



Annual Plan

2014 – 2015



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Foreword

The purpose of this annual plan for the Eastern Inshore Fisheries and Conservation Authority (Eastern IFCA) is to form part of the evidence based marine management cycle, to define the issues that we are facing and to give an overview of the implementation of the interventions we have devised to tackle the issues within the 2014-2015 financial year. The intent underpinning the creation of Eastern IFCA in 2011 was to provide a mechanism by which national and European legislation can be interpreted within the Authority's district appreciating local context and through which local people can be engaged in the management of the marine environment. . The Eastern IFCA aim is to establish itself as a subject matter expert, recognised locally, nationally and internationally for the development and implementation of best practice in relation to the local management of the marine environment.

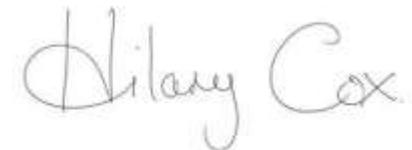
With a full team in place and three years' experience of operating as an IFCA, the priorities this year will be to: complete transition to the IFCA construct; enact measures to manage fishing activity within European Marine Sites; continue the Byelaw review process; and drive innovation in research to establish the essential evidence base to underpin marine management activity.

Funding as the predominant enabler is central to providing a sound foundation for the Authority. The constituent County Councils have agreed a budget for the Authority until 2015 which includes a 25% reduction in the base levy which has been achieved in both the 2014/15 budget and the provisional forecasts for 2015/16. In parallel, the extension of provision of New Burdens funding for a further year until March 2016 is both recognition of the pivotal role the funds play in enabling IFCA activity and the importance of the work that needs to be achieved. Eastern IFCA is a value for money organisation and whilst living within our means and delivering across the breadth of IFCA outputs will present challenges, we are committed to seeking the most innovative and cost efficient methods to do our work.

In all we do we will always seek to balance the needs of all partners. Key to this will be continued productive engagement with the local communities and we will continue to actively engage with all partners to ensure that their wishes and aspirations feature in our plans for the district.



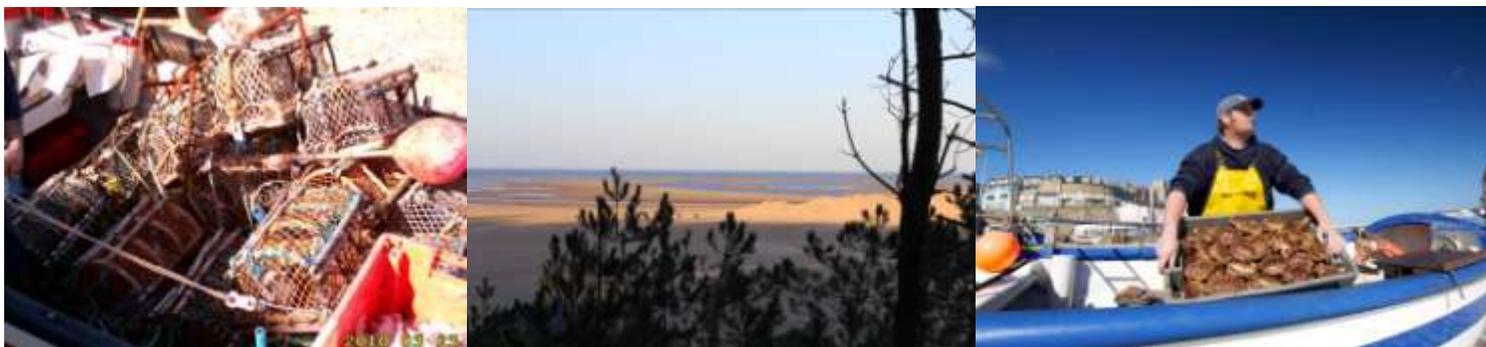
P J Haslam MSc
Chief Executive Officer



Councillor Hilary Cox
Chairman

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Overview

The Eastern Inshore Fisheries and Conservation Authority was created under Section 150 of the Marine and Coastal Access Act 2009 (MaCAA 09) and was fully vested on 1st April 2011 in accordance with the Eastern Inshore Fisheries and Conservation Order¹. There are ten IFCAs within England providing inshore fisheries and conservation management. Within this Act, Section 149 sets out the boundaries of the districts, while Section 177 requires the Authorities to produce an Annual Plan.

The Eastern IFCA district extends seawards six nautical miles from the Haile Sand Fort off the Lincolnshire coast in the north to the river Stour in Suffolk as well as on land in the three counties of Lincolnshire, Norfolk and Suffolk. The district encompasses every existing UK and EU form of Marine Protected Area (MPA) namely, Sites of Special Scientific Interest, Special Protection Areas, Special Areas of Conservation, Ramsar sites, European Marine Sites and Marine Conservation Zones. Eastern IFCA is charged with the responsibility to protect these sites through development of appropriate management measures up to and including byelaws. In addition, the management of the Wash Fishery Order (WFO) 1992 is to be conducted by the Authority. The WFO 1992 was established to provide local management of the mussel, cockle, clams and queens within the Wash estuary embayment (The Wash). The WFO 1992 enables the Eastern IFCA to sever (Several Fishery) the public's right to fish for the prescribed species within The Wash to grant exclusive fishing rights to individuals. Within the Regulated Fishery the WFO 1992 enables Eastern IFCA to develop and enforce management measures and regulations to ensure that stocks of the prescribed species are fished in an appropriate manner. The order is due to expire in 2022.

Nationally, the marine sector contributes c£50bn to UK economy annually and this is forecast to increase to £95.5Bn by 2030. East Anglia is the second most productive region currently contributing £16.4Bn² and the East of England coast has the most concentrated and diverse activity.

¹ Statutory Instrument 2010 No 2189

² UKMMAS Charting Progress 2

Furthermore, east coast waters have been noted as having the greatest potential for future change³ This level of activity and potential for greater demands means that Eastern IFCA is central to marine management in the district. We seek to ensure that inshore fisheries and conservation management helps support delivery of economic growth whilst safeguarding the marine environment and enabling existing marine activities that add to the traditions and tapestry of the region.



The commercial fisheries within the Eastern district are important contributors to the local and national economy. In 2013 this was estimated to be divided between the Wash cockle, mussel and shrimp fisheries (£2.475M); the North Norfolk crab and lobster fisheries (£3.05M); and finfish fisheries mainly in Suffolk and along the north Norfolk coasts focusing on cod, sole, bass and thornback ray (£1.048M). The total 1st sale value in the district for 2012 was £6.581M with approx. 233 active commercially licensed vessels.

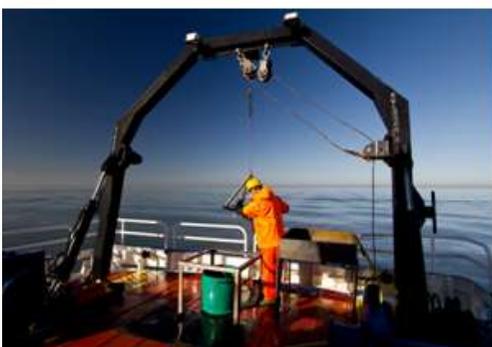
The areas within the Eastern IFCA's district are also used for recreational purposes. In particular the Suffolk coast is renowned amongst sea anglers and both Norfolk and Suffolk coasts are popular destinations for bird watchers. The Angling 2012 report⁴ highlights that recreational sea angling contributes c£2bn to the national economy annually and is enjoyed by 884,000 participants. It is incumbent on Eastern IFCA to recognise both the value and potential of recreational seas angling and to shape policies to ensure that this significant activity is appropriately supported and managed.

The Authority has agreed a budget of £1,391,070 for 2014-2015. 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. The Authority has maintained the three funding authorities' request of reducing the levy by 25% over the four year period from the 2011-2015.

Noting that New Burdens funding is central government recognition that policies and/or initiatives which place additional expectations and outputs upon local authorities need to be adequately financially underpinned, the Authority has made decisions with regard to delivering mandated outputs based upon the assumption that financial provision currently provided by New Burdens funding will endure post 2015. The Authority is encouraged that financial provision via new burdens funding has been extended for 1 year beyond the initial expiry date in 2015 and would seek the earliest assurance that this central element of funding is to be preserved.

³ MMO strategic scoping for Marine Plan

⁴ Sea Angling 2012 – a survey of recreational sea angling activity and economic value in England, Defra, November 2013



Vision, Success Criteria and High Level Objectives

The vision for the Authority is:

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

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

- 1) manage the exploitation of sea fisheries resources in its district; in doing so it must:
 - a) seek to ensure that the exploitation of sea fisheries resources is carried out in a sustainable way
 - b) seek to balance the social and economic benefits of exploiting the sea fisheries resources of the district with the need to protect the marine environment from, or promote its recovery from, the effects of such exploitation
 - c) take any other steps which in the Authority's opinion are necessary or expedient for the purpose of making a contribution to the achievement of sustainable development
 - d) seek to balance the different needs of persons engaged in the exploitation of sea fisheries resources in the district
- 2) seek to ensure that the conservation objectives of any MCZ in the district are furthered
- 3) seek to ensure that the Wash Fishery Order 1992 is managed by the Authority in a manner that supports the local fishing industry whilst not having a detrimental impact upon the conservation features within a protected site



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

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

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

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



The Authority

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

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

Elected councillors are appointed by their respective county councils. MMO Appointees are chosen and appointed by the MMO for their professional expertise and experience to ensure that the Authority can make fully informed decisions.

Name	Affiliation	Sub-Committee			
		Planning & communication	Finance & Personnel	Regulatory & Compliance	Marine Protected Areas
Cllr T Turner MBE JP #	LCC	Member	Member	Member	Member
Cllr R Fairman	LCC		Member		Member
Cllr M Baker	NCC		Member	Member	
Cllr M Wilkinson	NCC		Vice Chair		Member
Cllr H Cox *	NCC	Member	Member	Member	Member
Cllr T Goldson	SCC		Chair		
Cllr K Patience	SCC		Member	Member	
Mr J Stipetic	MMO Representative	Member		Member	Member
Mr R Handford	EA Representative	Member		Member	Member
Mr C Donnelly	NE Representative	Member		Member	Member
Mr N Lake	MMO Appointee			Member	Member
Mr C Morgan	MMO Appointee			Vice Chair	Member
Mr T Pinborough	MMO Appointee	Member		Chair	Member
Mr K Vanstaen	MMO Appointee	Member			Member
Mr S Worrall	MMO Appointee	Member	Member		
Mr R Spray	MMO Appointee	Member			Vice Chair
Mr S Bagley	MMO Appointee	Member		Member	Member
Mr P Barham	MMO Appointee	Chair	Member		
Dr S Bolt	MMO Appointee		Member		Member
Mr R Brewster	MMO Appointee			Member	Member
Mr P Garnett	MMO Appointee	Member		Member	Member

Key: LCC Lincolnshire County Council

NCC Norfolk County Council

SCC Suffolk County Council

MMO Marine Management Organisation

(As at 18 Feb 14)

NE Natural England

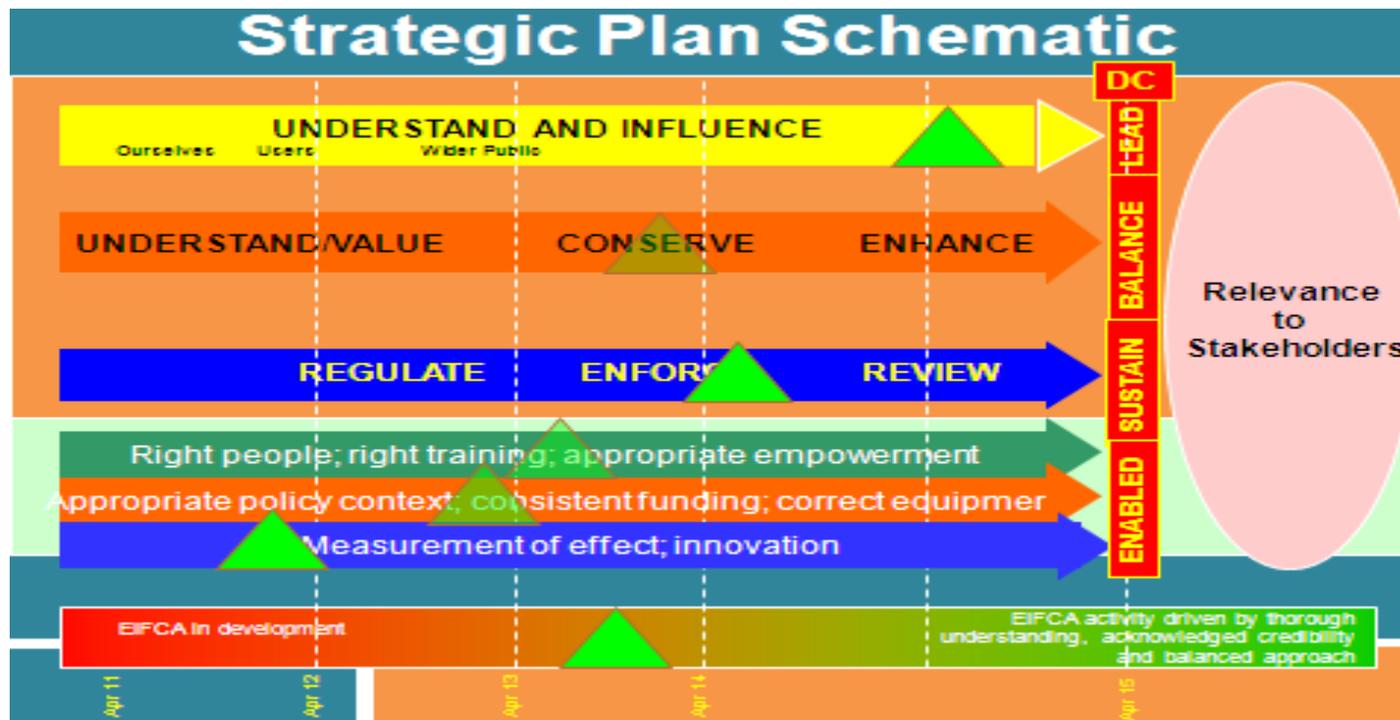
EA Environment Agency

* Chair of the Authority

Vice Chair of the Authority

Strategic Planning

The Eastern IFCA strategic plan developed last year has been reviewed and endorsed by Authority members. The intent of the plan is to assure that all activity is meaningful and works towards delivery of both Defra mandated outputs and local issues and concerns that need to be tackled. The design used identifies Centres of gravity⁵ at the strategic, operational and tactical levels. To service a centre of gravity requires decisive conditions⁶ to be established which in turn are delivered by supporting effects⁷. These are organised into lines of operation to sequence their delivery. The diagram below lays out the top level view which is supported by in depth analysis of each line of operation which determines what needs to be achieved, when and in what order – in short, the annual plan. Using this methodology gives the Authority an auditable and reasoned approach to delivery of its outputs.



Strategic Centre of Gravity
Any characteristic, capability or influence from which an organisation draws its freedom to operate, cohesion and strength, both intellectual and physical.

Relevance to Partners represents the Centre of Gravity (CoG) to Eastern IFCA. In all we do we must remain conscious that our freedom to operate, cohesion and strength is drawn from remaining relevant to our partners.

The critical characteristics, requirements and vulnerabilities associated with the CoG have been analysed and are reflected in this plan.

 = Progress to date

⁵ Any characteristic, capability or influence from which an organisation draws its freedom to operate, cohesion and strength, both intellectual and physical.

⁶ Those combinations of circumstances deemed necessary to achieve an overall objective and as such constitute or enable a desired end-state.

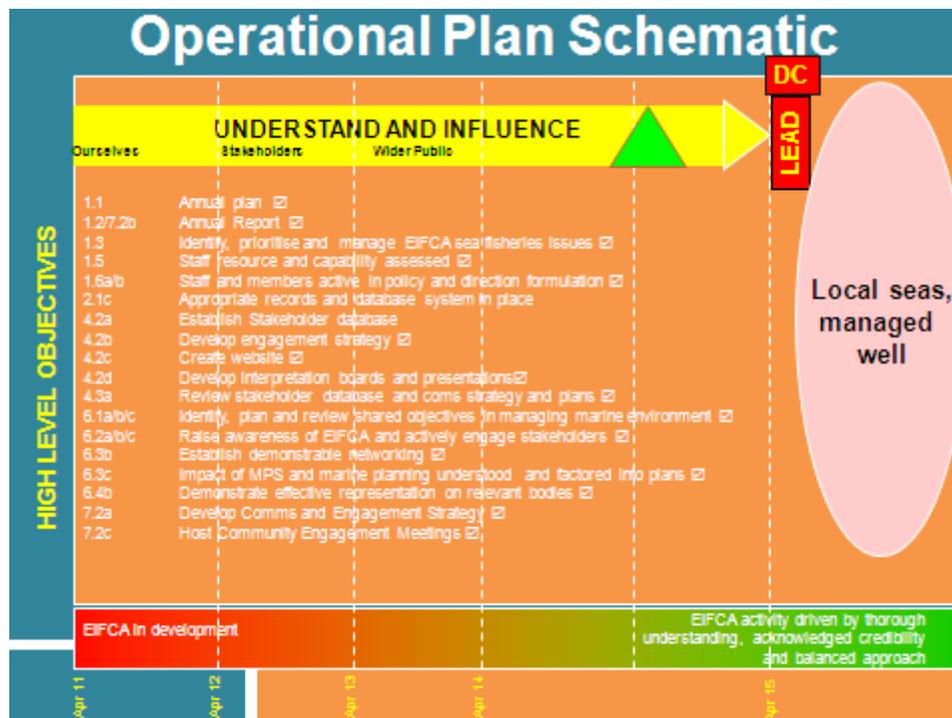
⁷ The intended consequence of actions and the delivery of supporting effects will create the desired decisive condition.

Flowing from the strategic plan, the operational plan identifies those tasks, which include Defra high level objectives, that need to be performed in order to deliver mandated outputs. For example, the schematic below demonstrates that the significant efforts in 2013-14 to engage with partners⁸ has delivered greater understanding of the role of Eastern IFCA and thereby, a greater degree of influence throughout the district. Further analysis of progress in 2013-14 will be provided in the annual report.

Decisive Conditions

Those combinations of circumstances deemed necessary to achieve an overall objective and as such constitute or enable a desired end-state.

For example: to establish the decisive condition of leadership, the effect that have to be achieved are: to understand and to influence ourselves, our partners and the wider public. The tasks to deliver these effects are reflected through the Defra mandated High level Objectives as well as local issues that emerge through development of the Understand effect.



Operational Centre of Gravity

At the operational level the CoG is local seas, managed well and the activity detailed in this plan drives to deliver this outcome.

By consistently delivering against this operational CoG Eastern IFCA will in turn service the strategic CoG of Relevance to Partners.

The overall output of the planning effort is to move Eastern IFCA from an IFCA in development to an organisation whose activity is driven by a thorough understanding; acknowledged credibility and a balanced approach

⁸ Partners is deemed to include all those with a vested interest in promoting healthy seas, sustainable fisheries and a viable industry.

Priorities for the year

The table below provides a framework to enable core and discretionary outputs to be weighed against the provision of the MaCAA 09 and the seven Defra mandated success criteria. Entries have been brigaded into core outputs and bespoke projects which aim to improve the delivery of MaCAA 09 outcomes.

MaCAA 09 duties	Seek to ensure that the exploitation of sea fisheries resources is carried out in a sustainable way	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	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	Seek to balance the different needs of persons engaged in the exploitation of sea fisheries resources in the district	Seek to ensure that the conservation objectives of any MCZ in the district are furthered
Success Criteria					
Sound governance and staff are motivated and respected	Continue investments in staff including embedding staff appraisal system and providing relevant training Complete process of transition from Sea Fisheries Committee to IFCA				
Evidence based, appropriate and timely byelaws used to manage exploitation	Byelaw Review				European Marine Site 'Amber' and 'Green' features
Fair, effective, proportionate enforcement regime in place	Enforcement vessel procurement				
	Continue development of risk based approach to enforcement Continue development of an intelligence led approach to enforcement activity (inspections, landings and boardings)				

	Continue the development of the 'in house' Tactical Coordination Group (TCG) to manage operational activity Continue joint working with the MMO, including attendance at their TCG		
Work in partnership and engaged with partners	Promote joint working Continue community engagement meetings Attend District wide outreach events Perform duties as Statutory Consultee in marine planning and licensing applications		
			RSA strategy in light of A2012
Make the best use of evidence to deliver objectives	WFO stock surveys	Mussel rejuvenation project	
	Crustacean study	Support EHO/DSP	<ul style="list-style-type: none"> • Protect European Marine Site 'Amber' and 'Green' features • Complete Marine Conservation Zone Tranche 2 preparations • Complete Habitat mapping and gear impact studies
	Monofilament net survey	SWEEP	
Support and promote sustainable management of marine environment		Wash shellfish lay approval process	
		Mussel rejuvenation	
Recognised and heard	Execute Communications plan Attend professional working groups conferences and seminars		

Key

	Bespoke projects to improve delivery of MaCAA 09 outcomes
	Core outputs

Glossary

WFO	Wash Fishery Order
EHO/DSP	Env. Health Office/ Diarrhoetic shellfish poisoning
SWEEP	Study into Wash Embayment Environmental productivity

There are 9 priorities for the Authority in Eastern IFCA 2014-15:

- **to continue investments in staff to preserve appropriate subject matter expertise;**
- **to complete the process of transition from Sea fisheries Committee to Inshore Fisheries and Conservation Authority;**
- **to ensure that the conservation objectives of Marine Protected Areas in the region are furthered by delivering fisheries management measures for 'Amber and Green' designated features within European Marine Sites (EMS) within the mandated timeframe and formulating potential management measures for Tranche 2 candidate Marine conservation zones (MCZ);**
- **to ensure that sea fisheries resources are exploited in a sustainable way by continuing the comprehensive byelaw review process comprising of three stages;**
 1. **exclusion of byelaws not applicable or relevant to the Eastern IFCA District**
 2. **like for like substitution of uncontested byelaws directly applicable to the Eastern IFCA District**
 3. **development of complex or contested or new byelaws.**
- **to promote sustainable development through a project to rejuvenate previously productive fishing grounds;**
- **to balance the needs of all within the fishery by developing RSA strategy in light of A2012;**
- **to support the viability of industry by driving individual applications through the Wash Fishery Order shellfish lay allocation process;**
- **to discharge responsibilities under the Wash Fishery Order (1992) and consider a review of its provisions;**
- **to continue the Seagoing Assets Review and to procure the second enforcement vessel.**

Subordinate priorities, which we aspire to deliver include:

- to influence and shape the national inshore marine management debate and narrative.
- to continue to advance the Authority's understanding of the species, habitats and activities occurring in the district.
- to contribute to 'Project Inshore'. This national project will assist the Authority by providing an independent assessment of the state of each major fish/shellfish stock within the Authority's district which will help inform the byelaw review process and future work of the Authority to ensure sustainable exploitation of these resources.
- to contribute to data requirements to meet Marine Strategy Framework Directive commitments (particularly crab and lobster).
- to engage with marine planning issues, including consultations on marine licenses and developments and active participation in Commercial Fisheries Working Groups.
- to continue to promote the work of Eastern IFCA through outreach events.
- As a Directing body contribute to the activities and output of the Association of IFCAs.

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

- maintaining and operating the Authority's sea going assets;
- enforcing local, national and EU fisheries and environmental legislation;
- building relationships with partners throughout the district;
- performing the role of Statutory Consultee for marine licence applications;
- ensuring value for money to funding authorities and ultimately to the taxpayer through effective administration and operation of the Authority;
- informing and educating the wider community of local marine issues and initiatives.



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Delivery of priorities

The following tables illustrate the activities that Eastern IFCA will conduct during the 2014-2015 financial year. Defra has established seven Success Criteria for IFCAs to meet. For each Success Criterion a number of High Level Objectives (HLOs) have also been established. In order that the achievement of the HLOs can be determined a further set of Performance Indicators (PIs) have been identified. (Full details for annual plans are provided by Defra Guidance to IFCAs (Defra2010a)).

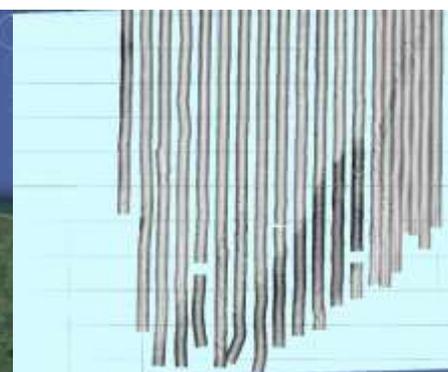
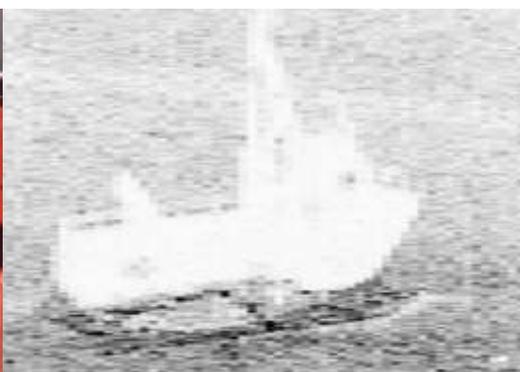
- denotes predicted completion date or that the action is ongoing.

Success Criterion 1: IFCAs have sound governance and staff members 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.	Delivery of Annual Plan for signature by Planning and Communication sub-committee with document published by 31 st March 2014.	•			
	Development of annual plan 2015-16				•
	Adopted as business as usual - complete				
(1.2) Annual reports meeting the requirements of the Authority and Defra are prepared and published	Publication of the Eastern IFCA Annual Report 2013-2014		•		
(1.3) The issues impacting sea fisheries resources within the Eastern IFCA District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	Commence work to deliver fisheries management measures for to protect designated 'Amber and Green' features within EMS	•	•	•	•
	Develop and publish the Authority's Environment and Research Strategy		•		
	Review of the Wash Shellfish fishery management policies		•		
	Continue to support district fishermen in bid to achieve MSC accreditation for the brown/pink shrimp fisheries within the district.	•	•	•	•
	Understand our commitments to meet MSFD requirements, particularly Crab and lobster stocks	•	•	•	•

(Continued) Success Criterion 1: IFCAs 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 2013 for approval by staff and the authority and implementation in 2014	Staff performance management system linking to individual training and development plans - developed and implemented	•	•	•	•
(1.5) Staff resources and capability is assessed against IFCA objectives and duties with a gap analysis by April 2013; plans for addressing problems and progress against them are reflected in annual plans and reports	Staff resources and capability monitored against objectives and duties. First review of staff structure	• •	•	•	•
(1.6a) Systems are developed and implemented that enable all staff and members to contribute to and comment on all IFCA policies and business by Sept 2012; systems follow best practice/principles in Investors In People	People priorities for 2014 / 15 are: <ul style="list-style-type: none"> • Completion of the HR management systems • Creation of an employee engagement plan • Maintaining Investors In People status • Introduce processes to support appropriate ways of working 	•	• •	• •	• • •
(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 Regular line management and monthly staff meetings capture staff suggestions 'Bright Ideas' proforma developed	• • •	• •	• •	• •



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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(2.1a) The issues impacting sea fisheries resources within the IFCA District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	<p>All fisheries operating within the district are identified spatially and temporally</p> <p>Analyse 'Project Inshore' Phase 3 & 4 outputs and interpret then to influence stock management decisions</p> <p>Continue Crab and Lobster surveys to establish data to support MSFD requirements</p> <p>Continue to marine developers to ensure sea fisheries impact factored into project plans</p> <p>Develop Recreational Sea Angling strategy to reflect incidence and impact of regional leisure angling activity</p> <p>Link to HLO PI 1.3</p>	• • • • •	• • • • •	• • • • •	• • • • •
(2.1b) All byelaws made after April 2011 meet the requirements of Defra guidance	<ul style="list-style-type: none"> • Regulatory and Compliance Sub-Committee operational • Training provided to the Regulatory and Compliance Sub-Committee prior to the committee considering any new byelaws • Impact assessments undertaken to provide robust audit of social, economic and environmental effects of any new byelaws • Guidance followed during the process to make the Protected Areas Byelaw • Complete – embedded as business as usual 	• •	• •	• •	• •
(2.1c) IFCA's have necessary records and database systems in place to inform decision making	<p>Developed working partnership with Norfolk County Council to:</p> <ul style="list-style-type: none"> • Review data holdings • Develop appropriate file structure • Establish linkages with other agencies' databases • Develop management information products 	• • •	• • •	• • •	• • •
(2.2a) The byelaw review and changes are on schedule to meet the objective of reviewing and evaluating all legacy byelaws by 2015	<p>Byelaw review project scope established - complete</p> <p>Byelaw review commenced with existing byelaws assessed and prioritised for revocation, like for like replacement or further research and development</p> <p>Byelaws that are no longer relevant revoked</p>	• •		•	•

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 website and available for viewing at each IFCA office by 30 April each year	Interim enforcement risk management process (Tactical Control Group) introduced	•			
	Detailed enforcement Risk Register developed		•		
	Detailed risk based enforcement framework developed and implemented			•	•
(3.1b) The IFCA's enforcement risk register is peer reviewed. The peer review comments are forwarded to the CFO and Chairman of the IFCA	Enforcement risk register peer reviewed by CEO of Kent and Essex IFCA and Sussex IFCA			•	•
	Peer review comments forwarded to the CEO, Chair of the Authority and Chair of Regulatory and Compliance Sub-Committee			•	•
(3.1c) The enforcement risk register is compiled in a standard format approved by all IFCA's and provided to the national peer review panel by the 28 February each year	Explore the opportunity for the development of a national IFCA standardised risk register (to be delivered through National Enforcement Working Group)	•	•	•	•
	Explore the opportunity for the development of a national IFCA standardised risk based enforcement framework (to be delivered through National Enforcement Working Group)	•	•	•	•
(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	Annual review of code of conduct	•			
(3.2b) Establish a national IFCA/MMO team by 30 th October 2011 to independently assess the overall quality of enforcement inspections conducted by each IFCA on an annual basis with the results reported back to the CFO and Chairman of the inspected IFCA by the 30 April each year	Support the development of an IFCA/MMO assessment team. <i>N.B.</i> Dependent on national action for Performance Indicators to be met	•	•	•	•
	Participate in national meetings and programmes	•	•	•	•

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(3.2c) Development of an SLA between IFCAs, MMO, NE and EA regarding the provision of standardised enforcement training and the secondment process for officers of each signatory by 30 April 2012	Routine provision of accredited MMO training has yet to be fully secured although Eastern IFCA officers have participated in current MMO delivered training Secondment of personnel is agreed and captured in individual MoUs	•	•	•	•
(3.2d) Each IFCOs 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	MMO sponsored nationally accredited training established Eastern IFCA IFCOs to be assessed and identified as competent prior to being issued with a Warrant Training courses identified in personal development plans	•	•	•	•



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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(4.1a) Initial MOUs are agreed and adopted by end of April 2011	Memoranda of Agreement/Understanding have been agreed with NE/EA/MMO/Cefas.	•	•	•	•
(4.1b) Discussions have been held with partner organisations with regard to Service Level Agreement (SLAs); SLA (if required) are agreed and adopted by April 2012	MoUs/MOAs/SLAs with NCC, LCC, ACPO, WNNCEMS, KEIFCA, NEIFCA, AIFCA developed	•	•	•	•
(4.1c) Identify and discuss with lead local authority requirement for SLA by October 2011	Achieved	•	•	•	•
(4.1d) Each MOU and SLA is reviewed annually to ensure effective delivery of objectives as defined in the annual plan; progress against MoU action plans is reflected in annual reports	MOUs reviewed	•	•	•	•
(4.2a) Set-up database of partners from current list by April 2011. Update list every 6 months. Review contacts list annually	Partner data base reviewed		•	•	
(4.2b) Engagement strategy developed by April 2012	Communication and Engagement Strategy agreed by Planning and Communications Sub-Committee				
(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	Continue communication via electronic means	•	•	•	•
	Website training provided to relevant members of staff	•			
	Development of website and access to forms and documents ongoing	•	•	•	•
(4.2d) Develop interpretation boards and presentations to allow greater interaction with partners	Interpretation boards designed and manufactured, to be installed at appropriate coastal locations within district.	•	•		
	Attend public Outreach events		•	•	
(4.3a) Reviewed partner and communication strategy/plans and partner database completed by April 2014	Complete				

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	Complete	•			
(5.1b) Research plan is published each year	Annual (2014/2015) Environment and Research Plans developed by officers and presented to PC Sub-Committee Annual Environment and Research Plans published on Authority's website		•		
(5.1c) Previous year's research report published each year	The 2013/14 report will be published at the end of April 2014 and will provide the detail of research activities conducted last year along with recommendation for management action and/or future work.		•		
(5.1d) IFCA annual report to demonstrate how evidence has been used in decision making processes	Annual Report template devised to deliver intent.		•		
(5.2a) By April 2012 develop and agree MoUs with delivery partners and review annually	Included in MoUs in HLO 4.1	•	•	•	•
(5.2b) IFCA representative to take part in annual IFCA scientific conference	During 2013/14 Authority Research and Environment staff continued to participate in a variety of scientific fora. All Authority Research and Environment Staff participated in the IFCA Technical Advisory Group conference. Similar participation will continue (links to HLO 1.4).	•	•	•	•
(5.2c) IFCA representative to proactively be involved in relevant evidence networks to share best practice, e.g. Technical Advisory Group.	Eastern IFCA Senior Research Officer leading role in Technical Advisory Group. Eastern IFCA Research & Environment 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	2014-2015 Annual Plan developed incorporating 5.3a	•			
(5.3b) Seek appropriate peer review of research reports	Peer review process established through regular cross pollination of information and best practice between all IFCA's	•	•	•	•

(Continued) Success Criterion 5: IFCA 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	2014-2015 Annual Plan published on Eastern IFCA website 2014/2015 Environment and Research Plans published on Eastern IFCA website and circulated with TAG	•	•		
(5.4a) Develop knowledge sharing plans and procedures by April 2014.	Development of knowledge sharing plans explored with Kent and Essex IFCA and Sussex IFCA /TAG	•	•	•	•
(5.4b) Knowledge sharing plans are reviewed and amended annually	Link to 2.1c		•		



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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	MoU developed with Kent and Essex IFCA regarding management of the River Stour (complete) MoU developed with North Eastern IFCA regarding respective roles in the Humber EMS Local Annex to MMO MoU established with Eastern district (complete) Attendance at MMO TCG Develop vessel sharing plans with Environment Agency	• • • •	• • • •	• • • •	• • • •
(6.1b) Shared objectives are set out in annual plans	EIFCA/MMO Shared objectives reflected in MoU and reviewed at monthly tactical control group meetings	•	•	•	•
(6.1c) Progress of shared objectives reported on in annual reports	Included in Annual Report	•			
(6.2a) Plans and processes for raising awareness of IFCA's work in place by April 2014	Communications and Engagement Strategy delivered Outreach and education events scheduled		•	•	
(6.2b) Examples of engagement set out in annual reports	Included for the 2012/13 Annual Report			•	
(6.2c) Feedback from relevant partners regarding the effectiveness of engagement is routinely sought	Feedback included as part of the Development of a Communications and Engagement Strategy (links to HLO 6.2a) Community meetings scheduled	•	• •	•	• •
(6.3a) The issues impacting sea fisheries resources within the IFCA District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	1.Environment and Research Strategy delivered 2. Gather information to deliver fisheries management measures for designated 'amber and green' features in European Marine Sites within the mandated timeframe; 3. Project Inshore – as for HLO 2.1a 4. Wash cockle and mussel management policies reviewed (links to HLO 1.3)	• •	• • •	• • •	• • •
(6.3b) Examples of proactive involvement in relevant networks to share best practice are reported in annual reports	Included in Annual Report (links to 6.2b)	•			
(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	Continued active engagement with regional marine licensing and development initiatives including attendance and, where requested, chairmanship of Commercial Fisheries Working Groups	•	•	•	•

(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	Liaison with Natural England for up-to-date information on condition of MPA features		•	•	•
	MPA feature condition considered against conservation objectives as Eastern IFCA develops fisheries management within MPAs	•	•	•	•
	Habitats Regulations assessment undertaken by Eastern IFCA for Wash Fishery Order fisheries	•	•	•	•
	Information gaps identified and joint planning undertaken with statutory bodies to obtain EMS condition data for amber and green fishery/feature interactions		•	•	•
(6.4b) IFCA can demonstrate effective representation on relevant management boards/steering groups for Marine Protected Areas, where appropriate	Maintain active role as lead authority for the WNNCEMS and employs the WNNCEMS Project Manager	•	•	•	•
	Maintain active role as member of the Stour & Orwell Estuaries Management Group	•	•	•	•
	Maintain active role as member of the Humber Estuary Relevant Authorities Group	•	•	•	•
(6.4c) IFCA can demonstrate delivery of the principles outlined in Government guidance on sustainable development	IFCA developing ISO 14001 compliant Environment Management System, including training staff for auditor roles.	•	•	•	•
	Utilise and apply Defra guidance for IFCA on sustainable development	•	•	•	•

Success Criterion 7: IFCA's are recognised and heard

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(7.1a) By April 2012, each IFCA is actively involved, through membership, in the direction, good governance and running of the AIFCA	AIFCA enabled	•	•	•	•
	EIFCA CEO regular involvement in AIFCA meetings and work programmes	•	•	•	•
(7.1b) Initial MOUs are agreed and adopted by end of April 2011; SLAs (if required) are agreed and adopted by April 2012. Each MOU and SLA to be reviewed annually to ensure effective delivery of objectives as defined in the annual plan	Agree MOAs with EA/NE/Cefas (links to HLO 4.1)	•	•	•	•
	Develop SLAs	•	•	•	
	Review MOUs/SLAs				•
(7.1c) By April 2012 partnership working is embedded in each IFCA (and partner organisation), evidenced on an annual basis by regular liaison meetings and joint or collaborative activities as defined in the annual plan	Host and attend regular Eastern Regional Liaison Group meetings (Police/EA/MMO/KEIFCA)	•		•	
	Continued participation of a South East IFCA (KEIFCA/SIFCA) working group to carry forward items of mutual benefit	•	•	•	•
	Support of the WNNCEMS Project Manager	•	•	•	•
	Close working with partner organisations is encouraged when dealing with case studies	•	•	•	•
(7.2a) By April 2013 a strategy for the promotion of IFCA's work is developed, including the development of promotional / communication plans which are to be reviewed annually	Communication and Engagement Strategy re-aligned to deliver against outcomes of Mackman Group benchmarking study	•			
	Engagement opportunities identified	•			
	Development of Area IFCO roles to adopt a higher profile in relevant communities	•	•	•	•
	Appropriate display infrastructure identified and resourced	•			
(7.2b) By April 2013 annual reports by IFCA's to include a specific element which has data on 'compliments, comments and complaints' from partners and general public and significant events which have demonstrated the IFCA's PR strategy is operational	Include a public engagement section within the 2013-2014 Annual Report		•		
(7.2c) By April 2013, as a minimum, each IFCA to hold proactive biennial partner meetings and events to inform and consult with all interested parties in the IFCA District	Area Community engagement meeting conducted after quarterly IFCA meetings	•	•	•	•
	Other engagement opportunities identified, resourced and attended	•	•	•	
(7.2d) By April 2012 each IFCA to create a website to give access to current information; all regular forms and documents to be	Eastern IFCA website data managed as required	•	•	•	•

provided electronically by April 2013. Website is reviewed and updated monthly					
(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	Uniform reviewed and improved during 2013/14 (complete) Staff meeting scheduled monthly Key messages/Lines to take provided as required Development of Area IFCO role	•	•	•	•
(7.2f) By December 2013 annual staff appraisals will be undertaken to measure the standards of behaviour toward, and interaction with, partners, general public and officers/staff of partner organisations	Links to 1.6a Training in staff appraisals to be conducted December 2012 Finance and personal Sub-Committee agreed approach for a staff performance appraisal system incorporating 360 degree external feedback mechanism	•	•	•	•



Risk management strategy

As part of planning for the coming year, the Authority must identify risks to its work programme. The risk register below illustrates the main risks to the delivery of the priorities of the Authority identified by Officers. The risk matrix is a 'live' document that will be updated as the Authority better understands the work it will be required to conduct, which may in turn lead to the redirection of resources. The assessment of risk is inevitably a subjective one based on the experience of the individuals assessing the risk.

It should also be noted that this risk register only records the main threats to the organisation and is by no means definitive.

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

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

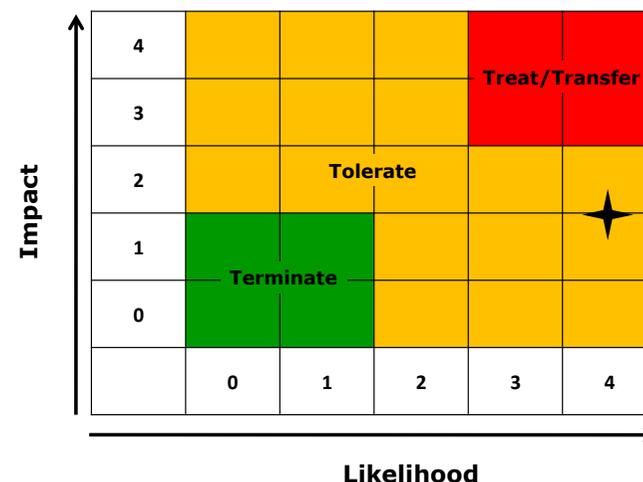
The four actions that can be applied are:

- Treat** - take positive action to mitigate risk.
- Tolerate** - acknowledge and actively monitor risk.
- Terminate** - risk no longer considered to be material to Eastern IFCA business.
- Transfer** - risk is outwith Eastern IFCA ability to treat and is transferred to higher level.

Risk matrix with worked example

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

Likelihood/impact prioritisation matrix



Strategic Risk

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Eastern IFCA funding substantially reduced (All)	CEO/FPSC	Any reduction in funding will hazard EIFCA ability to deliver outputs	4		3		<ul style="list-style-type: none"> Deliver 25% savings mandated in CSR 10 provision Assure financial propriety and operate within financial regulations Seek efficiencies and promote cost effectiveness. Demonstrate value for money. Advertise/promote EIFCA output and effectiveness to funding authorities through regular engagement with Council leaders and Financial Directors. Engage with Defra through AIFCA to assure continued provision of New Burden funding. Identify mechanisms to recover costs for outputs judged to be over and above the core IFCA role. Prepare to transfer risk to higher authority 	Treat/Transfer
			Reputation	Financial	Possible - The extension of the government austerity policies and the savings targets imposed upon local authorities introduces increased risk of a revision of funding provision.			
			4	4				
		Despite the limited ability of the Authority to influence strategic financial decisions at County Council level continued central government demand for savings may drive reductions in funding.	Inability to independently fund or deliver outputs Potential for a requirement for increased provision short term to fund redundancies.					
Eastern IFCA fails to maintain relevance amongst partners (1.3/2.1)	CEO/PCSC	If Eastern IFCA fails to maintain relevance amongst partners Eastern IFCA's utility will come under scrutiny potentially resulting re-allocation of duties.	4		3		<ul style="list-style-type: none"> Engage with all partners routinely. Use Bright Ideas template to draw desired outcomes from partner community. Use annual plans to prioritise and communicate outputs for 2014-2015 Measure progress/deliver outputs Represent community issues to higher authorities Provide a leadership function 	Treat
			Reputation	Financial	Possible - Disparate partner aspirations introduce complexities which may drive perceptions of bias or inefficiency.			
			4	4				
		Loss of confidence in the organisation Failure of the organisation to perform in accordance with the standards and practices of a statutory public body	Withdrawal of LA and Defra funding for the organisation					

Loss of suitably qualified and experienced personnel (1.4/1.5/1.6)	CEO/FPSC	Reduced efficiency and effectiveness Disruption for remaining staff Loss of skills and knowledge	2.5		Probable – factors such as relative remuneration, relocation and rigour of the job when coupled with emergent opportunities in the private sector introduce risk across the breadth of staff but particularly research and environment posts.	<ul style="list-style-type: none"> • Appropriate leadership and management • Investment in professional and personal development • Improve Investors in People (IIP) performance • Formalise staff appraisal system • Provide safe and professional working environment • Enable flexible working arrangements • Conduct regular internal communications events • Empower line management • Delegate functions and outputs to the lowest level. 	Treat
			Reputation	Financial			
			2	3			
			Eastern IFCA perceived as a moderate employer.	Loss of productivity introduces financial risk			
		Perception of Eastern IFCA as an intermediate step in a career progression reinforced.	High financial investment required to repeatedly train and equip new joiners				



Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Negative media comment (1.3/2.1)	CEO/PCSC	Negative perceptions of Eastern IFCA utility and effectiveness created at MMO/Defra Loss of Partner confidence Media scrutiny of individual Authority members	3		2	Possible – disenfranchised partners seek to introduce doubt as to EIFCA professionalism, utility and effectiveness	<ul style="list-style-type: none"> Actively and regularly engage with all partners including media outlets. Embed professional standards and practices. Deliver change efficiently and effectively. Promote activity Assure recognition and understanding through community events 	Treat
			Reputation	Financial				
			4	2				
			EIFCA perceived to be underperforming	Negative perceptions introduce risk to continued funding				
			EIFCA considered poor value for money					

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Degradation of MPAs due to fishing activity (6.1/6.3/6.4)	CEO/RCSC	Loss or damage of important habitats and species within environmentally designated areas Potential for European infraction nationally resulting in significant financial penalties at the local level.	3.5		2	Possible - Eastern IFCA's approach to managing sea fisheries resources takes into account environmental obligations	<ul style="list-style-type: none"> Proposed fishing activity authorised by Eastern IFCA are assessed according to Habitats Regulations EIFCA is fully engaged in national fisheries/EMS project, prioritising management of highest risk fisheries in MPAs and implementing new management measures Effective enforcement Adaptive co-management approach to fisheries management Liaison with Natural England regarding fisheries in MPAs Apply the process agreed by Eastern IFCA for managing fishing activities in Marine Protected Areas Review agreed Wash Cockle & Mussel Policies Investigation into the use of VMS as a management tool by the Authority Continue to progress research into the impact of fishing activities on MPA features to ensure the Authority has an up to date evidence base to inform its management decisions 	Treat
			Reputation	Financial				
			4	3				
		Eastern IFCA is not meeting statutory duties under EU & UK conservation legislation	Eastern IFCA not achieving vision as champion of sustainable marine environment	Legal challenge brought against Eastern IFCA for failing to meet obligations under MaCAA and the Habitats Regulations				

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

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

Resources

The following resources will exist within the Eastern IFCA on the 1st April 2014. A comprehensive strategic review of the operational requirements of the Eastern IFCA was commissioned and reported upon during 2012-2013. The review informed the committee on the resources required in order for it to discharge its responsibilities resulting from the Marine and Coastal Access Act 2009 in an effective and efficient manner.

The full 2014 - 2015 budget was approved by the Authority on the 29th January 2014 and can be found in Appendix A.

Vessel details	HP	MCA Work Boat Code	Length	Crew	Commissioned	Life remaining	Replacement cost
<i>FPV Pisces III</i>	100	Cat. 3 (20 nm offshore)	5.5m	2	1998	2-4	£80,000
<i>RV Three Counties</i>	1,050	Cat. 2 (60 nm offshore)	18m	3	2002	2-7	c£1,400,000
<i>RV Runner</i>	50	N/A	3.5m	2	2004	0	£13,000
<i>FPV John Allen</i>	600	Cat. 2 (60 nm offshore)	11m	2	2013	10	£275,000
<i>TBC (procurement pending)</i>	-	Cat. 2 (60 nm offshore)		2	-	TBC	

Vehicle details	Allocated to	Entered service	Projected Replacement date	Replacement cost
Peugeot 207 sw	Area 1 IFCO	2007	2013	£15,000
Peugeot 207 sw	Area 2 IFCO	2007	2013	£15,000
Peugeot 207 sw	Area 3 IFCO	2010	2016	£15,000
Peugeot 207 sw	Area 4 IFCO	2010	2013	£15,000
Peugeot 308 sw	<i>FPV John Allen</i>	2009	2016	£15,000
Nissan Navara 4x4	Office	2005	2013	£20,000
Ford Tourneo bus	<i>RV Three Counties</i>	2008	2016	£14,500
Renault Clio	Office	2007	2013	No replacement planned

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

The Authority maintains an office and a separate storage and maintenance facility in King's Lynn in Norfolk and vessel moorings at Sutton Bridge in Lincolnshire.

Ways of working

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

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

Association of Inshore Fisheries and Conservation Authorities

Eastern IFCA is a member of the Association of Inshore Fisheries and Conservation Authorities (AIFCA) and the CEO is appointed as a Director. In addition, the Chief Executive Officer of AIFCA is a member of the Eastern IFCA.

Memoranda of Understanding and Memoranda of Agreement

National Memoranda with the Marine Management Organisation (MMO), Environment Agency, and the Centre for Fisheries and Aquatic Science have been delivered. It is envisaged that a national memorandum will be agreed by Natural England in due course. As well as the high level memoranda, representation of the Marine Management Organisation, Environment Agency and Natural England on the Authority means that co-operation and co-ordination between agencies is hard wired into 'the system'. Eastern IFCA has developed and agreed a local annex to the MMO MoU to provide for cooperation and collaborative working between the bodies. Other MoU/MoA are developed as necessary to formalise agreements, understanding and outputs.

IFCA Technical Advisory Group (TAG)

The Authority will continue to support and work through the IFCA Technical Advisory Group wherever possible to help it achieve its stated aims:

- to improve the quality and extent of fisheries management information through better coordination and dissemination of fisheries related scientific research,
- define and apply best practice relating to the scientific & technical functions and responsibilities of IFCAs.

It should be noted that the remit of TAG has developed significantly and any appointment to the TAG Executive body (e.g. as Chair or Secretary which are recast annually on a rotational basis) will place additional burdens on staff which may impact upon the delivery of core duties.

Partner engagement, communication and consultation

During 2014-15, Eastern IFCA will continue to actively engage with its various partner groups. Fuller detail of our commitments can be found in the corporate communications plan.

Involving our partners

We will seek to understand what our partners need, and develop our services around our partners' expectations.

We will:

- regularly ask partners for their opinions about our services,
- ensure that our partners help shape the services we deliver,
- be honest about what we can do and what we can't.

Our people

We recognise that the greatest asset to the Authority is the highly competent staff who work with our partners in delivering the Authority's objectives. We will:

- listen to our staff;
- enable the staff to deliver outputs through provision of appropriate manpower, equipment, training and support;
- ensure our staff adhere to the normal standards and practices of public service specifically with regard to dealing with our partners;
- ensure staff are provided the training and means to conduct our business safely.

Reaching us

We will provide different ways to help people contact us and access the services they need. We will:

- make information about the Authority and its services easily available,
- publish opening hours and describe how to access services,
- maintain an up to date, accurate website,
- provide a welcoming, friendly environment, easily accessible to all.

How we communicate

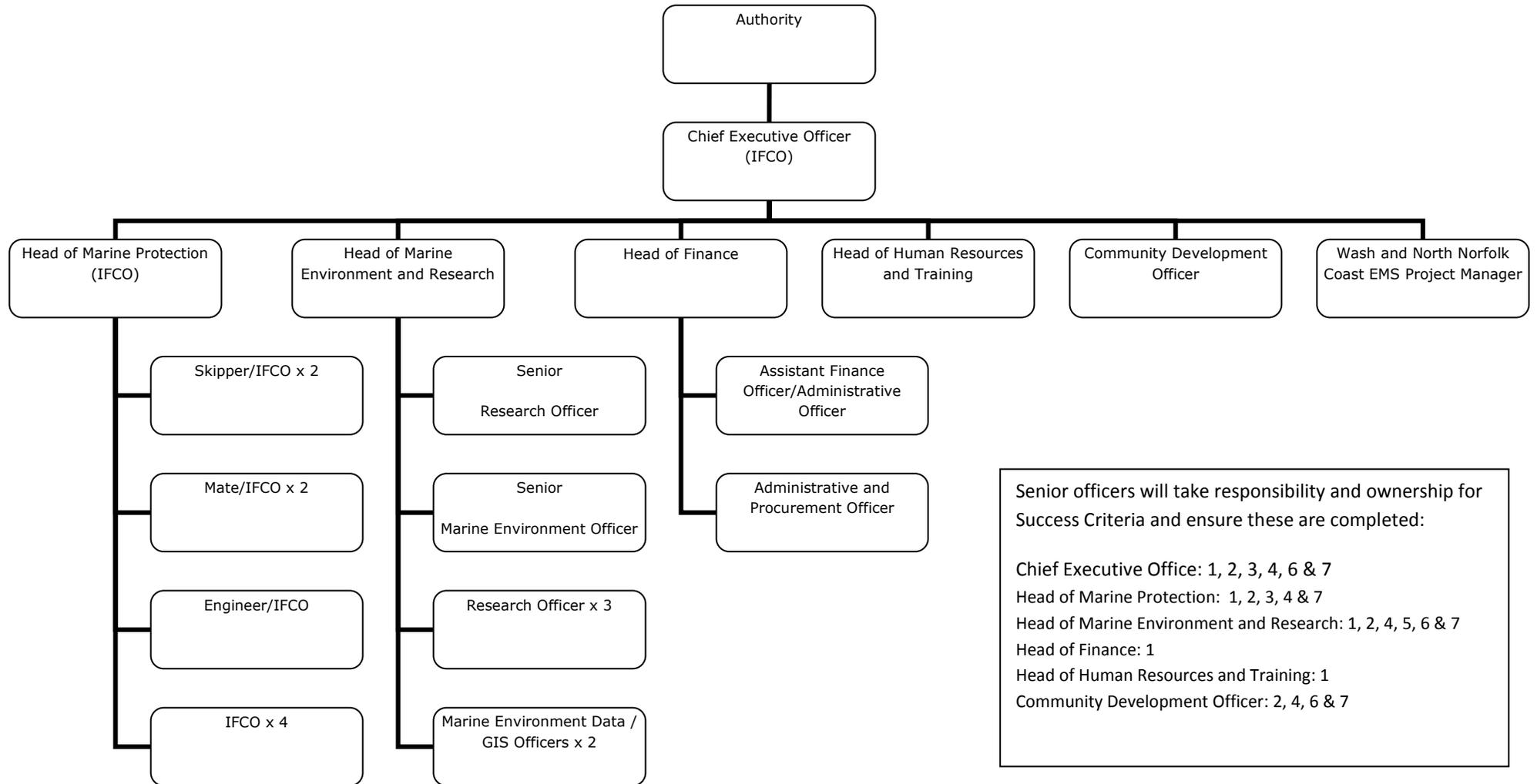
We want to make every contact a positive experience for our partners. We will:

- always listen carefully to what partners and colleagues say,
- be polite and honest,
- give a contact name and details,
- let people know what will happen next,
- point people in the right direction if we can't help,
- provide a suitable environment and ensure confidentiality,
- write letters, emails and publications that are easy to read and understand,
- respond to letters and emails promptly and when that is not possible, we will send an acknowledgement with details of who is dealing with the matter and the time frames involved including letting people know if there will be a delay in responding,
- ensure answer-phone messages are clear and tell people when to expect a reply and offer an alternative contact.



Staffing

The following staff structure has been agreed by the Authority. Recent staff movements have presented an opportunity to review the structure using the experience of the last two years to ensure that it is appropriate to our outputs and fit for purpose.





Performance standards

Eastern IFCA will explore the development of performance standards during 2014-15 that align with those of other IFCAs to enable the Authority to benchmark itself against them.

The following performance standards provide a commitment by officers and the Authority to meet the needs of partners in a timely manner. It is intended that performance against these standards will be detailed within the Authority's 2013-2014 Annual Report.

We want to make sure that our commitment to working closely with our partners is making a difference, and we will assess our success by measuring what our partner's value. To this end we will seek regular feedback on partner satisfaction.

Wash Fishery Order 1992 entitlement expiry

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

Wash Fishery Order 1992 licence issue/renewal

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

Authorisations to fish seed mussel

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

Scientific derogations

Applications to the CEO to provide derogation to the Authority's byelaws will be considered within **28 working days** if the activity **does not** take place in an MPA and up to **56 working days** if the proposed activity **will** take place in an MPA. The application will either be approved, rejected or additional information may be requested. Conditions on the derogation may be specified.

Information requests

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

Legislative guidance

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

Office hours

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

Monday – Thursday 09:00-17:00hrs

Friday 09:00-16:30hrs

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

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

Authority and Sub-Committee meetings (excluding extraordinary meetings)

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

Enforcement Activities

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

Mail

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

Compliments, Comments and Complaints

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

Complaints

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

What you can expect from us

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

Stage 1

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

Stage 2

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

Stage 3

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

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

References

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

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

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

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

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

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

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

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

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

Glossary

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

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

Appendix A

2014-2015 Budget

The Finance and Personnel sub-Committee, having considered the draft estimates for expenditure for 2014/2015, resolved to recommend to the Authority to levy upon the constituent County Councils, the sum of £1,391,070.

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

	Norfolk	Suffolk	Lincolnshire
	County Council	County Council	County Council
	38.5%	28.9%	32.6%
Contribution from County Council Funds	383,816	288,111	324,998
'New Burden' Funding Allocation	<u>151,999</u>	<u>114,420</u>	<u>127,726</u>
TOTAL LEVY	535,815	402,531	452,724

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

The Forecast of Estimates is attached to this report.

EASTERN INSHORE FISHERIES AND CONSERVATION AUTHORITY

Table 1

Provisional Estimates of Expenditure 2014/2015

	2013/2014 Budget Inc. Infl £	2013/2014 Act/Proj £	2014/2015 Provisional Estimate £
Salaries & Wages	930,912	897,657	939,840
General Expenditure	209,073	229,129	222,414
<u>Departmental Operational Costs</u>			
Research and Environment	15,300	15,300	15,300
Marine Protection	25,500	25,500	20,000
Development and Communication	20,400	20,400	16,000
<u>Vessels</u>			
Moorings & Harbour Dues	17,540	19,955	21,992
Research Vessel - Three Counties	70,380	78,514	70,514
Enforcement Vessels – John Allen	76,500	38,904	57,500
Pisces III/Pacific 22	7,854	9,595	5,345
Vessel Hire	10,200	10,200	
Vehicles	23,411	23,496	21,902
TOTAL EXPENDITURE	£1,407,070	£1,368,650	£1,390,807
INFLATION CONTINGENCY	0	0	17,303
INCOME	-6,000	-42,075	-17,000
EXPENDITURE LESS INCOME	£1,391,070	£1,326,575	£1,391,110
<i>LESS New Burden Funding</i>	<i>-£394,145</i>		-£394,145
LEVY to be funded by County Councils	£996,925		£996,965
Percentage reduction from Base Levy(£1,329,236)	-25.0%		-25.0%

EASTERN INSHORE FISHERIES AND CONSERVATION AUTHORITY

Table 2

Provisional Estimates of Expenditure 2014/2015

Details of Expenditure - Salaries & Wages and General Expenditure

	2013/2014 Budget Inc. Infl	2013/2014 Projection	2014/2015 Provisional Estimate
<u>SALARIES</u>			
Staff Remuneration	734,131	706,068	736,238
Superannuation	139,778	134,424	147,247
National Insurance	57,003	57,195	56,355
TOTAL	930,912	897,657	939,840
<u>GENERAL EXPENDITURE</u>			
<i><u>Accommodation</u></i> (Rent, Rates, Insurance, Utilities)			
Rent	27,000	26,000	26,000
Business Rates	12,500	12,127	12,500
Water Rates	408	520	550
Service Charges	2,938	3,194	3,194
Insurance - Buildings	357	395	400
Insurance Office & General	17,500	17,678	18,000
Electricity	3,675	3,500	3,570
Cleaning	2,907	2,950	3,000
Maintenance & Redecoration	<u>1,020</u>	<u>1,000</u>	<u>4,000</u>
TOTAL	68,305	67,364	71,214
<i><u>General Establishment</u></i>			
Advertisements & Subscriptions	16,830	24,500	24,500
Legal & Professional Fees	15,300	15,000	15,000
Telephones (Office & Mobile)	6,120	8,000	6,500
Postage & Stationery	6,120	9,000	8,000
Equipment Hire & Renewals	5,100	11,000	9,000
IT Support (including Citrix)	20,153	19,750	19,750
Uniforms & Protective Clothing	5,100	10,500	5,000

Medical Fees	765	765	450
Recruitment	2,000	2,000	2,000
Sundry Expenditure inc. meeting costs	<u>3,100</u>	<u>4,000</u>	<u>3,000</u>
TOTAL	80,588	104,515	93,200
<i>Officers' Travel & Subsistence</i>			
General Travel - Fares, Taxis etc	2,570	2,750	2,500
Subsistence Payments	10,200	9,000	9,000
Overnight Subsistence	1,000	1,000	1,000
Hotel - Accommodation & Meals	<u>2,550</u>	<u>2,500</u>	<u>3,500</u>
TOTAL	16,320	15,250	16,000
Members' Travel	6,120	5,000	5,000
Training	37,740	37,000	37,000
TOTAL GENERAL EXPENDITURE	209,073	229,129	222,414
<u>Departmental Operational Costs</u>			
Research and Environment	15,300	15,300	15,300
Marine Protection	25,500	0	25,000
Communication and Development	20,400	20,400	16,000

EASTERN INSHORE FISHERIES AND CONSERVATION AUTHORITY

Table 3

Provisional Estimates of Expenditure 2014/2015

Details of Expenditure - Vessels & Vehicles

	2013/2014 Budget Inc. Infl	2013/2014 Projection	2014/2015 Provisional Estimate
<u>MOORINGS & HARBOUR DUES</u>			
Rent - Sutton Bridge Moorings	15,050	17,465	16,492
Maintenance	765	765	1,500
Berthing & Harbour Dues	1,725	1,725	4,000
TOTAL	17,540	19,955	21,992
<u>RESEARCH VESSEL THREE COUNTIES</u>			
Maintenance & Repairs	20,400	20,000	20,500
Refit	20,400	27,000	20,500
Insurance & Certification	10,200	9,514	9,514
Fuel	19,380	22,000	20,000
TOTAL	70,380	78,514	70,514
<u>ENFORCEMENT VESSELS</u>			
<u>JOHN ALLEN / ano Enforcement vsl</u>			
Maintenance & Repairs	7,650	15,000	10,000
Insurance & Certification	10,200	4,665	7,500
Fuel	58,650	12,000	35,000
New Vessel Provisional Costs	0	7,239	5,000
TOTAL	76,500	38,904	57,500
<u>PISCES III/PACIFIC 22 RIB</u>			
Staff Accommodation	0	0	0
Maintenance & Repairs	2550	8,000	2500
Refit	0	0	0
Insurance & Certification	510	845	845
Fuel	4,794	750	2000
TOTAL	7,854	9,595	5,345

VESSEL HIRE	10,200	10,200	0
<u>VEHICLES</u>			
Insurance	5,661	5,594	5,750
Fuel & Sundries	13,260	12,500	13,000
Servicing	3,338	4,250	2,000
Vehicle Tracking	1,152	1,152	1,152
TOTAL	23,411	23,496	21,902

EASTERN INSHORE FISHERIES AND CONSERVATION AUTHORITY

Provisional Forecast of Estimates 2015/2018

2	2014/2015 Estimate Incl. Infl £	2015/2016 Forecast £	2016/2017 Forecast £	2017/2018 Forecast £
<u>SALARIES & WAGES</u>				
Staff Remuneration	743,600	755,174	761,818	766,685
Superannuation	148,720	154,810	159,980	164,838
National Insurance	56,920	58,226	84,562	85,102
TOTAL	949,240	968,210	1,006,360	1,016,625
<u>GENERAL EXPENDITURE</u>				
Accommodation	71,868	69,163	69,844	70,400
General Establishment	95,048	90,894	90,984	90,984
Officers' Travel & Subsistence	16,320	16,320	16,320	16,320
Members' Travel	5,100	6,120	6,120	6,120
Training	37,740	37,740	37,740	37,740
TOTAL	226,076	220,237	221,008	221,564
<u>Departmental Operational Costs</u>				
Research and Environment	15,606	15,606	15,606	15,606
Marine Protection	20,400	15,300	15,300	15,300
Development and Communication	16,320	12,240	12,240	12,240
<u>VESSELS</u>				
Moorings & Harbour Dues	22,102	21,592	21,592	21,592
Three Counties				
Operating Costs	71,924	71,924	71,924	71,924
Enforcement Vessels				
RIB(S)				
Operating Costs	58,650	79,050	79,050	79,050
Pisces III/Pacific 22 RIB				
Operating Costs	<u>5,452</u>	<u>5,452</u>	<u>5,452</u>	<u>5,452</u>
TOTAL VESSEL COSTS	158,128	178,018	178,018	178,018

VEHICLES

Operating Costs	22,340	23,105	23,360	23,615
TOTAL EXPENDITURE	1,408,110	1,432,716	1,471,892	1,482,968
Inflation Contingency		8,180	16,375	24,850
LESS INCOME	-17,000	-15,000	-15,000	-15,000
EXPENDITURE LESS INCOME	1,391,110	1,425,896	1,473,267	1,492,818
<i>LESS New Burden Funding</i>	-394,145	-394,145	-394,145	-394,145
LEVY to be funded by County Councils	996,965	1,031,751	1,079,122	1,098,673

Memo Base Levy = £1,329,236