- Review of IFCO job titles
- Review of IFCO deployment design (review of Area officer construct)
- Review of balance between Protection sea based patrol and Protection support of Research sea based activity
- Review of IFCO basing/accommodation
- Review of Patrol vessel employment/basing

### **In scope**

Phase 1 of the project will cover a 6 month DCEO led review of the marine protection function ways of working, with the primary focus being to gather relevant data to support Phase 2; the executive team's review of operational design and ways of working of the marine protection function.

Also in scope is the ability to develop the non-contractual ways of working during the review.

### **Out of scope**

The project will not cover contractual ways of working or wholesale organisational re-design.

### **Key people**

Project lead: Julian Gregory  
Project support: Nichola Freer  
                  Andrew Bakewell

### **Dependencies**

None known

### **Cost implications**

- Loss of an Authority pool car during the 6 month review

### **Risks**

- Review does not get completed within given timescale
- Review does not provide robust evidence on which to base any sound recommendations
- Yet unknown outputs from other related reviews, such as the Byelaw and sea-going assets review, may impact upon the function design and ways of working
- Marine protection team morale and performance dips owing to perceived uncertainty
- Exposure of current work force limitations

### **Proposed timescales**

- 25/09/15 - Review completion date
- w/c 28/09/15 – Exec team complete analysis of data and evidence produced from the review and agree recommendations
- 05/10/15 – Papers sent out to F&P committee
- 15/10/15 – Exec team put forward recommendations to F&P committee for consideration and approval
- 16/10/15 – exec team to scope phase 2 of the project: implementation of any agreed changes

### **Reporting responsibilities**

- DCEO to report findings monthly to Exec meetings.
- Project definition documentation to be presented to F&P sub-committee on 24/06/15 with updates as required thereafter
- Final report with costed and risk analysed recommendations to be presented at the January 2016 F&P sub-committee meeting.

### **Work to date**

- Analysis of where hours are currently spent
- Information to team members and the Authority with regard to the project
- Creation of a formalised port / site visit report
- Agile working trial commenced for DCEO covering the review period so that evidence and data can be effectively gathered to inform decisions post review

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The 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

**Information Item 15****Finance & Personnel Sub-Committee meeting****Environmental Health Organisation/Diarrhetic Shellfish Poisoning sampling costs**

24 June 2015

**Report by:** P J Haslam, CEO

**Purpose of report**

To brief members on the costs of Environmental Health Organisation (EHO) mandated water quality and Cefas mandated cockle and mussel Diarrhetic Shellfish Poisoning (DSP) sampling costs and efforts to recover expenditure from responsible authorities

**Recommendations****It is recommended that Members:**

- **Note the contents of the report.**

**Background**

Eastern IFCA has routinely committed significant officer and boat resources monthly to conduct the collection of water and shellfish samples on behalf of Kings Lynn and West Norfolk Borough council; Boston Borough council and Fenland District council. The councils listed above are charged with the responsibility to forward samples, on a monthly basis and within 24 hours of collection, for laboratory analysis. The purpose of the sampling regime is to assure the quality of sea water from which shellfish are sourced and to monitor the level of contaminants in any shellfish being harvested.

It appears that previously the SFC accepted the collection duties as custom and practice owing to the ability to conduct collections at sea. The costs of collection appear to be charged at a nominal sum that increasingly does not reflect the actual financial and other resource costs involved. Furthermore, the advent of the more significant duties of an IFCA has introduced tensions between our core roles and this discretionary activity with regard to boat and officer availability.

It has been determined that the sampling regime can be supported but on the understanding that it is being delivered as a service and will be charged for on that basis. Details of the costs involved are at Appendix 1.

The key issue here is that EIFCA has borne the majority of the collection costs for a great deal of time and has effectively subsidised the performance of a duty which is not ours to deliver. This is an unrealistic and unsustainable position that needs review to ensure that funds provided to IFCA to conduct our statutory duties are not consumed delivering the remit of others.

**Review of delivery**

To drive cost efficiencies a review of service delivery has been conducted. The following actions have been taken to drive down resource costs;

- Negotiating with the Marine and Coastguard Agency (MCA) to seek dispensation to reduce the number of boat crew required to collect the samples. This has been successfully concluded and means that we can now conduct single handed operations in the Wash. This means that we can reduce the crewing of the mother vessel and tender to one each so the revised operational design will allow crew resource to be reduced from 6 to 4.
- Making substantial adjustments to our smaller, faster, more fuel efficient vessel to enable it to collect the samples (as opposed to our larger, slower, more crew resource intensive Research vessel)
- Reviewing the number of stations to be collected and their locations – we have brokered with Cefas dispensation to trial a table structure in the mouth of the River Ouse which will enable samples to be gathered on foot reducing the number of stations to be collected by boat thereby speeding up the collection process. The table was constructed and installed at EIFCA expense. If this collection station is accepted after the 6 month trial it will enable all sea based samples to be collected in one day reducing the required boat time from 2 days to one. We expect to be advised in late summer whether the new survey station is acceptable, in the interim we must continue with the existing stations.

### **Income versus Expenditure**

To collect a sample using the current methodology costs £408.33 per sample. The current invoiced rate for collection is £45. With the implementation of the efficiencies outlined above the cost per sample will reduce to c£330 per sample. It is very apparent that this significant delta in costs versus remuneration must be closed. Discussions have been taking place with all relevant authorities since autumn 2014 and they have acknowledged the disparity and that the position is unsustainable. In order to work with our partner authorities, agreement has been reached to incrementally increase the costs over a period of years to fully recover all expenditure. This agreement has been formalised in a service level agreement that each organisation has signed. A sample copy is at Appendix 2.

### **Conclusion**

The costs of EHO/DSP sample collection can no longer be borne by EIFCA alone and the ability to provide preferential rates to public sector authorities is constrained. This initiative is designed to ensure EIFCA operates in a transparent and value for money way and derives the full income from any services provided. At present there is the ability to accommodate this discretionary duty and it is considered appropriate for the Authority to offer its services to support regional authorities at a realistic rate. That said, if the customer councils would wish to source sampling services elsewhere, they are entirely at liberty to do so.

**Cost of EHO/DSP Sampling**

per trip

Employment costs

Crew:-	No.	Salary	Duty days pa	Cost per day
Skipper	1	36186.00	225	160.83
Mate	1	31429.00	226	139.07
Crew:-	4	25485.00	227	449.07
				<hr/>
				748.97

**Total crew cost per 10 hour day**

**936.21**

"On costs"

Pension	20%	187.24
NI	7%	65.53

**Total employment cost per day**

**1188.99**

	Annual cost	Days at sea	
Operation cost of vessel		80	
Maintenance	41,500.00		518.75
Insurance	9,514.00		118.93
Fuel	20,910.00		261.38
(excluding mooring costs)	<hr/> 71,924.00		<hr/> 899.05

**Total operation cost per day**

**2088.04**

**DAY 1**

Cost			2088.00
Authority	Samples	£/sample	
Boston BC	4	45.00	180.00
East Lindsey DC	1	45.00	45.00
	Total recharged		225.00

Residual deficit**1863.00****DAY 2**

Cost		2088.00	
Authority			
KLWNBC	4(from 3 sites)	45.00	180.00
	Total recharged		180.00

Residual deficit**1908.00**

**Service Level Agreement (SLA)**  
**for**  
**Boston Port Health Authority**  
**by**  
**Eastern Inshore Fisheries Conservation  
Authority**

**Effective Date: 1 April 2015**

<b>Document Owner:</b>	Boston Port Health Authority
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**Version**

<b>Version</b>	<b>Date</b>	<b>Description</b>	<b>Author</b>
1.0	1 April 2015	Service Level Agreement	Tony Gray

**Approval**

*(By signing below, all Approvers agree to all terms and conditions outlined in this Agreement.)*

<b>Approvers</b>	<b>Role</b>	<b>Signed</b>	<b>Approval Date</b>
Eastern Inshore Fisheries Conservation Authority	Service Provider		1 April 2015
Boston Port Health Authority	Customer		1 April 2015

## **Table of Contents**

- 1 Agreement overview
- 2 Aims and objectives
- 3 Stakeholders
- 4 Periodic review
- Service agreement
  - 5.1 Service scope
  - 5.2 Customer requirements
  - 5.3 Service provider requirements
  - 5.4 Service assumptions
- 6 Service management
  - 6.1 Service availability
  - 6.2 Service requests
  - 6.3 Termination of agreement

## **1. Agreement Overview**

This Agreement represents a Service Level Agreement (“SLA” or “Agreement”) between Eastern Inshore Fisheries Conservation Authority and Boston Port Health Authority for the provisioning of shellfish sampling services.

This Agreement remains valid until superseded by a revised agreement mutually endorsed by the stakeholders.

This Agreement outlines the parameters of all shellfish sampling services covered as they are mutually understood by the primary stakeholders.

## **2. Goals & Objectives**

The **purpose** of this Agreement is to ensure that the proper elements and commitments are in place to provide consistent shellfish sampling that meets the requirements of EU Regulation 853/2004 and EU guidance on shellfish sampling to the Customer by the Service Provider.

The **goal** of this Agreement is to obtain mutual agreement for shellfish sampling provision between the Service Provider and Customer.

The **objectives** of this Agreement are to:

- Provide clear reference to service ownership, accountability, roles and/or responsibilities.
- Present a clear, concise and measurable description of service provision to the customer.
- Match perceptions of expected service provision with actual service support & delivery.

## **3. Stakeholders**

The following Service Provider(s) and Customer(s) will be used as the basis of the Agreement and represent the **primary stakeholders** associated with this SLA:

**Service Provider:** Eastern Inshore Fisheries Conservation Authority (“Provider”)

**Customer:** Boston Port Health Authority (“Customer”)

## **4. Periodic Review**

This Agreement is valid from the effective date outlined herein and is valid until further notice. This Agreement should be reviewed at a minimum once per financial year; however, in lieu of a review during any period specified, the current Agreement will remain in effect.

The Service Provider and the Customer are responsible for facilitating regular reviews of this document. Contents of this document may be amended as required, provided mutual agreement is obtained from the primary stakeholders

and communicated to all affected parties. The Service Provider and the Customer will incorporate all subsequent revisions and obtain mutual agreements / approvals as required.

**Review Period:** Annually

**Next Review Date:** 1 April 2016

## 5. Service Agreement

The following detailed service parameters are the responsibility of the Service Provider in the ongoing support of this Agreement.

### 5.1. Service Scope

The following Services are covered by this Agreement;

- Collection of shellfish samples in accordance with the following sampling programme:

Site	Sample
Black Buoy	Classification (cockle)
North Lays	Classification (cockle)
Toft	Classification (mussel)
Toft	Biotoxin (mussel)
Welland Wall	Classification (mussel)

These samples are to be taken on a monthly basis.

- Collection of shellfish samples additional to the sampling programme as required by the local action plan or by CEFAS/FSA requirements.
- These samples will be collected, packed, labelled and transported in accordance with Centre for Environment, Fisheries and Aquaculture Science (Cefas), Food Standards Agency (FSA) and Public Health England (PHE) guidance. Samples should reach the laboratory within 24 hours of being collected in order to be acceptable for analysis. Paperwork to accompany the samples should be properly filled out, photocopied and included with the samples.

- To satisfy the requirements of EU Regulation 853/2004, it is necessary to collect samples of water for biotoxins analysis. This sampling will be carried by the service provider. However, this sampling will be carried out on behalf of the Food Standards Agency, who will be responsible for costs and charges incurred in connection with this activity.

## 5.2. Customer Requirements

**Customer** responsibilities and/or requirements in support of this Agreement include:

- Payment for all support costs at the agreed interval. Payment will be made within X days of receipt of invoice and will be made by BACS transfer
- Reasonable availability of customer representative(s) when resolving a service related incident or request.

## 5.3. Service Provider Requirements

**Service Provider** responsibilities and/or requirements in support of this Agreement include:

- Meeting the performance standards set out in 5.1 above.
- Appropriate notification to Customer of any circumstances that may prevent the delivery of the services set out in this agreement within the timescale allowed or to the quality standards set out above.

## 5.4. Service Assumptions

Assumptions related to in-scope services and/or components include:

- Changes to services will be communicated and documented to all stakeholders.

## 6. Service Management

Effective support of those services that fall within the scope of this agreement is a result of maintaining consistent service levels. The following sections provide relevant details on service availability, monitoring of in-scope services and related components.

### **6.1. Service Availability**

The service will be provided on a programmed basis. The sampling programme will be drawn up by the service provider and communicated to the customer. This programme may be subject to disruption in the event of weather conditions being un-favourable. Where this is the case, the service provider will inform the customer and set out alternative arrangements for the provision of the service.

### **6.2. Monitoring of in-scope services**

The customer will monitor the provision of the service by the service provider in order to ensure that the service is delivered on time and in accordance with statutory requirements. The service provider will notify the customer of any actual or likely failure to meet its requirements as set out in this SLA and discuss alternative arrangements.

### **6.3 Termination of agreement**

This agreement may be terminated by either party subject to three months notice of intention to terminate being given to the other party.

Signed

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On behalf of Boston Port Health Authority

Date .....

Signed

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On behalf of the Eastern Inshore Fisheries Conservation Authority

Date .....