



**Papers for a meeting of the
FINANCE & HR SUB-COMMITTEE**

**to be held at
King's Lynn Town Hall, Saturday Market Place,
King's Lynn, PE30 5DG
on
2nd November 2021
at
10.30 hours**

Vision

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



Meeting: **Finance and HR Sub-Committee**

Date: 2nd November 2021

Time: 10.30 hours

Venue: Assembly Room, King's Lynn Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

Revised Agenda

- 1 Welcome - *Chair*
- 2 Apologies for absence - *Chair*
- 3 Declaration of Members' interests - *Chair*

Action Items

- 4 Minutes of the Finance & Personnel Sub-Committee meeting on 3rd August 2021
- 5 Matters Arising - *Clerk*
- 6 Quarter 2 Payments and Receipts – *Hd Finance & HR*
- 7 Quarter 2 Management Accounts – *Hd Finance & HR*
- 8 External Audit of Statement of Accounts for year ended 31st March 2021 (Verbal update) – *Hd Finance & HR*
- 9 Provisional budget 2022-23 and Budget Forecast to 2027 – *Hd Finance & HR*
- 10 IFCO Working Model - *Hd Finance & HR*
- 11 To resolve that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for item 12 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 1 of Schedule 12A of the Act.

Information Items

- 12 HR Update – *Hd Finance & HR*
- 13 RV Three Counties replacement verbal update – *Head of Operations*
- 14 Any other urgent business

To consider any other items which the Chair is of the opinion are matters of urgency by reason of special circumstances which must be specified

Julian Gregory
Chief Executive Officer
Date: 25th October 2021

Vision

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



Finance & HR Sub-Committee

A meeting of the Finance & HR Sub-Committee took place at the Town Hall in King's Lynn 3rd August 2021 at 1030 hours.

Members Present:

Cllr T FitzPatrick	Chair	Norfolk County Council
Cllr M Vigo Di Gallodoro	Vice Chair	Suffolk County Council
Cllr E Back		Suffolk County Council
Cllr M Chenery of Horsbrugh		Norfolk County Council
Cllr P Skinner		Lincolnshire County Council

Eastern IFCA Officers Present:

A Bakewell	Head Finance & HR
J Butler	Head of Operations
J Gregory	Chief Executive

FHR21/24 Welcome

The Chairman welcomed members to the meeting.

FHR21/25 Apologies for absence

Apologies for absence were received from Cllr Adams (NCC) and Messrs Bolt and Williamson (MMO Appointees).

FHR21/26 Declarations of Members Interest.

There were no additional interests declared.

FHR21/27 Minutes of the Finance and Personnel Sub-committee meeting held on 27th April 2021

Members Agreed to sign the Minutes as a true reflection of the meeting.

FHR21/28 Matters Arising

The CEO informed members that he had visited Goodchild Marine to finalise the design of the vessel. There was ongoing debate around the fitting of a Hiab crane, which engines would be the best fit for the vessel and whether or not it would be possible to carry a RIB similar to Sea Spray onboard. The meeting had in general been very productive and,

having been shown some of the work being carried out, the CEO was confident about the build.

Cllr Skinner was concerned that not being able to carry Sea Spray may impact the type of work the vessel would be able to carry out, however, the CEO advised that a smaller tender carried on board would still enable Officers to carry out boardings or get them to shore for survey work.

FHR21/29 Quarter 1 Payments and Receipts

Members were advised that the payments were front ended as many annual payments would be made in the first quarter.

Income included two of the Levy payments for the year, the third one having been paid at the end of the previous financial year. There was also a VAT return payment which related to the previous financial year

Members Agreed to Note the paper

FHR21/30 Management Accounts for the 1st Quarter of the 2021/22 Financial Year

The Head of Finance & HR advised that these figures were where they were expected to be in line with the budget. There were some minor variances against budget headings, which were explained to members in the accompanying notes.

Members were advised these figures included the unbudgeted expense incurred for the purchase of GPS trackers for vessels working within the area of the Cromer Shoal MCZ.

Income from EHO sampling related to invoices issued at the end of the previous financial year.

Members Agreed to note the Management Accounts

FHR21/31 Annual Statement of Accounts (Draft) for year ending March 2021

Members were advised the Statement of Accounts was only in draft form as the result of the NCC Audit was still awaited. Due to Covid-19 compliance the process had been slightly delayed. However, it was not anticipated there would be any changes to the prepared Accounts.

Whilst the Accounts were mostly self-explanatory members were advised that due to a copy and past error during compilation of the report the table showing Movement in Reserves was in fact that relating to the previous year, actual movement in reserves was explained to members.

Members Resolved to:

- **Approve the Statement of Accounts for submission for external examination**
- **Authorise the Chairman and Chief Executive to sign the Annual Returns before submission to the auditors for review.**

- **Authorise in accordance with the Authority's Financial Regulation 3.4, transfers of funds to and from 'ear-marked' reserves as outlined in the Statement of Movement in reserves for the year ending March 2021.**

Proposed: Cllr Chenery of Horsbrugh

Seconded: Cllr Skinner

All Agreed

FHR21/32 Wash Fishery Order Licence Fees

Members were reminded that previously there had been agreement to increase the licence fees to recover more of the fees associated with the fishery. For the 2020 handwork cockle fishery Covid-19 stalled the process as the Authority were only able to carry out limited survey work which resulted in a fairly modest TAC, considering this in conjunction with other negative impacts due to the pandemic the Authority had taken the decision to revert to pre-increase licence fee levels.

Unfortunately, the Minister had not approved the full package of increases and by the start of the 2021 fishery the Authority had still not received approval from Defra to use the increased licence fee for that year. By the time approval was received only 13 licences had not been taken out.

There were three options considered by the CEO, Chair and Vice-chair, these being to:

1. increase the Fee for the Licences still to be renewed
2. increase the Fee for all Licences requesting a supplementary payment for the 46 licences already renewed
3. issue the remaining 13 licences at the pre-increase fee (£330)

Having considered the budget for the year as a whole and being confident the difference could be offset by savings in other areas, the decision was made to issue the remaining licences at the pre-increase fee.

Members expressed concern that Defra took so long making the decision particularly as the delay had such a large impact on the Authority's finances. The CEO advised the mechanism for change would be easier with a Byelaw than with the Order.

Members Agreed to note the decision of the CEO, Chair and Vice Chair to adopt option 3.

FHR21/33 External Audit of Statement of Accounts for year ended 31st March 2020

Completion of this report had been delayed as a result of the internal audit being carried out remotely.

The outcome of the audit was that no issues were found with the Annual Statement.

Cllr Skinner thanked the Head of Finance & HR for producing a good set of accounts.

Members Agreed to Note the report.

FHR21/34 Vessel disposal and replacement

The Head of Operations gave members a brief resume of the historical decision to move from one large enforcement vessel to two smaller cabin ribs. The first of these two vessels was bought with the knowledge that modifications were likely and it would have an expected working life of 10 years. As the vessel has reached 9 years in service it was felt now was the time to consider sale of the vessel and a suitable replacement. It was anticipated that the replacement would be a small catamaran to accommodate the changing research and enforcement needs of the Authority. It would still have a crewing requirement of 3 or 4 Officers so there would be no additional staffing requirements. Early indications were that a replacement would be between £160k - £200k.

Cllr Chenery of Horsbrugh queried who would sit on the Vessel Procurement Panel. It was explained that the panel consisted of the Chair, Vice Chair, CEO and Head of Operations. Reports would be made to the sub-committee when decisions were made, using a smaller decision making group was purely to speed up the process.

Members Resolved to:

- **Agree to sell FPV John Allen subject to a valuation being sought as to current market value**
- **Agree to establish a Vessel Procurement Panel comprising the Chair of the Authority, Vice Chair, CEO and Head of Operations**
- **Agree to delegate to the Vessel Procurement Panel authority to oversee and approve the procurement of an enforcement vessel utilising the most appropriate methodology in accordance with relevant procurement legislation and the Authority's Financial Regulations.**

Proposed: Cllr Vigo Di Gallidoro

Seconded: Cllr Skinner

All Agreed

FHR21/35 *Members Resolved that under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for item 13 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 1 of Schedule 12A of the Act.*

Proposed: Chair

Seconded: Cllr Back

All Agreed

FHR21/36 HR Update

In addition to the paper provided members were given a verbal update on matters which had arisen following the paper being prepared.

- As the result of an Annual Medical an Officer had been referred to Occupational Health for further assessment, the outcome of which was advice that the Officer should be considered for early retirement due to ill health.
- Correspondence had been received from Acas relating to a claim of Disability Discrimination, the CEO was confident the claim had no merit.
- Previous plans to build a new office had been put on hold as a result of Covid. Currently staff continued to be working from home but plans were being made for a small number of staff to return to working from the office. Initially it was anticipated this would be on a rota basis, with consideration being given to reviewing ways of working.
- A member of the Marine Science Team had tendered their resignation the previous week. The Executive Team would consider how to address recruitment of a replacement officer.

Members Agreed to note the paper and the verbal updates given by the CEO.

FHR21/37 Any Other Business

There were no items raised.

There being no other matters to discuss the meeting closed at 1122 hours.

Vision

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



Action Item 6

Finance and HR sub-committee meeting

2nd November 2021

Report by: Andrew Bakewell – Head of Finance & HR

Payments made and monies received during the period 1st July 2021 to 30th September 2021 (Quarter 2)

Recommendations

Members are asked to:

- **Note** the content of the paper

Background

It is an audit requirement that the Authority's receipts and payments are presented to Members on a quarterly basis.

The report on Payments made and monies received during the period 1st July to 30th September 2021 are shown in the following tables.

The payments have been made in accordance with Eastern IFCA's Financial Regulations and the necessary processes and approvals have been carried out.

Background documents

There are no background documents to this paper.

Finance Officer's Report on Payments Made and Monies Received during the period
1st July to 30th September 2021

Payments made during the period 1st July 2021 to 30th September 2021

	Month 4	Month 5	Month 6	TOTAL
	£	£	£	£
Transfers to EIFCA Salaries Acct.				
Rent, Rates & Service Charges	2,017.68	9,735.00	5,391.06	17,143.74
General Establishment	4,143.34	5,793.62	3,833.46	13,770.42
Legal Fees		1,142.00	583.00	1,725.00
Staff Travelling & Subsistence	1,148.65	764.51	430.02	2,343.18
Members' Allowances	70.20			70.20
Training		1,539.62	290.00	1,829.62
Moorings/Harbour Dues	455.00	227.50		682.50
Three Counties Operating Costs	2,498.27	5,427.98	3,026.68	10,952.93
FPV JA & ST –Operating Costs	1,086.33	2,483.28	625.83	4,195.44
Vehicle Operating Costs	1,324.00	2,002.71	2,670.95	5,997.66
Communication and Development		746.00		746.00
Marine Science	8,576.30	1,087.49	242.10	9,905.89
Enforcement	100.72	1,525.87	270.10	1,896.69
Wash & Nth Norf. EMS Project	62.96	6.99	6.99	76.94
WFO		100.00		100.00
Petty Cash				
VAT recoverable (Quarter)	10,187.33	11,259.02	2,941.58	24,387.93
Grant funded project	32,039.66	32,039.70		64,079.36
TOTAL PAYMENTS MADE	63,710.44	75,881.29	20,311.77	159,903.50

Monies received during the period July 2021 to September 2021

	Month 4	Month 5	Month 6	TOTAL
	£	£	£	£
Levies				
Defra funding				
Asset replacement				
WFO – Licences	1,983.00	3,300.00		5,283.00
EMFF Grants		40,604.00		40,604.00
Whelk licences	250.00		500.00	750.00
Wash & North Norfolk Coast EMS				
VAT				
Fixed Penalty Fine		250.00		250.00
EHO sampling				
Lay rents	65.00			65.00
Court costs				
Interest		4.00	0.45	4.45
Asset Sales				
Miscellaneous				
TOTAL MONIES RECEIVED	2,298.00	44,158.00	500.45	46,946.45

Expenses –

Marine science includes purchase of a new ROV month 4

CEFAS invoices for Operation Blake (to be reclaimed) totalling £64k in months 4 &5

Other costs largely as expected

Income –

One grant payment from EMFF received in month 5.

Vision

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



Action Item 7

Finance and HR sub-committee meeting

2nd November 2021

Report by: Andrew Bakewell – Head of Finance and HR

Report on the Management Accounts for the 2nd Quarter of the 2021/22 financial year

Purpose of report

To provide 2nd Quarter Management Accounts for members to note.

Recommendations:

Members are asked to:

- **Note** the Management Accounts

Explanatory Notes

Salaries and on costs	22,011	vacancies
General expenditure	5,430	Officers exes
Enforcement	770	
Marine Science	(11,216)	ROV £9k, Bird Study £5k
Vessels	2,550	TC overspend (£7.3k) offset by
		Underspend mainly Ribs
Vehicles	710	-
Income	(6,593)	WFO licence fees
Operation Blake	(23,505)	Timing grant claim o/s c. £30k

Management Accounts Financial Year 2021/2022

	ACTUAL Year to Date Qtr 2 £	BUDGET Year to Date Qtr 2 £	VARIANCE	MEMO Budget For Year £
<u>SALARIES & WAGES</u>				
Staff Remuneration	392,431	416,500	24,069	849,500
Pension	89,633	85,800	(3,833)	175,000
National Insurance	40,145	41,920	1,775	85,500
TOTAL	522,209	544,220	22,011	1,110,000
<u>GENERAL EXPEND</u>				
Accommodation	31,971	31,700	(271)	63,385
Insurance	7,900	8,600	700	8,600
General Establishment	75,810	74,030	(1,780)	96,060
Officers' Expenses	4,114	7,500	3,386	15,000
Members' Travel	125	1,000	875	2,000
Training	13,230	15,750	2,520	20,000
TOTAL	133,150	138,580	5,430	205,045
Media & Comms	746	500	(246)	1,000
Enforcement	13,230	14,000	770	25,000
Marine Science	17,216	6,000	(11,216)	12,000
Operation Blake	64,109		(64,109)	
<u>VESSELS</u>				
Moorings/Harbour Dues	3,385	5,000	1,615	6,000
<u>Vessel Operating Costs</u>				
Three Counties	19,250	12,000	(7,250)	48,500
FPVs JA & ST	11,299	19,500	8,201	39,000
Vessels insurance	22,156	22,140	(16)	22,140
TOTAL	56,090	58,640	2,550	115,640
<u>VEHICLES</u>				
Operating Costs	18,090	18,800	710	27,800
TOTAL	18,090	18,800	710	27,800
Contingency		12,500	12,500	25,000
TOTAL EXPENDITURE	824,840	793,240	(31,600)	1,521,485
<u>INCOME</u>				
Bank Interest	15	20	(5)	10,050
Levies	1,473,248	1,473,248		1,473,248
WFO Licence	16,165	16,000	165	16,000
Whelk licences	1,229	3,000	(1,771)	6,000
Asset replacement	159,135	159,135		159,135
Other	1,247	1,000	247	2,000
EMFF Grants	40,604		40,604	
EHO sampling	4,608	9,000	(4,392)	18,000
Lay rents	1,913	2,750	(837)	3,000
TOTAL INCOME	1,698,164	1,664,153	34,011	1,687,433
Reserve movement				165,948

Vision

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



Action Item 9

Finance & HR Sub-Committee

2nd November 2021

Report by: Andrew Bakewell – Head of Finance and HR

Provisional Budget for the period 1st April 2022 to 31st March 2023 and Forecast to 2026/27

Purpose of report

To present the Draft Budget for the 2022/23 financial year along with the Forecast for the following 4 years to 2027. The estimates detailed below are for agreement and recommendation to the full Authority at their next Statutory meeting.

Recommendations

Members are asked to:

- **Approve and recommend** the Draft Budget 2022/23 to the full Authority at their next meeting on 10th December 2021.
- **Approve and recommend** the Levies for 2022/23 to the full Authority at their next meeting on 10th December 2021.
- **Approve** the Forecast for the following 4 years to 2026/27 for presentation to the full Authority at their next meeting on 10th December 2021.

Background

The Draft Estimates of Expenditure for the financial year 2022/2023 are summarised under the main budget headings shown on Table 1. The details of expenditure are shown in Tables 2 & 3, which are attached.

Table 1 also shows the budget approved for the current financial year (2021/2022) and projected outcome for this year. The format of Table 1 shows the Total Estimates of Expenditure less Income including 'New Burden' costs. The New Burden Funding is then deducted from the Total Expenditure less Income to establish the residual cost which after deduction of the contribution from County Councils shows the surplus available for asset replacements or the reserves ear marked for that purpose.

The projected expenditure less income for 2021/2022

The calculation of the Provisional Budget for 2022/2023 (Table 1).

Assumptions

For some time now there has been doubt over the continuation of new burdens funding and in recent years Defra have approved continuation on a year by year basis. Discussion this year have considered linking funding with deliverables. Against this backdrop the AIFCA and the IFCAs were invited, by Defra, to make a representation to Defra on the IFCA spending needs for the period 2021 to 2024, ahead of an anticipated spending review for that period to be announced in the Autumn. Accordingly, the AIFCA and the IFCAs, through their Chief Officers, considered the activities emerging from government policy where IFCAs would be expected or could reasonably be expected to helpfully contribute to policy implementation consistent with wider duties placed on the IFCAs. As well as the emerging policy areas, the adequacy of the capital expenditure arrangement and the effect of inflation on the grant received were also considered.

This work led to the submission of a bid to Defra, which was approved at the Association of IFCAs Members Forum on 7th September 2021, which was attended by the Chair and the CEO. The submission makes bids for specific posts/workstreams and during its development the CEO pointed out that one size was unlikely to fit all and that there would need to be some flexibility permitted in the utilisation of funding.

Defra have yet to respond to the submission and to advise what will be induced in their bid to Treasury for 2022, so the estimates in this paper include the current level of New Burdens funding. In the event that such funding is reduced or not provided at all it is proposed that the shortfall is met from reserves for 2022-23 whilst plans are made to address the shortfall from 2023-24 onwards.

Notes on Expenditure

Members may find the notes below helpful in relation to tables 1, 2 & 3

Variations from 2021/2022 Budget to the 2021/2022 Projection and 2022/2023 Draft Budget are summarised under the main budget headings in the following table:

	2021/2022 Budget £	2021/2022 Projection £	2022/2023 Draft Budget £
Salaries & Wages	1,110,000	1,072,600	1,207,000
General Expenditure	205,045	195,760	207,450
Departmental Op Costs	38,000	44,000	38,500
Vessels	115,640	119,660	126,850
Vehicles	27,800	32,500	31,250
TOTAL	1,496,485	1,464,520	1,572,550

Salaries & Wages

2021/2022 Projection- £ 37,400	2022/2023 Draft Budget (£97,000)
a) Vacancies and recruitment delays due to pandemic.	Vacancies all filled, annual increments and 2% est. inflation. Increased NI

General Expenditure

<u>2021/2022 Projection- £ 9,285</u>	<u>2022/2023 Draft Budget £(2,405)</u>
a) Savings on travel, expenses and training.	Travel resumed, inflation

Departmental Operational Costs

<u>2021/2022 Projection- £(6,000)</u>	<u>2022/2023 Draft Budget £(500)</u>
Purchase of ROV £9k	Inflation no one off costs anticipated

Vessels

The 2020/2021 budget provided for the operating costs of Three Counties, John Allen, Sebastian Terelinck and Seaspray all year.

<u>2021/2022 Projection- £ (4,020)</u>	<u>2022/2023 Draft Budget £(11,210)</u>
TC age related mtce.fuel price	Final? TC refit fuel & inflation

Vehicles

<u>2021/2022 Projection- £(4,700)</u>	<u>2022/2023 Draft Budget £(3,450)</u>
Fuel repair bills extra vehicles pt. year	Inflation increased activity

Inflation Contingency

An inflation contingency of 2% on salaries and 2% on prices where applicable is included in the Draft Budget.

Income

<u>2021/2022 Projection £(29,050)</u>	<u>2022/2023 Draft Budget £(9,050)</u>
WFO licence fees delayed increase	Reduced interest less to invest

Reserves

The amounts held in EIFCA's ear-marked reserves estimated at 30.09.2021 are set out below:

	£
ICT Fund	10,000
Legal and Enforcement Fund	75,000
Office Improvement Fund	10,000
Research Fund	78,169
DEFRA Grant	18,292
Vehicle Renewals Fund	60,000
IVMS (10%)	30,000
Vessel Replacement Fund	<u>2,009,016</u>
	<u>2,290,477</u>

Levies

As previously agreed with the County Councils' finance representatives, levies have been increased by 2% for 2022/23. Although reserves are healthy the order for a replacement of RV Three Counties is valued at c.£1.6million. The reduced reserves will be further augmented by annual asset replacement contributions which started in 2020/21. The Levies on the constituent County Councils including the 2% increase and asset replacement funding for 2022/2023 follow:

	Norfolk County Council	Suffolk County Council	Lincolnshire County Council
	£	£	£
County Council Levies	423,763	318,097	358,825
Asset replacement	63,105	47,371	53,434
New Burden Funding Allocation	151,999	114,420	127,726
Total Levy	638,867	479,888	539,985
	38.5%	28.9%	32.6%
<u>For Information</u>			
<u>2021/2022</u> Total CC contributions	628,720	472,271	531,393

Table 1

Estimates of Expenditure 2021/2022

	2021/2022 Budget	2021/2022 Act/Proj	2022/2023 Draft Budget
	£	£	£
Salaries & Wages	1,110,000	1,072,600	1,207,000
General Expenditure	205,045	195,760	207,450
<u>Departmental Operational Costs</u>			
Marine Science	12,000	22,500	12,500
Marine Protection	25,000	20,000	25,000
Media	1,000	1,500	1,000
<u>Vessels</u>			
Moorings & Harbour Dues	6,000	6,000	6,500
Research Vessel – T C	50,000	61,000	62,000
Enforcement Vessels - Ribs	37,500	30,500	35,500
Vessel insurance	22,140	22,160	22,850
Vehicles	27,800	32,500	31,250
TOTAL EXPENDITURE £	1,496,485	1,464,520	1,572,550
INCOME	79,050	50,000	70,000
EXPENDITURE LESS INCOME £	1,417,435	1,414,520	1,502,550
<i>LESS New Burden Funding</i>	394,145	394,145	394,145
Net Expenditure	1,023,290	1,020,375	1,108,405
Levies	1,079,103	1,079,103	1,100,685
Surplus/(Shortfall	£ 55,813	58,728	(7,720)

Table 2**Estimates of Expenditure 2022/2023**

Details of Expenditure - Salaries & Wages and General Expenditure

	2021/2022	2020/2021	2022/2023
	Budget	Projection	Draft Budget
<u>SALARIES</u>			
Staff Remuneration	849,500	808,000	897,000
Pension	175,000	181,600	210,000
National Insurance	85,500	83,000	100,000
TOTAL	1,110,000	1,072,600	1,207,000
<u>GENERAL EXPENDITURE</u>			
<i><u>Accommodation</u></i>			
<i>(Rent, Rates, Insurances, Utilities)</i>			
Rent	34,665	35,040	36,250
Business Rates	15,980	15,980	16,300
Water Rates	760	710	750
Service Charges	3,420	3,420	3,500
Insurance - Buildings	1,090	1,090	1,150
Insurance Office & General	8,600	8,500	8,750
Electricity	4,100	4,100	4,500
Cleaning	770	1,000	1,000
Maintenance & Redecoration	2,600	4,520	4,000
TOTAL	71,985	74,360	76,200
<i><u>General Establishment</u></i>			
Advertisements & Subscriptions	19,600	18,000	18,000
Legal & Professional Fees	10,500	14,000	12,000
Telephones (Office & Mobile)	7,100	6,400	7,500
Postage & Stationery	8,850	8,500	8,500
IT Support (including Citrix)	35,560	34,000	34,500
Uniforms & Protective Clothing	9,500	7,500	8,000
Medical Fees	850	3,200	1,250
Recruitment	500	1,000	1,000
Sundry inc. Meeting Costs	3,600	1,200	1,250
TOTAL	96,060	93,800	92,000
<i><u>Officers' Travel & Subsistence</u></i>			
General Travel - Fares, Taxis etc	4,000	3,000	5,000
Subsistence Payments	1,000	2,000	1,250
Overnight Subsistence	2,000		1,500
Hotel - Accommodation & Meals	8,000	2,000	5,000
TOTAL	15,000	7,000	12,750
<i>Members' Travel</i>	2,000	1,000	1,500
<i>Training</i>	20,000	20,000	25,000

Table 3

Estimates of Expenditure 2022/2023

Details of Expenditure - Vessels & Vehicles

	2021/22	2021/22	2022/23
	Budget	Projection	Draft Budget
<u>MOORINGS & HARBOUR DUES</u>			
Rent - Sutton Bridge Moorings			
Maintenance	500	500	500
Berthing & Harbour Dues	5,500	6,000	6,000
TOTAL	6,000	6,500	6,500
<u>RESEARCH VESSEL</u>			
<u>Three Counties/</u>			
Maintenance & Repairs	15,000	20,000	20,000
Refit	25,000	24,000	30,000
Insurance & Certification	16,740	14,000	15,000
Fuel	10,000	8,500	12,000
TOTAL	64,000	66,500	77,000
<u>ENFORCEMENT VESSELS</u>			
<u>John Allen/Sebastian Terelinck</u>			
Maintenance & Repairs	25,000	30,000	30,000
Insurance & Certification	3,780	6,250	6,750
Fuel	12,500	5,000	5,500
TOTAL	41,280	41,250	42,250
<u>Seaspray</u>			
Maintenance & Repairs			
Insurance & Certification	1,620	1,000	1,100
Fuel			
TOTAL	1,620	1,000	1,100
<u>VEHICLES</u>			
Insurance	12,100	10,750	11,250
Fuel & Sundries	10,500	10,000	14,000
Servicing	3,750	4,500	4,500
Vehicle Tracking	1,450	1,500	1,500
TOTAL	27,800	26,750	31,250

Forecast to March 2027

	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>
Income					
Levies	1,100,685	1,122,699	1,145,143	1,168,056	1,191,417
“New Burden”	394,145				
Other	70,000	80,000	80,000	80,000	80,000
Total Income	1,564,830	1,202,699	1,225,143	1,248,056	1,271,417
Expenditure					
Staff cost	1,207,000	1,231,140	1,250,000	1,270,000	1,305,000
Administration	207,450	211,500	212,500	215,000	217,500
Operations	38,500	39,000	39,500	40,000	40,500
Vessels	126,850	105,000	107,000	110,000	112,500
Vehicles	31,250	32,500	34,500	35,500	36,500
Total	1,572,550	1,619,140	1,643,500	1,670,500	1,712,000
Surplus/Shortfall	(7,720)	(416,441)	(418,357)	(422,444)	(440,583)
New burden alt.		394,145	394,145	394,145	394,145
Adj. Surp/s/fall	(7,720)	(22,296)	(24,212)	(28,299)	(46,438)

Movement in reserves

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Opening	2,281,341	2,439,205	1,095,399	647,785	363,320	79,985
Revenue	58,728	(7,720)	(416,441)	(418,357)	(422,444)	(440,583)
Asset rep	159,136	163,910	168,827	173,892	179,109	184,482
Utilised	(60,000)	(1,500,000)	(200,000)	(40,000)	(40,000)	(740,000)
Balance	2,439,205	1,095,399	647,785	363,320	79,985	(916,116)
New Burden			394,145	788,290	1,182,435	1,576,580
Final	2,439,205	1,095,399	1,041,930	1,151,610	1,262,420	660,464

Reserves over Forecast period

Opening 30/9/2021	2,281,341
Surplus/(shortfall) 6 years	(1,646,817)
Asset replacement CC contrib.	1,029,356
Asset purchases	(2,580,000)
Balance	(916,920)
New Burden/Alternative	1,576,580
Adjusted balance	660,460

Asset Purchases

TC replacement	1,500,000	2020/21 to 2023/24
JA replacement	200,000	2022/23
ST replace	700,000	2025/26
Vehicles	180,000	2022/26

Background Papers

AIFCA Spending Review submission September 2021

Vision

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



Action Item 10

Finance and HR Sub-Committee Meeting

02 November 2021

IFCO Working Model Review

Report by: A. Bakewell, head of Finance & HR
J. Butler, Head of Operations

Purpose of Report

To seek approval for a review of the working arrangements for Inshore Fishery and Conservation Officers (IFCOs) to reflect the experience of “working from home” and to aid recruitment and retention.

Recommendations

It is recommended that members:

Agree to a review of working arrangements for IFCOs in the Marine Protection team.

Agree to delegate the ability to determine the appropriate working model for IFCOs to the CEO in conjunction with the Chair and Vice Chair.

Background

The Marine Protection function has been the subject of review and development over a number of years since the transition to an IFCA from the former Sea Fisheries Committee in 2011. Initially this was through a formal review, which was concluded at the Finance & Personnel sub-committee meeting in October 2015 when it was agreed that further development would be incorporated in business as usual.

Key elements of the development of the function have been to establish an effective management structure within the team, to introduce and develop processes to support the effective and efficient deployment and management of IFCOs and to provide resilience in coverage across the entire district both on land and at sea. This has involved a move away from the historic area based role for some IFCOs, who were home based and deployed directly to their respective areas of operation, to a team based approach with office bases in Kings Lynn and Lowestoft.

The outcome was a structure that comprises two Senior IFCOs, one Regulation and one Compliance, one Senior Skipper, two Project Officers and seven IFCOs based at either Kings Lynn or Lowestoft.

Report

In March 2020 Eastern IFCA swiftly transitioned to a home based working model for all staff as a consequence of the COVID-19 pandemic. This has persisted as a consequence of following Government advice and latterly as a consequence of a

precautionary approach to staff safety and wellbeing as a consequence of the uncertainty surrounding the ongoing effects of the pandemic. In recent weeks there has been a partial re-occupation of the office at Kings Lynn, and it is now open to the public five days per week.

For Eastern IFCA the transition to being home based was almost seamless and overall productivity and team cohesion has been maintained. How this would persist in the long term is uncertain and like many organisations the executive team are considering what will be the most effective working model in the medium to long term.

Since becoming home based IFCOs have deployed from home, with each officer being allocated an Authority vehicle to enable this. During this time the organisation has recognised the following benefits

- Continued presence around the district
- Reduced risk of Covid transmission
- Better coverage with Officers more proximate to patrol areas
- Performance and outputs maintained
- Officers report feeling better informed as a result of daily “Teams” meetings
- Reduced pressure on limited office space

Historically, recruitment of good candidates for IFCO posts has been challenging and recent efforts to have been only partially successful, with location seemingly a barrier to some applicants. Alternative vacancies in a reportedly increasingly competitive job market may also be a factor. As a consequence there are current un-filled vacancies in the Marine Protection team.

The combined effect of having worked with a different model for over 18 months and the challenges involved in recruitment indicate that the time is right to formally review deployment options for the Marine Protection function. A key factor for consideration will be that our area of operation is large, and that better coverage of that area may be best served by IFCOs located appropriately with deployment from a home base.

It is acknowledged that there are likely to be pros and cons to any change in model, with the likely benefits being:

- Reduced office space requirement
- Staff wellbeing and work/life balance
- Goodwill
- Aid to recruitment
- Increased presence across the whole district

The possible negative effects include:

- Mustering of IFCOs for vessel operations
- Interaction with colleagues from all disciplines
- Managing and mentoring
- Information dissemination
- Tax and NI implications for individuals and EIFCA

It is acknowledged that the home based model is in contradiction to decisions taken previously to move to a team and office based approach, but much has changed over recent years. In addition to the experience of the last 18 months this includes the development of robust procedures and processes to manage activity, such as the Tasking and Co-ordination Group, intelligence and message systems and patrol reports.

There may be some benefit to reviewing working arrangements for the entire organisation, but it is felt that the differing role of each function lends itself to dealing with them individually. Additionally, there are the current drivers identified that support a review for Marine Protection now, whereas a more staged approach to the Marine Science function would be beneficial.

It is judged that the Project team within Marine Protection function is more analogous with the Marine Science function and as such it is not intended that they will be included in the proposed review.

Financial Implications

There may be additional costs associated with vehicles, but this is likely to be modest and may be offset by reduced accommodation costs in the medium to long term, depending upon the working model ultimately determined for the rest of the organisation.

Legal Implications

Possible changes to employment contracts that would need to be managed appropriately.

Conclusion

It is proposed that a formal review of working arrangements for IFCOs is undertaken.

Background Documents

- Papers and minutes of the Finance & Personnel sub-committee meeting held on 15th October 2015
- Papers and minutes of the Finance & Personnel sub-committee meeting held on 14th January 2016
- Papers and minutes of the Finance & Personnel sub-committee meeting held on 25th January 2017