



Eastern Inshore Fisheries and Conservation Authority

Annual Report 2018-19



June 2019

© Eastern IFCA 2019

Eastern Inshore Fisheries and Conservation Authority Report 2018-2019.

This document can be downloaded from: www.eastern-ifca.gov.uk

Alternatively, a hard copy can be viewed at:

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

Other contact details:

Email: mail@eastern-ifca.gov.uk

Twitter: http://twitter.com/eastern_ifca

Facebook: <https://facebook.com/eastern.ifca>

Version	Date	Changes	Officer
V1	11/06/2019	Created Document	GB
V2	02/09/2019	Major Amendments	GB
V3	04/11/2019	Final Changes and Sign Off	JG

Abbreviations	
Centre for Environment, Fisheries and Aquaculture Science	Cefas
Chief Executive Officer	CEO
Department for Environment, Food and Rural Affairs	DEFRA
Eastern Inshore Fisheries and Conservation Authority	Eastern IFCA
Eastern Sea Fisheries Joint Committee	ESFJC
Environment Agency	EA
European Marine Site	EMS
Fishery Patrol Vessel	FPV
Habitats Regulations Assessment	HRA
High Level Objective	HLO
Information Communication and Technology	ICT
Inshore Fisheries and Conservation Authority	IFCA
Inshore Fisheries and Conservation Officer	IFCO
Marine and Coastal Access Act 2009	MaCAA 09
Marine Conservation Zone	MCZ
Marine Management Organisation	MMO
Marine Protected Area	MPA
Marine Strategy Framework Directive	MSFD
Maximum Sustainable Yield	MSY
Memorandum of Understanding	MoU
Natural England	NE
Royal yachting Association	RYA
Recreational Sea Angling	RSA
Service Level Agreement	SLA
Site of Special Scientific Interest	SSSI
Special Protection Area	SPA
Special Area of Conservation	SAC
Tactical Co-ordination Group	TCG
Wash Fishery Order 1992	WFO 1992

Foreword

We are pleased to present the eighth annual report for the Authority. The report provides an overview of the work undertaken by the Authority during the 2018-19 financial year to meet its statutory duties under the Marine and Coastal Access Act 2009 (MaCAA 09) and to address the priorities identified in the Business Plan 2018-2023.

Following significant change in the elected membership of the Authority during 2017-18 the last year has seen relative stability. The vacancy in the seat held by Norfolk County Council was filled and two new members were appointed by the Marine Management Organisation (MMO).

The balance of the membership in terms of commercial fishing remained the same, with six commercial fishermen serving as Authority members with good representation for The Wash and North Norfolk. The previously existing gap with representation from Suffolk was filled by the appointment of a new member with strong links with the fishing industry in that part of the District. The balance of the MMO appointed membership included representation from the marine conservation sector as well as others appointed for their wider marine management experience, with the Recreational Sea Angling (RSA) sector being represented by a commercial fisherman with dual interests. Cllr Goldson (Suffolk County Council) held the position of Chairman of the Authority with Cllr Skinner (Lincolnshire County Council) holding the position of Vice-Chairman.

The eighth year of operation of Eastern IFCA has seen a continuation of a significant workload across the breadth of the Authority's remit. In particular work has continued to focus upon delivering protection of the most vulnerable features in Marine Protected Areas, managing and regulating the valuable cockle fishery in the Wash and laying the ground for the development of management measures for the crab and lobster fisheries.

The Authority is majority funded through a levy on the County Councils of Suffolk, Norfolk, and Lincolnshire, which is supplemented by New Burdens Funding (NBF) provided by Defra via a grant in aid to the constituent councils. NBF represents approximately 25% of the Authority's core funding and is central to the delivery of its mandated outputs. Noting that continued provision of NBF remains the central strategic risk to the Authority's ability to service its remit, the continuation of this vital funding until 2020 is highly valued.

We welcome feedback on this report from individuals and organisations interested in our work so that we can meet your needs in the future.



Julian Gregory
Chief Executive Officer

Cllr Paul Skinner
Chair

CONTENTS

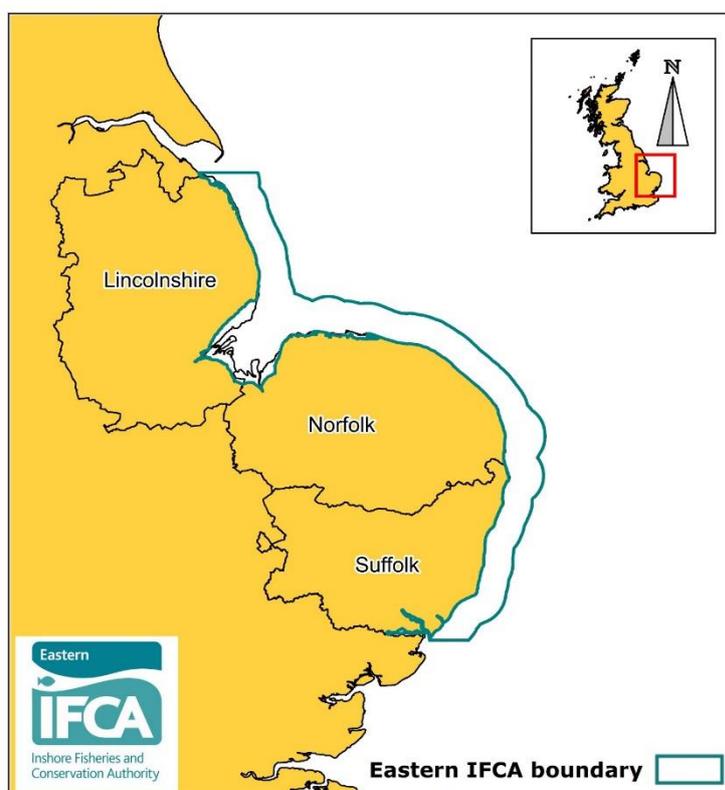
Foreword	3
Marine and Coastal Access Act (2009)	6
The Authority	6
Member attendance at Authority Meetings and Sub-Committee Meetings 2018-2019	8
DELIVERY OF EASTERN IFCA DUTIES	9
Focus and priorities for 2018/19	10
Critical ‘business-as-usual’ work-streams	15
Delivery against success criteria and success indicators	23
RISK MANAGEMENT STRATEGY	29
RESOURCES	34
EXPENDITURE.....	35
Remuneration of the Chair, Vice Chair and Chief Executive Officer 2018-2019 ...	36
Staffing	36
Organisational carbon footprint	37
REFERENCES.....	38
APPENDIX 1 – SUCCESS INDICATORS.....	39
APPENDIX 2 – WAYS OF WORKING	44
APPENDIX 3 - ENFORCEMENT REPORTING	46
APPENDIX 4 – REPORTING ON THE COMMUNICATION AND ENGAGEMENT PLAN.....	47

Introduction

The purpose of this Annual Report is to inform funding authorities (County Councils and Defra), local communities, local bodies and key delivery partners of the progress made to fulfil the statutory duties of Eastern Inshore Fisheries and Conservation Authority (Eastern IFCA).

Eastern IFCA was created under Section 150 of MaCAA 2009 as a successor to the Eastern Sea Fisheries Joint Committee (ESFJC) and was fully vested on 1st April 2011 via Statutory Instrument [2010 No 2189](#). The IFCA District was created under Section 149 of the Act and Section 178 requires every IFCA to publish an annual report. This is the eighth annual report of the Authority.

The Authority district extends seawards six nautical miles from the Haile Sand Fort off the coast of Lincolnshire to Felixstowe in Suffolk and encompasses the counties of Lincolnshire, Norfolk and Suffolk. The area includes The Wash embayment and various river estuaries including the Stour and Orwell in Suffolk. The district encompasses the full breadth of UK and EU forms of Marine Protected Areas (MPA) including Sites of Special Scientific Interest, National Nature Reserves, Special Protected Areas, Special Areas of Conservation, as well as Ramsar sites, Areas of Outstanding Natural Beauty designations and Marine Conservation Zones. Around 96% of the District is covered by at least one MPA designation.



Marine and Coastal Access Act (2009)

Eastern IFCA's primary duties are set out within [MaCAA 2009](#) and are:

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

As a key delivery body in the marine area, the Authority is also guided by a number of drivers including HM Government's Marine Policy Statement, the 25 Year Environment Plan, Defra's Policy Objectives, East Inshore Marine Plan and the IFCA High Level Objectives.

The Authority

The Eastern Inshore Fisheries and Conservation Authority is funded by its three constituent County Councils: Lincolnshire, Norfolk and Suffolk. It also receives 'New Burden' funding from Defra.

The Authority is a statutory committee which meets quarterly to receive reports from the Authority's officers and to direct officers to conduct work on its behalf to discharge its duties. The Authority's 21 members comprise of 7 County Councillors, 3 Government Agency representatives and 11 individuals appointed by the MMO for their expertise and knowledge of various marine related sectors.

The Authority's members and their attendance at Authority Meetings and Sub-Committee meetings are detailed on the following page. The Authority has stipulated, within its Standing Orders, that a minimum attendance of 50% at meetings is expected. During 2018-2019 a total of ten Authority and Sub-Committee meetings were held.

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

ahead of any meeting. Agendas, papers and agreed minutes of all Authority meetings are published on the Authority's website at www.eastern-ifca.gov.uk.

Delivery of Authority business is undertaken by Eastern IFCA's Officers, which comprises of four teams - Marine Science (8 Officers), Marine Protection (11 Officers), Support (2 officers) and the Executive Team (3 Officers).

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



Member attendance at Authority Meetings and Sub-Committee Meetings 2018-2019

Name	% of meetings attended	Authority (4 meetings held)	Sub-Committee			
			Planning & Communication (1 meetings held)	Finance & Personnel (3 meetings held)	Regulatory & Compliance (0 meetings held)	Marine Protected Areas (2 meetings held)
Cllr P Coupland	55.5	2		2		1
Cllr P Skinner	70	4	0	2	0	1
Cllr D Collis	71.5	3		*2		
Cllr M Chenery of Horsbrugh	100	4	1	3		
Cllr T FitzPatrick~	67	2 of 3		2 of 3		
Cllr T Goldson	60	*4	0	1	0	1
Cllr M Vigo di Gallidoro	71.5	3		2	0	
Ms E Dixon-Lack~	0	0 of 2				0 of 1
Ms C Moffatt	71.5	2	1		0	2
Dr I Hirst	28.5	2	0		0	0
Mr P Tyack~	50	1 of 2	0		0	1 of 1
Mr S Bagley	60	3	0			
Dr S Bolt	25	2	0	0		
Mr R Brewster	100	4			0	2
T Davey~	100	2 of 2			0	
Mr J Davies	100	4			0	2
Mr P Garnett	71.5	2	1		0	2
Mr K Shaul	85.72	3	1			2
Mr R Spray	71.5	3	1		0	1
Mr M Warner~	50	1 of 2			0	
Mr S Williamson	50	2			0	
Mr S Worrall	75	3	*1	2		
* Chair	#	Vice Chair		Norfolk County Council		Suffolk County Council
~ Did not Complete full term		Lincolnshire County Council		MMO/EA/NE Representative		MMO Appointee

DELIVERY OF EASTERN IFCA DUTIES

Eastern IFCA's duties, as set out in MaCAA 09, are enshrined in the IFCA mission which 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'

'Annual Priorities' and 'critical workstreams' are the 'what' Eastern IFCA do pursuant of this mission. Eastern IFCA undertakes an annual Strategic Assessment of fisheries within the District to identify environmental and sustainability issues and to prioritise such based on the risk of not meeting the mission statement. These form the focus of work each year.

During 2018/19, priorities were dominated by work relating to the management of fisheries in marine protected areas. Progress against the 2018/19 priorities is set out in the next section.

In undertaking annual priorities, Eastern IFCA is guided by the Success Criteria and their Indicators, which set out the 'how' we will achieve the mission. The Success Criteria and Indicators were refreshed, refined and agreed with the Association of IFCAs in 2015 to reflect the developing programme of work delivered by IFCAs and to demonstrate our contribution to the delivery of the UK Marine Policy Statement.

Five case studies are provided to illustrate how each Success Criteria was delivered through 2018/19 and delivery against the Success Indicators is set out in Appendix 1.



Focus and priorities for 2018/19

The priorities for Eastern IFCA 2018-19 were identified by the Strategic Assessment 2018, which assessed the risk of environmental damage and sustainability issues associated with each fishery within the District. Due to the complexities involved, particularly where regulation is required, it is anticipated that some priorities will roll into the following financial year. The Strategic Assessment and 5-year Business Plan reflect that priorities will span multiple years and therefore enable more effective long-term planning.

Category	Work	Priority	Progress	Comment
To ensure that the conservation objectives of Marine Protected Areas in the district are furthered.	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 SAC (continued from 2017-18);	High	Ongoing	A detailed review of feature evidence was completed and proposed measures for the Haisborough, Hammond & Winterton SAC were designed during the year and went to informal consultation. Proposals will be taken to the May 2019 Authority meeting. Developing measures in Inner Dowsing, Race Bank and North Ridge SAC was delayed in favour of developing management for red risk interactions within Cromer Shoal Chalk Beds MCZ and is planned for completion in 2019/20.
	Delivering fisheries management measures for 'Amber and Green' designated features within European Marine Sites (EMS) including shrimp management in the Wash and North Norfolk Coast SAC (continued from 2017-18) and completion of 'Amber and Green' HRA suite;	High	Ongoing	Eastern IFCA made two byelaws in 2018 for the protection of the Wash and North Norfolk Coast SAC. One closed certain areas which contained the most sensitive habitats to bottom towed gear (Marine Protected Areas Byelaw 2018). The other provides Eastern IFCA with a mechanism to manage shrimp fishing effort such that it does not exceed that which would adversely affect site integrity (Shrimp Permit Byelaw 2018). Both Byelaws are, at the time of writing, awaiting Ministerial consent to come into effect. Submission of the Shrimp Permit Byelaw 2018 was delayed enabling further dialogue and further amendment to the byelaw. Review of progress with remaining work for "Amber and Green" assessments undertaken.

	Assessing the impact of fishing activities on the Cromer Shoal Chalk Beds tranche 2 Marine Conservation Zone (MCZ) and delivering management measures (if required).	High	Ongoing	<p>An assessment of potential impacts of all commercial fisheries in Cromer Shoal Chalk Beds MCZ was completed in 2018. Consideration of Natural England advice and additional evidence is ongoing and will support completion of an updated assessment. An evidence gap was identified in relation to assessment of potting fisheries within the MCZ. Eastern IFCA committed to working with fishery stakeholders, Natural England and Agents of Change (Marine Conservation Society project) to complete accurate assessment of potting fisheries and develop effective and supported management measures, if required.</p> <p>Management measures for towed gears over most sensitive site features (chalk beds and peat and clay exposures) have been prepared (Marine Protected Areas Byelaw 2019) and will be taken to the May 2019 Authority meeting.</p>
	Developing monitoring and control plans for highest risk MPAs as identified in the Strategic Assessment 2017;	Medium	Ongoing	Monitoring and control plan approach has been agreed and a draft plan has been developed. Highest risk fisheries have been prioritised. These plans will work in alignment with development of mitigation measures for the shrimp beam trawl fishery. Liaison with Natural England on their development is ongoing.
	Delivering mitigation to the risk of 'food availability' in the Wash and North Norfolk Coast SAC in relation to private aquaculture;	Medium	Complete	The monitoring regime was reviewed and found to be sufficient to identify food availability issues within the Wash which marks the completion of this workstream. Routine monitoring of food availability (using <i>in situ</i> and spot sampling readings of chlorophyll levels within The Wash) is ongoing and forms part of the 'business as usual' – critical workstreams as set out in the Business Plan.

	Introduction of measures to mitigate the risk of damage to the Wash and North Norfolk Coast SAC from 'unmanaged' bivalve fishing activity if required;	High	Complete	During the year an emergency byelaw (Wash Restricted Area emergency byelaw) was implemented to mitigate the risk of damage from the 'unmanaged' area. A permanent byelaw was subsequently developed and is due to be taken to the 26 th Authority meeting in May 2019.
	Undertake gap analysis and initial assessment of fishing impacts within newly designated MPAs including the Harbour Porpoise candidate SAC (Southern North Sea), the Greater Wash SPA and the extension to the Outer Thames Estuary SPA;	Low	Complete	Gap analysis has been completed for these newly designated MPAs. Some gaps identified in detailed fishing activity data, feature extent and condition. Defra direction has been requested in relation Eastern IFCA role in assessment / management of fisheries in Southern North Sea SAC (harbour porpoise), a very large site of which a small proportion occurs in Eastern IFCA district. Eastern IFCA are awaiting Natural England conservation advice for Greater Wash SPA (anticipated in 2020) before completing that assessment.
To ensure that sea fisheries resources are exploited sustainably and in accordance with MSFD requirements	Developing fishery sustainability management measures for the brown shrimp fishery (continued from 2016-17);	Medium	Ongoing	Development of sustainability measures was delayed pending the completion of the work associated with development of measures for shrimp fishery management in the Wash & North Norfolk Coast SAC. This is a priority for 2019-20.
	Developing fisheries management measures for crab and lobster (continued from 2016-17);	High	Ongoing	During the year a 'menu' of measures was researched and designed. Informal consultation on the measures has been delayed due to the high number of consultations being launched and to avoid stakeholder fatigue. This is a priority for 2019-20.
	Monitor fisheries management of bass in the context of European/national management and contribute to the development of Bass Nursery Areas;	Low	Complete	Monitoring continued but no actions were identified as a priority during the year. Bass fishing compliance activities were prioritised through the Tactical Coordination Group (TCG).

	Investigate the cause of mussel mortality within The Wash	Medium	Complete	Over the past 18 months over 2,500 mussels have been sampled from the majority of the inter-tidal beds in The Wash for incidence rates of two parasites known to be present in The Wash (a copepod, <i>Mytilicola intestinalis</i> and the Pea Crab, <i>Pinnotheres pisum</i>). Sampling is now complete, and the data is currently being analysed to determine if there is any correlation between the presence of these two parasites and mussel mortality events on the beds.
To ensure that the marine environment is protected from the effect of exploitation by:	Reviewing district wide bio-security measures including risk assessment of invasive, non-native species (roll over from 2017-18)	High	Ongoing	The 2014 biosecurity plan, and related workstreams, have been reviewed and an internal report has been written to inform the development of new plans. Work conducted this year has brought increased understanding of the distribution of non-native species in the district, including a better understanding of the expansion of slipper limpets around the coast and the first sightings of Japanese Wireweed in Suffolk. Eastern IFCA worked closely with North Western IFCA in July 2018 to mitigate against risk of introducing Chinese mitten crabs into The Wash from Morecambe Bay via mussel imports. Following the identification of a high-density area of slipper limpets in The Wash plans were also put in place to tender a fishing vessel to remove and dispose of slipper limpets from the highest-density patches.
To develop management of the fisheries regulated under the WFO 1992	Reviewing the Wash Fishery Order (1992) policy notes (roll over from 2017-18);	High	Not started	Officers have continued to apply the interim WFO policies during this financial year and have not progressed replacement policies. Officers have developed a comprehensive consultation plan to inform the development of the replacement policies but have delayed its starting to allow for other, higher priority consultations throughout this financial year. Officers have, however,

by:				<p>continued informal dialogue with fishery stakeholders in this regard and continued to build a picture of the key strengths and weaknesses of the current system and the preferences of the industry for its replacement. Importantly, implementation of the interim measures continues to highlight areas of opportunity and development regarding polices going forward.</p>
	<p>Delivering updated Fisheries Management Plan, updated Regulations and partial cost recovery</p>	<p>High</p>	<p>Ongoing</p>	<p>Eastern IFCA consulted fishermen regarding the revised WFO Regulations and Members considered the results before agreeing to submit the Regulations to The Minister for consent. Officers submitted the revised regulations in August and have had ongoing dialogue with Defra with a view to finalise the wording and gain Ministerial consent. Several complexities have arisen, including a delay in the implementation of I-VMS which has hampered progress of related regulations.</p> <p>Eastern IFCA also developed and consulted on a new WFO licence fee model with a view to ultimately recover circa 50% of the costs of managing the fishery. To this end, the first incremental increase in fees was agreed by the Minister to come into effect in the 2019/20 financial year.</p>

Critical 'business-as-usual' work-streams

In addition to identifying emerging risks, the Strategic Assessment also sets out which fishery or species-related risks are mitigated by established work streams. The cessation of such work streams has the potential to increase risk associated with that fishery or species. These include, for example, the annual cockle stock surveys without which, the cockle fishery would represent a much greater risk. This work is categorised as critical 'business-as-usual'. An outline of the work that the Authority undertakes as a necessity conducted during 2018-2019 is given below.

Wash Fishery Order 1992

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

Two major fisheries managed under the Wash Fishery Order 1992 are the cockle and mussel fisheries. These are valuable fisheries for the local fishermen and are important resources for the over-wintering bird populations. As such, these are complex fisheries to manage due to the demands of the various marine protected area designations. Additionally, in recent years both stocks have suffered high natural mortality events on an annual basis that have resulted in large impacts on the beds and how the fisheries are managed. With the cockle stocks, these mortality events have tended to be accompanied with a good recruitment of juveniles, enabling sufficient recovery each time to maintain fisheries.

Throughout the year approximately 4430 tonnes of cockles were landed, from 55 licenced vessels. An industry meeting and consultation was held at the beginning of the year in order to help determine management measures. In August the Wash Restricted Area fishery was opened and could be targeted by those with a Wash Fishery Order licence who also chose to purchase a permit.

The Authority acts as the 'operator' under the Aquatic Animal Health (England and Wales) Regulations 2009 in relation to the WFO 1992 Several Fisheries also referred to as the 'Wash Production Area' to facilitate ease of data collection and reporting to CEFAS.

Wash Fishery Order Surveys

Annual surveys of cockle and mussel stocks within The Wash are a significant undertaking; during the year cockle surveys showed a total allowable catch of 4462 tonnes in the WFO area and a TAC of 612 tonnes in the Wash restricted area. The survey in the Wash Restricted Area was additional unplanned work for the year, which officers fitted in around other ongoing activity. The mussel survey carried out in 2017-18 facilitated a mussel relaying fishery during 2018-19 with a TAC of 1500 tonnes. A

further mussel survey was carried out in 2018-19 and whilst there was significant difficulty in completing the survey due to vessel breakdowns and poor weather it supported a relaying fishery of 482 tonnes.

These surveys provide a level of fisheries evidence which is not reflected in any other fishery within the district. The associated fisheries and their impact upon a heavily designated MPA are considered a low risk primarily because of our understanding of stock dynamics but also because of the mechanism in place for managing the fisheries (WFO 1992).

Habitats Regulations Assessment of Wash Fishery Order fisheries

The stock data that Eastern IFCA collects forms part of the evidence used in each annual assessment undertaken by Eastern IFCA to identify the impacts of proposed WFO cockle and mussel fisheries in relation to the conservation designations afforded to this area. These assessments (Habitats Regulations Assessments) consider the impact of the fishery on protected habitats and species and considers the overall integrity of the designated site. In consultation with Natural England (statutory nature conservation adviser) and with fishery stakeholder input, Eastern IFCA agrees updated management measures prior to these fisheries being opened each year, to ensure that the fishing activities do not prevent the conservation targets from being achieved.

This work is dependent on evidence relating to fishing activity, site condition (e.g. population status of protected species and extent of protected habitats), and fishing impacts. Within designated sites, regulators are required to apply precautionary management where evidence of fishery impact is poor or inconclusive. The continuation of commercial cockle and mussel fisheries in a conservation site as highly-protected as The Wash reflects the availability of data and the shared understanding of activities and impacts in the site achieved through continual monitoring and dialogue.



During 2018/19, Eastern IFCA undertook Habitats Regulations assessments for the Wash Fishery Order cockle fishery, and for the Wash Fishery Order mussel fishery. It was concluded that with the agreed management in place, including alignment with the fisheries management policies and bespoke measures such as closed areas to protect harbour seals during their most sensitive period (pupping and moulting), the fisheries would not adversely affect site integrity. Natural England supported these conclusions and provided conservation advice in a timely manner that enabled the fisheries to open at optimum times.

Wash & North Norfolk Coast European Marine Site

The CEO chairs The Wash and North Norfolk Marine Partnership, which is a collection of regulators and local stakeholder representatives with responsibilities for and interests in this site. Eastern IFCA hosts and supports the Project Officer, enabling this close and productive partnership to thrive. Eastern IFCA representation on the partnership provides a broad platform for highlighting Eastern IFCA's work relating to managing fisheries in marine protected areas, and opportunities to discuss issues with fellow regulators for this extensive and important conservation site. Furthermore, regular involvement of Marine Science officers in the project's three "Advisory Groups" of local stakeholders ensures Eastern IFCA is appropriately engaged in local issues, which typically relate to preserving fisheries and traditional activities within the broader remit of protecting conservation interests.

Titchwell Mussel Fishery

An exposed outcropping of Neolithic peat attracts regular settlements of mussels at Titchwell on the North Norfolk coast. Survey data indicates that this bed is ephemeral, with the majority of the mussels being lost each year during winter storms. If timed correctly, however, it does provide a small-scale resource for local fishermen to stock their lays with seed mussels. Recruitment of seed onto this bed in 2017 was poor, so stocks were insufficient to support a fishery in 2018. The lay holders in Brancaster who usually target this bed were able to access mussel stocks from The Wash instead.

Horseshoe Point Cockle Fishery

In 2011 the Authority inherited responsibility for the management of the cockle beds that occur at Horseshoe Point in Lincolnshire from North Eastern Sea Fisheries Committee. Annual surveys conducted on this bed since then have found the cockles to be suffering similar "atypical" mortality problems to those seen in The Wash. This has greatly reduced the potential to open fisheries on this bed. When the beds were last in a suitable condition to support a fishery in 2015, access issues to the site across the marsh were raised by both Natural England and the landowner. At the time, this issue was unable to be resolved and fishery was unable to proceed. Since then stocks have not been sufficient to open a fishery. Surveys conducted in 2018 found there had been a successful settlement of cockle spat during 2017, but there were insufficient adult stocks to consider opening a fishery. Due to lack of fishable stocks and fishing opportunities on this bed, East Lindsey Borough Council ceased collecting samples for water classification purposes during 2017. As such, this site no longer has a water

classification. Regaining classification would be a lengthy process, which could limit the potential for future fisheries.

Whelk Fisheries

The risk associated with the Whelk fisheries was identified as being high by the 2015 Strategic Assessment. Subsequent development of management measures has significantly reduced the risk associated with the fishery. Management measures include the establishment of a permit system and new data collection regime which has required a significant resource to administer.

In addition, an ongoing research project has been investigating the size of maturity of whelks throughout the district to inform a review of the minimum landing size which has involved measuring and dissecting 10's of thousands of whelks. These Whelks were voluntarily provided by three fishers throughout the district who have been given exemptions by both the MMO and IFCA to facilitate and support the research activity. An analysis of effort and landings data (to inform the appropriate number of pots per vessel) is required to mitigate residual risk associated with the fishery. During the year it was also decided that it would be an appropriate time to review the whelk permit byelaw and a plan has been implemented for its review in 2019-20.

Crab and Lobster Research

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



In addition, officers have been working to identify potential management measures and consolidating industry views on potential management measures from past discussions. Ongoing research and the development of management measures is required to mitigate risk within this fishery and this is set out in an associated High Priority Workstream (above).

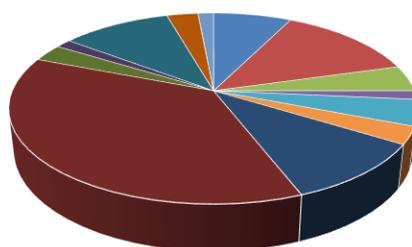
Engagement in Marine Planning

The East Marine Plans were published in 2014 and set out objectives and policies for sustainable development in the southern North Sea. The Marine Management Organisation is the main regulator responsible for licensed activity at sea. Large (infrastructure-scale) developments, such as offshore energy projects, are permitted through the Planning Inspectorate. Eastern IFCA plays a role in influencing development decisions by providing expert advice on inshore fishery and conservation relevant to an application. This includes consideration of potential impacts on fish stocks, fishery habitats (e.g. spawning or nursery grounds), access to fishing grounds, fisheries liaison, impacts on protected habitats and species, wider biodiversity and ensuring awareness of relevant IFCA byelaws. This is usually undertaken via the marine case management system operated by MMO, or the via the Planning Inspectorate's national infrastructure planning process.

Eastern IFCA made written and oral representations at planning examinations for two planned offshore wind farms, *Hornsea Three* and *Norfolk Vanguard*, during 2018-19. Both of these projects will have wind farm arrays outside of the Eastern IFCA district (beyond 6nm out to sea) but require export cables to be routed through inshore waters, affecting inshore fishing grounds and protected marine habitats within two Special Areas of Conservation (Haisborough, Hammond & Winterton SAC and The Wash & North Norfolk Coast SAC). Eastern IFCA provided information to the Planning Inspectorate on Authority proposals (Eastern IFCA's Marine Protected Areas Byelaw 2018 and 2019) to exclude towed demersal fishing within part of these SACs to protect sensitive seabed habitats (subtidal mixed sediments, and biogenic reef *Sabellaria*), which coincided with the proposed cable routes. The developers of *Norfolk Vanguard* expressed their preference to avoid the closure areas where possible. Neither examination was completed by March 2019; the planning decisions are expected by December 2019.

During 2018/19, Eastern IFCA responded to a total of 68 consultations on marine plans or projects. Over a third (37%) were related to offshore renewable energy works. Input to these consultations is led by the Marine Science team, drawing on expertise of Marine Protection officers for fishing activity or regulatory considerations.

Marine development consultation responses, by type, issued by Eastern IFCA 2018/19



- Aggregate dredging (n=5)
- Conservation (n=3)
- Dredge disposal_maintenance (n=3)
- Infrastructure (n=7)
- Onshore energy (n=2)
- Policy (n=7)
- Water quality (n=1)
- Coastal defences/flood management (n=9)
- Dredge disposal_capital (n=1)
- Information requests (n=2)
- Offshore energy renewables (n=25)
- Pipelines and cables (n=1)
- Ports (n=2)

Shrimp Fishery Accreditation

The East Coast shrimp fishery is seeking Marine Stewardship Council (MSC) accreditation in order to maintain markets. A pre-assessment exercise was undertaken in 2011 and identified that significant changes in practice and management would be required before accreditation could be achieved. Authority officers have supported the shrimp industry (processors and fishers) in working towards accreditation, by working with the Shrimp Fishery Advisory Working Group. A Brown Shrimp Fishery Management Plan has been drafted and will be fundamental to the fishery eventually gaining accreditation. The Authority recognises the benefits of an industry-led fishery management plan and is committed to working closely with the industry in order to align accreditation goals and management with marine protected area management aims and measures (see above). During 2018-19, Eastern IFCA drafted a Memorandum of Understanding that set out the Authority's role in relation to monitoring the shrimp fishery, provided feedback to the assessment body in relation to the peer review of the application, and awaited further opportunity to support completion of the application process.

Database Maintenance and Development

Additional fisheries data forms have been issued during recent years and the associated data entry burden has increased. Suitable databases are required to mitigate the cost in time of entering data and subsequent analysis. Further data is required going forward, not least in relation to electronic monitoring devices. New systems will need to be developed which can store and analyse this new source of data including the logistics of obtaining it from partner organisations (e.g. the MMO). Throughout 2018-19 current databases were maintained throughout the year as required.

Administrative Metrics

Administrative metrics 2018-2019	
Byelaw derogations (and extensions) issued to facilitate research purposes	10
Freedom of Information requests	2
Environmental Information Regulation requests	1
Wash Fishery Order 1992 licences issued	57
Whelk Permits issued	39
Wash Restricted Area permits issued	24

Enforcement

Enforcement activity is primarily driven through the Compliance Risk Register (an annual assessment of risk of non-compliance) and Tactical Coordination Group meetings (which also considers intelligence and emerging issues). It is also influenced by the outputs of the Strategic Assessment as this identifies the fisheries most at risk of sustainability issues (and by extension, those potentially most vulnerable to negative impacts through non-compliance). Full reporting on Enforcement activity and outcomes is reported on in Appendix 3.



Supplementary priorities 2018-19

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

1. Obtaining better fisheries data
 - a) Continue dialogue with MMO in relation to development of under 10m vessel reporting
 - b) Development of relationship with RSA to obtain more fisheries data
 - c) Further develop the mechanism to obtain voluntary data from commercial fishers
 - d) Continue dialogue with MMO and other partner organisations to develop 'joined-up' approach to gathering fisheries data from fishers in light of possible changes to important commercial species (reduced ability to depend on Bass and Cod).
 - e) Develop shrimp returns data in consultation with industry
 - f) Implementation of I-VMS for all fisheries

Progress

Eastern IFCA contributed to the MMO led project in relation to under 10m reporting which is progressing and intended to go to stakeholder consultation during 2019. No developments were made in relation to data collection from RSAs. No developments in relation to collecting voluntary data from commercial fishers, due to the anticipated changes implemented by the MMO for under 10m catch reporting. No development regarding shrimp returns due to focus being on implementation of the Shrimp Permit Byelaw. Eastern IFCA continued to work with the MMO on the national project to implement IVMS on all vessels under 12m in length.

2. Delivering fisheries management in relation to private fisheries in MPAs where necessary (e.g. private fishery in The Wash).
 - a) Undertake a gap analysis of available evidence in relation to private fisheries, collate required data, assess fisheries and develop management as required

Progress

Dialogue with Cefas Officers has identified that Eastern IFCA is not the competent authority for managing these private fisheries. The Fish Health Inspectorate (a department of Cefas) manages private fisheries and aquaculture and have been undertaking the required Habitats Regulation Assessments. Eastern IFCA has supported Cefas Officers in this regard.

3. Delivering fisheries management in relation to fisheries in MPAs where necessary
 - a) Complete HRAs in relation to ‘unplanned’ fisheries (e.g. sub-tidal seed mussel fisheries)

Progress

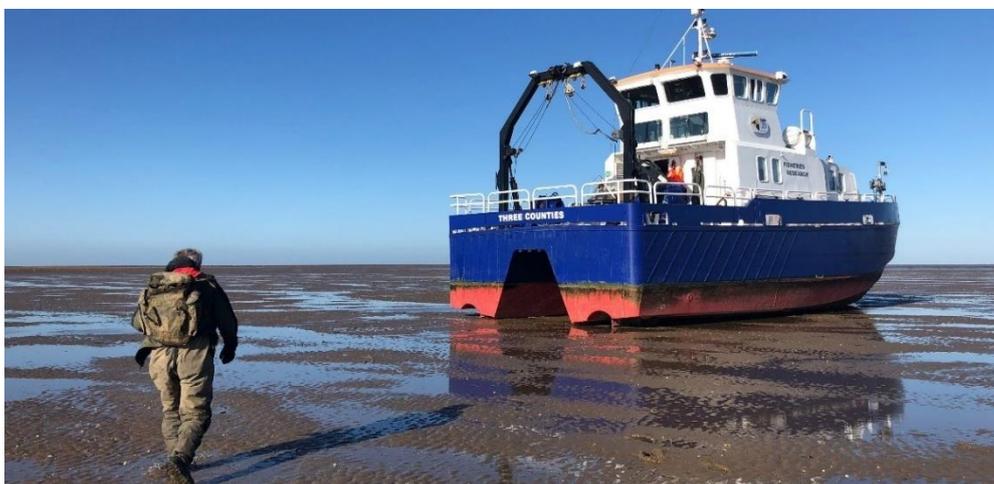
As a result of a high-court judgement handed down on the 27th July 2018, an ‘unplanned’ fishery opened within The Wash. An Emergency Byelaw was implemented (as reported above in relation to associated High Priority workstream) which enabled Eastern IFCA to manage a cockle fishery within the area. A cockle stock assessment was carried out in September of 2018 which informed an HRA to be completed. This enabled a fishery at the site thereafter.

No further ‘unplanned’ fisheries occurred within 2018.

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

Progress

No further work completed toward these supplementary priorities



Delivery against success criteria and success indicators

Five Success Criteria and twenty-seven success indicators have been developed for all ten Inshore Fisheries and Conservation Authorities (IFCAs) within England. Eastern IFCA seeks to deliver its annual priorities in the context of the Success Criteria and this is illustrated in five case studies, which provide a flavour of the work undertaken which meets the success criteria. Appendix 1 provides illustrations of Eastern IFCA’s progress against each Success Criterion and associated Indicators.

Case Study - Success Criterion 1: *IFCAs are recognised and heard, balancing the economic needs of the fishery whilst working in partnership and engaging with stakeholders*

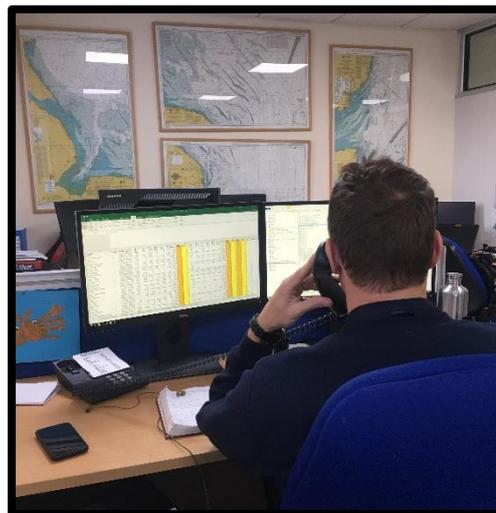
Eastern IFCA revised its engagement plan to focus on engagement with stakeholders to inform development and implementation of fisheries and conservation management measures. This has seen reduction in attendance at resource intensive 'events' (such as county shows) with more time spent developing informative materials, contributing to social media and meeting with impacted stakeholders.

During this time, officers have consulted with fisheries stakeholders on a number of management measures in relation to the protection of marine protected areas. Work undertaken in this vein has led to a greater understanding of the impacts on fisheries stakeholders and has resulted in more effective fisheries assessments and management measures.

This investment of time has enabled the development of our approach and refined how we engage to make it more effective. Important lessons learnt are set out below which have influenced more recent engagement planning.

Lessons learnt

- Clear messages – Officers have developed a standard template for informative materials referred to as a '2-page summary'. Much of the subject matter dealt with by officers is of a technical and complex nature. Distilling this down into easily digestible products for stakeholders is crucial to enable effective engagement.
- Stakeholder communication preferences – Officers undertook an assessment of the preferences of fisheries stakeholders to inform how best to communicate. This work concluded that, unsurprisingly, there is no general preference and that to effectively engage a whole industry, a range of approaches is needed from informal quayside dialogue to the more formal written representation. To this end, engagement planning now includes allocation of resource to engage in a range of formats.
- Importance of communicating how we listened – Officers report outcomes of all consultations to members to inform decisions. Officers respond to consultees on an individual basis with an aim to build trust and encourage greater levels of engagement. This is now built into engagement planning.



Case Study: Success Criterion 2: IFCA's implement a fair, effective and proportionate enforcement regime

In previous years there has been a driver for increased joint patrols focusing on overlapping priorities between Eastern IFCA and partner organisations.

2018-19 saw joint patrols move into routine work for IFCO's, with 50 joint patrols carried out throughout the course of the year, which was over double the initial target of 24.

Eastern IFCA received positive feedback from stakeholders around joint working, particularly from recreational anglers when working with the Environment Agency. Many anglers fish in both fresh and sea water and being educated about the regulations for both was reported as beneficial.

The Senior IFCO (Compliance) attended monthly broads beat meetings with partners such as the Broads Authority, Environment agency, Norfolk and Suffolk Police. He also attended joint meetings with the Environment Agency on an ad hoc basis as determined by other operational priorities.

IFCO's had 100% attendance at the East Marine Area MMO TCG which assisted operational planning intelligence and knowledge sharing.



Eastern IFCA undertaking a joint patrol with the Broads Authority.



Eastern IFCA undertaking a joint patrol with Environment Agency and Norfolk Police



Eastern IFCA undertaking a joint sea patrol with Norfolk Constabulary aboard FPV Seaspray

Case study - Success Criterion 3:

Use of evidence based and appropriate measures to manage the sustainable exploitation of the Whelk Fishery

Due to their low mobility, slow maturation and a reproductive strategy in which neither their eggs or larvae enter the plankton layer for dispersal, whelk stocks are particularly vulnerable to over-exploitation and are slow to recover in areas that are over-fished. Historically, the whelk fishery in the District has tended to be relatively small-scale, interspersed with periods of high displacement activity that coincide with the temporary declines of other local fisheries (such as those for cockles, mussels and brown shrimp). These periods of high activity, when coupled with the whelks' vulnerability to over-exploitation, have tended to create the scenario of "boom and bust" fisheries. While this species previously tended to be targeted as a marginal species when other stocks were low, its importance as an on-going, sustainable fishery has increased among fishers in recent years.

Landings of whelk caught in the District have increased significantly since 2010, leading to fears in 2014 that the stock could crash. There are no national restrictions on whelk fisheries in the UK other than a 45mm Minimum Landing Size (MLS), so in 2015 the Authority implemented an emergency whelk permit byelaw. Among other measures, this byelaw restricted the number of pots to 500/vessel and increased the local MLS to 55mm because the 45mm national MLS was considered to be too small. This was based on evidence that suggested most whelks were not mature at 45mm, but that the Size of Maturity (SoM) varied around the country.

Because the size of maturity has been seen to vary around the country, the Authority began a project in 2016 to determine what that size is locally, in order to determine whether our MLS of 55mm is appropriate. The project ran into problems during the first year sourcing sufficient samples, but data from 2017-2018 found the SoM for samples taken from The Wash and near Lowestoft were both 55mm. A third set of samples from Sea Palling, however, found the SoM from there was between 59mm for males and 62.5mm for females. It has been suggested that whelks might form genetically discrete "stocklets" that have different sized SoM's. The project is continuing to collect and process samples from additional areas in 2019 to determine if the results from Sea Palling were anomalous due to a smaller sample size, or whether the SoM does vary regionally in the District.



Case study - Success Criterion 4: IFCA's have appropriate governance in place and staff are trained and professional.

Training and development

During the year Eastern IFCA continued to develop a comprehensive induction package for all officers. IFCO's attended a 5-day competent officer training course, as new starters or for continued professional development (CPD) for existing officers. In addition to this the Association of IFCA's employed a National Lead Training Officer who developed a suite of training relevant to the IFCO role. CPD courses have been designed for IFCO's and more advanced courses for Senior IFCO's. Delivery of these courses is scheduled for 2019-20. Other CPD courses completed included officers undertaking RYA Day Skipper Theory, Powerboat Level Two and Yachtmaster theory and practical.

Officers also attended a 'wellbeing in the workplace' session delivered by Norfolk Wellbeing Service (NHS).

Senior Marine Science Officers and Senior IFCO's attended an Institute of leadership and Management Level 3 Diploma course. The course is comprehensive, designed for practising first line managers to build leadership capability and develop the core skills to improve their management. At an organisational level the course has delivered several benefits including effective and confident line managers, better relationships and communication within teams and increased productivity.

Supervisory meetings were established during the year. All staff attend supervisory meetings with their relevant managers every 6 weeks to 2 months. So-called one-to-one meetings were introduced as a key method for overseeing staff work, measuring progress against objectives and supporting staff. The meetings also allowed managers to identify training needs and respond to issues more proactively. Supervisory meetings were positively received by all staff.



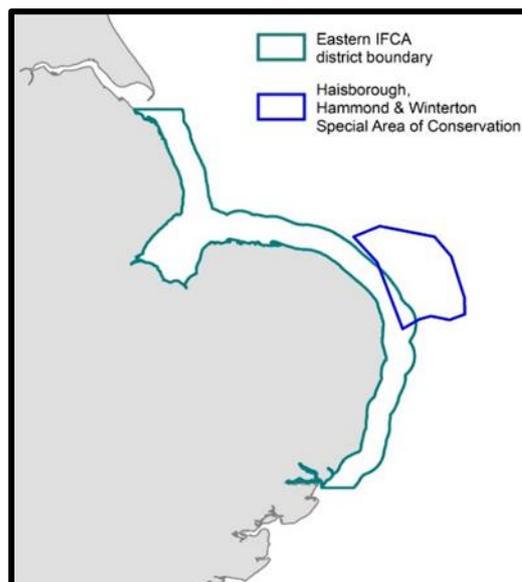
Officers engaged in a one-to-one meeting to discuss workstream progression and personal development plan.



Officers attending a Wellbeing training session

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

In March 2019, Eastern IFCA officers were preparing to take a recommendation to the Authority for restrictions on towed demersal fishing within the inshore section of Haisborough, Hammond & Winterton Special Area of Conservation (HH&W SAC). Management is required to prevent damage from fisheries to biogenic reef: *Sabellaria*, a protected habitat of the SAC. IFCA's have a duty to further the conservation objectives of marine protected areas. Management must be proportionate to the risk of damage to features and Eastern IFCA strives to maintain fishing opportunities as far as possible, so long as conservation objectives are not compromised.



During 2018-19, Eastern IFCA's marine science team undertook a thorough review of available evidence on feature presence and extent, which would underpin the management recommendation. This involved scrutiny of technical data and close liaison with Natural England (NE), the statutory nature conservation advisor, and with fishery stakeholders. The review of evidence included:

- Downloading NE's habitat data for this site and identifying *Sabellaria* reef polygons and point data;
- Checking data type for each polygon/point (e.g. acoustic survey, ground truthing, modelled data) and confidence (e.g. agreement between models, distance to ground truthing);
- Review of Eastern IFCA's and CEFAS's 2016 raw survey data to support our understanding of seabed habitat in key areas;
- Assessment of any other relevant factors, e.g. licensed aggregate extraction areas, anecdotal evidence from local fishery stakeholders regarding seabed habitat at particular locations;
- Creation of priority list of reef polygons according to confidence in supporting data.

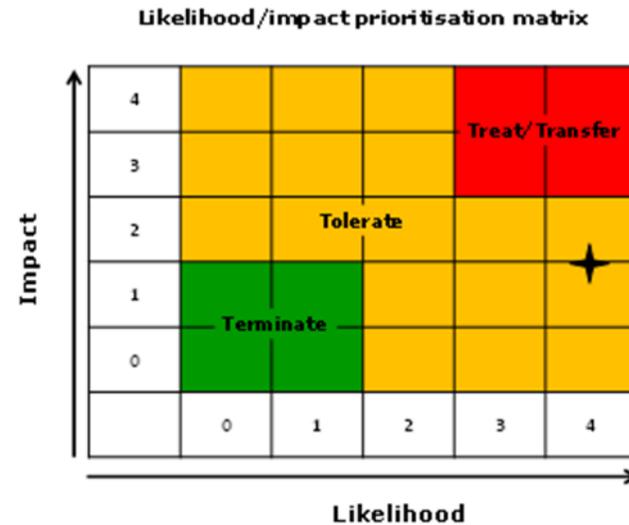
Agreement was reached with Natural England in March 2019 on areas to be managed as reef. This was presented to stakeholders during an "informal engagement" period in March 2019. The outcomes of that consultation would subsequently be used to inform the Impact Assessment, to be presented to the Authority alongside the recommendation for closed areas within HHW SAC and the summary of supporting evidence.

RISK MANAGEMENT STRATEGY

Pages 332-38 of the 2018 to 2023 Business plan outline the Risk Management Strategy of Eastern IFCA. 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. In most cases there are already many actions being undertaken as part of routine working practices to reduce the risks to the Eastern IFCA.

The four actions that can be applied are:

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



90

During the year risks were managed in line with the Risk Management Strategy, as summarised in the table below.

Risk Description	Risk	Action	Mitigation	Residual risk
Eastern IFCA funding substantially reduced		Tolerate	<ul style="list-style-type: none"> • The 25% savings requested by our county funders was delivered 2 years early and sustained via stand still levy for 5 consecutive years up to 2017/18. From 2018/19 onwards 2% per annum increases as well as annual capital contributions to fund future vessel replacement was agreed. • Continued assurance of financial propriety and operations within financial regulations is provided by the continuing voluntary internal and external audit process. • Continued drive to seek efficiencies and promote cost effectiveness. • Demonstrated value for money • Advertised and promoted Eastern IFCA outputs and effectiveness to funding authorities through regular engagement with representatives of the three County Council Financial Directors. • Engaged with Defra through AIFCA to assure continued provision of New Burdens, or equivalent, funding post 2020. • Identified mechanisms to recover costs for outputs judged to be over and above the core Eastern IFCA role (EHO sampling, WFO management). 	Policy driven removal of funding directly threatens ability to meet remit and deliver mandated outputs.
Loss of suitably qualified and experienced personnel		Tolerate	<ul style="list-style-type: none"> • Appropriate leadership and management in place • Investment in professional and personal development • Use of staff appraisal system • Provision of safe and professional working environment • Enabling flexible working arrangements • Conducting regular internal communication events • Empowering line management • Delegating functions and outputs to the lowest level. • Introduction of regular supervision meetings for all staff • Continuation of staff engagement activity 	<p>Eastern IFCA sometimes perceived as an intermediate step in a career progression.</p> <p>Private sector can tend to prey on graduates with experience gained in IFCA type roles.</p>

Eastern IFCA fails to secure funding to replace assets		Tolerate	<ul style="list-style-type: none"> • Maintenance of reserves for vessel replacement • Agreement with funding bodies (County Councils) for annual capital contributions to sustain a vessel replacement programme based upon projected vessel lifespans 	Potential for any future changes in the funding of County Councils to have an impact upon Eastern IFCA funding.
Impact of EU exit on Eastern IFCA duties and the wider economic environment		Transfer	<ul style="list-style-type: none"> • Continued monitoring of EU exit developments with Defra and the MMO • Active engagement with development of vessel provision arrangements to support the MMO • Ongoing development of staff and operational processes to ensure that Eastern IFCA is 'match fit' and able to cope with changes in demand 	<p>Uncertainty on the arrangements for EU Exit i.e. with a deal or 'no deal'</p> <p>Uncertainty on future arrangements for fisheries and conservation management post EU Exit</p>
Eastern IFCA fails to maintain relevance amongst partners		Tolerate	<ul style="list-style-type: none"> • Continued use of the Business Plan to prioritise and communicate outputs • Represented local issues at national level (e.g. engagement with Defra about potentially damaging impact of changes to Bass management measures) • Active engagement with all partners routinely at all levels to identify and address concerns • Engagement with the REAF (Renaissance of East Anglian Fisheries) initiative 	<p>Disparate stakeholder aspirations introduce complexities which may drive perceptions of disengagement or inefficiency.</p> <p>Focus on delivery of MPA protective effect introduces perceptions of bias towards conservation remit from stakeholders.</p> <p>Work-load to service MPA protective effect diverts resources from fisheries management tasks.</p> <p>Perceptions of Authority powerlessness in the face of CFP reforms affecting the inshore fishing sector.</p>

Negative media comment		Tolerate	<ul style="list-style-type: none"> • Active and regular engagement with all partners including media outlets. • Utilised full potential of social media and web-based information. • Embedding professional standards and practices. • Promoting activity 	<p>Disenfranchised stakeholders seek to use the media to introduce doubt as to Eastern IFCA professionalism, utility and effectiveness.</p> <p>One off event prompts disproportionate media spotlight.</p>
Degradation of Marine Protected Areas (MPA) due to fishing activity		Tolerate	<ul style="list-style-type: none"> • Proposed fishing activities authorised by Eastern IFCA are assessed as per Habitats Regulations • Eastern IFCA 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 • Development of the use of I-VMS as a management tool by the Authority • Continue to progress research into the impact of fishing activities on MPA features to ensure the Authority has an up-to-date evidence base to inform its management decisions. 	<p>Attempts to broker balanced solution to provide protective effect whilst mitigating impact on local fishing activity are ignored by fishing community.</p> <p>Fishing vessels fail to adhere to management measures including closed areas introduced through new byelaws.</p>
Shellfish and fish stocks collapse		Treat	<ul style="list-style-type: none"> • Annual stock assessments of bivalve stocks in Wash • Annual review of the level of threat via the Strategic Assessment 	<p>Failure of biosecurity controls introduces disease in the Wash fishery.</p>

			<ul style="list-style-type: none"> • Ability to allocate sufficient resources to monitoring of landings and effective enforcement • Consultation with industry on possible management measures • Ongoing development stock conservation proposals 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 • Maintenance of whelk management measures • Development of shrimp management measures • Consideration of bass management measures in light of EU/UK measures 	<p>Unregulated fishing behaviour threatens stock status.</p> <p>Current management measures fall short of required protective effect.</p>
Failure to secure data		Tolerate	<ul style="list-style-type: none"> • All computers are password protected; individuals only have access to the server through their own computer • Secure wireless internet • Remote back up of electronic files • Access to electronic files is restricted • Up to date virus software installed on all computers • Important documents secured in safes • ICT equipment and policies provided by public sector provider – including encrypted laptops/secure governmental email system • Electronic backup of all Eastern IFCA documents held by ICT provider offsite 	<p>Malicious release of privileged information.</p> <p>Negligent release of privileged information.</p> <p>Invasive techniques constantly evolving</p>

RESOURCES¹

Vessel name	MCA Work Boat Code	Length	Commissioned	Replacement cost
<i>FPV Sebastian Terelinck</i>	Cat. 2 (60 nm offshore)	11.5m	2015	£420,000
<i>FPV John Allen</i>	Cat. 2 (60 nm offshore)	11m	2013	£420,000
<i>RV Three Counties</i>	Cat. 2 (60 nm offshore)	18m	2002	£1,400,000
<i>FPV Sea Spray</i>	Cat. 4 (up to 20 miles to sea)	6m	2018	£51,000

Vehicle details	Entered service	Replacement date	Replacement cost
Ford Tourneo bus	2016	2022	£18,000
Peugeot 308 sw	2009	2017	£13,500
Skoda Yeti 1.6	2014	2019	£15,000
Skoda Yeti 1.6	2014	2019	£15,000
Skoda Yeti 4x4	2014	2019	£18,000
Skoda Yeti 2.0 TDi	2017	2022	£18,000
Skoda Yeti 2.0 TDi	2017	2022	£16,000
Skoda Fabia	2017	2022	£11,000
Isuzu DMax Eiger	2015	2020	£20,000

Description	Purchased	Replacement cost
Side scan sonar	2013	£60,000
Underwater camera	2013	£30,000
Videoray	2013	£15,000
Sonar software	2013	£15,000

In addition to the assets identified above the Authority leases an office in King's Lynn, a new short term lease has been renegotiated to afford time for alternative accommodation to be found, moorings at Sutton Bridge for its vessels and a storage facility (close to the offices) in King's Lynn.



¹ The following resources belonged to Eastern IFCA on the 31st March 2018.

EXPENDITURE

The Authority had a budget of £1,481,008 for 2018-19. This figure includes £394,145 in New Burdens funding from Defra, to enable the Authority to meet the additional duties proscribed under the Marine and Coastal Access Act 2009, £1,016,863 from levies and £70,000 from other sources. Use of New Burden money is not accounted for separately by the Authority due to the accounting and allocation complexities that this would cause.

Following a 25% levy reduction, delivered by 2012-13 and a standstill levy in the intervening years, 2018-19 saw a modest 2% inflationary increase to the County Councils portion of the Authority's income. The final outturn for 2018-19 showed a surplus of £31,447 over budget (0.9%). Key budget variances were:

- 1) Savings in salaries due to vacancy management with Eastern IFCA operating below full complement over for part of the year amounted to £13,881.
- 2) General expenditure (operational overheads) were fractionally overspent as a result of training of new recruits and a programme of upskilling staff in the field of vessel operations (£1,785).
- 3) Communication and Development, Marine Science and Marine Protection combined overspend amounted to (£8,671) due mostly to investment in body worn cameras for IFCA's and sonde repairs for Marine Science.
- 4) Savings on cost of vessel & vehicle operations resulting from lower cost of operating Patrol Vessels and Three Counties £10,465.
- 5) Extra Income £17,557

Reserve name	Amount held within reserve @ 31 March 2019
Research	£78,169
IVMS	£30,000
Operational	£150,000
Legal and enforcement	£75,000
ICT	£10,000
Vessel replacement	£1,576,064
Vehicle renewals	£60,000
Fixed Penalty Fine Fund	£21,750
Office Improvements Fund	£10,000
Defra grant	£18,292
Total "IFCA" reserves	£2,029,275

Remuneration of the Chair, Vice Chair and Chief Executive Officer 2018-2019

The Chair and Vice Chair of the Authority were not remunerated directly by the Authority for their work conducted on behalf of the Authority during 2018-2019. Remuneration of the Chief Executive for the year 2018/19 was in the band £65 – £70,000. Travel, accommodation and subsistence were reimbursed in accordance with the Authority's policies. (see table)

Travel	Accommodation	Subsistence	Total
£2,733	£1,581	£73	£4,387

Staffing

During the year the following changes took place:

- Data/Admin officer appointed
- 2 IFCOs promoted to Grade 6 following successful completion of training as Vessel Skipper

Outstanding vacancies as at 31/3/2019

Full complement for the year, no outstanding vacancies.



Organisational carbon footprint

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

	Estimated carbon footprint for the Authority in 2018-2019 compared against a baseline of 2008-2009					
Source	2008-2009	2014-15	2015-16	2016-17	2017-18	2018-19
Owned road vehicles	24.40 tCO ₂ e	22.04 tCO ₂ e	23.54 tCO ₂ e	19.83 tCO ₂ e	22.58 tCO ₂ e	17.07 tCO ₂ e
Owned ships	197.07 tCO ₂ e	115.40 tCO ₂ e*	119.78 tCO ₂ e*	88.37 tCO ₂ e*	52.26 tCO ₂ e	31.16 tCO ₂ e
Electricity	22.59 tCO ₂ e	18.37 tCO ₂ e	16.83 tCO ₂ e	15.08 tCO ₂ e	16.39 tCO ₂ e	13.82 tCO ₂ e
Train travel	-	1.18 tCO ₂ e	1.14 tCO ₂ e	0.57 tCO ₂ e	0.13 tCO ₂ e	0.17 tCO ₂ e
Flights	-	-	0.90 tCO ₂ e	0.24 tCO ₂ e	- tCO ₂ e	- tCO ₂ e
Total tonnesCO₂e	244.71 tCO₂e	156.99 tCO₂e	162.19 tCO₂e	124.09 tCO₂e	91.36 tCO₂e	62.22 tCO₂e

Developed using the Carbon Trust online carbon footprint calculator

REFERENCES

This report has been developed considering and with reference to the following documents:

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

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

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

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

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

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

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

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

Eastern IFCA Business plan 2018-23



APPENDIX 1 – SUCCESS INDICATORS

Success Indicator	Progress	
Success Criterion 1: IFCA's are recognised and heard, balancing the economic needs of the fishery whilst working in partnership and engaging with stakeholders		
SC1A: The IFCA will maintain a database of stakeholder contacts that will have been reviewed and updated by 31 March each year.	Ongoing	Eastern IFCA holds stakeholder databases which are reviewed on an <i>ad hoc</i> basis throughout the year. Eastern IFCA has completed a review of contacts and has implemented privacy policies in order to comply with the Data Protection Act 2018 and General Data Protection Regulations. This took significant resource throughout the year.
SC1B: The IFCA will have completed a review of its communication strategy and implementation plan by 31 March each year.	Complete	Communication and Engagement report appended to this report (Appendix 4).
SC1C: The IFCA will have reviewed its website by the last working day of each month.	Complete	'News' Section of the website is regularly updated. Eastern IFCA news and information from partner organisations posted in the news area by request.
SC1D: The IFCA will have reviewed its website and ensured it meets the objectives of its communication strategy, by 31 March each year.	Complete	The website is under continual review and development
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.	Not Complete	Established MoUs have not been reviewed this financial year.
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.	Complete	Head of operations attended NIMEG meetings during 2018-19. Marine Science officers attended TAG. CEO Senior Responsible Officer for the IVMS project. Officers participated in a range of other regional and national groups.

Success Criterion 2: IFCA's implement a fair, effective and proportionate enforcement regime		
SC2A: The IFCA will ensure its enforcement risk register and strategy are published and available on its website from the 1 st April each year.	Complete	Enforcement Strategy is published on Eastern IFCA website which encompasses the use of the Risk Register through the TCG process.
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.	Complete	Eastern IFCA coordinates activities in collaboration with partner agencies and the MMO in particular through joint TCGs. Eastern IFCA has also sought to strengthen collaboration with Border Force, Environment agency and the Police force through joint meetings. An example of which is the Broads Beat operational meeting which is attended by a Senior IFCO on a quarterly basis and is attended by all the relevant enforcement organisations in the area.
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.	Complete	Shore-based and seaborne patrol reporting is established and reported to NIMEG in agreed format.
SC2D: The IFCA will adopt the national Code of Conduct for IFCOs, which will be reviewed annually and published on its website by 1 st April.	Complete	IFCOs adopted national code of conducts and policies published by NIMEG.
SC2E: The Code of Conduct for IFCOs is reflected in work objectives and annual appraisals for <u>all</u> Warranted Officers.	Complete	Annual IFCO Objectives and personal development plans incorporate national code of conducts and NIMEG derived policies.
SC2F: Warranted Officers attain accreditation. All undertake Continuing Professional Development.	Ongoing	Accreditation scheme not fully established. New employees (IFCOs) attended accredited training courses.

Success Criterion 3: IFCA's use evidence based and appropriate measures to manage the sustainable exploitation of sea fisheries resources and deliver marine environmental protection within their districts		
SC3A: The IFCA will record site-specific management considerations for Marine Protected Areas and report progress to the Authority	Complete	Site-specific Marine Protected Area fisheries assessments and management considerations are reported at all full Authority meetings.
SC3B: The IFCA will publish data analysis and evidence supporting new management measures, on its website.	Complete	Scientific reports detailing Eastern IFCA research activities are published on the website. These include stock assessment reports from the annual WFO cockle and mussel surveys, crab and lobster stock assessments and results from habitat mapping surveys.
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.	Ongoing	In addition to supporting forthcoming management decisions, the annual cockle and mussel surveys demonstrate the effectiveness of previous management. Additionally, where sensitive seabed features (e.g. <i>Sabellaria</i> reef) has been closed, a review of the regulations is conducted periodically after closure. Habitat mapping surveys have been conducted over the past four years to assess the impact of these closures.
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.	Complete	Eastern IFCA undertakes an annual assessment of fisheries within the district to determine where management measures may be required. The Annual Strategic Assessment is published on the website each year in conjunction with the Business Plan.
SC3E: New IFCA management measures selected for development and implementation are delivered within agreed timescales.	Ongoing	Significant setbacks in implementation of management measures have occurred due to unforeseen complexities and revised legal advice provided by MMO and Defra.
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.	Complete	Eastern IFCA undertakes an annual assessment of fisheries within the district to determine where management measures may be required. The Annual Strategic Assessment is published on the website each year in conjunction with the Business Plan.
SC3G: Progress made in relevant Fisheries Management Plan areas, including Maximum Sustainable Yield commitments, will be noted in the IFCA's Annual Report.	Complete	This work is covered in the business as usual section of the annual report for key species such as mussels, whelks, crab and lobster.

Success Criterion 4: IFCA's have appropriate governance in place and staff are trained and professional.		
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.	Complete	All previous annual plans/business plans have been published on the Eastern IFCA website within the agreed timescales.
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.	Complete	This information is provided in the annual report. All previous annual reports are available on the Eastern IFCA website.
SC4C: IFCA staff will have annual performance management plans in place. Annual appraisals for <u>all</u> staff will have been completed by 31 May.	Complete	All IFCA staff are set Annual objectives and personal development plans with mid-year reviews.
SC4D: An efficient secretariat of IFCA staff support IFCA Authority meetings which are held quarterly and are quorate. Meeting documentation will meet Standing Orders.	Complete	Eastern IFCA Meetings and Sub-Committee meetings effectively recorded in minutes. All meetings in 2017/18 have been quorate and minutes are published online once confirmed as per 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.	Complete	Success criteria Case study 4 provides an example of Eastern IFCA's collaborative work with Suffolk Wildlife Trust, Natural England and aquatic consultants to gather information, share expertise and maximise training opportunities.

Success Criterion 5: IFCA's make the best use of evidence to deliver their objectives		
SC5A: The IFCA will demonstrate progress that has been made towards identifying its evidence needs by publishing a research plan each year.	Complete	In addition to publishing a 5-year Strategic Research plan, Eastern-IFCA also produce an annual Marine Science Plan each year that details the projects and timelines for the coming year's research projects. This plan is informed by the Eastern-IFCA 5-Year Business Plan and an annual Strategic Assessment, which prioritises the highest risk elements of all the fisheries in the district, including fisheries sustainability, viability and environmental impacts.
SC5B: The IFCA will publish a research report annually that demonstrates how evidence has supported decision making.	Complete	Scientific reports that support our decision making are published on the website. Success Criteria case study 5 provides an example of how Eastern IFCA has used evidence to support management of fisheries within the Haisborough, Hammond & Winterton Special Area of Conservation.
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.	Complete	The Eastern-IFCA TAG representative chaired the group between July 2016 and November 2017 and has remained an active member thereafter. The group is active in promoting IFCA's at the national level by liaising and working with scientists from other DEFRA-family organisations, enabling IFCA's to contribute towards national evidence gathering projects and to use recognised standards and procedures.



APPENDIX 2 – WAYS OF WORKING

During the year work to progress the following Memorandum of Agreements (MoAs), Memorandum of Understanding (MoU), Partnership Agreement (PA), Informal Agreements (IA), Agreement in Principle (AIP), Service level Agreements (SLA), Information Sharing Agreements (ISAs), contracts (C) and directorships (D) was undertaken.

These documents set out agreed ways of working for the Authority and attempt to provide clarity for individuals and organisations on their respective roles and responsibilities.

Document	Signatory organisations	Document purpose
MoU	Natural England and IFCAs	Defines roles and responsibilities and ways of working
MoU	Marine Management Organisation and IFCAs	Defines roles and responsibilities and ways of working
MoU	Environment Agency and IFCAs	Defines roles and responsibilities and ways of working
MoU	Kent and Essex IFCA	Defines roles and responsibilities in relation to the Stour and Orwell European Marine Site and the Outer Thames Estuaries Special Protected Area
MoU	North Eastern IFCA	Defines roles and responsibilities in relation to the Humber European Marine Site
MoU	CEFAS and IFCAs	Defines roles and responsibilities and ways of working
MoU	Lincolnshire County Council	Transfer of Defra New Burden money to Eastern IFCA
AIP	Norfolk County Council	Transfer of Defra New Burden money to Eastern IFCA
PA	North Norfolk Fisheries Liaison Action Group (FLAG)	Involvement of Eastern IFCA as a partner in the North Norfolk FLAG
PA	CEFAS, King's Lynn and West Norfolk Borough Council Environmental Health Office	Defines working relationship between regarding the collection of water, cockle, mussel samples for shellfish waters classification within the Wash
MoA	Wash and North Norfolk Marine Partnership	Employment of The Wash and North Norfolk Marine Partnership Project coordinator by Eastern IFCA
MoA	John Lake Shellfish, Lynn Shellfish, Marine Ecological Services	Delivery of a Brown and Pink Shrimp MSC Pre-Assessment project

MoA	Natural England	Delivery of baseline monitoring survey data relating to <i>Sabellaria spinulosa</i> within the Wash embayment
D	Chief Officers of all IFCAs	Directorship responsibilities of Eastern IFCA Chief Officer acting as a Director of the Association of Inshore Fisheries and Conservation Authorities
C	Norfolk County Council	Provision of Internal Audit services
C	Norfolk County Council	Provision of Health and Safety support
C	Kings Lynn and West Norfolk Borough Council	Provision of ICT infrastructure and support
C	Andrew Jackson Solicitors	Provision of specialist legal advice (call off contract)
C	Sidekick Digital	Hosting Eastern IFCA Website
IA	IFCA Technical Advisory Group	Provision of technical advice to IFCA COG
IA	National Inshore Marine Enforcement Group	Development of good practice, partnership working and advice to COG
C	CEFAS and Natural England	Charter agreement for the study of Cobble and Boulder Communities



Marine Management Organisation



Environment Agency



Inshore Fisheries and Conservation Authority



Borough Council of King's Lynn & West Norfolk



The Wash and North Norfolk Marine Partnership

Protecting Nature and Culture

APPENDIX 3 - ENFORCEMENT REPORTING

Overview

On the ground, enforcement resource was focussed on EU bass regulations, cockle fishery management measures and engagement regarding shrimp management measures. Reporting against the targets for 2018/19 is set out in the tables below.

Seaborne Compliance Activity			
Objective	Target Quantity	Quantity achieved	Comment
Sea Patrol Days	90	95	
Monitor EMS closed areas	120	83	Monitoring below target which reflects higher reliance on land based monitoring through the year
Board all vessels which have recently entered the district	100%	100%	

Shore Based Compliance Activity			
Objective	Target Quantity	Quantity achieved	Comment
Port visits	1 per month per port (min)	2.01 port visits per month (average)	45 recognised ports in the district resulting in an average of just over 2 visits per month. There is an uneven spread across ports as visits were as directed in TCG and informed by Intelligence, the risk profile and fishing trends
Monitoring EMS closed areas	1 per month (min)	3.8 average per month	Monitoring above target which reflects higher reliance on land based monitoring through the year (reduced number of seaborne monitoring)
IFCO's to engage with the owner/skipper of all vessels which have recently entered the district	100%	100%	All 'new' vessels inspected, and skippers / owners engaged to ensure an understanding of Eastern IFCA byelaws.

Partnership Working			
Objective	Target Quantity	Quantity achieved	Comment
Attendance at MMO Area TCG meeting	100%	100%	
Joint patrols/inspections/ operations with the Marine Management Organisation	24 (min)	50	Joint working is now embedded in IFCA ways of working facilitated by office sharing and attendance of partner TCG's.

APPENDIX 4 – REPORTING ON THE COMMUNICATION AND ENGAGEMENT PLAN.

Overview of activity

Eastern IFCA utilises strong ties with stakeholders in all facets of its work. From the development of management measures to the assessment of fishing activities in Marine Protected Areas, the local knowledge and expertise of the community is sought wherever possible.

Dialogue with stakeholders is the backbone of Eastern IFCA's Regulation and Compliance Strategy which seeks in the first instance to ensure compliance through engagement whilst developing measures and education during their implementation. This is achieved during both shore-based and seaborne patrols of the district by warranted IFCOs. This is reported on in Appendix 3. In addition to the routine engagement we have with stakeholders throughout the year we also had specific engagement for a number of new byelaws including:

- Formal Consultation of the Marine Protected area Byelaw 2018
- Formal Consultation on the Shrimp Permit Byelaw 2018
- Re-consultation on the amended provisions of the Shrimp Permit Byelaw 2018
- Formal Consultation on the WFO Regulations

For all of these byelaws/regulations, impacted stakeholders were written to or emailed about the byelaws. News Items were uploaded to the website and Fisheries Associations were contacted. Eastern IFCA also facilitated further engagement and discussion by holding meetings, phoning directly impacted stakeholders, discussions on the quay, and one to one meetings.

Social Media

Throughout the year Eastern IFCA uploaded 24 news articles onto the website, in addition to specific pages and updates. The business plan for the year placed a focus on promoting Eastern IFCA activity and key messages through social media (Facebook and Twitter). Below is a summary of the key statistics, with a comparison to the figures from previous years.

	Twitter Impressions* (thousands)	Twitter Engagement rate* (%)	Facebook impressions (thousands)	Facebook engagements (%)	Overall impressions (thousands)
2017-18	69.9	0.87	33.4	2.68	103.3
2018-19	155.2	1.38	92	6.32	247.2
Percentage increase from last year	122%	0.51%	175%	3.64	139%

**Impressions: Number of times users saw a social media post.*

**Engagement Rate: The number of engagements (clicks, retweets/shares, replies, follows and likes) divided by the total number of impressions.*

In addition to these figures, the overall following of Eastern IFCA pages increased throughout the year. The increase in impressions mean that a lot more people are reading the Eastern IFCA posts and that they are of interest. The increase in the engagement rate, is particularly important as it shows our following want to read more or see more about the organisation, which can often direct traffic to the website.

It is important to note, particularly in regard to Facebook posts that 'organic' (not paid for) growth can be difficult to achieve, but Eastern IFCA has accomplished this. Eastern IFCA do not pay to promote any social media posts, so all figures represent organic growth.

Community Events

As per the business plan 2018-23 the focus was to shift from attending resource intensive shows and community events to more 'on the ground' engagement with our core stakeholders. Therefore, Eastern IFCA did not attend any large community events, but where the opportunity existed a single officer (or pair) were sent to events. This included the agents of change workshops based on the North Norfolk Coast and below is an example of such an event with an IFCO at a school uniformed services fair.



Examples of other meetings and workshops attended

Eastern IFCA attended a plethora of events throughout the year, encompassing the full breadth of the authority's remit, below is a list that gives a flavour of the events attended:

- Zoonoses Interdisciplinary Group Seminar presenting the outcomes of the operation Blake project.
- Norfolk Coastal Forum
- A workshop focusing on Assessing Options for Non-Lethal Seal Deterrents
- Donna Nook Conservation Meeting
- Holbeach conservation group meeting
- Advisory groups associated with the Wash and North Norfolk Marine Partnership.
- Suffolk Coastal Forum
- Bait collection workshop
- Southern North Sea managers meeting
- North Norfolk Commercial fishing forum
- Suffolk Saltmarsh Group



Officers also carried out 'on the ground' engagement by attending angling and tackle shops to engage with owners and customers alike regarding legislation such as Minimum Conservation Reference Sizes and current bass regulations. These were carried out as part of joint working with partner agencies.

