



Inshore Fisheries and
Conservation Authority

Annual Plan

2011 – 2012



This document is available in electronic form from Eastern Inshore Fisheries and Conservation Authority.

This document can be downloaded from the following locations:

Until the 31st March 2011: www.esfjc.co.uk/eifca

From the 1st April 2011: www.eastern-ifca.gov.uk

Alternatively a hard copy can be viewed at the following location:

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Foreword

The purpose of this annual plan for Eastern Inshore Fisheries and Conservation Authority is to provide stakeholders with an overview of the key actions that the organisation intends to carry out to further the sustainable management of the inshore sea fisheries resources within the 2011-2012 financial year. The creation of Eastern Inshore Fisheries and Conservation Authority (EIFCA) provides a real opportunity to engage with and encourage the involvement of local people in the management of the marine environment within the Authority's district. The creation of the Authority under the Marine and Coastal Access Act 2009 provides a unique opportunity to establish a centre of excellence, recognised locally, nationally and internationally for the development and implementation of best practice in relation to the management of the marine environment providing expert advice and information to the general public, government and non-government organisations.

Whilst this is an exciting time for a new organisation, we are under no illusions that expectations for the organisation are very high and the key task of the Authority will be to ensure that the right structures are put in place within the first year to align resources with duties. The three constituent County Councils have agreed to pass on Defra new burden money to the Authority with the proviso that a 25% reduction in the base levy of the Authority is achieved within a four year period. This is deliverable but will require considerable planning to ensure it is achieved without compromising the ability of the Authority to meet its obligations. We are already working hard to ensure that the new Authority offers value for money whilst providing the high level of service expected of it.

Duncan Vaughan
Chief Executive Officer
10th March 2011



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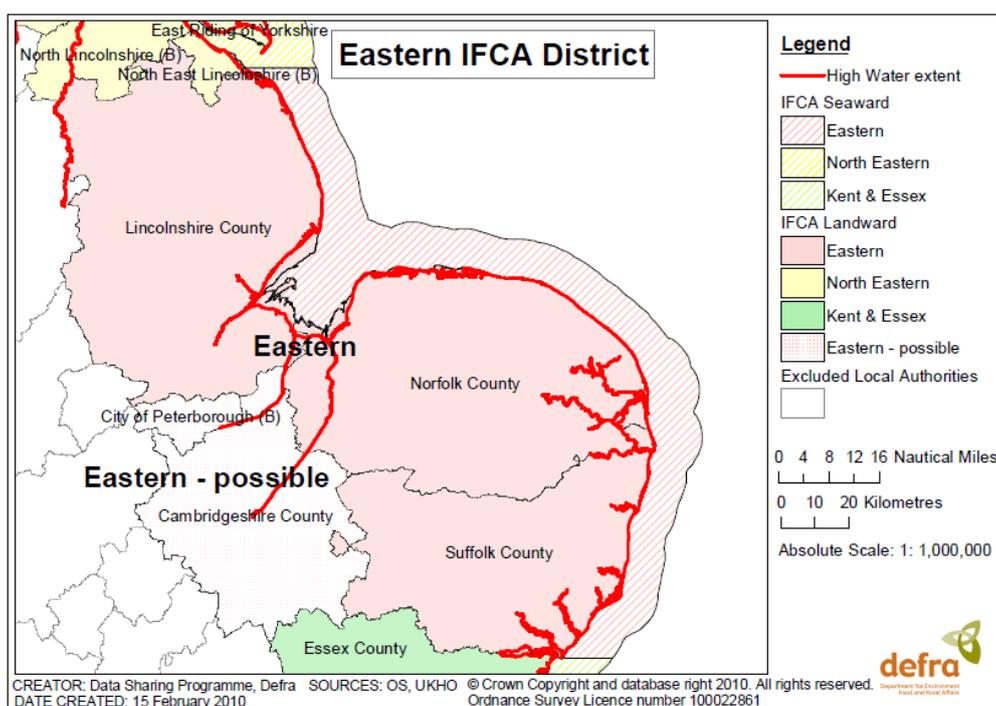
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Overview

The Eastern Inshore Fisheries and Conservation Authority (EIFCA) was created under Section 150 of the Marine and Coastal Access Act 2009 (MaCAA) and will be fully vested on 1st April 2011. The IFCA District was created under Section 149 of the Act. Section 177 of MaCAA requires every IFCA to publish an annual plan. This is the first annual plan of the EIFCA. As the inshore champion for a sustainable marine environment and fisheries, EIFCA will build on the firm base and successes of its predecessor - Eastern Sea Fisheries Joint Committee - which was constituted in 1894 and will be dissolved on 31st March 2011.

The EIFCA district extends seawards six miles from the Haile Sand Fort off the Lincolnshire coast in the North to Felixstowe in Suffolk as well as on land in the three counties of Lincolnshire, Norfolk and Suffolk. This includes The Wash embayment and river estuaries including the Stour and Orwell in Suffolk. The district encompasses every existing UK and EU form of Marine Protected Area (Site of Special Scientific Interest, Special Protected Area, Special Area of Conservation, Ramsar, European Marine Site) and is likely to have several Marine Conservation Zones designated within the next four years which will result in EIFCA developing management measures for fisheries in these sites. In addition, the management of the Wash Fishery Order 1992 is to be conducted by the Authority.



The focus of EIFCA for 2011-12 will be fourfold:

- to ensure there is continuity of supply of our existing services and functions,
- to ensure that EIFCA is established with comprehensive and robust structures in place to ensure the effective operation of the Authority,
- to ensure that the resources of the Authority are appropriate to support the delivery of the Authority's statutory duties,
- to advance the Authority's understand of the species, habitats and activities occurring in areas of the district gained from North Eastern Sea Fisheries Committee.

Effectively working towards the seven Defra success criteria and their associated high level objectives (HLOs) will be critical to our continued development over the coming four years, and will provide a framework for working level objectives and individual staff work objectives to be developed for the period April 2011 to April 2015.

The Authority has agreed a budget of £1,570,865 for 2011-2012. This figure includes £394,145 in New Burden funding from Defra to enable the Authority to meet its new duties as set out within the Marine and Coastal Access Act 2009. Agreement that the New Burden money should be passed from the three constituent councils to the Authority for each of the next four years has been reached. The Authority is firmly committed to meeting the three funding authorities' request of reducing the levy by 25% over the four year period from the 2010-2011 base levy.



Vision, Success Criteria and High Level Objectives

The vision for EIFCA is:

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

The main duties for EIFCA set out within the MaCAA 2009 are:

- 1) EIFCA must manage the exploitation of sea fisheries resources in its district, in doing so it must:
 - a) seek to ensure that the exploitation of sea fisheries resources is carried out in a sustainable way;
 - b) seek to balance the social and economic benefits of exploiting the sea fisheries resources of the district with the need to protect the marine environment from, or promote its recovery from, the effects of such exploitation;
 - c) take any other steps which in the Authority's opinion, are necessary or expedient for the purpose of making a contribution to the achievement of sustainable development;
 - d) seek to balance the different needs of persons engaged in the exploitation of sea fisheries resources in the district.
- 2) EIFCA must also seek to ensure that the conservation objectives of any Marine Conservation Zone in the district are furthered.

EIFCA must also seek to ensure that the Wash Fishery Order 1992 is managed by the Authority in a manner that supports the local fishing industry whilst not having a detrimental impact upon the conservation features within the site.

Seven Success Criteria (SCs) and multiple High Level Objectives (HLOs) have been developed for all ten Inshore Fisheries and Conservation Authorities (IFCAs) within England. It is incumbent on EIFCA to meet these SC and HLOs in a manner which it sees fit.

As a key delivery body in the marine area, EIFCA will also be guided by the governments Marine Policy Statement and adherence to the High Level Marine Objectives:

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



The Authority

EIFCA is funded by its three constituent County Councils: Lincolnshire, Norfolk and Suffolk. The Authority consists of a statutory committee which meets at least quarterly in order to receive reports from the Authority's officers and to direct officers to conduct work on its behalf to discharge its duties. Three transitional meetings have been held by the Authority in order that it is legally and functionally able to operate on the 1st April 2011. At the third transition meeting it was agreed that four sub-committees would be established with various delegated powers to conduct work on behalf of the Authority. The table below details the membership and delegated powers of the various committees of the Authority.

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

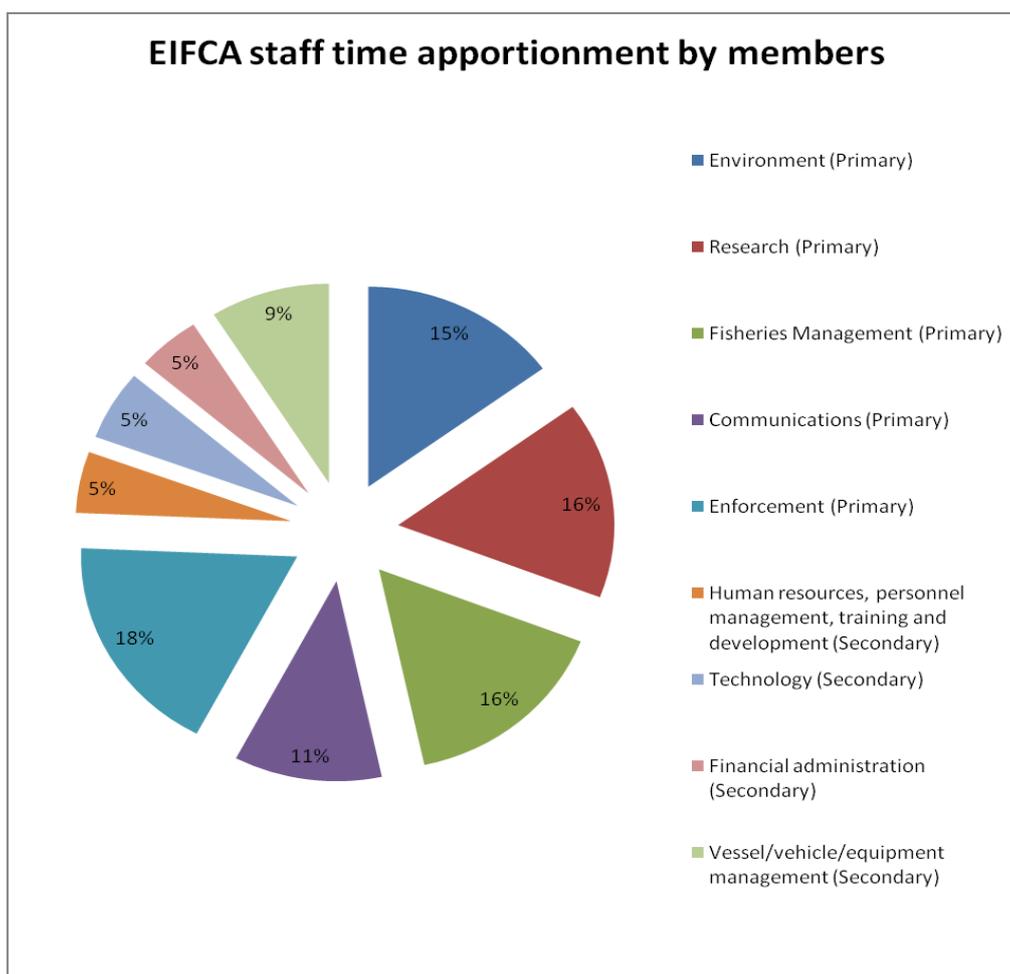
Key: LCC Lincolnshire County Council
 NCC Norfolk County Council
 SCC Suffolk County Council
 MMO Marine Management Organisation
 NE Natural England
 EA Environment Agency
 * Chair of the Authority
 # Vice Chair of the Authority

Note: MMO Appointees are chosen and appointed to the Authority by the MMO for the knowledge they can provide to the Authority ensuring informed decisions are made. These individuals were appointed following a national recruitment campaign by Defra and the MMO. Individuals interested in future opportunities of being an IFCA MMO Appointee are encouraged to contact the MMO directly.

Focus and priorities for the year

On the 1st of April 2011 the Authority will be vested with the full powers available to it by virtue of the Marine and Coastal Access Act 2009. This first year is a key time for the Authority: initial targets will be to establish agreed ways of working and identify priority work areas for the Authority. Once this has been achieved the focus during the year will be to ensure that the resources of the organisation are aligned both to its statutory obligations and to the priorities that the Authority has identified. Future annual plans will focus more on specific activities that the Authority will undertake.

At the 3rd transition meeting members were asked to set out their vision of how they perceived employees' time being apportioned within EIFCA to achieve the success criteria set out by Defra. The fifteen of the Members present allocated percentages to the five primary activities and four secondary (support) activities that EIFCA officers will undertake to discharge the requirements of the Authority. The chart below illustrates the members' collective view.



Delivery of priorities

The following tables set out the activities that EIFCA will conduct during the 2011 – 2012 financial year. Defra has established seven Success Criteria for IFCA to meet. For each Success Criterion a number of High Level Objectives (HLOs) have also been established. In order that the achievement of the HLOs can be determined a further set of Performance Indicators (PIs) have been established. At the time of publication of this report the PIs were in draft stage but have been used as the basis of forward planning for EIFCA. Full details of the Success Criteria, HLOs and PIs can be found in the Defra Guidance to IFCA (Defra 2010a). The annual report which notes progress against SCs, HLOs and PIs will reflect nationally agreed IFCA PIs. *N.B.* • denotes predicted completion date or that the action is ongoing. A glossary is included on page 37 of this document.

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(1.1) The development of an annual plan to meet the requirements of the Authority and Defra. To be prepared and published by 31 st March	PCSC established and operational	•			
	Undertake a full organisational (staff, assets, structure) review to reflect the future strategic needs of EIFCA by 1 st October 2011	•	•		
	Explore the opportunity for the development of a standardized annual plan template and guidance document with a draft template developed if appropriate			•	•
	Preparation of annual plan for agreement at January EIFCA Statutory meeting with document published by 31 st March 2012			•	•
(1.2) Annual reports meeting the requirements of the Authority and Defra are prepared and published	Explore the opportunity for the development of a IFCA standardized annual report template and guidance document with a draft template developed if appropriate			•	•
(1.3) The issues impacting sea fisheries resources within the EIFCA District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	Add planning components into the job descriptions of relevant employees to develop long term strategic thinking		•	•	•
	Support the development of a national approach to the assessment of shellfish and finfish fisheries within coastal waters	•	•	•	•
	Develop and publish research and environment strategies	•	•	•	•
	Review the Wash cockle and mussel fisheries policies			•	•
	Review the administration of the WFO 1992				•

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(1.4) A staff management system, including training and development plans, is in development and being tested during 2011 for approval by staff and the Authority and implementation in 2012	Undertake a full assessment of the Authority's staff management system, guided by the findings of the 2010-2011 IIP review Seek external professional HR assistance to undertake the organizational review FPSC established FPSC review staff management system, training and development plans	• • •	• •	• • •	
(1.5) Staff resources and capability is assessed against IFCA objectives and duties with a gap analysis by April 2012; plans for addressing problems and progress against them are reflected in annual plans and reports	Carry out a full staff structure review - identifying key skill and training requirements	•	•	•	
(1.6a) Systems are developed and implemented that enable all staff and members to contribute to and comment on all IFCA policies and business by Sept 2012; systems follow best practice/principles in Investing In People	Undertake a full assessment of the Authority's staff management system, guided by the findings of the 2010-2011 IIP review Seek external professional HR assistance to undertake the review	• •	• •	• •	
(1.6b) Staff and members are content that they can influence the development of policy for the IFCA demonstrated through annual feedback	Identify and encourage the development of an appropriate culture for the Authority and its employees Develop and implement staff feedback questionnaire Develop and implement member feedback questionnaire	•	•	•	• • •

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(2.1a) The issues impacting sea fisheries resources within the IFC District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	All commercial fisheries operating within the district are identified spatially and temporally	•	•		
(2.1b) All byelaws made after April 2011 meet the requirements of Defra guidance	RCSC established and operational Training provided to the RCSC prior to the committee considering any new byelaws	• •	 •	 •	 •
(2.1c) IFCA's have necessary records and database systems in place to inform decision making	Development of ICT systems that facilitate the creation of suitable databases and storing of data	•	•	•	•
(2.2a) The byelaw review and changes are on schedule to meet the objective of reviewing and evaluating all legacy byelaws by 2015	RCSC established and operational RCSC identify order in which legacy byelaws should be evaluated Explore the development of an MoU/SLA with the MMO regarding the provision of economic analysis into EIFCA byelaw impact assessments	•	 •	 •	 •
(2.2b) All byelaws made after April 2011 meet the requirements of Defra guidance	RCSC established and operational Training provided to the RCSC prior to the committee considering any new byelaws Explore the development of an MoU/SLA with the MMO regarding the provision of economic analysis into EIFCA byelaw impact assessments	• •	 •	 •	 •

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

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

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

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

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(4.1a) Initial MOUs are agreed and adopted by end of April 2011	MoUs with NE/EA/MMO/Cefas agreed	•			
(4.1b) Discussions have been held with partner organisations with regard to SLAs; SLAs (if required) are agreed and adopted by April 2012	MoUs/SLAs with ACPO, Norfolk Constabulary, WNNEMS, WESG, ERLG, KEIFCA, NEIFCA, AIFCA explored and developed if appropriate	•	•	•	•
(4.1c) Identify and discuss with lead local authority requirement for SLA by October 2011	Consider with NCC/LCC/SCC the development of SLAs			•	
(4.1d) Each MOU and SLA is reviewed annually to ensure effective delivery of objectives as defined in the annual plan; progress against MoU action plans is reflected in annual reports	Not addressed within this time period				
(4.2a) Set-up database of stakeholders from current list by April 2011. Update list every 6 months. Review contacts list annually	Explore the development of standardised stakeholder database with KEIFCA/SIFCA/Defra/AIFCA/MMO/NCC	•	•		
	Develop stakeholder database	•	•	•	•
	Review contacts list	•			
(4.2b) Engagement strategy developed by April 2012	Establishment of PCSC	•			
	Development of engagement strategy by PCSC			•	•
	Explore the possibility of NCC providing EIFCA with marketing and PR support	•			
(4.2c) By April 2012 each IFCA to create a website to give access to current information; all regular forms and documents to be provided electronically by April 2013. Website is reviewed and updated monthly	Website developed	•			
	Website updated as required	•	•	•	•
(4.2d) Develop interpretation boards and presentations to allow greater interaction with stakeholders	Interpretation boards developed and commissioned	•			
	Interpretation boards erected at appropriate locations within district			•	•
	Develop and commission EIFCA presentation display signage	•			

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(4.3a) Reviewed stakeholder and communication strategy/plans and stakeholder database completed by April 2014	Development of a communication and engagement strategy			•	•

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(5.1a) By April 2012, committee to sign off strategic research plan, which has undergone consultation, covering the period until April 2015	PCSC established 2012 – 2015 strategic research plan developed by officers and PCSC 2012 – 2015 strategic research plan approved by Authority	•		•	•
(5.1b) Research plan is published each year	Draft 2012-2013 research plan developed by officers Draft 2012-2013 research plan reviewed by planning and communication sub-committee 2012-2013 research plan agreed by Authority 2012-2013 research plan published on Authority's website				• • • •
(5.1c) Previous year's research report published each year	Standardisation of research plan format explored ESFJC 2010-2011 research report published on Authority's website	• •			
(5.1d) IFCA annual report to demonstrate how evidence has been used in decision making processes	Not addressed within this time period				
(5.2a) By April 2012 develop and agree MoUs with delivery partners and review annually	MoUs with NE/Cefas/EA/MMO/KEIFCA/NEIFCA/Wells Police Launch Unit developed and agreed	•	•	•	•
(5.2b) IFCA representative to take part in annual IFCA scientific conference	Personnel development plans incorporate attendance at relevant scientific fora	•	•	•	•
(5.2c) IFCA representative to proactively be involved in relevant evidence networks to share best practice, e.g. Technical Advisory Group.	EIFCA research officers provide information and training in specialist fields to others to forward the development of best practice	•	•	•	•
(5.3a) IFCA annual plan and report demonstrate use of evidence, resources and capability as per strategic research plan	2012-2013 annual plan developed incorporating 5.3a				•
(5.3b) Seek appropriate peer review of research reports	Peer review process of EIFCA annual research report to be explored			•	•

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

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

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(6.1a) Identify where there are shared objectives in managing the marine environment with partner organisations by April 2012 and identify how these impact on IFCA's objectives	Development of an MoU with KEIFCA regarding management of the River Stour			•	•
	Development of an MoU with NEIFCA regarding role of EIFCA/NEIFCAs' respective roles in the Humber EMS			•	•
(6.1b) Shared objectives are set out in annual plans	Draft 2012-2013 annual plan identifies shared objectives				•
(6.1c) Progress of shared objectives reported on in annual reports	Not addressed within this time period				
(6.2a) Plans and processes for raising awareness of IFCA's work in place by April 2013	Development of a communication and engagement strategy			•	•
(6.2b) Examples of engagement set out in annual reports	Not addressed within this time period				
(6.2c) Feedback from relevant stakeholders regarding the effectiveness of engagement is routinely sought	Development of a website that can incorporate questionnaires	•			
	Development of a website that allows users to email feedback to the Authority	•			
	Development of a communication and engagement strategy incorporating feedback provisions			•	•
(6.3a) The issues impacting sea fisheries resources within the IFC District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	Establishment of PCSC	•			
	Wash cockle and mussel management policies reviewed				•
	Draft environment strategy developed				•
	Development of EIFCA's regulator role with regard to MCZs		•	•	•
	Establishment of MPASC	•			
(6.3b) Examples of proactive involvement in relevant networks to share best practice are reported in annual reports	Not addressed within this time period				
(6.3c) The impact of the Marine Policy Statement and the process of marine planning on IFCA's work have been assessed and addressed by April 2015	EIFCA officers liaise with MMO marine planning team regarding the development of East coast marine plans	•	•	•	•

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(6.4a) Assessment of the condition of Marine Protected Areas by statutory bodies, where available, have been taken into account when developing suitable management plans	Appropriate Assessments produced and published by EIFCA where EIFCA is the Competent Authority authorising activities occurring within European Marine Sites within the EIFCA district	•	•	•	•
(6.4b) IFCA can demonstrate effective representation on relevant management boards/steering groups for marine protected areas, where appropriate	EIFCA is the lead authority for the WNNCEMS and employs WNNCEMS Project Officer and Project Assistant EIFCA is a member of the Stour & Orwell Estuaries Management Group EIFCA is a member of the Humber Estuary Relevant Authorities Group EIFCA is represented on the two regional MCZ projects EIFCA employs WESG personnel and is a member of WESG	•	•	•	•
(6.4c) IFCA can demonstrate delivery of the principles outlined in Government guidance on sustainable development	Draft environment strategy developed				•

Success Criterion 7: IFCAs are recognised and heard

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

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(7.2e) By April 2011 all IFCA staff to be badged so as to be recognised as IFCA officers who following internal training, can speak with authority on the IFCA aims and objectives	<p>All EIFCA IFCOs provided with logo uniforms and warrant cards</p> <p>Weekly updates provided to all employees setting out vision statement, success criteria and high level objectives</p> <p>Staff meeting held to review 2011-2012 EIFCA annual plan</p>	<p>•</p> <p>•</p> <p>•</p>	<p></p> <p>•</p> <p></p>	<p></p> <p>•</p> <p></p>	<p></p> <p>•</p> <p></p>
(7.2f) By April 2012 annual staff appraisals will be undertaken to measure the standards of behaviour toward, and interaction with, stakeholders, general public and officers/staff of partner organisations	<p>Training in staff appraisals to be conducted for all personnel</p> <p>Staff performance appraisal system introduced incorporating external feedback mechanism</p>			<p>•</p> <p>•</p>	<p>•</p> <p>•</p>

Risk management strategy

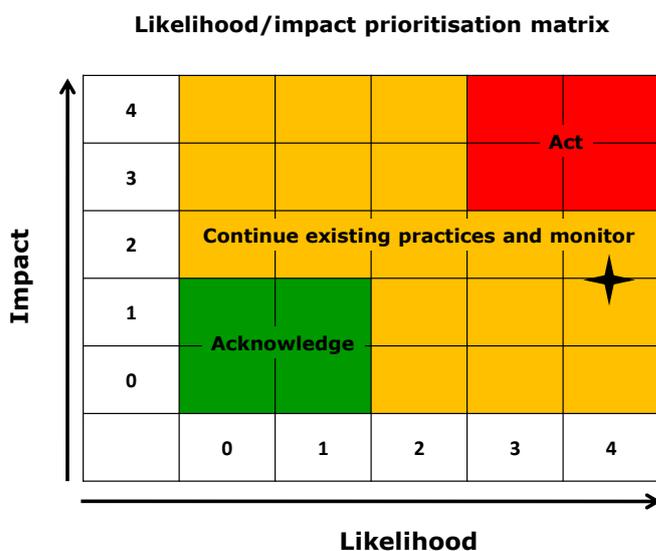
The risk register (pg 24-31) set out the main risks to the delivery of the priorities of the Authority as understood by Officers as at the 18th January 2011. The risk register is a 'live' document that will be updated as the Authority better understands the work that it will be required to conduct, which may in turn lead to re-directioning of organisational resources. The risk register will be revisited during 2011-2012 to realign this with the format suggested within the Defra enforcement guidance documentation. This document will then be presented to the planning EIFCA PCSC. The assessment of risk is a subjective one based on the experience of the individuals assessing the risk. It should also be recognised that the threat or risk to projects and plans is dynamic and therefore the Authority is to be made aware that any plans and strategies are subject to change. Recognising that risk identification and mitigation is a key activity for all Authority personnel, officers undertake to provide all employees and the Authority with training in risk management during this financial year. It should also be noted that this risk register only records the main threats to the organisation; it is by no means definitive.

Where a risk has the potential to adversely affect EIFCA from achieving a High Level Objective (HLO) this has been noted within the risk register.

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

Risk matrix with worked example

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



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Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
EIFCA failing to meet stakeholder expectations (1.3/2.1)	CEO/PCSC	If EIFCA fails to meet stakeholder expectation, EIFCA could be abolished	4		3 New stakeholder groups expect delivery on management/actions that benefit their sector		<ul style="list-style-type: none"> Develop and promote an annual plan to communicate with stakeholders the work that the EIFCA is intending to conduct within 2011-2012 Produce an annual research report Develop a communications strategy to enable EIFCA to successfully engage with a wide range of stakeholders in order to manage expectations Develop an annual report setting out achievement of the annual plan
			Reputation	Financial			
			4	4			
			Loss of confidence in the organisation	Withdrawal of LA and Defra funding for the organisation			
		Change of organisation does not result in a change of structure or culture					
High turnover of staff (1.4/1.5/1.6)	CEO/FPSC	Reduced efficiency and effectiveness Low morale and disruption for remaining staff Loss of skills and knowledge	2		2 Uncertainties over futures due to staff restructuring requirement to ensure resources are aligned with organisational duties		<ul style="list-style-type: none"> EIFCA maintain IIP accreditation High level of training provided to staff Staff appraisals Provide safe and professional working environment Improved flexible working arrangements resulting from new ICT capabilities Professional independent staff structure review conducted including benchmarking of salaries Provision of a new personnel management framework Personnel and training strategy to be developed and implemented
			Reputation	Financial			
			2	2			
			EIFCA not considered a good employer, staff look for alternative employment	High financial investment required to train and provide PPE			

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

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Failure to fully engage with stakeholders (1.1/4.1/4.2/4.3/6.2/7.1)	CEO/PCSC	Conflict between different stakeholder groups	4		3	High	<ul style="list-style-type: none"> Adaptive co-management approach Regular contact with fishermen and Natural England Dissemination of all survey data and management proposals Respond to all relevant Government /developer consultations/proposals Website and provide interactive services Sub-committees established to consider specific issues Regular/structured liaison with other enforcement bodies (ERLG/SE IFCA working group) Annual plan, report & research reports published Regular press releases including radio interviews by EIFCA Officers Annual stakeholder feedback questionnaire and analysis Communication strategy to be developed
			Reputation	Financial	Difficult to identify and consult with all relevant stakeholders		
		4	4				
		Non compliance with fisheries and environmental legislation Lack of trust in the EIFCA's management processes Misunderstanding of the EIFCA's role Resources are not directed appropriately to meet stakeholder or resources are used to defend decisions/work by EIFCA					
Failure to effectively monitor and enforce legislation (2.1/2.2/2.3/2.4/2.5/3.1)	CEO/RCSC	Unregulated fishery	4		2	Medium	<ul style="list-style-type: none"> Adaptive co-management approach to fisheries improves understanding and compliance with management measures 14 warranted IFCOs regularly monitoring landings and fishing activity throughout the District Intelligence led/risk based enforcement planning 24m Patrol vessel 18m Research vessel 3 RIBs including a 6.7 m RIB with radar fitted Development of a risk based enforcement framework
			Reputation	Financial	Detection and prevention of illegal activity is challenging in the marine environment		
		4	4				
		EIFCA's performance is judged on its ability to prevent illegal activity from occurring Legal challenge brought against EIFCA for failing to meet obligations under MaCCA and the Habitats Regulations					

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Failure of vessel assets	CEO/PCSC	Limits enforcement and research capabilities	3.5		3		<ul style="list-style-type: none"> • Extensive annual refits of main vessels • Annual Workboat Code survey • Engineers on both main vessels • Significant vessel contingency reserve in place • Agreement with KEIFCA to supply survey/enforcement vessel for twenty days in 2011-2012
			Reputation	Financial	EIFCA has four main vessel assets to cover breakdowns		
			3	4	<i>FPV Protector III</i> currently operating beyond expected service life		
			Significant local taxpayer money provided to commission vessels	Hiring of other vessels expensive			
High expectation that the vessels provide value for money	Significant mechanical failures expensive to rectify in both officer time and parts						
Failure to maintain survey/sampling programme (5.3/5.4)	CEO/PCSC	Lack of accurate data leading to poor evidence base upon which to make management decisions Non delivery of agreed MoUs with partner organisations	2.5		2		<ul style="list-style-type: none"> • Dedicated research vessel • Work plans developed for research staff and vessel • Research staff well qualified and experienced with local fisheries • Contingency plans to be developed • Agreement with KEIFCA to supply survey/enforcement vessel for twenty days in 2011-2012
			Reputation	Financial	Dedicated 18m research vessel half way through expected service life so downtime expected to be minimal		
			3	2	Dedicated research team		
			High expectation that sea fisheries resources are well managed by EIFCA	Research resources required to be contracted in to fulfill research programme			
High expectation that additional research work will be completed							

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Enforcement activities conducted in an unprofessional and uncoordinated manner (3.1/3.2)	CEO/RCSC	Inconsistent approach to fisheries enforcement Enforcement problems and non compliance with legislation Poor morale amongst other IFCOs	3.5		2		<ul style="list-style-type: none"> Regular staff meetings combined with enforcement training Staff appraisals All IFCOs receive comprehensive in house and external PACE training Issue of Warrants delayed until the Authority is convinced the IFCO is capable of carrying out the enforcement role Code of Conduct for inspections at sea and ashore developed Standard boarding forms created Limited Marine Enforcement Officer training
			Reputation	Financial	Misinformation may be given by IFCOs or information may be misinterpreted by fishermen		
			4	2			
Degradation of MPAs due to fishing activity (6.1/6.3/6.4)	CEO/MPASC	Loss or damage of important habitats and species within environmentally designated areas Achievement of conservation objectives for MPAs hindered	3.5		2		<ul style="list-style-type: none"> EIFCA - consented fishing activities evaluated under Appropriate Assessment within EMS Effective enforcement Adaptive co-management approach to fisheries management Review agreed Wash Cockle & Mussel Policies Establish processes to manage fishing activities within MCZs
			Reputation	Financial	EIFCA's approach to managing sea fisheries resources takes into account environmental obligations		
			4	3			
			EIFCA is not meeting statutory duties under EU & UK conservation legislation	Legal challenge brought against EIFCA for failing to meet obligations under MaCCA and the Habitats Regulations			

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

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Failure to secure data (5.2)	CEO/FPSC	Non compliance with Data Protection Act	4		3		<ul style="list-style-type: none"> All computers are password protected. Individuals only have access to the server through their own computer. Secure wireless internet On site and remote back up of electronic files Access to electronic files is restricted based on an individuals role Up to date virus software installed on all computers Important documents secured in safes ICT equipment and policies provided by NCC – including encrypted laptops/secure governmental email system All EIFCA personnel undergo DPA training conducted by NCC officers Electronic backup of all EIFCA documents held by NCC offsite
		Prosecution casefiles compromised	Reputation	Financial	Limited staff access to both electronic and paper files		
		Loss of data in the event of fire or theft	4	4	Office secure with CCTV and alarm		
		Breakdown in dissemination of sensitive information between key delivery partners	Stakeholders no longer believe that confidential information they have supplied is secure	EIFCA open to both civil and criminal action regarding inability to secure personal information			
		Personnel issues arise over inability to secure information					

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation In place / to be introduced
Failure to maintain effective financial management and control	CEO/FPSC	Fraudulent activity leading to misuse and/or misappropriation of funds	4		1	High	<ul style="list-style-type: none"> External audit of accounts by Audit Commission Internal Audit conducted by Norfolk County Council Finance and Personnel Sub-Committee in place to review budgetary spend Restricted use or company credit cards Fuel cards allocated to specific organisation vehicles Trackers fitted to all EIFCA vehicles Restricted authority to sign cheques Annual plan and report Yearly reviews of inventories Production of detailed accounts Maintenance of contingency funds Introduction of BACS payments EIFCA Financial Regulations EIFCA Anti Fraud and Corruption Policy
			Reputation	Financial	Limited staff access to financial information and authority to spend money		
		Unforeseen expenditure, major mechanical failure or loss of large vessel assets	4	4	EIFCA perceived as not providing VFM		

Resources

The following resources will exist within EIFCA on the 1st April 2011. By March 2012 a comprehensive strategic review of the operational requirements of EIFCA will have been commissioned and reported upon. The review will inform the Authority on the resources required in order for it to discharge its responsibilities resulting from the Marine and Coastal Access Act 2009 in an effective and efficient manner.

Vessel details	HP	MCA Work Boat Code	Length	Crew	Commissioned	Life remaining	Replacement cost
<i>FPV Protector III</i>	2400	Cat. 2 (60 nm offshore)	24m	5	1994	2-6	£2.5 - 3.5M
<i>FPV Sea Spray</i>	260	Cat. 3 (20 nm offshore)	6.8m	3	2004	4	£80,000
<i>FPV Pisces III</i>	100	Cat. 3 (20 nm offshore)	5.5m	2	1998	3-4	£40,000
<i>RV Three Counties</i>	1050	Cat. 2 (60 nm offshore)	18m	3	2002	7-11	£1,400,000
<i>RV Runner</i>	50	N/A	3.5m	2	2004	2	£13,000

Vehicle details	Allocated to	Entered service	Replacement date	Replacement cost
Peugeot 207 sw	Area 1 IFCO	2007	2013	£12,000
Peugeot 207 sw	Area 2 IFCO	2007	2013	£12,000
Peugeot 207 sw	Area 3 IFCO	2010	2016	£12,000
Peugeot 207 sw	Area 4 IFCO	2010	2016	£12,000
Peugeot 308 sw	<i>RV Three Counties</i>	2009	2014	£13,500
Nissan Navara 4x4	Office	2005	2013	£16,000
Ford Tourneo bus	<i>FPV Protector III</i>	2008	2014	£14,500
Renault Clio	Office	2007	2013	£9,000

Ways of working

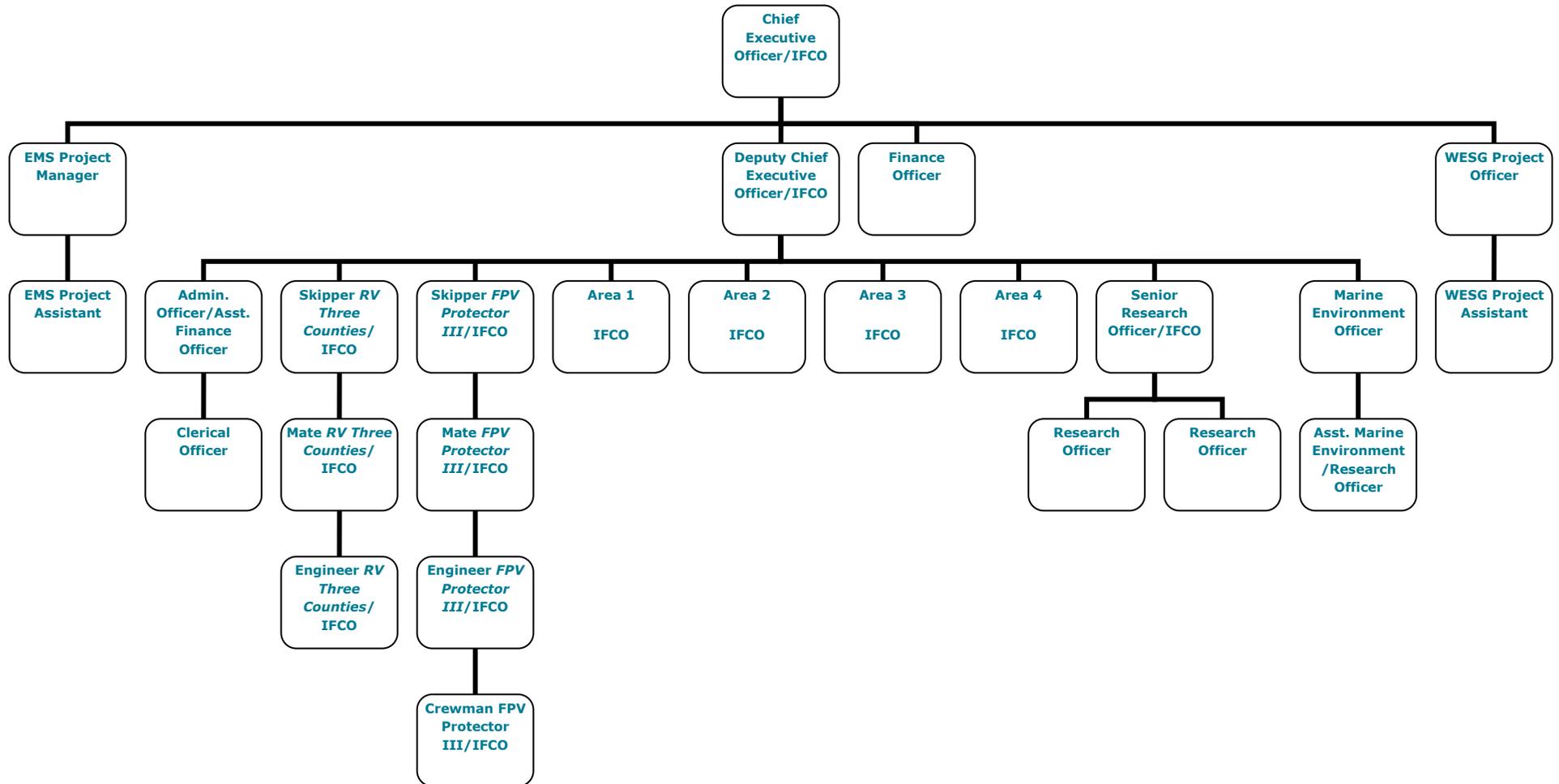
National MOUs with the Marine Management Organisation, Environment Agency, Natural England and the Centre for Fisheries and Aquatic Science have been delivered. EIFCA intends to use these documents to support the development of local detailed working arrangements.

By March 2012 other key stakeholder organisations that EIFCA can enter into MOUs with will have been identified; subsequently MOUs with these organisations will have been drafted and agreed. By March 2012 EIFCA will develop a stakeholder engagement and communication strategy setting out how it will engage with its various stakeholder groups.



Staffing

The following staff structure will exist within EIFCA on the 1st April 2011. By March 2012 a comprehensive review of the staffing requirements for EIFCA will have been commissioned and reported on. The review will assess training and development requirements to match the staffing resources identified. A comprehensive performance appraisal and reward system will be developed and introduced.



Performance standards

EIFCA will develop and publish comprehensive performance standards by March 2012 setting out how it will meet the expectations of stakeholders in relation to:

- 1) how quickly EIFCA will respond to queries or correspondence
- 2) how quickly EIFCA will process permits/licences



References

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

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

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

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

Defra. (2011a) Guidance to Inshore Fisheries and Conservation Authorities on Annual Planning and Reporting Requirements under s.177 and s.178 of the Marine and Coastal Access Act. Defra. London.

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

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

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

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

Glossary

ACPO	Association of Chief Police Officers Criminal Records Office
AIFCA	Association of Inshore Fisheries and Conservation Authorities
CEFAS	Centre for Environment, Fisheries and Aquatic Science
CEO	Chief Executive Officer
DCEO	Deputy Chief Executive Officer
Defra	Department of Environment, Food and Rural Affairs
EA	Environment Agency
EIFCA	Eastern Inshore Fisheries and Conservation Authority
EIFCO	Eastern Inshore Fisheries and Conservation Officer
EMS	European Marine Site
ERLG	Eastern Regional Liaison Group
ESFJC	Eastern Sea Fisheries Joint Committee
FPV	Fishery Patrol Vessel
HLO	High Level Objective
HR	Human Resources
ICT	Information Communication and Technology
IFCA	Inshore Fisheries and Conservation Authority
IIP	Investors in People
KEIFCA	Kent and Essex Inshore Fisheries and Conservation Authority
LCC	Lincolnshire County Council
MaCAA	Marine and Coastal Access Act
MCZ	Marine Conservation Zone
MMO	Marine Management Organisation
MoU	Memorandum of Understanding
MPA	Marine Protected Area
MPASC	Marine Protected Area Sub-Committee
NE	Natural England
NEIFCA	North Eastern Inshore Fisheries and Conservation Authority
NCC	Norfolk County Council
PCSC	Planning and Communications Sub-Committee
PI	Performance Indicator
PR	Public Relations
RCSC	Regulatory and Compliance Sub-Committee
RSA	Recreational Sea Angling
RV	Research Vessel
SAC	Special Area of Conservation
SC	Success Criteria
SCC	Suffolk County Council
SIFCA	Sussex Inshore Fisheries and Conservation Authority
SLA	Service Level Agreement
SoS	Secretary of State
SPA	Special Protection Area
SSSI	Site of Special Scientific Interest
SWEEP	Study of the Wash Embayment Environment and Productivity
TAG	Technical Advisory Group
VFM	Value For Money
WESG	Wash Estuary Strategy Group
WFO	Wash Fishery Order
WNNEMS	Wash and North Norfolk Coast European Marine Site