Eastern Inshore Fisheries and Conservation Authority

Business Plan 2016-2021

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Version	Date	Changes	Officer

Abbreviations	
Department for Environment, Food and Rural Affairs	Defra
Eastern Inshore Fisheries and Conservation Authority	EIFCA
Eastern Sea Fisheries Joint Committee	ESFJC
Environment Agency	EA
European Marine Site	EMS
Inshore Fisheries and Conservation Officer	IFCO
Marine and Coastal Access Act 2009	MaCCA 09
Marine Conservation Zone	MCZ
Marine Management Organisation	MMO
Marine Protected Area	MPA
Marine Strategy Framework Directive	MSFD
Maximum Sustainable Yield	MSY
Natural England	NE
Royal yachting Association	RYA
Site of Special Scientific Interest	SSSI
Special Protection Area	SPA
Special Area of Conservation	SAC
Wash Fishery Order 1992	WFO 1992

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INTRODUCTION

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

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

> ***'lead, champion and manage a sustainable marine environment and inshore fisheries, by successfully securing the right balance between social, environmental and economic benefits to ensure healthy seas, sustainable fisheries and a viable industry'***

The Opportunity

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

The Threat

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

This has driven a need for precise management of the inshore marine area to balance the plethora of demands being made of it. Eastern IFCA is charged by statute to achieve this balance in partnership with other agencies and organisations, both public and

private sector. The penalty of not establishing a mutually beneficial balance of activities between all users is that the smaller business models are liable to fall by the wayside or be marginalised to the extent that they are no longer viable concerns. This, in turn, may irreversibly alter the traditions and tapestry of a region noted for its marine heritage.

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

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

The Strategic Landscape

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

Defra has produced a Single Departmental Plan, which articulates it vision, strategic goals and operational priorities. The headlines are:

- Defra's Single Departmental Plan (SDP) articulates the Department's **vision and strategic objectives** for the **next five years.**

- Defra aspires to **'enable and empower'** rather than **'constrain and control',** fuelling the spirit of enterprise, ensuring the opportunities presented by new technologies and globalisation are seized, inspiring people to take the initiative towards profit and progress, and helping communities to build resilience against threats and hazards.

- Defra will deliver against its strategic priorities guided by **5 key principles**:

    - **Opening up data** to unlock commercial and environmental benefits; advance our understanding, stimulate innovation, and empower people to take action.

    - **Unleashing growth** by removing barriers, reducing red tape and regulation, focussing on skills and research, and opening up new markets.

- **Investing in economic potential** – strengthening infrastructure, increasing the returns on our forests and national parks, and increasing rural productivity.
- **Aligning risk with reward** – sharing responsibility, costs and incentives to rebalance the relationship between Government, individuals, businesses and other public sector bodies.
- **Opening up the provision of Defra services** to drive down cost and improve outcomes through contestability.

- Defra has identified **four policy objectives**:
  - A cleaner, healthier **environment** which benefits people and the economy
  - A world-leading **food and farming** industry
  - A thriving **rural economy**, contributing to national prosperity and wellbeing
  - A nation **protected** against natural threats and hazards, with strong response and recovery capabilities

Our Part in the Defra Plan

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

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

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

- **A thriving rural economy, contributing to national prosperity and wellbeing**
  Often focussed upon terrestrial farming businesses, this policy objective applies equally to marine based businesses and it is incumbent upon Eastern IFCA to assure that decisions made reflect this policy objective.

- **A nation protected against natural threats and hazards, with strong response and recovery capabilities**
  Fisheries and habitats are susceptible to the effects of climate change and other anthropogenic influences. Effective management should be adaptive to the dynamic inshore environment and be maintained in a healthy state through our work to ensure a natural, ecological resilience to these threats is furthered. In addition, although not directly part of Eastern IFCAs remit, our work to support and inform regional flood defence initiatives, particularly coastal and estuarine sea defences, will contribute to the delivery of this policy objective.

EASTERN IFCA

Our Function

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

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

Our Duties

The duties of Eastern IFCA are to fully engage with local and national stakeholders to manage the exploitation of sea fisheries resources in the district, balancing the social and economic benefits of exploiting resources with the need to protect the marine environment, or help it recover from past exploitation. Eastern IFCA must seek to ensure that the conservation objectives of any Marine Conservation Zone (MCZ) are furthered and manage fishing activity in European Marine Sites (EMS). Eastern IFCA has byelaw-making and enforcement powers.

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

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

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Our District

The Eastern IFCA district extends seawards six nautical miles from the Haile Sand Fort off the Lincolnshire coast in the north to the river Stour in Suffolk, as well as on land in the three counties of Lincolnshire, Norfolk and Suffolk. The district encompasses every existing UK and EU form of Marine Protected Area (MPA) namely, Sites of Special Scientific Interest (SSSI), Special Protection Areas (SPA), Special Areas of Conservation (SAC), Ramsar sites, European Marine Sites (EMS) and Marine Conservation Zones (MCZ). Eastern IFCA is charged with the responsibility to protect these sites from damage through development of appropriate management measures up to and including byelaws. In addition, the management of the Wash Fishery Order 1992 (WFO 1992) is conducted by the Authority. The WFO 1992 was established to provide local management of the mussel, cockle and other prescribed species fisheries within the Wash estuary embayment (The Wash). The WFO 1992 enables the Eastern IFCA to sever the public's right to fish for the prescribed species within The Wash to grant exclusive fishing rights to individuals (Several Fishery). Within the Regulated Fishery, the WFO 1992 enables Eastern IFCA to develop and enforce management measures and regulations to ensure that stocks of the prescribed species are fished in a sustainable manner and do not introduce risk to the conservation objectives of designated MPAs.

The commercial fisheries within the Eastern IFCA district are important to the local and national economy. For example, the brown crab and European lobster fisheries are worth circa £1.23M annually, the brown shrimp fishery accounts for circa 94% of total UK landings of shrimp and the rapidly growing whelk fishery had a first sale value of £1.4M in 2014. Shellfish fisheries in The Wash are provisionally estimated to be worth £3M in 2015 and circa 209 licenced fishing vessels landed fish into ports within the district – 121 of those were into Lowestoft alone. The first sales value of fish landed into the district in 2015 is an estimated £5.49M.

The Eastern IFCA's district is also a popular destination for recreational purposes. In particular the Suffolk coast is renowned amongst sea anglers and both Norfolk and Suffolk coasts are popular destinations for bird watchers.

The Angling 2012 report[1] highlights that recreational sea angling contributes c£2bn to the national economy annually and is enjoyed by 884,000 participants. Eastern IFCA

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

fully recognises both the value and potential of recreational seas angling and has produced a sea angling strategy to help shape policies to ensure that this significant activity is appropriately supported and managed.

Our Funding

The overall Authority budget is £1.39M (2016-17). Eastern IFCA is funded by levy charged to the sponsoring local authorities: Lincolnshire, Norfolk and Suffolk County Councils, who have a legal duty to pay the levy. Eastern IFCA accommodated a 25% reduction in funding from local authorities in 2011 in recognition of the impact of the austerity agenda upon them.

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

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

Our Governance

The Authority comprises:

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

Commercial fishing	• Mobile gear finfish (e.g. trawling, netting) • Mobile gear shellfish (e.g. dredging) • Static gear finfish (e.g. lines and nets) • Static gear shellfish (e.g. traps and pots) • Other (e.g. aquaculture, bait diggers)
Recreational fishing	• Recreational sea fish angling; • Charter industry; • Holders of limited permits; • Other (e.g. bait diggers)
Marine environment	• Interests in designated conservation sites (e.g. MCZs, SACs, SPAs, SSSIs) • Special wildlife interests (e.g. bird or sea mammal groups); • Underwater archaeological and historic environment interests
Other	• Coastal process (e.g. flood and coastal erosion risk); • Independent local marine science (e.g. conservation, fisheries, social science); • Access to the coast; • Estuarine interests; • Maritime-related organisations (e.g. Harbour Masters, RNLI, Maritime and Coastguard Agency); • Leisure and yachting interests; • Sub-aqua or commercial diving interests; • Other marine industries (e.g. offshore)

Our People

The Head of Service and Chief Executive Officer is scheduled to be on secondment to the Marine Management Organisation in the role of Director of Operations for most of 2016-17. He is an ex-Naval Officer with warship command experience in all ranks from Lieutenant to Captain, including service in the Fishery Protection Squadron. In addition to substantial maritime experience, the CEO has experience of strategic public sector finance and operational output delivery.

The Deputy CEO has been appointed to the role of Head of Service and Chief Executive Officer in the absence of the CEO. He is an ex-senior Police Officer with 26 years law enforcement experience in a variety of disciplines including crime and disorder management, serious and organised crime, major crime investigation and intelligence. He has significant senior leadership experience including stakeholder engagement, strategic change management and financial management as well as operational delivery. In addition to this he also has maritime experience gained from service in the Royal Navy and through personal interests.

The Head of Human Resources has over 20 years' experience in the private retail sector and the Head of Finance is a qualified management accountant with experience in the

private sector at director level and in local government as a District and County councillor.

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

All Research and Environment team officers have at least one degree level qualification in marine biology or associated marine sciences. Over 50% of the Protection team have in excess of 10 years' experience and several have been professional commercial fishermen.

Members of the Marine Protection team undertake formal training as enforcement officers provided by all ten IFCAs in a collective national course that runs annually in February and by the Marine Management Organisation via a suite of courses. Officers are not warranted until they have attended a formal training course and have been assessed as competent operationally. From 2016 new joiners will undertake a programme to become accredited as enforcement officers and there is an aspiration to have all existing officers accredited. Refresher training is usually undertaken each year during the winter months.

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

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

The team is well established and has a thorough understanding of the corporate aim and objectives and how their role contributes to the overall delivery of outputs.

Key Personnel
The Executive team comprises the CEO, DCEO, Head of HR and Head of Finance. The CEO and DCEO work full time, the other two roles are part time, 3 days per week. CEO, DCEO and Hd Finance have personnel line management responsibilities for the Research and Environment teams; Protection team and Support team respectively. In addition, the DCEO role is designed as a district wide roving commission to provide standards and

practices oversight and assessment as part of the overall leadership function. Further, Executive presence on the ground provides a useful conduit for two way communications and information flow between stakeholders and Authority members and officers.

Chief Executive Officer
Phil Haslam

Seconded to the MMO Sept 2015-March 2017

An ex-Naval Officer with warship command experience in all ranks from Lieutenant to Captain, including service in the Fishery Protection Squadron. In addition to substantial maritime experience, the CEO has experience of strategic public sector finance and operational output delivery.

A/Chief Executive Officer
Julian Gregory

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

Head of HR
Nichola Freer

An experienced HR professional, Nichola has responsibility for the HR function, ensuring best people practice across the organisation so that the Authority can achieve its objectives through its people. She has played a leading role in employee engagement and development the organisations' 'core values'. Committed to developing an employee centric culture Nichola made a significant contribution to the achievement of the Investors in People accreditation in November 2014.

Head of Finance
Andrew Bakewell

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

Senior Research Officer
Ron Jessop

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

Senior Marine Environment Officer, Judith Stoutt

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

Senior IFCO (Compliance)
Simon Lee

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

Senior IFCO (Marine)
Simon Howard

Responsible for all vessels and marine operations Simon has extensive experience as an enforcement officer and seafarer having been with the Authority since 1990. He was the Skipper of *RV Three Counties* for around 17 years before his role expanded to encompass his current responsibilities. Prior to joining the Authority he worked in the fishing industry for six years. He is a warranted Inshore Fisheries and Conservation Officer and an RYA Yachtmaster (Offshore).

T/Senior IFCO (Staff Officer)
Luke Godwin

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

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

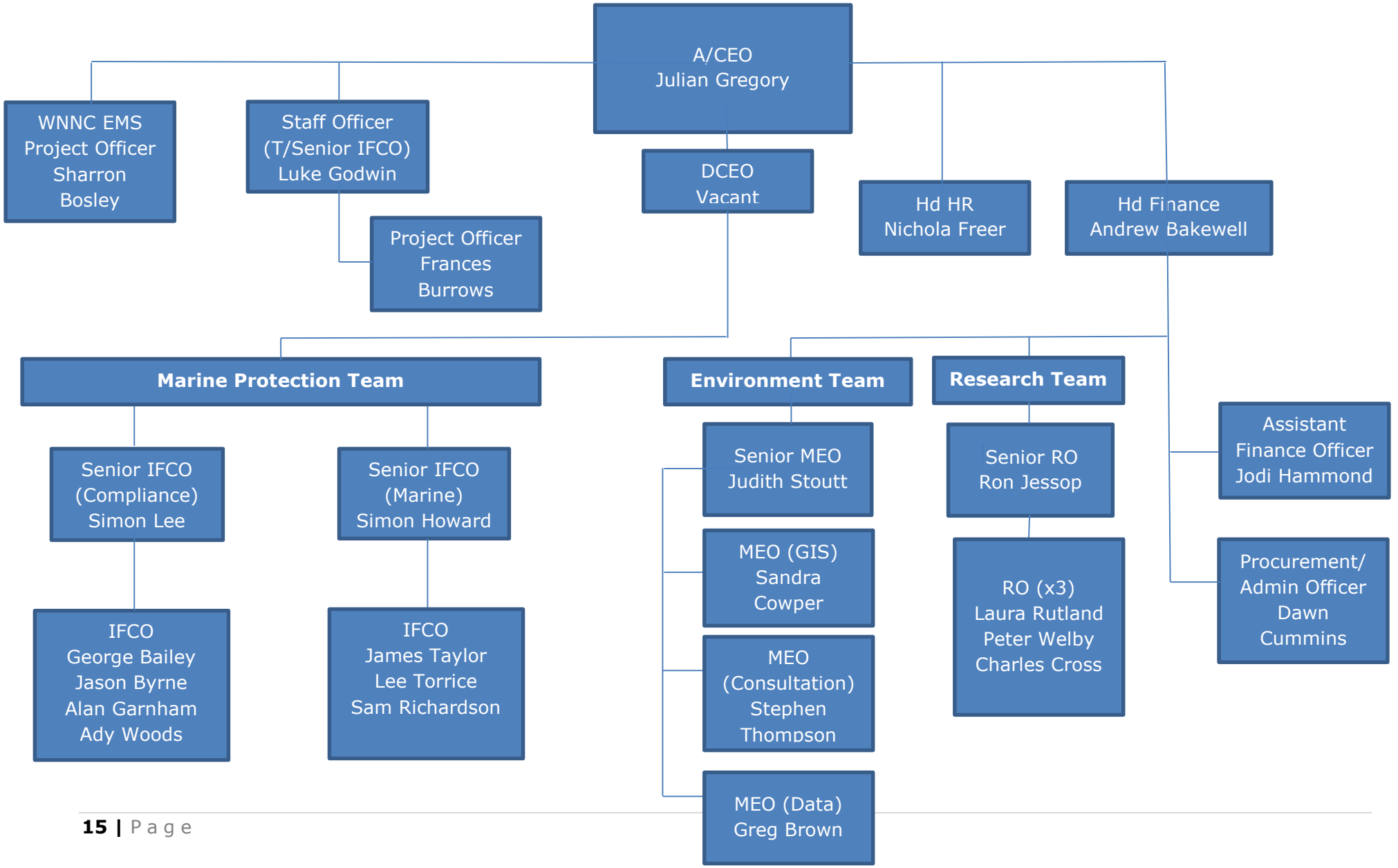
A potential weakness for 2016-17 is the ongoing abstraction of the CEO to the Marine Management Organisation. Initially established for six months of the latter part of 2015-16 this has now been extended to cover much of 2016-17. The gap is more one of capacity than capability as the DCEO has similar qualifications and experience to the CEO and is covering the role in an acting capacity. However, the acting CEO is effectively covering both the CEO and DCEO roles because this was judged to be an acceptable solution for what was initially a six month secondment during the slightly quieter (in fisheries terms) winter months. Following the extension of the secondment a more enduring solution has been put in place which sees the appointment of a Staff Officer at Senior IFCO level to provide direct support to the acting CEO and the Head of Finance undertaking to work an additional day each week and to take line management responsibility for the Research and Environment teams. This is supplemented with sharing of work portfolios between the Executive team.

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

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

All of the Eastern IFCA team are remunerated by an established salary structure with a set number of annual increments based upon length of service. The Enforcement and Research Teams are additionally rewarded with a 7.5% supplement to account for unsociable hours, including weekend working. Annual leave is based upon length of service and all qualifying staff are auto-enrolled in the Local Government Pension Scheme.

Eastern IFCA Staff Structure 2016-17



OPERATIONS

The authority is currently located at its primary base in King's Lynn with offices to accommodate 24 staff and a local storage unit for its portable and transportable assets. Vessels are based at rented moorings at Sutton Bridge (*RV Three Counties* and *FPV John Allen*) and the Royal Norfolk and Suffolk Yacht Club (*FPV Sebastian Terelinck*). Agreement in principle has been reached to establish a satellite office for three officers at Lowestoft in a shared arrangement with the MMO.

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

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

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

Vessels	**£**
RV Three Counties – Research catamaran	914,560
FPV Sebastian Terelinck – Patrol vessel	417,000
FPV John Allen – Patrol vessel	210,000
Vehicles	
Ford Transit – crew transport	13,267
Skoda Yetis (3) – area officers	42,667
Isuzu 4x4 – deploying towable assets	18,877
Peugeot Estates (3) – general duties	37,480
Research Equipment	
Various items of survey equipment	107,036

Collaboration – Marine Management Organisation

During 2015 Defra officials instigated an initiative to explore greater joint working between IFCAs and the Marine Management Organisation (MMO). Senior MMO managers and IFCA Chief Officers subsequently agreed a substantial programme of work comprising six areas that would 'go beyond the operational sharing of assets towards joint structures, systems and approaches which will be achieved through cultural change'.

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

A Programme Management Board was been established to oversee the various workstream and the Acting CEO of Eastern IFCA is involved as a Senior Technical representative in his role as Chair of the National Inshore Marine Enforcement Group. The CEO is also involved as Responsible Officer in his current role as Director of Operations in the MMO.

The workstream being overseen by the Board are:

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

As well as being at the heart of developments nationally Eastern IFCA are actively seeking to exploit the benefits of joint working with the establishment of a joint office in Lowestoft and ever closer operational working. It is anticipated that this will progress significantly during 2016-17.

Enforcement Operations

Compliance and enforcement activity is undertaken in accordance with principles set out in the Regulation and Compliance Strategy, with the emphasis being upon the principle of endorsing compliance. This provides that clarity on regulation together with guidance and advice is essential in order to ensure compliance. The Eastern IFCA approach is to encourage compliance with regulation but sanctions are also available to deter, punish and remove any benefit from non-compliance in line with the Enforcement Policy.
In order to ensure that compliance and enforcement activity is proportionate and to make best use of limited resources a risk-based approach is taken and this is informed by the Annual Compliance Risk Register.

The Marine Protection Team, which comprises 10 full-time, warranted IFCOs are responsible for ensuring compliance with fisheries regulations. These officers have a range of powers provided under UK legislation, primarily MaCCA 09. Officers also have secondary functions such as vessel crew (Skipper, Mate and Engineer), data analysis and projects. All officers are trained to operate as crew to the Authority's vessels and are therefore able to operate at sea as well as ashore. The CEO and Deputy CEO are also warranted IFCOs.

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

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

The primary function of both *FPV John Allen* and *FPV Sebastian Terelinck* is enforcement but both are also equipped with tenders to allow for additional operations relating to

research support. One vessel is primarily based in The Wash to cover the Wash embayment as well as the north Lincolnshire and Norfolk coasts. The other is based at Lowestoft to cover the Norfolk and Suffolk coast.

Research Operations

The research team comprises 4 full-time research officers who are based in the King's Lynn office. They are able to deploy throughout the District and are responsible for providing the Authority with the necessary scientific evidence required to inform and support their management decisions. This information is gathered from a variety of sources including undertaking literary reviews of scientific papers, analysing fishery landings data and conducting surveys and research at sea. For this latter role, the research team utilise all of the Authority's vessels and in particular *RV Three Counties*, from which they can deploy a wide range of large and small scientific equipment that the Authority either owns or shares with other IFCAs.

The annual Strategic Assessment is conducted to identify priorities and this identifies which projects can be included in the annual research programme. In addition to these projects, the research team also manages the collection of shellfish samples on behalf of the local Borough Councils, which are used to test the water quality in shellfish harvesting areas. Support is also given to the Environment team to support their assessments of fisheries in Marine Protected Areas.

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

The research team also represent the Authority at a range of scientific conferences, workshops and meetings, sharing their knowledge at a range of local, national and international fora.

Research Equipment

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

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

Environment Operations

The Environment team comprises four officers (3.7 full-time equivalent posts), responsible for two main functions: the assessment and management of fishing activities in marine protected areas and the provision of advice to partner marine regulators on marine planning and licensing applications. This involves desk-based research and analysis, and an element of field surveys, supported by the Research team and sea-going staff. The Environment team undertakes its function via close liaison with partner regulators and advisors, private sector companies, non-government organisations as well as local fishery and conservation stakeholders.

The majority of the Eastern IFCA district is afforded protection by the designation of marine protected areas, reflecting the importance of habitats and species located in our local seas. Most of the designated sites (15 immediately adjacent to the coast, and three

located offshore, partly within the Eastern IFCA district but also extending beyond 6nm) are European Marine Sites (Special Areas of Conservation (SAC) and Special Protection Areas (SPA)), recognised for their internationally important habitats and species. To date, a single Marine Conservation Zone has been designated in the Eastern IFCA district – the Cromer Shoal Chalk Beds on the Norfolk coast.

Marine Protected Areas in the Eastern IFCA district:

Name	Designation type	Location	Size (km^2)
Humber Estuary[2]	SAC	Lincolnshire (& Yorkshire)	366.6
Humber Estuary[2]	SPA	Lincolnshire (& Yorkshire)	376.3
Inner Dowsing, Race Bank & North Ridge[3]	SAC	Offshore: Lincolnshire & Norfolk	845.1
Gibraltar Point	SPA	Lincolnshire	4.2
The Wash	SPA	Lincolnshire & Norfolk	620.4
The Wash & North Norfolk Coast	SAC	Lincolnshire & Norfolk	1077.2
North Norfolk Coast	SPA	Norfolk	78.6
North Norfolk Coast	SAC	Norfolk	31.5
Cromer Shoal Chalk Beds	MCZ	Norfolk	321
Haisborough, Hammond & Winterton[3]	SAC	Offshore: Norfolk	1467.6
Great Yarmouth & North Denes	SPA	Norfolk	1.60
Outer Thames Estuary[3]	SPA	Coastal and offshore: Norfolk & Suffolk (also Essex & Kent)	3798.2
Breydon Water	SPA	Norfolk	12.0
Alde, Ore & Butley Estuaries	SAC	Suffolk	16.3
Alde & Ore Estuaries	SPA	Suffolk	24.0
Orfordness to Shingle Street	SAC	Suffolk	8.9
Deben Estuary	SPA	Suffolk	9.8
Stour & Orwell Estuaries[4]	SPA	Suffolk (& Essex)	36.7
Sites not yet designated:			
Greater Wash	SPA	Coastal and offshore: Lincolnshire, Norfolk (& Yorkshire)	Not yet available
Harbour Porpoise (Southern North Sea)	SAC	Coastal and offshore: Norfolk & Suffolk	36,958
Outer Thames Estuary[3] extension	SPA	Norfolk, Suffolk (& Essex) (extension into estuaries)	121.7

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

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

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

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

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

Implementation of management measures identified through the fisheries in MPAs assessment process must be undertaken by December 2016. In addition, the four feature-based spatial closures (Regulatory Notices) implemented in 2014 under Eastern IFCA's innovative Marine Protected Areas byelaw require review in 2016/17. This adaptive management tool was designed to be responsive to changes in MPA features as well as changes in fishing activity. Again, this work will require resource from across the organisation. In addition, engagement with affected fishery sectors and relevant conservation bodies must be maintained to achieve the most effective outcomes.

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

The second main role of the environment team is the provision of advice to partner marine regulators on potential fisheries and environmental impacts of proposed marine developments. In addition to fishing operations, the southern North Sea and East coast are key locations for oil and gas, offshore renewable energy, aggregate extraction, ports and shipping, cables and pipelines, coastal flood defences, and marine recreation activities. Eastern IFCA provides formal advice to the licensing authority (MMO) on any such application and to the Planning Inspectorate for major infrastructure developments. Eastern IFCA's environment team provided advice on a total of 91 such applications during 2014/15.

The environment team also represent Eastern IFCA at a range of scientific conferences, workshops and meetings, sharing their knowledge at a range of local, national and international fora. Furthermore, the environment team works alongside all Eastern IFCA staff in the organisation and running of promotional and educational outreach events.

COMMUNICATIONS AND ENGAGEMENT

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

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

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

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

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

The approach for 2014-15 was developed to address some of the harder to reach groups and as a consequence the nature of the activity undertaken was refined, for example the events attended were smaller scale and addressed different audiences. Because community engagement meetings tended to be dominated by commercial fishermen with a relatively narrow agenda and a tendency to seek to dominate a meeting, they were discontinued and instead the Authority procured a second hand display trailer from the EA to enable officers to move community engagement from set piece 'Town Hall' style events to more bespoke, clinic style engagement. The trailer proved a very cost effective means of targeting groups of stakeholders to draw their opinions in an atmosphere more conducive to meaningful engagement.[6]

[5] Eastern IFCA Communication and Engagement Report 2013-14
[6] Eastern IFCA Communication and Engagement Report 2014-15

During 2015-16 activity continued along similar lines to the previous year but with a focus on educational establishments to address the identified gap in awareness identified in the benchmark survey.[7]
During the last three years investments were made in a bespoke aquarium tank built on a road trailer together with a gazebo displaying Eastern IFCA corporate branding. When combined with the display trailer Eastern IFCA has the appropriate infrastructure to put on attractive, interactive and informative displays. This combination has proved to be very successful in gaining maximum exposure to a variety of stakeholders at community events such as the Cromer Crab and Lobster festival and they have also been used to inspire the next generation of stakeholders during school visits.

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

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

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

Planned Activities
The objective is to maintain the level of engagement achieved to date and to develop in those areas that become more important in the context of the annual planning process (post). The intention is to achieve this through using the infrastructure already acquired (display trailer and aquarium) where appropriate, but recognising that this can be

[7] Eastern IFCA Communication and Engagement Report 2015-16

resource intensive to further develop use of more efficient means such as the website and social media.

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

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

Traditional methods of engagement are also important. All officers engage in person with our stakeholders through partnership working and through an enforcement presence on the coast throughout the district. Our stakeholder database which has been developed to reflect the capabilities of the new IT system will also be reviewed for accuracy biannually. In maintaining these relationships, the organisation benefits from being in the know and up-to-date with regards to sustainability issues and industry concerns. This is reflected in the roving role of the Deputy Chief Executive Officer which will have the effect of exposing stakeholders to a key person within the organisation.

The Community and Engagement Plan 2016-17 can be found at Appendix 7.

FINANCIAL PLAN

Past performance

In recent years, as a result primarily of vacancy management, interest and securing grant funding the authority has continued to add to reserves and fund various capital projects including replacing equipment and an office upgrade. Disposal of the larger and more expensive to operate patrol vessel, *FPV Protector III* and a move to a more efficient alternative for patrol activities has also yielded significant ongoing savings to the authority. Like many other organisations the authority has benefitted from a sustained period of low inflation.

	2013/14	2014/15	2015/16 Budget	2015/16 Estimate
Income				
Levies*	996,925	996,925	996,925	996,925
"New burden"	394,145	394,145	394,145	394,145
Other	58,905	45,196	25,000	75,000
Total	1,449,975	1,436,266	1,416,070	1,466,070
Expenditure				
Salaries	886,420	860,767	951,980	870,561
Administration	215,466	213,197	238,703	259,390
Operations	45,430	39,323	38,605	42,500
Vessels	129,238	273,974	174,299	180,000
Vehicles	22,093	23,748	20,707	16,000
Total	1,298,647	1,411,009	1,424,294	1,368,451
Surplus/shortfall	**151,328**	**25,257**	**-8,224**	**97,619**

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

5 year forecast 2017 – 2021

	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast
Income					
Levies	996,925	996,925	996,925	996,925	996,925
"New burden"	394,145	394,145	394,145	394,145	394,145*
Other	38,000	65,000	75,000	85,000	90,000
Total	1,429,070	1,456,070	1,466,070	1,476,070	1,481,070
Expenditure					
Salaries	970,761	1,008,977	1.039.802	1,068,890	1,084,920
Administration	197,170	199,860	201,737	202,050	210,000
Operations	53,000	35,500	35,500	36,000	36,500
Vessels	175,000	171,000	155,000	148,250	152,500
Vehicles	18,000	18,250	18,500	19,000	20,000
Total	1,413,931	1,433,587	1.450,539	1,474,190	1,503,920
Surplus/shortfall	**15,139**	**22,483**	**15,531**	**1,880**	**-22,850**

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

The annual budget and forward forecasts are prepared to ascertain the levy needed to perform the core duties of the authority; this requirement is calculated net of the income projected from other sources. The "new burden" funding shown is currently only guaranteed until 2019/20.

The pressure on public sector finances is recognised in the figures with a standstill levy for the forecast years and increasing income projections as various fees move towards a full cost recovery position. Savings targets are incorporated in controllable, discretionary costs and activities. As the table shows the authority will need to find increasing levels of savings and/or income in the forecast years to avoid depleting reserves. The authority is continually exploring the potential for grant support relevant to its core duties.

Capital Account

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Opening reserves	1,974,686	1,622,305	1,397,444	1,386,927	5,458	-4,662
Surplus/(shortfall)	97,619	15,139	22,483	15,531	1,880	-22,850
Vessels	417,000	50,000		1,385,000		
Vehicles		28,000	21,000			
Moorings		150,000				
Other	33,000	12,000	12,000	12,000	12,000	12,000
Closing reserves	1,622,305	1,397,444	1,386,927	5,458	-4,662	-39,512

The Authority depends on its' capital assets to perform a significant proportion of its duties. All assets have finite useful lives and periodically need to be replaced. The cost of replacement assets has in the recent past been funded from reserves accumulated over a number of years. However, as operational costs increase the Authority will not be in a position to add to reserves at the rate required to match the cost of replacing its' assets. As the table above shows reserves are completely depleted by 2019/20 following the planned replacement of "Three Counties" in 2018/19. Replacement of the Patrol Vessels will fall within the 6 years after 2020/21 placing further strain on resources. It is clear under the current funding arrangements that the Authority will need to levy additional funds for the purpose of asset replacement. Early indications are that the cost of asset replacement will equate to a levy increase of c£200,000 per annum. The indicative level of increase will be affected by several factors and will be subject to annual review as part of the budget setting process.

Factors:-

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

PRIORITIES

Planning Cycle

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

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

Risk Management

In developing the Business Plan potential risks to the delivery of outputs have been identified. The risk register at Appendix 1 illustrates the main risks to the delivery of the priorities of the Authority identified by Officers. The risk matrix is a 'live' document that will be updated as required and will be reviewed annually as part of the annual planning cycle. The assessment of risk is inevitably a subjective one based on the experience of the individuals assessing the risk.

It should also be noted that this risk register only records the main threats to the organisation and is not intended to be definitive.

High Level Objectives

When the ten Inshore Fisheries and Conservation Authorities were established in 2011 a common set of Success Criteria and multiple High Level Objectives were introduced as a consequence of guidance from Defra[8]. The guidance outlined how IFCAs could monitor and evaluate whether they were meeting their objectives, success criteria and ultimately, the agreed vision of what their organisations should be achieving and was intended to help IFCAs in being more accountable to those that they work for and with, including their local communities, other IFCAs and delivery partners. There were seven Success Criteria and twenty three High Level Objectives, which resulted in a relatively complex reporting mechanism.

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

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

The UK vision for the marine environment is for 'clean, healthy, safe, productive and biologically diverse oceans and seas'. The UK high level marine objectives published in April 2009 set out the broad outcomes for the marine area in achieving this vision, and reflect the principles for sustainable development[9]

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

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

Annual Priorities

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

Eastern IFCA Priorities 2016-17

The overall priorities for 2016-17 can be found at Appendix 3.

The plans below have been developed in order to meet the requirements of the Business Plan and to deliver the priorities for 2016-17.

Enforcement Plan 2016-17

The plan for 2016-17 can be found at Appendix 4.

Environment Priorities 2016-17

The plan for 2016-17 can be found at Appendix 5.

Research Priorities 2016-17

The plan for 2016-17 can be found at Appendix 6.

Communication and Engagement Plan 2016-17

The plan for 2016-17 can be found at Appendix 7.

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

Appendix 1

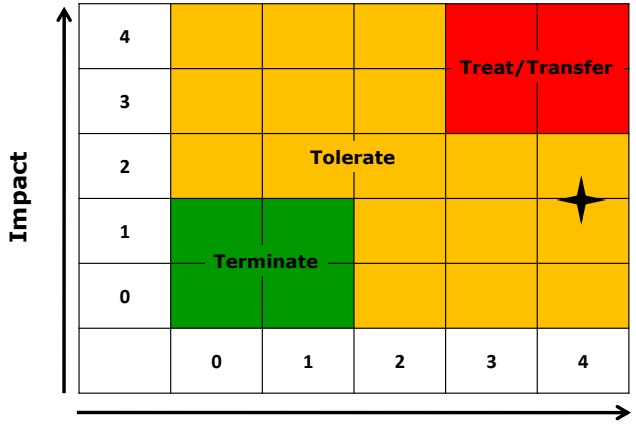
Risk Management

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

The four actions that can be applied are:

Treat	Take positive action to mitigate risk
Tolerate	Acknowledge and actively monitor risk
Terminate	Risk no longer considered to be material to Eastern IFCA business
Transfer	Risk is outwith Eastern IFCAs ability to treat and is transferred to higher level.

Likelihood/impact prioritisation matrix



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Risk matrix with worked example

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

Description	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Eastern IFCA funding substantially reduced	CEO/FPSC	Any reduction in funding will hazard EIFCA ability to deliver outputs	**4** **Reputation** **4** Despite the limited ability of the Authority to influence strategic financial decisions at County Council level continued central government demand for savings may drive reductions in funding.	**Financial** **4** Inability to independently fund or deliver outputs Potential for a requirement for increased provision short term to fund redundancies.	**2** Possible – the continuance of austerity policies and their impact upon local authorities increases the risk of reduced funding provision. In late 2015 Finance Directors indicated that a standstill budget would be acceptable. New burdens funding was extended in early 2016 to 2020, which is taken as a positive indicator on the utility of IFCAs		• Deliver 25% savings mandated in CSR 10 provision • Assure financial propriety and operate within financial regulations • Seek efficiencies and promote cost effectiveness. • Demonstrate value for money. • Advertise/promote EIFCA output and effectiveness to funding authorities through regular engagement with Council leaders and Financial Directors. • Engage with Defra through AIFCA to assure continued provision of New Burden funding post 2020. • Identify mechanisms to recover costs for outputs judged to be over and above the core IFCA role. • Prepare to transfer risk to higher authority	**Tolerate**
Loss of suitably qualified and experienced personnel	CEO/FPSC	Reduced efficiency and effectiveness Disruption for remaining staff Loss of skills and knowledge	**2.5** **Reputation** **2** Eastern IFCA perceived as a moderate employer. Perception of Eastern IFCA as an intermediate step in a career progression reinforced.	**Financial** **3** Loss of productivity introduces financial risk High financial investment required to repeatedly train and equip new joiners	**3** Possible – factors such as relative remuneration, relocation and rigour of the job when coupled with emergent opportunities in the private sector introduce risk across the breadth of staff but particularly research and environment posts.		• Appropriate leadership and management • Investment in professional and personal development • Improve Investors in People (IIP) performance • Formalise staff appraisal system • Provide safe and professional working environment • Enable flexible working arrangements • Conduct regular internal communications events • Empower line management • Delegate functions and outputs to the lowest level.	**Treat**

Description	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Eastern IFCA fails to maintain relevance amongst partners	CEO/PCSC	If Eastern IFCA fails to maintain relevance amongst partners Eastern IFCA's utility will come under scrutiny potentially resulting in re-allocation of duties	**4**		**2**		• Provide a leadership function. • Be proactive and identify issues early. • Engage with all partners routinely. • Use Business Plan to prioritise and communicate outputs • Measure progress/deliver outputs • Represent community issues to higher authorities	**Treat**
			Reputation	**Financial**	Possible – Whilst positive relationships have been established the existence of disparate partner aspirations introduces complexities which may drive perceptions of bias or inefficiency.			
			4	**4**				
			Loss of confidence in the organisation Failure of the organisation to perform in accordance with the standards and practices of a statutory public body	Withdrawal of LA and Defra funding for the organisation				
Negative media comment	CEO/PCSC	Negative perceptions of Eastern IFCA utility and effectiveness created at MMO/Defra Loss of Partner confidence Media scrutiny of individual Authority members	**3**		**2**		• Actively and regularly engage with all partners including media outlets. • Utilise full potential of social media and web based information. • Embed professional standards and practices. • Deliver change efficiently and effectively. • Promote activity • Assure recognition and understanding through community events	**Treat**
			Reputation	**Financial**	Possible – disenfranchised partners seek to introduce doubt as to EIFCA professionalism, utility and effectiveness			
			4	**2**				
			EIFCA perceived to be underperforming EIFCA considered poor value for money EIFCA perceived as irrelevant	Negative perceptions introduce risk to continued funding				

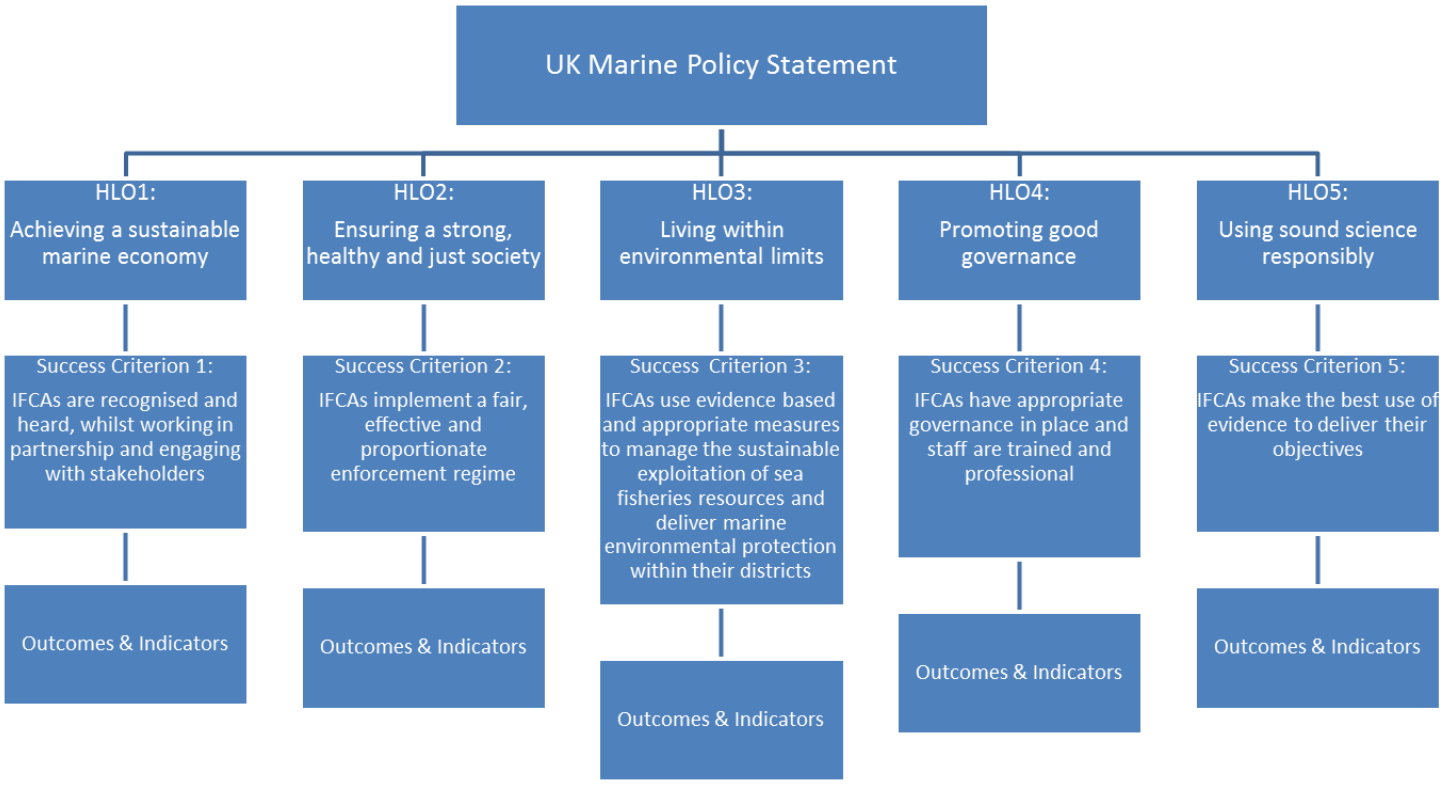
Description	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Degradation of MPAs due to fishing activity	CEO/RCSC	Loss or damage of important habitats and species within environmentally designated areas Potential for European infraction nationally resulting in significant financial penalties at the local level.	**3.5**		**2**		• Proposed fishing activities authorised by Eastern IFCA are assessed according to Habitats Regulations • EIFCA is fully engaged in national fisheries/MPA project, prioritising management of highest risk fisheries in MPAs and implementing new management measures • Effective monitoring of fishing activity and enforcement of measures • Adaptive co-management approach to fisheries management – i.e. engagement with fishing and conservation interests in the development of management measures, and appropriate review of measures to respond to changing environmental and socio-economic factors • Ongoing, close liaison with Natural England regarding all conservation matters • Review agreed Wash Cockle & Mussel Policies • Develop the use of iVMS as a management tool by the Authority • Continue to progress research into the impact of fishing activities on MPA features to ensure the Authority has an up-to-date evidence base to inform its management decisions.	**Treat**
			Reputation	**Financial**	Possible - Eastern IFCA's approach to managing sea fisheries resources takes into account environmental obligations			
			4	**3**				
			Eastern IFCA is not meeting statutory duties under EU & UK conservation legislation Eastern IFCA not achieving vision as champion of sustainable marine environment	Legal challenge brought against Eastern IFCA for failing to meet obligations under MaCAA and the Habitats Regulations				

Description	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Shellfish and fish stocks collapse	CEO/MPASC	Collapse of regional fishing industry Fishing effort displaced Detrimental impact on wider ecology	**3**		**3**		• Annual stock assessments of bivalve stocks in Wash • Annual review of the level of threat via the Strategic Assessment • Ability to allocate sufficient resources to monitoring of landings and effective enforcement • Consultation with industry on possible management measures • Use Project Inshore Phase 4 output to inform MSC pre-assessment review of fisheries and validate management measures • Develop stock conservation measures for crab and lobster fisheries through engagement with Cefas and fishing industry • SWEEP research into primary productivity levels within the Wash • Regular engagement with the industry to discuss specific matters • Continued research into the cockle mortality events • Implement Bass management measures • Implement whelk and shrimp management measures	**Treat**
			Reputation	**Financial**	Possible - Bivalve stocks have high natural variation; "atypical mortality" affecting stocks despite application of stringent fishery control measures Crustacean stocks not currently subject to effort control Bass stocks nationally and internationally under severe pressure Regional whelk and shrimp fisheries effort becoming unsustainable. Regional crab and lobster stocks being exploited beyond maximum sustainable yield			
			3	**3**				
			Loss in confidence of the Eastern IFCA ability to manage the sea fisheries resources within its district	Resources directed at protecting alternative stocks from displaced effort Additional resources applied to research in to the cause of collapsed stocks and increased engagement and discussion with partners				

Description	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation	Action
Failure to secure data	CEO/PCSC	Non-compliance with Data Protection Act (DPA) Prosecution casefiles compromised Loss of data in the event of fire or theft Breakdown in dissemination of sensitive information between key delivery partners	**4**		**2** Possible - Limited staff access to both electronic and paper files Office secure with CCTV, keypad entry system and alarm		• All computers are password protected. Individuals only have access to the server through their own computer. • Secure wireless internet • Remote back up of electronic files • Access to electronic files is restricted • Up to date virus software installed on all computers • Important documents secured in safes • ICT equipment and policies provided by public sector provider – including encrypted laptops/secure governmental email system • All Eastern IFCA personnel undergo DPA training • Electronic backup of all Eastern IFCA documents held by ICT provider offsite • Updated, interactive data system in place. Data strategy implemented; data management co-ordinated via dedicated data officer.	**Treat**
			Reputation **4** Partners no longer believe that confidential information they have supplied is secure Personnel issues arise over inability to secure information	**Financial** **4** Eastern IFCA open to both civil and criminal action regarding inability to secure personal information				

Appendix 2

IFCA Performance Framework and Metrics



Success Criterion 1:

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

Definition:

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

Outcomes

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

Indicators

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

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

Definition:

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

Outcomes

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

Indicators

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

Success Criterion 3:

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

Definition:

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

Outcomes

- The IFCA will identify issues likely to affect sustainable management of the marine environment in the IFC District; undertake risk assessment and gap analysis; review appropriateness of existing measures; evaluate management options and develop and implement proportionate marine management solutions
- The IFCA will support implementation of a well-managed network of marine protected areas by: developing a range of criteria-based management options; implementing management measures to ensure that inshore fisheries activities comply with the Marine and Coastal Access Act 2009 and the revised approach to managing commercial fisheries in European Marine Sites; and that local management contributes to delivery of targets for the Marine Strategy Framework Directive, Water Framework Directive and Marine Plans.
- The IFCA will develop Fisheries Management Plans for priority species where appropriate. Shared objectives will be developed with identified partners; actions identified and best practice reflected so that management makes a contribution to sustainable development.

Indicators

- **SC3A**: The IFCA will record site-specific management considerations for Marine Protected Areas and report progress to the Authority
- **SC3B**: The IFCA will publish data analysis and evidence supporting new management measures, on its website
- **SC3C**: Management information (e.g. sampling and/or survey results) will be collected periodically after new management measures have been implemented, to demonstrate the extent of effectiveness of the intervention
- **SC3D**: The IFCA will have developed a range of criteria-based management options that are explained to stakeholders through the IFCA website, and reviewed by 31 March each year
- **SC3E**: New IFCA management measures selected for development and implementation are delivered within agreed timescales
- **SC3F**: The IFCA will include shared agreed objectives and actions from Fisheries Management Plans in its own Annual Plan, which will be published by 31 March each year.
- **SC3G**: Progress made in relevant Fisheries Management Plan areas, including Maximum Sustainable Yield commitments, will be noted in the IFCA's Annual Report.

Success Criterion 4:
IFCAs have appropriate governance in place and staff are trained and professional

Definition:

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

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

Outcomes

- The IFCA will demonstrate its long-term strategic approach to sustainable marine management by having appropriate plan-making, review, update and amendment procedures in place. The IFCA will record its performance against corporate outcomes and indicators as soon as practically possible following the end of the financial year.
- Staff performance management systems will be in place that link to the IFCA success criteria. There will be an induction procedure for new joiners. Staff training and development needs will be identified. Performance will be managed and, where necessary, improvement procedures will be followed.
- The IFCA Committee will be supported by an organised, efficient and effective secretariat. New members will receive an induction pack and briefing from the Authority. There will be a rolling twelve month schedule of quarterly Authority meetings. Notices of meetings and documentation will be made available in line with Standing Orders.
- IFCA Committee meetings will be held in public unless material is either confidential, or exempt within the meaning of the Local Government Act 1972

Indicators

- **SC4A**: The IFCA will publish a Plan on its website by 31 March, setting out the main objectives and priorities for the next financial year. A copy will be sent to the Secretary of State.
- **SC4B**: After the end of each financial year, the IFCA will publish a Report on its website describing its activities, performance and a summary of audited financial information in that year, by 30 November. A copy will be sent to the Secretary of State.
- **SC4C**: IFCA staff will have annual performance management plans in place. Annual appraisals for all staff will have been completed by 31 May each year.
- **SC4D**: An efficient secretariat of IFCA staff support IFCA Authority meetings which are held quarterly and are quorate. Meeting documentation will meet Standing Orders.
- **SC4E**: The IFCA will have demonstrated, in its Annual Report, how marine, land and water management mechanisms in the Inshore Fisheries & Conservation District have worked responsively and effectively together.

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

Definition:

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

Outcomes

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

Indicators

SC5A: The IFCA will demonstrate progress that has made towards identifying its evidence needs by publishing a research plan each year

SC5B: The IFCA will publish a research report annually that demonstrates how evidence has supported decision making

SC5C: The IFCA's contribution to TAG and progress that has made towards a national evidence needs programme will be recorded in the IFCA's Annual Report

Appendix 3

Eastern IFCA Priorities 2016-17

The priorities for Eastern IFCA 2016-17 have been identified by the Strategic Assessment 2016-17. Whilst most will be completed within year the complexities involved, particularly where regulation is required, mean that some may roll into 2017-18.

1. To ensure that the conservation objectives of Marine Protected Areas in the district are furthered by:
    a. Delivering fisheries management measures for the 'Red Risk' designated features in the Inner Dowsing, Race Bank and North Ridge SCI, and the Haisborough, Hammond & Winterton SCI;
    b. Delivering fisheries management measures for 'Amber and Green' designated features within European Marine Sites (EMS) within the mandated timeframe (continued from 2015-16);
    c. Assessing the impact of fishing activities on the Cromer Shoal Chalk Beds tranche 2 Marine Conservation Zone and delivering management measures (if required) by December 2017;
    d. Reviewing Regulatory Notices 1-4 (inclusive) issued under the Protected Areas Byelaw, for revocation, amendment or renewal by March 2017 (to include management measures for potting fisheries on *Sabellaria* and stony reef (boulder & cobble) habitats).

2. To ensure that sea fisheries resources are exploited sustainably and in accordance with MSFD requirements by:
    a. Developing fishery sustainability management measures for the brown shrimp fishery in conjunction with priority 1(b) above;
    b. Developing management measures for unregulated fishing activity (netting);
    c. Continuing the project to rejuvenate previously productive mussel beds in The wash and to undertake research to establish the reason for continued decline in stocks;
    d. Reviewing fisheries management measures for crab and lobster in conjunction with the Defra-led 'stock based' sustainability project;
    e. Developing mechanisms to improve fisheries data for skates/rays, demersal and flatfish species, particularly in relation to spatial/temporal and effort information.

3. To ensure that the marine environment is protected from the effect of exploitation by reviewing district wide bio-security measures including management of invasive, non-native species (roll over from 2015-16);

4. To develop management of the fisheries regulated under the WFO 1992 by:
    a. Reviewing the fishery management policies;
    b. Reviewing regulations and policy notes;
    c. Developing options for greater cost recovery

Appendix 4

Eastern IFCA Enforcement Plan 2016-17

Introduction

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

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

Method

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

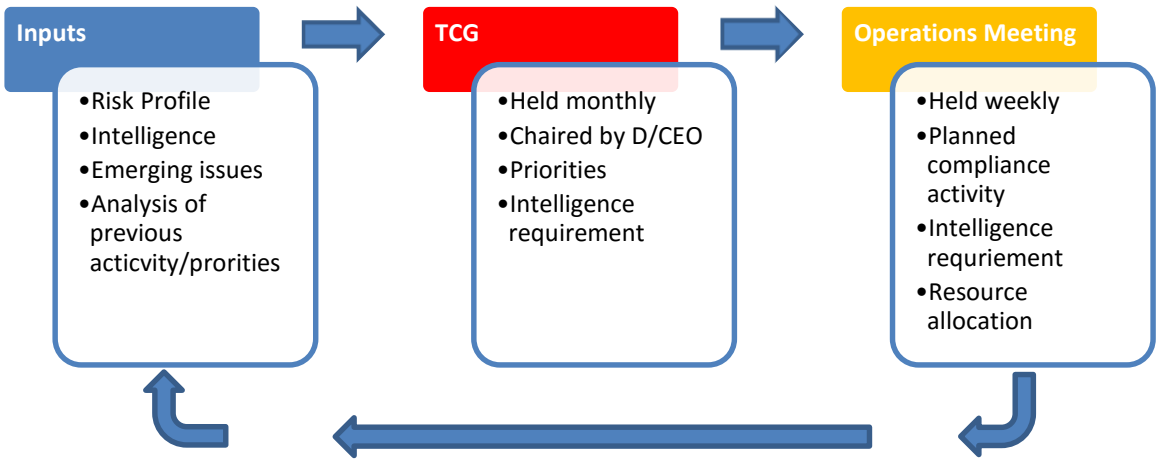


Fig. 1: The TCG process

Tactical Activities

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

1. **High Profile Visible Presence**
   Being present in the environment in which fishers operate is the foundation upon

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

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

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

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

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

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

   Evidence in this context relates to quantifiable information that can be used to support fisheries management and in particular regulation. This will include fisheries data, which is quantitative evidence gathered in such a way as to understand its confidence. For example quantities landed and fishing effort. Generally evidence is not used to support short-term

responses to dynamic changes but it informs the strategic management of fisheries and their regulations. This form of data is of crucial importance to designing and assessing the suitability of management measures.

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

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

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

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

Partnership Working

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

As a consequence partnership working, particularly with the MMO, is a key element to Eastern IFCAs approach to achieving compliance and routine attendance at the MMO Area TCG enables joint activity to be planned and opportunities to share resources and/or reduce workloads to be exploited.

Objectives

Whilst the method employed to deploy resources via the TCG process (ante) means that it is necessary to retain the ability to be flexible, it is appropriate to set benchmark objectives for some activities. It is also appropriate to have an established intention in relation to vessel sea time to provide a high profile presence as a minimum and to enable other compliance activities.

Seaborne Compliance Activity		
Objective	**Quantity**	**Comments**
FPV John Allen days at sea	50	High profile visible presence and facilitate other activities
FPV Sebastian Terelinck days at sea	50	High profile visible presence and facilitate other activities
RV Three Counties days at sea	80	Research activity, high profile visible presence and facilitate other activities
Monitor EMS closed areas	100 occurrences (min)	Visual and electronic monitoring
Board all vessels which have recently entered the district	100%	Engagement and education

Shore Based Compliance Activity		
Objective	**Quantity**	**Comments**
Port visits	2 x per month (min)	High profile visible presence and facilitate other activities
Monitoring EMS closed areas	2 x per month (min)	High profile visible presence, monitoring and facilitate other activities
Area officers to engage with the owner/skipper of all vessels which have recently entered the district	100%	Engagement and education

Partnership Working		
Objective	**Quantity**	**Comments**
Attendance at MMO Area TCG meeting	100%	Monthly meetings that provide the opportunity to harmonise activity and plan joint work
Joint patrols/inspections/ operations with the Marine Management Organisation	12 (min)	

Indicators

In order to understand resource usage and outcomes it is necessary to capture data that will provide indicators on activity and performance. The following information will be collected and reported in the Annual Report.

Seaborne Activity

FPV John Allen days put to sea

- Wash Fishery Order enforcement
- Wash other
- Lincolnshire

- N. Norfolk
- Suffolk
- Research

FPV Sebastian Terelinck days put to sea

- Wash Fishery Order enforcement
- Wash other
- Lincolnshire
- N. Norfolk
- Suffolk
- Research

RV Three Counties days put to sea

- Wash Fishery Order research
- Wash other research
- Research (Lincolnshire, N. Norfolk, Suffolk)
- Enforcement

Shore Based Activity

Area based patrols (days)

Port visits involving engagement with fishers (commercial)

Beach/port/site visits involving engagement with fishers (recreational)

Number of landings inspections

Number of premises inspections (e.g. processors, shops, wholesalers, stalls, markets, auctions)

Number of other inspections (e.g. vessel gear checks in port, divers, shore anglers, beach inspections, vehicles)

EMS closed area monitoring (shore)

Partnership Working

Attendance at MMO TCG meetings

Joint patrols/inspections/operations with the MMO

Enforcement

Verbal warnings

Advisory letter

Official written warnings

Simple cautions (if utilised)

Financial Administrative Penalties

Prosecutions

Appendix 5

Eastern IFCA Environment Priorities 2016-17

The following environment priorities have been identified for Eastern IFCA for 2016-17. These have been developed through Eastern IFCA's internal Strategic Assessment process and also reflect external drivers related to the developing network of marine protected areas as well as continued expansion in offshore renewables:

1. *Implement management measures for "red risk" interactions (towed demersal fishing on* Sabellaria *reef) in 0-6nm sections of Inner Dowsing, Race Bank & North Ridge SCI and Haisborough, Hammond & Winterton SCI that were handed over to Eastern IFCA for management in 2015.* The amended Protected Areas Byelaw 2014 will be used to apply two new Regulatory Notices to prohibit trawling and dredging over *Sabellaria* habitat. Stakeholder consultation will be undertaken. This work is linked to priorities 2, 3 and 6, affecting the same stakeholders.

2. *Development of management measures for the brown shrimp beam trawl fishery, and other towed demersal fisheries not managed under the Wash Fishery Order*. This is a complex work stream whose outputs must achieve conservation requirements (the protection of sensitive MPA habitats), and as far as possible support industry viability (e.g. through the trial of innovative fishing gear and supporting efforts to achieve accreditation) by December 2016.

3. *Gather data and evidence to better understand fishing effort both spatially and temporally to inform wider management of the shrimp fishery*. Directly linked to the above priority, this work is to be achieved in conjunction with the Eastern IFCA Marine Protection team through the implementation of formal measures (requirement to report shrimp catch returns, including spatial fishing activity data) and informal methods (ongoing engagement with shrimp fishers and processors).

4. *Development of management measures for the crab*, *lobster and whelk potting fisheries in relation to EMS impacts.* Potential adverse effects have been identified for potting fisheries on two EMS habitats: *Sabellaria* and stony reef (boulder & cobble) habitats – requiring mitigation within the stipulated Defra deadline (December 2016). This work is related to priority 6, the review of Regulatory Notices protecting these habitats from impacts of towed demersal fishing activity.

5. *Assessment of fisheries in relation to the Cromer Shoal Chalk Beds Marine Conservation Zone*. There has been a general optimism that potting activity (the main fishery in the area) is compatible with the protection of the features of this site. However, Eastern IFCA is required to gather evidence to examine this assumption. If potential for damage from activity is identified, management measures would be required to be in place by December 2018. Early assessment will highlight data needs to build a robust conclusion. Once again, stakeholder engagement will be a key part of this work.

6. *Review of four Regulatory Notices created in 2014 under the Eastern IFCA Protected Areas byelaw.* The flexible nature of the byelaw is reflected in the short review period for Regulatory Notices issued to protect particular features of marine protected areas. Evidence of any changes to the extent and condition of the protected features will be sought, and considered alongside any updated conservation advice as well as any evidence of changes in fishing activities, in order to ascertain the relevance of the Regulatory Notices. A formal process for the review and revocation, amendment or replacement of Regulatory Notices has been agreed and involves formal consultation to ensure stakeholders are involved.

7. *Monitoring fishing activity in marine protected areas and development of plans highlighting Eastern IFCA's response to changes.* The majority of fisheries assessed for impacts on European Marine Sites were not found to cause adverse effect at current levels of activity. Fishing activity monitoring plans are required to demonstrate how changes in spatial distribution, gear types and effort levels will be recorded. The plans also need to show how Eastern IFCA will respond to changes in fishing activities in relation to potential impacts on designated MPAs. They must be applicable to each of the sites in the expanding list of MPAs in the Eastern IFCA district.

8. *Biosecurity measures.* A robust biosecurity plan will have a protective effect on all fisheries in the district. The environment team will work in conjunction with the marine protection and research teams to deliver a relevant and workable biosecurity plan that assesses existing and future potential risks, and highlights opportunities for partnership working to minimise threats.

9. *Mussel regeneration.* Well-documented die-offs in the Wash mussel population have had a significant impact on the viability of the fishery and have the potential to affect shellfish-eating birds, which form part of the site's conservation features. Work is planned to investigate opportunities to work with the fishing industry, Natural England and RSPB, and possibly international partners in the Wadden Sea, as well as to ascertain external funding sources, in order to expand Eastern IFCA's existing mussel regeneration project.

10. *Marine planning and licensing applications advice.* The environment team will continue its ongoing provision of advice about potential fisheries and environmental implications of marine licence applications and other marine developments. Liaison will continue with the Marine Management Organisation, and key consultation responses will be published on Eastern IFCA's website.

11. *Assessment of fisheries in two new European Marine Sites and on extensions to an existing Special Protection Area.* Evidence will be required to inform Habitats Regulations Assessments for fisheries in these sites, although this work falls outside the Defra 2016 deadline. A key data gap is information on fixed and drift netting. This has been highlighted in the Strategic Assessment as an issue for fisheries sustainability as well as in terms of protection of marine protected areas.

Appendix 6

Eastern IFCA Research Priorities 2016-17

The planning cycle, including the Strategic Assessment 2016-17, had identified the following priorities for research projects:

- Continuation of the annual surveys to assess the cockle and mussel stocks in the Wash.
- Continuation of the bio-sampling programmes to assess the District's crab, lobster and whelk populations.
- Continued monitoring of the water quality and food availability around the shellfish beds in the Wash.
- Continued assimilation of fin fish data from other agencies and organisations.
- Continue researching the use of cockle shell culch to help regenerate mussel beds.
- Research on why the Wash mussel beds are suffering high incidences of mortality among young mussels.
- Research to help inform management of the shrimp beam trawl fisheries. The direction of this project has yet to be determined, but will possibly involve improving current knowledge of the spatial extent of the fishery and conducting a gear impact assessment of using standard and SeeWing beam trawls on sub-tidal habitats.

Appendix 7

Eastern IFCA Communication and Engagement Plan 2016-17

Eastern IFCA's efforts in communication and engagement over the last four years have generated positive feedback from all stakeholder groups. The infrastructure now in place (including the show trailer, aquarium tank and website) and the experience gained enable us to deliver high quality engagement outputs which can be directed and focussed on key stakeholders.

In the context of continuing austerity and high workloads it is important that the efficiency with which engagement is conducted improves year on year. With this in mind, a key ethos of 2016-17 is to utilise social media to augment the effect of some of the more resource-intensive activities ensuring we maximise our reach throughout the coastal community.

Action	Rationale
CE16-1 Attend 4 community events	Utilising the show trailer and aquarium tank delivers high exposure at large events where key messages can be passed on to a wide variety of stakeholders, including the general public. The intention is to achieve a spread across the district however there is a paucity of opportunity within Lincolnshire. Attendance at community events represents the largest resource requirement and as such, it is proposed that the number of events attended is reduced in comparison to previous years but that extra resource is allocated to utilising social media to extend the effect of the shows – some of our most viewed posts of 2015-16 were in relation to attendance at events.
CE16-2 Conduct 4 visits to educational establishments – (2 at secondary school level and 2 at higher education level)	The number of school visits is reduced by 2 on last year with the intention to split the resource allocated between different levels of education. A gap was identified on the stakeholder survey (2012) with regards to educational establishments but so far, the primary school level has been primarily attended. It is thought that attended schools at higher levels will also promote higher engagement through social media.

CE16-3 Maintain a professional and up-to-date website – 1 'good-news-story' per quarter, update on every important development and publish consultation responses.	The website has been refreshed through a project during 2015-16. The website is a key source of community engagement which requires only moderate levels of resource input. Stakeholders are known to use the website to stay updated on inshore fishing developments including, for example, formal consultations. The refreshed website will continue to be utilised by stakeholders if content is regularly updated with high quality content. It is intended that regular website updates combined with associated updates on social media will be more effective than the e-newsletter and resource allocated to that end would more effectively be deployed in creating website content.
CE16-4 Use social media posts in conjunction with website updates, to deliver key updates to the community	Social media can have a disproportionately large engagement effect given the relatively limited resource needed. Social media posts will be used to augment the effect of attendance at community events, educational establishments and website updates. In addition, posts will be used to pass on crucial information in relation to developments in the inshore sector (e.g. new regulation, consultation responses to wind farms) and to publicise 'good news stories'.
CE16-5 Maintain the stakeholder database	Maintaining an up-to-date stakeholder database is crucial to stakeholder engagement. Some of the most important messages are still passed on to fishers through personal engagement or through letter. Whilst Eastern IFCA aims to promote electronic engagement with stakeholders, fair and comprehensive engagement can only be achieved through utilising all available tools.
CE16-6 Key engagement messages reflected in officer duties	Developments in the structure of the enforcement team over 2015-16 have led to the utilisation of a monthly risk profile to set priorities both in enforcement and engagement for each month. Given the level of exposure IFCOs get with stakeholders (particularly fishers), the utilisation of IFCOs to deliver key messages represents a key mechanism for engagement. The restructure has also seen the development of the DCEO role include a requirement to rove the district, delivering ley messages to stakeholders and discuss key concerns. The utilisation of an executive officer's time in this way reflects Eastern IFCAs commitment to a co-operative approach and our ethos of encouraging compliance through engagement (NB this capability will be restricted during the year due to the ongoing abstraction of the CEO).
CE16-7 Site visits – show trailer (6 site visits – 2 in each county)	Using the show trailer as a mobile office will allow for engagement whilst reducing the cost to other work-streams. The intention is to make use out of the display trailer whilst targeting primarily the recreational fishing sector or coastal nature reserves at busy periods.