



Inshore Fisheries and
Conservation Authority

Annual Report

2011 – 2012



RV Three Counties positioned for foot surveys in The Wash

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This document can be downloaded from:

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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: Eastern IFCA

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Foreword

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

The Authority is majority funded through a levy on the County Council of Suffolk, Norfolk, and Lincolnshire. The establishment of the Authority came at the most significant period of fiscal austerity for a generation. Recognising that the public sector should share this burden the Authority took the decision of agreeing to make a 25% levy reduction to be achieved by 2015. Engaging in a transformation under these conditions has been difficult, but the Authority has been able to adapt. These actions have provided the Authority with a workforce that can be tasked in a more flexible manner in the future. The restructuring followed a smooth transition from the former Eastern Sea Fisheries Joint Committee to the new Authority. These changes proved to be the major consumer of officer time during the first six months of the financial year. The second six months were focused on recruiting to fill the new structure and ensuring that the preparation for the major cockle and mussel fisheries throughout the district were managed in a timely and appropriate manner.

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



A handwritten signature in black ink, appearing to be 'D. Vaughan'.

Duncan Vaughan MSc PGCB
Chief Executive Officer



A handwritten signature in black ink, appearing to be 'Ken Sale'.

Councillor Ken Sale
Chair

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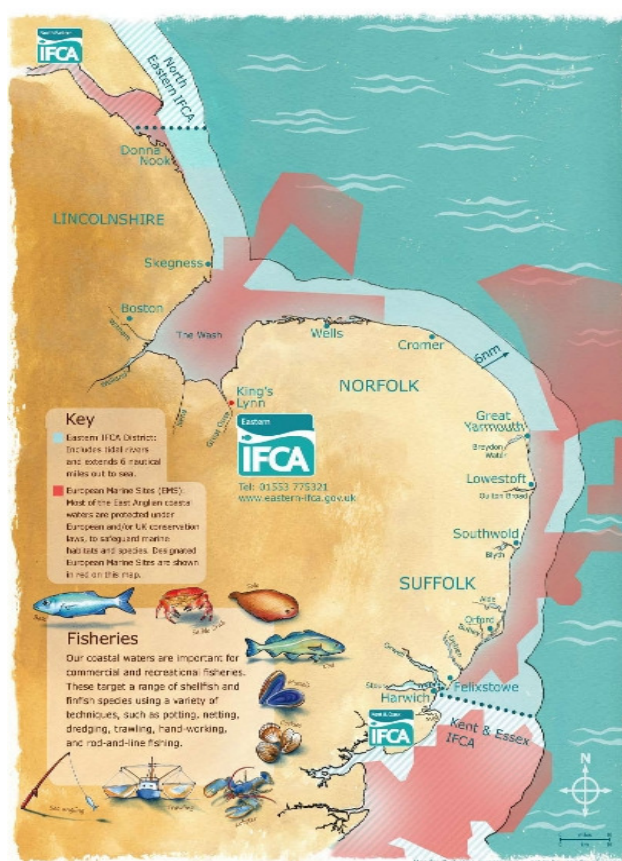
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Overview

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

The Authority district extends seawards six nautical miles from the Haile Sand Fort off the Lincolnshire coast in the North to Felixstowe in Suffolk as well as on land in the three counties of Lincolnshire, Norfolk and Suffolk. This includes The Wash embayment and river estuaries including the Stour and Orwell in Suffolk. The district encompasses every existing UK and EU form of Marine Protected Area (Site of Special Scientific Interest, Special Protected Area, Special Area of Conservation, Ramsar, European Marine Site).



There were four foci for the Authority during 2011-12:

- to ensure continuity of supply our existing services and functions,
- to ensure that the Authority was established with comprehensive and robust structures in place to ensure the effective operation of the Authority,
- to ensure that the resources of the Authority were appropriate to support the delivery of the Authority's statutory duties,
- to advance the Authority's understanding of the species, habitats and activities occurring in areas of the district gained from North Eastern Sea Fisheries Committee.

These four areas help the Authority to effectively work towards the seven Defra success criteria and their associated high level objectives (HLOs). These will be critical to our continued development over the coming four years, and will provide a framework for working level objectives and individual staff work objectives to be developed for the period April 2011 to April 2015.

Vision, Success Criteria and High Level Objectives

The vision for Authority is:

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

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

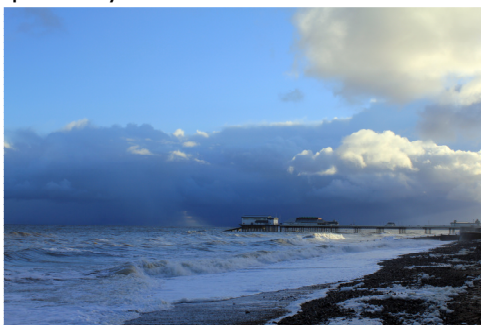
- 1) to manage the exploitation of sea fisheries resources in its district, in doing so it must:
 - a) seek to ensure that the exploitation of sea fisheries resources is carried out in a sustainable way;
 - b) seek to balance the social and economic benefits of exploiting the sea fisheries resources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

The Authority must also seek to ensure that the Wash Fishery Order 1992 is managed by the Authority in a manner that supports the local fishing industry whilst not having a detrimental impact upon the conservation features within the site.

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

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

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



The Eastern Inshore Fisheries and Conservation Authority

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

Name	Affiliation
Cllr T Turner MBE JP	Lincolnshire County Council
Cllr S Williams	Lincolnshire County Council
Cllr D Callaby	Norfolk County Council
Cllr J Dobson (part year)	Norfolk County Council
Cllr B Hannah (part year)	Norfolk County Council
Cllr H Thompson	Norfolk County Council
Cllr T Goldson	Suffolk County Council
Cllr K Sale	Suffolk County Council
Mr J Stipetic	Marine Management Organisation Representative
Mr R Handford	Environment Agency Representative
Mr C Donnelly	Natural England Representative
Mr N Lake	Marine Management Organisation Appointee
Mr C Morgan	Marine Management Organisation Appointee
Mr T Pinborough	Marine Management Organisation Appointee
Mr K Vanstaen	Marine Management Organisation Appointee
Mr S Worrall	Marine Management Organisation Appointee
Mr R Smith (position now vacant)	Marine Management Organisation Appointee
Mr R Spray	Marine Management Organisation Appointee
Mr S Bagley	Marine Management Organisation Appointee
Mr P Barham	Marine Management Organisation Appointee
Dr S Bolt	Marine Management Organisation Appointee
Mr R Brewster	Marine Management Organisation Appointee

During the year Mr Robert Smith resigned from the Authority. Cllr Dobson was also replaced by Cllr Hannah following a Norfolk County Council reallocation of committees.

The Authority's members and their attendance at Authority Meetings and Sub-Committee meetings on which they have volunteered to sit are detailed on the following page. The Authority has stipulated within its Standing Orders that a minimum attendance of 50% at meetings is expected. During 2011-2012 a total of 17 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 and papers and minutes of all Authority meetings are published on the Authority's website.

Member attendance at Authority Meetings and Sub-Committee Meetings 2011-2012

Name	% of meetings attended	Authority (4 meetings held)	Sub-Committee			
			Planning & Communication (1 meeting held)	Finance & Personnel (8 meetings held)	Regulatory & Compliance (0 meetings held)	Marine Protected Areas (4 meetings held)
Cllr T Turner MBE JP	88	3	N/A	7	N/A	4*
Cllr S Williams	50	2	N/A	4	0	N/A
Cllr D Callaby	17	1	N/A	1#	N/A	N/A
Cllr J Dobson	89	3~ (3/3)	N/A	5~ (5/6)	N/A	N/A
Cllr B Hannah	100	1~ (1/1)	N/A	2~ (2/2)	N/A	N/A
Cllr H Thompson	59	3#	0	5	0	2
Cllr T Goldson	83	3	N/A	7*	0	N/A
Cllr K Sale	82	4*	1	7	0	2
Mr J Stipetic	100	4	N/A	N/A	0	N/A
Mr R Handford	89	4	0	N/A	N/A	4
Mr C Donnelly	78	4	1	N/A	0	2
Mr N Lake	100	4	1	N/A	0	4
Mr C Morgan	75	4	N/A	N/A	0	2
Mr T Pinborough	100	4	1	N/A	0	4
Mr K Vanstaen	75	3	N/A	N/A	N/A	3
Mr S Worrall	92	4	1	7	N/A	N/A
Mr R Smith (vacant)	33	1~ (1/3)	N/A	N/A	N/A	1~ (1/3)
Mr R Spray	89	4	1~ (1/1)	N/A	N/A	3#
Mr S Bagley	67	3	0	N/A	0	3
Mr P Barham	63	3	0*	2~ (2/3)	0	N/A
Dr S Bolt	56	2	N/A	3~ (3/5)		N/A
Mr R Brewster	63	1	N/A	N/A	0	4

Key: * Chair
Vice Chair
~ Did not complete full term

Focus and priorities for the year

On the 1st of April 2011 the Authority was formally created under the Marine and Coastal Access Act 2009. This first year has been used to agree targets, establish ways of working and identify priority work areas for the Authority. Once this been achieved the focus changed to ensuring that the resources of the organisation were aligned, both to its statutory obligations, and to the priorities that the Authority has identified.

At the start of the year the Authority considered a proposed staff structure put forward by officers. The Authority made the decision to undertake a full staff consultation and organisational review using a human resources consultant before deciding upon the most suitable organisational model. Due to the focus on these High Level Objectives (HLOs) and Key Performance Indicators (KPIs) it was important that the right structure be agreed. Because of this important review and restructure, work on some HLOs and KPIs under Success Criterion 1 were deferred until 2012-2013. This would ensure that the Authority has the staff structure with the correct individuals in place will ensure that the missed targets will be able to be met in future years.

Further delays were encountered during the summer and early autumn of 2011 leading to the Authority modifying its principle objectives for the remainder of the year. At its meeting held on the 26th October 2011 the Authority agreed that officers should focus on the following seven priorities for the remainder of the year:

Priority	Status as at 31 March 2012
Completion of the structure agreed at the last Authority meeting, including the appropriate new burdens recruitment and area officer review	Completed
Agreement of MOUs between EIFCA and other bodies, including local annex's	Completed: National MOUs On hold: local annex to MOU – Community Development Officer to Develop when in post during 2012. Appointed March 2012
Management of the Wash 2011-2012 mussel fishery	Completed
Agreement of Wash Fishery Order 1992 tolls	Completed
Development of the Authority's 2012-2013 Annual Plan, including enforcement, environment and research strategic planning;	Completed: Annual Plan 2012-2013 Completed: Environment and Research 2012-2013 Plan (this will inform a 2013-2015 Strategic Environment and Research Plan to be developed during 2012) On hold: Enforcement Plan – Head of Marine Protection to develop when in post during 2012
Progression of a voluntary agreement regarding the protection of <i>Sabellaria spinulosa</i> within the Authority's district	On hold: Shrimp Fishery Advisory Working Group formed. Protection of <i>Sabellaria spinulosa</i> is likely to be derived from a requirement for MSC certification of the Wash shrimp fisheries – lack of protection of <i>Sabellaria spinulosa</i> is likely to prevent these fisheries achieving this certification. The commercial fishing sector is likely to take forward this work.
Implementation of a computer network operated by Norfolk County Council	Completed

Delivery of priorities

The following tables set out the activities that the Authority planned to conduct during the 2011 – 2012 financial year. Defra has established seven Success Criteria for IFCA's to meet. For each Success Criterion a number of High Level Objectives (HLOs) have also been established. In order that the achievement of the HLOs can be determined, a further set of Performance Indicators (PIs) have been established. At the time of publication the PIs were in draft stage but have been used as the basis of forward planning for EIFCA. Full details of the Success Criteria, HLOs and PIs can be found in the Defra Guidance to IFCA's (Defra 2010a).

Key: ● denotes predicted completion date or that the action is on-going. A glossary is included on page 37 of this document;

- denotes activity completed;
- denotes activity partially completed/on-going;
- denotes activity not started.

Success Criterion 1: IFCA's have sound governance and staff are motivated and respected

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(1.1) The development of an annual plan to meet the requirements of the Authority and Defra. To be prepared and published by 31 st March	PCSC established and operational	●			
	Undertake a full organisational (staff, assets, structure) review to reflect the future strategic needs of EIFCA by 1 st October 2011	●	●		
	Explore the opportunity for the development of a standardized annual plan template and guidance document with a draft template developed if appropriate			●	●
	Preparation of annual plan for agreement at January EIFCA Statutory meeting with document published by 31 st March 2012			●	●
(1.2) Annual reports meeting the requirements of the Authority and Defra are prepared and published	Explore the opportunity for the development of a IFCA standardized annual report template and guidance document with a draft template developed if appropriate			●	●
(1.3) The issues impacting sea fisheries resources within the EIFCA District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	Add planning components into the job descriptions of relevant employees to develop long term strategic thinking		●	●	●
	Support the development of a national approach to the assessment of shellfish and finfish fisheries within coastal waters	●	●	●	●
	Develop and publish research and environment strategies	●	●	●	●
	Review the Wash cockle and mussel fisheries policies			●	●
	Review the administration of the WFO 1992				●

(Continued) Success Criterion 1: IFCA's have sound governance and staff are motivated and respected

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(1.4) A staff management system, including training and development plans, is in development and being tested during 2011 for approval by staff and the Authority and implementation in 2012	Undertake a full assessment of the Authority's staff management system, guided by the findings of the 2010-2011 IIP review	●	●	●	
	Seek external professional HR assistance to undertake the organizational review	●	●	●	
	FPSC established	●			
	FPSC review staff management system, training and development plans			●	
(1.5) Staff resources and capability is assessed against IFCA objectives and duties with a gap analysis by April 2012; plans for addressing problems and progress against them are reflected in annual plans and reports	Carry out a full staff structure review - identifying key skill and training requirements	●	●	●	
(1.6a) Systems are developed and implemented that enable all staff and members to contribute to and comment on all IFCA policies and business by Sept 2012; systems follow best practice/principles in Investing In People	Undertake a full assessment of the Authority's staff management system, guided by the findings of the 2010-2011 IIP review	●	●	●	
	Seek external professional HR assistance to undertake the review	●	●	●	
(1.6b) Staff and members are content that they can influence the development of policy for the IFCA demonstrated through annual feedback	Identify and encourage the development of an appropriate culture for the Authority and its employees	●	●	●	●
	Develop and implement staff feedback questionnaire				●
	Develop and implement member feedback questionnaire				●

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● denotes activity partially completed/on-going;

● denotes activity not started.

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(2.1a) The issues impacting sea fisheries resources within the IFC District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	All commercial fisheries operating within the district are identified spatially and temporally	●	●		
(2.1b) All byelaws made after April 2011 meet the requirements of Defra guidance	RCSC established and operational	●			
	Training provided to the RCSC prior to the committee considering any new byelaws	●	●	●	●
(2.1c) IFCA has necessary records and database systems in place to inform decision making	Development of ICT systems that facilitate the creation of suitable databases and storing of data	●	●	●	●
(2.2a) The byelaw review and changes are on schedule to meet the objective of reviewing and evaluating all legacy byelaws by 2015	RCSC established and operational	●			
	RCSC identify order in which legacy byelaws should be evaluated			●	
	Explore the development of an MoU/SLA with the MMO regarding the provision of economic analysis into EIFCA byelaw impact assessments		●	●	
(2.2b) All byelaws made after April 2011 meet the requirements of Defra guidance	RCSC established and operational	●			
	Training provided to the RCSC prior to the committee considering any new byelaws	●	●	●	●
	Explore the development of an MoU/SLA with the MMO regarding the provision of economic analysis into EIFCA byelaw impact assessments		●	●	

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(3.1a) Annual enforcement risk register published on each IFCA's website and available for viewing at each IFCA's office by 30 April each year	Draft enforcement risk register developed by officers	●	●	●	
	Draft enforcement risk register reviewed by RCSC			●	●
	Enforcement risk register published				●
	Draft risk based enforcement framework developed by officers		●	●	
	Draft risk based enforcement framework reviewed by RCSC			●	●
	Risk based enforcement framework published				●
(3.1b) The IFCA's enforcement risk register is peer reviewed. The peer review comments are forwarded to the CEO and Chair of the IFCA	Enforcement risk register peer reviewed by CEO of KEIFCA and SIFCA			●	●
	Peer review comments forwarded to the CEO, Chair of the Authority and Chair of RCSC			●	●
(3.1c) The enforcement risk register is compiled in a standard format approved by all IFCAs and provided to the national peer review panel by the 28 February each year	Explore the opportunity for the development of a IFCA standardised risk register	●	●		
	Explore the opportunity for the development of a IFCA standardised risk based enforcement framework		●	●	●
(3.2a) A code of conduct for inspections both ashore and at sea is created by 30 th October 2011 and reviewed annually. The code of conduct is published on each IFCA's website and available from each IFCA's office by 30 April each year	Standardisation of a IFCA regional code of conduct for inspections regime explored	●	●		
	A code of conduct for inspections ashore created and published			●	●
	A code of conduct for inspections at sea created and published			●	●
(3.2b) Establish a national IFCA/MMO team by 30 th October 2011 to independently assess the overall quality of enforcement inspections conducted by each IFCA on an annual basis with the results reported back to the CEO and Chair of the inspected IFCA by the 30 April each year	Support the development of an IFCA/MMO assessment team. <i>N.B.</i> Dependent on national action for PI to be met	●	●	●	●

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(Continued) Success Criterion 3: A fair, effective and proportionate enforcement regime is in place

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(3.2c) Development of an SLA between IFCA, MMO, NE and EA regarding the provision of standardised enforcement training and the secondment process for officers of each signatory by 30 April 2012	<i>N.B.</i> Dependent on national action for PI to be met	●	●	●	●
(3.2d) Each IFCO's enforcement knowledge and performance is assessed (to nationally determined standards - to be developed by 30 April 2012) on a bi-annual basis whilst attending the national enforcement training course	<i>N.B.</i> Dependent on national action for PI to be met EIFCA IFCO to be assessed and identified as competent prior to being issued an EIFCO Warrant	●	●	●	●

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Success Criterion 4: IFCA's work in partnership and are engaged with their stakeholders

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(4.1a) Initial MOUs are agreed and adopted by end of April 2011	MoUs with NE/EA/MMO/Cefas agreed	●			
(4.1b) Discussions have been held with partner organisations with regard to SLAs; SLAs (if required) are agreed and adopted by April 2012	MoUs/SLAs with ACPO, Norfolk Constabulary, WNNEMS, WESG, ERLG, KEIFCA, NEIFCA, AIFCA explored and developed if appropriate	●	●	●	●
(4.1c) Identify and discuss with lead local authority requirement for SLA by October 2011	Consider with NCC/LCC/SCC the development of SLAs			●	
(4.1d) Each MOU and SLA is reviewed annually to ensure effective delivery of objectives as defined in the annual plan; progress against MoU action plans is reflected in annual reports	Not addressed within this time period				
(4.2a) Set-up database of stakeholders from current list by April 2011. Update list every 6 months. Review contacts list annually	Explore the development of standardised stakeholder database with KEIFCA/SIFCA/Defra/AIFCA/MMO/NCC	●	●		
	Develop stakeholder database	●	●	●	●
	Review contacts list	●			
(4.2b) Engagement strategy developed by April 2012	Establishment of PCSC	●			
	Development of engagement strategy by PCSC			●	●
	Explore the possibility of NCC providing EIFCA with marketing and PR support	●			
(4.2c) By April 2012 each IFCA to create a website to give access to current information; all regular forms and documents to be provided electronically by April 2013. Website is reviewed and updated monthly	Website developed	●			
	Website updated as required	●	●	●	●
(4.2d) Develop interpretation boards and presentations to allow greater interaction with stakeholders	Interpretation boards developed and commissioned	●			
	Interpretation boards erected at appropriate locations within district			●	●
	Develop and commission EIFCA presentation display signage	●			

(Continued) Success Criterion 4: IFCA's work in partnership and are engaged with their stakeholders

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(4.3a) Reviewed stakeholder and communication strategy/plans and stakeholder database completed by April 2014	Development of a communication and engagement strategy			●	●

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

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(5.1a) By April 2012, committee to sign off strategic research plan, which has undergone consultation, covering the period until April 2015	PCSC established 2012 – 2015 strategic research plan developed by officers and PCSC 2012 – 2015 strategic research plan approved by Authority	●		●	●
(5.1b) Research plan is published each year	Draft 2012-2013 research plan developed by officers Draft 2012-2013 research plan reviewed by planning and communication sub-committee 2012-2013 research plan agreed by Authority 2012-2013 research plan published on Authority's website				● ● ● ●
(5.1c) Previous year's research report published each year	Standardisation of research plan format explored ESFJC 2010-2011 research report published on Authority's website	● ●			
(5.1d) IFCA annual report to demonstrate how evidence has been used in decision making processes	Not addressed within this time period				
(5.2a) By April 2012 develop and agree MoUs with delivery partners and review annually	MoUs with NE/Cefas/EA/MMO/KEIFCA/NEIFCA/Wells Police Launch Unit developed and agreed	●	●	●	●
(5.2b) IFCA representative to take part in annual IFCA scientific conference	Personnel development plans incorporate attendance at relevant scientific fora	●	●	●	●
(5.2c) IFCA representative to proactively be involved in relevant evidence networks to share best practice, e.g. Technical Advisory Group.	EIFCA research officers provide information and training in specialist fields to others to forward the development of best practice	●	●	●	●
(5.3a) IFCA annual plan and report demonstrate use of evidence, resources and capability as per strategic research plan	2012-2013 annual plan developed incorporating 5.3a				●
(5.3b) Seek appropriate peer review of research reports	Peer review process of EIFCA annual research report to be explored			●	●

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(Continued) Success Criterion 5: IFCA's make the best use of evidence to deliver their objectives

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(5.3c) IFCA annual plans and reports, including research plans and reports, are published online on the IFCA and Technical Advisory Group websites	2011-2012 annual plan published on EIFCA website 2012-2013 annual plan published on EIFCA website 2012-2013 research plan published on TAG/EIFCA website	●			● ●
(5.4a) Develop knowledge sharing plans and procedures by April 2014.	Development of knowledge sharing plans explored with KEIFCA and SIFCA/TAG				●
(5.4b) Knowledge sharing plans are reviewed and amended annually	Not addressed within this time period				

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Success Criterion 6: IFCA's support and promote the sustainable management of the marine environment

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(6.1a) Identify where there are shared objectives in managing the marine environment with partner organisations by April 2012 and identify how these impact on IFCA's objectives	Development of an MoU with KEIFCA regarding management of the River Stour			●	●
	Development of an MoU with NEIFCA regarding role of EIFCA/NEIFCAs' respective roles in the Humber EMS			●	●
(6.1b) Shared objectives are set out in annual plans	Draft 2012-2013 annual plan identifies shared objectives				●
(6.1c) Progress of shared objectives reported on in annual reports	Not addressed within this time period				
(6.2a) Plans and processes for raising awareness of IFCA's work in place by April 2013	Development of a communication and engagement strategy			●	●
(6.2b) Examples of engagement set out in annual reports	Not addressed within this time period				
(6.2c) Feedback from relevant stakeholders regarding the effectiveness of engagement is routinely sought	Development of a website that can incorporate questionnaires	●			
	Development of a website that allows users to email feedback to the Authority	●			
	Development of a communication and engagement strategy incorporating feedback provisions			●	●
(6.3a) The issues impacting sea fisheries resources within the IFC District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	Establishment of PCSC	●			
	Wash cockle and mussel management policies reviewed				●
	Draft environment strategy developed				●
	Development of EIFCA's regulator role with regard to MCZs		●	●	●
	Establishment of MPASC	●			
(6.3b) Examples of proactive involvement in relevant networks to share best practice are reported in annual reports	Not addressed within this time period				
(6.3c) The impact of the Marine Policy Statement and the process of marine planning on IFCA's work have been assessed and addressed by April 2015	EIFCA officers liaise with MMO marine planning team regarding the development of East coast marine plans	●	●	●	●

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(Continued) Success Criterion 6: IFCA's support and promote the sustainable management of the marine environment

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(6.4a) Assessment of the condition of Marine Protected Areas by statutory bodies, where available, have been taken into account when developing suitable management plans	Appropriate Assessments produced and published by EIFCA where EIFCA is the Competent Authority authorising activities occurring within European Marine Sites within the EIFCA district	●	●	●	●
(6.4b) IFCA's can demonstrate effective representation on relevant management boards/steering groups for marine protected areas, where appropriate	EIFCA is the lead authority for the WNNCEMS and employs WNNCEMS Project Officer and Project Assistant EIFCA is a member of the Stour & Orwell Estuaries Management Group EIFCA is a member of the Humber Estuary Relevant Authorities Group EIFCA is represented on the two regional MCZ projects EIFCA employs WESG personnel and is a member of WESG	●	●	●	●
(6.4c) IFCA's can demonstrate delivery of the principles outlined in Government guidance on sustainable development	Draft environment strategy developed				●

- Key:
- denotes predicted completion date or that the action is on-going;
 - denotes activity completed;
 - denotes activity partially completed/on-going;
 - denotes activity not started.

Success Criterion 7: IFCA's are recognised and heard

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(7.1a) By April 2012, each IFCA is actively involved, through membership, in the direction, good governance and running of the AIFCA	Support and advice provided by officers regarding the establishment of the AIFCA	•	•		
	Allocation of budget to support membership of AIFCA	•			•
(7.1b) Initial MOUs are agreed and adopted by end of April 2011; SLAs (if required) are agreed and adopted by April 2012. Each MOU and SLA to be reviewed annually to ensure effective delivery of objectives as defined in the annual plan	Agree MOUs with EA/NE/Cefas	•	•	•	•
	Develop SLAs	•	•	•	
	Review MOUS/SLAs				•
(7.1c) By April 2012 partnership working is embedded in each IFCA (and partner organisation), evidenced on an annual basis by regular liaison meetings and joint or collaborative activities as defined in the annual plan	Host and attend regular Eastern Regional Liaison Group meetings (Police/EA/MMO/KEIFCA/NE)	•		•	
	Development of a South East IFCA (KEIFCA/SIFCA) working group to carry forward items of mutual benefit	•	•		
	Employment of the WNNEMS Project Officer and Project Assistant	•	•	•	•
(7.2a) By April 2013 a strategy for the promotion of IFCA's work is developed, including the development of promotional / communication plans which are to be reviewed annually	Establishment of a PCSC	•			
	Development of a communication and engagement strategy			•	•
	Explore the possibility of NCC providing EIFCA with marketing and PR support	•			
(7.2b) By April 2013 annual reports by IFCA's to include a specific element which has data on 'compliments, comments and complaints' from stakeholders and general public and significant events which have demonstrated the IFCA's PR strategy is operational	Include a public engagement section within the draft 2012-2013 annual plan			•	•
(7.2c) By April 2013, as a minimum, each IFCA to hold proactive biennial stakeholder meetings and events to inform and consult with all interested parties in the IFCA District	Development of a communication and engagement strategy incorporating a timetable for future stakeholder meetings			•	•
(7.2d) By April 2012 each IFCA to create a website to give access to current information; all regular forms and documents to be provided electronically by April 2013. Website is reviewed and updated monthly	EIFCA website to be developed and operational	•			
	EIFCA website updated as required	•	•	•	•
	Explore the development of a South East IFCA standardized websites (KEIFCA/SIFCA)	•			

(Continued) Success Criterion 7: IFCA's are recognised and heard

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(7.2e) By April 2011 all IFCA staff to be badged so as to be recognised as IFCA officers who following internal training, can speak with authority on the IFCA aims and objectives	All EIFCA IFCOs provided with logo uniforms and warrant cards Weekly updates provided to all employees setting out vision statement, success criteria and high level objectives Staff meeting held to review 2011-2012 EIFCA annual plan	●	●	●	●
(7.2f) By April 2012 annual staff appraisals will be undertaken to measure the standards of behaviour toward, and interaction with, stakeholders, general public and officers/staff of partner organisations	Training in staff appraisals to be conducted for all personnel Staff performance appraisal system introduced incorporating external feedback mechanism			●	●

- Key:
- denotes predicted completion date or that the action is on-going;
 - denotes activity completed;
 - denotes activity partially completed/on-going;
 - denotes activity not started.

Risk management strategy

The risk register (pg 24-31) set out the main risks to the delivery of the priorities of the Authority as understood by Officers as at 18th January 2011. Where a risk has the potential to adversely affect EIFCA from achieving a High Level Objective (HLO) this has been noted within the risk register.

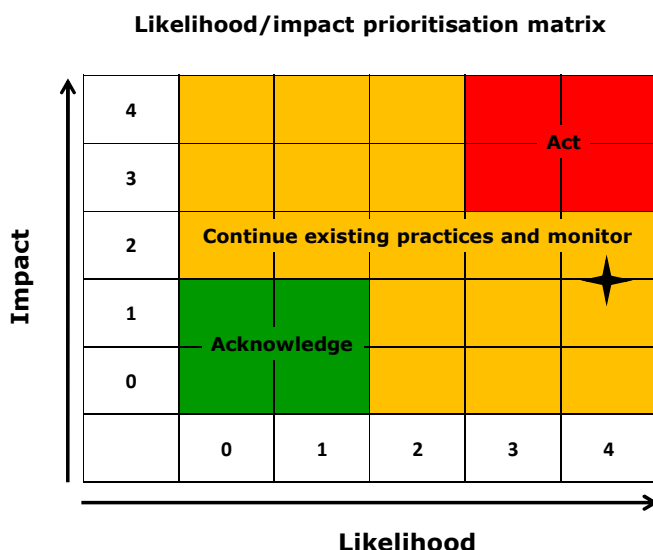
The risk register sets out the magnitude of the risk to EIFCA from an organisational viewpoint incorporating, amongst others, reputational and financial risks. The register also sets out the likelihood of an identified risk occurring. The mitigation which is both in place or to be introduced is identified. 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.

Where mitigation was identified as already in place it is recorded in black (routine working practice), those additional measures to be introduced that were identified in the Annual Plan have been recorded in green when they have been introduced in full throughout the year whereas they are recorded as orange if they have been partially implemented/on-going and in red when they have not yet been introduced.

It should be noted that in most cases there are already many actions being undertaken as part of routine working practices to reduce the risks to EIFCA.

Risk matrix with worked example

Risk A poses a financial threat (2) to the organisation and a reputation threat (1) generating a resultant risk of 1.5. The likelihood of the threat occurring is determined as 4. The resultant risk to EIFCA is therefore plotted using the matrix and is identified as a risk within the risk register as one that should be monitored.



50

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
EIFCA failing to meet stakeholder expectations (1.3/2.1)	CEO/PCSC	If EIFCA fails to meet stakeholder expectation, EIFCA could be abolished	4		3 New stakeholder groups expect delivery on management/actions that benefit their sector		<ul style="list-style-type: none"> Develop and promote an annual plan to communicate with stakeholders the work that the EIFCA is intending to conduct within 2011-2012 Produce an annual research report Develop a communications strategy to enable EIFCA to successfully engage with a wide range of stakeholders in order to manage expectations Develop an annual report setting out achievement of the annual plan
			Reputation	Financial			
			4	4			
			Loss of confidence in the organisation Change of organisation does not result in a change of structure or culture	Withdrawal of LA and Defra funding for the organisation			
High turnover of staff (1.4/1.5/1.6)	CEO/FPSC	Reduced efficiency and effectiveness Low morale and disruption for remaining staff Loss of skills and knowledge	2		2 Uncertainties over futures due to staff restructuring requirement to ensure resources are aligned with organisational duties		<ul style="list-style-type: none"> EIFCA maintain IIP accreditation High level of training provided to staff Staff appraisals Provide safe and professional working environment Improved flexible working arrangements resulting from new ICT capabilities Professional independent staff structure review conducted including benchmarking of salaries Provision of a new personnel management framework Personnel and training strategy to be developed and implemented
			Reputation	Financial			
			2	2			
			EIFCA not considered a good employer, staff look for alternative employment	High financial investment required to train and provide PPE			

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Fisheries in the District impacted by the activities of developers/ Industry Insufficient time to fully consider environmental impact assessments for inshore developments (1.3/5.1)	CEO/PCSC	Shellfish fisheries close due to contamination	2.5		2	High	<ul style="list-style-type: none"> • Consultations responded to by MEO • Consultation strategy already developed and in use • Liaison with consenting agencies • Developer meetings attended by EIFCA representatives • Database to be created holding information on current and historical fishing activities within the Authority's district • Development proposals scrutinised by Defra and Natural England • Consents required for developments • Development of Strategic Environment Policy
			Reputation	Financial			
		Significant shellfish mortality Temporary or permanent loss of, or damage to, fish stocks, fishery habitats or fishing grounds	3	2	Lack of baseline data		
			EIFCA reputation as a successful manager of the inshore sea fisheries resources is damaged EIFCA perceived as ineffectual in influencing marine planning decisions	Closure of fisheries increases enforcement and research costs	Limited understanding of impacts of developments on the marine environment		
Injury to staff due to unsafe working practices (1.5)	CEO/FPSC	Death or injury of staff	3.5		2	High	<ul style="list-style-type: none"> • Mandatory safety training register maintained • Adequate training budget to cover all training requirements • Well trained staff • Risk assessments available and regularly reviewed for each task • High quality PPE issued to all staff • PAT testing conducted in house • Safety drills conducted on vessels • Boarding Standing Order developed • Lone Working Policy developed • Conflict Resolution Policy developed and training provided • Designated Duty Officer with capability of tracking vehicle from home • Training strategy to be developed
			Reputation	Financial			
		Poor morale and reluctance to work	3	4	Provision of high standard safety equipment		
			EIFCA perceived as a poor employer	Injury claims, tribunals HSE/MCA investigations	Well maintained vessels Well maintained vehicles		

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Failure to fully engage with stakeholders (1.1/4.1/4.2/4.3/6.2/7.1)	CEO/PCSC	Conflict between different stakeholder groups	4		3	High	<ul style="list-style-type: none"> Adaptive co-management approach Regular contact with fishermen and Natural England Dissemination of all survey data and management proposals Respond to all relevant Government /developer consultations/proposals Website and provide interactive services Sub-committees established to consider specific issues Regular/structured liaison with other enforcement bodies (ERLG/SE IFCA working group) Annual plan, report & research reports published Regular press releases including radio interviews by EIFCA Officers Annual stakeholder feedback questionnaire and analysis Communication strategy to be developed
			Reputation	Financial	Difficult to identify and consult with all relevant stakeholders		
		4	4				
		Non compliance with fisheries and environmental legislation Lack of trust in the EIFCA's management processes Misunderstanding of the EIFCA's role Resources are not directed appropriately to meet stakeholder or resources are used to defend decisions/work by EIFCA					
Failure to effectively monitor and enforce legislation (2.1/2.2/2.3/2.4/2.5/3.1)	CEO/RCSC	Unregulated fishery	4		2	Medium	<ul style="list-style-type: none"> Adaptive co-management approach to fisheries improves understanding and compliance with management measures 14 warranted IFCOs regularly monitoring landings and fishing activity throughout the District Intelligence led/risk based enforcement planning 24m Patrol vessel 18m Research vessel 3 RIBs including a 6.7 m RIB with radar fitted Development of a risk based enforcement framework
			Reputation	Financial	Detection and prevention of illegal activity is challenging in the marine environment		
		4	4				
		EIFCA's performance is judged on its ability to prevent illegal activity from occurring Legal challenge brought against EIFCA for failing to meet obligations under MaCCA and the Habitats Regulations					

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Failure of vessel assets	CEO/PCSC	Limits enforcement and research capabilities	3.5		3	High	<ul style="list-style-type: none"> • Extensive annual refits of main vessels • Annual Workboat Code survey • Engineers on both main vessels • Significant vessel contingency reserve in place • Agreement with KEIFCA to supply survey/enforcement vessel during 2011-2012
			Reputation	Financial	EIFCA has four main vessel assets to cover breakdowns		
			3	4	<i>FPV Protector III</i> currently operating beyond expected service life		
			Significant local taxpayer money provided to commission vessels	Hiring of other vessels expensive			
		High expectation that the vessels provide value for money	Significant mechanical failures expensive to rectify in both officer time and parts				
Failure to maintain survey/sampling programme (5.3/5.4)	CEO/PCSC	Lack of accurate data leading to poor evidence base upon which to make management decisions Non delivery of agreed MoUs with partner organisations	2.5		2	Medium	<ul style="list-style-type: none"> • Dedicated research vessel • Work plans developed for research staff and vessel • Research staff well qualified and experienced with local fisheries • Contingency plans to be developed • Agreement with KEIFCA to supply survey/enforcement vessel in 2011-2012
			Reputation	Financial	Dedicated 18m research vessel half way through expected service life so downtime expected to be minimal		
			3	2	Dedicated research team		
			High expectation that sea fisheries resources are well managed by EIFCA	Research resources required to be contracted in to fulfill research programme			
		High expectation that additional research work will be completed					

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Enforcement activities conducted in an unprofessional and uncoordinated manner (3.1/3.2)	CEO/RCSC	<p>Inconsistent approach to fisheries enforcement</p> <p>Enforcement problems and non-compliance with legislation</p> <p>Poor morale amongst other IFCOs</p>	3.5		2	<p>Misinformation may be given by IFCOs or information may be misinterpreted by fishermen</p> <p>Lack of understanding and application of new powers by EIFCOs</p>	<ul style="list-style-type: none"> Regular staff meetings combined with enforcement training Staff appraisals All IFCOs receive comprehensive in house and external PACE training Issue of Warrants delayed until the Authority is convinced the IFCO is capable of carrying out the enforcement role Code of Conduct for inspections at sea and ashore developed Standard boarding forms created Limited Marine Enforcement Officer training
			Reputation	Financial	<p>Failure to carry out enforcement efficiently and effectively reflects poorly on EIFCA</p> <p>Inability to recover costs associated with failed prosecutions</p>		
			4	2			
Degradation of MPAs due to fishing activity (6.1/6.3/6.4)	CEO/MPASC	<p>Loss or damage of important habitats and species within environmentally designated areas</p> <p>Achievement of conservation objectives for MPAs hindered</p>	3.5		2	<p>EIFCA's approach to managing sea fisheries resources takes into account environmental obligations</p>	<ul style="list-style-type: none"> EIFCA - consented fishing activities evaluated under Appropriate Assessment within EMS Effective enforcement Adaptive co-management approach to fisheries management Review agreed Wash Cockle & Mussel Policies Establish processes to manage fishing activities within MCZs
			Reputation	Financial	<p>EIFCA is not meeting statutory duties under EU & UK conservation legislation</p> <p>Legal challenge brought against EIFCA for failing to meet obligations under MaCCA and the Habitats Regulations</p>		
			4	3			

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Shellfish and fish stocks collapse (5.3)	CEO/MPASC	Collapse of fishing industry	3		4		<ul style="list-style-type: none"> • Annual stock assessments of bivalve stocks in Wash • Surveys at sea to assess lobster and crab stocks • Ability to allocate sufficient resources to monitoring of landings and effective enforcement • Consultation with industry on possible management measures • MSC pre-assessment review of fisheries validated management measures • SWEEP research into primary productivity levels within the Wash • Regular engagement with the industry to discuss specific matters • Review agreed Wash Cockle & Mussel Policies • Continued research into the cockle mortality events • National assessment of shellfish/finfish fisheries
		Fishing effort displaced	Reputation 3	Financial 3	Bivalve stocks have high natural variation		
		Detrimental impact on wider ecology	Loss in confidence of the EIFCA ability to manage the sea fisheries resources within its district	Resources directed at protecting alternative stocks from displaced effort Additional resources applied to research into the cause of collapsed stocks and increased engagement and discussion with stakeholders	Crustacean stocks not subject to effort control		

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation
Failure to secure data (5.2)	CEO/FPSC	Non compliance with Data Protection Act	4		3		<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 On site and remote back up of electronic files Access to electronic files is restricted based on an individual's role Up to date virus software installed on all computers Important documents secured in safes ICT equipment and policies provided by NCC – including encrypted laptops/secure governmental email system All EIFCA personnel undergo DPA training conducted by NCC officers Electronic backup of all EIFCA documents held by NCC offsite
		Prosecution casefiles compromised	Reputation	Financial	Limited staff access to both electronic and paper files		
		Loss of data in the event of fire or theft	4	4			
Breakdown in dissemination of sensitive information between key delivery partners	Stakeholders no longer believe that confidential information they have supplied is secure	EIFCA open to both civil and criminal action regarding inability to secure personal information	Personnel issues arise over inability to secure information				

Description & related HLOs (e.g. 1.1)	Owner	Implications	Organisational impact (Reputation + Financial/2)		Likelihood	Risk	Mitigation In place / to be introduced
Failure to maintain effective financial management and control	CEO/FPSC	Fraudulent activity leading to misuse and/or misappropriation of funds	4		1		<ul style="list-style-type: none"> • External audit of accounts by Audit Commission • Internal Audit conducted by Norfolk County Council • Finance and Personnel Sub-Committee in place to review budgetary spend • Restricted use or company credit cards • Fuel cards allocated to specific organisation vehicles • Trackers fitted to all EIFCA vehicles • Restricted authority to sign cheques • Annual plan and report • Yearly reviews of inventories • Production of detailed accounts • Maintenance of contingency funds • Introduction of BACS payments • EIFCA Financial Regulations • EIFCA Anti-Fraud and Corruption Policy
			Reputation	Financial	Limited staff access to financial information and authority to spend money		
			4	4			
		Unforeseen expenditure, major mechanical failure or loss of large vessel assets	EIFCA perceived as not providing VFM	Lack of financial resources to carry out statutory obligations	Vessel contingency funds maintained		

Resources

The following resources belonged to EIFCA on the 31st April 2011. During 2011-2012 a vessel working group was established comprising Authority personnel and members to identify the future seagoing assets that the Authority would require. This work was driven by the requirement to make 25% savings on the 2011 base levy by 2015. In order to meet this commitment made by the Authority to its levying County Councils the Authority's main enforcement vessel *FPV Protector III* was excluded from the Authority's 2013-2014 budget.

Vessel details	HP	MCA Work Boat Code	Length	Crew	Commissioned	Life remaining	Replacement cost
<i>FPV Protector III</i>	2400	Cat. 2 (60 nm offshore)	24m	5	1994	2-6	£2.5 - 3.5M
<i>FPV Sea Spray</i>	260	Cat. 3 (20 nm offshore)	6.8m	3	2004	4	£80,000
<i>FPV Pisces III</i>	100	Cat. 3 (20 nm offshore)	5.5m	2	1998	3-4	£40,000
<i>RV Three Counties</i>	1050	Cat. 2 (60 nm offshore)	18m	3	2002	7-11	£1,400,000
<i>RV Runner</i>	50	N/A	3.5m	2	2004	2	£13,000

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

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

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

The Authority had a budget of £1,570,865 for 2011-2012. This figure included £394,145 in New Burden funding from Defra to enable the Authority to meet its new duties. It was agreed that New Burden funding from the three constituent councils to the Authority be passed on. Use of New Burden money is not accounted for separately by the Authority due to the accounting and allocation complexities that this would have caused. The Authority considers its approach to taking a 'blank canvas' view post the introduction of the MaCAA 2009 coupled with a staff and asset review to be the most appropriate way of ensuring that New Burden duties are integrated into the business in the most effective way.

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

- 1) staff vacancies throughout the year;
- 2) reduced running costs of *FPV Protector III* and *RV Three Counties* as a result of less Authority personnel;
- 3) the lack of a Wash Fishery Order 1992 cockle fishery major dredge fishery which would otherwise have incurred significant enforcement costs;
- 4) a decision not to award a communications contract with Norfolk County Council until further work on this had been completed by the Community Development Officer;
- 5) the agreement of Norfolk County Council to waive the 2011-2012 computer service charge as a result of the IT replenishment contract being delayed;
- 6) additional income being generated through contracts to conduct surveys on behalf of other government departments;
- 7) The use of fewer days of the Kent and Essex IFCAs *Research Vessel Tamesis*;
- 8) Additional income generated through the use of *FPV Protector III* to conduct enforcement activities for the Marine Management Organisation.

In order to make the best use of the financial savings this year the Authority at its meeting on 25 January 2012, agreed to create a new reserve called the Operational Reserve. The money within the Operation Reserve is for use as approved by the Authority. The Authority also holds money within several earmarked reserves as detailed below.

Reserve name	Amount held within reserve @ 31 March 2012
Research	£
Operational	£
Vessel contingency	£
Legal and enforcement	£
IFCA contingency	£
ICT	£
Vessel replacement	£
Vehicle renewals	£

Remuneration of the Chair, Vice Chair and Chief Executive Officer 2011-2012

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 2011-2012. The CEO was paid a salary of £52,473 for 2011-2012 within a range of £51,282 to £55,323 (NB. a pay freeze has been on this salary band for the past four years). The CEO also received a total of £1,243.80 in expenses during that period (detailed below).

Mileage	Subsistence	Train/taxi/parking	Telephone	Total
£201.10	£230.45	£679.13	£132.90	£1,243.80

Ways of working

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

In addition to the over-arching national MoUs with Natural England, Centre for Fisheries and Aquatic Science, Environment Agency and the Marine Management Organisation. A draft local annex to the Natural England, Environment Agency and the National MoUs with the Marine Management Organisation, Environment Agency, Natural England and CEFAS have been developed in draft form.

Document	Signatory organisations	Document purpose
MoU	Natural England and IFCAs	Defines roles and responsibilities and ways of working
MoU	Marine Management Organisation and IFCAs	Defines roles and responsibilities and ways of working
MoU	Environment Agency and IFCAs	Defines roles and responsibilities and ways of working
MoU	Kent and Essex IFCA	Defines roles and responsibilities in relation to the Stour and Orwell European Marine Site and the Outer Thames Estuaries Special Protected Area
MoU	North Eastern IFCA	Defines roles and responsibilities in relation to the Humber European Marine Site
MoU	Norfolk Constabulary	Use of <i>FPV Pisces III</i> by Norfolk Constabulary
MoU	CEFAS and IFCAs	Defines roles and responsibilities and ways of working
MoU	Wash Estuary Strategy Group	Employment of Wash Estuary Strategy Group Project Manager by EIFCA
MoU	Association of Inshore Fisheries and Conservation Authorities	Employment of the Association of Inshore Fisheries and Conservation Authorities CEO by EIFCA
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 EIFCA as a partner in the North Norfolk FLAG
PA	Shrimp Fishery Advisory Working Group: Natural England, Marine Management Organisation, CEFAS, Shrimp Processors, Fishery Consultants	Defines roles and responsibilities of the respective organisations/individuals with the intention of attaining MSC accreditation of the East Coast Brown and Pink Shrimp Fisheries
PA	CEFAS, King's Lynn and West Norfolk Borough Council Environmental Health Office	Defines working relationship between regarding the collection of water, cockle, mussel samples for shellfish waters classification within the Wash
ISA	Norfolk Constabulary	Joint cooperation in the regulation of enforcement of maritime crime
SLA	Association of Chief Police Officers Criminal Records Bureau	Vetting of EIFCA officer and provision of Police National Computer held information for enforcement purposes
MoA	Wash and North Norfolk Coast European Marine Site Project	Employment of Wash and North Norfolk Coast European Marine Site Project Manager by EIFCA

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 EIFCA Chief Officer acting as a Director of the Association of Inshore Fisheries and Conservation Authorities
C	CEFAS	Provision of Angling 2012 survey data by EIFCA IFCOs
C	Norfolk County Council	Provision of Internal Audit services
C	Norfolk County Council	Communications support to EIFCA for the launch of EIFCA on 1 April 2011
C	Andrew Jackson Solicitors	Provision of specialist legal advice (call off contract)
C	Zacobyte Consulting Ltd, Kent and Essex IFCA and Sussex IFCA	Provision of IFCA website template
C	Norfolk County Council	Provision of ICT infrastructure and support
C	Jigsaw Associates	Provision of Human Resources services
C	Sound Decisions Associates	Provision of Clerking services
IA	IFCA Technical Advisory Group	Provision of technical advice to IFCA COG

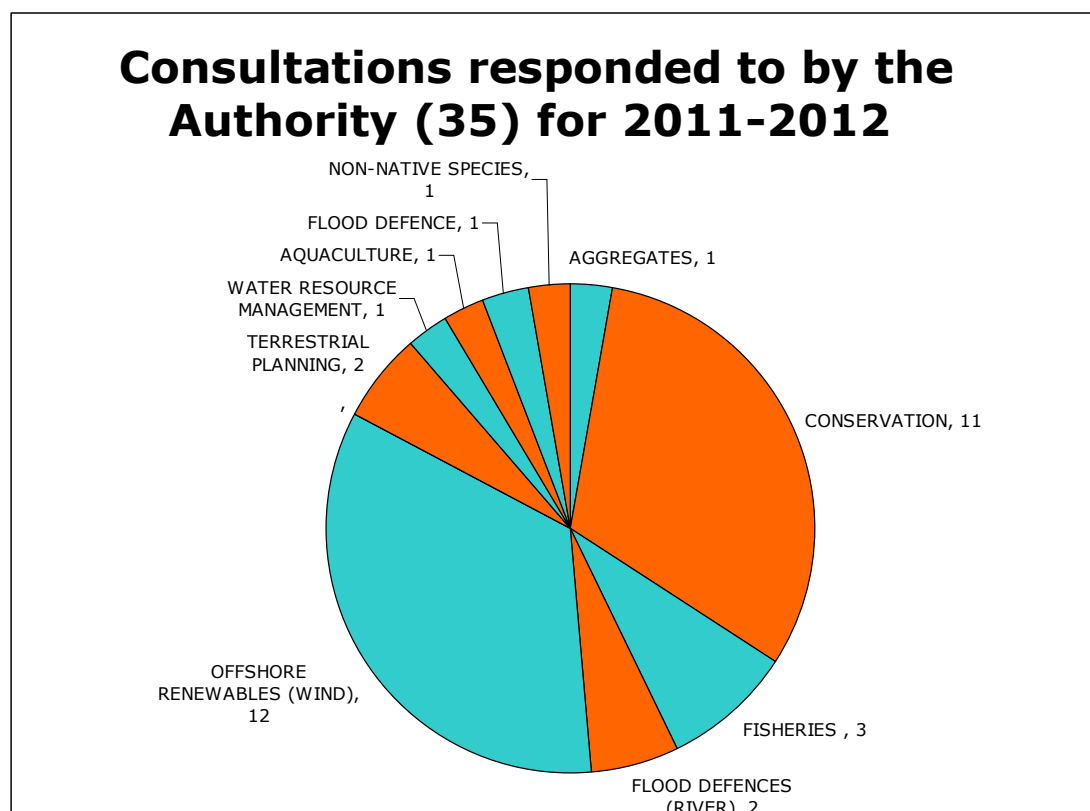
Key: MoU Memorandum of Understanding
MoA Memorandum of Agreement
AIP Agreement in Principle
SLA Service Level Agreement
C Contract
D Directorship
PA Partnership Agreement
ISA Information Sharing Agreement
IA Informal Agreement

Communication and stakeholder engagement

During 2011-2012 Officers and Members of the Authority held or attended a wide range of meetings with various stakeholder groups to promote the work of the Authority and to provide information or advice. This work goes towards meeting Success Criterion 7 – The Authority is seen and heard. Feedback on the work of the Authority from these meetings has proved valuable as the Authority strives to meet the needs of its stakeholders through early and active engagement. The Authority made a clear statement with regards to its view of the importance of stakeholder engagement through the appointment of a new position (Community Development Officer) and through the allocation of a budget of £50,000 for this officer to use.

The Authority received many requests for consultation responses from external organisations. Due to the vacant posts this year the consultations were ranked in importance and responses were prioritised. In total 35 external consultation responses were developed. The Authority also conducted its own consultations throughout the year. In total three consultations were conducted, all three of which related to the management of the Wash Fishery Order 1992. They were:

- 1) Consultation on Wash Fishery Order 1992 Tolls and a draft charter for; opening/closing cockle fisheries;
- 2) Consultation on the opening of 2011 cockle and mussel fisheries;
- 3) Consultation on the opening/closing dates of the 2011 cockle fishery.



Marine management

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

To provide a flavour of the type of work that the Authority undertakes, several areas of work conducted during 2011-2012 have been detailed below:

Wash Fishery Order 1992 management

The Authority discharges many of its duties and responsibilities through effective management of the Wash Fishery Order 1992 (the Authority is the grantee). The Authority consults regularly with stakeholder groups to ensure that an effective co-management approach is followed.

The major fishery managed under the Wash Fishery Order 1992 is the cockle fishery. This is currently a complex fishery due to the demands of the various Natura 2000 designations placed on the Wash and the 'Atypical Mortality' currently being encountered in cockle populations around Western Europe. Management of the fishery was by convention, with no written process for operating the fishery inherited from the Joint Committee. The Marine Protected Areas Sub-Committee sponsored a workshop at Thoresby College, King's Lynn in November 2011. From this workshop a stepped process was agreed, along with behaviours expected. Both the process and the behaviours were subject to further consultation. The 2012 cockle fishery will be operated under this process, with a review scheduled at the close of the fishery.

All activities licensed by the Authority occurring within the various European Marine Sites are subject to a comprehensive Assessment as required under the Habitat Regulations. During 2011-2012 a total of three Tests of Likely Significance and two Appropriate Assessments were conducted. Several fisheries were opened with Total Allowable Catches (TAC) in most instances being applied:

- Welland Wall mussel fishery – No TAC applicable
- Wash handworked relaying seed mussel fishery – 109 tonnes
- Wash dredge relaying seed mussel fishery – 1,095 tonnes
- Wash handworked cockle fishery – 1,500 tonnes

Activity	Date sent Test of likely Significance	Date sent Appropriate Assessment	Natural England Response	Outcome
Mussel Fishery	09/12/2011 (final version received by NE: 15/12/2011)	09/12/2011 (final version received by NE: 15/12/2011)	No adverse effects 15/12/2011	Hand-worked fishery opened 31/12/2011
Cockle Fishery	31/05/2011	31/05/2011	No adverse effects 8/06/2011	Hand-worked fishery opened 10/06/2011
Cockle dredging impact study	10/08/2011 (final version received by NE: 24/08/2011)	N/A*	No adverse effects 30/08/2011	Impact study conducted 14/09/2011

*Natural England agreed with EIFCA's Test of Likely Significance not to pursue an Appropriate Assessment

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

Wider Wash management

In addition to being a partner of the Wash Estuary Strategy Group and the Wash and North Norfolk European Marine Site the Authority employed during 2011-2012 the project managers of these respective organisations. The Authority undertook these responsibilities to support the organisations, indeed the CEO of the Authority is also Chair of the Wash and North Norfolk European Marine Site.

Additional bivalve shellfish management throughout the district

Titchwell mussel fishery

In addition to the cockle and mussel fisheries within the Wash the Authority actively managed three other bivalve fisheries. A small seed mussel bed is surveyed annually at Titchwell on the North Norfolk coast. Fishery management measures have been agreed for this area if sufficient stocks are available to harvest following settlement of juvenile mussel. Unfortunately during 2011-2012 insufficient settlement of mussel occurred to justify a fishery opening.

Horseshoe Point cockle fishery

The Authority on 1 April 2011 inherited from North Eastern Sea Fisheries Committee the responsibility for the management of the cockle beds that occur at Horseshoe Point in Lincolnshire. Surveys of this bed by the Authority's officers showed that the stocks of cockles within this area were not sufficient to facilitate a fishery. As such a temporary closure on this fishery was brought in during August 2011 under Byelaw XI. The Fishery also did not have Environmental Health clearance. The Authority has engaged with the local council to make sure this will not be a problem should there be a fishery in 2012

Stour and Orwell Carpet Shell and Manila Clams (*Tapes sp*) fishery

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

Marine Protected Area management

During the year the Authority developed an approach to managing fisheries within Marine Protected Areas. Officers were regular and active participants of the two Marine Conservation Zone projects that fell within the Authority's district (namely Net Gain and Balanced Seas). As the future regulator of any MCZs/Reference Areas designated as a result of these projects the Authority's position throughout the process was one of providing comment on the information provided to the projects and was not one of commenting on the appropriateness of the recommended locations.

Bait digging

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

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

Inshore vessel monitoring systems

Recognising that budgetary constraints will pose a considerable challenge to the Authority in the future as it tries to discharge its duties, the Authority explored the development and use of inshore vessel monitoring systems utilising satellite and or mobile telephone technology. This work has seen sea trials with the equipment being deployed on FPV Protector III and on a commercial fishing vessel. This fishing vessel was fitted with equipment that not only provides vessel location details but also records

the deployment/recovery of towed gear. The Authority's trial complements a national trial of the equipment coordinated by MMO and Seafish. If this technology is proven to be suitable the Authority demonstrated its commitment to deploying this equipment by establishing an operational reserve utilising under spend during 2011-2012.

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

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

http://eastern-ifca.gov.uk/index.php?option=com_content&view=category&layout=blog&id=48&Itemid=185

Recreational sea angling

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

Byelaw review

The Authority commenced and ended the 2011-2012 financial year with the same number of byelaws. A decision was made not to review the byelaws during the year for several reasons:

- 1) the Authority had not developed a clear framework within which to consider byelaws
- 2) the authority should recruit a Community Development Officer to manage the byelaw review process and ensure excellent community engagement and participation in the byelaw review
- 3) the Authority could learn from other IFCAs that commenced their byelaw review or introduced emergency byelaws and then apply the "lessons learnt practice" thereby ensuring that byelaws introduced/remade by the Authority were exemplars of best practice.

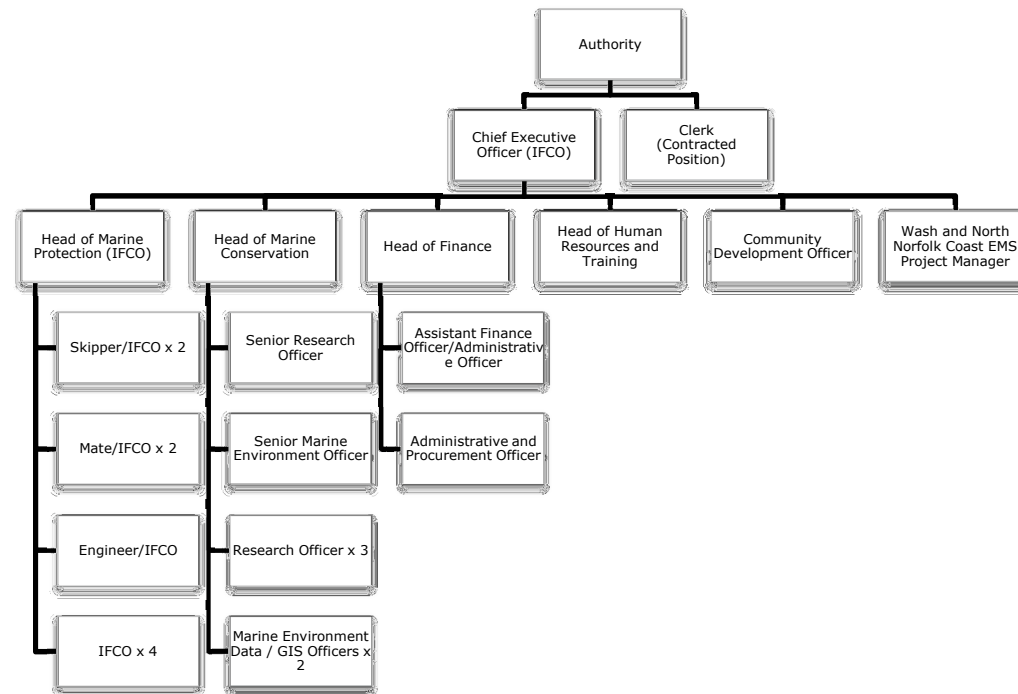
Management metrics

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

Management metrics 2011-2012	
Byelaw derogations (and extensions) issued to facilitate research purposes	7
Freedom of Information requests	0
Environmental Information Regulation requests	0
Wash Fishery Order 1992 licences issued	63
Authority vessel activity 2011-2012	
<i>FPV Protector III</i>	44
<i>FPV Sea Spray</i>	14
<i>Rv Three Counties</i>	85
<i>FPV Pisces III</i>	15
<i>RV Tamesis</i> (Kent and Essex IFCA)	12
Fisheries and environmental enforcement 2011-2012	
Boardings at sea	40
Inspections of commercial fishing vessels/landings	1451
Inspections of recreational sea anglers	1143
Verbal Warnings	3
Written Warnings	3
Home Office Cautions	0
Financial Administrative Penalties (FAPs) issued	0
Prosecutions	0

Staffing

During the year a comprehensive review of the staff structure was conducted and a new staff structure was agreed by the Authority. The structure agreed is shown within this section. The main changes were the elimination of the Crewman/IFCO and one Engineer/IFCO posts, Deputy Chief Executive Officer, Senior Research Officer/IFCO, Research Officer/IFCO (x2). New posts created were the: Clerk (Contracted); Head of Marine Protection (IFCO), Head of Conservation, Senior Research Officer, Senior Marine Environment Officer, Head of Human Resources and Training, Research Officer, Community Development Officer, Marine Environment Officer – Data, Marine Environment Officer – GIS specialist. A decision was taken to reduce the number of Warranted IFCOs from 14 to 11 within the Authority through the removal of Warrants from scientific personnel so that the Authority could follow a specialist approach to employment rather than the generalist approach that was followed previously. The Clerk position was created specifically to provide the Chair with professional support to ensure that the Authority is supported whilst removing the situation whereby the CEO could be making recommendations as an Officer and then providing professional advice to the Chair regarding the voting of Members with potentially prejudicial or pecuniary interests relating to the recommendations being put forward. During the year the Authority was also the employer for the Chief Executive Officer of the Association of Inshore Fisheries and Conservation Authorities as well as the Project Manager for the Wash Estuary Strategy Project which was wound up on 31 March 2012.



Performance standards

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

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

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

Wash Fishery Order 1992 entitlement expiry

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

Wash Fishery Order 1992 licence issue/renewal

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

Authorisations to fish seed mussel

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

Scientific derogations

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

Information requests

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

Legislative guidance

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

Office hours

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

Monday – Thursday 09:00-17:00hrs

Friday 09:00-16:30hrs

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

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

Authority and Sub-Committee meetings (excluding extraordinary meetings)

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

Enforcement Activities

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

Mail

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

Organisational carbon footprint

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

As can be seen the Authority has grown slightly in size as an organisation from 21 to 22 individuals with a slight increase in the total carbon footprint of the organisation. The use of vessels creates the majority of the Authority's emissions.

Table showing the estimated carbon footprint for the Authority in 2011-2012 compared against a baseline of 2008-2009				
Source		2008-2009	2011-2012	change
Direct emissions	Owned road vehicles	24.40 tCO ₂ e	19.84 tCO ₂ e	-4.58 tCO ₂ e
	Owned ships	197.07 tCO ₂ e	199.81 tCO ₂ e	+2.74 tCO ₂ e
Indirect emissions 'electricity & imports'	Electricity	22.59 tCO ₂ e	24.96 tCO ₂ e	+2.39 tCO ₂ e
Other indirect emissions	Employee travel - air	0.27 tCO ₂ e	0 tCO ₂ e	-0.27 tCO ₂ e
	Employee travel - rail/tube	0.38 tCO ₂ e	0.21 tCO ₂ e	-0.17 tCO ₂ e
Total tonnesCO₂e		244.71 tCO₂e	244.82 tCO₂e	+1.11 tCO₂e

Developed using the Carbon Trust online carbon footprint calculator

Table showing additional resource use for the Authority in 2011-2012 compared against a baseline of 2008-2009			
Source	2008-2009	2011-2012	change
Water usage (office)	48m ³	56m ³	+8m ³
Water usage (vessels)	70m ³	70m ³	-
Copying (black and white)	67,882	94,768	+26,886
Copying (colour)	27,605	24,380	+3,225
A4 paper (reams)	139	125	-14
A3 paper (reams)	1	1	-

Other activities that the authority has conducted to reduce its environmental impact:

- 1) Introduction of the HMRC Cycle to Work scheme
- 2) The installation of additional secure cycle storage facilities at the Authority's office
- 3) Installation of individual room light switches rather than floor level lighting controls so that lights not needed can be switched off
- 4) Use of a battery collection point rather than disposing of batteries in general waste
- 5) The introduction of paper, card, plastic and can recycling facilities within the Authority's Office
- 6) Introduction of laptops to facilitate the most productive use of officer time and eliminate any unnecessary travel to the office when working in the district
- 7) The installation of teleconferencing facilities at the Authority's office to reduce the need to commute to distance meetings

References

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

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

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

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

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

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

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

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

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

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

Glossary

ACPO	Association of Chief Police Officers Criminal Records Office
AIFCA	Association of Inshore Fisheries and Conservation Authorities
CEFAS	Centre for Environment, Fisheries and Aquatic Science
CEO	Chief Executive Officer
DCEO	Deputy Chief Executive Officer
Defra	Department of Environment, Food and Rural Affairs
EA	Environment Agency
EIFCA	Eastern Inshore Fisheries and Conservation Authority
EIFCO	Eastern Inshore Fisheries and Conservation Officer
EMS	European Marine Site
ERLG	Eastern Regional Liaison Group
ESFJC	Eastern Sea Fisheries Joint Committee
FPV	Fishery Patrol Vessel
HLO	High Level Objective
HR	Human Resources
ICT	Information Communication and Technology
IFCA	Inshore Fisheries and Conservation Authority
IIP	Investors in People
KEIFCA	Kent and Essex Inshore Fisheries and Conservation Authority
LCC	Lincolnshire County Council
MaCAA	Marine and Coastal Access Act
MCZ	Marine Conservation Zone
MMO	Marine Management Organisation
MoU	Memorandum of Understanding
MPA	Marine Protected Area
MPASC	Marine Protected Area Sub-Committee
NE	Natural England
NEIFCA	North Eastern Inshore Fisheries and Conservation Authority
NCC	Norfolk County Council
PCSC	Planning and Communications Sub-Committee
PI	Performance Indicator
PR	Public Relations
RCSC	Regulatory and Compliance Sub-Committee
RSA	Recreational Sea Angling
RV	Research Vessel
SAC	Special Area of Conservation
SC	Success Criteria
SCC	Suffolk County Council
SIFCA	Sussex Inshore Fisheries and Conservation Authority
SLA	Service Level Agreement
SoS	Secretary of State
SPA	Special Protection Area
SSSI	Site of Special Scientific Interest
SWEEP	Study of the Wash Embayment Environment and Productivity
TAG	Technical Advisory Group
VFM	Value For Money
WESG	Wash Estuary Strategy Group
WFO	Wash Fishery Order
WNNEMS	Wash and North Norfolk Coast European Marine Site