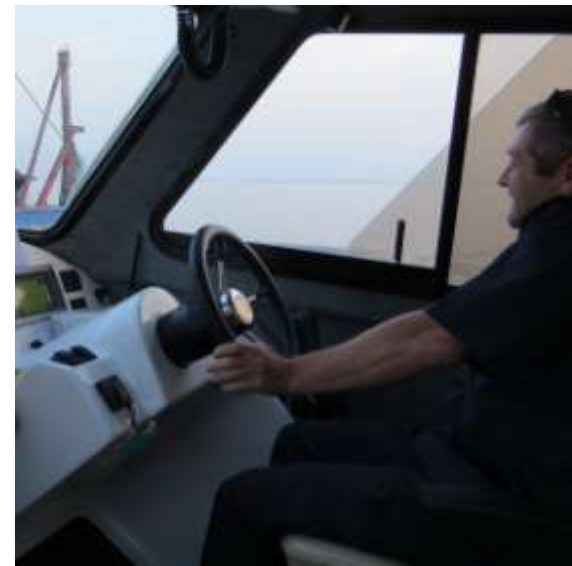




**Annual Report**

**Financial year**  
**2013-14**



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[Eastern Inshore Fisheries and Conservation Authority Report 2013-2014](#). 66 pp.

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## Foreword

The annual report provides a statement of the key actions that the Eastern Inshore Fisheries and Conservation Authority carried out to deliver its statutory duties as prescribed in the Marine and Coastal Access Act 2009 (MaCAA 09). It describes how the Authority has furthered the sustainable management of inshore sea fisheries resources and marine conservation objectives during financial year 2013-14.

The Authority was created on 1 April 2011 to replace the previous Sea Fisheries Committee structure and has embraced the 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 inshore marine environment.

The membership of the Authority has changed somewhat following the outcome of local elections in 2013. We have welcomed Councillors Fairman, Baker, Wilkinson and Patience to the table and have said farewell to Councillor Sale, Williams, Chenery, Dobson and Hannah. Particular thanks must be extended to Councillor Ken Sale who as Chairman led the Authority into the new era. Councillor Hilary Cox replaced Councillor Sale as Chair in June 2013. The MMO appointee structure has remained stable and continues to represent the mix of skills and experience necessary to enable the Authority to make the right decisions for the benefit of the Eastern region inshore marine environment.

The third year of operation of Eastern IFCA has been the busiest yet and the system has been thoroughly tested in not only delivering ground breaking conservation legislation to protect the most vulnerable features in regional European Marine Sites but also continuing to deliver outcomes and success across the breadth of the wider remit. This has included managing and regulating valuable cockle and mussel fisheries in the Wash; managing a very productive North Norfolk coast crab and lobster fishery; conducting an ambitious round of public engagement events, responding to 64 marine licensing consultations, influencing and shaping the development of the East coast marine plan; as well as conducting wholesale revisions to internal policies and procedures including the introduction of a staff appraisal system. In short, the Authority has stepped forward to acknowledge and accept a significantly different and increased workload. Significant investments in staff training and welfare and a reduction in the rate of staff churn means that the Authority now possesses an agile and proactive workforce cognisant of the increased duties and responsibilities of the IFCA construct which is recognised and heard throughout the Eastern district.

The Authority is majority funded through a levy on the County Councils of Suffolk, Norfolk, and Lincolnshire which is supplemented by New Burdens Funding (NBF) provided via a grant in aid to the constituent councils. NBF represents 25% of the Authority's core funding and is central to the delivery of its mandated outputs. Noting the pivotal nature of this funding it is encouraging that provision has been exceptionally approved to roll over for a further year to March 2016 but continued provision remains the central strategic risk to the Authority's ability to service its remit.

The vessels operated by the Authority have been reviewed. Following the sale of the 24m patrol vessel *ESF Protector III*, a replacement 11m

cabin fitted, rigid hulled inflatable boat has been procured to trial the concept of operating a smaller, less crew resource intensive vessel to enable enforcement presence and deterrent effect throughout the district. Thus far it has proven to be a useful asset that has demonstrated appropriate capability for the majority of sea based tasking. In the pursuit of the best possible value for the public purse, in addition to the substantial savings realised in capital outlay, the envisaged decreases in operating costs and carbon emissions have been notable. The scrutiny of the other sea-going assets has delivered a specification to procure a second enforcement vessel to assure appropriate presence and reactivity throughout the district. The focus will now turn to the research vessel, *Three Counties*, to assure that value for money and efficient delivery of mandated outputs, as recognised in our research strategy and annual plan can be delivered.

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



Phil Haslam  
Chief Executive Officer



Councillor Hilary Cox  
Chair

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# Overview

The Eastern Inshore Fisheries and Conservation Authority was created under Section 150 of MaCAA 2009 and was fully vested on 1<sup>st</sup> April 2011 via Statutory Instrument 2010 No 2189. The IFCA District was created under Section 149 of the Act, while Section 178 requires every IFCA to publish an annual report. This is the third annual report of the Authority.

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

There were 8 major priorities for the Authority in Eastern IFCA 2013-14. These were:

1. to secure appropriate funding to deliver mandated outputs;
2. to continue investments in staff to preserve appropriate subject matter expertise
3. to deliver fisheries management measures for designated 'Red' features (those at highest risk) with European Marine Sites within the mandated timeframe;
4. to commence a comprehensive byelaw review process comprising of three stages;
  - a. exclusion of byelaws not applicable or relevant to the Eastern IFCA District
  - b. like for like substitution of uncontested byelaws directly applicable to the Eastern IFCA District
  - c. development of complex or contested or new byelaws.
5. to procure sea going enforcement assets;
6. to implement a district-wide risk based enforcement approach,
7. to discharge responsibilities under the Wash Fishery Order (1992) and consider a review of its provisions
8. to introduce fisheries management measures in designated Marine Conservation Zones.

Subordinate priorities which we aspired to deliver include:

1. to advance the Authority's understanding of the species, habitats and activities occurring in the district
2. to advance the Authority's understanding of the needs of the recreational angling sector including bespoke research and interpretation of the results of CEFAS Angling 2012 project;
3. to contribute to 'Project Inshore'. This national project will assist the Authority by providing an independent assessment of the state of each major fish/shellfish stock within the Authority's district which will help inform the byelaw review process and future work of the Authority to ensure sustainable exploitation of these resources;
4. to contribute to data requirements to meet Marine Strategy Framework Directive commitments (particularly crab and lobster);

5. to engage with marine planning issues, including consultations on developments;
6. to promote the work of Eastern IFCA through outreach events.

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



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# Vision, Success Criteria and High Level Objectives

The vision for Authority is:

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

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

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

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

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

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

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

# Eastern Inshore Fisheries & Conservation Authority

The Eastern Inshore Fisheries and Conservation Authority is funded by its three constituent County Councils: Lincolnshire, Norfolk and Suffolk.

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

The Authority's members and their attendance at Authority Meetings and Sub-Committee meetings on which they have volunteered to sit are detailed on the following page. The Authority has stipulated within its Standing Orders that a minimum attendance of 50% at meetings is expected. During 2013-2014 a total of 11 Authority and Sub-Committee meetings were held, with attendance recorded on the following page.

The Authority is committed to operating in a transparent manner and as such all Authority and Sub-Committee Meetings are open to the public. Agendas are published ten working days ahead of any meeting, with all papers distributed five working days ahead of any meeting. Agenda, papers and agreed minutes of all Authority meetings are published on the Authority's website. [www.eastern-ifca.gov.uk](http://www.eastern-ifca.gov.uk)



## Member attendance at Authority Meetings and Sub-Committee Meetings 2013-2014

Name	% of meetings attended	Authority (4 meetings held)	Sub-Committee			
			Planning & Communication (1 meetings held)	Finance & Personnel (3 meetings held)	Regulatory & Compliance (2 meeting held)	Marine Protected Areas (1 meetings held)
Cllr T Turner MBE JP	91	# 4	1	2	2	*1
Cllr R Fairman ~	71	3		2		
Cllr H Cox	100	*4	1	3	2	1
Cllr M Baker ~	13	0		0	1	
Cllr M Wilkinson ~	71	3		2		0
Cllr T Goldson	86	3		*3		
Cllr K Patience ~	63	2		1	2	
Mr C Donnelly	88	4	0		2	1
Mr R Handford	88	3	1		2	1
Mr J Stipetic	57	3	0		1	
Mr S Bagley	88	4	1		1	1
Mr P Barham	63	2	*1	#2		
Dr S Bolt	56	3	#1	1		0
Mr R Brewster	86	4			1	1
Mr P Garnett	88	4	1		1	1
Mr N Lake	100	4			2	1
Mr C Morgan	57	3			#1	0
Mr T Pinborough	100	4	1		*2	1
Mr R Spray	67	3	1			#0
Mr K Vanstaen	40	2				0
Mr S Worrall	75	4	0	2		

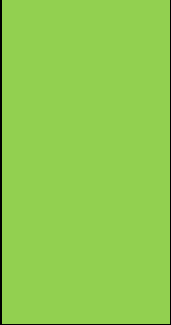
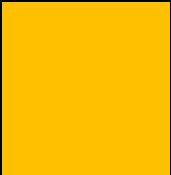
Key:

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

## Focus and priorities for the year 2013-2014

Major Priority	Progress	Comment
To secure appropriate funding to deliver mandated outputs		<p><b>Ongoing.</b> At a meeting of the Association of IFCA on 8 Jan 14 the Fisheries Minister announced that the provision of New Burdens Funding will be rolled over for 1 year until 31 Mar 2015.</p> <p>This means that the immediate problem of funding beyond the current financial year has been resolved but the longer term issue of who pays the residual funding remains unresolved.</p> <p>Constituent councils have agreed to preserve the levy at current levels of provision for at least financial year 2014-15.</p>
To continue investments in staff to preserve appropriate subject matter expertise		<p><b>Ongoing.</b> The appraisal system has been successfully introduced and is completing its first cycle with year end appraisals being conducted. The processes and routines of formal staff direction and guidance are becoming more intuitive garnering positive feedback from staff.</p> <p>The personal training and development package has resulted in the training budget being fully utilised. Staff members are now appropriately trained to carry out their roles.</p> <p>Staff movements earlier in the year have been capitalised upon and a review of the staff structure to shape it appropriately for the challenges of the next years has been completed. The outcome was a re-balancing of posts, while remaining with the current salary bill, to add another member to both the Environment and Enforcement teams. The process of review engaged all staff and reflects where there are consistent demands for extra resource within the business.</p>
To deliver fisheries management measures for		<p><b>Complete.</b> The process to create an innovative and ground breaking</p>

<p>designated 'Red' features (those at highest risk) with European Marine Sites within the mandated timeframe</p>		<p>flexible closed area byelaw is complete and the product has been delivered to Defra for ministerial approval within the mandated timescale. It is expected to be signed by the end of May 2014.</p>
<p>To commence a comprehensive byelaw review process comprising of three stages:</p> <ul style="list-style-type: none"> <li>i. exclusion of byelaws not applicable or relevant to the Eastern IFCA District</li> <li>ii. like for like substitution of uncontested byelaws directly applicable to the Eastern IFCA District</li> <li>iii. development of complex or contested or new byelaws.</li> </ul>		<p><b>On hold.</b> Initial actions have been completed but this project has necessarily been shelved to make room for the more pressing EMS byelaw activity. The plan is to fully engage with this process in 2014-15.</p>
<p>To procure sea going enforcement assets</p>		<p><b>Ongoing.</b> <i>FPV John Allen</i>, an 11m cabin RHIB was delivered in May 2013 and became fully operational thereafter. An assessment of the utility of the vessel has been conducted and used to inform the process to write the statement of requirement and specification for the next vessel which is underway. Investments are now being made to assure the resilience of sea going operations by procuring replacement parts for the most vulnerable components in the drive train. Similarly, updates to the navigation and tracking device in the cockpit are being sourced.</p>
<p>To implement a district-wide risk based enforcement approach</p>		<p><b>On hold.</b> Initial actions complete but this project is on hold to allow national MMO/IFCA agreements to be developed. Head of Marine Protection has been appointed Chairman of the National Marine Enforcement Group. A risk based approach to enforcement is currently undertaken via weekly Tasking and Co-ordination Group (TCG) meetings.</p>

<p>To discharge responsibilities under the Wash Fishery Order (1992) and consider a review of its provisions</p>		<p><b>Complete.</b> Responsibilities have been discharged via the MPA sub committee. Successful and productive fisheries were conducted for both cockle and mussel in the Wash. The process to review the WFO will be subject to initial scoping in 2014. It is expected to indicate a sensitive, complex and time consuming task that will demand a good deal of resource and will have to feature as a key activity in subsequent years once emergent MPA regulation projects have subsided.</p>
<p>To introduce fisheries management measures in designated Marine Conservation Zones</p>		<p><b>Ongoing.</b> The first tranche of MCZs has been designated and does not include any sites in the Eastern IFCA district. Consultation on the second tranche of sites which includes Cromer Shoal Chalk Beds will begin in 2015.</p>

Subordinate Priority	Progress	Comment
To advance the Authority's understanding of the species, habitats and activities occurring in the district		<p><b>Ongoing.</b> Research projects as selected and directed by the Planning and Communication sub-committee have been scoped, planned and are underway. These district wide activities are:</p> <ul style="list-style-type: none"> <li>• Wash cockle growth study</li> <li>• Crab and lobster stock survey</li> <li>• Juvenile Fish survey</li> <li>• Mono filament net survey</li> </ul>
To advance the Authority's understanding of the needs of the recreational angling sector including bespoke research and interpretation of the results of CEFAS Angling 2012 (A2012) project		<p><b>Complete.</b> The outcomes of A2012 have been deliberated upon at Authority level. Following direction from the 12<sup>th</sup> EIFCA meeting, a Recreational Sea Angling (RSA) strategy has been drafted and is currently being reviewed by RSA stakeholders. It is expected to be implemented in 2014 to drive forward wider recognition of the value and benefit of RSA and to seek regional support and investments to reflect its importance.</p>
To contribute to 'Project Inshore'. This national project will assist the Authority by providing an independent assessment of the state of each major fish/shellfish stock within the Authority's district which will help inform the byelaw review process and future work of the Authority to ensure sustainable exploitation of these resources.		<p><b>Complete.</b> Full contribution has been made to Project Inshore which is now at Phase 3. The initial regional Phase 3 report was somewhat generic and did not move the local fisheries management debate forward. Discussion is taking place with Project Inshore consultants to make sure that the significant investments made to date will deliver the 'roadmap' and/or 'blue print' for inshore fisheries management that was highlighted as the purpose of the Project. Once finalised, the findings of the report will be delivered to Authority members and management action shaped to take it into account.</p>
To contribute to data requirements to meet Marine Strategy Framework Directive commitments (particularly crab and lobster)		<p><b>Ongoing.</b> Part of the 'in house' Crab and lobster survey outlined above and the potential assistance of Project Inshore. Similarly, dialogue is in progress with Cefas to contribute to a proposed lobster survey.</p> <p>Initial indications from our own research indicate that local stock status is not threatened and that effort is in balance with what nature can provide. Fuller detail is in the annual research report which is available on the website.</p>
To engage with marine planning issues, including consultations on developments.		<p><b>Ongoing.</b> Responses have been provided for numerous marine planning and licensing activities including offshore renewable energy developments and maintenance activities; aggregates dredging;</p>

		<p>coastal defences and aquaculture projects throughout the district. In addition, EIFCA staff members are routinely contributing to public meetings and bespoke working groups to ensure that relations between stakeholders and developers are conducted appropriately and IFCA outputs safeguarded. The CEO is chairing the Commercial Fisheries Working Groups for both East Anglian Offshore One and Greater Gabbard offshore renewables development.</p>
<p>To promote the work of Eastern IFCA through outreach events.</p>		<p><b>Complete.</b> EIFCA has completed a very comprehensive suite of events throughout the district in order to promote engagement with stakeholders and to ensure that the Authority is recognised and heard. Feedback has been extremely positive.</p>



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## Delivery of priorities

The following tables set out progress made against the activities that the Authority planned to conduct during the 2013/14 financial year.

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



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

**Development of a performance review process**

2013 focussed on equipping employees to fulfil their roles and included:

- Core job training
- Agreeing and setting performance objectives
- Performance appraisals

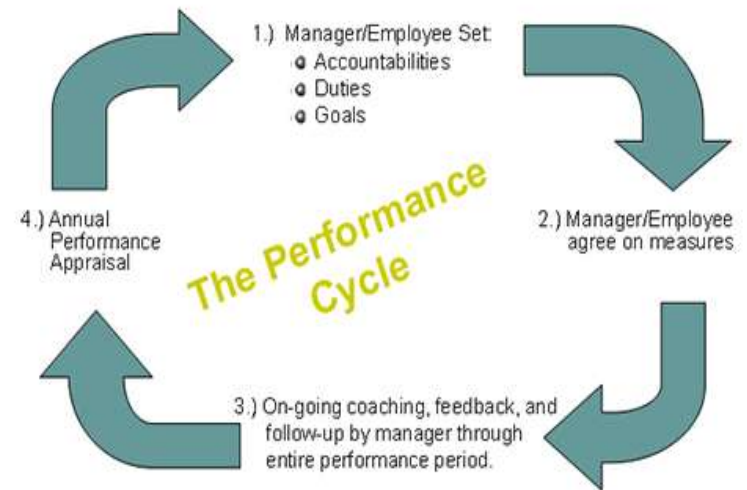
This has helped us to deliver a workforce that:

- Is confident with what is expected of them
- Knows how they are expected to deliver
- Has the capability to deliver.

**Phase 1** - A performance review process was established and introduced to all officers. Once the process was established, a series of briefings was carried out for all staff to understand the process, what it had been designed to deliver and their role within it. Furthermore, a separate series of briefings and workshops were run for line managers so that they were competent and confident to have meaningful conversations, give feedback and set relevant performance objectives with their people.

**Phase 2** - Personal development plans were introduced that dovetailed into the appraisal processes. Once everyone had experienced the new performance appraisals and had objectives set, the next phase was to ensure their understanding and grasp of the process and review progress against their objectives. Within this review, the concept of personal development plans was introduced and, over a series of staff briefings, individual plans were developed between employee and line manager.

This year has very much been about introduction of the process and next year will focus on embedding it.



The EIFCA Performance Cycle.

**Success Criterion 1: IFCAs 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 <sup>st</sup> March.	Delivery of Annual Plan for signature by Planning and Communication sub-committee with document published by 31 <sup>st</sup> March 2013. <b>Delivered 11 Mar 13</b>  Development of annual plan 2014-15 <b>Complete 26 Feb 14.</b>	●			●
(1.2) Annual reports meeting the requirements of the Authority and Defra are prepared and published	Publication of the Eastern IFCA Annual Report 2012-2013 <b>Delivered 30 Oct 13</b>			●	
(1.3) The issues impacting sea fisheries resources within the Eastern IFCA District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	Deliver fisheries management measures for to protect designated 'Red' features within EMS – <b>Delivered to meet deadline of 31 Dec 13, ministerial sign off expected by end May 14</b>  Develop and publish the Authority's Environment and Research Strategy – <b>Delivered 5 Jun 13</b>  Scope the review of the Wash Shellfish policies – <b>not achievable – carried forward to 2014</b>  Scope the review of the administration of the WFO 1992 <b>not achievable – carried forward to 2014</b>  Support district fishermen in bid to achieve MSC accreditation for the brown/pink shrimp fisheries within the district. <b>Ongoing – progress is stalling with significant issues to be resolved amongst the commercial fishing stakeholder base.</b>  Understand our commitments to meet MSFD requirements, particularly Crab and lobster stocks – <b>Ongoing utilising surveys and potentially assistance from Project Inshore</b>  Strengthen internal process for identifying and prioritising issues impacting sea fisheries resources within the district. – <b>Ongoing. More accurate recording and interpretation of landings data conducted to highlight issues. Unregulated fisheries ranked by priority for subsequent action.</b>	●	●	●	●
(1.4) A staff management system, including training and development plans, is in development and being tested during 2013 for approval by staff and the authority and implementation in 2014	Staff performance management system linking to individual training and development plans - developed and implemented – <b>System has been developed and rolled out. End of year appraisals and a review of personal development needs have been carried out.</b>	●	●	●	●
(1.5) Staff resources and capability is assessed against IFCA objectives and	Staff resources and capability monitored against objectives and duties. <b>Ongoing - Recent staff movements presented an opportunity to review the staff structure wholesale. Adjustments to the</b>	●	●	●	●

Eastern Inshore Fisheries and Conservation Authority Annual Report 2013-2014

<p>duties with a gap analysis by April 2013; plans for addressing problems and progress against them are reflected in annual plans and reports</p>	<p>structure have been made to reflect where the pinch points are routinely felt.</p>				
<p>(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 Investors In People</p>	<p>Human resources specialist has been recruited by the Authority. In 2012/13 the Authority completed a review of job descriptions and remuneration. The focus for 2013/14 will be:</p> <ul style="list-style-type: none"> <li>• maintaining Investors In People status – ongoing. IIP assessment led to a status of 'working with the standard', which means that whilst we are still accredited, we require a further assessment at the end of 2014 before a full 3 year accreditation is given.</li> <li>• maintain staff feedback questionnaire – completed. Independent survey completed in 2012 and due to be revisited in June 2014. Feedback also included as part of IIP review</li> <li>• introduce processes to support appropriate ways of working – completed – all staff have received training required to enable them to carry out mandated duties</li> </ul>	<p>• • •</p>	<p>• • •</p>	<p>• • •</p>	<p>• • •</p>
<p>(1.6b) Staff and members are content that they can influence the development of policy for the IFCA demonstrated through annual feedback</p>	<p>Identify and encourage the development of an appropriate culture for the Authority and its employees</p> <p>Regular line management and monthly staff meetings capture staff suggestions – achieved.</p> <p>'Bright Ideas' proforma developed – achieved.</p>	<p>• • •</p>	<p>• • •</p>	<p>• • •</p>	<p>• • •</p>

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

During 2013-14 an innovative Protected Areas byelaw was introduced to enable the Authority to provide protection to sensitive marine habitats and species in European marine sites. The byelaw enables the Authority to introduce, vary or revoke Regulatory Notices that provide management measures for fishing activity where it is necessary to further the conservation objectives of a Protected Area.

The requirement to regulate arose from challenges from the Marine Conservation Society and Client Earth, who wrote to Defra to question the management programme for European marine sites and pointed out the potential of infraction proceeding by the EU if it was not improved. This ultimately led Defra to announce a 'revised approach' to managing commercial fisheries in European marine sites, which involved developing an England-wide system to create a consistent methodology to site management. This involved mapping all known features of such sites against the likely risk of damage by particular fishing gear types to produce a risk matrix. The risks were then prioritised and colour coded, with those features most at risk of damage from particular fishing gears being coded red. It was Defra's intention that these red feature/gear interactions were mitigated against by the end of 2013-14 with the only option being the use of regulatory instruments.

Following discussions with Natural England features found in the Wash and North Norfolk European Marine Site and the Humber Estuaries European Marine Site were identified as being at risk. The 'red risk' features that required protection were:

- Reef: biogenic reef of Sabellaria spinulosa (Ross Worm) a feature inside the Wash and North Norfolk Coast European Marine Site
- Sub-tidal Boulder and Cobble Communities as a constituent sub-feature of the Large Shallow Inlet and Bay feature of the Wash and North Norfolk Coast European Marine Site
- Zostera spp (Eel-grass) as an attribute of intertidal mud-flat and sand flats sub-feature of the Large Shallow Inlet and Bay feature that is in the Wash and North Norfolk Coast European Marine Site and a sub-feature of the intertidal mud-flat and sand flats in the Humber Estuaries European Marine Site.

Extensive consultation with the commercial fishing industry and other stakeholders informed the development of four Regulatory Notices to introduce appropriate measures to manage fishing activity. Engagement with the industry was important and led to refinements to the proposed regulation to enable historic shrimp trawling route to continue be used and to enable fishing vessels to transit closed areas with beam trawls clearly raised above the water as opposed to being 'lashed and stowed'.

The innovative nature of the proposed byelaw in providing a flexible tool for the Authority to manage fishing activity meant that the environmental evidence case needed to be supported by a strong legal basis for the regulation. This involved protracted dialogue with legal and policy teams from both the Marine Management Organisation and Defra in order to ensure that the byelaw met legal and procedural requirements. The outcome was the introduction of what is believed to be the first such byelaw by an Inshore Fisheries and Conservation Authority, with four Regulatory Notices also being introduced to protect the aforementioned features.



Chart from Regulatory Notice 4 to protect eelgrass

**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 IFCA District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	<p>All fisheries operating within the district are identified spatially and temporally – <b>Ongoing Research project planned and underway.</b></p> <p>Contribute to 'Project Inshore' to assess each major fish and shellfish stock in the District – <b>See comment above.</b></p> <p>Consider including MSFD (Crab and Lobster stocks) projects in the 2013/14 research plan – <b>Research project planned and underway.</b></p> <p>Link to HLO PI 1.3</p>	<p>•</p> <p>•</p> <p>•</p>	<p>•</p> <p>•</p> <p>•</p>	<p>•</p> <p>•</p> <p>•</p>	<p>•</p> <p>•</p> <p>•</p>
(2.1b) All byelaws made after April 2011 meet the requirements of Defra guidance	<p>Regulatory and Compliance Sub-Committee operational - <b>Complete</b></p> <p>Training provided to the Regulatory and Compliance Sub-Committee prior to the committee considering any new byelaws - <b>Complete</b></p> <p>Impact assessments undertaken to provide robust audit of social, economic and environmental effects of any new byelaws - <b>Achieved. Flexible closed area byelaw to manage fishing activity in EMS acknowledged as innovative and produced in accordance with Defra protocols.</b></p>	<p>•</p> <p>•</p>	<p>•</p> <p>•</p>	<p>•</p> <p>•</p>	<p>•</p> <p>•</p>
(2.1c) IFCA's have necessary records and database systems in place to inform decision making	<p>Developed working partnership with Norfolk County council to:</p> <ul style="list-style-type: none"> <li>• Review data holdings – <b>Ongoing. Paper data holdings reviewed and new storage brokered. Electronic data holdings management solution sourced and project commences April 2014</b></li> <li>• Develop appropriate file structure – <b>aligned with above.</b></li> <li>• Establish linkages with other agencies' databases - <b>A major task that has not yet started.</b></li> <li>• Develop management information products – <b>electronic timesheet delivered in april 2013, updated in April 2014 to reflect refined management information requirements.</b></li> </ul>	<p>•</p> <p>•</p> <p>•</p> <p>•</p>	<p>•</p> <p>•</p> <p>•</p> <p>•</p>	<p>•</p> <p>•</p> <p>•</p> <p>•</p>	<p>•</p> <p>•</p> <p>•</p> <p>•</p>
(2.2a) The byelaw review and changes are on schedule to meet the objective of reviewing and evaluating all legacy byelaws by 2015	<p>Byelaw review project scope established - <b>Complete</b></p> <p>Byelaw review commenced with existing byelaws assessed and prioritised for revocation, like for like replacement or further research and development - <b>Initial actions complete but on hold to enable</b></p>	<p>•</p> <p>•</p>			

	delivery of EMS Byelaw Byelaws that are no longer relevant revoked- Initial actions complete but on hold to enable delivery of EMS Byelaw			•	•
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### **Case study - Success Criterion 3: A fair, effective and proportionate enforcement regime is in place**

In addition to consolidating a proportionate approach to Wash shell fisheries the year saw significant developments in terms of capability with the introduction of a formal Tasking and Coordinating Group and the delivery of a dedicated enforcement vessel, *FPV John Allen*.

#### **Tasking and Coordinating Group (TCG)**

Established during the summer of 2013 the TCG meets weekly during the busier months of the year and fortnightly during the quieter winter months. The objectives of the Group are to ensure that enforcement priorities and activity are risk based, proportionate and properly coordinated both within the Marine Protection team and with partners such as neighbouring IFCAs and the Marine Management Organisation (MMO).

Examples of issues managed by the group include linking with Kent and Essex IFCA and the MMO to investigate complaints about a fishing vessel working in a Suffolk estuary and co-ordinating a joint investigation with the MMO into the landing and sale of undersized lobsters. In the case of fishing in the estuary the vessel was identified, located and an inspection undertaken. No offences were disclosed and the owner was advised of the relevant regulatory requirements. The joint investigation with the MMO resulted in the Authority issuing a Financial Administrative Penalty (FAP) to a commercial fisherman who had landed under-sized lobster and supplied them to a local outlet. The MMO dealt with matters relating to unregistered buying and selling fish.

#### **Enforcement Activity**

The approach adopted for the 2012 Wash Cockle fishery, reported in the Annual Report for 2012-13, was to provide a proportionate level of presence and inspection combined with a clear demonstration that poor behaviours will lead to firm but fair consequences. This was intended to fit with the overarching strategy to encourage responsible co-management of the fishery between Eastern IFCA and the fishing community. This approach was maintained for the 2013 cockle fishery and proved to be successful as levels of compliance with regulation were high and there was no repeat of the of excessive damage to intertidal sand flats (prop wash rings, keel marks and holes) and wastage of large quantities of fishable cockles left on the surface.

Aside from the wash fishery there were 1082 inspections of commercial fishing vessels in port/landing their catch and 229 inspections of recreational sea anglers throughout the district. Compliance was generally good with only five verbal warnings, one written warning and one FAP being issued. There were no court prosecutions during the year.

#### **FPV John Allen**

Following the sale of *FPV Protector III* in 2012 the Authority had a reduced enforcement presence at sea during 2012-13 and as a consequence undertook only three vessel boardings. The delivery of *FPV John Allen* in early May 2013 marked a significant development in enforcement capability, which enabled an effective presence at sea to undertake intelligence gathering, boarding and inspection and to provide a visible deterrent to non-compliance. With 62 days spent at sea and 115 vessels monitored, of which 54 were boarded, the new vessel has quickly demonstrated her utility.

It is worthy of note that as an 11 metre cabin RIB, *FPV John Allen* is believed to be the first vessel of its kind to be used for inshore fishery protection in the UK. As such there was no useful point of reference for officers and it was necessary to develop new ways of working as a proof of concept exercise. This was successful and the lessons learned have been included in the specification for a new enforcement vessel which will enter service during 2015-16.



*FPV John Allen*



**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 website and available for viewing at each IFCA office by 30 April each year	Interim enforcement risk register developed and published – <b>Initial actions complete</b> Detailed enforcement Risk Register developed Detailed risk based enforcement framework developed and implemented	•		• •	• •
(3.1b) The IFCAs enforcement risk register is peer reviewed. The peer review comments are forwarded to the CFO and Chairman of the IFCA	Enforcement risk register peer reviewed by CEO of Kent and Essex IFCA and Sussex IFCA <b>Awaiting national level processes to be established in order to achieve alignment.</b> Peer review comments forwarded to the CEO, Chair of the Authority and Chair of Regulatory and Compliance Sub-Committee			• •	• •
(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 national IFCA standardised risk register <b>As above</b> Explore the opportunity for the development of a national IFCA standardised risk based enforcement framework <b>Complete – in the absence of national level solution, local IFCA/MMO process established.</b>	• •	• •	• •	• •
(3.2a) A code of conduct for inspections both ashore and at sea is created by 30 <sup>th</sup> October 2011 and reviewed annually. The code of conduct is published on each IFCAs website and available from each IFCAs office by 30 April each year	A code of conduct for inspections has been published and is available on website <b>Complete</b> Annual review of code of conduct				•
(3.2b) Establish a national IFCA/MMO team by 30 <sup>th</sup> October 2011 to independently assess the overall quality of enforcement inspections conducted by each IFCA on an annual basis with the results reported back to the CEO and Chairman of the inspected IFCA by the 30 April each year	Support the development of an IFCA/MMO assessment team. <i>N.B. Dependent on national action for Performance Indicators to be met</i> Participate in national meetings and programmes <b>MMO/IFCA training formal accreditation process established with EIFCA input.</b>	• •	• •	• •	• •
(3.2c) Development of an SLA between IFCAs, MMO, NE and EA regarding the provision of standardised enforcement training and the secondment process for officers of each signatory by 30 April 2012	Complete Standardised national level accredited training package has been delivered by MMO and is available for all officers. Eastern IFCA management requirements will be established. Secondment of personnel is agreed and captured in individual MoUs (complete)	•	•	•	•
(3.2d) Each IFCOs 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. Dependent on national action for Performance Indicators to be met</i> Eastern IFCA IFCOs to be assessed and identified as competent prior to being issued with a Warrant Training courses identified in personal development plans - Achieved	• • •	• • •	• • •	• • •

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

The Authority has recently enhanced its ability to conduct marine surveys with the acquisition in 2013 of a Side Scan Sonar system. This equipment was funded by DEFRA and is shared between Eastern, Kent & Essex & Sussex IFCAs. EIFCA have taken the lead in developing expertise and experience in using this equipment. The initial practical training to set up and use this was achieved by working with CEFAS on a joint project they were conducting using the EIFCA vessel, *Three Counties*. Subsequent to this, our close partnership with CEFAS has enabled us to benefit with further on-going training from their specialists as our abilities have increased. Building on our initial training, we have developed our skills by conducting necessary surveys and developing an operational protocol specific for our own requirements.

In addition to conducting our own work, we have been able to use our experience to assist other IFCAs in developing their own capabilities in side scan sonar. A prime example of this has been when EIFCA staff assisted Southern IFCA to design and conduct a survey contracted by CEFAS to support the management of European Marine Sites in the waters of the Isle of Wight. This joint working proved to be mutually beneficial, with CEFAS being very satisfied with both the outcome of the survey, and the manner in which two IFCAs were able to work together. Southern-IFCA are now considering the acquisition of the same model of side scan sonar system themselves. This standardisation of equipment and protocols will bring about important benefits for all involved.

The overall experience has been one of sharing and mutual support, with the overall outcome being greater than the sum of its parts. We have purchased a major item of equipment in partnership with other IFCAs, made use of our partners to access specialised knowledge and training to increase our skills, and then cascaded this capability out to other IFCAs. As a result, there is now a consensus that we should definitely continue to work in this manner in future. In doing so, we have also been able to satisfy a partner, CEFAS, that IFCAs can deliver work of the highest standard when we work together.



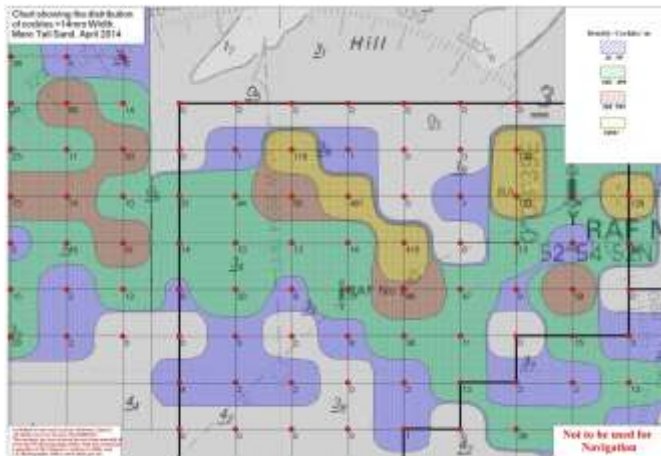
**Success Criterion 4: IFCAs work in partnership and are engaged with their stakeholders**

High Level Objective Performance Indicator	Action:	Q1	Q2	Q3	Q4
(4.1a) Initial MOUs are agreed and adopted by end of April 2011	Memoranda of Agreement/Understanding have been agreed with NE/EA/MMO/Cefas. have been developed with NE & MMO	• •	• •	•	•
(4.1b) Discussions have been held with partner organisations with regard to Service Level Agreement (SLAs); SLA (if required) are agreed and adopted by April 2012	MoUs/MOAs/SLAs with NCC, LCC, ACPO, WNNCEMS, KEIFCA, NEIFCA, AIFCA developed	•	•	•	•
(4.1c) Identify and discuss with lead local authority requirement for SLA by October 2011	<b>Achieved</b>	•	•	•	•
(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	MOUs reviewed	•	•	•	•
(4.2a) Set-up database of stakeholders from current list by April 2011. Update list every 6 months. Review contacts list annually	Community Development Officer (CDO) recruited. Contacts management in hand - <b>Database of stakeholders set up.</b>	•	•		
(4.2b) Engagement strategy developed by April 2012	<b>Communication and Engagement Strategy agreed by Planning and Communications Sub-Committee (PCSC). Annual output plans flow from this strategy.</b>	•	•		
(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	<b>Complete.</b>	•	•	•	•
(4.2d) Develop interpretation boards and presentations to allow greater interaction with stakeholders	Interpretation boards designed and manufactured, to be installed at appropriate coastal locations within district - <b>Complete.</b> Eastern IFCA scheduled to attend community shows in 2013 - <b>Display infrastructure procured and regional events attended in accordance with the Communications and Engagement plan.</b>	• •	• •	•	•
(4.3a) Reviewed stakeholder and communication strategy/plans and stakeholder database completed by April 2014	<b>Complete.</b>	•	•	•	•

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

The intertidal cockle and mussel stocks in the Wash provide a valuable fishery for local fishermen working out of the ports of Boston and King's Lynn. These same stocks are also an important conservation feature of the site, providing food for over-wintering oystercatchers and other waders. The importance of these stocks was demonstrated in the 1990s, when their collapse resulted in the mortality of large numbers of oystercatchers. It is critical, therefore, that management of these fisheries is conducted in a manner that does not hazard the sustainability of the beds. Prior to opening each fishery in the Wash, EIFCA submits a Habitats Regulation Assessment to Natural England, detailing the proposed management measures for that fishery. Because this can be a lengthy process, in 2008 EIFCA worked with Natural England and the local fishing industry to develop a suite of shellfish management policies that would be consistent with the conservation objectives of the site. The development of these policies has provided a framework of agreed principles that has helped speed up the Habitats Regulation Assessment process and allow speedier authorisation of fisheries. Having sound, up-to-date evidence was fundamental throughout the development of these policies. This was provided from a series of annual stock surveys and studies that had looked specifically at the impact local fishing gears had on the site's Natura 2000 features. These studies included comprehensive research into discard mortality rates associated with the dredged cockle fishery, the results from which both informed the development of the management policies and helped the industry improve their equipment. The use of evidence in the development of the policies and the subsequent management of the Wash fisheries was cited as "best practice" by a European Commission report reviewing case studies on the Article 6.3 permit procedure under the Habitats Directive:

([http://ec.europa.eu/environment/nature/natura2000/management/docs/AA\\_case\\_study\\_compilation.pdf](http://ec.europa.eu/environment/nature/natura2000/management/docs/AA_case_study_compilation.pdf); Case Study 9).



Annual variability of the stocks and the continued development of gear technology and fishing practices mean it is important to maintain an up-to-date evidence base. Each spring, extensive cockle surveys are conducted on the inter-tidal beds of the Wash, the results from which are used to inform the Authority members when determining the management measures for the coming fishery. During these surveys samples are collected from over 1,250 stations covering 21 beds. Additional environmental data are also collected from each station, which provide information about the types of sediment that are present in each area and the distribution of other important invertebrate species. Similarly, each of the 20 mussel beds present on the Wash inter-tidal beds are individually surveyed each year to inform the management of the mussel fishery. Because low recruitment has caused some of these beds to deteriorate in recent years, the Authority has begun a study to determine if the laying of cockle shells within some of the beds can be used as a viable method of attracting mussel seed into these beds. If the study finds that seed can be successfully harnessed this way, it would provide a cost-effective method of rejuvenating the beds and provide better stability for both the fishery and the birds that feed on the mussels.

The records show that in the past the Wash shellfish stocks have been subjected to a history of “boom and bust” fisheries that on occasions have caused severe declines of their populations. The recognition of the importance of the Wash’s conservation features means such practices are no longer acceptable and that these features must be afforded proper protection. By gathering and using sound evidence to inform its fisheries management, EIFCA has demonstrated that conservation and fisheries are not mutually exclusive, but can co-exist within a highly designated site.

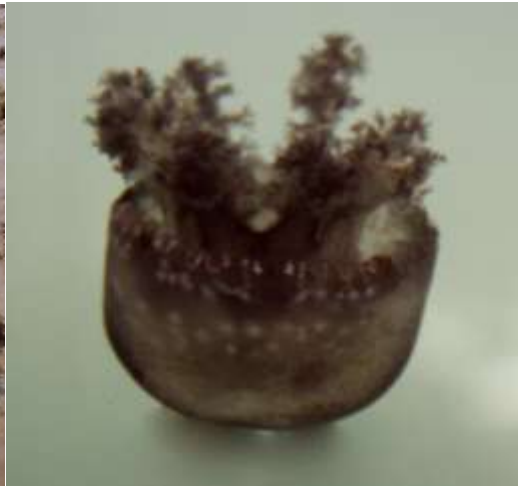


**Success Criterion 5: IFCAs make the best use of evidence to deliver their objectives**

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	Five year Environment and Research Strategy to be presented to the PC Sub-Committee by 31 March 2013 <b>Complete</b>	●			
(5.1b) Research plan is published each year	Annual (2013/2014) Environment and Research Plans developed by officers and presented to PC Sub-Committee <b>Complete</b> -Annual Environment and Research Plans published on Authority's website	●			
(5.1c) Previous year's research report published each year	The 2012/13 will be published at the end of April 2013. <b>Complete</b>		●		
(5.1d) IFCA annual report to demonstrate how evidence has been used in decision making processes	Annual Report illustrates how the Authority has incorporated evidence in its decision making - <b>Annual report 2012-13 approved 30 Oct 13.</b>	●	●		
(5.2a) By April 2012 develop and agree MoUs with delivery partners and review annually	Included in MoUs in HLO 4.1	●	●	●	●
(5.2b) IFCA representative to take part in annual IFCA scientific conference	In 2012/13 Authority Research and Environment staff participated in a variety of scientific fora. This included World Fisheries Congress, Rare Fish (IFM) Conference, and Coast MS discussions. All Authority Research and Environment Staff participated in the IFCA Technical Advisory Group conference. Similar participation will continue (links to HLO 1.4). <b>Ongoing - E&amp;R team represented at TAG, Leadership in Science seminar, KEIFCA Biosecurity conference, IFM conference amongst others.</b>	●	●	●	●
(5.2c) IFCA representative to proactively be involved in relevant evidence networks to share best practice, e.g. Technical Advisory Group.	Eastern IFCA Senior Research Officer leading role in Technical Advisory Group. Eastern IFCA Research & Environment Officers provide information and training in specialist fields to others to forward the development of best practice. <b>Ongoing</b>	●	●	●	●
(5.3a) IFCA annual plan and report demonstrate use of evidence, resources and capability as per strategic research plan	2013-2014 Annual Plan developed incorporating 5.3a <b>Complete</b>	●			
(5.3b) Seek appropriate peer review of research reports	Peer review process established through regular cross pollination of information and best practice between South Eastern IFCAs <sup>1</sup> .	●	●	●	●
(5.3c) IFCA annual plans and reports, including research plans and reports, are published online on the IFCA and	2013-2014 Annual Plan published on Eastern IFCA website <b>Complete</b>  2011/2012 and 2012/13 Annual Report published on Eastern IFCA website - <b>Complete</b>	●			●

<sup>1</sup> Eastern, Kent and Essex and Sussex IFCAs

Technical Advisory Group websites	2013/2014 Environment and Research Plans published on Eastern IFCA website and circulated with TAG - <b>Complete.</b>		●		●
(5.4a) Develop knowledge sharing plans and procedures by April 2014.	Development of knowledge sharing plans explored with Kent and Essex IFCA and Sussex IFCA /TAG - <b>On hold pending national initiatives.</b>	●	●	●	●
(5.4b) Knowledge sharing plans are reviewed and amended annually	Link to 2.1c		●		



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

*Part 1: Renewable Energy Developments – Commercial Fisheries Working Groups (CFWG)*

The East coast has been identified as the predominant region to support the delivery of offshore renewable energy development to meet the Government’s commitment to deliver its legally binding EU renewable energy target by the year 2020.

Any developments at sea, whether inshore or offshore, will have ramifications for both the marine environment and existing users of the sea. This, coupled with a perception that the two activities are mutually exclusive and to deliver energy solutions must mean that existing users of the sea give way, has driven Eastern IFCA to become central to negotiations between the fishing and energy industries. The intent of the CFWG construct is to provide a forum for developers and fishermen to exchange information and broker solutions to deliver co-existence between the two parties.

Eastern IFCA officers have routinely attended the meetings and as a result have been invited by the membership to chair the meetings as an objective participant with a national mandate to protect the marine environment and enable the sustainable exploitation of sea fisheries resources.

In tandem with our role as a statutory consultee on marine planning and licensing applications, the CFWG provides an opportunity for Eastern IFCA officers to remain engaged with the concerns of local stakeholders and to enable the delivery of national energy infrastructure projects.

To date, Eastern IFCA has driven through a number of initiatives including the requirement for pre and post installation trials to prove that once productive fishing grounds are returned to that state after cable and or turbine installation is complete thereby delivering co-existence between the existing fishing community and the emergent offshore wind energy sector.

## The perception

Out with the old.....In with the new





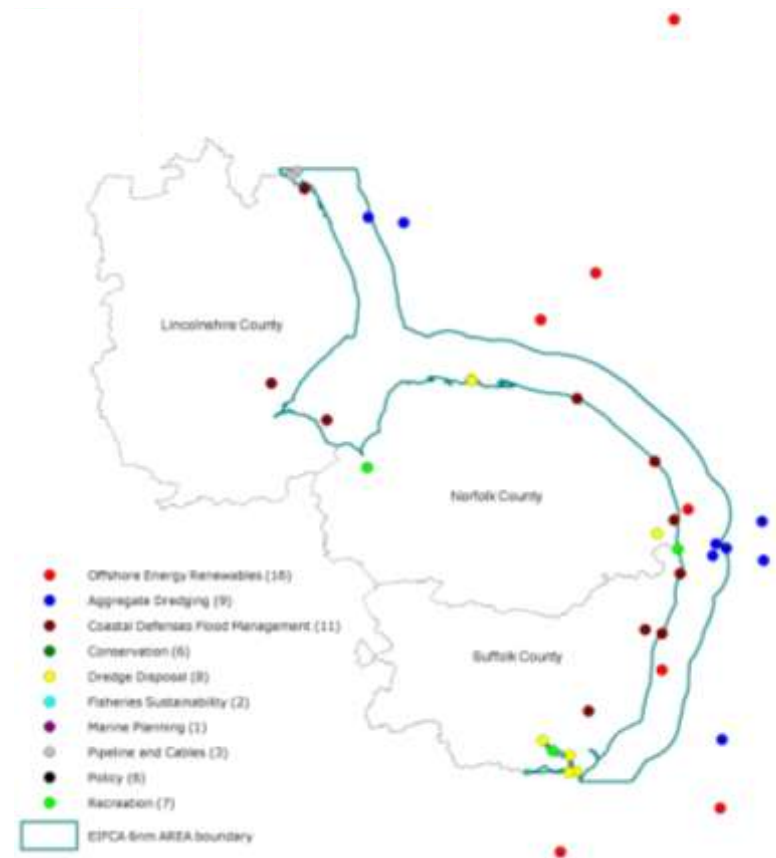
**Case study - Success Criterion 6: IFCAs support and promote the sustainable management of the marine environment**

*Part 2: IFCA role as statutory consultee on marine licences*

Providing input to marine licensing decisions enables IFCAs to influence the design and operation of marine and coastal works, and in so doing to support and promote the sustainable management of the marine environment. The majority of consultations received by Eastern IFCA are requests for advice to the Marine Management Organisation on applications for marine licences under the Marine & Coastal Access Act 2009. The combination of local fisheries knowledge and “familiarity through routine work” with marine protected areas means IFCAs are well placed to comment on protection of the marine environment, existing use of particular sea areas and potential risks to navigational safety.

A flavour of the consultation advice provided by the Authority during the year 2013/14 is given in the following examples. In January 2014, EIFCA worked together with SmartWind to complete a statement of common ground relating to the installation and operation of the Hornsea One offshore windfarm. Aimed principally at protecting commercially valuable cockle beds and the high-risk European Marine Site feature eelgrass bed at Horseshoe Point in Lincolnshire, the agreement represents a significant step for the Authority in fostering productive relationships with development stakeholders whilst performing our statutory responsibilities.

In Suffolk, we submitted conservation and fisheries advice on several applications from the Harwich Haven Authority associated with channel dredging and maintenance at Harwich and Felixstowe; given the proximity of these ongoing works to the Stour & Orwell European Marine Site, consultation representation has been vital in mitigating potential environmental damage. Finally, the Authority considered a number of Environment Agency applications to improve sea defences in site across Norfolk including Great Yarmouth and Happisburgh. The Authority’s unique position as inshore fisheries regulator enables us to highlight specific impacts to local fisheries, based on dialogue with stakeholders and fishery officer observations.



Environment team consultation activity 2013/14

**Success Criterion 6: IFCAs 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	MoU developed with Kent and Essex IFCA regarding management of the River Stour - <b>Complete</b>  MoU developed with North Eastern IFCA regarding respective roles in the Humber EMS - <b>Complete</b>  Local Annex to MMO MoU established with Eastern district - <b>Complete</b>	●	●		
(6.1b) Shared objectives are set out in annual plans	EIFCA/MMO Shared objectives reflected in MoU and reviewed at monthly tactical control group meetings - <b>Complete</b>	●	●	●	●
(6.1c) Progress of shared objectives reported on in annual reports	Included in Annual Report	●			
(6.2a) Plans and processes for raising awareness of IFCA's work in place by April 2013	Communications and Engagement Strategy completed by CDO. - <b>Complete</b> Outreach and education events scheduled	●	●	●	●
(6.2b) Examples of engagement set out in annual reports	<b>Included for the 2013/14 Annual Report</b>			●	
(6.2c) Feedback from relevant stakeholders regarding the effectiveness of engagement is routinely sought	<b>Feedback included as part of the Development of a Communications and Engagement Strategy (links to HLO 6.2a)</b> <b>Quarterly community meetings scheduled</b>	●	●	●	●
(6.3a) The issues impacting sea fisheries resources within the IFCA District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	1.Environment and Research Strategy delivered to PC Sub Committee by April 2013 (links to HLO 5.1 a&b) - <b>Complete</b>  2. Gather information to deliver fisheries management measures for designated 'Red' features in European Marine Sites within the mandated timeframe; - <b>Complete</b>  3. Project Inshore – as for HLO 2.1a - <b>Complete</b>  4. Wash cockle and mussel management policies reviewed (links to HLO 1.3) - <b>on hold pending WFO review</b>  5 Start to assess amber and green fishery/feature interactions in EMS - <b>Ongoing</b>	●	●		
(6.3b) Examples of proactive involvement in relevant networks to share best practice are reported in annual reports	<b>Included in Annual Report (links to 6.2b)</b>	●			
(6.3c) The impact of the Marine Policy Statement and the process of marine planning on IFCA's work have been assessed and addressed by April 2015	Eastern IFCA officers liaise with, and comment to the MMO marine planning team during consultation on the East coast marine plans to be launched mid 2013 – <b>Draft East Coast Inshore Marine Plan received for comment 16 Jul 13 – response developed in concert with constituent</b>	●	●	●	●

	councils forwarded 3 Oct 13.				
(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	Liaison with Natural England for up-to-date information on condition of MPA features - <b>Ongoing</b>		•	•	•
	MPA feature condition considered against conservation objectives as Eastern IFCA develops fisheries management within MPAs - <b>Complete</b>	•	•	•	•
	Habitats Regulations assessment undertaken by Eastern IFCA for Wash Fishery Order fisheries - <b>Complete</b>	•	•	•	•
	Information gaps identified and joint planning undertaken with statutory bodies to obtain EMS condition data for amber and green fishery/feature interactions - <b>Ongoing</b>		•	•	•
(6.4b) IFCAs can demonstrate effective representation on relevant management boards/steering groups for Marine Protected Areas, where appropriate	Maintain active role as lead authority for the WNNCEMS and employs the WNNCEMS Project Manager <b>Complete</b>	•	•	•	•
	Maintain active role as member of the Stour & Orwell Estuaries Management Group - <b>Complete</b>	•	•	•	•
	Maintain active role as member of the Humber Estuary Relevant Authorities Group - <b>delegated to NE IFCA</b>	•	•	•	•
(6.4c) IFCAs can demonstrate delivery of the principles outlined in Government guidance on sustainable development	IFCA developing ISO 14001 compliant Environment Management System, including training staff for auditor roles.	•	•	•	•
	Utilise and apply Defra guidance for IFCAs on sustainable development (Q1 Q2)	•	•		

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



## Success Criterion 7: IFCAs are recognised and heard

### Cromer and Sheringham Crab and lobster festival

The 4<sup>th</sup> annual Crab & Lobster Festival was held in May 2013 to celebrate the fishing heritage of two coastal towns in our district, Cromer and Sheringham.

Historically great rivals, the two towns now join together each year to raise money for local charities and to benefit the local economy by attracting more visitors to the area. The festival is a mix of food, arts, heritage and entertainment intended to be both enjoyable and educational. It is organised by a diverse group of volunteers all with a vested interest in the local community.

As the local inshore fisheries and conservation manager, the intent was to provide a presence and to be visible to stakeholders who, through their taxes, provide funding to the Authority. We attended the event with our new branded gazebo and an aquarium of lobsters and different species of crabs so that stakeholders could be introduced to some live specimens of the marine species from their local area that they're more used to seeing dressed in the fishmonger's window.

Our stall was placed beside fishermen demonstrating creel making techniques and a crab sandwich stall run by the Chair of the Authority, Cllr Hilary Cox. Visitors to the three stalls were given a clear and interactive demonstration of how the creatures in the sea around them live and then are caught and processed for human consumption.

Feedback from the event from both organisers and visitors was extremely positive. Our attendance at the Cromer & Sheringham Crab & Lobster Festival has undoubtedly raised Eastern IFCA's profile in the area and has also led to stronger bonds and partnership working with the local community.



<b>Success Criterion 7: IFCAs are recognised and heard</b>					
<b>High Level Objective Performance Indicator</b>	<b>Action:</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
(7.1a) By April 2012, each IFCA is actively involved, through membership, in the direction, good governance and running of the AIFCA	AIFCA enabled	●	●	●	●
	EIFCA CEO Director 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 MOAs with EA/NE/Cefas (links to HLO 4.1) – <b>on hold pending re-organisations</b>	●	●	●	●
	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) – <b>Complete</b>	●		●	
	Continued participation of a South East IFCA (KEIFCA/SIFCA) working group to carry forward items of mutual benefit	●	●	●	●
	Employment of the WNNCEMS Project Manager – <b>Complete</b>	●	●	●	●
	Close working with partner organisations is encouraged when dealing with case studies				
(7.2a) By April 2013 a strategy for the promotion of IFCAs work is developed, including the development of promotional / communication plans which are to be reviewed annually	Communication and Engagement Strategy re-aligned to deliver against outcomes of Mackman Group benchmarking study	●			
	Engagement opportunities identified <b>Community meetings held Feb/Jun/Jul/Aug/Nov.</b>	●	●	●	●
	Development of Area IFCO roles to adopt a higher profile in relevant communities – <b>ongoing</b>	●	●	●	●
	Appropriate display infrastructure identified and resourced – <b>Complete</b>	●			
(7.2b) By April 2013 annual reports by IFCAs to include a specific element which has data on 'compliments, comments and complaints' from stakeholders and general public and significant events which have demonstrated the IFCAs PR strategy is operational	Include a public engagement section within the 2013-2014 Annual Report – <b>complete.</b>		●		
(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	Area Community engagement meeting conducted after quarterly IFCA meetings – <b>Complete</b>	●	●	●	●
	Other engagement opportunities identified, resourced and attended	●	●	●	
(7.2d) By April 2012 each IFCA to create a website to give access to current	Eastern IFCA website data managed as required – <b>Complete</b>	●	●	●	●

<p>information; all regular forms and documents to be provided electronically by April 2013. Website is reviewed and updated monthly</p>					
<p>(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</p>	<p>Uniform reviewed and improved where necessary - <b>complete.</b></p> <p>Staff meeting scheduled monthly - <b>complete</b></p> <p>Key messages/Lines to take provided as required - <b>Complete</b></p> <p>Development of Area IFCO role</p>	<p>•</p> <p>•</p> <p>•</p> <p>•</p>	<p>•</p> <p>•</p> <p>•</p> <p>•</p>	<p>•</p> <p>•</p> <p>•</p> <p>•</p>	<p>•</p> <p>•</p> <p>•</p> <p>•</p>
<p>(7.2f) By December 2013 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</p>	<p>Links to 1.6a Training in staff appraisals to be conducted - <b>Complete</b></p> <p>December 2012 Finance and Personal Sub-Committee agreed approach for a staff performance appraisal system incorporating 360 degree external feedback mechanism – <b>See 1.4 above.</b></p>	<p>•</p> <p>•</p>	<p>•</p> <p>•</p>	<p>•</p> <p>•</p>	<p>•</p> <p>•</p>



# Risk management strategy

Pages 26-33 of the 2013/14 Annual plan outline the Risk Management Strategy of Eastern IFCA.

Risk Description	Interventions in 2013-14	Residual risk
Eastern IFCA funding substantially reduced	<p>Continued delivery of 25% savings mandated by constituent councils as part of initial levy provision.</p> <p>Continued assurance of financial propriety and operations within financial regulations.</p> <p>Continued drive to seek efficiencies and promote cost effectiveness.</p> <p>Demonstrable value for money.</p> <p>Identification of mechanisms to recover costs for outputs judged to be over and above the core IFCA role.</p> <p>Engagement at the national level to drive the debate surrounding ongoing provision of New Burdens funding through CEO contribution to AIFCA output as a Director.</p> <p>Engagement with constituent county council finance directors to explain financial strategy and expose both 'in year' budget performance and forecasts for next 3 years.</p>	Policy driven removal of funding directly threatens ability to meet remit and deliver mandated outputs.
Eastern IFCA fails to maintain relevance amongst partners	<p>Eastern IFCA demonstrably engaged across the breadth of its remit.</p> <p>An ambitious package of community outreach events, stakeholder meetings and media</p>	<p>Disparate stakeholder aspirations introduce complexities which may drive perceptions of ineptitude or inefficiency.</p> <p>Focus on delivery of MPA protective effect</p>



	<p>engagement.</p> <p>All stakeholders kept abreast of changes to marine conservation policy and local implications.</p> <p>Wash fisheries management acknowledged by local Industry representatives as a success in 2013.</p> <p>Bright Ideas template used to draw desired outcomes from stakeholder community.</p> <p>Annual plans used to prioritise and communicate outputs for 2013-2014</p> <p>Representation of community issues to higher authorities</p> <p>Provision of a leadership function</p>	<p>introduces perceptions of bias towards conservation remit from stakeholders.</p> <p>Work load to service MPA protective effect diverts resources from fisheries management tasks.</p> <p>Perceptions of Authority powerlessness in the face of CFP reforms affecting the inshore fishing sector.</p>
<p>Loss of suitably qualified and experienced personnel</p>	<p>Appropriate leadership and management provided.</p> <p>Investments made in professional and personal development.</p> <p>Staff appraisal system formalised and introduced.</p> <p>Provision of a safe and professional working environment.</p> <p>Flexible working arrangements enabled.</p> <p>Regular internal communications events conducted.</p>	<p>Propensity for younger graduate calibre staff to use Research Officer posts as a stepping stone creating frequent staff churn and commensurate loss of experience.</p> <p>Relative remuneration, relocation and rigour of the job when coupled with emergent opportunities in the private sector introduce risk across the breadth of staff but particularly research and environment posts.</p>

	Line management empowered to delegate functions and outputs to the lowest level.	
Negative media comment	<p>Regular engagement with all stakeholders including media outlets.</p> <p>Professional standards and practices embedded.</p> <p>Cultural change delivered efficiently and effectively.</p> <p>Active promotion of EIFCA activity</p> <p>Recognition and understanding reinforced through community events</p>	<p>Disenfranchised stakeholders seek to use the media to introduce doubt as to EIFCA professionalism, utility and effectiveness.</p> <p>One off event prompts disproportionate media spotlight.</p>
Degradation of Marine Protected Areas (MPA) due to fishing activity	<p>Habitats Regulations assessments completed on proposed fishing activity in protected areas.</p> <p>Full engagement in national fisheries/EMS project, prioritising management of highest risk fisheries in MPAs and implementing new management measures</p> <p>Enforcement efforts proportionate and effective</p> <p>Use of adaptive co-management approach to fisheries management.</p> <p>Regular liaison with Natural England regarding fisheries in MPAs.</p> <p>Apply the process agreed by Eastern IFCA for managing fishing activities in MPAs.</p> <p>Agreed Wash Cockle &amp; Mussel policies reviewed.</p>	<p>Attempts to broker balanced solution to provide protective effect whilst mitigating impact on local fishing activity are ignored by fishing community.</p> <p>Fishing vessels fail to adhere to new byelaws.</p>

	<p>Continued investigation into the use of VMS as a management tool by the Authority</p> <p>Continued research into the impact of fishing activities on MPA features to ensure the Authority has an up to date evidence base to inform its management decisions</p>	
<p>Shellfish and fish stocks collapse</p>	<p>Annual stock assessment of bivalve stocks in Wash.</p> <p>Allocation of sufficient resources to monitor landings and provide effective enforcement.</p> <p>Consultation with industry on possible management measures.</p> <p>Validation of Wash management measures via MSC pre-assessment review.</p> <p>Consideration of stock conservation measures for crab and lobster fisheries through bespoke research activity, engagement with Cefas and fishing industry.</p> <p>Continued SWEEP research into primary productivity levels within the Wash.</p> <p>Continued regular engagement with the industry to discuss specific matters.</p> <p>Continued research into the cockle mortality events.</p> <p>Participation in Project Inshore to inform stock management.</p>	<p>Failure of bio security controls introduces disease in the Wash fishery</p> <p>Unregulated fishing behaviour threatens stock status.</p>

<p>Failure to secure data</p>	<p>Password protection for computers.</p> <p>Access to the server restricted to individuals through their own computer.</p> <p>Provision of secure wireless internet.</p> <p>Access to electronic files is restricted based on an individual's role.</p> <p>Up to date virus software installed on all computers.</p> <p>Important documents secured in safes.</p> <p>ICT equipment and policies provided by NCC – including encrypted laptops/secure governmental email system.</p> <p>All Eastern IFCA personnel undergo DPA training conducted by NCC officers.</p> <p>Electronic backup of all Eastern IFCA documents held by NCC offsite.</p>	<p>Malicious release of privileged information.</p> <p>Negligent release of privileged information</p>
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## Resources

The following resources belonged to Eastern IFCA on the 31<sup>st</sup> March 2014.

Vessel details	HP	MCA Work Boat Code	Length	Crew	Commissioned	Life remaining	Replacement cost
FPV <i>John Allen</i>			11m	2	2013	10	£300,000
FPV <i>Pisces III</i>	100	Cat. 3 (20 nm offshore)	5.5m	2	1998	3-4	£80,000
RV <i>Three Counties</i>	1050	Cat. 2 (60 nm offshore)	18m	3	2002	7-11	£1,400,000
RV <i>Runner</i>	50	N/A	3.5m	2	2004	0	£24,000

Vehicle details	Entered service	Replacement date	Replacement cost
Peugeot 207 sw	2007	2014	£ 14,000
Peugeot 207 sw	2007	2014	Not replaced
Peugeot 207 sw	2010	2014	£14,000
Peugeot 207 sw	2010	2014	£14,000
Peugeot 308 sw	2009	2016	£13,500
Nissan Navara 4x4	2005	2014	£15,000
Ford Tourneo bus	2008	2016	£20,000
Isuzu DMax Eiger	2014	2019	£20,000
Renault Clio	2007	Replaced by Peugeot 207	£0

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

In addition to the assets identified above the Authority leases an office in King's Lynn, and moorings at Sutton Bridge for its vessels, during the year the Authority added a storage facility (close to the offices) in King's Lynn.

The Authority had a budget of £1,391,070 for 2013-14. 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 has honoured its commitment to meeting the three funding councils' request of reducing the levy by 25% over the four year period from the 2010-2011 base levy. The levy for 2014-15 remains at the 2013-14 level. By 31 March 2014 the Authority had spent 90% of its budget which resulted in an under spend of £150,828. The savings primarily resulted from:

- 1) Additional unbudgeted income from Licence Tolls, shellfish sampling and CEFAS Angling Surveys
- 2) Savings in salaries due to EIFCA not operating at full capacity over the whole year.
- 3) Savings in General Expenditure
- 4) Savings in Vessel expenditure due mainly to replacement of *FPV ESF Protector III* (£40,000) and vessel hire not required (£10,200).

The underspend was allocated to "ear-marked" reserves as follows:

1. £131,951 to Vessel replacement reserve to offset, in part, the expenditure on John Allen leaving the reserve for future vessel replacement(s).
2. £18,877 to Vehicle replacement reserve to cover the cost of the new 4x4 and replenish the reserve pending future vehicle replacements (3 vehicles currently ordered for early August delivery cost £51,000).
3. £500 was added to the Fixed penalty reserve following payment of an imposed fixed penalty.

Reserve name	Amount held within reserve @ 31 March 2014
Research	£89,921
Operational	£250,000
Vessel contingency	£209,611
Legal and enforcement	£75,000
ICT	£26,242
Vessel replacement	£952,738
Vehicle renewals	£60,000
Fixed Penalty Fine Fund	£1,500
Office Improvements Fund	£10,000
IVMS Fund	£300,000

**Remuneration of the Chair, Vice Chair and Chief Executive Officer 2013-2014**

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 2013-2014. The post of Chief Executive Officer was held by one person during the financial year 2013-2014. The combined remuneration was £52,998. The expenses paid to post holder were:

<b>Mileage</b>	<b>Subsistence</b>	<b>Train/taxi/parking</b>	<b>Telephone</b>	<b>Total</b>
£0	£0	£134.50	£0	£134.50

## Ways of working

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

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

Document	Signatory organisations	Document purpose
MoU	Natural England and IFCAs	Defines roles and responsibilities and ways of working
MoU	Marine Management Organisation and IFCAs	Defines roles and responsibilities and ways of working
MoU	Environment Agency and IFCAs	Defines roles and responsibilities and ways of working
MoU	Kent and Essex IFCA	Defines roles and responsibilities in relation to the Stour and Orwell European Marine Site and the Outer Thames Estuaries Special Protected Area
MoU	North Eastern IFCA	Defines roles and responsibilities in relation to the Humber European Marine Site
MoU	CEFAS and IFCAs	Defines roles and responsibilities and ways of working
MoU	Lincolnshire County Council	Transfer of Defra New Burden money to Eastern IFCA
AIP	Norfolk County Council	Transfer of Defra New Burden money to Eastern IFCA
PA	North Norfolk Fisheries Liaison Action Group (FLAG)	Involvement of Eastern IFCA as a partner in the North Norfolk FLAG
PA	CEFAS, King's Lynn and West Norfolk Borough Council Environmental Health Office	Defines working relationship between regarding the collection of water, cockle, mussel samples for shellfish waters classification within the Wash
MoA	Wash and North Norfolk Coast European Marine Site Project	Employment of Wash and North Norfolk Coast European Marine Site Project Manager by Eastern IFCA
MoA	John Lake Shellfish, Lynn Shellfish, Marine Ecological Services	Delivery of a Brown and Pink Shrimp MSC Pre-Assessment project
MoA	Natural England	Delivery of baseline monitoring survey data relating to <i>Sabellaria spinulosa</i> within the Wash embayment
D	Chief Officers of all IFCAs	Directorship responsibilities of Eastern IFCA Chief Officer acting as a Director of the Association of Inshore Fisheries and Conservation Authorities
C	Norfolk County Council	Provision of Internal Audit services
C	Norfolk county Council	Provision of Health and Safety support



C	Norfolk County Council	Provision of ICT infrastructure and support
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
IA	IFCA Technical Advisory Group	Provision of technical advice to IFCA COG
C	CEFAS and Natural England	Charter agreement for the study of Cobble and Boulder Communities



## Communication and stakeholder engagement



During 2013-2014 community engagement meetings were held quarterly in each of the four IFCOs' areas meaning that a total of 20 community engagement meetings were held in the year. The drop-in style meetings were attended by the CEO/Deputy and relevant Area Officer and were generally well received.

Eastern IFCA's Communications & Engagement Strategy can be found here

[http://www.eastern-ifca.gov.uk/index.php?option=com\\_content&view=category&layout=blog&id=6&Itemid=8](http://www.eastern-ifca.gov.uk/index.php?option=com_content&view=category&layout=blog&id=6&Itemid=8)

The Communications and Engagement plan for 2013-14 set the following priorities:

1. To use the results of the benchmarking survey commissioned to guide the Authority’s communication activities
2. To promote and attend quarterly proactive community engagement meetings throughout the district
3. To attend country shows, fairs and other local events across the 3 counties to promote the Authority’s work and develop stakeholder understanding of the role of the Eastern IFCA
4. To develop promotional materials, including presentations, appropriate to different stakeholder groups
5. To design and purchase appropriate display infrastructure for outreach events
6. To develop and update a stakeholder database
7. To raise the profile of the Authority by developing relationships with local media and influential individuals; and through the use of social media and e newsletters
8. To develop a channel for stakeholder feedback, enquiries and comment
9. To develop content and work to ensure that the Authority’s website is updated regularly
10. To encourage partnership working

These priorities have been established to effectively work towards the relevant Defra success criteria and their associated high level objectives (HLOs). These provide the guiding principles for continued development over the coming years, as well as a framework for the Communications & Engagement Officer’s work objectives in the period 2013-14.

<b>Intent</b>	<b>2013-14 Activity</b>
<p>Analyse results of benchmarking survey and use to guide communication &amp; engagement activity</p>	<p>The purpose of the survey was to assess awareness/engagement of key stakeholders across Eastern IFCA’s three counties. In particular, assessing the role that Eastern IFCA has in coastal community and measuring the level of understanding for Eastern IFCA’s change of emphasis towards sustainability as well as its requirement to balance social and economic benefits of sea fisheries against exploitation.</p> <p>The research was used to inform Eastern IFCA how well it is doing to meet its objectives and to make clear where it needs to target its engagement activities looking ahead.</p> <p>Awareness of Eastern IFCA was found to be surprisingly high however this figure did vary across stakeholder groups as follows;</p> <ul style="list-style-type: none"> <li>• Commercial fishermen – 87% of respondents aware of Eastern IFCA</li> </ul>

	<ul style="list-style-type: none"> <li>• Community – 44% of respondents aware of Eastern IFCA</li> <li>• Conservation groups and NGOs – 54% of respondents aware of Eastern IFCA</li> <li>• Recreational coast users – 54% of respondents aware of Eastern IFCA</li> <li>• In the 3 counties awareness of Eastern IFCA varied greatly – Suffolk - 55%, Norfolk – 66% and Lincolnshire – only 37%</li> </ul> <p>When further analysed by sub-stratum some interesting results emerged such as 0% of respondents from schools were aware of Eastern IFCA (compared to 44% of community group as a whole), whilst the Wildlife Trusts were aware of us, the RSPB was not; 81% recreational fishermen were aware but only 38% of boat owners. It was also found that whilst many respondents were aware of Eastern IFCA, they were unsure of what it actually did.</p> <p>To use these results, the Communication and Engagement Plan for 2013/14 was changed somewhat from the overarching strategy.</p>
<p>Promote and attend quarterly proactive community engagement meetings throughout the district</p>	<p>Community meetings were held in all 4 areas in the first three quarters of the financial year. Although the events were publicised on social media, the website and through the efforts of the area officers, attendance was low at most events and other than providing a mechanism for policy frustrations to be aired, there was few issues raised where officers could take local action. Furthermore, the meetings are exclusively attended by commercial fishermen which is not representative of the stakeholder base. The atmosphere at the meetings is always not conducive to free and informed debate and as such they do not attract a cross section of stakeholders.</p> <p>A review of the requirement, mechanism and venues for these meetings to assure productive engagement has been carried out and it is planned to trial smaller 'clinic' type engagements where individuals can air concerns in confidence. The intent is to situate the meetings to encourage attendance from a greater breadth of the target audience to focus upon local issues that Authority officers are empowered to resolve.</p>
<p>Attend country shows, fairs and other local events across the 3 counties to promote the Authority's work and develop stakeholder</p>	<p>A selection of regional events were chosen to help increase awareness. Eastern IFCA attended a total of 13 events which equated to;</p> <ul style="list-style-type: none"> <li>• £3941.40 on entrance to events and electricity</li> <li>• 22 days spent at events on show days</li> </ul>

<p>understanding of the role of the Eastern IFCA</p>	<ul style="list-style-type: none"> <li>• 894 hours (112 officer days) spent preparing for and attending events (not including CDO office time), which comprised:             <ul style="list-style-type: none"> <li>264.5 hours spent preparing for events</li> <li>629.5 hours spent attending events</li> </ul> </li> </ul> <p>The 3 big county shows of Lincolnshire, Norfolk and Suffolk were very expensive to attend. They also required the biggest commitment in terms of preparation and staff time. The average working day to cover these shows was around 14 hours. These shows were also deemed to be of limited utility as they were very large and highly commercialised meaning that Eastern IFCA was likely to be lost amongst the plethora of stands and thereby not achieve the intent. It was envisaged that the county shows would provide an opportunity for members of the County councils to view IFCA work first hand but in the event, there was little engagement.</p> <p>Smaller, community coastal shows such as the Cromer &amp; Sheringham Crab &amp; Lobster Festival and Great Yarmouth Maritime Festival proved to be much more powerful in meeting our objectives. They were generally attended by a mixture of local people and holiday makers and were small enough for Eastern IFCA to stand out as a star attraction. Eastern IFCA's presence at these events generated a lot more media attention and reached stakeholders interested in and affected by coastal issues. These events were also far cheaper to attend.</p> <p>The very small private shows such as the Woodbridge Shuck and Suffolk Herring Festival were free to attend and met Eastern IFCA's objective of being 'recognised and heard'. However, although it was possible to speak to a number of interested stakeholders, it was felt that these events would be attended by the same people each year and it would therefore not be necessary to return to these.</p> <p>For further details on the Cromer &amp; Sheringham Crab &amp; Lobster Festival, please see Case Study 1 below.</p>
<p>To develop promotional materials, including presentations, appropriate to different stakeholder groups</p>	<p>It was decided that the best way to advertise the work of Eastern IFCA nested within the marine tapestry of the Eastern district was to commission a DVD. A local film maker and scriptwriter were hired to capture the work of Eastern IFCA, the heritage of its district and the life of those working for the Authority. The completed film was delivered in August 2013 and used at community engagement events and shown at our Authority meeting, at the joint conference we held and at the launch ceremony of our new enforcement vessel. Feedback was exceptionally positive with many stakeholders</p>

	requesting copies.
Design and purchase appropriate display infrastructure for outreach events	Display infrastructure including a mobile aquarium, branded gazebo, waterproof minimum landing size stickers, information leaflets, a crab shaped TV and Eastern IFCA wristbands for children were all available for use in FY 2013/14 and very well received by stakeholders.
To develop and update a stakeholder database	Achieved.
To raise the profile of the Authority by developing relationships with local media and influential individuals; and through the use of social media and e newsletters	<p>E newsletters were sent out in the month following each Statutory Authority Meeting meaning that a total of 4 e newsletters were sent out in this financial year. The newsletters contain hyperlinks to relevant documents and web pages thus increasing traffic to Eastern IFCA's website.</p> <p>Closer ties with media were established in 2013/14 resulting in a number of news stories in various media including online, magazines, trade and local press, radio etc.</p>
To develop a channel for stakeholder feedback, enquiries and comment	<p>Bright ideas forms developed and distributed.</p> <p>12 community meetings were held in this period with an additional 8 European Marine Site byelaw consultation meetings held.</p> <p>Ways of working revised to ensure 28 day response to queries</p>
To develop content and work to ensure that the Authority's website is updated regularly.	The Administrative Officer works to ensure that the website content, including meeting papers and dates, is up to date.
To encourage partnership working	<p><b>Appropriate MoUs reviewed and re-signed</b></p> <ul style="list-style-type: none"> <li>• MMO 26 Jan 13</li> <li>• ACPO 31 Jan 13</li> <li>• Natural England (under review)</li> </ul> <p><b>Promote wider stakeholder attendance at Community meetings</b></p> <ul style="list-style-type: none"> <li>• MMO</li> <li>• Renewable Energy companies</li> <li>• Natural England</li> <li>• Environment Agency</li> </ul>

**Eastern IFCA attendance at other stakeholder meetings and events**

- MMO district conference
- Natural England National marine conference
- Stour and Orwell Estuary group
- Defra family working group
- Association of IFCAs meetings
- Chief Officers' Group
- Defra European Marine Site Implementation Group

**Joint Conference**

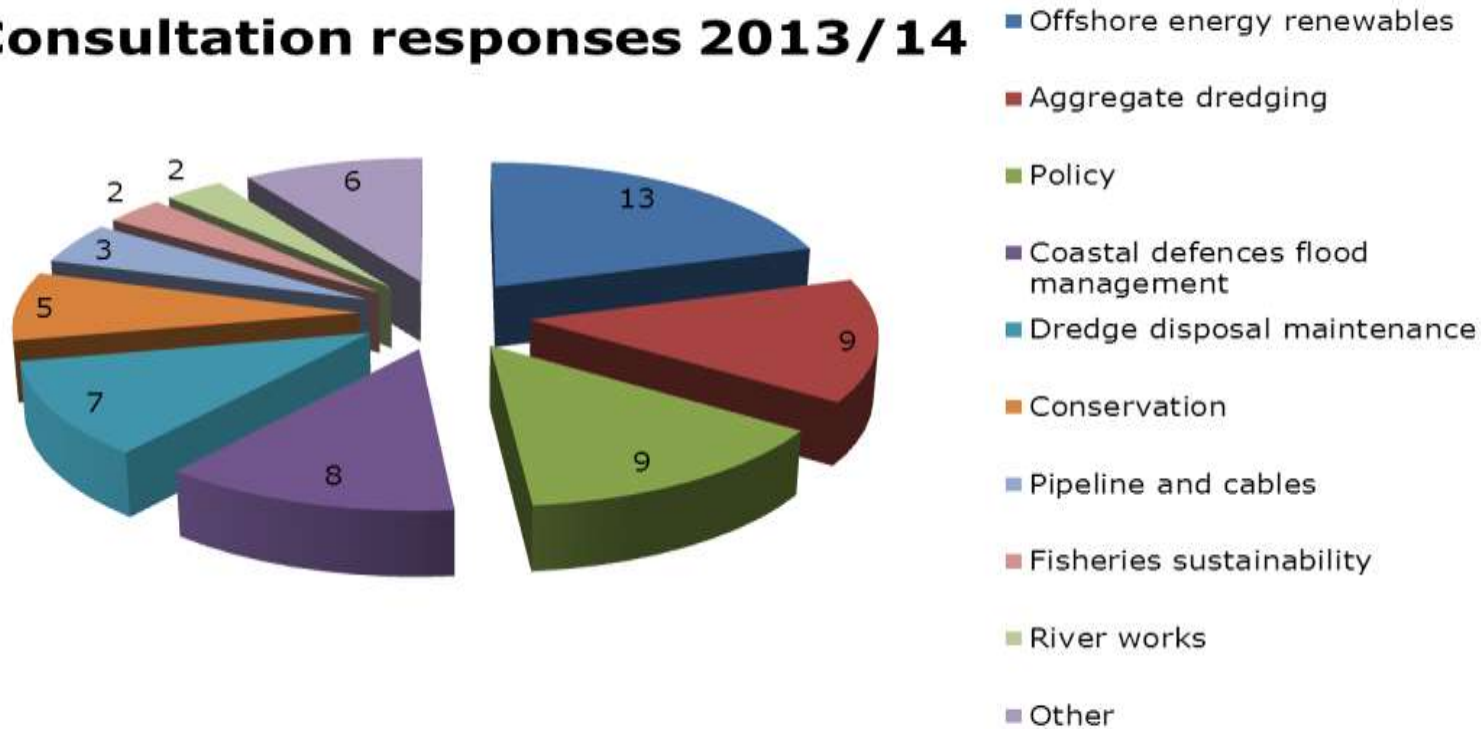
The benchmarking survey highlighted a lack of understanding of the role of the Authority. To address this and to encourage partnership working Eastern IFCA held a joint conference with the Wash & North Norfolk Coast European Marine Site and the Norfolk Coast Partnership. For more information on this please see Case Study 3.

More detail can be found in the Communication & Engagement Report Financial year 2013-14 available through the website:  
[www.eastern-ifca.gov.uk](http://www.eastern-ifca.gov.uk)

# Marine planning and licensing activity

The Environment team sent 64 consultation responses as detailed below:

## Consultation responses 2013/14





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# Marine management

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

To provide a flavour of the type of work that the Authority undertakes, several areas of work conducted during 2013-2014 have been detailed below:

## **Wash Fishery Order 1992 management**

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

The major fishery managed under the Wash Fishery Order 1992 is the cockle fishery. This is currently a complex fishery due to the demands of the various Natura 2000 designations placed on the Wash and the 'Atypical Mortality' currently being encountered in cockle populations around Western Europe. Building on the successful revision of the management mechanism in 2011, a productive cockle season was enabled. On completion of the cockle fishery there was demonstrable incidence of "ridging out" where younger more vigorous cockle force older stock from the ground. This prompted the Authority to extend the fishery to allow cockle that would otherwise have died to be commercially exploited.

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

## **Wider Wash management**

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

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

### **Titchwell mussel fishery**

In addition to the cockle and mussel fisheries within the Wash the Authority actively managed three other bivalve fisheries. A small seed

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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 2013-2014 insufficient settlement of mussel occurred to justify a fishery opening.

### **Horseshoe Point cockle fishery**

The Authority on 1 April 2011 inherited from North Eastern Sea Fisheries Committee the responsibility for the management of the cockle beds that occur at Horseshoe Point in Lincolnshire. Surveys of this bed by the Authority's officers showed that the stocks of cockles within this area were not sufficient to facilitate a fishery. As such a temporary closure on this fishery was brought in during August 2012 under Byelaw XI. The Fishery also did not have Environmental Health clearance. The Authority attempted to gain this but insufficient stocks were gathered. The closure remained in place throughout 2013-14.

### **Stour and Orwell Survey**

Surveys of the River Stour and River Orwell in Suffolk by the Authority have identified that a quantity of Carpet Shell and Manila Clams occur within these rivers. The conservation status of the area led to the Authority and the Kent and Essex IFCA simultaneously introducing a Temporary Closure of Shellfish Fisheries on 4 July 2012 under Byelaw 8. The closure remained in place throughout 2013-14.

### **Marine Protected Area management**

Developing appropriate management of fishing activities to protect high risk features of European Marine Sites was the main priority for the Environment team in 2013/14. In line with the national regulatory approach to protect these key features (Ross worm reef, boulder and cobble beds, and seagrass beds), Eastern IFCA developed an innovative flexible management tool, the Protected Areas byelaw, following extensive consultation with stakeholders and legal advisors. The draft Byelaw and associated impact assessment were submitted to Defra in December 2013, and is due to be signed off in May 2014. From January 2014, attention has been directed to start the detailed assessment of impacts of fishing on the remaining (lower risk) features in the suite of European Marine Sites in the Eastern IFCA district, which is due for completion in December 2016. Although no Tranche One Marine Conservation Zones were designated in the Eastern IFCA district, officers have begun the process of assessing impacts of fishing activities in the candidate Tranche Two site, Cromer Shoal Chalk Beds. This work will continue throughout 2014/15, with a public consultation expected in early 2015.

### **Bait digging**

On 1 April 2011 the responsibility for contributing to the management of bait digging throughout its district came under the auspices of the Authority. Following concerns that this activity could have a detrimental impact on the interest features of the Stour and Orwell Estuaries European Marine Site, the Authority helped develop a voluntary code of conduct with other management organisations and stakeholder groups. The code of conduct was introduced on 28 October 2011. The Authority's officers and partner organisations monitored compliance with the code throughout 2013-14 and whilst there have been some breaches many have complied with its requirements.

### 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. Progress has effectively stalled as there are apparently insurmountable differences within the local fishing industry.

### 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 results of the study were launched by the Fisheries Minister in November 2013 and have been factored into the development of a regional RSA strategy. The strategy will be taken forward as a priority in 2014

### Management metrics

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

<b>Management metrics 2013-2014</b>	
Byelaw derogations (and extensions) issued to facilitate research purposes	7
Freedom of Information requests	0
Environmental Information Regulation requests	0
Wash Fishery Order 1992 licences issued	63
<b>Authority vessel days at sea 2013-2014</b>	
<i>FPV John Allen</i>	62
<i>RV Three Counties</i>	89
<i>FPV Pisces (used primarily as a tender to RV Three Counties)</i>	38
<b>Fisheries and environmental enforcement 2013-2014</b>	
Boardings at sea	54
Inspections of commercial fishing vessels/landings	1082
Inspections of recreational sea anglers	229
Verbal Warnings	5
Written Warnings	1
Home Office Cautions	0
Financial Administrative Penalties (FAPs) issued	1
Prosecutions	0

## Staffing

Following the creation of coincident vacancies in 3 posts, the opportunity was taken to strategically review the workforce with the benefit of 3 years operational experience.

The intent was to ensure that officer resources were appropriate to meet routine tasking. This review highlighted that a reduction in Marine Protection personnel had challenged the Authority's ability to deliver sea based patrols whilst also continuing with area based shore liaison work. An uplift of an additional member to the enforcement team was approved. Similarly, the workload of the Marine Environment team had proven to be significantly above that expected at the outset of the IFCA construct and as a consequence an additional staff member was added to the team.

### Commitment

During the reporting year, following staff movements and acclimatisation to the varied role of Eastern IFCA, staff committed extra hours over and above those contracted to achieve the desired outcomes. This is illustrated in the figures below:

April 2013-March 2014	
Contracted Hrs	37381.5
Actual hrs worked	38213.5
Over & Above	832

While the figures shown in the table above are at the macro level, they are indicative of the volume and tempo of work in the last 12 months. Taken across the workforce they show that each member of staff has committed an extra weeks work over and above the contracted requirement. The reality is that a smaller number of staff are contributing to the bulk of the extra hours. For some employees, extra time is reimbursed through time off in lieu but there is routinely a excess of hours that are not funded or reimbursed.

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# Performance standards

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

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

The following performance standards were approved by the Authority during the year and provide a commitment by officers and the Authority to meet the needs of stakeholders in a timely manner.

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

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

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

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

## **Authorisations to fish seed mussel**

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

## **Scientific derogations**

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

## **Information requests**

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

## **Legislative guidance**

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

## **Office hours**

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

Monday – Thursday 09:00-17:00hrs

Friday 09:00-16:30hrs

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

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

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

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

### **Enforcement Activities**

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

### **Mail**

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



## Organisational carbon footprint

As a local government organisation with environmental protection and promotion as a core function, the Authority is committed to providing information on its environmental performance.

In 2008-2009 the Authority's predecessor conducted a baseline environmental audit and identified its carbon footprint. The results of that baseline assessment are compared to the Authority's first year of operation below.

<b>Table showing the estimated carbon footprint for the Authority in 2011-2012 compared against a baseline of 2008-2009</b>				
<b>Source</b>	<b>2008-2009</b>	<b>2011-2012</b>	<b>2012-13</b>	<b>2013-14</b>
Owned road vehicles	24.40 tCO <sub>2</sub> e	19.84 tCO <sub>2</sub> e	21.6 tCO <sub>2</sub> e	20.23 tCO <sub>2</sub> e
Owned ships	197.07 tCO <sub>2</sub> e	199.81 tCO <sub>2</sub> e	111.90 tCO <sub>2</sub> e*	106.20 tCO <sub>2</sub> e*
Electricity	22.59 tCO <sub>2</sub> e	24.96 tCO <sub>2</sub> e	16.0 tCO <sub>2</sub> e	16.48 tCO <sub>2</sub> e
Train travel			0.457tCO <sub>2</sub> e	1.06 tCO <sub>2</sub> e
<b>Total tonnesCO<sub>2</sub>e</b>	<b>244.71 tCO<sub>2</sub>e</b>	<b>244.82 tCO<sub>2</sub>e</b>	<b>149.50 tCO<sub>2</sub>e</b>	<b>143.97 tCO<sub>2</sub>e</b>

*Developed using the Carbon Trust online carbon footprint calculator*

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

## References

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

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

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

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

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

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

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

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

Defra. (2011e) Guidance to Inshore Fisheries and Conservation Authorities on their contribution to the achievement of sustainable development  
Eastern IFCA Annual plan 2013-14



# Glossary

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

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