



Inshore Fisheries and  
Conservation Authority

## **Annual Report**

**Financial year  
2012-13**



Eastern IFCA welcomes new CEO Phil Haslam

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[Eastern Inshore Fisheries and Conservation Authority Report 2012-2013](#), pp.50

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## Foreword

The annual report provides an overview of the key actions that the Eastern Inshore Fisheries and Conservation Authority carried out to further the sustainable management of the inshore sea fisheries resources and achieve conservation objectives during financial year 2012-13. The creation of the Authority on 1 April 2011 provided a real opportunity to engage with and encourage the involvement of local people in the management of the marine environment within their district. This change was a unique opportunity to establish a centre of excellence, recognised locally, nationally and internationally for the development and implementation of best practice in relation to the local management of the marine environment.

During the second year of operation Eastern IFCA has achieved success across the breadth of its remit. From managing and regulating a valuable cockle fishery and playing a central role in the Implementation Group designing the process to implement statutory regulation to manage fishing activity in European Marine Sites, to responding to 95 marine licensing consultations and conducting regular community engagement meetings, the Authority has stepped forward to acknowledge and accept a significantly different and increased workload. Considering that this has been achieved against a backdrop of notable staff churn indicates the scale of progress. Following a thorough review of all business outputs the Authority has shaped an agile and proactive workforce cognisant of the increased duties and responsibilities of the IFCA construct.

The Authority is majority funded through a levy on the County Councils of Suffolk, Norfolk, and Lincolnshire. The establishment of the Authority at the most significant period of fiscal austerity for a generation has provided significant challenges but recognising that all within the public sector must share this burden, we have delivered the Authority intent to make a 25% levy reduction. This has been achieved in advance of the deadline of 2015.

The vessels operated by the Authority are under review. The 24m patrol vessel *ESF Protector III* has been sold, a replacement 11m cabin rigid hulled inflatable boat will arrive in the next financial year. In the pursuit of the best possible value for the public purse, this has realised savings in capital outlay and potential decreases in operating costs and manpower allocation. In the coming year we will scrutinise our other sea-going assets to assure value for money and efficient delivery of mandated outputs, as recognised in our research strategy, annual plan, byelaw review and enforcement risk matrix.

This is the Authority's second annual report. We welcome feedback on this document from individuals and organisations interested in our work so that we can meet your needs in the future.



Phil Haslam  
Chief Executive Officer



Councillor Hilary Cox  
Chair

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Enforcement vessel Seaspray



Research Vessel Three Counties



Fisheries Protection Vessel ESF Protector III

## Overview

The Eastern Inshore Fisheries and Conservation Authority was created under Section 150 of the Marine and Coastal Access Act 2009 (MaCAA 2009) and was fully vested on 1<sup>st</sup> April 2011. The IFCA District was created under Section 149 of the Act, while Section 178 requires every IFCA to publish an annual report. This is the second annual report of the Authority.

The Authority district extends seawards six nautical miles from the Haile Sand Fort off the coast of Lincolnshire to Felixstowe in Suffolk as well as on land in the three counties of Lincolnshire, Norfolk and Suffolk. This includes The Wash embayment and river estuaries including the Stour and Orwell in Suffolk, totalling almost 3,800 kms square. The district encompasses the full breadth of UK and EU form of Marine Protected Areas including Sites of Special Scientific Interest, Special Protected Areas, Special Areas of Conservation, as well as Ramsar and Area of Outstanding Natural Beauty designations.

There were eight major priorities for the Authority during 2012-13:

1. to ensure the effective incorporation of new personnel into the Authority;
2. to ascertain that the operation of the Authority's vessels will meet requirements for the future;
3. to commence a comprehensive byelaw review process comprising three stages;
  - a) exclusion of byelaws not applicable or relevant to the Eastern IFCA District
  - b) like for like substitution of uncontested byelaws directly applicable to the Eastern IFCA District
  - c) consultation of complex or contested byelaws.
4. to consider the use of vessel management systems suitable for commercial vessels within the Authority's district, the information required by the Authority and what systems to best achieve this;
5. to advance the Authority's understanding of the species, habitats and activities occurring in the district including the designation of Marine Conservation Zones and Reference Areas along with Natura 2000 sites and other designations
6. to implement a district wide risk based enforcement approach,
7. to advance the Authority's understanding of the needs of the angling sector including participation in the CEFAS led Angling 2012 project; and
8. to work with other IFCAs to implement 'Project Inshore'. This project will provide the Authority with an independent assessment of the state of each major fish/shellfish stock within the Authority's district; to inform the byelaw review process and future work of the Authority to ensure sustainable exploitation of these resources.

These priorities have been established to effectively work towards the seven Defra success criteria and their associated high level objectives (HLOs). These provide the guiding principles for continued development over the coming four years, and will provide a framework for working level objectives and individual staff work objectives to be developed for the period to April 2015.

## **Vision, Success Criteria and High Level Objectives**

The vision for Authority is:

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

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

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

The Authority, as Grantee manages the Wash Fishery Order 1992 in a manner that supports the local fishing industry whilst not having a detrimental impact upon the conservation features within the site.

Seven Success Criteria (SCs) and 47 High Level Objectives (HLOs) have been developed for all ten Inshore Fisheries and Conservation Authorities (IFCAs) within England by Defra. It is incumbent on the Authority to meet these in a manner which it sees fit.

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

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

## The Eastern Inshore Fisheries and Conservation Authority

The Eastern Inshore Fisheries and Conservation Authority is funded by its three constituent County Councils: Lincolnshire, Norfolk and Suffolk. The Authority consists of a statutory committee which meets at least quarterly in order to receive reports from the Authority's officers and to direct officers to conduct work on its behalf to discharge its duties. The Authority's 21 members comprise 7 County Councillors, 3 Government Agency representatives and 11 individuals appointed by the MMO for their expertise and knowledge of different sectors.

The Authority's members and their attendance at Authority Meetings and Sub-Committee meetings on which they have volunteered to sit are detailed on the following page. The Authority has stipulated within its Standing Orders that a minimum attendance of 50% at meetings is expected. During 2012-2013 a total of 16 Authority and Sub-Committee meetings were held, with attendance recorded on the following page

The Authority is committed to operating in a transparent manner and as such all Authority and Sub-Committee Meetings are open to the public. Agendas are published ten working days ahead of any meeting, with all papers distributed five working days ahead of any meeting. Agenda, papers and agreed minutes of all Authority meetings are published on the Authority's website.



**Member attendance at Authority Meetings and Sub-Committee Meetings 2012-2013**

Name	% of meetings attended	Authority (4 meetings held)	Sub-Committee			
			Planning & Communication (2 meetings held)	Finance & Personnel (5 meetings held)	Regulatory & Compliance (1 meeting held)	Marine Protected Areas (4 meetings held)
Cllr T Turner MBE JP	92	4	N/A	4	N/A	4 *
Cllr S Williams	60	1	N/A	4 #	1 *	N/A
Cllr M Chenery	68	2~(2/2)	N/A	1~(1/2)	1 ~(1/2)	N/A
Cllr H Cox	56	2 #	2	3	1	1
Cllr J Dobson	100	2~(2/2)	N/A	N/A	N/A	N/A
Cllr B Hannah	56	3	N/A	2	N/A	N/A
Cllr T Goldson	100	4	N/A	5 *	N/A	N/A
Cllr K Sale	81	4 *	1	4	1	3
Mr C Donnelly	70	4	1	N/A	N/A	2
Mr R Handford	90	4	2	N/A	N/A	3
Mr J Stipetic	100	4	N/A	N/A	1 #	N/A
Mr S Bagley	83	3	1	N/A	1	4
Mr P Barham	58	1	2 *	3	1	N/A
Dr S Bolt	50	2	1 #	N/A	N/A	N/A
Mr R Brewster	89	3	N/A	N/A	1	4
Mr P Garnett	67	3~(3/3)	N/A	N/A	N/A	1~(1/3)
Mr N Lake	82	3	1	N/A	1	4
Mr C Morgan	82	4	1	N/A	1	3
Mr T Pinborough	82	4	1	N/A	1	3
Mr R Spray	80	4	1	N/A	N/A	3 #
Mr K Vanstaen	38	2	N/A	N/A	N/A	1
Mr S Worrall	91	4	2	4	N/A	N/A

Key:

*	Chair	#	Vice Chair
~	Did not Complete full term		Lincoln County Council
	Norfolk County Council		Suffolk County Council
	MMO/EA/NE Representative		MMO Appointee

## Focus and priorities for the year

Priority	Status as at 31 March 2013
To ensure the effective incorporation of new personnel into the Authority	A new employee induction process has been developed and in place since March 2013. The process has received positive feedback from new incumbents.
To ascertain that the operation of the Authority's vessels will meet requirements for the future	The work of the Vessel Working Group led to the identification of two cabin Rigid Inflatable Boats as providing the most efficient and effective replacement for <i>FPV Protector III</i> . The delivery of the first such vessel, since named <i>FPV John Allen</i> , will be achieved in the Spring of 2013 following a foreshortened procurement process. The purchase of the vessel represents good value for the public purse as it was a cancelled order and was secured at an advantageous price. The intention is to conduct trials to assess the suitability of such a craft before embarking upon a procurement process for the second vessel. The future replacement of the research vessel, <i>RV Three Counties</i> , is still under consideration together with the longer term future of the RIB <i>FPV Pisces</i> , which had some refurbishment works carried out during the year.
To commence a comprehensive byelaw review process comprising of three stages; <ol style="list-style-type: none"> <li>1. exclusion of byelaws not applicable or relevant to the Eastern IFCA District</li> <li>2. like for like substitution of uncontested byelaws directly applicable to the Eastern IFCA District</li> <li>3. consultation of complex or contested byelaws.</li> </ol>	The review of byelaws was delayed as a consequence of the necessary priority afforded to the enforcement vessel replacement project and the requirement to respond to Defra's revised approach to the management of European Marine Sites. However, an initial exercise to identify which byelaws could be considered for revocation, which should be retained and which should be the subject of further research was undertaken and the project will be moved forward during 2013-14.
To advance the Authority's understanding of the species, habitats and activities occurring in the district including the designation of Marine Conservation Zones and Reference Areas along with Natura 2000 sites and other designations	In 2012, the Authority published its first combined Research and Environment plan, outlining its plans for the coming year. This included supporting Cefas with Side-Scan Sonar work of Cobble/Boulder communities along with surveying the proposed MCZ in the Stour & Orwell. Other work focused on management of the Wash Fishery Order 1992. The experience in producing the 2012/13 combined plan fed into the development of the following year's plan and strategy.

<p>To consider the use of vessel management systems suitable for commercial vessels within the Authority's district, the information required by the Authority and what systems to best achieve this;</p>	<p>Vessel management systems for the inshore sector offer clear opportunities for mutually beneficial fisheries management. Authority officers have been active in the national dialogue in order to influence equipment specification, roll out timescales and funding mechanisms. Funds have been earmarked in order to enable expeditious local procurement with mechanisms to recover costs over time.</p>
<p>To implement a district wide risk based enforcement approach</p>	<p>Whilst a formal risk based enforcement strategy has been delayed as a consequence of other priorities working practices have been developed during the year to adopt a risk based approach to enforcement activity. This has primarily involved using previous knowledge and experience of fisheries combined with the experience of the HoMP gained through intelligence led activity in the police service. An illustration of this approach was the 2012 Wash Cockle Fishery where a risk based and proportionate approach was adopted and which saw low levels of non-compliance with a reduced enforcement presence. Additional activity has been to develop partnership working with the Marine Management Organisation and in particular linking in to their Tasking and Co-ordination Group meetings to co-ordinate joint activity.</p>
<p>To advance the Authority's understanding of the needs of the angling sector including participation in the CEFAS led Angling 2012 project</p>	<p>Eastern IFCA participated fully in the Cefas Angling 2012 project, clocking 131 days of surveying (383 site visits in total) across the full length and breadth of our coastline. These results are being compiled by Cefas, and a full report is expected during the 2013/14 financial year.</p>
<p>To work with other IFCAs to implement 'Project Inshore'. This project will provide the Authority with an independent assessment of the state of each major fish/shellfish stock within the Authority's district; to inform the byelaw review process and future work of the Authority to ensure sustainable exploitation of these resources.</p>	<p>Project Inshore continues, though not at the pace originally intended. Consultants managing this project have visited Eastern IFCA and the wider community to discuss their project (October 29-30 2012). A large interim report, produced as an outcome of these nationwide meetings has been received, and comments returned clarifying a number of points. Stage three, the sustainability assessment for key species by the consultants using Marine Stewardship criteria is expected in the 2013/14 financial year.</p>

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## Delivery of priorities

The following tables set out the activities that the Authority planned to conduct during the 2012/13 financial year.

Reporting is divided into seven sections, reflecting the seven Success Criteria that Defra has suggested. For each Success Criterion there is an illustrative case study along with reporting directly against the respective High Level Objectives (HLOs)



**Case Study - Success Criterion 1: IFCAs have sound governance and staff are motivated and respected**

In order to fully achieve HLO 1.5 ("Staff resources and capability is assessed against IFCA objectives and duties with a gap analysis by April 2012; plans for addressing problems and progress against them are reflected in annual plans and reports"), it was necessary to undertake a full organisational review of our people resource and to have clarity as to how each role contributes to the achievement of our HLOs.

The task involved completing the following elements:

- The terms & conditions of employment were reviewed. These were simplified and developed following consultation with staff so that they are relevant and reflective of our current business.
- We recognised that staff responsibilities as an IFCA have developed from those required when operating as the ESFJC. We therefore undertook a review of all jobs. Our human resources expert worked with the relevant operational managers and heads of function to produce job descriptions that are relevant to our business as an IFCA and give clarity and scope of the growing role requirements. We chose to involve all officers when reviewing the role requirements by holding a series of discussion groups. This meant that the process to review and re-write the job descriptions took a significant amount of time, however this investment has meant that all Officers fully understand the expectations of their roles and are fully engaged with the process as they have had input into it.
- To ensure that any job sizing performed by us to complete the review remained both transparent and robust, a thorough job evaluation was completed against the new job descriptions. Head of HR enlisted the services of Norfolk County Council Reward Team as an impartial and unbiased third party to evaluate the job descriptions. Following their feedback, we reviewed and implemented a revised salary structure to support the developing and growing expectations of the Authority.

The organisational review has been one of the biggest changes that the staff has experienced, however by involving and consulting with them all throughout the whole process, we have been able to implement change in a collaborative way. Staff now fully understand what is expected of them as part of the EIFCA team and know that they are being fairly rewarded for fulfilling their roles.

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

<b>High Level Objective Performance Indicator</b>	<b>Action:</b>
(1.1) The development of an annual plan to meet the requirements of the Authority and Defra. To be prepared and published by 31 <sup>st</sup> March	<p>The plan for 2013-14 has used the template refined through two previous iterations to present the information in a consistent manner. It was presented and agreed at the Planning &amp; Communications Sub-Committee on 11 March 2013.</p> <p>A Copy is on the Eastern IFCA website</p>
(1.2) Annual reports meeting the requirements of the Authority and Defra are prepared and published	<p>The 2012/13 report was presented to the Full Authority meeting on 30 October 2013.</p> <p>A Copy is on the Eastern IFCA website</p>
(1.3) The issues impacting sea fisheries resources within the Eastern IFCA District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	<p>Eastern IFCA prepares a Marine Environment and Research Plan annually. At the core of this plan are environmental projects that look to identify and manage issues impacting on local sea marine resources. This work is guided by a five year Eastern IFCA Marine Environment and Research Strategy. Both annual plan and 5 year strategy were presented and agreed at the Planning &amp; Communications Sub-Committee on 11 March 2013.</p> <p>Key work during 2012/13 included:</p> <ul style="list-style-type: none"> <li>• the implementation of a cockle charter (which identified procedures and priorities for managing the Wash Fishery Order 1992 cockle fishery)</li> <li>• participation in Project Inshore</li> <li>• participation in the Eastern Region Marine Plan</li> <li>• publication of Annual Research Report</li> <li>• consultation on applications for licensed marine activities particularly, renewable energy developments.</li> </ul>
(1.4) A staff management system, including training and development plans, is in development and being tested during 2011 for approval by staff and the Authority and implementation in 2012	<p>During 2012/13 Eastern IFCA conducted a foundational piece of work for its staff management system by conducting a thorough review of all job descriptions and bench marking this against known local government pay grades.</p> <p>From this foundation, Eastern IFCA will in 2013/14 complete objective setting and personal development planning appropriate for each role.</p>

**(Continued) Success Criterion 1: IFCAs have sound governance and staff are motivated and respected**

<b>High Level Objective Performance Indicator</b>	<b>Action:</b>
(1.5) Staff resources and capability is assessed against IFCA objectives and duties with a gap analysis by April 2012; plans for addressing problems and progress against them are reflected in annual plans and reports	A structural review of Eastern IFCA was completed in the previous financial year. By the end of 2012 Eastern IFCA had completed the restructure with a new CEO and the remaining additional posts filled.
(1.6a) Systems are developed and implemented that enable all staff and members to contribute to and comment on all IFCA policies and business by Sept 2012; systems follow best practice/principles in Investing In People	<p>Since 2011, Eastern IFCA has employed a specialist Human Resources Manager to assist the wider team in developing their staff. Eastern IFCA has achieved under the Investors in People process, and will face re-assessment in 2012/13</p> <p>Annual Plans use a 'Bright Ideas' proforma that allows both staff and the wider community to engage with the planning process.</p>
(1.6b) Staff and members are content that they can influence the development of policy for the IFCA demonstrated through annual feedback	<p>A regular staff survey has been conducted for the last three years. The results of this were presented to the Full Authority on 31 October 2012</p> <p>To increase information flow;</p> <ul style="list-style-type: none"> <li>• regular informal meetings have been set up for the respective Environmental, Enforcement and Office/Operational staff to cascade information up and down</li> <li>• Regular Executive meeting are being held with the five heads of function</li> <li>• An all staff email is circulated on Fridays</li> <li>• There are Monthly staff meetings which include round-robin discussions</li> </ul>

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

No new byelaws were made during 2012-13 but the review of all existing byelaws commenced with an outline methodology approved by the Regulatory and Compliance Sub-Committee. Whilst other high priorities - including projects to replace the Authority's enforcement vessel, *FPV Protector III* and to respond to Defra's revised approach to the management of European Marine Sites - impacted upon the progression of the review, an exercise to identify which byelaws could be considered for revocation, which should be retained and which should be the subject of further research was undertaken. The exercise was conducted by officers and staff from Eastern IFCA and was therefore able to draw upon an extensive range of experience and knowledge.

The existing suite of byelaws comprises fifteen byelaws originally made by Eastern Sea Fisheries Joint Committee (ESFJC) together with nineteen byelaws inherited from the North Eastern Sea Fisheries Committee (NESFC). The inherited byelaws apply to the northernmost part of the district between Haile Sand Fort and a line drawn due east from the control tower at the RAF gunnery and bombing range at Donna Nook in Lincolnshire. The ESFJC byelaws apply to the entire district to the south of this line, which is effectively the majority of the district. Although the majority of the old ESFJC byelaws have been in existence for some time and were made in response to evidence available at the time, the exercise established that the majority of them appear to remain relevant and are likely to be retained. Of the inherited NESFC byelaws it was judged that approximately half could be merged with the ESFJC byelaws and almost half may be revoked subject to further research. A small number were judged to require more detailed research in order to assess their continued relevance. This exercise was useful and will enable the prioritisation of work in the review of byelaws during 2013-14.

Two other issues are likely to have a positive impact upon both the review of existing byelaws and making new byelaws in the future. The first was the employment of qualified and experienced Clerk to the Authority for much of the year, which enabled established processes to be revisited and a full review of the Authority's Constitution and Standing Orders to be undertaken. As a consequence there is a high degree of confidence that the process to make, vary or revoke byelaws will be in accordance with statutory and procedural requirements. It is anticipated that this will be tested during 2013-14 in relation to regulating in European Marine Sites.

The second was the inclusion of a Fisheries Evidence project in the 2013-14 Research Plan in recognition of the importance of evidence based decision making, particularly in relation to byelaws,. The objective is to establish robust data sets to support fisheries management.

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

High Level Objective Performance Indicator	Action:
(2.1a) The issues impacting sea fisheries resources within the IFC District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	<p>Eastern IFCA has its own 'fisher-map' to help with the identification of potential impacts from activities in which Eastern IFCA is consulted on or manages. This database is scheduled to be up-dated in the following financial year upon completion of Project Inshore</p> <p>Eastern IFCA is a statutory consultee for most marine license applications</p>
(2.1b) All byelaws made after April 2011 meet the requirements of Defra guidance	Eastern IFCA has not had reason to make a bye-law in 2012/13
(2.1c) IFCA's have necessary records and database systems in place to inform decision making	<p>Development of ICT systems that facilitate the creation of suitable databases and storing of data</p> <p>A contract with Sound Decision Associates was agreed for 2012/13 to provide clerking and decision making procedural advice to the Authority</p>
(2.2a) The byelaw review and changes are on schedule to meet the objective of reviewing and evaluating all legacy byelaws by 2015	In June 2012 a Head of Marine Protection was recruited with responsibility for reviewing legacy bye-laws. This process was reinvigorated at the Regulatory & Compliance Sub-Committee on 26 September 2012.

### **Case study - Success Criterion 3: A fair, effective and proportionate enforcement regime is in place**

The move to a fair, effective and proportionate approach to enforcement is illustrated by the management of the 2012 Wash Cockle Fishery. Previous practice had been to provide a sustained presence both at sea and in ports to monitor activity, undertake inspections and to weigh landings. Whilst previous behaviours of some fishers meant that such an approach was judged to be appropriate it was resource intensive and wasn't necessarily conducive to engendering a sense of responsibility and co-management of the fishery between fishers and Eastern IFCA.

The approach for 2012 was to provide a high profile presence at sea during the early days of the fishery in order to affirm the importance of appropriate behaviours, particularly in relation to 'prop washing'<sup>1</sup>. This was supplemented by a similar high profile presence to monitor landings to ensure that daily quotas were adhered to. The presence at sea was reduced very early in the fishery and was effectively replaced with a process for the periodic inspection of sands for excessive damage by fishing vessels.

The presence at ports was gradually reduced throughout the season on the basis that the appearance of officers on a random basis combined with encouragement to fish responsibly would achieve compliance with regulations. Overall, aside from two obvious exceptions where one fisher received a written warning for exceeding the daily quota and another received a written warning for obstructing a fisheries officer, it was judged that there was a high level of compliance with the daily quota. This less frequent presence represented a more proportionate approach to enforcement and enabled officers to undertake other duties, which in previous years would have been neglected.

Compliance with good practice on the sands was initially good but the process of inspecting the sands quickly identified that some fishers were behaving irresponsibly with evidence of excessive disturbance to intertidal sand flats (prop wash rings, keel marks and holes) and wastage of large quantities of fishable cockles left on the surface. As a proportionate response an emergency meeting of the Marine Protected Areas Sub-Committee was convened and it was agreed to continue the fishery but to monitor the level of damage on the sands. This was combined with robust encouragement to fishers and promotion of the code of good practice for the cockle fishery. This approach appeared to be successful as the remainder of the fishery passed without incident.

At the conclusion of the fishery it was identified that cockles were 'ridging out' on a particular sand and a further limited hand worked only (i.e. no 'prop washing') fishery was opened on that sand. The prohibition on 'prop washing' was a management measure intended to prevent the loss of younger cockles. Initially behaviours were good but inspections of the sand subsequently identified that some fishers had been 'prop washing' and as a consequence it was decided to close the fishery.

Overall, the management of the fishery combined a proportionate level of presence and inspection with a clear demonstration that poor behaviours will lead to firm but fair consequences. This fits with the overarching strategy to encourage responsible co-management of the fishery between Eastern IFCA and the fishing community.

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<sup>1</sup> A process used to gather cockles by conducting repeated revolutions with the vessel using engine power and wheel to produce a disturbing effect that unearths cockles lighted immersed in sediment immediately prior to settling on the sand at low water.

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

<b>High Level Objective Performance Indicator</b>	<b>Action:</b>
(3.1a) Annual enforcement risk register published on each IFCA's website and available for viewing at each IFCA's office by 30 April each year	<p>An Eastern IFCA enforcement strategy has been completed, and was subsequently reviewed in April 2012. A copy is on the Eastern IFCA website. The introduction of a formalised Enforcement Risk Register has been delayed as a consequence of other priorities. However, working practices have been developed during the year to adopt a risk based approach to enforcement activity</p> <p>One of the primary risks for enforcement is the operation of the Wash Fishery Order 1992, not least because the fishery operates in a European Marine Site. Changes in the approach to enforcement, as a consequence of the Hampton principals, have seen a more risk based approach to the management of this fishery.</p>
(3.1b) The IFCA's enforcement risk register is peer reviewed. The peer review comments are forwarded to the CEO and Chair of the IFCA	<p>Work to introduce a risk register has been undertaken in close liaison with Kent &amp; Essex IFCA and Sussex IFCA. Both have adopted the same methodology and it is intended that Eastern IFCA will adopt a similar process.</p> <p>Peer review comments forwarded to the CEO, Chair of the Authority and Chair of Regulatory &amp; Compliance Sub-Committee</p>
(3.1c) The enforcement risk register is compiled in a standard format approved by all IFCAs and provided to the national peer review panel by the 28 February each year	<p>A shared enforcement meeting between Sussex, Kent &amp; Essex and Eastern IFCA's on 4-5 October 2012 identified a common work stream to develop a shared enforcement risk platform.</p> <p>Eastern IFCA's head of Enforcement nominated as a lead in this development</p>
(3.2a) A code of conduct for inspections both ashore and at sea is created by 30 <sup>th</sup> October 2011 and reviewed annually. The code of conduct is published on each IFCA's website and available from each IFCA's office by 30 April each year	<p>A code of Conduct for inspections is published on the Eastern IFCA website</p>
(3.2b) Establish a national IFCA/MMO team by 30 <sup>th</sup> October 2011 to independently assess the overall quality of enforcement inspections conducted by each IFCA on an annual basis with the results reported back to the CEO and Chair of the inspected IFCA by the 30 April each year	<p>Eastern IFCA is a supporting partner. Not yet achieved.</p>
(3.2c) Development of an SLA between IFCAs, MMO, NE and EA regarding the provision of standardised enforcement training and the secondment process for officers of each signatory by 30 April 2012	<p>Eastern IFCA is a supporting partner. Not yet achieved.</p>
(3.2d) Each IFCA's enforcement knowledge and performance is assessed (to nationally determined standards - to be developed by 30 April 2012) on a bi-annual basis whilst attending the national enforcement training course	<p>Eastern IFCA is a supporting partner. Not yet achieved.</p>



FPV ESF Protector III on patrol in her new colours after being sold to the Royal Gibraltar Police

**Case study - Success Criterion 4: IFCAs work in partnership and are engaged with their stakeholders**

In the spring of 2012, it was brought to the attention of Eastern IFCA that the appearance of bass around Cromer Pier usually signalled a time of disharmony for recreational sea anglers. The season had been marred by allegations of anti-social behaviour, irresponsible casting and excessive catches.



Although not the leading stakeholder, Eastern IFCA decided to act when grievances were frequently aired at quarterly community engagement meetings. This led to the establishment of a working group of other stakeholders and those affected by this issue. In addition to Eastern IFCA, members of the working group included the management of Cromer Pier, The Marine Management Organisation, North Norfolk District Council, local commercial fishermen and recreational sea anglers.

A Voluntary Code of Conduct was implemented with a bag limit, hook limit and rod limit along with information on minimum landing sizes and guidelines for responsible use of the pier. Leaflets and posters were then distributed around the area by the local Inshore Fisheries and Conservation Officer. The manager of Cromer Pier also agreed to locate signs along the pier in areas popular with anglers.

The code of conduct has been well received locally and widely discussed as a positive move on angling web sites.

**Cromer Pier  
Voluntary Code  
of Conduct  
BASS FISHING**

Cromer Pier is a popular destination for anglers and other holiday makers. To maximise the enjoyment of all visitors to the pier, we would kindly request that the following guidelines are read and respected.

Thank You

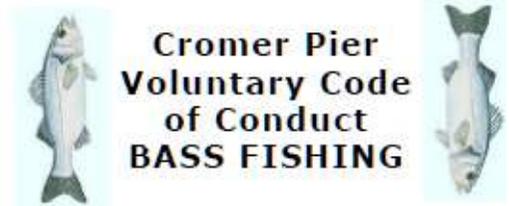
**Bag Limit** Your local Inshore Fisheries & Conservation Officer is Ady Woods.  
2 bass per visit

**Rod Limit**  
2 rods He can be contacted on 07795 343212

**Hook Limit**  
2 per rod (i.e. 4 hooks in total)

**Please cast responsibly and respect minimum landing sizes (38cm for bass)**

Failure to comply with these rules may lead to exclusion from Cromer Pier



Please contact:  
Eastern IFCA  
6 North Lynn Business Village  
Bergen Way  
Phone: 07795 343212  
adywoods@eastern-ifca.gcsx.gov.uk

**Success Criterion 4: IFCAs work in partnership and are engaged with their stakeholders**

<b>High Level Objective Performance Indicator</b>	<b>Action:</b>
(4.1a) Initial MOUs are agreed and adopted by end of April 2011	MoUs with NE/EA/MMO/Cefas agreed
(4.1b) Discussions have been held with partner organisations with regard to SLAs; SLAs (if required) are agreed and adopted by April 2012	Discussions are held when partnerships are identified. For example an agreed partner research charter for Eastern IFCA with Kent & Essex IFCA for the shared Essex-Suffolk rivers and the development of a research pool of equipment between Kent & Essex IFCA, Sussex IFCA and Eastern to support understanding of European Marine Sites.
(4.1c) Identify and discuss with lead local authority requirement for SLA by October 2011	Eastern IFCA has agreements with its constituent County Councils. In 2012/13 this included provision of computer services (Norfolk), legal/personal review (Lincolnshire) and vessel procurement/purchasing advice (Suffolk).
(4.1d) Each MOU and SLA is reviewed annually to ensure effective delivery of objectives as defined in the annual plan; progress against MoU action plans is reflected in annual reports	Reviews conducted.
(4.2a) Set-up database of stakeholders from current list by April 2011. Update list every 6 months. Review contacts list annually	During 2012/13 a Community Development Officer was employed. This role includes management of databases and developing appropriate use and review.
(4.2b) Engagement strategy developed by April 2012	During 2012/13 a Community Development Officer was employed. A benchmarking survey to inform the development of the engagement strategy was agreed on 27 June 2012 with the final strategy agreed by the full Authority on 31 October 2012.
(4.2c) By April 2012 each IFCA to create a website to give access to current information; all regular forms and documents to be provided electronically by April 2013. Website is reviewed and updated monthly	Website developed  Website updated as and when required.
(4.2d) Develop interpretation boards and presentations to allow greater interaction with stakeholders	Eastern IFCA presentation display signage commissioned. Aspiration is to procure a branded gazebo and interactive aquatic touch tank.
(4.3a) Reviewed stakeholder and communication strategy/plans and stakeholder database completed by April 2014	Strategy and plan published in year 2012/13.  Stake holder database being updated as a result of communications plan.

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

*Performance Indicator 5.1b Research plan is published each year*

Bright Ideas

The Research and Environment Plan for 2013/14 was presented and agreed by the Planning and Communications Sub-Committee on 11 March 2013. Possible research and environment projects were identified using a “bright ideas” approach, with the final project list being agreed by the Sub-Committee.

The bright ideas process was a way for Eastern IFCA to engage public interest in our work, and to help inform decisions about priorities for research and environment work in the coming year.

Using our website and a simple, 2-sided questionnaire, we asked for ideas about work that Eastern IFCA could undertake for the benefit of our local seas. We wanted to hear what issues were important to our stakeholders, whom they thought we should work with, and how projects might fit with existing work.

16 ideas were submitted. Key themes from responses and our subsequent actions include:

- “Need to redress the balance between research on fish vs. shellfish” – although shellfishery management is prominent in EIFCA responsibilities, the 2013/14 Research and Environment Plan includes dedicated projects to assess monofilament netting activity in the district, and expanded juvenile fish surveys;
- “EIFCA community meetings are a good way to engage the public in work EIFCA is carrying out” – EIFCA has recognised the dual benefits of community meetings (for the public and for EIFCA) and has committed to continuing these meetings on a quarterly basis.

The bright ideas approach will be utilised to inform EIFCA’s annual research and environment planning.



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

<b>High Level Objective Performance Indicator</b>	<b>Action:</b>
(5.1a) By April 2012, committee to sign off strategic research plan, which has undergone consultation, covering the period until April 2015	Both a five year strategy and the annual Environment and Research Plan was presented and agreed by the Planning & Communications Sub-Committee on 11 March 2013.  Notification of the strategy and plan were made by letter and using community events – draft copies were on the Authority website for comment.
(5.1b) Research plan is published each year	Both a five year strategy and the annual Environment and Research Plan was presented and agreed by the Planning & Communications Sub-Committee on 11 March 2013.  Possible research/environment projects were identified using a 'bright ideas' approach, with a final project list agreed by the sub-committee.  2013-2014 research plan published on Authority's website
(5.1c) Previous year's research report published each year	Research report published on Authority's website
(5.1d) IFCA annual report to demonstrate how evidence has been used in decision making processes	Case studies used in the 2012/13 annual report to illustrate projects, and the information/evidence used to make the decision.
(5.2a) By April 2012 develop and agree MoUs with delivery partners and review annually	MOUs agreed as per HLO 4.1(a) & (b)
(5.2b) IFCA representative to take part in annual IFCA scientific conference	Nine IFCA staff members participated in the annual IFCA TAG conference. Eastern IFCA leading on MEDIN projects
(5.2c) IFCA representative to proactively be involved in relevant evidence networks to share best practice, e.g. Technical Advisory Group.	Eastern IFCA research officers provide information and training in specialist fields to others to forward the development of best practice.  Eastern IFCA scientific staff attended all TAG meetings, along with meetings of the Institute of Fisheries Management.  The Senior Research Officer and Head of Environment and Research attended the World Fish Congress in Edinburgh (7-11 May 2012)
(5.3a) IFCA annual plan and report demonstrate use of evidence, resources and capability as per strategic research plan	2012-2013 annual plan developed incorporating 5.3a
(5.3b) Seek appropriate peer review of research reports	Peer review process of Eastern IFCA annual research report to be explored CEFAS has offered some Peer review options.

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

High Level Objective Performance Indicator	Action:
(5.3c) IFCA annual plans and reports, including research plans and reports, are published online on the IFCA and Technical Advisory Group websites	All plans published on Eastern IFCA website  No TAG website operates, though is discussed through a shared 'knowledge hub'
(5.4a) Develop knowledge sharing plans and procedures by April 2014.	Development of knowledge sharing plans explored with Kent & Essex IFCA and SIFCA/TAG
(5.4b) Knowledge sharing plans are reviewed and amended annually	Data management is an on-going issue with an aspiration to engage appropriate professional support to enable the development of a 'gather once, use many times' structure transparent to users across the stakeholder base.



**Case study - Success Criterion 6: IFCAs support and promote the sustainable management of the marine environment**

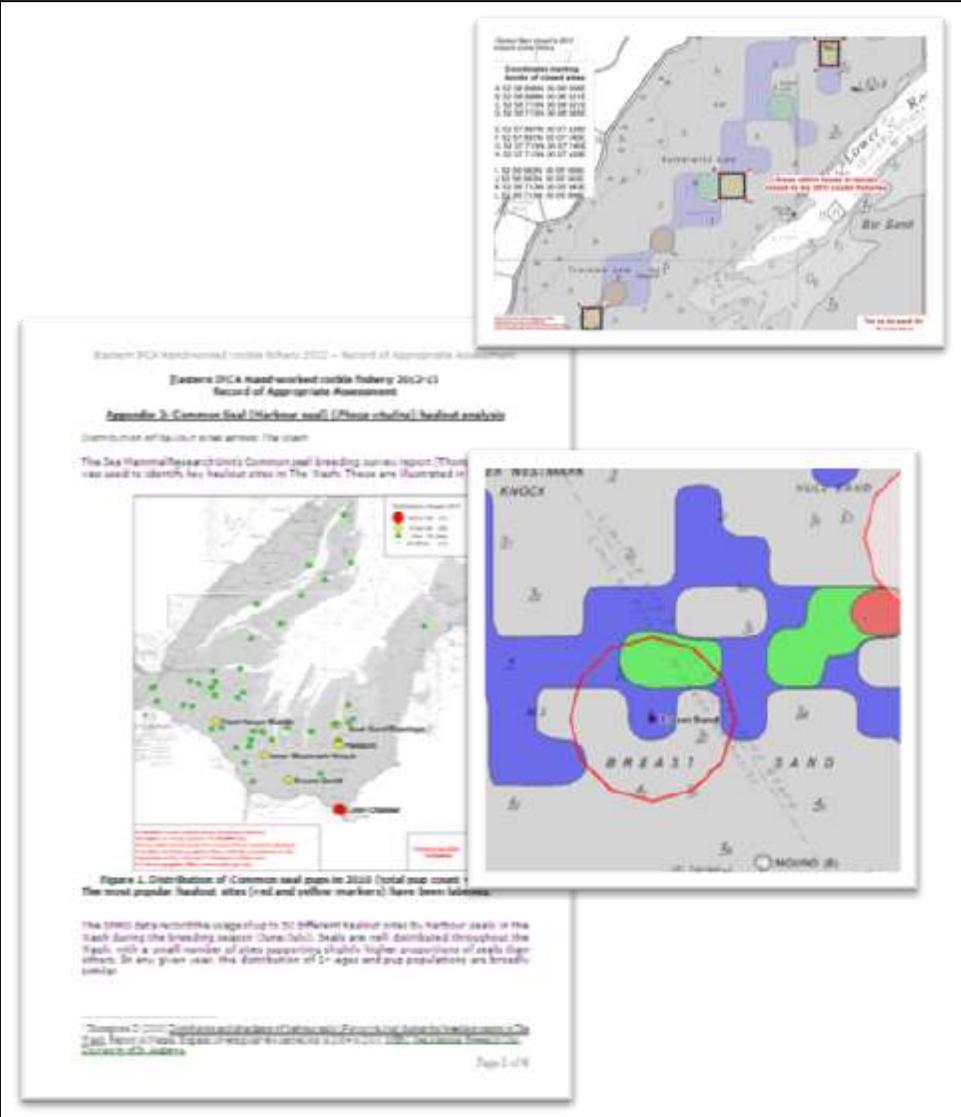
Part of Eastern IFCA’s vision is to balance a sustainable and viable industry with healthy seas. The Wash is an important fishing ground for inshore vessels targeting shrimp, mussel and cockle but is also a designated Special Area of Conservation (as part of The Wash and North Norfolk Coast SAC) and Special Protection Area forming part of a European network of protected sites known as Natura 2000. Each year Eastern IFCA opens a cockle fishery in The Wash. To achieve our vision, Eastern IFCA submits a full Habitats Regulations Assessment to Natural England for them to consider. This assessment is used to determine whether the proposed fishery will have negative impacts on the habitats and species for which the site was designated.

Using information from external sources such as the British Trust of Ornithology’s low water bird survey, NERC Sea Mammal Research Unit’s distribution and abundance of harbour seals and our own cockle stock research, Eastern IFCA puts together a case for how the fishery can be conducted within the protected area without damaging the site.

With exceptional support from Natural England’s Southern North Sea Team, we provide information to answer specific questions relating to impacts from cockle fishing, these include: bird disturbance, removal of bird food resources, physical damage to the intertidal mudflats and sandflats and seal disturbance.

Often mitigation for potential impacts is required. These are usually provided in the form of management measures such as closed areas. On 23 May 2012, the Marine Protected Area Sub-committee moved to propose management measures recommended by Eastern IFCA officers as being sufficient to provide such mitigation.

For the 2012 cockle fishery, Eastern IFCA successfully submitted a Habitats Regulations Assessment which showed that impacts resultant of the cockle fishery would not be significant.



**Success Criterion 6: IFCAs support and promote the sustainable management of the marine environment**

<b>High Level Objective Performance Indicator</b>	<b>Action:</b>
(6.1a) Identify where there are shared objectives in managing the marine environment with partner organisations by April 2012 and identify how these impact on IFCA's objectives	Agreed: <ul style="list-style-type: none"> <li>• MoU with Kent &amp; Essex IFCA regarding management of the River Stour</li> <li>• MoU with North Eastern IFCA regarding role of Eastern IFCA/North Eastern IFCAs' respective roles in the Humber EMS</li> </ul>
(6.1b) Shared objectives are set out in annual plans	Draft 2012-2013 annual plan identifies shared objectives where possible
(6.1c) Progress of shared objectives reported on in annual reports	Not addressed within this time period
(6.2a) Plans and processes for raising awareness of IFCA's work in place by April 2013	Communication Strategy/Plan complete, and community events calendar in place for 2013 calendar year which includes County shows, Cromer Crab & Lobster Festival, Yarmouth Maritime Festival and Wells Carnival
(6.2b) Examples of engagement set out in annual reports	During 2012-13 Eastern IFCA participated in the Carp and Angling Fair. A stakeholder spring reception was also held in March 2013. Further events are planned for the summer of 2013 with a full report back at end of first year of Communication Plan.
(6.2c) Feedback from relevant stakeholders regarding the effectiveness of engagement is routinely sought	Feedback routinely sought in consultation processes to inform improvement (e.g. bright ideas process for annual plan)
(6.3a) The issues impacting sea fisheries resources within the IFC District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	Eastern IFCA engaged in a wide variety of work in this area including: <ul style="list-style-type: none"> <li>• Project Inshore</li> <li>• MCZ process (Netgain/Balanced Seas)</li> <li>• Eastern Region Marine Plan</li> <li>• Client Earth/Marine Conservation Society and European Marine Sites</li> </ul>
(6.3b) Examples of proactive involvement in relevant networks to share best practice are reported in annual reports	Participated in TAG
(6.3c) The impact of the Marine Policy Statement and the process of marine planning on IFCA's work have been assessed and addressed by April 2015	Eastern IFCA officers liaise with MMO marine planning team regarding the development of East coast marine plans. Final draft now expected 2013/14

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

High Level Objective Performance Indicator	Action:
(6.4a) Assessment of the condition of Marine Protected Areas by statutory bodies, where available, have been taken into account when developing suitable management plans	Appropriate Assessments produced and published by Eastern IFCA where Eastern IFCA is the Competent Authority authorising activities occurring within European Marine Sites within the Eastern IFCA district
(6.4b) IFCAs can demonstrate effective representation on relevant management boards/steering groups for marine protected areas, where appropriate	Eastern IFCA is: <ul style="list-style-type: none"> <li>• the lead authority for the WNNCEMS and employs WNNCEMS Project Officer a member of the Stour &amp; Orwell Estuaries Management Group</li> <li>• a member of the Humber Estuary Relevant Authorities Group</li> <li>• a participate in the EMS Implementation Group</li> </ul>
(6.4c) IFCAs can demonstrate delivery of the principles outlined in Government guidance on sustainable development	Eastern IFCA staff proposed a ISO14001 Environment Management System, but European Marine Site workload for the Environment team precluded its completion.



### **Case study - Success Criterion 7: IFCAs are recognised and heard**

In 2012, Eastern IFCA published its first ever Communication and Engagement Strategy to demonstrate its clear commitment to Success Criterion 7 – “IFCAs are recognised and heard”.

As part of the strategy, Mackman Research was commissioned by Eastern IFCA to conduct a benchmark survey to understand stakeholder awareness and engagement. The purpose of the survey was to assess awareness/engagement of key stakeholders across Eastern IFCA’s three counties. In particular, assessing the role that Eastern IFCA has in coastal community and measuring the level of understanding for Eastern IFCA’s change of emphasis towards sustainability as well as its requirement to balance social and economic benefits of sea fisheries against exploitation.

The research is being used to inform Eastern IFCA how well it is doing to meet its objectives and will make clear where it needs to target its engagement activities looking ahead. The survey created a set of benchmark measurements by which Eastern IFCA can show progress against its HLOs, demonstrating that it is ‘recognised and heard’ by its stakeholders. A repeat survey will take place in 2014/15 to reveal the progress and impact of community engagement activities.

Mackman Research, in collaboration with Eastern IFCA, designed a questionnaire to cover all aspects of engagement and provide robust cross tabs for cross-referencing of data.

Awareness of Eastern IFCA was found to be surprisingly high however this figure did vary 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 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 as a whole), whilst the Wildlife Trust were aware of us nobody from the RSPB was, 81% 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 actually did.

The results of the benchmarking survey have given clear guidance on where engagement work needs to be focussed if Eastern IFCA is truly to be ‘recognised and heard’.

**Success Criterion 7: IFCAs are recognised and heard**

<b>High Level Objective Performance Indicator</b>	<b>Action:</b>
(7.1a) By April 2012, each IFCA is actively involved, through membership, in the direction, good governance and running of the Association of IFCA	Support and advice provided by officers regarding the establishment of the Association of IFCA (during part of year 2012-13 Eastern IFCA acted as employing 'authority' for A-IFCA) Allocation of budget to support membership and functioning of Association of IFCA
(7.1b) Initial MOUs are agreed and adopted by end of April 2011; SLAs (if required) are agreed and adopted by April 2012. Each MOU and SLA to be reviewed annually to ensure effective delivery of objectives as defined in the annual plan	As per HLO 4.1(a) & (b) Eastern IFCA has completed MOU's and has reviewed annually. Next review scheduled for April 2014.
(7.1c) By April 2012 partnership working is embedded in each IFCA (and partner organisation), evidenced on an annual basis by regular liaison meetings and joint or collaborative activities as defined in the annual plan	In addition to the work carried out in HLO 6.4 (b) Eastern IFCA also participates in the regular Eastern Regional Liaison Group meetings (Police/EA/MMO/Kent & Essex IFCA/NE)  The South East IFCA (Kent & Essex IFCA/SIFCA) also work as a group to carry forward items of mutual benefit
(7.2a) By April 2013 a strategy for the promotion of IFCAs work is developed, including the development of promotional / communication plans which are to be reviewed annually	As per HLO 4.2(b) a communication and engagement strategy has been completed and a calendar of community events has been agreed with the Planning and Communications Sub-Committee
(7.2b) By April 2013 annual reports by IFCAs to include a specific element which has data on 'compliments, comments and complaints' from stakeholders and general public and significant events which have demonstrated the IFCA's PR strategy is operational	A public engagement section was included in the 2012/13 annual plan
(7.2c) By April 2013, as a minimum, each IFCA to hold proactive biennial stakeholder meetings and events to inform and consult with all interested parties in the IFCA District	Development of a communication and engagement strategy incorporating a timetable for future stakeholder meetings. Currently community engagement meetings are held after each full authority meeting in four places along the coast (16 meetings a year in total). Specific issue based meetings occur as and when required. Specific issues includes Sea Bass off Cromer Pier, a diving code of conduct and a 'Gentleman's Agreement' to de-conflict offshore and inshore crab and lobster potting activity.  In addition, Eastern IFCA attends North Norfolk Flag and the Suffolk Coastal Forum
(7.2d) By April 2012 each IFCA to create a website to give access to current information; all regular forms and documents to be provided electronically by April 2013. Website is reviewed and updated monthly	Eastern IFCA website to be developed and operational as per HLO 4.2(c) and updated as required  South East IFCA share standardised websites design(Kent & Essex IFCA/Sussex IFCA)

**(Continued) Success Criterion 7: IFCAs are recognised and heard**

High Level Objective Performance Indicator	Action:
(7.2e) By April 2011 all IFCA staff to be badged so as to be recognised as IFCA officers who following internal training, can speak with authority on the IFCA aims and objectives	All Eastern IFCA IFCOs provided with logo uniforms and warrant cards  Eastern IFCA has confidence in the ability of its area officers, who provide the front line role for engagement with the wider community. Briefing notes prepared for community events and specific issues.
(7.2f) By April 2012 annual staff appraisals will be undertaken to measure the standards of behaviour toward, and interaction with, stakeholders, general public and officers/staff of partner organisations	Staff performance appraisal system will be introduced in 2013/14 following the completion of the full staff job description and salary benchmarking process



## Risk management strategy

Pages 23-32 of the 2012/13 Annual plan outline the Risk Management Strategy of Eastern IFCA.

Risk Description	Interventions in 2012-13	Residual risk
Eastern IFCA failing to meet stakeholder expectations	<p>Eastern IFCA demonstrably engaged across the breadth of its remit.</p> <p>Wash fisheries management acknowledged by local Industry representatives as a success in 2012.</p> <p>All stakeholders kept abreast of changes to marine conservation policy and local implications.</p>	Failure to carry Stakeholders forward given contemporary volume of emergent marine policy, plans and/or developments.
High turnover of staff	<p>Active recruitment in 2012. CEO and other vacant posts populated.</p> <p>Job specification terms of reference review complete.</p> <p>Salary review complete.</p> <p>Terms and conditions of service update on-going.</p> <p>Formal objectives and greater delegation established.</p>	Propensity for younger graduate calibre staff to use Research Officer posts as a stepping stone creating frequent staff churn and commensurate loss of experience.
<p>Fisheries in the District impacted by the activities of developers/ Industry</p> <p>Insufficient time to fully consider environmental impact assessments for inshore developments</p>	<p>Close cooperation with developers and industry established to assure transparency and joint working practices.</p> <p>All relevant consultations completed within agreed timescale</p>	Inability to influence volume and tempo of consultations risks overwhelming finite staff resources.

Injury to staff due to unsafe working practices	Full Health and Safety review being brokered with Norfolk County Council	Staff complacency
Failure to fully engage with stakeholders	Quarterly community engagement meetings to provide debrief of Authority activity and give a conduit for issues and concerns to be lodged  Industry meetings in pursuit of co-management of the Wash fishery.  Engagement of professional stakeholders via face to face meetings and conference presentations.	On-going requirement to engage with all Stakeholders especially given the tempo of change with the Marine environment.  Risk of disenfranchisement through volume of initiatives and/or information concerning marine matters.  Risk of focus upon most vociferous groups at expense of other stakeholders.
Failure to effectively monitor and enforce legislation	Lack of patrol vessel has challenged ability to provide desired level of presence/deterrence  Procurement of replacement vessel on-going and expected to deliver early in next reporting period	Size of district when weighed against staff resource introduces risk in terms of desired level of presence/deterrence.
Failure of vessel assets	Replacement enforcement vessel on order with associated warranty and provision for Engineers to be trained to warranty standard.  Research vessel routine annual refit conducted.  Replacement engineer recruited.	Risk of emergent defects mitigated by maintenance procedure and stores procurement strategy.
Failure to maintain survey/ sampling programme	Research Plan structured to accommodate routine research activity to support fisheries management along with prioritised discretionary output to inform wider regional knowledge base.	Staff churn and resultant experience loss and/or vessel serviceability introduces risk to research output.
Enforcement activities conducted in an unprofessional and uncoordinated manner	Staff training in place  Formalised work prioritisation and	Coordination at a national level required to assure consistency across districts and throughout inshore/offshore.

	management structures in place Regular management oversight of enforcement activity	
Degradation of MPAs due to fishing activity	Revised policy approach for the management of fisheries activity in European Marine Sites requiring statutory control of most damaging activities by end 2013.	Attempts to broker balanced solution to provide protective effect whilst mitigating impact on local fishing activity are ignored by fishing community.  Fishing vessels fail to adhere to new byelaws.
Shellfish and fish stocks collapse	Fisheries management activity underpinned by thorough research and co-management approach to the Wash fishery.  Close liaison with MMO with regard to fin fish quota and stock status  Routine liaison with Cefas with regard to coordinated fisheries research.  Full engagement with Angling 2012 initiative.	Failure of bio security controls introduces disease in the Wash fishery  Unregulated fishing behaviour threatens stock status.
Failure to secure data	Dialogue with MMO to secure access to national fisheries database.	Risk based, intelligence lead enforcement activity challenged by lack of data.
Failure to maintain effective financial management and control	Financial Regulations refreshed.  Routine Internal and External audits programmed.  Financial scrutiny by Finance and Personnel subcommittee.  Routine interaction with County Councils Finance Directors	Unrealistic budget provision drives under/overspend  Emergent mandated outputs in year overmatch allocated funds  County Council cost saving pressures drive reductions in levy.

## Resources

The following resources belonged to Eastern IFCA on the 31<sup>st</sup> March 2013. During 2011-2012 a vessel working group was established comprising Authority personnel and members to identify the future seagoing assets that the Authority would require. This work was driven by the requirement to make 25% savings on the 2011 base levy by 2015. In order to meet this commitment made by the Authority to its levying County Councils the Authority's main enforcement vessel *FPV Protector III* was excluded from the Authority's 2013-2014 budgets. The vessel was sold to the Royal Gibraltar Police during the summer of 2012, together with the RIB *FPV Seaspray*.\*

Vessel details	HP	MCA Work Boat Code	Length	Crew	Commissioned	Life remaining	Replacement cost
<i>FPV Protector III</i> *	2400	Cat. 2 (60 nm offshore)	24m	5	1994	2-6	No like for like replacement
<i>FPV Sea Spray</i> *	260	Cat. 3 (20 nm offshore)	6.8m	3	2004	4	£140,000
<i>FPV Pisces III</i>	100	Cat. 3 (20 nm offshore)	5.5m	2	1998	3-4	£40,000
<i>RV Three Counties</i>	1050	Cat. 2 (60 nm offshore)	18m	3	2002	7-11	£1,400,000
<i>RV Runner</i>	50	N/A	3.5m	2	2004	1	£13,000

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

In addition to the assets identified above the Authority leases an office in King's Lynn and moorings at Sutton Bridge for its vessels.

During the year the Authority conducted a consultation on the establishment of tolls, levies and licence fees applicable to the Wash Fishery Order 1992. The Authority agreed that from 1 April 2012 all further licences issued under the Wash Fishery Order 1992 should incorporate a financial contribution to the day to day management of the Wash Fishery Order 1992. The Secretary of State was asked for their consent regarding this matter with that consent duly being provided.

The Authority had a budget of £1,431,205 for 2012-13. This figure included £394,145 in New Burden funding from Defra to enable the Authority to meet its new duties. It was agreed that New Burden funding from the three constituent councils to the Authority be passed on. Use of New Burden money is not accounted for separately by the Authority due to the accounting and allocation complexities that this would have caused. The Authority considers its approach to taking a 'blank canvas' view post the introduction of the MaCAA 2009 coupled with a staff and asset review to be the most appropriate way of ensuring that New Burden duties are integrated into the business in the most effective way.

The Authority is firmly committed to meeting the three funding councils' request of reducing the levy by 25% over the four year period from the 2010-2011 base levy and indeed reduced the levy by 22.0% for 2012-2013. By 31 March 2012 the Authority had spent £687,488 of its budget which represented a significant under spend of £743,717. The savings primarily resulted from:

- 1) The sale of *FPV ESF Protector III*
- 2) Additional unbudgeted income from Licence Tolls, shellfish sampling and CEFAS Angling Surveys
- 3) Savings in salaries due to EIFCA not operating at full capacity over the whole year.
- 4) Savings in General Expenditure due to negotiated lower costs for IT support and postponement of spending on office improvements.;
- 5) Planned reduction in Departmental operational costs.
- 6) Savings in Vessel expenditure due mainly to the early sale of *FPV ESF Protector III* and lack of associated operational costs.

In order to make the best use of the financial savings this year the Authority agreed to create three new 'ear-marked' reserves and to transfer funds arising from the surplus as follows:

1. £1,000 derived from a Fixed Penalty Fine to the Fixed Penalty Fine Fund Reserve
2. £530,000 from the sale of *FPV ESF Protector III* and a residual amount of £80,293 to the Vessel Replacement Fund Reserve increasing the committed funds held in this reserve to £964,452. This will enable the acquisition of a second enforcement vessel in accordance with the direction of the Authority.
3. £10,000 to the Office Improvements Fund Reserve in recognition of the increase in numbers of members of staff and the need to improve the office layout and storage facilities.
4. £33,453 to the Legal and Enforcement Fund Reserve to increase funds held in the reserve to £75,000. This will provide funds to answer any legal challenge that may arise in connection with the requirement to introduce byelaws to protect features in European Marine Sites in 2013 and emergent requirements to regulate activity in nationally designated Marine Conservation Zones.
5. £23,758 to the Vehicle Renewals Fund Reserve to increase the funds held in the reserve to £60,000 in anticipation of replacement and upgrade (where appropriate) of vehicles from an ageing fleet.
6. £65,213 to the Operational Fund Reserve to increase funds to £550,000 to allow for a contingency fund to be used as future needs dictate.

7. Transfer of £300,000 from the Operational Fund Reserve to the Inshore Vessel Monitoring System Fund Reserve This will enable EIFCA to act quickly to acquire iVMS equipment once a design has been agreed. It is recognised that iVMS is central to the future management of fisheries within protected sites to enable the continued promotion of a viable industry whilst ensuring that conservation protection objectives are not hazarded.

<b>Reserve name</b>	<b>Amount held within reserve @ 31 March 2013</b>
Research	£89,921
Operational	£250,000
Vessel contingency	£208,518
Legal and enforcement	£75,000
ICT	£26,242
Vessel replacement	£964,482
Vehicle renewals	£60,000
Fixed Penalty Fine Fund	£1,000
Office Improvements Fund	£10,000
IVMS Fund	£300,000

**Remuneration of the Chair, Vice Chair and Chief Executive Officer 2012-2013**

The Chair and Vice Chair of the Authority were not remunerated directly by the Authority for their work conducted on behalf of the Authority during 2012-2013. The post of Chief Executive Officer was held by three persons during the financial year 2012-2013. The combined remuneration was £56,652.76. Likewise the combined expenses paid to the three post holders were:

<b>Mileage</b>	<b>Subsistence</b>	<b>Train/taxi/parking</b>	<b>Telephone</b>	<b>Total</b>
£0.00	£1051.42	£1,205.56	£102.00	£2,358.98

## Ways of working

During the year the following Memorandum of Agreements (MoAs), Memorandum of Understanding (MoU), Partnership Agreement (PA), Informal Agreements (IA), Agreement in Principle (AIP), Service level Agreements (SLA), Information Sharing Agreements (ISAs), contracts (C) and directorships (D) were signed. These documents set out agreed ways of working for the Authority and attempt to provide clarity for individuals and organisations on their respective roles and responsibilities.

Document	Signatory organisations	Document purpose
MoU	Natural England and IFCAs	Defines roles and responsibilities and ways of working
MoU	Marine Management Organisation and IFCAs	Defines roles and responsibilities and ways of working
MoU	Environment Agency and IFCAs	Defines roles and responsibilities and ways of working
MoU	Kent and Essex IFCA	Defines roles and responsibilities in relation to the Stour and Orwell European Marine Site and the Outer Thames Estuaries Special Protected Area
MoU	North Eastern IFCA	Defines roles and responsibilities in relation to the Humber European Marine Site
MoU	Norfolk Constabulary	Use of <i>FPV Pisces III</i> by Norfolk Constabulary
MoU	CEFAS and IFCAs	Defines roles and responsibilities and ways of working
MoU	Wash Estuary Strategy Group	Employment of Wash Estuary Strategy Group Project Manager by Eastern IFCA
MoU	Association of Inshore Fisheries and Conservation Authorities	Employment of the Association of Inshore Fisheries and Conservation Authorities CEO by Eastern IFCA
MoU	Lincolnshire County Council	Transfer of Defra New Burden money to Eastern IFCA
AIP	Norfolk County Council	Transfer of Defra New Burden money to Eastern IFCA
PA	North Norfolk Fisheries Liaison Action Group (FLAG)	Involvement of Eastern IFCA as a partner in the North Norfolk FLAG
PA	Shrimp Fishery Advisory Working Group: Natural England, Marine Management Organisation, CEFAS, Shrimp Processors, Fishery Consultants	Defines roles and responsibilities of the respective organisations/individuals with the intention of attaining MSC accreditation of the East Coast Brown and Pink Shrimp Fisheries
PA	CEFAS, King's Lynn and West Norfolk Borough Council Environmental Health Office	Defines working relationship between regarding the collection of water, cockle, mussel samples for shellfish waters classification within the Wash
MoA	Wash and North Norfolk Coast European Marine Site Project	Employment of Wash and North Norfolk Coast European Marine Site Project Manager by Eastern IFCA
MoA	John Lake Shellfish, Lynn Shellfish, Marine Ecological Services	Delivery of a Brown and Pink Shrimp MSC Pre-Assessment project
MoA	Natural England	Delivery of baseline monitoring survey data relating to <i>Sabellaria spinulosa</i> within

		the Wash embayment
D	Chief Officers of all IFCAs	Directorship responsibilities of Eastern IFCA Chief Officer acting as a Director of the Association of Inshore Fisheries and Conservation Authorities
C	CEFAS	Provision of Angling 2012 survey data by Eastern IFCA IFCOs
C	Norfolk County Council	Provision of Internal Audit services
C	Norfolk County Council	Communications support to Eastern IFCA for the launch of Eastern IFCA on 1 April 2011
C	Andrew Jackson Solicitors	Provision of specialist legal advice (call off contract)
C	Zacobyte Consulting Ltd, Kent and Essex IFCA and Sussex IFCA	Provision of IFCA website template
C	Norfolk County Council	Provision of ICT infrastructure and support
C	Sound Decisions Associates	Provision of Clerking services
IA	IFCA Technical Advisory Group	Provision of technical advice to IFCA COG
C	CEFAS and Natural England	Charter agreement for the study of Cobble and Boulder Communities

During 2012/13 Eastern IFCA also joined the Institute of Fisheries Management, and withdrew from the Shellfish Association of Great Britain.

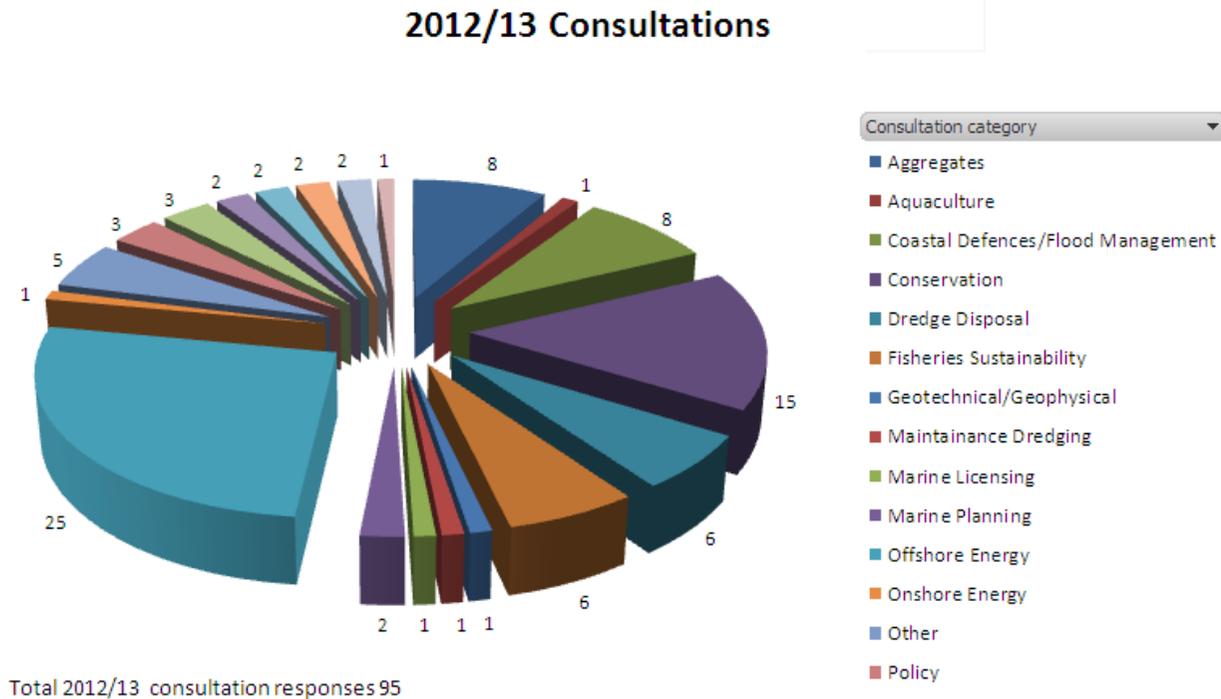


## Communication and stakeholder engagement

During 2012-2013 community engagement meetings were held quarterly in each of the four IFCOs' areas meaning that a total of 20 community engagement meetings were held in the year. The drop-in style meetings were attended by the CEO and relevant Area Officer and were generally well received.

Eastern IFCA's first Communications & Engagement Strategy was published. A copy of this can be found here; [http://www.eastern-ifca.gov.uk/index.php?option=com\\_content&view=category&layout=blog&id=6&Itemid=8](http://www.eastern-ifca.gov.uk/index.php?option=com_content&view=category&layout=blog&id=6&Itemid=8)

The work of the Environment team continued to grow. 95 consultation responses were sent as detailed below;



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## **Marine management**

The Authority recognises the importance of meeting the Success Criteria, High Level Objectives and Organisational Key Performance Indicators as set out by Defra and agreed by all of the IFCAs. These measures do not demonstrate organisational success in the wider sense nor focus on successful outcomes in terms of sound environmental or fisheries management. It is therefore incumbent on the Authority to demonstrate that the various plans that it develops (on its own or in conjunction with stakeholders and partner organisations) deliver their goals effectively.

To provide a flavour of the type of work that the Authority undertakes, several areas of work conducted during 2012-2013 have been detailed below:

### **Wash Fishery Order 1992 management**

The Authority discharges its duties and responsibilities through a co-management process of the Wash Fishery Order 1992 (the Authority is the grantee). The Authority consults regularly with stakeholder groups to ensure that local industry representatives are part of the recommendation making process.

The major fishery managed under the Wash Fishery Order 1992 is the cockle fishery. This is currently a complex fishery due to the demands of the various Natura 2000 designations placed on the Wash and the 'Atypical Mortality' currently being encountered in cockle populations around Western Europe. Building on the successful revision of the management mechanism in 2011, a productive cockle season was enabled. On completion of the cockle fishery there was demonstrable incidence of atypical mortality (or early die off) which prompted the Authority to extend the fishery to allow cockle that would otherwise have died to be commercially exploited.

The Authority acts as the 'operator' under the Aquatic Animal Health (England and Wales) Regulations 2009 in relation to the WFO1992 Several Fisheries also referred to as the 'Wash Production Area' to facilitate ease of data collection and reporting to CEFAS. The authority also publishes a Bio-security Plan annually setting out measures that it will introduce if required.

### **Wider Wash management**

The CEO of the Authority is also Chair of the Wash and North Norfolk European Marine Site and Eastern IFCA hosts and supports the Project Manager.

### **Additional bivalve shellfish management throughout the district**

#### ***Titchwell mussel fishery***

In addition to the cockle and mussel fisheries within the Wash the Authority actively managed three other bivalve fisheries. A small seed mussel bed is surveyed annually at Titchwell on the North Norfolk coast. Fishery management measures have been agreed for this area if

sufficient stocks are available to harvest following settlement of juvenile mussel. Unfortunately during 2012-2013 insufficient settlement of mussel occurred to justify a fishery opening.

### ***Horseshoe Point cockle fishery***

The Authority on 1 April 2011 inherited from North Eastern Sea Fisheries Committee the responsibility for the management of the cockle beds that occur at Horseshoe Point in Lincolnshire. Surveys of this bed by the Authority's officers showed that the stocks of cockles within this area were not sufficient to facilitate a fishery. As such a temporary closure on this fishery was brought in during August 2012 under Byelaw XI. The Fishery also did not have Environmental Health clearance. The Authority attempted to gain this but insufficient stocks were gathered.

### ***Stour and Orwell Survey***

Surveys of the River Stour and River Orwell in Suffolk by the Authority have identified that a quantity of Carpet Shell and Manila Clams occur within these rivers. The conservation status of the area led to the Authority and the Kent and Essex IFCA simultaneously introducing a Temporary Closure of Shellfish Fisheries on 4 July 2012 under Byelaw 8.

### **Marine Protected Area management**

During the year the main priority for the Environment team with regards to MPA management has been relating to European Marine Sites. Defra's revised approach to fisheries management in EMS has put a time frame in place for ensuring high risk features of EMS are protected from potentially damaging fishing activity by the 31<sup>st</sup> December 2013. Work included collating feature information (location, extent, sensitivity), designing management measures in line with national approach and designing Information Gathering pre-consultation process. Authority staff also participated in the public consultation for the first tranche of MCZs.

### **Bait digging**

On 1 April 2011 the responsibility for managing bait digging throughout its district came under the auspices of the Authority. Following concerns that this activity could have a detrimental impact on the interest features of the Stour and Orwell Estuaries European Marine Site, the Authority helped develop a voluntary code of conduct with other management organisations and stakeholder groups. The code of conduct was introduced on 28 October 2011. A copy of the code and more information can be found at:

<http://www.suffolkcoastandheaths.org/article.asp?PageId=14&ArticleId=116>

### **MSC pre-assessment of Shrimp Fisheries and *Sabellaria spinulosa* protection**

The Authority was made aware by shrimp processors that they had been provided with deadlines for achieving Marine Stewardship Council accreditation for the brown and pink shrimp fisheries by their buyers. To facilitate this, the Authority secured funding for and managed the pre-assessment of these fisheries by Marine Ecological Services Ltd. The pre-assessment highlighted that it was unlikely that these fisheries would achieve accreditation. The Authority therefore established the Shrimp Fishery Advisory Working Group (SFAWG) consisting of fellow regulatory bodies, processors, fisheries scientists and independent consultants to progress certification. The SFAWG has met, agreed terms of reference and is progressing the development of an action plan. Further details on this work can be found at:

[http://eastern-ifca.gov.uk/index.php?option=com\\_content&view=category&layout=blog&id=48&Itemid=185](http://eastern-ifca.gov.uk/index.php?option=com_content&view=category&layout=blog&id=48&Itemid=185)

### Recreational sea angling

The Authority has a duty to manage the marine resources within its district for the benefit of all. Recognising this and the importance of the recreational angling sector to the economies of Lincolnshire, Norfolk and Suffolk, the Authority became a partner in the national Angling 2012 research project managed by CEFAS. The Authority demonstrated its commitment to obtaining detailed local information by undertaking to collect 160 days of survey data rather than the contractual 40 days. It is envisaged that information generated through this project will inform management decisions made by the Authority as well as assisting the Authority to respond to external consultations that is likely to impact upon the recreational fisheries occurring within the Authority's district.

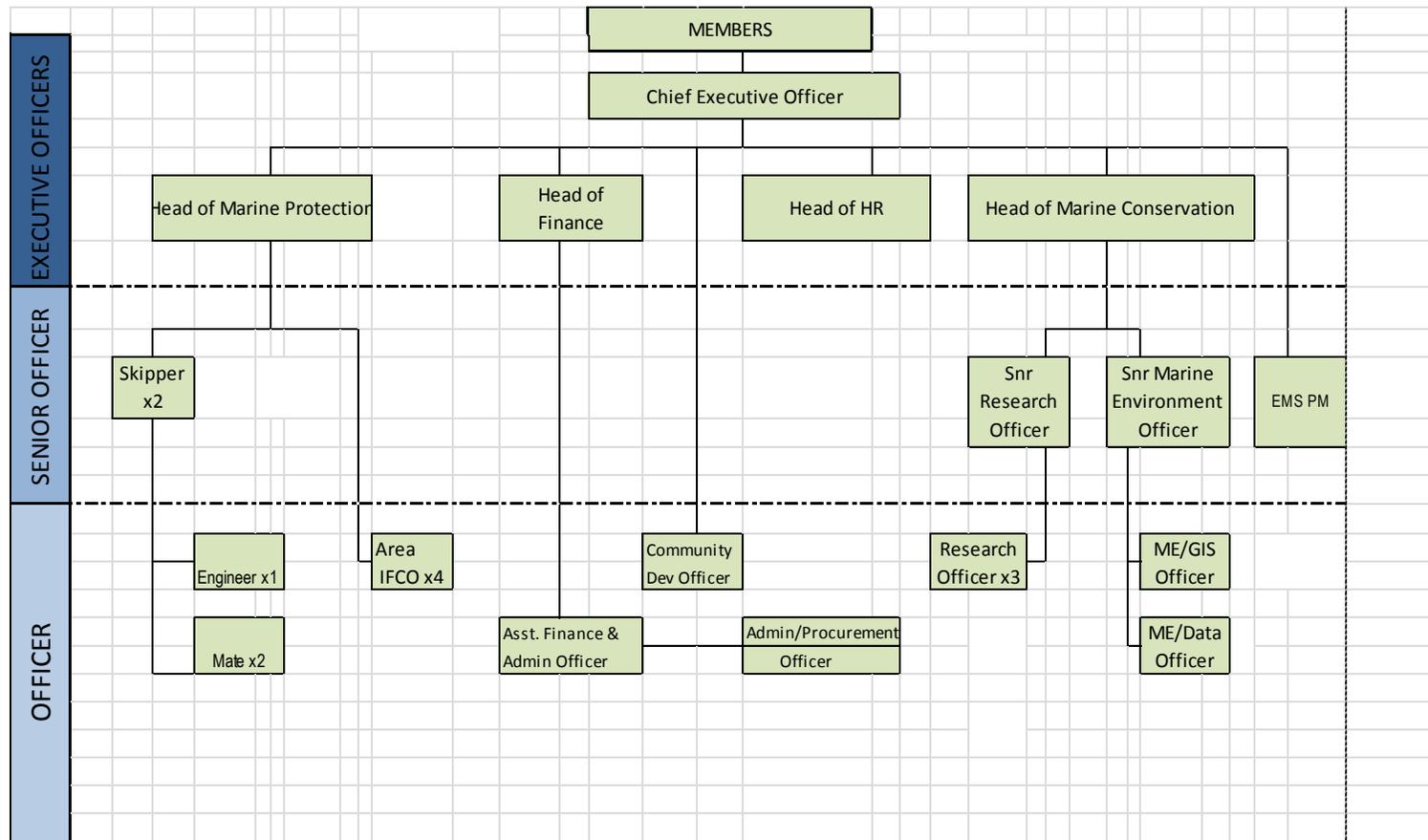
### Management metrics

Additional information on the activities conducted by Authority officers and the use of the Authority's assets are detailed in the table below. It is recognised that this information is being presented with a lack of context however to do so would make this report unwieldy.

<b>Management metrics 2012-2013</b>	
Byelaw derogations (and extensions) issued to facilitate research purposes	7
Freedom of Information requests	0
Environmental Information Regulation requests	0
Wash Fishery Order 1992 licences issued	63
<b>Authority vessel days at sea 2012-2013</b>	
<i>FPV Protector III</i> (sold in first quarter)	8
<i>FPV Sea Spray</i> (sold in first quarter)	13
<i>RV Three Counties</i>	84
<i>RV Tamesis</i> (Kent and Essex IFCA)	3
<b>Fisheries and environmental enforcement 2012-2013</b>	
Boardings at sea (no enforcement capability at sea for most of the year)	3
Inspections of commercial fishing vessels/landings	1036
Inspections of recreational sea anglers	922
Verbal Warnings	20
Written Warnings	5
Home Office Cautions	0
Financial Administrative Penalties (FAPs) issued	1
Prosecutions	0

## Staffing

Following an organisational review, the staff structure was amended as illustrated below. The three-tiered structure supports key developments to the revised job descriptions and outputs of the job evaluation. Incumbents were appointed for the new roles of Head of Protection, Head of HR and Community Development. A new CEO was recruited and joined the team in October 2012. The role of Clerk was reviewed and, although key to supporting the Authority initially, following the establishment of good governance it was judged that the routine activities of the clerk could be assumed by the CEO. The Clerk contract was completed by the end of the 2012/13 financial year.



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## Performance standards

The Authority, in its 2011-2012 annual plan made a commitment to develop and publish comprehensive performance standards by March 2012 setting out how it will meet the expectations of stakeholders in relation to:

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

The following performance standards were approved by the Authority during the year and provide a commitment by officers and the Authority to meet the needs of stakeholders in a timely manner. It is intended that performance against these standards will be detailed within the Authority's 2012-2013 Annual Report.

### **Wash Fishery Order 1992 entitlement expiry**

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

### **Wash Fishery Order 1992 licence issue/renewal**

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

### **Authorisations to fish seed mussel**

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

### **Scientific derogations**

Applications to the CEO to provide derogation to the Authority's byelaws will be considered within seven working days. The application will either be approved, rejected or additional information may be requested. Conditions on the derogation may be specified.

### **Information requests**

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

### **Legislative guidance**

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

### **Office hours**

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

Monday – Thursday 09:00-17:00hrs

Friday 09:00-16:30hrs

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

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

**Authority and Sub-Committee meetings (excluding extraordinary meetings)**

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

**Enforcement Activities**

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

**Mail**

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



## Organisational carbon footprint

As a local government organisation with environmental protection and promotion as a core function, the Authority is committed to providing information on its environmental performance. In 2008-2009 the Authority's predecessor conducted a baseline environmental audit and identified its carbon footprint. The results of that baseline assessment are compared to the Authority's first year of operation below.

<b>Table showing the estimated carbon footprint for the Authority in 2011-2012 compared against a baseline of 2008-2009</b>			
<b>Source</b>	<b>2008-2009</b>	<b>2011-2012</b>	<b>2012-13</b>
Owned road vehicles	24.40 tCO <sub>2</sub> e	19.84 tCO <sub>2</sub> e	21.6 tCO <sub>2</sub> e
Owned ships	197.07 tCO <sub>2</sub> e	199.81 tCO <sub>2</sub> e	111.90 tCO <sub>2</sub> e*
Electricity	22.59 tCO <sub>2</sub> e	24.96 tCO <sub>2</sub> e	16.0 tCO <sub>2</sub> e
Train travel			0.457tCO <sub>2</sub> e
<b>Total tonnesCO<sub>2</sub>e</b>	<b>244.71 tCO<sub>2</sub>e</b>	<b>244.82 tCO<sub>2</sub>e</b>	<b>149.50 tCO<sub>2</sub>e</b>

*Developed using the Carbon Trust online carbon footprint calculator*

\*FPV Protector III was sold in 2012/13 financial year which most likely explains the vast reduction in emissions

## References

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

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

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

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

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

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

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

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

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

Vaughan, D. (2011) Annual Plan 2011-2012. Eastern Inshore Fisheries and Conservation Authority. King's Lynn.

## Glossary

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

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