



Annual Plan

2015 – 2016



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

Other contact details:
Email: mail@eastern-ifca.gov.uk
Twitter: http://twitter.com/eastern_ifca
Facebook: Eastern IFCA
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Foreword

The purpose of this annual plan for the Eastern Inshore Fisheries and Conservation Authority (Eastern IFCA) is to define the issues that we are facing and to give an overview of the interventions we have devised to tackle the issues within the 2015-2016 financial year. The intent underpinning the creation of Eastern IFCA in 2011 was to provide a mechanism by which national and European fisheries and marine conservation 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 inshore marine environment.

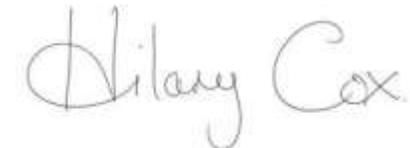
With a full team in place and four years' experience of operating as an IFCA, the priorities this year will be: to continue to analyse the evidence base to introduce measures to manage fishing activity within European Marine Sites; to continue the Byelaw review process including tackling the most pressing fisheries management issues in the district; and to drive innovation in research to explore mechanisms to support sustainable exploitation and to establish the essential evidence base to underpin marine management activity. In addition, a second enforcement patrol vessel will be delivered to ensure that both our presence throughout the district is commensurate with the investments made by all constituent councils and we will take steps to support the introduction of Inshore Vessel Management System (iVMS) throughout the district.

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 2016 which continues reduced provision as established by the previously mandated 25% reduction in the base levy. 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 (SSSI), Special Protection Areas (SPA), Special Areas of Conservation (SAC), Ramsar sites, European Marine Sites (EMS) and Marine Conservation Zones (MCZ). Eastern IFCA is charged with the responsibility to protect these sites from damage 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 and other prescribed species fisheries 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 a sustainable manner and do not introduce risk to the conservation objectives of designated MPAs.

¹ Statutory Instrument 2010 No 2189

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. 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 2014 this was estimated to be divided between the Wash cockle, mussel and shrimp fisheries (c£4.5M); 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 skate and ray (£1.28M). The total 1st sale value in the district for 2015 was £8.83M with 233 active commercially licensed vessels. The district wide whelk fishery has continued to develop with the majority of landings being processed in Kings Lynn and contributing to c£14M national fishery.

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. Eastern IFCA fully recognises both the value and potential of recreational seas angling and has produced a sea angling strategy to help shape policies to ensure that this significant activity is appropriately supported and managed. Regional Bass management measures this year will provide sustainable stocks to support the recreational sector.

The Authority has agreed a budget of £1,393,800 for 2015-2016. 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 continued to maintain the three funding authorities' request of reducing the levy by 25% over the initial four year period (2011-2015) into financial year 2015/16. It is noteworthy that the Authority is delivering outputs across the breadth of its increasing remit whilst operating with reduced financial provision.

² UKMMAS Charting Progress 2

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

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 2016. 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 is looking forward to confirmation that this central element of funding is to be preserved.



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 I Hirst	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	Vice Chair
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			Chair
Mr S Bagley	MMO Appointee	Member		Member	Member
Mr P Barham	MMO Appointee	Chair	Member		
Dr S Bolt	MMO Appointee	Vice Chair	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

NE Natural England

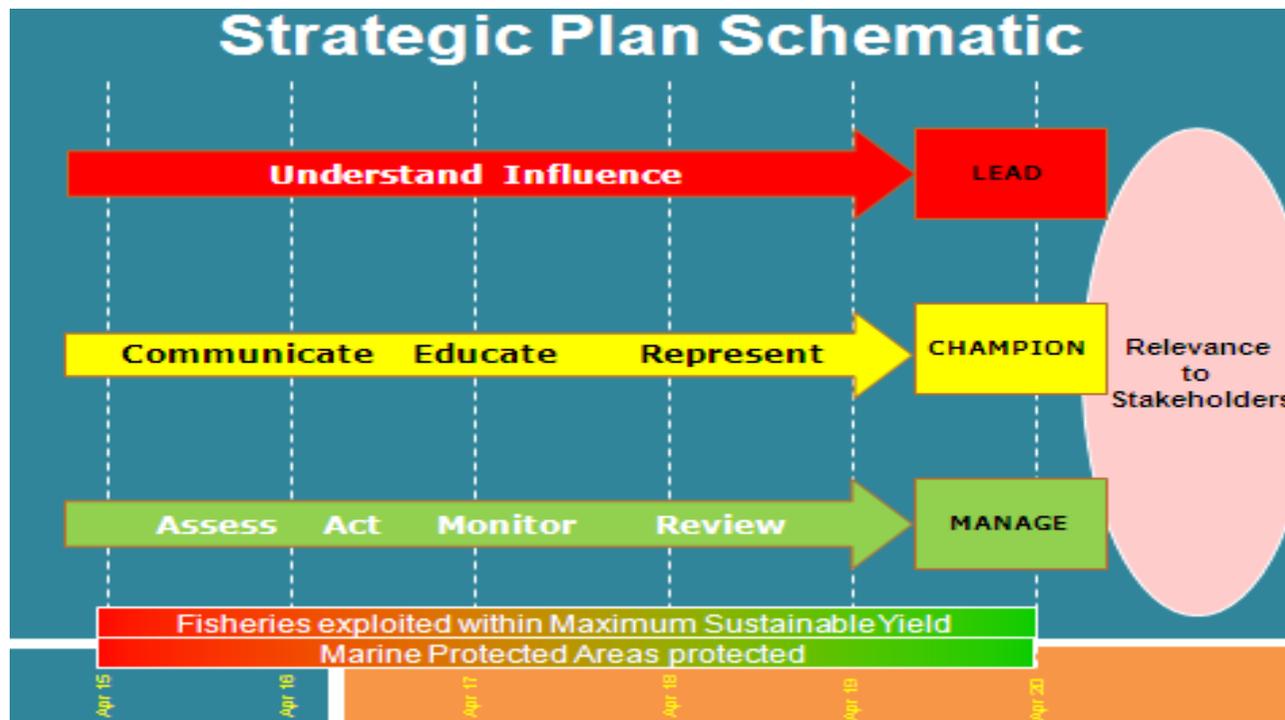
EA Environment Agency

* Chair of the Authority

Vice Chair of the Authority

Strategic Planning

The Eastern IFCA strategic plan highlights the key outputs from the vision: 'to lead, champion and manage a sustainable marine environment and inshore fisheries'. 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 and operational 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.

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.

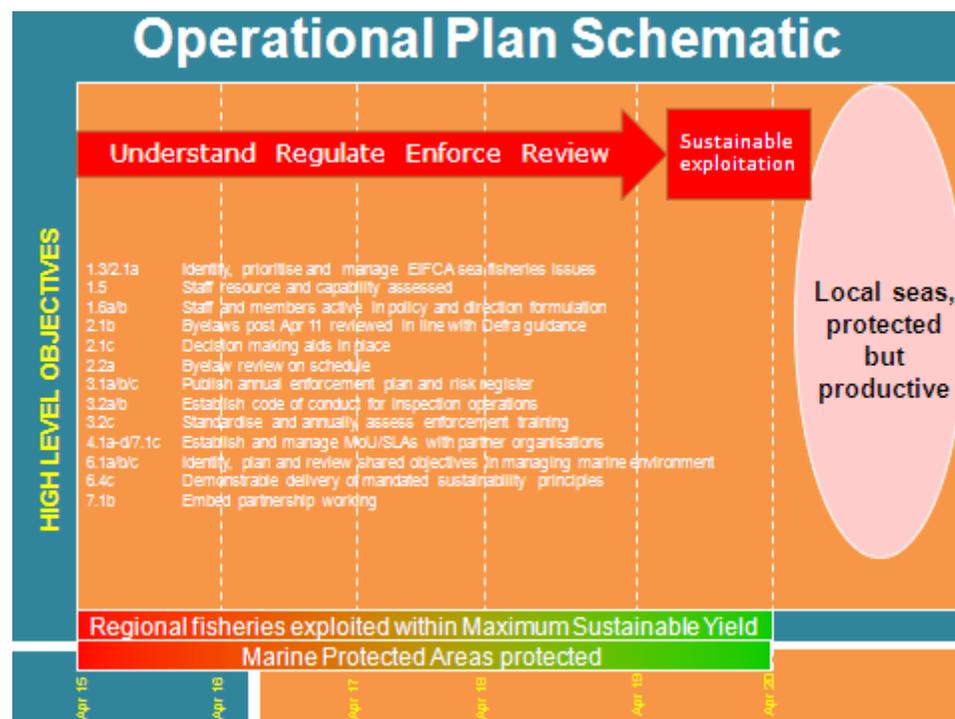
⁷ The intended consequence of actions and the delivery of supporting effects will create the desired decisive condition.

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 byelaw review, using a strategic fisheries assessment process, has identified and prioritised the most pressing fisheries management issues in district which will be tackled in 2015/16. Similarly, the enforcement risk register has been informed by the assessment process and will be published in April 2015. The national approach to the standardisation of Enforcement officer training has been delivered and Eastern IFCA Deputy CEO (DCEO) has been selected as a regional quality assurance assessor. Furthermore, DCEO chairs the National Inshore Marine Enforcement Group which aims to embed best practice and joint working amongst all agencies with marine enforcement functions.

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 sustainable exploitation, the effects that have to be achieved are: to understand the issues, regulate to achieve sustainability, enforce the regulation to drive the desired outcomes and review the effectiveness through time. The tasks to deliver these effects are reflected through the Defra mandated High level Objectives.



Operational Centre of Gravity

At the operational level the CoG is local seas, protected but productive and the activity detailed in this plan drives efforts to deliver this outcome.

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

The overall output of the planning effort is to ensure that Marine and Coastal Access Act 2009 duties are delivered by an IFCA organisation whose activity is driven by a thorough understanding; acknowledged credibility and a balanced approach.

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.

<p>MaCAA 09 duty</p>	<p>Seek to ensure that the exploitation of sea fisheries resources is carried out in a sustainable way</p>	<p>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</p>	<p>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</p>	<p>Seek to balance the different needs of persons engaged in the exploitation of sea fisheries resources in the district</p>	<p>Seek to ensure that the conservation objectives of any MCZ in the district are furthered</p>
<p>Success Criteria</p>					
<p>Sound governance and staff are motivated and respected</p>	<p>Continue investments in staff including embedding the performance review process, completing the employee engagement plan, and providing relevant learning & development Continue to develop line manager capability Review Enforcement function to assure greatest efficiency</p>				
<p>Evidence based, appropriate and timely byelaws used to manage exploitation</p>	<p>Strategic Assessment Byelaw Review Develop management measures for Bass, Whelk and unregulated netting</p>			<p>Review regional 'Rights in Common' activity</p>	<p>European Marine Site 'Amber' and 'Green' features Manage designated Tranche 2 MCZs</p>
	<p>Collect vessel sighting and landings data.</p>		<p>Grant derogations from EIFCA byelaws for scientific survey</p>		

	Support introduction of iVMS				
Fair, effective, proportionate enforcement regime in place	Enforcement vessel entry in to service				
	Continue development of risk based approach to enforcement Chair National Inshore Marine enforcement Group (NIMEG)				
Work in partnership and engaged with partners	Promote joint working Further embed joint enforcement working with the MMO Work with neighboring IFCA's (particularly Kent & Essex) on regulation and management measures Conduct community engagement meetings Conduct district wide outreach events focusing on educational establishments Perform duties as Statutory Consultee in marine planning and licensing applications Data compliance with MEDIN				
	Support Cefas Shark By-Watch UK project	Support DONG cockle surveys	Promote RSA strategy		
Make the best use of evidence to deliver objectives	WFO stock surveys	Mussel rejuvenation project Sub littoral mussel bed assessments			<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 • Monitoring plan to support adaptive risk management approach for high risk features
	<ul style="list-style-type: none"> • Crustacean study • Whelk study 	Support EHO/DSP	Review process to issue WFO Entitlements		
		SWEEP including WFO trigger level monitoring	Review WFO tolls and explore cost recovery mechanisms		
<ul style="list-style-type: none"> • Non-WFO shellfish surveys (Horseshoe Pt) • Monofilament net survey • Develop fisheries database • Shrimp study • Finfish study 					

				(<i>Sabellaria</i> , cobble/bolder, eelgrass) <ul style="list-style-type: none"> • Develop partnership approach to reduce disturbance in SPAs • Support community Voice method project
Support and promote sustainable management of marine environment	Review bio-security policy and procedure to include management of risk from invasive non-native species		Complete Wash shellfish lay approval process	
		Mussel grounds rejuvenation project		
Recognised and heard	Execute Communications plan Attend professional working groups conferences and seminars Produce Research reports Conduct district wide outreach events focusing on educational establishments			

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 8 priorities for the Authority in Eastern IFCA 2015-16:

- 1. to continue investments in staff to preserve appropriate subject matter expertise;**
- 2. 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). Support community voice method project.**
- 3. to ensure that sea fisheries resources are exploited sustainably and in accordance with MSFD requirements by continuing the comprehensive byelaw review process guided by the strategic assessment of fisheries within the district;**
- 4. to promote sustainable development through a project to rejuvenate previously productive fishing grounds;**
- 5. to continue the Seagoing Assets Review and to introduce into service a second enforcement vessel;**
- 6. to ensure that the marine environment is protected from the effect of exploitation by reviewing district wide bio-security measures including management of invasive, non-native species;**
- 7. to balance the needs of all within the fishery by assessing the impact of Common Rights Holders activity;**
- 8. to promote sustainable development by reviewing the process to issue WFO Entitlement and explore cost recovery mechanisms**

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 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. They are accommodated alongside the significant day to day work of the Authority and its employees, for example:

- 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.

Delivery of priorities

The following tables illustrate the activities that Eastern IFCA will conduct during the 2015-2016 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. The current HLOs were established in 2010 to guide the transition from the previous Sea fishery committee structure to the IFCA construct. As a result some HLOs may appear to be time-late or overtaken by events. The Success Criteria and HLOs will be reviewed and updated by Defra in 2015 (Full details for annual plans are provided by Defra Guidance to IFCAs (Defra2010a)).

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

Staff feel proud to work for their IFCA and have the training and skills to deliver their Authority's objectives in a professional, fair and consistent manner. They are supported by excellent leaders and managers, working alongside engaged and effective committees. These committees are representative of the communities they serve and wider stakeholder interests; they have the backing of constituent local authorities and provide the strategic direction to ensure the long-term sustainability of the marine environment in and around their districts

High Level Objective	Outcome	Actions
By April each year, publish an annual plan that meets minimum standards as set out in Defra guidance, setting out the authority's main objectives and priorities for the year. Each IFCA has an annual plan that clearly sets out, in a way that is easy to understand, what the Authority does and its main objectives and priorities for the coming year. Annual plans to meet the requirements of the IFCA and Defra are prepared and published before the beginning of each financial year. Copies of annual plans are sent to Defra's Secretary of State by 30 April each year.	Each IFCA has an annual plan that clearly sets out, in a way that is easy to understand, what the Authority does and its main objectives and priorities for the coming year.	Delivery of Annual Plan for signature by Planning and Communication sub-committee with document published by 31 st March 2015. Development of annual plan 2015-16
As soon as is reasonably practicable after the end of each financial year, prepare a report on the IFCA's activities in that year, in line with Defra guidance.	Each IFCA has an annual report that clearly sets out, in a way that is easy to understand, the Authority's achievements in the last year.	Publication of the Eastern IFCA Annual Report 2014-15 Copy of annual reports sent to Defra's Secretary of State by 30 November in the year

High Level Objective	Outcome	Actions
<p>Demonstrate a long-term, strategic approach to sustainable marine management, in line with duties in the Marine and Coastal Access Act, clearly articulating how the IFCA will do this through annual plans and/or longer-term strategies. Delivery is ongoing, with the first formal review in 2015</p>	<p>Report reviewing marine sustainability issues and fisheries management in the District and proposing new management measures to address concerns.</p>	<p>Continue work to deliver fisheries management measures for to protect designated 'Amber and Green' features within EMS</p> <p>Develop and publish the Authority's Environment and Research Strategy</p> <p>Continue to support district fishermen in bid to achieve MSC accreditation for the brown/pink shrimp fisheries within the district.</p> <p>Understand our commitments to meet MSFD requirements, particularly Bass, Whelk and Crab and lobster stocks.</p>
<p>Staff management systems are in place that include:</p> <ul style="list-style-type: none"> • an annual staff performance monitoring system, which sets clear work objectives for every member of staff that are linked to the organisational objectives described in the annual plan and monitors their performance against a set of agreed criteria; • a performance improvement procedure. <p>IFCAs must show progress in this objective by April 2011, for example by having gained Committee agreement to introduce such a system, with fully-functioning staff management systems in place by April 2012</p>	<p>Staff management system in place to meet requirements of the objective.</p>	<p>Staff performance management system linking to individual training and development plans -developed and implemented. Continue to embed as part of the organisational culture</p> <p>Continue development of first line managers role to take full ownership of areas of responsibility</p> <p>Performance improvement procedure in place. To be used as required</p>
<p>Develop and deliver a people capability strategy, which ensures that staff can deliver the organisational objectives as set out in annual plans, aided through training, mentoring and new skills development. The strategy should be developed by April 2012; IFCAs should demonstrate ongoing delivery, with the first formal review in 2015</p>	<p>Gaps in the capability of the IFCA to meet its duties and objectives are assessed; proposals for addressing problems are in place.</p>	<p>Staff resources and capability monitored against objectives and duties.</p> <p>Review of Protection team function and structure</p> <p>Development of line management capability</p>

High Level Objective	Outcome	Actions
<p>By September 2012, demonstrate that staff are engaged with the objectives of the organisation, can influence the direction and development of the organisation and are free to constructively challenge decisions without reproach.</p>	<p>Contented and motivated staff and members.</p>	<p>Further development of the performance review process</p> <p>Review and introduce processes to support appropriate ways of working</p> <p>Completion of the engagement plan</p> <p>Identify and encourage the development of an appropriate culture for the Authority and its employees</p> <p>Regular line management and monthly staff meetings capture staff suggestions</p>



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

The decisions to introduce, amend or repeal byelaws are evidence-based, timely, based on appropriate consultation and can be shown to have a positive impact in line with their intended effect to manage, protect and promote the recovery of sea fisheries resources from the effects of exploitation.

High Level Objective	Outcome	Actions
<p>By April 2015 demonstrate that:</p> <ul style="list-style-type: none"> key issues likely to impact on the sustainable management of the marine environment in the IFC District are identified and evaluated using the best available evidence and a range of management options is considered; the impacts that different courses of action might have in managing those key issues are thoroughly evaluated; proportionate regulation (for example introducing a legal mechanism such as a byelaw) is used as a last resort; the effectiveness of interventions to improve the delivery of beneficial outcomes is continuously monitored; and there is a clear IFCA Committee process for dealing with agreed interventions quickly, efficiently and effectively, particularly for emergency byelaws 	<p>Agreed policies and processes in place to review and amend byelaws and make new ones as required. Process to decide on the most appropriate management measure to apply to address fisheries and wider sustainability concerns as they arise, including the making of emergency byelaws. Process to assess the effectiveness of management measures in the District.</p>	<p>Annual Strategic Assessment</p> <p>Management measures to be developed in accordance with the with the regulation and Compliance Strategy</p> <p>Use of Regulation and Compliance sub-committee to take decisions on behalf of the Authority</p> <p>Introduction of a process for emergency byelaws</p> <p>Project Inshore' Phase 3 & 4 outputs interpreted to influence stock management actions where appropriate.</p> <p>Continue Crab and Lobster surveys to establish data to support MSFD requirements</p> <p>Initiate research activity to support byelaw review process</p>
<p>By April 2015, all legacy byelaws have been reviewed and evaluated against current evidence base; redundant and duplicate byelaws have been removed and gaps covered.</p>	<p>By April 2015, all legacy byelaws have been reviewed and evaluated against current evidence base; redundant and duplicate byelaws have been removed and gaps covered. Byelaws meet the management and enforcement goals of IFCA at all times.</p>	<p>Strategic Assessment to be reviewed</p> <p>Undertake 'housekeeping' exercise on all Eastern and North eastern SFC legacy byelaws to:</p> <ul style="list-style-type: none"> Revoke those that are defunct or duplicated Amend those that require change to remain effective Establish a single suite of interim byelaws for the entire district <p>Undertake annual Strategic Assessment</p>

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

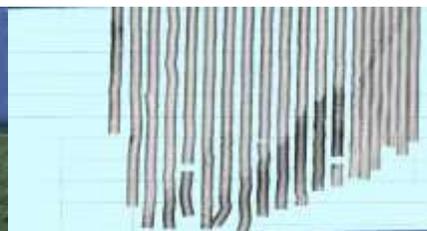
A risk-based enforcement regime is in place, which is in line with the Regulators Compliance Code, legislative requirements, and which makes IFCA an efficient and fair enforcer, managing the exploitation of sea fisheries resources, using a range of alternative enforcement methods and sanctions whose impact and effectiveness is regularly assessed and continually improved

High Level Objective	Outcome	Actions
<p>Demonstrate the use of a transparent, risk-based enforcement framework that meets the minimum standard set out in government guidance and is continuously reviewed and improved.</p>	<p>Develop and review annually an enforcement framework that is compliant with government best practice.</p>	<p>Implementation of the Regulation and Compliance Strategy</p> <p>Introduction of Enforcement Risk Register</p> <p>Continued development of Tasking and Co-ordinating Group (TCG) to manage operational activity</p> <p>Enforcement activity data is compiled in a standard format and provided to the National Inshore Marine Enforcement Group (NIMEG) and published on each IFCA website and nationally in the AIFCA website.</p> <p>Engagement with partners nationally (via NIMEG) to develop a means to capture, record, evaluate and disseminate intelligence which is compatible with partner organisations</p>
<p>Develop and apply a code of conduct for inspections that aligns IFCA activity and procedures with national standards.</p>	<p>IFCA officers conduct professional inspections in a manner consistent with inspections conducted by other enforcing authorities throughout England.</p>	<p>An ethical Code of Conduct for all IFCOs is developed and published</p> <p>The Code of Conduct is reflected in annual performance appraisal processes in each IFCA</p> <p>All new officers achieve accreditation</p> <p>Number of existing officers who achieve accreditation</p> <p>Continuous professional development through regular refresher training</p>

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

IFCA's will work across boundaries, engaging effectively with local and central government, other government bodies, other delivery bodies, industry and other NGOs, recreational users and individuals in the work that they do. Through this partnership approach to working, IFCA's will deliver the socio-economic and environmental outcomes they were created under the Marine and Coastal Access Act to deliver

High Level Objective	Outcome	Actions
<p>By April 2011, develop Memoranda of Understanding (MoUs) or Service Level Agreements with key partners, including Cefas, MMO, Natural England and the Environment Agency, that outline agreed ways of working and sharing information and, by April 2012, demonstrate that they are being utilised. Consideration should be given to having a Service Level Agreement with a lead local authority within the IFCA District.</p>	<p>IFCA's and key partners have a clear understanding of their roles and joint responsibilities.</p> <p>The production of a comprehensive package of national and local Memoranda of Understanding (MOUs) and/or service level agreements (SLAs).</p> <p>Efficient and effective partnership working between all relevant parties and each IFCA.</p>	<p>Memoranda of Agreement/Understanding have been agreed with NE/EA/MMO/Cefas. Effectiveness to be reviewed</p> <p>MoUs/MOAs/SLAs with NCC, LCC, ACPO, WNNCEMS, KEIFCA, NEIFCA, AIFCA developed. Effectiveness to be reviewed</p> <p>SLAs to deliver EHO/DSP sampling on behalf of regional district councils to be delivered</p>
<p>By April 2012, develop a stakeholder engagement and communication strategy with corresponding plans that:</p> <ul style="list-style-type: none"> demonstrate transparency and a balanced approach to dealing with key stakeholders; and enable consideration of stakeholder views when making decisions. 	<p>Develop a strategy for engagement with the wider public. Work with other agencies.</p> <p>Develop website to allow proper engagement with identified and agreed stakeholder groups.</p> <p>Develop database of identified and agreed stakeholder groups that would find it difficult to engage via the website.</p>	<p>Communication and Engagement Strategy agreed by Planning and Communications Sub-Committee</p> <p>Stakeholder and communication strategy/plans to be reviewed as required</p> <p>Continue communication via electronic means</p> <p>Development of new website format including access to forms and documents ongoing with training provided to relevant members of staff</p>



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

IFCA's, by acquiring and sharing their own internal data and by seeking and sharing those generated and recorded by others (including the MMO, Environment Agency, Natural England and Cefas), will have access to the necessary scientific, statistical and socio-economic information relating to inshore fishing and the marine environment to enable effective delivery of their duties.

High Level Objective	Outcome(s)	Actions
<p>By April 2012, put procedures, plans and appropriate records systems in place that demonstrate that the best available, quality-assured evidence, whether acquired in house or externally, is used appropriately in decision-making at all levels. These procedures, plans and records systems must meet minimum standards as set out in government guidance and EU legislation.</p>	<p>IFCA's are provided with accurate and timely evidence-based information upon which to base their management decisions and the reasons for decisions are clear, transparent and communicated effectively.</p>	<p>Annual (2015/2016) Environment and Research Plans developed by officers and presented to P&C Sub-Committee</p> <p>Annual Environment and Research Plans published on Authority's website</p> <p>The 2014/15 report will be published at the end of April 2015 and will provide the detail of research activities conducted last year along with recommendation for management action and/or future work.</p>
<p>By April 2012, have an agreed action plan of how key, mutually beneficial information will be shared between IFCA's and with key delivery partners to improve efficiency and the delivery of beneficial outcomes.</p>	<p>IFCA's provide relevant information to and have access to relevant information from key delivery partners.</p>	<p>During 2015/16 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</p> <p>Eastern IFCA Senior Research Officer to continue leading role in Technical Advisory Group.</p> <p>Eastern IFCA Research & Environment Officers to continue to provide information and training in specialist fields to others to forward the development of best practice</p> <p>2015-2016 Annual Plan published on Eastern IFCA website</p> <p>2015/2016 Environment and Research Plans published on Eastern IFCA website and circulated with TAG</p>
<p>By April 2013, demonstrate that there is the in-house capability to collect, analyse and interpret evidence to inform management policy decisions and meet the minimum requirements laid out in government guidance on evaluation and monitoring.</p>	<p>IFCA's have the technical capability to collect, analyse, interpret and manage evidence.</p> <p>IFCA's have personnel within the organisation with appropriate skills to ensure that management decisions make the best use of</p>	<p>Peer review process established through regular cross pollination of information and best practice between all IFCA's, Cefas and other partner agencies.</p>

	available evidence.	
High Level Objective	Outcome(s)	Actions
By April 2014, review evidence and knowledge sharing procedures and implement any necessary improvements by April 2015.	Knowledge sharing plans and procedures are effective and appropriate.	Revised data management system in place. Knowledge sharing protocols explored with partner agencies

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

IFCA's will deliver responsive and flexible management of sea fisheries resources to meet local needs, in line with the legislative frameworks and guidance set by Central Government and others, such as the Marine Policy Statement (in place from Spring 2011) and subsequent Marine Plans. In doing this, IFCA's will be able to show that they are having a positive impact, leading to more sustainably exploited sea fisheries resources in their districts.

High Level Objective	Outcome	Actions
By April 2012, with partner organisations (such as the Marine Management Organisation, Environment Agency and Natural England) develop shared objectives for the sustainable management of the District's marine environment and ensure that they are reflected in annual plans.	Shared objectives for management of the marine environment have been identified with partner organisations and IFCA's meet their own objectives in conjunction with others, where possible.	Review MoU developed with Kent and Essex IFCA regarding management of the River Stour Monitor MoU developed with North Eastern IFCA regarding respective roles in the Humber EMS Chair NIMEG; Attendance at MMO TCG EIFCA/MMO Shared objectives reflected in MoU and reviewed at monthly tactical control group meetings Shared objective included in annual Report Develop vessel sharing plans with EA/MMO
By April 2013, develop and implement action plans for communicating and educating coastal communities about sustainable management of the marine environment.	Raised awareness of IFCA's work allows marine and coastal users to be better able to engage with the sustainable management of the marine environment.	Communications and Engagement Strategy delivered Outreach and education events scheduled Examples of engagement to be included in the 2014/15 Annual Report Community meetings scheduled as required

<p>By April 2015, demonstrate adoption of the principles of best practice in sustainable management of marine environment for the District, as exemplified using tools such as Strategic Environmental Assessments.</p>	<p>IFCAs are aware of and adopt the principles of best practice in sustainable management of the marine environment for the District. IFCAs are adopting the principles of the UK's Marine Policy Statement and marine plans.</p>	<p>Gather information to deliver fisheries management measures for designated 'amber and green' features in European Marine Sites within the mandated timeframe;</p> <p>Review district fisheries strategic assessment</p> <p>Deliver WFO duties</p> <p>Continued active engagement with regional marine licensing and development initiatives including attendance and, where requested, chairmanship of Commercial Fisheries Working Groups</p> <p>Conduct duties as Statutory consultee on marine licensing and planning applications</p>
<p>By April 2015 at the latest, but showing progress from April 2011, demonstrate adoption of minimum standards (for example in line with government guidance on sustainable development) and a precautionary approach for the management and protection of sites of special scientific interest, national nature reserves, Ramsar sites, European marine sites, and/or Marine Conservation Zones within the IFC District.</p>	<p>IFCAs are working in partnership with key delivery bodies to enable marine protected areas within their Districts to be managed sustainably. IFCAs are delivering the principles of sustainable development, as set out in Government guidance.</p>	<p>Liaison with Natural England for up-to-date information on condition of MPA features</p> <p>Habitats Regulations assessment undertaken by Eastern IFCA for Wash Fishery Order fisheries</p> <p>Maintain active role as lead authority for the WNNCEMS and employ the WNNCEMS Project Manager</p> <p>Maintain active role as member of the Stour & Orwell Estuaries Management Group</p> <p>Maintain active role as member of the Humber Estuary Relevant Authorities Group</p> <p>Maintain active role on Regional coastal forums</p> <p>IFCA developing ISO 14001 compliant Environment Management System, including training staff for auditor roles.</p> <p>Utilise and apply Defra guidance for IFCAs on sustainable development</p>

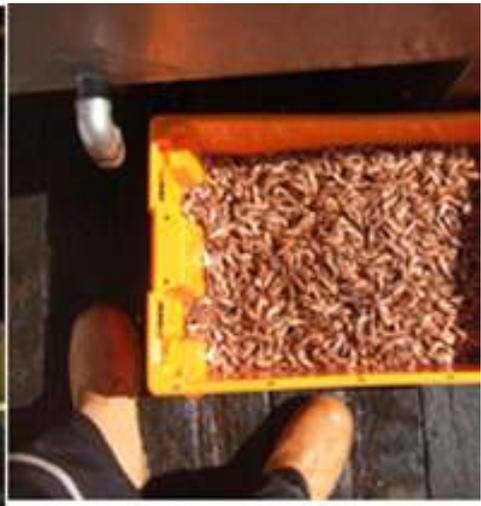


Success Criterion 7: IFCA's are recognised and heard

Each IFCA, and IFC authorities as a group, have a vision and plan for future management of inshore fisheries and conservation. This will help them to be a recognised "brand", managing their public voice so that they are respected and trusted for the expertise they offer

High Level Objective	Outcome	Performance Indicators
<p>By April 2012, demonstrate ability to effectively engage with Local and Central Government and key partner organisations at a national level, to the benefit of IFCA's as a whole.</p>	<p>The IFCA's create an Association to represent their interests on a national and collective basis.</p> <p>The production of a comprehensive package of national and local Memoranda of Understanding (MOUs) and/or service level agreements (SLAs).</p> <p>Efficient and effective partnership working between all relevant parties and each IFCA.</p>	<p>EIFCA CEO directorship of AIFCA</p> <p>Chairman attendance at AIFCA members forum</p> <p>CEO attendance at quarterly Chief Officers Group meetings</p> <p>Maintain partnerships at local, regional, national and international level.</p>
<p>By April 2013, develop a strategy and corresponding action plan for promotion of the work of IFCA's and the benefits that they offer to the local community, and demonstrate implementation of the action plan by April 2015.</p>	<p>A strategy and corresponding action plan for the work of IFCA's is delivered by 2013.</p> <p>Promotional/Communications plans developed by each IFCA as a part of a "listening and learning policy".</p>	<p>Communication and Engagement Strategy written to reflect Mackman Group benchmarking study recommendations</p> <p>Execute Outreach programme for 2015-16 targeting educational establishments as a priority</p>

	<p>Each IFCA annual report contains evidence and information on progress of the IFCA in delivering the promotions strategy.</p> <p>IFCA staff fully trained to promote the aims and objectives of the authority.</p>	<p>Area IFCO role maintain high profile "first point of contact" in relevant communities</p> <p>Include a public engagement section within the 2014-2015 Annual Report</p> <p>Continue Community engagement meetings</p> <p>Other engagement opportunities identified, resourced and attended</p> <p>Social media interactions and website content refreshed and maintained for relevance</p>
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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.

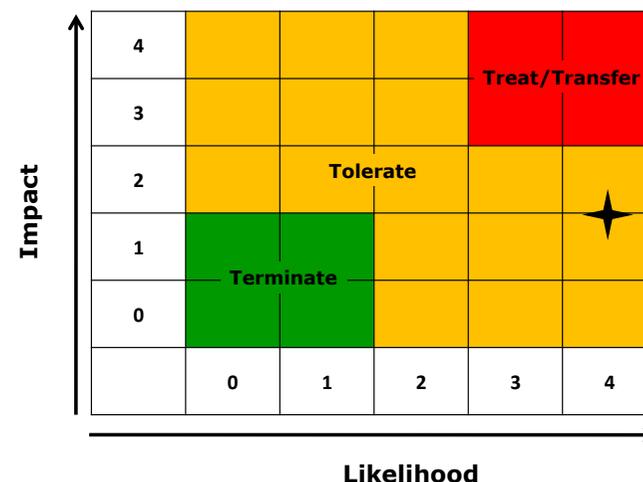
The four actions that can be applied are:

- 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 in re-allocation of duties.	4		2		<ul style="list-style-type: none"> Provide a leadership function. Be proactive and identify issues early. Engage with all partners routinely. Use annual plans to prioritise and communicate outputs for 2015-2016 Measure progress/deliver outputs Represent community issues to higher authorities 	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		3 Possible – 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. Utilise full potential of social media and web based information. 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						
		EIFCA perceived as irrelevant						

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/MPA 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 Support the use of iVMS 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	Legal challenge brought against Eastern IFCA for failing to meet obligations under MaCAA and the Habitats Regulations				
			Eastern IFCA not achieving vision as champion of sustainable marine environment					

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	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 Use Project Inshore Phase 4 output to inform MSC pre-assessment review of fisheries and validate 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 Continued research into the cockle mortality events Implement Bass management measures Implement whelk and shrimp management measures 	Treat
		Fishing effort displaced	Reputation	Financial	Possible - Bivalve stocks have high natural variation "atypical mortality" affecting stocks despite application of stringent fishery control measures			
		Detrimental impact on wider ecology	3	3	Crustacean stocks not currently subject to effort control Bass stocks nationally and internationally under severe pressure Regional whelk and shrimp fisheries effort becoming unsustainable			
		Loss in confidence of the Eastern IFCA ability to manage the sea fisheries resources within its district	Resources directed at protecting alternative stocks from displaced effort	Additional resources applied to research in to the cause of collapsed stocks and increased engagement and discussion with 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	Possible - Limited staff access to both electronic and paper files	<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 Remote back up of electronic files Access to electronic files is restricted 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. Data strategy implemented; data management co-ordinated via dedicated data officer. 	Treat
		Prosecution casefiles compromised	Reputation	Financial				
		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	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				
			Personnel issues arise over inability to secure information					

Resources

The following resources will exist within the Eastern IFCA on the 1st April 2015. 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 2015 - 2016 budget was approved by the Authority on the 28th January 2015 and can be found at 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>FPV John Allen</i>	600	Cat. 2 (60 nm offshore)	11m	2	2013	10	£410,000
<i>FPV Sebastien Terrelink*</i>	-	Cat. 2 (60 nm offshore)	12m	2	2015	10	£410,000

* FPV Sebastien Terrelink placed on order Feb 15, forecast delivery schedule Jul 15.

Vehicle details	Allocated to	Entered service	Projected Replacement date	Replacement cost
Skoda Yeti	Area 1 IFCO	2014	2020	£15,000
Skoda Yeti	Area 2 IFCO	2014	2020	£15,000
Skoda Yeti	Area 3 IFCO	2014	2020	£15,000
Peugeot 207 sw	Office	2010	2016	£15,000
Peugeot 207 sw	Office	2010	2016	£15,000
Peugeot 308 sw	Office	2009	2016	£15,000
Isuzu D-Max 4x4	Office	2014	2020	£20,000
Ford Tourneo bus	Office	2008	2015	£14,500

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 IFCA's.

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 2015-16, 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.

Core Values

In conducting the business of the Authority staff will adhere to and behave in accordance with the following core values:

Ownership

We are responsible for our actions, work relationships and decisions. We keep ourselves informed and up to date. We have the moral courage to make difficult decisions and to stand by them. We are resilient and have the strength to bounce back from setbacks to overcome obstacles and challenges. We are tenacious and will see the job through to the end with a positive spirit and 'can do' approach

Integrity

We behave in an open, honest and ethical manner and not allowing bias, conflict of interest or the undue influence of others to override professional or business judgments. Transparent and fair in both what we say & what we do, we lead by example and treat others in the way you want to be treated

Empowered

We empower our people to take the initiative and give their best by enabling them to make decisions and take action themselves. We seek to release and nurture individual potential. We understand that delegation is powerful but does not mean the transfer of overall responsibility for delivery.

Innovative

We are solutions focused and creative in resolving problems and challenges. We are confident in challenging the status quo and use innovation to keep the organisation at the leading edge in its field.

Fostering

We are caring. We care for our people, our stakeholders and their concerns. We care about fisheries and marine conservation management. We value and respect the needs and differences of our people and are courteous at all times. We work co-operatively with others sharing best practice information and knowledge.

Credible

Our advice, guidance and direction are current and relevant and are trusted because of their consistent quality, accuracy and reliability. We are professional at all times.

Adaptable & Efficient

We will adapt our practices and approach to work to ensure efficiency so that we remain cost effective and provide value for money at all times. We enable the accommodation of new techniques and best industry practice

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

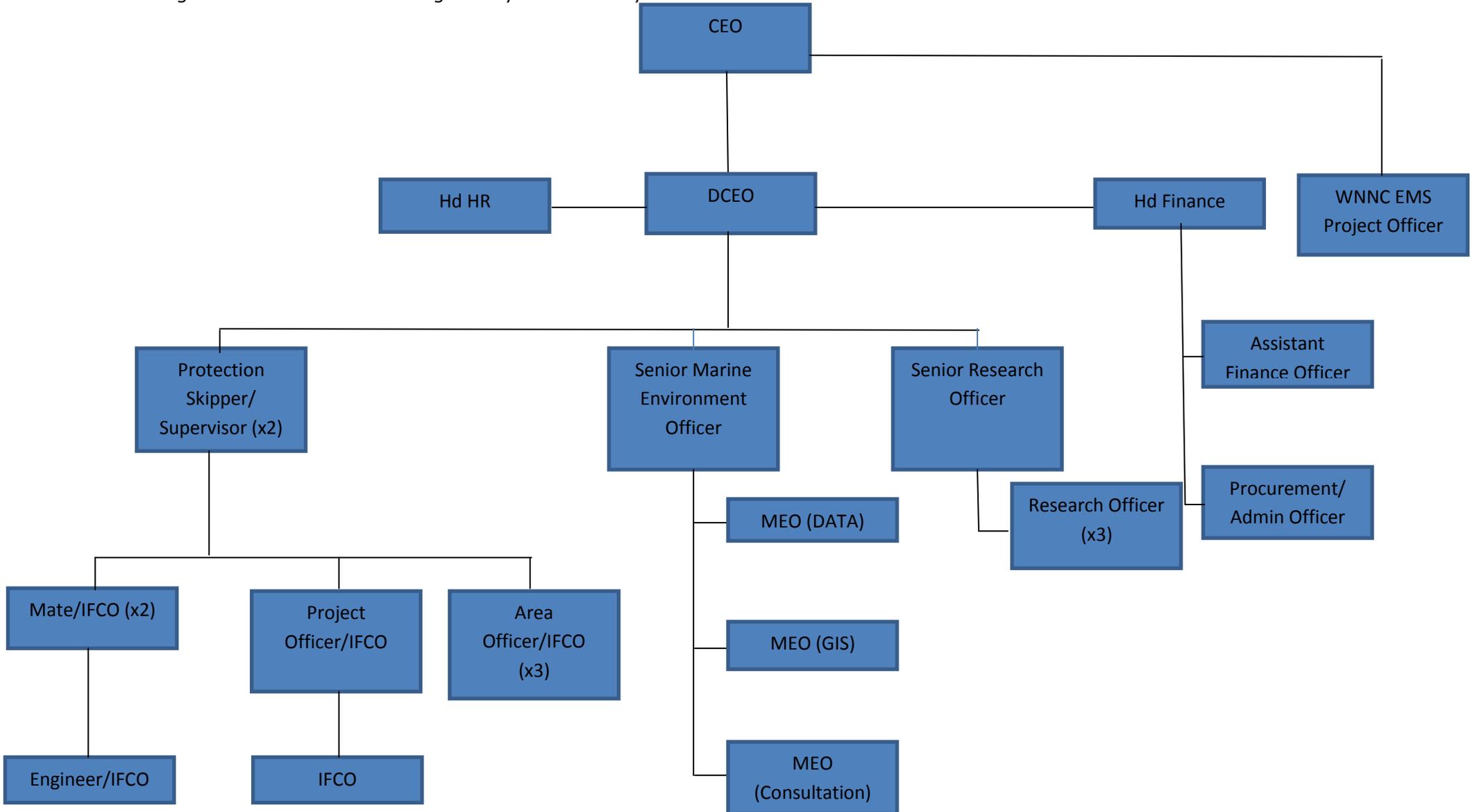
We want to make every contact a positive experience for our partners. We will:

- 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.



Performance standards

Eastern IFCA will explore the development of performance standards during 2015-16 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 2014-2015 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 2015.

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
MSC	Marine Stewardship Council
NE	Natural England
NEIFCA	North Eastern Inshore Fisheries and Conservation Authority
NCC	Norfolk County Council
NIMEG	National Inshore Marine Enforcement Group
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

2015-2016 Budget

The Finance and Personnel sub-Committee, having considered the draft estimates for expenditure for 2015/2016, 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 2015/2016

	2014/2015 Budget Inc. Infl £	2014/2015 Act/Proj £	2015/2016 Provisional Estimate £
Salaries & Wages	949,240	902,650	951,980
General Expenditure	226,076	239,140	226,220
<u>Departmental Operational Costs</u>			
Research and Environment	15,606	19,100	20,000
Marine Protection	20,400	24,000	15,000
Development and Communication	16,320	4,800	5,000
<u>Vessels</u>			
Moorings & Harbour Dues	22,102	19,860	12,000
Research Vessel - Three Counties	71,924	95,300	102,000
Enforcement Vessels – John Allen	58,650	73,100	48,000
Pisces III	5,452	8,500	8,300
Vehicles	22,340	23,600	25,300
TOTAL EXPENDITURE	£1,408,110	£1,410,050	£1,413,800
INCOME	-17,000	-19,000	-20,000
EXPENDITURE LESS INCOME	£1,391,110	£1,391,050	£1,393,800
<i>LESS New Burden Funding From reserves</i>	<i>-£394,145</i>		<i>-£394,145</i>
			<i>-£ 2,690</i>
VY to be funded by County Councils	£996,965		£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 2015/2016

Details of Expenditure - Salaries & Wages and General Expenditure

	2014/2015 Budget Inc. Infl	2014/2015 Projection	2015/2016 Provisional Estimate
<u>SALARIES</u>			
Staff Remuneration	743,600	710,455	740,730
Superannuation	148,720	135,000	155,550
National Insurance	56,920	57,195	55,700
TOTAL	949,240	902,650	951,980
<u>GENERAL EXPENDITURE</u>			
<i><u>Accommodation</u></i>			
<i>(Rent, Rates, Insurance, Utilities)</i>			
Rent	26,530	33,625	33,625
Business Rates	12,500	15,370	15,600
Water Rates	550	550	550
Service Charges	3,258	3,260	3,350
Insurance - Buildings	400	775	800
Insurance Office & General	18,000	16,700	17,000
Electricity	3,570	3,150	3,150
Cleaning	3,060	3,260	3,300
Maintenance & Redecoration	4,000	32,570	15,000
TOTAL	71,868	109,260	92,075
<i><u>General Establishment</u></i>			
Advertisements & Subscriptions	24,990	13,000	14,000
Legal & Professional Fees	15,300	9,000	10,000
Telephones (Office & Mobile)	6,630	10,100	11,000
Postage & Stationery	8,160	5,500	6,000
Equipment Hire & Renewals	9,180	5,200	5,000
IT Support (including Citrix)	20,100	19,840	19,750
Uniforms & Protective Clothing	5,100	8,300	5,000

Medical Fees	500	1,200	1,200
Recruitment	2,040	3,000	2,000
Sundry Expenditure inc. meeting costs	<u>3,048</u>	<u>4,000</u>	<u>3,695</u>
TOTAL	95,048	79,140	77,645
<i>Officers' Travel & Subsistence</i>			
General Travel - Fares, Taxis etc	2,550	6,000	7,000
Subsistence Payments	9,180	11,000	11,500
Overnight Subsistence	1,020	1,000	1,000
Hotel - Accommodation & Meals	<u>3,570</u>	<u>2,500</u>	<u>3,500</u>
TOTAL	16,320	20,500	23,000
Members' Travel	5,100	3,200	5,000
Training	37,740	27,040	28,500
TOTAL GENERAL EXPENDITURE	226,076	239,140	226,220
<u>Departmental Operational Costs</u>			
Research and Environment	15,606	19,100	20,000
Marine Protection	20,400	24,000	15,000
Communication and Development	16,320	4,800	5,000

EASTERN INSHORE FISHERIES AND CONSERVATION AUTHORITY

Table 3

Provisional Estimates of Expenditure 2015/2016

Details of Expenditure - Vessels & Vehicles

	2014/2015 Budget Inc. Infl	2014/2015 Projection	2015/2016 Provisional Estimate
<u>MOORINGS & HARBOUR DUES</u>			
Rent - Sutton Bridge Moorings	16,602	17,465	6,500
Maintenance	1,500	670	1,500
Berthing & Harbour Dues	4,000	1,725	4,000
TOTAL	22,102	19,860	12,000
<u>RESEARCH VESSEL THREE COUNTIES</u>			
Maintenance & Repairs	20,500	25,000	26,000
Refit	20,720	27,000	27,000
Insurance & Certification	9,704	21,300	25,000
Fuel	21,000	22,000	24,000
TOTAL	71,924	95,300	102,000
<u>ENFORCEMENT VESSELS JOHN ALLEN / vessel TBC</u>			
Maintenance & Repairs	10,200	49,195	10,000
Insurance & Certification	7,650	4,665	7,500
Fuel	35,700	12,000	25,500
New Vessel Provisional Costs	05,100	7,240	5,000
TOTAL	58,650	73,100	48,000
<u>PISCES III</u>			
Maintenance & Repairs	2550	6,000	5,800
Refit	0	0	0
Insurance & Certification	852	850	845
Fuel	2,050	1,650	1,655
TOTAL	5,452	8,500	8,300

VEHICLES

Insurance	5,750	5,594	6,250
Fuel & Sundries	13,000	12,500	15,000
Servicing	2,430	4,250	2,750
Vehicle Tracking	<u>1,160</u>	<u>1,256</u>	<u>1,300</u>
TOTAL	22,340	23,600	25,300

EASTERN INSHORE FISHERIES AND CONSERVATION AUTHORITY

Provisional Forecast of Estimates 2016/2019

2	2015/2016 Estimate Incl. Infl £	2016/2017 Forecast £	2017/2018 Forecast £	2018/2019 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	5,452	5,452	5,452	5,452
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