



Eastern Inshore Fisheries and Conservation Authority

Business Plan 2018-2023



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Contact Information:

Chief Executive Officer
Eastern Inshore Fisheries and
Conservation Authority
Unit 6
North Lynn Business Village
Bergen Way
King's Lynn
PE30 2JG

Phone: 01553 775321
Fax: 01553 772031
www.eastern-ifca.gov.uk
mail@eastern-ifca.gov.uk

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Abbreviations	
Association of IFCA	AIFCA
Centre for Environment, Fisheries and Aquaculture Science	Cefas
Department for Environment, Food and Rural Affairs	Defra
Eastern Inshore Fisheries and Conservation Authority	EIFCA
Eastern Sea Fisheries Joint Committee	ESFJC
Environment Agency	EA
European Marine Site	EMS
Inshore Fisheries and Conservation Officer	IFCO
Marine and Coastal Access Act 2009	MaCCA 09
Marine Conservation Zone	MCZ
Marine Management Organisation	MMO
Marine Protected Area	MPA
Marine Strategy Framework Directive	MSFD
Maximum Sustainable Yield	MSY
Natural England	NE
Royal Yachting Association	RYA
Site of Special Scientific Interest	SSSI
Special Protection Area	SPA
Special Area of Conservation	SAC
Tactical Co-ordination Group	TCG
Wash Fishery Order 1992	WFO 1992
Wash & North Norfolk Coast Marine Partnership	WNNCMP



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INTRODUCTION

The purpose of this Business Plan is to inform funding authorities (County Councils and Defra), local communities, local bodies and key delivery partners of the statutory duties of Eastern Inshore Fisheries and Conservation Authority (EIFCA) and how it intends to carry them out on time and within budget.

Eastern IFCA is a statutory regulator created by the Marine and Coastal Access Act 2009 (MaCAA 09) as a successor to the Eastern Sea Fisheries Joint Committee (ESFJC). It is responsible for the sustainable management of sea fisheries resources and protection of the marine environment in inshore waters i.e. to six nautical miles from coastal baselines. District boundaries and IFCA membership are set out in Statutory Instrument 2189/2010 made in September 2010. Eastern IFCA became fully operational on 1 April 2011. The Eastern IFCA mission is to:

‘Lead, champion and manage a sustainable marine environment and inshore fisheries, by successfully securing the right balance between social, environmental and economic benefits to ensure healthy seas, sustainable fisheries and a viable industry’

The Opportunity

The inshore and offshore marine environment of the East Coast of England is a busy space and is forecast to become yet busier. The context is that the marine environment currently contributes c£50Bn annually to the national economy and this is forecast to rise to c£100Bn by 2030. Against the backdrop of the Government growth agenda, the marine sector has a large part to play.

The Threat

Throughout history the marine environment has been a relatively unregulated and un-exploited space. Traditional activities, particularly fishing activities, have been able to continue without substantial interference through the ages. Whilst there have been industrial developments in the oil and gas sector, most have occurred over the horizon and have not impacted significantly on other marine users. The growth of marine environment exploitation through the installation of renewable energy infrastructure, aggregate dredging, coastal protection and other coastal developments is now challenging the ability for all marine users to successfully co-exist – especially in the inshore sector.

This has driven a need for precise management of the inshore marine area to balance the plethora of demands being made of it. Eastern IFCA is charged by statute to achieve this balance in partnership with other agencies and organisations, both public and private sector. The penalty of not establishing a mutually beneficial balance of activities between all users is that the smaller business models are liable to fall by the wayside or be marginalised to the extent that they are no longer viable concerns. This,

in turn, may irreversibly alter the traditions and tapestry of a region noted for its marine heritage.

The transition from ESFC to Eastern IFCA in April 2011 signalled the advent of a period of significant change in the marine sector with management of Marine Protected Areas (MPA) becoming a focus. Any activity within an MPA must be fully assessed to ensure that it will not introduce a threat to the marine environment. The duty to regulate fishing activity within MPAs in the inshore sector resides with IFCAs. This requires significant people resources to gather and scrutinise the evidence base to deliver rigorous fisheries assessments, and subsequently to support the development of management measures and ensure compliance with any such measures.

The focus on MPAs is in addition to the established requirement to manage long-term, sustainable inshore fisheries. Revision of the Common Fisheries Policy has placed greater emphasis upon this with the introduction of landing obligations and a requirement to fish to Maximum Sustainable Yield (MSY). In the context of a growth agenda and extra scrutiny with regards to the protection of sensitive habitats, fisheries sustainability requires a holistic approach encompassing and engaging all users of the highly valued and productive inshore environment and an ability to adaptively manage the risks associated with a dynamic and an ever-changing marine landscape.

The Strategic Landscape

Although Eastern IFCA is not a Defra body, most its work services Defra policy objectives. In delivering output at the regional level it is essential that those responsible for the governance and leadership of Eastern IFCA appreciate and understand the strategic landscape.

Defra has produced a Single Departmental Plan, which sets out DEFRA's objectives and how they will achieve them.

The plan identifies **five policy objectives**:

- A smooth and orderly exit from the EU
- A cleaner, healthier environment, benefiting people and the economy
- A world leading food and farming industry
- A rural economy that works for everyone, contributing to national productivity, prosperity and wellbeing
- A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities

Our Part in the Defra Plan

The five policy objectives above translate into regional action, which is owned and delivered by Eastern IFCA.

1. A smooth and orderly exit from the EU

The Association of IFCA (AIFCA) have issued a policy statement on EU exit, which has been agreed and endorsed by EIFCA. A key element is 'Day 1 readiness', which involves operational planning with the MMO to prepare for the likely scenarios that may transpire dependent upon the type of exit negotiated. The association policy is that '...IFCAs agree in principle to assist in developing and implementing an operational plan, potentially utilising IFCA vessels and staff in the UK response to EU exit.' The Association has asked the Chief Officers Group to work with and assist the MMO in developing the plan from an operational perspective.

2. A cleaner, healthier environment, benefiting people and the economy

The health and well-being of the inshore marine environment is integral to the delivery of this goal. A poorly managed, polluted and decaying marine environment will affect both the health and well-being of people and will stifle economic opportunity and the prosperity of shore and sea based businesses. Our work to support national marine planning and licensing activity will assist in delivering economic benefit in step with, rather than at the expense of, natural processes. Similarly, Eastern IFCA's remit to further conservation objectives of Marine Protected Areas (MPAs), in addition to maintaining biologically diverse and healthy fish and shellfish stocks through effective management supporting initiatives to deliver enhanced fishing opportunities within the district, will directly contribute to the delivery of this policy objective.

3. A world leading food and farming industry

Regional fishing and fish processing businesses contribute to a national food and drink industry which contributes over £100bn to the UK every year – around 7% of the total economy – and food accounts for 17% of all UK manufacturing. Eastern IFCA has a remit to support the viability of fishing enterprises while maintaining a balance between modern and traditional business models. Eastern IFCA's regulatory remit empowers it to support the fishing industry in efforts to achieve the highest standards of sustainability, for example through supporting the implementation of fisheries management that meets international accreditation standards.

4. A rural economy that works for everyone, contributing to productivity, prosperity and wellbeing

Often focussed upon terrestrial farming businesses, this policy objective applies equally to marine based businesses, many of which are based in rural areas within the EIFCA district. EIFCAs work in managing and maintaining sustainable inshore fisheries is an important contribution to increasing productivity and prosperity in rural areas.

5. A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities

Fisheries and habitats are susceptible to the effects of climate change and other anthropogenic influences. Effective management should be adaptive to the dynamic inshore environment and be maintained in a healthy state through our work to ensure a natural, ecological resilience to these threats is furthered. Workstreams to support food safety sampling and to identify possible parasitic infections thought to be responsible for atypical mortality in bivalve molluscs will contribute to the delivery of this policy objective. In addition, although not directly part of Eastern IFCA's remit, our work to support and inform regional flood defence initiatives, particularly coastal and estuarine sea defences, will also contribute to the delivery of this policy objective.

25 Year Environment Plan

The Government's 25 Year Environment Plan was published in January 2018 and calls for *'an approach to agriculture, forestry, land use and fishing that puts the environment first.'*

Defra created four pioneer projects to inform the development and implementation of the 25 Year Environment Plan. Each pioneer is located in a different area of England and is led by part of the Defra group, working closely with local partner organisations.

Defra asked the pioneers to explore four broad objectives:

- Applying a natural capital approach to decision making;
- Developing innovative funding opportunities;
- Demonstrate integrated approaches to planning and delivery; and
- Building our understanding of 'what works' in practice.

The pioneers are working with partners on what they learn, to adapt or propose future projects to meet the four objectives. Defra has asked the pioneers to be ambitious and to take managed risks; to learn from what does not work as well as what does. As a result, and as intended, each pioneer has approached their objectives in a different way according to their local circumstances and the priorities of their respective partners.

One of the four pioneers is a Marine Pioneer, which is led by the MMO. It operates in two separate locations covering coast and sea based on the North Devon Biosphere and the Suffolk Coasts and Heaths Area of Outstanding Natural Beauty. EIFCA were instrumental in the pioneer being located in Suffolk and remain closely involved through membership of the Steering Group and participation in a Saltmarsh Group, which is developing projects including saltmarsh restoration, saltmarsh re-creation and beneficial use of dredging.

There are elements of the 25 Year Environment Plan to which EIFCA will contribute through fulfilling its duties. Chapter 5 of the plan relates specifically to the core functions of EIFCA and states that:

We will:

- *Implement a sustainable fisheries policy as we leave the Common Fisheries Policy.*
- *Achieve good environmental status of our seas while allowing marine industries to thrive, and complete our ecologically coherent network of well-managed marine protected areas (MPAs).*

There is a direct correlation between these objectives and the statutory duties of EIFCA and as such fulfilling the priorities set out in this Business Plan will directly contribute to the objectives of the 25 Year Environment Plan.

EASTERN IFCA

Our Function

The Eastern sea fisheries regulating function was initially established in 1894 to regulate the Wash mussel fishery. Its remit and area of responsibility has expanded significantly over time but the principle of managed human exploitation of a key protein source whilst affording protection to the marine environment remains the same. The key Eastern IFCA responsibilities are:

- to ensure that the exploitation of sea fisheries resources is carried out in a sustainable way;
- 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;
- to balance the different needs of persons engaged in the exploitation of sea fisheries resources in the district;
- to take any other steps which in the authority's opinion are necessary or expedient for contributing to the achievement of sustainable development;
- to ensure that the conservation objectives of any MCZ in the district are furthered;
- Stewardship and management of the Wash shellfish fishery to support the viability of local industry;
- Enforcement of other national and EU fisheries legislation throughout the district;
- Delivery of regulation to manage fishing activity in MPAs;
- Support of national marine planning and licensing activities as a statutory consultee and;
- Research activity to deliver fishery management functions and support a continuous review of fisheries.

Our Duties

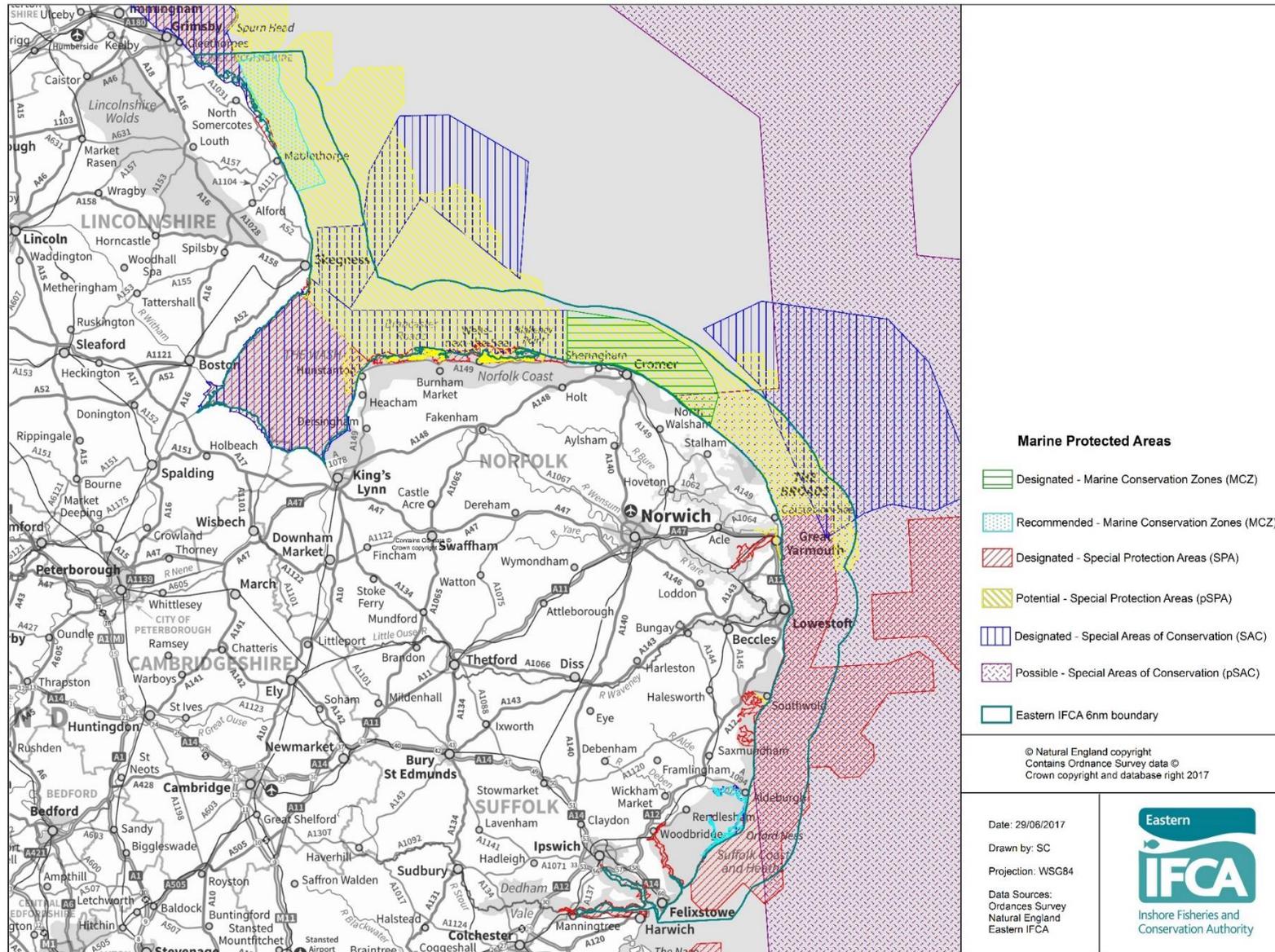
The duties of Eastern IFCA are to fully engage with both local and national stakeholders to manage the exploitation of sea fisheries resources in the district, balancing the social and economic benefits of exploiting resources with the need to protect the marine environment, or help it recover from past exploitation. Eastern IFCA must seek to ensure that the conservation objectives of any Marine Protected Area (MPA) are furthered and that fishing activity in such areas is managed to avoid an adverse impact upon designated features. Eastern IFCA has byelaw-making and enforcement powers.

These duties are conducted according to European and UK legislation and are made explicit in Section 153 of MaCAA 09. The duty to ensure the conservation objectives of any Marine Conservation Zone (this refers to all MPAs) in the district are furthered is set out in Section 154 of MaCAA 09.

Additionally, Eastern IFCA is deemed a Relevant Authority and a Competent Authority for marine areas and European Marine Sites (EMS), under the Conservation of Natural Habitats and Species Regulations 2010. By comparison to Sea Fisheries Committee, the duties and obligations set out in MaCAA 09 require Eastern IFCA to collect and analyse greater quantities of data and exercise management for the protection of some marine plants and animals, not just for commercially exploited fish species. This obligation is detailed at Section 175 of MaCAA 09.

Our District

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 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 1992 (WFO 1992) is undertaken 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 the public's right to fish for the prescribed species within The Wash to grant exclusive fishing rights to individuals (Several Fishery). 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.



The commercial fisheries within the Eastern IFCA district are important to the local and national economy. For example, the brown crab and European lobster fisheries are worth circa £1.24M annually, the brown shrimp fishery accounts for circa 94% of total UK landings of shrimp and the rapidly growing whelk fishery had a provisional first sale value of £1.6M in 2017 (landed into the district). Cockle fisheries in The Wash are provisionally estimated to have been worth £4.18M in 2016 (although this is considered to have been an exceptional year). The first sales value of fin-fish (including flatfish, skates and rays etc.) landed into the district in 2016 was an estimated £1.5m.

The Eastern IFCA's district is also a popular destination 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 report¹ highlights that recreational sea angling contributes circa £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.

Our Funding

The overall Authority budget is £1,443,096 (2018-19). Eastern IFCA is funded by levy charged to the sponsoring local authorities: Lincolnshire, Norfolk and Suffolk County Councils, who have a legal duty to pay the levy. Eastern IFCA accommodated a 25% reduction in funding from local authorities in 2011 in recognition of the impact of the austerity agenda upon them.

In recognition of the revised and additional duties the Authority assumed in transition from ESFJC to Eastern IFCA, New Burdens funding, comprising 25% of overall budget, was allotted from Defra for an initial 4-year period from 2011. This settlement was exceptionally 'rolled over' for a further year and has subsequently been confirmed until 2020, providing Eastern IFCA with a more stable future, and reflecting Defra's confidence in the key services delivered by IFCAs in the inshore marine environment.

Some additional revenue is generated from fees charged for permits, shellfish sampling and contracted research work on behalf of both public and private bodies. Additionally, a small amount of revenue is generated from bank interest on general reserves (often accrued over several years to fund replacement of Fisheries Patrol Vessels and Fisheries Research Vessels). Recovered court costs awarded from successful prosecutions also appear as revenue. IFCAs are encouraged to explore ways of supplementing their income by creating commercial revenue through, for

¹ Sea Angling 2012 – a survey of recreational sea angling activity and economic value in England, Defra, November 2013

example, survey work, data management or support for leisure activities. A priority for 2016-17 was to explore increased cost recovery for management of the Wash fisheries under the WFO 1992. At the 27th Authority meeting in February 2017 it was agreed in principle to move to 50% cost recovery over three years and then to review the situation. Feedback from the consultation highlighted several key issues raised by the industry, that warrant further investigation and review. In addition, costings have been updated and it has been recognised that there is a need for a fee structure that also accounts for years where a mussel fishery also occurs. Therefore, the incremental increases have been postponed until April 2019 whilst further review occurs.

Our Governance

The Authority comprises 21 members from a variety of backgrounds, which is intended to bring a range of skills and experience to debate and decision making. The breakdown of membership is as follows:

- 7 councillors appointed by the respective constituent Authorities namely, Lincolnshire, Norfolk and Suffolk county councils;
- 1 officer each from Natural England, Environment Agency and Marine Management Organisation;
- 11 Volunteer members of the public appointed for their experience and/or expertise in marine related subject, such as the following categories:

Commercial fishing	<ul style="list-style-type: none"> • Mobile gear finfish (e.g. trawling, netting) • Mobile gear shellfish (e.g. dredging) • Static gear finfish (e.g. lines and nets) • Static gear shellfish (e.g. traps and pots) • Other (e.g. aquaculture, bait diggers)
Recreational fishing*	<ul style="list-style-type: none"> • Recreational sea fish angling; • Charter industry; • Holders of limited permits; • Other (e.g. bait diggers)
Marine environment	<ul style="list-style-type: none"> • Interests in designated conservation sites (e.g. MCZs, SACs, SPAs, SSSIs) • Special wildlife interests (e.g. bird or sea mammal groups); • Underwater archaeological and historic environment interests
Other	<ul style="list-style-type: none"> • Coastal process (e.g. flood and coastal erosion risk); • Independent local marine science (e.g. conservation, fisheries, social science); • Access to the coast; • Estuarine interests; • Maritime-related organisations (e.g. Harbour Masters, RNLI, Maritime and Coastguard Agency); • Leisure and yachting interests; • Sub-aqua or commercial diving interests; • Other marine industries (e.g. offshore)

*No representation from the RSA sector as at March 2018

Our People

The Chief Executive Officer and Clerk to the Authority is an ex-senior Police Officer with 26 years' law enforcement experience in a variety of disciplines including crime and disorder management, serious and organised crime, major crime investigation and intelligence. He has significant senior leadership experience including partnership working, stakeholder engagement, strategic change management and financial management as well as operational delivery. In addition to this he also has maritime experience gained from service in the Royal Navy and through personal interests. He was appointed temporarily to the role in September 2015 following the secondment of the previous CEO to the Marine Management Organisation and was appointed to the role permanently in November 2016.

The Head of Operations has extensive management / leadership experience as well as law enforcement experience in the public sector. He is also an RYA Yachtmaster (Offshore) for sail and he serves as a crew member with the RNLI. He has recently joined EIFCA, filling a long-standing vacancy in the Executive team and bringing new energy and thinking to the organisation.

The Head of Finance and HR is a qualified management accountant with experience in the private sector at director level and in local government as a District and County councillor. He has previously been responsible for both the Finance and HR functions in small organisations and during 2017 he also took responsibility for the HR function following the departure of the Head of HR.

The authority employs 24 staff in total, 3 of whom are members of Unison. All staff are given appropriate training for their role. Developmental training, as identified through the PDP (Personal Development Plan) process, is also facilitated.

Marine Science officers have specialist expertise (e.g. GIS) or at least one degree level qualification in marine biology or associated marine sciences. The Marine Protection team comprises of a mixture of very experienced IFCOs (more than 10 years' experience) and newer members of the team, three have previous experience in the Police Service and one has been a commercial fisherman.

Members of the Marine Protection team undertake formal training as enforcement officers provided by all ten IFCAs in a collective national course that runs annually in February and by the Marine Management Organisation via a suite of courses. Officers are not warranted until they have attended a formal training course and have been assessed as competent operationally. New joiners will undertake a programme to become accredited as enforcement officers and there is an aspiration to have all existing officers accredited. Refresher training is usually undertaken each year during the winter months.

Formal training is provided for officers required to undertake the role of vessel Skipper or crew. This is undertaken at a Royal Yachting Association (RYA) approved training centre and officers are required to achieve the RYA qualification relevant to their role up to and including Yachtmaster (Offshore). In addition, all seagoing officers are required to successfully complete the STCW95 suite of courses (First Aid, Fire Fighting, Personal Survival and Personal Safety & Social Responsibility) to ensure that they can operate safely at sea. They are also required to hold an ML5 medical certificate to ensure that they are fit to work at sea.

Recruitment has not presented any difficulties over recent years as the organisation maintains a good reputation with students and graduates in the marine and related sectors and therefore has had very high numbers of applicants for posts within the Marine Science team. There have, though, been challenges with retention, particularly in the Marine Science team. However, steps have been taken to address this through enhancing the level of autonomy given to officers, particularly in leading on specified projects. Modern facilities and equipment coupled with attractive terms and conditions also help enhance the selection of high calibre candidates. The recruitment of the right individuals is supported by a rigorous interview process including relevant independent tests.

The key players in the team are well established and have a thorough understanding of the corporate aim and objectives and how their role contributes to the overall delivery of outputs.

Key Personnel

The Executive team comprises the CEO, Head of Operations and Head of Finance. The CEO and Head of Operations work full time, whilst the Head of Finance & HR is ordinarily part time, 3 days per week. The departure of the previous CEO to the MMO, after an extended secondment, has prompted some revisions to the organisations' structure with the former Deputy assuming the CEO role. Other changes include re-designating the Deputy CEO post as Head of Operations, with line management of both the Marine Science and Marine Protection teams, and responsibility for all operational outputs and service delivery. The HR function following the departure of the previous Head of HR has been added to the Head of Finance portfolio. The CEO role is intended to provide overall command and strategic direction, senior stakeholder engagement throughout the district and operational quality assurance

Chief Executive Officer

Julian Gregory



As CEO Julian leads the Authority's officers and is responsible for the delivery of all Eastern IFCA outputs. He is the Responsible Financial Officer and Clerk to the Authority. He is a Chartered Fellow of the Chartered Management Institute, holds a first-class honours degree in a law related discipline and has extensive senior management and law enforcement experience in both the Police Service and Eastern IFCA. He is a warranted Inshore Fisheries and Conservation Officer and an RYA Yachtmaster (Offshore).

Head of Operations

Jonathan Butler



Jon joined the Authority on the 5th March 2018 from Cambridgeshire County Council where he was a District Manager in the Family Services section. He is a graduate of the University of East Anglia from where he gained an honours degree. He is a member of the RNLI and RYA Yachtmaster (Offshore) for sail.

Head of Finance & HR

Andrew Bakewell



A qualified management accountant with 40 years' experience in a wide variety of private and public-sector organisations. Andrew in the past enjoyed an active role in local politics and was honoured to serve as Mayor of Boston in 2005. He brings financial, people and general management skills to Eastern IFCA.

Senior Marine Science Officer

Ron Jessop



Having graduated from Newcastle University with a Zoology degree Ron worked in the local fishing industry for 14 years fishing for cockles, mussels, shrimps and sprats from the port of Boston. He joined Eastern Sea Fisheries Joint Committee in 2000 as a fishery officer and has been in his current role of Senior Marine Science Officer since 2003. In this role, he is responsible for a small team of officers, whose task is to provide the scientific evidence used to support the Authority's management decisions.

Senior Marine Science Officer
Judith Stoutt



Holding degrees in Environmental Science and Biological Science from the University of East Anglia and the University of Hull respectively, Judith joined Eastern Sea Fisheries Joint Committee in 1996 as a Research Assistant, and became the organisation's first Environment Officer in 2000. She has overseen the expansion of Eastern IFCA's environmental work, particularly in the field of fisheries management in Marine Protected Areas and in providing advice to marine regulators for marine planning and consenting.

Senior IFCO (Compliance)
Simon Lee



Having joined Eastern Sea Fisheries Committee in 2000 Simon is an experienced enforcement officer and seafarer. He is responsible for planned and targeted enforcement and vessel operations to meet the objectives set out in the Annual Enforcement Plan. He has played a key role in the development and implementation risk based enforcement and the TCG process as well as the introduction of smaller, faster and more reactive patrol vessels. He is a warranted Inshore Fisheries and Conservation Officer and an RYA Yachtmaster (Offshore).

Senior IFCO (Regulation)
Luke Godwin



Holding degrees in Marine Biology (BSc) and Environmental Sciences (MSc) Luke joined Eastern IFCA in 2012 as an Environment Officer, becoming Project Officer in 2014. His work streams have ranged from producing Habitat Regulation Assessments to drafting byelaws. He played a key role in the development of the annual Strategic Assessment and managing the Several Order shellfish lays in The Wash. He is a warranted Inshore Fisheries and Conservation Officer.

Senior Skipper
Lee Torrice



Having joined Eastern Sea Fisheries in 1998. Lee is an experienced skipper and engineer. Having started as a Fishery officer, then progressed to engineer, worked as a research assistant for a short period of time before becoming the mate on RV three counties and finally the senior skipper. He is a long-standing member of the RNLI, having served at Hunstanton for a number of years. He is responsible for all of the Eastern IFCA sea going assets. He is a warranted Inshore Fisheries and Conservation Officer and an RYA Yachtmaster (Offshore).

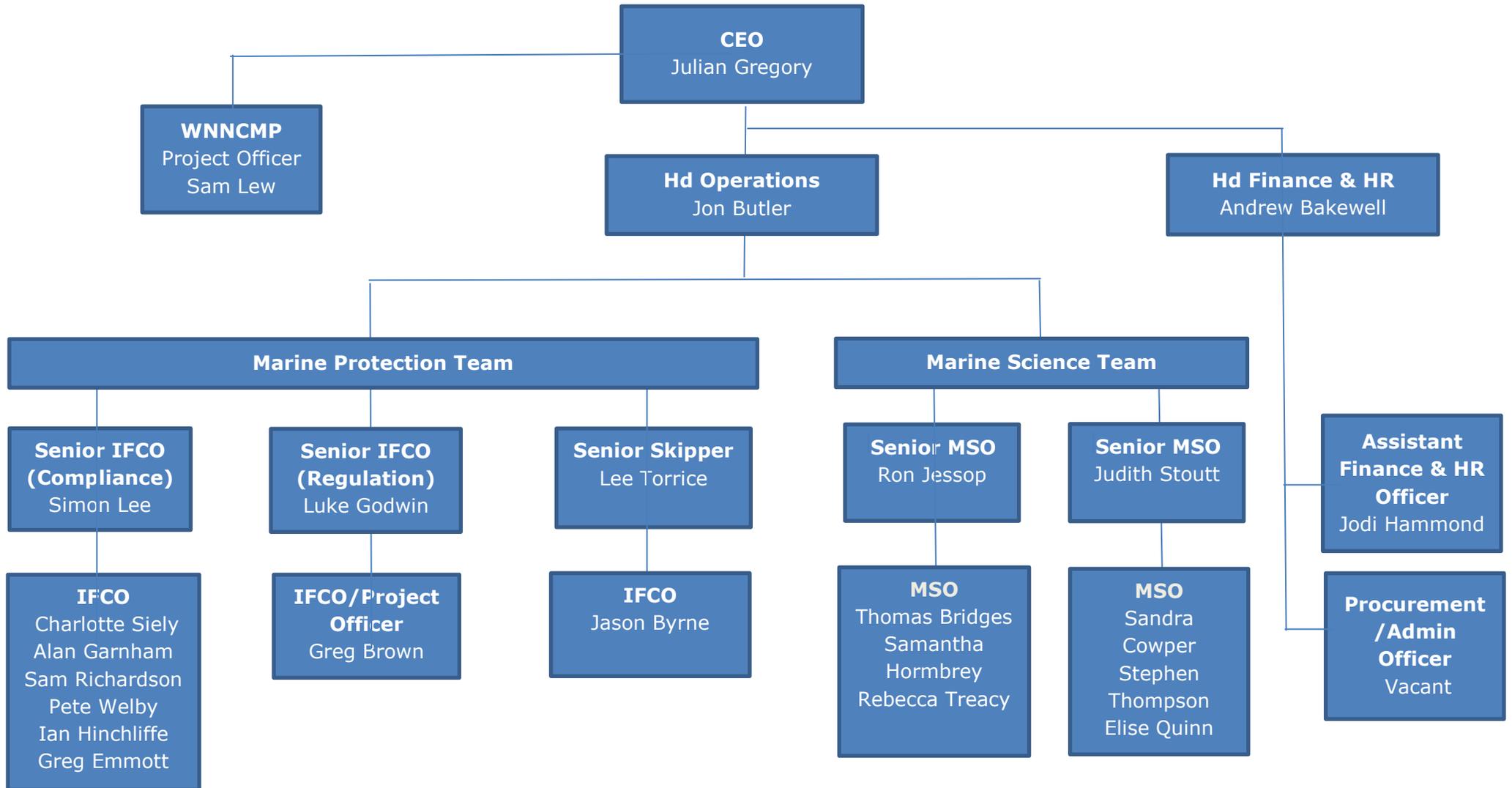
Overall, the leadership team brings together a wide range of skills and experience gained in both the public and private sectors as well as in the more specialised environment of Eastern IFCA. This blend of experience facilitates free thinking and the capacity to question the way in which the organisation operates, balanced with strong levels of skill, experience and knowledge provided by long-standing members of the team.

Our management team are pivotal to the overall success of the organisation; they are required to deliver the Authority's strategic intent through operational plans, ensuring that their teams deliver to the required standard. As such, we have invested in our management capability through formal training, a management development event and ongoing coaching. The key focus was to help first line managers to develop as leaders and to take ownership of delivery within their area of responsibility. This has been a key focus and will continue to be so moving forward.

In addition, investments have been made to ensure the team have received appropriate, professional training to fully equip their people management 'toolbox', for example attendance on courses covering effective time-management and holding difficult conversations. On-going coaching will continue to help officers with their development.

All the Eastern IFCA team are remunerated by an established salary structure with a set number of annual increments based upon length of service. The Marine Protection and some of the Marine Science Teams are additionally rewarded with a 7.5% supplement to account for unsociable hours, including weekend working. A review of terms and conditions is currently underway along with updates to job descriptions following the merger of the previous Environment and Research teams and other role and legislation changes. Annual leave is based upon length of service and all qualifying staff are auto-enrolled in the Local Government Pension Scheme.

Eastern IFCA Staff Structure 2018-19



OPERATIONS

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

Costing and control of the authority is maintained by a rigidly sequenced ordering and approval system for all expenditure which is also analysed in detail to establish costs by department as an aid to decision making, budgeting and forecasting future funding requirements.

The Authority procures its supplies from an approved list of suppliers including ESPO and the Local Government Purchasing Scheme. Price and service are subject to periodic monitoring. New suppliers are approved after research and where possible price comparison.

To support its operations the Authority currently employs the following owned capital assets valued at original cost:

Vessels	£
<i>RV Three Counties</i> – Research catamaran	914,560
<i>FPV Sebastian Terelinck</i> – Patrol vessel	417,000
<i>FPV John Allen</i> – Patrol vessel	210,000
<i>FPV Sea Spray</i> – Open RHIB	59,138
Vehicles	
Ford Tourneo (2016) – crew transport	13,267
3 Skoda Yetis (2014) – IFCO patrol	42,667
2 Skoda Yetis (2017) – CEO and general duties	30,537
1 Skoda Fabia (2017) – general duties	10,215
Isuzu 4x4 (2015)– deploying towable assets	18,877
3 Peugeot Estates (2008/09) – general duties	37,480
Research Equipment	
Various items of survey equipment	118,789

Collaboration – Marine Management Organisation

During 2015 Defra officials instigated an initiative to explore greater joint working between IFCAs and the Marine Management Organisation (MMO). Senior MMO managers and IFCAs Chief Officers subsequently agreed a substantial programme of work comprising six areas that would 'go beyond the operational sharing of assets

towards joint structures, systems and approaches which will be achieved through cultural change’.

At its October 2015 meeting the Authority agreed to the full engagement of Eastern IFCA in the joint working programme.

A Programme Management Board was established to oversee the various work streams and the CEO of Eastern IFCA was involved as a Senior Technical representative in his role as Chair of the National Inshore Marine Enforcement Group. The work streams being overseen by the Board are:

- Accommodation sharing
- Enhanced operational joint working and cooperation
- Intelligence and operational tasking
- Enforcement systems upgrade
- Training

As well as being at the heart of developments nationally Eastern IFCA are actively sought to exploit the benefits of joint working with the establishment of a joint office in Lowestoft and accommodating MMO officers at Kings Lynn to encourage ever closer operational working. This was implemented during 2016.

Having firmly established all the work-streams the Programme Board was discontinued during 2017 with the ongoing oversight moving to the IFCA Chief Officers Group.

Marine Protection Operations

Compliance and enforcement activity is undertaken in accordance with principles set out in the Regulation and Compliance Strategy, with the emphasis being upon the principle of endorsing compliance. This provides that clarity on regulation together with guidance and advice is essential to ensure compliance. The Eastern IFCA approach is to encourage compliance with regulation but sanctions are also available to deter, punish and remove any benefit from non-compliance in line with the Enforcement Policy.

To ensure that compliance and enforcement activity is proportionate and to make best use of limited resources a risk-based approach is taken and this is informed by the Annual Compliance Risk Register.

The Marine Protection Team, which comprises 11 full-time, warranted IFCOs, are responsible for ensuring compliance with fisheries regulations. These officers have a range of powers provided under UK legislation, primarily MaCCA 09. Officers also have secondary functions such as vessel crew (Skipper, Mate/Crew), data analysis and projects. All officers are trained to operate as crew to the Authority’s vessels and

are therefore able to operate at sea as well as ashore. The CEO is also a warranted IFCO and it is intended that the Head of Operations will also be warranted.

Enforcement operations are undertaken both at sea and on land. They include boarding and inspecting fishing vessels, their catch and their fishing gear at sea and inspecting vessels and their catch as they land in harbours, ports and on beaches. Inspections of premises such as fish processors are also undertaken.



The Authority currently operates two dedicated vessels for compliance activities. *FPV John Allen*, an 11 metre Redbay Stormforce cabin RIB provides a high profile visible presence and has the capability for electronic observations/ tracking and direct boarding of fishing vessels. A second Redbay Stormforce, *FPV Sebastian Terelinck*, was acquired in 2015 and provides the same capabilities as *FPV John*

Allen with the additional benefits of greater manoeuvrability and shallower draught due to being fitted with waterjet propulsion.

The primary function of both *FPV John Allen* and *FPV Sebastian Terelinck* is enforcement but both are also equipped with 'A' frames and tenders to allow for additional operations relating to research support. One vessel is primarily based in Sutton Bridge to cover the Wash embayment as well as the north Lincolnshire and Norfolk coasts. The other is based at Lowestoft to cover the Norfolk and Suffolk coast.

Marine Science Operations

All Marine Science Officers are based in the King's Lynn office and can deploy throughout the District. Their responsibilities include the provision of scientific evidence to inform and support management decisions; the assessment and management of fishing activities in marine protected areas; and the provision of advice to partner marine regulators on marine planning and licensing applications.

Research

Evidence is gathered from a variety of sources including undertaking literary reviews of scientific papers, analysing fishery landings data and conducting surveys and research at sea. For this latter role, the team utilise all the Authority's vessels, including *RV Three Counties*, from which they can deploy a wide range of large and small scientific equipment that the Authority either owns or shares with other IFCAs.

The annual Strategic Assessment is conducted to identify priorities and this identifies which projects can be included in the annual research programme. In addition to these projects, the team also manages the collection of shellfish samples on behalf of the

local Borough Councils, which are used to test the water quality in shellfish harvesting areas.

Because it manages the WFO 1992 shell fisheries Eastern IFCA conducts annual surveys to assess cockle and mussel stocks. These are substantial projects and are routinely undertaken in addition to annual priorities.

Research Equipment

The table below lists some of the research equipment that is available to the Marine Science Team.

Item	Purpose	Owner
Day grab	Collecting seabed samples during cockle surveys or for sediment analysis during habitat mapping ground-truth surveys	Eastern IFCA
Mini-Hamon grab	Larger than a Day grab, it is used for ground-truthing sites that contain pebbles and cobbles	Eastern IFCA
Edgetech side scan sonar	Creates visual images of the seabed features using acoustic signals	Eastern IFCA jointly with Kent and Essex IFCA Sussex IFCA
VideoRay Remotely Operated Vehicle (ROV)	Takes video footage in water depths up to 80m and be deployed in currents of up to 2.5 knots	Eastern IFCA
2 x Sea Spyder camera arrays	Underwater cameras	Jointly with all IFCAs
2 x GoPro cameras	Underwater cameras	Eastern IFCA
ARIS 3000 Sonar Camera	Produces images using sound waves meaning that it can operate in the highly turbid waters that are encountered regularly in the Wash	Jointly with all IFCAs
2 x sondes	Collecting water quality data. Deployed on a buoy or from a vessel	Eastern IFCA
Various mussel and oyster dredges	Surveys and sampling	Eastern IFCA
Seine and fyke nets	Surveys and sampling	Eastern IFCA

Environment

Key activities are the assessment and management of fishing activities in marine protected areas and the provision of advice to partner marine regulators on marine planning and licensing applications. This involves desk-based research and analysis, and an element of field surveys. These functions are undertaken in close liaison with partner regulators and advisors, private sector companies, non-government organisations as well as local fishery and conservation stakeholders.

Most the Eastern IFCA district is afforded protection by the designation of marine protected areas, reflecting the importance of habitats and species located in our local seas. Most of the designated sites (15 immediately adjacent to the coast, and three located offshore, partly within the Eastern IFCA district but also extending beyond 6nm) are European Marine Sites (Special Areas of Conservation (SAC) and Special Protection Areas (SPA)), recognised for their internationally important habitats and species. To date, a single Marine Conservation Zone has been designated in the Eastern IFCA district – the Cromer Shoal Chalk Beds on the Norfolk coast.

Marine Protected Areas in the Eastern IFCA district:

Name	Designation type	Location	Size (km²)
Humber Estuary²	SAC	Lincolnshire (& Yorkshire)	366.6
Humber Estuary²	SPA	Lincolnshire (& Yorkshire)	376.3
Inner Dowsing, Race Bank & North Ridge³	SAC	Offshore: Lincolnshire & Norfolk	845.1
Gibraltar Point	SPA	Lincolnshire	4.2
The Wash	SPA	Lincolnshire & Norfolk	620.4
The Wash & North Norfolk Coast	SAC	Lincolnshire & Norfolk	1077.2
North Norfolk Coast	SPA	Norfolk	78.6
North Norfolk Coast	SAC	Norfolk	31.5
Cromer Shoal Chalk Beds	MCZ	Norfolk	321
Haisborough, Hammond & Winterton³	SAC	Offshore: Norfolk	1467.6
Great Yarmouth & North Denes	SPA	Norfolk	1.60
Outer Thames Estuary³	SPA	Coastal and offshore: Norfolk & Suffolk (also Essex & Kent)	3798.2
Breydon Water	SPA	Norfolk	12.0
Alde, Ore & Butley Estuaries	SAC	Suffolk	16.3

² Majority of this site is in North-Eastern IFCA district

³ Offshore (non-coastal) site, partially within Eastern IFCA district

Alde & Ore Estuaries	SPA	Suffolk	24.0
Orfordness to Shingle Street	SAC	Suffolk	8.9
Deben Estuary	SPA	Suffolk	9.8
Stour & Orwell Estuaries⁴	SPA	Suffolk (& Essex)	36.7
Sites not yet designated:			
Greater Wash	SPA	Coastal and offshore: Lincolnshire, Norfolk (& Yorkshire)	Not yet available
Harbour Porpoise (Southern North Sea)	SAC	Coastal and offshore: Norfolk & Suffolk	36,958
Outer Thames Estuary³ extension	SPA	Norfolk, Suffolk (& Essex) (extension into estuaries)	121.7

NB. Many of these coastal MPAs are also designated as Sites of Special Scientific Interest, and Ramsar Sites (wetlands of international importance). Public bodies have additional duties in relation to these designations; Eastern IFCA addresses these duties in parallel with the SAC and SPA requirements, and through liaison with the statutory nature conservation advisor, Natural England.

Annual assessments of the Wash Fishery Order cockle and mussel fisheries have been undertaken for over ten years, to ensure these fisheries are managed in accordance to the site's conservation objectives. Following the announcement of Defra's revised approach to fisheries management in marine protected areas in 2012, this fishery assessment work has been rolled out to cover all commercial fisheries in all MPAs in the Eastern IFCA district. A significant resource has been directed to complete this work in the required timescales and has required input from the research and marine protection functions as well as the environment team.

Implementation of management measures identified through the fisheries in MPAs assessment process was scheduled for completion by December 2016, although the level and complexity of this work meant that work continued beyond this deadline.

Most fisheries assessed for impacts on MPAs were found to not cause adverse effect at current levels of activity. The next step in the process will be to develop fishing activity monitoring plans, to demonstrate how changes in spatial distribution, gear types and effort levels will be recorded. The plans will also need to show how Eastern IFCA will respond to changes in fishing activities in relation to potential impacts on designated MPAs.

The provision of advice to partner marine regulators on potential fisheries and environmental impacts of proposed marine developments is an important function for the team. In addition to fishing operations, the southern North Sea and East coast are key locations for oil and gas, offshore renewable energy, aggregate extraction, ports

⁴ Majority of this site is in Eastern IFCA district, but part of it falls within Kent & Essex IFCA district.

and shipping, cables and pipelines, coastal flood defences, and marine recreation activities. Eastern IFCA provides formal advice to the licensing authority (MMO) on any such application and to the Planning Inspectorate for major infrastructure developments.

COMMUNICATIONS AND ENGAGEMENT

The importance of being 'recognised and heard' and therefore able to influence is recognised under the High-Level Objectives in Success Criterion 1 (Appendix 2). A similar objective existed under the previous performance management regime and therefore Eastern IFCA has adopted a planned approach to communication and engagement since 2012.

To inform activity a benchmarking survey was commissioned from an external provider during 2012. Analysis of the results indicated that whilst awareness of Eastern IFCA was surprisingly high, it varied across stakeholder groups as follows:

- Commercial fishermen – 87% of respondents aware of Eastern IFCA
- Community – 44% of respondents aware of Eastern IFCA
- Conservation groups and NGOs – 54% of respondents aware of Eastern IFCA
- Recreational coast users – 54% of respondents aware of Eastern IFCA
- In the 3 counties awareness of Eastern IFCA varied greatly – Suffolk - 55%, Norfolk – 66% and Lincolnshire – only 37%

When further analysed by sub-stratum some interesting results emerged such as 0% of respondents from schools were aware of Eastern IFCA (compared to 44% of community group); whilst the Wildlife Trusts were aware of Eastern IFCA, the RSPB was not; 81% of recreational fishermen were aware but only 38% of boat owners. It was also found that whilst many respondents were aware of Eastern IFCA, they were unsure of what it did.

As a consequence, activity during 2013-14 was concentrated on raising awareness generally of Eastern IFCA and what it does. This was achieved by a range of activities including attendance at large public events (e.g. county shows), regular community engagement meetings, developing partnership working through the establishment of MoUs and utilising both conventional and social media.⁵

The approach for 2014-15 was developed to address some of the harder to reach groups and consequently the nature of the activity undertaken was refined, for example the events attended were smaller scale and addressed different audiences. Because community engagement meetings tended to be dominated by commercial fishermen with a relatively narrow agenda and a tendency to seek to dominate a

⁵ Eastern IFCA Communication and Engagement Report 2013-14

meeting, they were discontinued and instead the Authority procured a second-hand display trailer from the EA to enable officers to move community engagement from set piece 'Town Hall' style events to more bespoke, clinic style engagement. The trailer proved a very cost-effective means of targeting groups of stakeholders to draw their opinions in an atmosphere more conducive to meaningful engagement.⁶

During 2015-16 activity continued along similar lines to the previous year but with a focus on educational establishments to address the identified gap in awareness identified in the benchmark survey.⁷

It had originally been intended to repeat the benchmarking exercise during the first half of 2016 to assess progress it was judged that this would be an unnecessary use of public funds. It was clear that Eastern IFCA was well established and not only is it well known in coastal communities and with relevant stakeholders but it is also able to influence where it is appropriate to do so.

2016/17 saw similar activity but with less events attended and greater emphasis on the use of social media to maximise on activity. During the year, a significant project entitled Common Ground, a Community Voice Method (CVM) initiative was conducted in partnership with the Marine Conservation Society. The project entailed some 35 filmed interviews with a broad range of stakeholders from across Eastern IFCA's district. The responses within the footage were analysed to reveal the most commonly expressed views around the questions asked during the interviews. The output is a 35 minute documentary film which provides us with a narrative from a cross-section of our stakeholder community. Workshops were held during the latter part of 2016 where the film was screened and exercises were conducted to help Eastern IFCA gain a wider understanding of stakeholders values, issues and suggested actions about how best to safeguard a healthy marine environment. A full report was published in October 2017. A review of the CVM actions and report will be identified when the CVM action plan is written. The aim of the review is to keep the outputs of the CVM project up to date.

During 2017/18 attendance at events supported by social media activity remained at the heart of engagement activity albeit the number of events attended was reduced.

During the last five years investments were made in a bespoke aquarium tank built on a road trailer together with a gazebo displaying Eastern IFCA corporate branding. When combined with the display trailer Eastern IFCA has the appropriate infrastructure to put on attractive, interactive and informative displays. This combination has proved to be very successful in gaining exposure to members of the general public at community events such as the Cromer Crab and Lobster festival and

⁶ Eastern IFCA Communication and Engagement Report 2014-15

⁷ Eastern IFCA Communication and Engagement Report 2015-16

they have also been used to inspire the next generation of potential stakeholders during school visits. Whilst it has shown that this type of engagement has been popular with the general public, it is extremely resource (primarily time) intensive. Given the current high workloads it is felt that this resource should be reallocated into targeted engagement/consultation with stakeholders who have a vested interest in our business in line with the outputs from the CVM project, as opposed to wider public events. This is supported by the fact that this type of repeated engagement at wider public events is, in many cases, reaching the same audience as in previous years and as such no longer provides the same level of 'new' exposure for the organisation. Optimal frequency of attendances at wider public events is currently under review.

Looking forward Eastern IFCA's aims is to be recognised for our high standard of work and to promote trust and respect in the coastal communities by making visible our professional outputs (e.g. research reports, consultation responses to major offshore developments, effective fisheries management). By achieving effective relationships with coastal communities, Eastern IFCA can better develop effective guardianship of the inshore environment. This aim is very much supported by the outputs from the CVM project.

Our stakeholders include non-governmental organisations, partner organisations (e.g. EA, MMO, NE) policy makers, commercial fishers, recreational fishers and the burgeoning offshore energy sector. Engagement with the fishing industry is important to successfully ensuring compliance with the fisheries regulation. This reflects our Regulation and Compliance Strategy and Enforcement Policy, which aims to promote compliance through effective engagement and education.

Planned Activities

The objective is to maintain the level of engagement achieved to date and to develop in those areas that become more important in the context of the annual planning process. The intention is to achieve this through further developing the themes established under the CVM project.

The website was developed through 2015-16 and is maintained and updated to reflect important developments in the marine environment and to show case more of the outputs as 'good news stories'. The website will be managed as required under the High-Level Objectives in Success Criterion 1 (Appendix 2).

Social media will be utilised to maximise the effect of all community engagement activities and to maintain interaction with those stakeholders who already have an interest in our work. In addition to the website, social media has also proven to be an effective method for disseminating important regulatory information.

Traditional methods of engagement are also important. All officers engage in person with our stakeholders through partnership working and through an enforcement presence on the coast throughout the district.

The Community and Engagement Plan 2018-19 can be found at Appendix 5.

FINANCIAL PLAN

Past performance

In recent years, as a result primarily of staff secondment, vacancy management, interest, grant funding and increased sampling fees the authority has continued to add to reserves and fund various capital projects including replacing vehicles, vessels and research equipment. Like many other organisations, the authority has continued to benefit from a sustained period of low inflation.

	2015/16	2016/17	2017/18 Budget	2017/18 Estimate
Income				
Levies*	996,925	996,925	996,925	996,925
“New burden”	394,145	394,145	394,145	394,145
Other	84,527	61,983	60,000	55,200
Total	1,475,597	1,453,053	1,451,070	1,446,270
Expenditure				
Salaries	850,693	850,402	995,403	890,000
Administration	239,954	224,179	201,405	210,500
Operations	49,456	20,081	29,500	28,000
Vessels	164,156	155,337	155,750	116,750
Vehicles	27,062	30,977	24,500	22,000
Total	1,340,321	1,280,976	1,406,558	1,267,250
Surplus/shortfall	135,276	172,077	44,512	179,020

**NB the levies reflect a 25% reduction on 2011 as a consequence of savings to reflect budget cuts for funding authorities*

5 year forecast 2019 – 2023	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast
Income					
Levies	1,016,864	1,037,201	1,057,945	1,079,104	1,100,686
“New burden”	394,145	394,145			
Other	70,000	95,000	100,000	105,000	110,000
Total	1,481,009	1,526,346	1,157,945	1,184,104	1,210,686
Expenditure					
Salaries	1,037,946	1,063,895	1,090,492	1,117,754	1,146,698
Administration	211,900	201,150	205,000	209,100	213,282
Operations	29,850	30,650	31,450	32,079	32,721
Vessels	138,400	136,000	138,850	141,655	144,514
Vehicles	25,000	25,750	26,523	27,318	28,138
Total	1,443,096	1,457,795	1,492,315	1,527,906	1,564,353
Surplus/shortfall	37,913	68,551	(334,370)	(343,802)	(353,667)

* New Burdens funding is not currently projected beyond 2019/20

The annual budget and forward forecasts are prepared to ascertain the levy needed to perform the core duties of the authority; this requirement is calculated net of the income projected from other sources. The “new burden” funding shown is currently only guaranteed until 2019/20 and whilst it is possible that it will be extended or replaced this is not certain. The impact of losing this funding would result in the need to make substantial savings, which would leave the Authority in a situation where it could not perform its’ full range of duties. Alternatively, the levy on funding authorities would need to be increased to make up the shortfall. The effect on the Capital Account is illustrated in the table that follows.

The pressure on public sector finances is recognised in the figures with the Authority maintaining a standstill levy up to 2018/19 with an annual 2% increase thereafter. Income projections are increasing as various fees move towards an enhanced cost recovery position. As the table shows the authority will need to find increasing levels of savings and/or income in the forecast years to avoid depleting reserves. The authority is continually exploring the potential for grant support relevant to its core duties.

Capital Account

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Opening reserves	1,879,627	1,823,722	1,831,635	632,186	422,316	
Surplus/ (shortfall)	179,020	37,913	68,551	-334,370	-343,802	
Vessels	(30,000)		(1,385,000)		(538,000)	
Vehicles	(41,000)	(18,000)	(18,000)	(18,000)	(18,000)	
Moorings	(150,000)					
Other	(13,925)	(12,000)	(15,000)	(12,000)	(12,000)	
Grants etc.						
Capital levy			150,000	154,500	159,135	
Closing reserves	1,823,722	1,831,625	632,186	422,316	330,351	

The Authority depends on its' capital assets to perform a significant proportion of its duties. The table shows that without "new burden" or an alternative source of finance reserves are exhausted in 2020/21. All assets have finite useful lives and periodically need to be replaced. The cost of replacement assets has in the recent past been funded from reserves accumulated over several years. However, as operational costs increase the Authority will not be able to add to reserves at the rate required to match the cost of replacing its' assets. The table above reflects the additional annual capital levy that the authority will require to meet capital commitments. Following replacement of *RV Three Counties* in 2018/19 the table shows an annual cost of capital assets calculated as follows:

	Est. Cost	Est. life	/annum	Residual life
Research Vessel	1,385,000	15 years	92,000	<2 years
Patrol Vessel 1	490,000	10 years	49,000	7 years
Patrol Vessel 2	490,000	10 years	49,000	9 years
Other assets	240,000	8 years	30,000	

Capital levy starts at £150,000 (2019/20) inflated @ 3% per annum

Factors:

- Residual value of asset being replaced
- Cost of replacement (at the time)
- Success and magnitude of income generation initiatives (Full cost recovery)
- The effect of changes to ways of working
- Inflation
- Invest to save (e.g. IVMS, Moorings project)
- Political/Legislative change
- Joint working initiative
- External funding
- Slippage in replacement programme

PRIORITIES

Planning Cycle

A rolling five-year Business Plan brings together all elements of activity undertaken by the organisation. The plan is intended to project five years in advance with annual reviews to update the strategic and financial context and to prioritise and plan for each financial year. Overall priorities for the Authority are established based upon the annual cycle together with specific priorities and plans for enforcement and communications and engagement. These are set out in appendices to the Business Plan. Whilst using the annual cycle for planning utilising a five-year rolling plan enables priorities to be identified that will span financial years.

The annual cycle is informed by a Strategic Assessment, which comprises two assessments – a data driven, initial assessment to determine the risk of sustainability issues associated with groups of fisheries and an additional assessment which considers incomplete datasets and contextual and political issues as well as expert knowledge from officers.

Risk Management

In developing the Business Plan potential risks to the delivery of outputs have been identified. The risk register at Appendix 1 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 required and will be reviewed annually as part of the annual planning cycle. 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 not intended to be definitive.

High Level Objectives

When the ten Inshore Fisheries and Conservation Authorities were established in 2011 a common set of Success Criteria and multiple High Level Objectives were introduced because of guidance from Defra⁸. The guidance outlined how IFCAs could monitor and evaluate whether they were meeting their objectives, success criteria and ultimately, the agreed vision of what their organisations should be achieving and was intended to help IFCAs in being more accountable to those that they work for and with, including their local communities, other IFCAs and delivery partners. There were seven Success Criteria and twenty-three High Level Objectives, which resulted in a relatively complex reporting mechanism.

⁸ Guidance to Inshore Fisheries and Conservation Authorities on monitoring and evaluation, and measuring performance. 2011, Defra

During 2015 Defra led on the development of new High Level Objectives and Success Criterion, working in conjunction with the IFCA Chief Officers Group and the Association of IFCAs to develop something that is meaningful in the current context. This resulted in a clear link with the UK Marine Policy Statement, which provides:

The UK vision for the marine environment is for 'clean, healthy, safe, productive and biologically diverse oceans and seas'. The UK high level marine objectives published in April 2009 set out the broad outcomes for the marine area in achieving this vision, and reflect the principles for sustainable development⁹

The new performance framework incorporates the five High Level Objectives from the UK Marine Policy Statement, from which flow five Success Criteria, each underpinned by intended outcomes and associated indicators.

The Secretary of State decided not to issue the new performance framework as formal guidance and instead it was agreed at the IFCA Chief Officers Group and the Association of IFCAs. It was adopted by Eastern IFCA at a full Authority meeting in October 2015. The performance framework will guide the work of Eastern IFCA for the four to five years commencing 2016-17 and it can be found at Appendix 2.

Annual Priorities

The nature of the dynamic inshore marine environment and the work undertaken by Eastern IFCA inevitably means that work streams do not always sit easily with an annual planning cycle. However, when considered in the context of a rolling five-year Business Plan it is easier to incorporate plans and priorities that span financial year time-frames.

Eastern IFCA Priorities 2018-19

The overall priorities for 2018-19 can be found at Appendix 3.

The plans below have been developed to meet the requirements of the Business Plan and to deliver the priorities for 2018-19.

Enforcement Plan 2018-19

The plan for 2018-19 can be found at Appendix 4.

Communication and Engagement Plan 2018-19

The plan for 2018-19 can be found at Appendix 5.

⁹ UK Marine Policy Statement, 2011, The Stationary Office, London

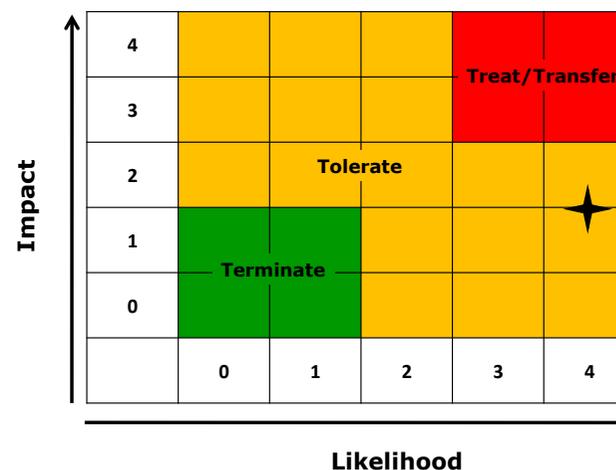
Appendix 1: Risk Management

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 out with Eastern IFCA's ability to treat and is transferred to higher level.

Likelihood/impact prioritisation matrix



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Risk matrix with worked example

Risk A poses a financial threat (2) to the organisation and a reputation threat (1) generating a combined 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.

Description	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Eastern IFCA funding substantially reduced	CEO/FPSC	Any reduction in funding will hazard EIFCA ability to deliver outputs	4		2 Possible – the continuance of austerity policies and their impact upon local authorities increases the risk of reduced funding provision. In late 2017 Finance Directors indicated that a modest 2% inflationary increase t would be acceptable from 2018-19. New burdens funding was extended in early 2016 to 2020.		<ul style="list-style-type: none"> Delivered 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 post 2020. Identify mechanisms to recover costs for outputs judged to be over and above the core IFCA role. 	Tolerate
			Reputation	Financial				
			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.				
Loss of suitably qualified and experienced personnel	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 Marine Science posts.		<ul style="list-style-type: none"> Appropriate leadership and management Investment in professional and personal development Embed 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. 	Tolerate
			Reputation	Financial				
			2	3				
			Eastern IFCA perceived as a moderate employer. Perception of Eastern IFCA as an intermediate step in a career progression reinforced.	Loss of productivity introduces financial risk High financial investment required to repeatedly train and equip new joiners				

Description	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Eastern IFCA fails to secure funding to replace assets	CEO/FPSC	Substantial reduction in EIFCA mobility particularly seaborne activities with consequential inability to fulfil full range of duties	4		2 At the most recent meeting with the Finance Directors (Autumn 2017), they indicated that EIFCA should factor into its projections the cost of asset replacement, rather than try to raise lump sum amounts as assets are replaced. No guarantees were given or implied. EIFCA will explore all avenues for funding.		<ul style="list-style-type: none"> • Current level of reserves provides a short-term buffer to cover replacement of <i>RV Three Counties</i> • EMFF funding for a new open RHIB was secured • 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 partner agencies to identify alternative funding sources • Explore asset sharing initiatives 	Tolerate
			Reputation	Financial				
			4	4				
			Drive for savings may impact County Councils' decisions regarding EIFCA funding. Visible presence reduced, enforcement and survey activities compromised.	Inability to generate sufficient reserves to meet asset replacement schedule would threaten EIFCAs ability to function. Closure costs could result.				
Impact of EU exit on EIFCA duties and the wider economic environment	CEO/FPSC	Potential changes in several areas, including: - regulatory framework - fisheries management methodology - regulations (enforcement) - environment conservation	3		3 EU exit will have an inevitable but currently unpredictable impact. EIFCA responsibilities unchanged in the short term to medium term		<ul style="list-style-type: none"> • Monitor EU exit developments – Defra lead on development of the post-EU exit landscape • Engage in national fora to help inform and influence developments (e.g. IFCA Chief Officers Group, Association of IFCAs) • Continue “business as usual” • Prepare for change • Ensure EIFCA is “match fit” • Maintain communication with partners 	Transfer
			Reputation	Financial				
			3	3				
			Eastern IFCA may be affected by developments beyond their control (fisher's expectations are high and may not be met). Blame for change and or lack of change.	Grant funding from EU not replaced. Market for fishers catch affected. Fee/licence income reduced. Operating costs increased.				

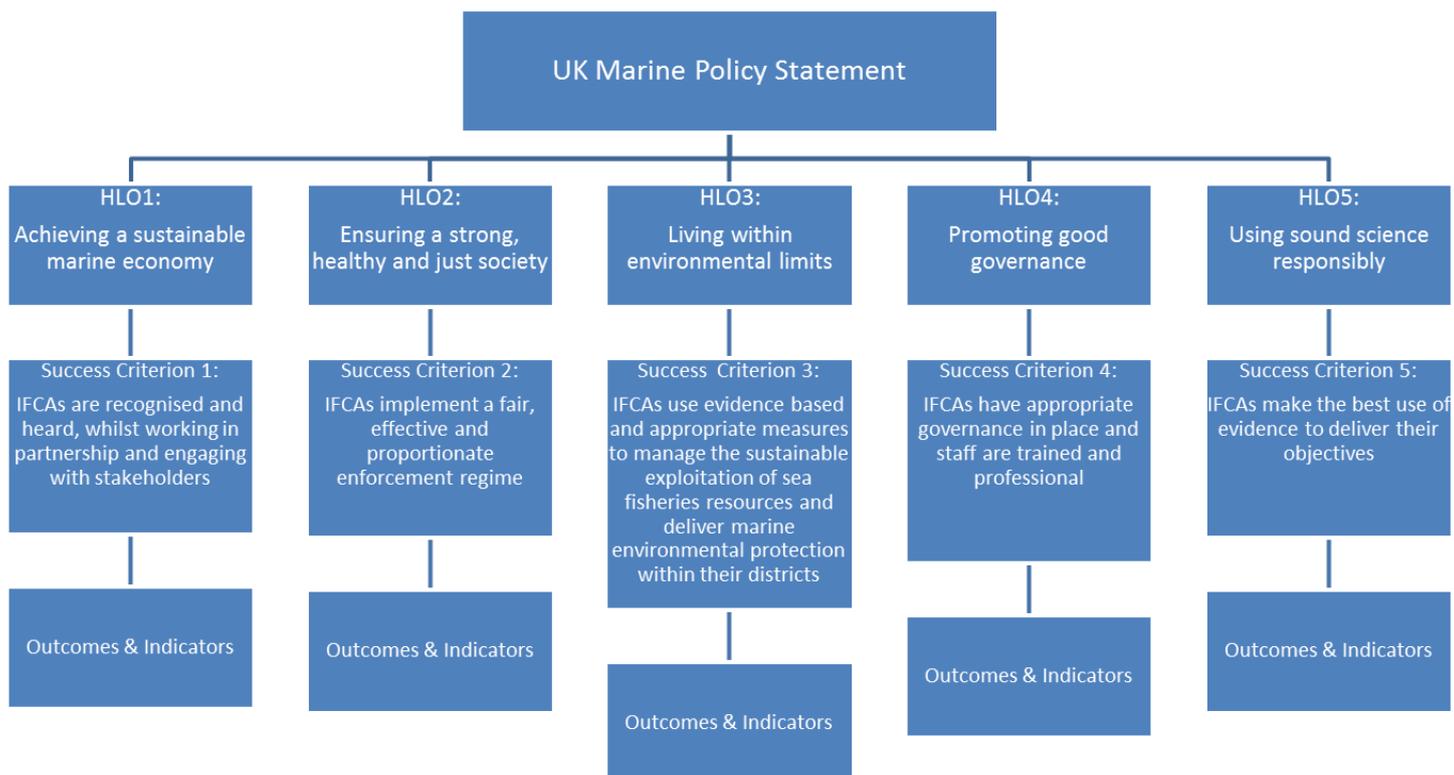
Description	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Eastern IFCA fails to maintain relevance amongst partners	CEO/PCSC	If Eastern IFCA fails to maintain relevance amongst partners Eastern IFCA's utility will come under scrutiny potentially resulting in re-allocation of duties	4		2 Possible – Whilst positive relationships have been established the existence of disparate partner aspirations introduces complexities which may drive perceptions of bias or inefficiency.		<ul style="list-style-type: none"> Provide a leadership function. Be proactive and identify issues early. Engage with all partners routinely. Use Business Plan to prioritise and communicate outputs Measure progress/deliver outputs Represent community issues to higher authorities 	Treat
			Reputation	Financial				
			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				
Negative media comment	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	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Degradation of MPAs due to fishing activity	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 considers environmental obligations	<ul style="list-style-type: none"> Proposed fishing activities authorised by Eastern IFCA are assessed per 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 monitoring of fishing activity and enforcement of measures Adaptive co-management approach to fisheries management – i.e. engagement with fishing and conservation interests in the development of management measures, and appropriate review of measures to respond to changing environmental and socio-economic factors Ongoing, close liaison with Natural England regarding all conservation matters Review agreed Wash Cockle & Mussel Policies Develop 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 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	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Shellfish and fish stocks collapse	CEO/MPASC	Collapse of regional fishing industry Fishing effort displaced Detrimental impact on wider ecology	3		3		<ul style="list-style-type: none"> Annual stock assessments of bivalve stocks in Wash Annual review of the level of threat via the Strategic Assessment 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 Maintain whelk management measures Introduce shrimp management measures Consider bass management measures if necessary in light of EU/UK measures 	Treat
			Reputation	Financial	Possible - Bivalve stocks have high natural variation; "atypical mortality" affecting stocks despite application of stringent fishery control measures Crustacean stocks not currently subject to effort control Bass stocks nationally and internationally under severe pressure Regional whelk and shrimp fisheries effort becoming unsustainable. Regional crab and lobster stocks being exploited beyond maximum sustainable yield			
			3	3				
			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	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Failure to secure data	CEO/PCSC	Non-compliance with General Data Protection Regulations (GDPR) Prosecution casefiles compromised Loss of data in the event of fire or theft Breakdown in dissemination of sensitive information between key delivery partners	4		2	Possible - Limited staff access to both electronic and paper files Office secure with CCTV, keypad entry system and alarm	<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 public sector provider – including encrypted laptops/secure governmental email system All Eastern IFCA personnel undergo DPA training Electronic backup of all Eastern IFCA documents held by ICT provider offsite 	Treat
			Reputation	Financial				
			4	4				
		Partners no longer believe that confidential information they have supplied is secure Personnel issues arise over inability to secure information	Eastern IFCA open to both civil and criminal action regarding inability to secure personal information					

Appendix 2: IFCA Performance Framework and Metrics



Success Criterion 1:

IFCAs are recognised and heard, balancing the economic needs of the fishery whilst working in partnership and engaging with stakeholders

Definition:

IFCAs will be visible, respected and trusted regulator within coastal communities and will maintain and deliver a strategy to communicate their vision and duties effectively. IFCAs will engage with policy makers, industry, Non-Governmental Organisations (NGOs), recreational and commercial users; and other regulators. They will work jointly and collaboratively with partner organisations across boundaries; will participate and contribute to the development and implementation of regional and national marine policy, including the marine planning regime; will take long-term strategic decisions and manage risks effectively. IFCAs may maintain a national body to co-ordinate the activities of authorities that are party to arrangements.

Outcomes

- The IFCA will maintain and implement an effective communication strategy.
- The IFCA will maintain its website, ensuring public access to current fisheries and conservation information for the District, including management requirements and byelaws. Non-reserved IFCA Committee papers will be published.
- The IFCA will contribute to co-ordinated activity at a national level
- The IFCA and its principal partners will have a clear understanding of roles and responsibilities. Memoranda of Understanding with MMO, Natural England, Environment Agency and Cefas will be maintained. Opportunities for greater efficiencies, effective joint working and collaboration will be explored and implemented when feasible.

Indicators

- **SC1A:** The IFCA will maintain a database of stakeholder contacts that will have been reviewed and updated by 31 March each year
- **SC1B:** The IFCA will have completed a review of its communication strategy and implementation plan by 31 March each year.
- **SC1C:** The IFCA will have reviewed its website by the last working day of each month.
- **SC1D:** The IFCA will have reviewed its website and ensured it meets the objectives of its communication strategy, by 31 March each year.
- **SC1E:** The IFCA will have reviewed all of its Memoranda of Understanding by 31 March each year. There will be a clear plan in place to update MoUs where necessary, to an agreed timescale.
- **SC1F:** By 31 March each year, the IFCA will have participated appropriately, proportionately and at the right level of delegation, in regional and national fisheries and conservation activity identified in the annual plan.

Success Criterion 2:**IFCAs implement a fair, effective and proportionate enforcement regime****Definition:**

The IFCA enforcement regime is risk-based, makes appropriate use of intelligence, meets legislative standards and complies with the Regulators Code. It should make effective use of the resources available to regulators; complement and align, if possible, with the regimes in adjacent IFC Districts and management by other organisations including the MMO and Environment Agency. Consistency and fairness is important. Regulatory compliance is promoted. Enforcement action is carried out by trained, professional officers working to clear standards of conduct.

Outcomes

- The IFCA will publish its enforcement risk register and strategy, clearly setting out its approach to achieving regulatory compliance and potential sanctions that may be applied for infringements and/or offences.
- The IFCA will have developed consistency in regulations (byelaws) with other organisations
- The IFCA will manage operational activity (e.g. through a Tasking & Co-ordination Group) and capture, record, evaluate and disseminate intelligence that is compatible with partner organisations. It is engaged in joint working with partner organisations.
- Warranted Inshore Fisheries and Conservation Officers (IFCOs) will be trained and accredited to nationally agreed standards. They will maintain professionalism and make appropriate interventions to deliver efficient, effective enforcement activity

Indicators

- **SC2A:** The IFCA will ensure its enforcement risk register and strategy are published and available on its website from 1 April each year
- **SC2B:** The IFCA will demonstrate in its Annual Report how it has worked with other regulators to achieve consistent quality, application and enforcement of management measures
- **SC2C:** The IFCA will compile records of enforcement activity in a standard format; provide them to the National Inshore Marine Enforcement Group (NIMEG) and publish them on its website.
- **SC2D:** The IFCA will adopt the national Code of Conduct for IFCOs, which will be reviewed annually and published on its website by 1 April.
- **SC2E:** The Code of Conduct for IFCOs is reflected in work objectives and annual appraisals for all Warranted Officers.
- **SC2F:** Warranted Officers attain accreditation. All undertake Continuing Professional Development

Success Criterion 3:

IFCAs use evidence based and appropriate measures to manage the sustainable exploitation of sea fisheries resources and deliver marine environmental protection within their districts

Definition:

The IFCAs were created as statutory inshore regulators by the Marine and Coastal Access Act 2009. They are relevant authorities for implementing international environmental commitments including the Birds, Habitats, Water and Marine Strategy Framework Directives and make an important contribution to securing a network of well managed marine protected areas, including European Marine Sites and Marine Conservation Zones. Fisheries Management Plans identify local management measures which should be based on evidence; be timely; subject to appropriate consultation and in step with national initiatives and priorities. An IFCA should balance the social and economic benefits of exploiting sea fisheries resources with the need to protect the environment. It should make a contribution to sustainable development.

Outcomes

- The IFCA will identify issues likely to affect sustainable management of the marine environment in the IFC District; undertake risk assessment and gap analysis; review appropriateness of existing measures; evaluate management options and develop and implement proportionate marine management solutions
- The IFCA will support implementation of a well-managed network of marine protected areas by: developing a range of criteria-based management options; implementing management measures to ensure that inshore fisheries activities comply with the Marine and Coastal Access Act 2009 and the revised approach to managing commercial fisheries in European Marine Sites; and that local management contributes to delivery of targets for the Marine

Indicators

- **SC3A:** The IFCA will record site-specific management considerations for Marine Protected Areas and report progress to the Authority
- **SC3B:** The IFCA will publish data analysis and evidence supporting new management measures, on its website
- **SC3C:** Management information (e.g. sampling and/or survey results) will be collected periodically after new management measures have been implemented, to demonstrate the extent of effectiveness of the intervention
- **SC3D:** The IFCA will have developed a range of criteria-based management options that are explained to stakeholders through the IFCA website, and reviewed by 31 March each year
- **SC3E:** New IFCA management measures selected for development and implementation are delivered within agreed timescales
- **SC3F:** The IFCA will include shared agreed objectives and actions from Fisheries Management Plans in its

Strategy Framework Directive, Water Framework Directive and Marine Plans.

- The IFCA will develop Fisheries Management Plans for priority species where appropriate. Shared objectives will be developed with identified partners; actions identified and best practice reflected so that management makes a contribution to sustainable development.

own Annual Plan, which will be published by 31 March each year.

- **SC3G:** Progress made in relevant Fisheries Management Plan areas, including Maximum Sustainable Yield commitments, will be noted in the IFCA's Annual Report.

Success Criterion 4:

IFCAs have appropriate governance in place and staff are trained and professional

Definition:

IFCAs are statutory authorities and sit within the local government family. Authority members may be either general members or local councillors. They comply with Codes of Conduct and the Standing Orders that apply to meetings of local government committees. General members are appointed on merit, through open competition and for a term. They are subject to an annual performance appraisal.

An IFCA is funded by levy, charged to its member councils. Funding originates in local taxation. An IFCA is accountable for its use of public resources and should ensure that a proper auditing regime provides confidence in its commitment and spend of public money. It should make effective use of its resources, including staff and assets. An IFCA has a statutory obligation to prepare and publish Annual Plans and Annual Reports.

Outcomes

- The IFCA will demonstrate its long-term strategic approach to sustainable marine management by having appropriate plan-making, review, update and amendment procedures in place. The IFCA will record its performance against corporate outcomes and indicators as soon as practically possible following the end of the financial year.

Indicators

- **SC4A:** The IFCA will publish a Plan on its website by 31 March, setting out the main objectives and priorities for the next financial year. A copy will be sent to the Secretary of State.
- **SC4B:** After the end of each financial year, the IFCA will publish a Report on its website describing its activities, performance and a summary of audited financial information in that year, by 30

- Staff performance management systems will be in place that link to the IFCA success criteria. There will be an induction procedure for new joiners. Staff training and development needs will be identified. Performance will be managed and, where necessary, improvement procedures will be followed.
 - The IFCA Committee will be supported by an organised, efficient and effective secretariat. New members will receive an induction pack and briefing from the Authority. There will be a rolling twelve month schedule of quarterly Authority meetings. Notices of meetings and documentation will be made available in line with Standing Orders.
 - IFCA Committee meetings will be held in public unless material is either confidential, or exempt within the meaning of the Local Government Act 1972
- November. A copy will be sent to the Secretary of State.
- **SC4C:** IFCA staff will have annual performance management plans in place. Annual appraisals for all staff will have been completed by 31 May each year.
 - **SC4D:** An efficient secretariat of IFCA staff support IFCA Authority meetings which are held quarterly and are quorate. Meeting documentation will meet Standing Orders.
 - **SC4E:** The IFCA will have demonstrated, in its Annual Report, how marine, land and water management mechanisms in the Inshore Fisheries & Conservation District have worked responsively and effectively together.
-

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

Definition:

IFCAs are statutory regulators for their Inshore Fisheries and Conservation District. Decision-making should be based on evidence. All IFCAs are supported by officers who pool their expertise and share best practice as a Technical Advisory Group (TAG). A programme of research activity and monitoring is planned, developed and updated in consultation with partners. The programme informs management decisions and supports justification for additional research and evidence gathering.

Outcomes

- **A strategic research plan that contributes to greater understanding of the marine environment and delivery of cost-effective management of sea fisheries resources**
- **Standard Operating Procedures describe how data is captured and shared with principal partners**
- **A list of research databases held by the IFCA and the frequency of their review**
- **Non-confidential meta-data collected through the IFCA research programme should be recorded in a database available to the marine research community**

Indicators

- SC5A:** The IFCA will demonstrate progress that has made towards identifying its evidence needs by publishing a research plan each year
- SC5B:** The IFCA will publish a research report annually that demonstrates how evidence has supported decision making
- SC5C:** The IFCA's contribution to TAG and progress that has made towards a national evidence needs programme will be recorded in the IFCA's Annual Report

Appendix 3: Eastern IFCA Priorities 2018-19

The table below sets out the work-streams which were identified as of high priority by the Strategic Assessment 2018. Whilst some will be completed within year the complexities involved, particularly where regulation is required, mean that some are intended to roll into 2019-20 and possibly beyond. Furthermore, some priorities for 2018-19 reflect priorities which have rolled over from previous years.

In addition, each work-stream has been assigned a supplementary priority. Where resource limitations call for work-streams to be re-prioritised, these are used to inform which work should be the focus of available resources.

	Priority
1. To ensure that the conservation objectives of Marine Protected Areas in the district are furthered by:	
a) Delivering fisheries management measures for the 'Red Risk' designated features in the Inner Dowsing, Race Bank and North Ridge SCI, and the Haisborough, Hammond & Winterton SCI (continued from 2017-18);	High
b) Delivering fisheries management measures for 'Amber and Green' designated features within European Marine Sites (EMS) including shrimp management in the Wash and North Norfolk Coast SAC (continued from 2017-18) and completion of 'Amber and Green' HRA suite;	High
c) Assessing the impact of fishing activities on the Cromer Shoal Chalk Beds tranche 2 Marine Conservation Zone and delivering management measures (if required).	High
d) Developing monitoring and control plans for highest risk MPAs as identified in the Strategic Assessment 2017;	Medium
e) Delivering mitigation to the risk of 'food availability' in the Wash and North Norfolk Coast SAC in relation to private aquaculture;	Medium

f) Introduction of measures to mitigate the risk of damage to the Wash and North Norfolk Coast SAC from 'unmanaged' bivalve fishing activity if required; High

g) Undertake gap analysis and initial assessment of fishing impacts within newly designated MPAs including the Harbour Porpoise candidate SAC (southern North Sea), the Greater Wash potential SPA and the extension to the Outer Thames Estuary SPA; Low

2. To ensure that sea fisheries resources are exploited sustainably and in accordance with MSFD requirements by:

a) Developing fishery sustainability management measures for the brown shrimp fishery in conjunction with priority 1(b) above (continued from 2016-17); Medium

b) Developing fisheries management measures for crab and lobster (continued from 2016-17); High

c) Monitor fisheries management of bass in the context of European and national fisheries management measures and contribute to the development of Bass Nursery Areas; Low

d) Investigate the cause of mussel mortality within The Wash Medium

3. To ensure that the marine environment is protected from the effect of exploitation by:

a) Reviewing district wide bio-security measures including risk assessment of invasive, non-native species (roll over from 2017-18); High

4. To develop management of the fisheries regulated under the WFO 1992 by:

a) Reviewing the Wash Fishery Order (1992) policy notes (roll over from 2017-18); High

b) Delivering updated Fisheries Management Plan, updated Regulations and partial cost recovery High

‘Business as Usual’ – Critical Work-streams 2018-19

The Strategic Assessment 2018 indicates where risks in relation to a fishery or species are mitigated because of established work streams. The cessation of such work streams has the potential to increase risk associated with a fishery. Such identified work streams are set out below to provide context for the identified ‘new’ priorities identified through the Strategic Assessment.

Wash Fishery Order Surveys

Annual surveys of cockle and mussel stocks within The Wash are a significant undertaking. These surveys do however, provide a level of fisheries evidence which is not reflected in any other fishery within the district. The associated fisheries and their impact upon a heavily designated MPA are considered a low risk primarily because of our understanding of stock dynamics but also because of the mechanism in place for managing the fisheries (WFO 1992 and its associated tools, such as the Fisheries Management Plan etc.).

Whelk Management and Research

The risk associated with the Whelk fisheries was identified as being high by the 2015 Strategic Assessment. Subsequent development of management measures has significantly reduced the risk associated with the fishery.

Data collection and research projects associated with stock assessments are ongoing and are established work streams intended to continue over time. Work relating to the size at maturity (to inform an appropriate minimum landing size) and analysis of effort and landings data (to inform the appropriate number of pots per vessel) is required to mitigate residual risk associated with the fishery.

Crab and Lobster Research

Analysis of Monthly Shellfish Activity Reports (MSAR) data in relation to crustacean management is undertaken routinely. This data is augmented by ‘bio-sampling’ data which is also routinely collected by officers in the field. Whilst the current dataset relating to this requires development (as highlighted in the Strategic Assessment 2017) the continuation of the established processes is needed to prevent risk from increasing.

Database Maintenance and Development

Additional fisheries data forms have been issued over the past few years and the associated data entry burden has increased. Suitable databases are required to mitigate the cost in time of entering data and subsequent analysis. Further data is required going forward, not least in relation to electronic monitoring devices. New systems will need to be developed which can store and analyse this new source of data including the logistics of obtaining it from partner organisations (e.g. the MMO).

Risk of Conflicts with Marine Users

The Strategic Assessment 2018 focusses on sustainability issues which are within Eastern IFCA's envelope of influence. Other marine users also compete for space and resource within the marine environment and such activity is increasing over time (the Southern North Sea being particularly important for offshore renewable energy and aggregate extraction industries). Marine Plans have been in place for the East Inshore and Offshore waters since 2014, and provide a framework for developers and regulators to consider ongoing activities and future opportunities. Eastern IFCA considers its own fisheries management decisions, and activities undertaken by other marine users, within the context of the Marine Plans.

Eastern IFCA is a primary advisor within the MMO's Marine Licencing System, and provides expert advice on fisheries and marine ecology on Marine Licence applications, as well as to help inform the Planning Inspectorate's determinations on significant infrastructure projects. Eastern IFCA's position as local fisheries managers enables potential conflicts between development and fisheries sustainability to be highlighted and ideally mitigated during early planning stages.

Enforcement

Enforcement activity is primarily driven through the Compliance Risk Register (an annual assessment of risk of non-compliance) and Tactical Coordinating Group meetings (which also considers intelligence and emerging issues). It is also influenced by the outputs of the Strategic Assessment as this identifies the fisheries most at risk of sustainability issues (and by extension, those potentially most vulnerable to negative impacts through non-compliance).

Authority Business

In addition to work relating to furthering the objectives of the IFCA, a significant resource is spent on general Authority business including preparation for meetings, community engagement and training.

Supplementary priorities 2018-19

Given the finite resources available to the organisation it is necessary to prioritise work-streams. As such items that might be worthy of action but are of a lower priority will not be identified for action during a financial year. They may, though, receive attention if resources permit and may receive a higher priority in subsequent years, subject to the annual Strategic Assessment. These are referred to as secondary priorities and those identified by the Strategic Assessment 2018 are listed below.

1. Obtaining better fisheries data
 - a) Continue dialogue with MMO in relation to development of under 10m vessel reporting
 - b) Development of relationship with RSA to obtain more fisheries data
 - c) Further develop the mechanism to obtain voluntary data from commercial fishers
 - d) Continue dialogue with MMO and other partner organisations to develop 'joined-up' approach to gathering fisheries data from fishers in light of possible changes to important commercial species (reduced ability to depend on Bass and Cod).
 - e) Develop shrimp returns data in consultation with industry
 - f) Implementation of iVMS for all fisheries
2. Delivering fisheries management in relation to private fisheries in MPAs where necessary (e.g. private fishery in The Wash).
 - a) Undertake a gap analysis of available evidence in relation to private fisheries, collate required data, assess fisheries and develop management as required
3. Delivering fisheries management in relation to fisheries in MPAs where necessary
 - a) Complete HRAs in relation to 'unplanned' fisheries (e.g. sub-tidal seed mussel fisheries)

4. To ensure that sea fisheries resources are exploited sustainably and in accordance with MSFD requirements
 - a) Re-assess need to deliver 'unregulated netting' in the context of bass nursery areas
 - b) Review the Humber estuary cockle byelaw (inherited from North Eastern Sea Fisheries Committee)

Appendix 4: Eastern IFCA Enforcement Plan 2018-19

Introduction

Compliance and enforcement activity is undertaken in accordance with the Regulation and Compliance Strategy with the emphasis being upon the principle of endorsing compliance. This provides that clarity on regulation together with guidance and advice is essential to ensure compliance. The Eastern IFCA approach is to encourage compliance with regulation but sanctions are also available to deter, punish and remove any benefit from non-compliance in line with the Enforcement Policy.

To ensure that compliance and enforcement activity is proportionate and to make best use of limited resources a risk-based approach is taken and this is informed by the Annual Compliance Risk Register.

Method

The inshore fisheries sector is dynamic and as such compliance and enforcement activity can change from week to week. To ensure a cohesive approach operational activity is planned and co-ordinated using a clear process. A Tasking and Co-ordinating Group (TCG) considers information from the Annual Compliance Risk Register via a monthly Risk Profile, which combined with analysis of previous activity, intelligence and emerging issues, is used to agree priorities for the month. A weekly Operations Meeting manages activity to address the priorities agreed at the TCG meeting.

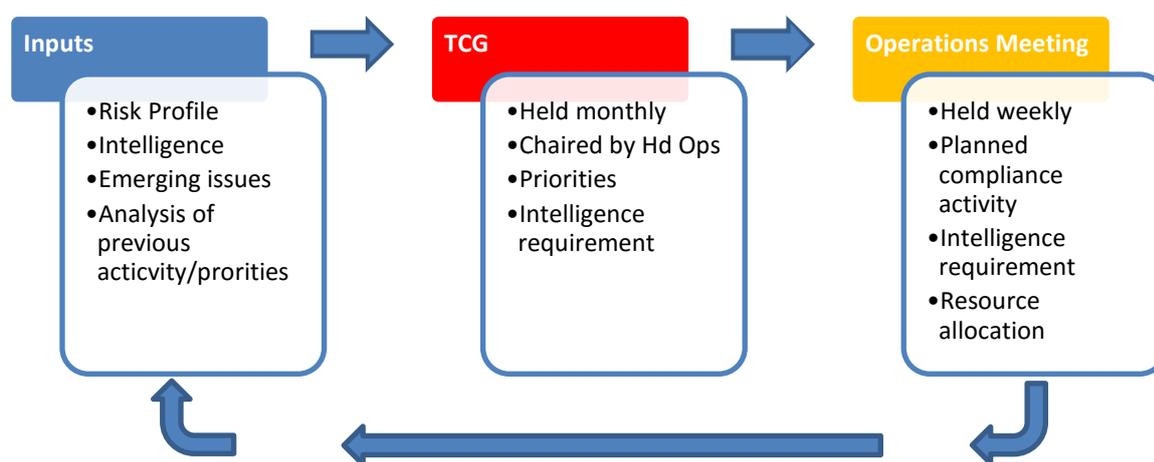


Fig. 1: The TCG process

Tactical Activities

Compliance and enforcement activities are conducted both at sea and ashore and can be categorised under six primary themes (see below). Activity may comprise one or all the following themes at any one time:

1. High Profile Visible Presence

Being present in the environment in which fishers operate is the foundation upon which all compliance activity is built. At a basic level, it provides credibility through operating both at sea and ashore, reassurance to the majority who comply with regulations and a deterrent effect for those that may be tempted to flout regulations. It also provides the opportunity for information and intelligence gathering as well as engagement and education.

2. Monitoring Activity

Monitoring activity enables Eastern IFCA to understand the level, nature and impact of fishing activity and the potential for regulations to be breached. It also helps Eastern IFCA to meet its legal obligation to prevent damage to European Marine Sites from fishing activity e.g. in some cases, fisheries regulations exist for protecting these sites and in these cases, Eastern IFCA monitors compliance.

3. Engagement and Education

As provided by the Regulation and Compliance Strategy the primary approach is to encourage compliance with regulation. This is best achieved through engagement with the fishing industry to provide clarity on regulation and to assist compliance through education and the sharing of best practice. Engagement is also important in developing and maintaining strong and constructive relationships with both the commercial and recreational fishing sectors.

4. Information, Intelligence and Evidence Gathering

Information, intelligence and evidence are key to Eastern IFCA's approach to fisheries management, regulation and compliance. Fisheries involve people, vessels, fish and markets, all of which are dynamic (e.g. people are compliant or non-compliant; vessels move; the emergence of fish is highly dependent on the environment; and markets go up or down). Understanding these factors is essential to Eastern IFCA's ability to operate effectively. The distinction between information, intelligence and evidence in this context is important:

Information takes many forms but it includes local knowledge, anecdotal information and information gleaned from any source that may be of relevance to fisheries management. The dynamic nature of the marine environment means that fishing activity will vary from year to year and this form of evidence gathering is crucial to being reactive to changes in a dynamic inshore fisheries sector and it can help to inform compliance activities in the short term. It may also indicate gaps

in our current data or evidence base and be used to direct further investigation.

Intelligence relates primarily to enforcement and is information that has been evaluated to assess provenance and reliability to make informed use of it in compliance and enforcement activity.

Evidence in this context relates to quantifiable information that can be used to support fisheries management and regulation. This will include fisheries data, which is quantitative evidence gathered in such a way as to understand its confidence. For example, quantities landed and fishing effort. Generally, evidence is not used to support short-term responses to dynamic changes but it informs the strategic management of fisheries and their regulations. This form of data is of crucial importance to designing and assessing the suitability of management measures.

5. Inspection

An important element in ensuring compliance with sea fisheries regulations is undertaking inspections (e.g. measuring catch and inspecting fishing gear) both at sea and ashore in ports, harbour, creeks and beaches. Such inspections are risk based and the objective is to operate a proportionate regime that achieves the right balance between achieving compliance and managing the regulatory burden on commercial fishers and the level of intervention into the activities of recreational fishers.

Not only do inspections provide confirmation of compliance or evidence of transgression but they also enable engagement and education and the opportunity to gather intelligence and information.

Eastern IFCA works in partnership with the Marine Management Organisation and the Environment Agency as well as others. As such, evidence is collected and passed onto partner organisations for offences which are not necessarily enforceable by Eastern IFCA (e.g. quota restrictions).

6. Enforcement

Whilst the primary objective is to achieve compliance through engagement and education there will be occasions where it is appropriate to undertake operations to identify offending and to apply sanctions to deter, punish and remove any benefit from non-compliance in line with the Enforcement Policy. Operations and investigations can take many forms but the key elements are to employ appropriate tactics to identify offending; to secure and gather evidence; and to prepare case files to support the appropriate sanction.

Partnership Working

Whilst Eastern IFCA are responsible for managing the fisheries out to six miles at sea there are some shared and complimentary areas of responsibility with both the Marine Management Organisation (MMO) and the Environment Agency (EA). Not only is co-ordination of effort between organisations important for stakeholders it also provides opportunities for sharing resources and reducing workloads.

Therefore, partnership working, particularly with the MMO, is a key element of Eastern IFCA's approach to achieving compliance. Key mechanisms to achieve this are set out below:

- **Attendance at TCG:** MMO officers attend the monthly EIFCA TCG *vice versa*. This enables shared priorities to be identified and information relevant to determining such to be shared.
- **Attendance at Operational meetings:** As with the above, attendance at operation meetings is undertaken to ensure that opportunities to share resources are identified and actioned.
- **Shared intelligence:** IFCA's and the MMO pool intelligence so as to ensure relevant information can be actioned by the relevant body. Officers from either organisation will gather intelligence relevant to the MMO, IFCA or other partner organisation.

This collaborative approach has resulted in more efficient deployment of officers to undertake inspections and an increased pool of information from which operational, tactical and strategic decisions can be made. Further collaboration is planned over the next financial year to include standardisation of approaches, training and sharing best practice.

Objectives

Whilst the method employed to deploy resources via the TCG process (ante) means that it is necessary to retain the ability to be flexible, it is appropriate to set benchmark objectives for some activities to ensure that resources are not unintentionally directed toward one fishery or area. It is also appropriate to have an established intention in relation to vessel sea time to provide a high-profile presence as a minimum and to enable other compliance activities.

Table 1. Seaborne Compliance Activity

Objective	Quantity	Comments
Sea patrol days	90	High profile visible presence and facilitate other activities.
Monitor EMS closed areas	120 occurrences (min)	Visual and electronic monitoring of fishing activity within Restricted Areas (within Marine Protected Areas Byelaw). There are such areas at sea within the district.
Board all vessels which have recently entered the district	100%	Engagement and education to ensure that persons unfamiliar with the district are aware of the relevant restrictions and regulations.

Table 2. Shore Based Compliance Activity

Objective	Quantity	Comments
Port visits	1 x per month (min)	High profile visible presence and facilitate other activities
Monitoring EMS closed areas	1 x per month (min)	High profile visible presence, monitoring and facilitate other activities.
Officers to engage with the owner/skipper of all vessels which have recently entered the district	100%	Engagement and education to ensure that persons unfamiliar with the district are aware of the relevant restrictions and regulations.

Table 3. Partnership Working

Objective	Quantity	Comments
Attendance at MMO Area TCG meeting	100%	Monthly meetings that provide the opportunity to harmonise activity and plan joint work.
Joint patrols/inspections/ operations with the Marine Management Organisation	24 (min)	Joint patrols represent a resource saving enabling greater coverage of the district.

Indicators

To understand resource usage and outcomes it is necessary to capture data that will provide indicators on activity and performance. Reporting metrics are set through the National Inshore Marine Enforcement Group (NIMEG) which will also be reported through the Annual Report. This information is used to assess the effectiveness of enforcement actions, the spread of our activities and to identify any gaps.

Table 4. NIMEG reporting metrics		
Category	Metric	Detail required
Inspections at sea	Vessel patrols	Count any patrol by a patrol vessel or survey vessel (mother/daughter boat combination counts as one patrol)
	Fishing vessel boardings	Count fishing vessels (including unregistered/unlicensed) inspected at sea, where boarding was in pursuit of any relevant duty
	Fishing gear inspections	Count store-pots, tiers/strings etc of fishing gear found deployed in the sea, where inspection was in pursuit of any relevant duty. Do not count gear inspected on board a vessel
Inspections ashore or in port	Shore patrols	Excursion/visit of any length to any part of the coast for an inspection or observation of fishing related activity
	Port visits	Individual port/cove/beach visits within a shore patrol
	Premises inspections	Markets, merchants, refrigerated units, retailers, food producers/outlets etc
	Fish/shellfish landing inspections	First-hand observations of fish/shellfish as it was landed ashore from a vessel. Do not count inspections of fish laid out on a market or in a storage facility unless the landing of that fish was observed
	Other inspections	Count vessel gear/fish checks in port/ashore, diver and shore angler catches, vehicle contents, shellfish on lay areas etc

Eastern IFCA collects additional information to help inform our progress with the targets set out above. These are set out below.

Partnership Working

Attendance at MMO TCG meetings

Joint patrols/inspections/operations with the MMO

Enforcement

Verbal warnings

Advisory letter

Official written warnings

Financial Administrative Penalties

Prosecutions

Appendix 5: Eastern IFCA Communication and Engagement Plan 2018-19

Eastern IFCA's work in communication and engagement over the last five years has generated positive feedback from all stakeholder groups. It has largely concentrated on physical presence through attendance at shows and events, utilising the show trailer and aquarium tank supported by activity on social media. This has often created significant interest amongst the public but has, perhaps, been less effective in engaging people with closer links to matters that fall within the EIFCA remit.

The Community Voice Method (CVM) project has been particularly effective in giving an equal voice to a wider range of invested stakeholders and it is intended to build upon this during 2018-19. As well as developing, what has been a very successful project, this has the benefit of targeting limited resources to where it will have the most impact. A key ethos of 2018-19 is to direct engagement into business critical workstreams, primarily consultations connected with developing regulation and to build increased levels of engagement into every project. There will be an emphasis on communicating activity and results (which has been identified as a priority through CVM) via meetings, social media and regular website updates.

During the CVM project stakeholders were asked what they most valued about their local coast and sea, what issues they thought should be addressed and what actions they felt EIFCA should carry out. This data has subsequently been analysed and actions outside our remit and duplicates were removed, leaving 194 actions. Of these 30 are complete, 138 are ongoing, 18 are not being done and 6 have been identified as supplementary priorities. This indicates that although Eastern IFCA carry out a lot of the work that stakeholders value, it has not necessarily been communicated effectively. The analysis demonstrated that 168 of 194 actions are already in progress or are completed in some way. Therefore, the focus of communication and engagement this year will be to communicate how we have addressed or have active workstreams relating to the actions highlighted through the CVM project.

It is also important to note in recognition of the redirection of resource away from shows that no actions from the CVM project supported the attendance of EIFCA at county show type events.

Case Studies of Actions highlighted through CVM project

Action: Partnership working

Current work: Joint working is well embedded within the culture and ways of working. Particularly with organisations such as the Marine Management Organisation. We share office space, conduct joint patrols and operations, as well as sharing information and training resources. Furthermore, EIFCA hosts the Wash and North Norfolk Coast Marine Partnership Project Manager and have a close working relationship with the project. EIFCA strives to work with all relevant partners and encourages joined up working throughout the organisation.

Action: More even spread of IFCO's across the district

Current work: A satellite office in Lowestoft has been opened and there has been a move to a team based approach with the aim of providing greater resilience and an ability to deploy properly trained and briefed staff to all parts of the district.

Action: Talk to people on their own ground

Current work: A large amount of engagement/communication is undertaken 'on the ground'. It is routinely built into work plans to talk to skipper's whilst they are on their boats, anglers' whilst they are on the beaches, RSPB staff on reserves etc.

Action: 'Piggyback' on pre-existing events

Current work: Eastern IFCA recognises the value in participating in external events. Last year we supported events hosted by Lincs Wildlife Trust, Trues Yard, The Wash and North Norfolk Coast Marine Partnership and Suffolk Coastal Partnership. Further work has been identified for 2018/19 with a focusing on addressing ongoing CVM highlighted actions.

These four examples give a flavour of what the CVM project has highlighted as actions that Eastern IFCA need to do and how we are addressing them. They, in some cases represent the disconnect that exists between work completed, or ongoing and work communicated. Bridging this disconnect is the focus of the communication and engagement plan, how we plan achieve this is set out in the table below:

Action	Rationale
Maintain and improve a professional and up-to-date website. With regularly updated content (2 new news items or other updates per month)	The Eastern IFCA website has previously been remade and refreshed. CVM participants highlighted the need for regular effective communication of news and updates which they have a vested interest in, therefore the focus this year is to have regular updates and news items. These will be produced by all teams. All officers will be expected to publish short articles/news items on the work they are completing and this will be inbuilt to their project plans.
Social media sites to be regularly updated; use social media posts in conjunction with website updates, to deliver key updates to the community	<p>Social media will be used to 'add value' to content published on the website. This will include posting links to the website, adding photos and engaging/having dialogue with partner organisations to improve visibility and reach.</p> <p>Officers will include social media updates into their weekly plans to ensure platforms are updated with the required frequency. The required frequency will be one social media update per team per week. In addition to posting updates, officers will use available analytical tools to assess and improve on successful posts and engagement.</p>
Engagement with key stakeholders around consultations	<p>This year a high number of consultations are planned. Both with groups that are regularly consulted with and those that are not. Therefore, additional work (on top of resource that is usually invested on getting meaningful engagement) will be completed to learn the preferences of these new groups. Specific improvements planned are:</p> <ul style="list-style-type: none"> • Immediate feedback/dialogue with disparate stakeholders so that views/opinions can be included in a meaningful way. • Follow up calls/visits to individuals who may have not involved themselves with initial consultation, but may have a view/opinion they want to express. • During consultation periods deploy properly briefed and equipped staff (through the TCG process) to gather information and views.
Maintain the stakeholder database	Maintaining an up-to-date stakeholder database is crucial to stakeholder engagement. Some of the most important messages are still passed on to fishers through personal engagement or through letter. Whilst Eastern IFCA aims to promote electronic engagement with stakeholders, fair and comprehensive engagement can only be achieved through utilising all available tools.

Key engagement messages reflected in officer duties	The Marine Protection Team utilise monthly risk profiles to set priorities both in enforcement and engagement at the TCG meeting each month. Given the level of exposure IFCOs get with stakeholders (particularly fishers), the utilisation of IFCOs to deliver key messages represents a key mechanism for engagement. Guidance for IFCO's documents to be produced for each consultation so officers are aware of key messages to communicate. All officers to utilise established message system to log stakeholder comments centrally.
Review outputs of the Community Voice project to inform and develop how the organisation engages and communicates with stakeholders	The CVM project provides some information and data explaining stakeholder preference regarding engagement and communication. This information will be retained and further reviewed to inform future activities.
Joint work with partner organisations	Officers are often approached to join in with partner organisation events (e.g. EIFCA attendance at Suffolk Coastal Forum conference). These events have been some of the most successful we have attended as they use a lower amount of resource for the organisation and coordination, have a promotional effect and allow closer links and working relationships with key partners. It is also a key action highlighted by CVM. Where possible officers will identify and participate in such events, to add value to the ongoing engagement and communication themes, and as such preference will be given to events that link with ongoing consultations and will work with social media streams.

The following table highlights the breadth of communication that will be undertaken during 2018-19. It has been broken down into themes (in line with the CVM report). The table highlights many of the key actions and those with a high percentage of support but is not all inclusive. A full list of actions is available for officers to build into their communication and engagement work, and will be published in the CVM action plan.

Themes	Actions				Key CVM actions highlighted for communication (action either complete or ongoing).
	Complete	Ongoing	Not Priority/No work	Supplementary priorities	
Need Better Information Guiding management	6	22	4	0	<ul style="list-style-type: none"> • Involve fishermen as active participants in data gathering and others if appropriate. • Use established local knowledge. Base decisions on best available evidence. • Respect for anecdotal evidence & experience
Need fair and effective, regulation, monitoring and enforcement	9	12	3	1	<ul style="list-style-type: none"> • Awareness of regulations (all stakeholders) • Understanding and education as to why things are required. • Resolve within EIFCA to carry enforcement duties in areas where fishers may not accept the need. • More even spread of IFCO's across the district
Need to ensure fishing sustainability and viability	1	29	2	3	<ul style="list-style-type: none"> • Encouraging best practice. • Help people understand the importance of habitats. • Involve industry in the whole process
Need to improve communication and trust	8	28	7	1	<ul style="list-style-type: none"> • IFCA needs to actively listen to fishermen and be more transparent. • Advertise results when you've had a meeting. • Communicate actions taken. • Increase contact between IFCA officers and stakeholders
Need to improve understanding of environmental issues	2	12	0	0	<ul style="list-style-type: none"> • Take holistic approach - further research to understand how the marine environment benefits across the board. • Joint projects - fishermen and conservationists working together. • Take more account/interest of fishermen's views.

					<ul style="list-style-type: none"> • Understand competing interests that impact on the environment.
Need to protect the environment	4	19	3	1	<ul style="list-style-type: none"> • Make sure science is up to date and reflects the local environment. • Putting local data into a wider context - data sharing and use. • Translation of data to demonstrate need for protection - buy in from fishers for closures i.e. not precautionary