



Annual Report

**Financial year
2014-15**



© Eastern IFCA 2015

Eastern Inshore Fisheries and Conservation
Authority Report 2014-2015. pp. 50

This document is available in electronic form from the Eastern Inshore Fisheries and Conservation Authority.

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

Alternatively a hard copy can be viewed at:
Eastern Inshore Fisheries and Conservation Authority
6 North Lynn Business Village
Bergen Way
King's Lynn
Norfolk, PE30 2JG

Other contact details:
Email: mail@eastern-ifca.gcsx.gov.uk
Twitter: http://twitter.com/eastern_ifca
Facebook: Eastern IFCA
Published online 1 September 2015

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 2014-15.

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 elected membership of the Authority has remained unchanged during the period save for the replacement of Councillor Byatt with Councillor Patience owing to ill health. The MMO appointee structure has been reviewed, refreshed and (re)appointed to ensure that it 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 balance of the membership has changed in favour of commercial fishing with 6 commercial fishermen taking seats at the Authority table. The balance of the membership includes representation from the Recreational Sea Angling (RSA) sector, marine conservation sector as well as others appointed for their wider marine management experience.

The fourth year of operation of Eastern IFCA has seen a continuation of the prodigious workload of the Authority in not only delivering legislation and evidence scrutiny 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 whelk, crab and lobster fishery; conducting public engagement events, responding to 91 marine licensing consultations, strategically reviewing all fisheries within the district; re-shaping and re-focusing data collection presentation and storage methodology and re-energising our social media presence. In short, the Authority has delivered against a significantly different and increased workload to time and on budget. 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 that continued provision of NBF remains the central strategic risk to the Authority's ability to service its remit, the outcome of the forthcoming Defra comprehensive review funding settlement is pivotal.

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. The judgement is that the concept has been proven and the

vessel, *FPV John Allen*, has received capability upgrades to deliver greater enforcement utility and to provide research activity support capability. A second enforcement vessel has been specified, procured and contracted for and is expected to be delivered during 2015. 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.

The Secretary of State for the Environment presented a report to Parliament¹ into the operations and conduct of IFCAs with individual comment upon each one. The report assessed that the IFCA construct is fit for purpose and should continue with an increased focus on joint working with partner agencies and realising efficiencies through asset sharing. The full report is at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/413425/ifca-review-2010-2014.pdf

This is the Authority's fourth 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 Tony Goldson
Chairman

¹ Inshore Fisheries and Conservation Authorities Conduct and Operation 2010 – 2014, Defra, London, March 2015

Contents page

Overview	1
Vision, Success Criteria and High Level Objectives	3
The Authority	4
Focus and priorities for the year	6
Delivery of priorities	15
Risk management strategy	28
Resources	33
Ways of working	36
Marine Planning and Licensing	38
Marine management	40
Staffing	44
Performance standards	45
Organisational carbon footprint	47
References	48
Glossary	49

Overview

The Eastern Inshore Fisheries and Conservation Authority was created under Section 150 of MaCAA 2009 and was fully vested on 1st April 2011 via Statutory Instrument 2010 No 2189. The IFCA District was created under Section 149 of the Act, 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 9 priorities for the Authority in Eastern IFCA 2014-15:

- 1. to continue investments in staff to preserve appropriate subject matter expertise;**
- 2. to complete the process of transition from Sea fisheries Committee to Inshore Fisheries and Conservation Authority;**
- 3. to ensure that the conservation objectives of Marine Protected Areas in the region are furthered by delivering fisheries management measures for 'Amber and Green' designated features within European Marine Sites (EMS) within the mandated timeframe and formulating potential management measures for Tranche 2 candidate Marine conservation zones (MCZ);**
- 4. to ensure that sea fisheries resources are exploited in a sustainable way by continuing the comprehensive byelaw review process comprising of three stages;**
 - i. exclusion of byelaws not applicable or relevant to the Eastern IFCA District**
 - ii. like for like substitution of uncontested byelaws directly applicable to the Eastern IFCA District**
 - iii. development of complex or contested or new byelaws.**
- 5. to promote sustainable development through a project to rejuvenate previously productive fishing grounds;**
- 6. to balance the needs of all within the fishery by developing RSA strategy in light of A2012;**
- 7. to support the viability of industry by driving individual applications through the Wash Fishery Order shellfish lay allocation process;**
- 8. to discharge responsibilities under the Wash Fishery Order (1992) and consider a review of its provisions;**
- 9. to continue the Seagoing Assets Review and to procure the second enforcement vessel.**

Subordinate priorities, which we aspired to deliver included:

- to influence and shape the national inshore marine management debate and narrative.
- to continue to advance the Authority's understanding of the species, habitats and activities occurring in the district.
- 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.
- to contribute to data requirements to meet Marine Strategy Framework Directive commitments (particularly crab and lobster).
- to engage with marine planning issues, including consultations on marine licenses and developments and active participation in Commercial Fisheries Working Groups.
- to continue to promote the work of Eastern IFCA through outreach events.
- As a Directing body contribute to the activities and output of the Association of IFCAs.

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.

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 marine related 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 2014-2015 a total of 10 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



Member attendance at Authority Meetings and Sub-Committee Meetings 2014-2015

Name	% of meetings attended	Authority (5 meetings held)	Sub-Committee			
			Planning & Communication (1 meetings held)	Finance & Personnel (3 meetings held)	Regulatory & Compliance (1 meeting held)	Marine Protected Areas (0 meetings held)
Cllr T Turner MBE JP	100	# 5	1	3	1	*0
Cllr R Fairman	88	5		2		
Cllr H Cox	70	*3	0	3	1	0
Cllr M Baker	34	2		1	0	
Cllr M Wilkinson	62.5	2		#3		0
Cllr T Goldson	75	4		*2		
Cllr K Patience ~	25	1 (of 1)		0 (of 2)	0	
Mr C Donnelly	86	4	1		1	0
Dr I Hirst ~	100	2 (of 2)			1 (of 1)	0
Mr J Stipetic	43	2	1		0	
Mr S Bagley	71	4	1		0	0
Mr P Barham	44	2	*1	1		
Dr S Bolt	78	4	#1	2		0
Mr R Brewster	67	4			0	0
Mr P Garnett	86	4	1		1	0
Mr N Lake	83	4			1	0
Mr C Morgan	50	3			#0	#0
Mr T Pinborough	100	5	1		*1	0
Mr R Spray	100	5	1			*0
Mr K Vanstaen	50	3	0			0
Mr S Worrall	89	5	0	3		

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 2014-2015

Major Priority	Progress	Comment
To continue investments in staff to preserve appropriate subject matter expertise;		Appropriate skills gap analyses have been completed through performance reviews and personal development plans, so that all employees are set up for success to deliver against the operational objectives as set out in the annual plan. Investments in relevant training have included Microsoft Office programmes and supervisory skills, along with technical job training. Eastern IFCA has invested specific training on the correct use of the sonar for one member of the team, who is now considered the subject matter expert across the IFCAs
To complete the process of transition from Sea fisheries Committee to Inshore Fisheries and Conservation Authority;		The intent of this priority was to finally and formally end a protracted and challenging transition period. The activity spanned the breadth of Authority business from simple re-branding, to ensure the corporate facia was consistent and accurate, to in depth leadership and management training to embed appropriate skills and behaviours. It was recognised that the key determinant in a successful transition was the successful management of a cultural change to garner acknowledgment and acceptance of a much wider professional remit and different ways of working. Central to delivering this cultural shift has been developing robust and consistent communications mechanisms amongst all staff and especially to bind in remote workers deployed at sea or in area based roles. The formulation of Executive, Operations and individual team meetings has provided the essential glue to ensure that all officers are appropriately informed, directed, empowered and receive delegation to deliver our MaCAA 09 duties. In parallel, a capability based review of sea going, vessels, land vehicles, IT provision, office accommodation, maintenance and storage facilities, moorings, personal equipment and survey equipment has been carried out to ensure that officers are correctly

		provisioned and supported.
<p>To ensure that the conservation objectives of Marine Protected Areas in the region are furthered by delivering fisheries management measures for 'Amber and Green' designated features within European Marine Sites (EMS) within the mandated timeframe and formulating potential management measures for Tranche 2 candidate Marine conservation zones (MCZ);</p>		<p>Ongoing. The development of evidence-based fisheries management measures to ensure conservation objectives of Marine Protected Areas are furthered relies on the assessment of impacts of commercial fisheries on features of these sites. These assessments have been undertaken as a key priority for the Authority; this work has been allocated according to sensitivity of features and levels of fishing activity. An evidence gap analysis was completed in July 2014. Priority assessments including those for the Wash shrimp fishery, and commercial bait digging in the Stour & Orwell Estuaries, have been completed using literature reviews and local evidence, including collaboration with local site managers. In March 2015, the Authority prepared for its first Site Management Board to review the conclusions of the assessments and consider the need for management measures for the Wash shrimp fishery. In September 2014, the Authority published the first draft of its "Non-Occurring Interactions Report" , which set out the fishery/feature interactions not taken forward for full assessment, because of the absence of particular commercial fishing activities or lack of interaction between fishery and feature. Lower risk interactions will continue to be assessed during 2015/16. In order to achieve delivery of this work in the mandated timeframe (by December 2016), the emphasis of this work will shift from assessment to development of management measures, through industry and public consultation.</p> <p>A single Tranche 2 Marine Conservation Zone has been proposed for the Eastern IFCA district (Cromer Shoal Chalk Beds) in Defra's MCZ consultation in January 2015. It is considered that current fisheries present a low risk to this site's features; as such the Authority will assess these following completion of the European Marine Site assessments.</p>

<p>To ensure that sea fisheries resources are exploited in a sustainable way by continuing the comprehensive byelaw review process comprising of three stages;</p> <ul style="list-style-type: none"> i. exclusion of byelaws not applicable or relevant to the Eastern IFCA District ii. like for like substitution of uncontested byelaws directly applicable to the Eastern IFCA District iii. development of complex or contested or new byelaws. 		<p>A new approach was agreed by the Authority in late November 2014, which saw the introduction of a more holistic approach to fisheries sustainability and conservation issues, involving evidence based approach to introducing and revising management measures on a prioritised basis. The new approach ensures that resources are put to the highest priorities and is forward looking as opposed to reviewing legacy byelaws in isolation, which could lead to emerging issues (for which there is no current regulation) being overlooked. It also provides a business model that will sustain into the future. A key element is an annual Strategic Assessment to identify fisheries and MPAs that require management measures or changes in management measures and to list them for action in order of priority. This approach led to the identification of whelk as a priority and the preparation of an emergency byelaw.</p> <p>Alongside this it was agreed to undertake a proportionate exercise to effectively 'tidy up' the current suite of byelaws to provide a more coherent set of interim regulatory measures. This is likely to involve the following steps:</p> <ol style="list-style-type: none"> 1. Removing most of inherited North Eastern Sea Fisheries Committee (NESFC) byelaws 2. Removing defunct ESFJC byelaws 3. Revising ESJFC byelaws that require amendment to make them relevant and effective 4. Making ESJFC byelaws IFCA byelaws and extending to cover old (NESFC) territory
<p>To promote sustainable development through a project to rejuvenate previously productive fishing grounds;</p>		<p>The inter-tidal mussel stocks in The Wash have traditionally provided a valuable resource for the local fishing industry. They are also an important habitat for invertebrate communities and an essential food resource for the internationally important communities of birds that reside or over-winter in the Wash. In order to protect the sustainability of the fishery and help to achieve the Conservation Objective targets for the site, a suite of management measures have</p>

		<p>been developed over the years. Although the overall mussel biomass on the inter-tidal beds has seen much greater stability since the introduction of these policies, in recent years natural mortality on the beds has exceeded recruitment. On those in which mortalities have been highest, the beds are now in poor condition.</p> <p>Healthy mussel beds with a good coverage and high mussel density create a raised matrix of live mussels and dead shell bound together with byssus threads. This is an important habitat for attracting fresh settlements of seed which find shelter from weather and protection from predators among the crevices. The recent decline seen on many of the beds, however, has left them with mussel densities below that critical level required to form raised matrices. With their ability to attract fresh settlement further reduced, there is a danger that their decline could become terminal.</p> <p>In 2014 the Authority explored ways that could realistically be used to halt the decline and facilitate recovery of the mussel beds. Relaying partially grown mussel seed from elsewhere would have been the most effective way of facilitating an immediate recovery, but the cost of seed was considered prohibitive for large-scale rejuvenation projects and could not be sustained as a long-term viable management option. Instead, the Authority experimented laying a culch of cockle shells on the seabed to determine if this could be used as a cheaper alternative for attracting mussel seed onto the beds. With help from local fishermen, the Authority laid 72 tonnes of shells into three 20m x 20m plots and continued to monitor these areas through the year. Unfortunately, mussel settlement throughout the Wash during 2014 was found to be poor and the shelly areas failed to attract high numbers of spat. The experiment was not a total failure, however. The results showed that mussels, both young and old had aggregated within the shelly areas in significantly higher numbers than in the untreated control sites. Although this only equated to an</p>
--	--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

		estimated 560 kg of mussel, it was considered successful enough to trial the experiment again during 2015-2016, when it is hoped settlement in the Wash is higher.
To balance the needs of all within the fishery by developing RSA strategy in light of the national Angling 2012 report;		The Authority has long recognised the importance of Recreational Sea Angling as both a beneficial regional economic activity and a significant health and well-being driver. The intent of drafting the RSA strategy was to analyse and formalise those conditions that need to be established to ensure that the regional RSA experience was positive with a roadmap to make it as good as it can be. Noting EIFCA's remit, the strategy was drawn up with and by local anglers who approved the draft before it was delivered for Authority approval. The key feature of the document is that for the strategy to be successfully delivered all relevant parties will have to contribute. To date, EIFCA is focussing on the protection and promotion of fish stocks, especially Bass. District and Borough councils have been engaged to encourage them to consider RSA factors when making coastal infrastructure decisions. Similarly, the RSA sector has been encouraged to promote their port through regional events with an emphasis on enthusing the next generation of anglers. The strategy is at: www.eastern-ifca.gov.uk
To support the viability of industry by driving individual applications through the Wash Fishery Order shellfish lay allocation process;		<p>Wash Fishery Order 1992 (WFO) shellfish lays represent an important source of income to local fishers of The Wash. In order to process the backlog of WFO lay applications significant concerns regarding the wording of the lease agreement and the impact of aquaculture on the wild shellfish of The Wash had to be addressed.</p> <p>An updated lease agreement has been confirmed by the Authority which addresses issues regarding biosecurity and the death of lay-holders. This has been complimented by a new biosecurity policy and a policy for dealing with the contents of lays in the event of the death</p>

		<p>of a lay holder.</p> <p>A new 'threshold' model has been developed to monitor the productivity of The Wash which can detect if aquaculture may be having a deleterious effect on food availability. This model will also determine the amount of lay aquaculture which can be sustained and in combination with a newly added mechanism in the WFO lay lease agreement – gives the Authority the tools to ensure that wild shellfish within The Wash will not be impacted on by aquaculture – providing a safety net for both local industry and one of the most important ecosystems in Europe with regards to migratory birds.</p> <p>Applications for new WFO shellfish lays can now be treated as normal business.</p>
To discharge responsibilities under the Wash Fishery Order (1992) and consider a review of its provisions;		<p>Authority duties as defined in the Wash Fishery Order were discharged to enable both seed mussel and cockle fishery in one of the most protected marine areas in Europe. The seed mussel fishery was managed by agreeing a reduced total allowable catch (40% of that available) with the local fishing industry to assure the sustainability of stocks. The cockle TAC was 3700 tonnes and provided a significant and enduring employment opportunity for all those who chose to partake in the fishery.</p> <p>In parallel, a review of the moratorium of WFO entitlements was conducted to ensure that the demand for Entitlements was accurate. Currently, there are 34 applications for Entitlements some of which date back several years. The moratorium is in place to regulate the amount of effort in the fishery to both sustain stocks and ensure that the marine environment is protected. An application for an Entitlement to be exceptionally issued was considered and refused by the Authority.</p>

<p>To continue the Seagoing Assets Review and to procure the second enforcement vessel.</p>		<p>As a consequence of proving that cabin RIBs provide an effective and efficient platform for seaborne enforcement activity substantial upgrades to <i>FPV John Allen</i> were agreed. These will see her utility extended through the provision of enhanced electronics (radar, navigation), a tender and an 'A' frame to facilitate some research activity. The Authority also agreed to the introduction of a second enforcement vessel (cabin RIB) and following a competitive tendering process the contract was awarded to Redbay Boats of N. Ireland, the builders of <i>FPV John Allen</i> with delivery is scheduled for the summer of 2015.</p>
---------------------------------------------------------------------------------------------	--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Subordinate Priority	Progress	Comment
To influence and shape the national inshore marine management debate and narrative.		The DCEO was elected to Chair the newly established National Inshore Marine Enforcement Group, which brings together senior representatives from all IFCAs together with colleagues from the Marine Management Organisation, the Environment Agency, Cefas, Defra and Natural England. The objectives of the group include sharing good practice and achieving consistency in regulation and compliance.
To continue to advance the Authority's understanding of the species, habitats and activities occurring in the district.		<p>The Strategic Assessment was developed to collate best available evidence from various sources (e.g. ICES, CEFAS research and MMO landings data) relating to the fisheries within Eastern IFCA's district.</p> <p>Using this data, fishing activities were assessed against criteria to prioritise each one. This assessment took into account, for example, presence/absence of spawning or nursery areas, ICES advice, economic importance and potential damage to the environment. Data poor fisheries were also identified.</p> <p>Work streams were directed according to the priority given by the assessment – whelk and bass fisheries were initially considered to be at the highest risk of sustainability issues. In conducting the assessment, evidence gaps were identified which has allowed for more efficient allocation of resources when developing management measures with regards to these species.</p> <p>The Strategic Assessment is also a 'live document' – new contextual issues will be applied to the assessment as they emerge. By maintaining and updating this assessment Eastern IFCA will stay ahead of emerging sustainability issues and ensure that resources are allocated where they are needed with strong justification.</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.		Full support was given to the compilation and production of both Stage 3 and Stage 4 reports. The regional lobster fishery was submitted for consideration as a bespoke Fishery intervention Project to be funded through Project Inshore – a response is awaited.

<p>To contribute to data requirements to meet Marine Strategy Framework Directive commitments (particularly crab and lobster).</p>		<p>Ongoing. Collection of data pertinent to crustacean fisheries operating in the district continue, with sources including monthly shellfish activity returns (MSAR) and biosampling of animals captured by fishers. Working relationships are being developed with processors to carry out sampling of animals at their premises, this aggregates catches from numerous vessels in one location allowing efficiencies to be made with sampling effort. At sea surveys were carried out in 2014 to provide data on the un-landed component of the catch (undersize and low quality discards) however; this activity has been postponed for 2015. Data collected for these fisheries is being used for in-house analysis as well as being distributed to partner organisations such as Cefas for use in their annual stock level assessments. A similar project is being developed for whelk with the aim of understanding variability in size of maturity amongst stocks and how this can be related to management.</p>
<p>To engage with marine planning issues, including consultations on marine licenses and developments and active participation in Commercial Fisheries Working Groups.</p>		<p>The Authority has continued to provide a robust input towards marine planning issues through consultations on marine licences and large-scale developments, as well as by maintaining participation in Commercial Fisheries Working Groups for offshore wind farm developments.</p>
<p>To continue to promote the work of Eastern IFCA through outreach events.</p>		<p>A full suite of Outreach events was conducted to ensure that the Authority is recognised and heard across the full spectrum of stakeholders. The emphasis was placed upon attending smaller regional marine festivals as oppose to the larger county shows with a bespoke focus upon harder to reach stakeholders. To complement this initiative, the display trailer was also used to good effect at regional RSPB sites.</p>
<p>As a Directing body contribute to the activities and output of the Association of IFCAs.</p>		<p>The Chief Executive Officer is one of the Directors of the Association of IFCAs and attended 75% of meetings.</p>

Delivery of priorities

The following sets out progress made against the activities that the Authority planned to conduct during the 2014-15 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	
<p>Development of our Core Values</p> <p>2014 focussed on the development of the organisations' core values. These values underpin the organisation and the way in which business is carried out within it.</p> <p>All of our employees contributed to the creation of our values and a structure was provided to support individuals to identify their beliefs and link these to the Eastern IFCA core values.</p> <p>The creation of our core values has:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Enabled employees to really identify with the organisation and focus on the way in which we carry out our business <input type="checkbox"/> Helped us to recognise the unique factors of our business and why we engage with it <input type="checkbox"/> Underpinned our 'people processes'. Our key processes such as recruitment, induction and performance reviews have been reviewed to ensure they reflect our values <input type="checkbox"/> Supported the development of our employee engagement plan <p>To support the embedding of the core values, a behavioural competency framework for managers has been developed with our management team. A competency framework is about the 'delivery method' of objectives and core job performance measures - 'the how we achieve'. Managers are becoming increasingly familiar with the framework and we will look to adapt it so that it can be used by the wider workforce during the latter part of 2015 / 16.</p>	<p>Eastern IFCA Core Values</p> <p>Ownership We are responsible for our actions, work relationships and decisions. We keep ourselves informed and up to date. We have the moral courage to make difficult decisions and to stand by them. We are resilient and have the strength to bounce back from setbacks to overcome obstacles and challenges. We are tenacious and will see the job through to the end with a positive spirit and 'can do' approach</p> <p>Integrity We behave in an open, honest and ethical manner not allowing bias, conflict of interest or undue influence of others to override our professional or business judgments. Transparent and fair in both what we say & what we do, we lead by example and treat others in the way we would want to be treated</p> <p>Empowered We encourage our people to use initiative and give their best by empowering and supporting their actions and decisions. We seek to release and nurture individual potential. We understand the power of delegation whilst realising where the overall responsibility for delivery rests.</p> <p>Innovative We are solutions focused and creative in resolving problems and challenges. We are confident to question the status quo and use innovation to keep our organisation at the leading edge in our field.</p> <p>Fostering We are caring. We care for our people, our stakeholders and their concerns. We care about fisheries and marine conservation management. We value and respect the needs and differences of our people and are courteous at all times. We work co-operatively with others sharing best practice information and knowledge.</p> <p>Credible Our advice, guidance and direction are current and relevant and are trusted because of their consistent quality, accuracy and reliability. We are professional at all times.</p> <p>Adaptable & Efficient We will adapt our practices and approach to work to ensure we provide a cost effective and efficient service at all times. We are eager to embrace new techniques and best industry practice</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

In May 2014 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

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

Regulation and Compliance Business Model

In November 2014 members considered and approved a new and more holistic approach to fisheries sustainability and conservation issues within Eastern IFCA's district, involving an evidence based approach to introducing and revising management measures and subsequent enforcement, on a prioritised basis. The new approach ensures that resources are put to the highest priorities and is forward looking as opposed to reviewing legacy byelaws in isolation, which could lead to emerging issues (for which there is no current regulation) being overlooked. It also provides a business model that will sustain into the future. The steps included in this approach are outlined below:

Regulation and Compliance Strategy

In order to effectively review existing regulation, it is important to clarify how Eastern IFCA proposes to regulate in the future. The principles set out therein also provide a framework to assess the existing regulatory framework. The strategy also sets out how it will be implemented tactically, which includes an Enforcement Policy.

Strategic Assessment

A comprehensive risk assessment of all fisheries and Marine Protected Areas within the district will be an annual exercise with six month interim reviews if necessary. It will combine fisheries data and other evidence to identify fisheries and MPAs that require management measures or changes in management measures and will list them for action in order of priority.

Enforcement Policy

Eastern IFCA's previous Enforcement Strategy was published in April 2012 and focussed on achieving compliance with existing regulation. This was revised to account for good practice from other organisations (e.g. MMO) and to fit with the Regulation and Compliance Strategy, which seeks to establish a more cohesive approach to the development of management measures and subsequent enforcement.

Development of Compliance Risk Register, Annual Enforcement Plan and Monthly Risk Profile

Officers developed a formalised the approach for proportionate and risk based enforcement through the development of a Compliance Risk Register and an Annual Enforcement Plan. These were agreed by the Authority and have been introduced for 2015-16. The Compliance Risk Register 2015/16 consists of an assessment of available data and wider contextual issues to provide a quantifiable estimate of the risk of non-compliance across the district. The report summarises the outputs of the assessments and is used to inform a Monthly Risk Profile which is used, along with intelligence and emerging issues to direct enforcement activity through the Tactical Coordination Group meetings. The Annual Enforcement Plan 2015/16 outlines enforcement resources and assets and describes broad targets for enforcement activity in the next year in line with the Regulation and Compliance Strategy.

Tasking and Co-ordinating Group

Initially established in 2013 this is the key mechanism by which operational activity is prioritised and co-ordinated. It has developed to become a productive forum.



FPV John Allen

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

Eastern IFCA has continued to work with a range of stakeholders and partners to optimise the delivery of our targets, as outlined in the case studies below -

- EIFCA has cascaded out capability in the use of side scan sonar survey equipment to other IFCAs. In addition to the unit jointly owned by Eastern, Kent & Essex, and Sussex IFCAs, the Association of IFCAs has purchased an identical unit to be shared across all ten IFCAs. We have participated in joint training with other IFCAs; conducted initial induction in the set up and use of the side scan equipment, and survey design, for Kent & Essex IFCA prior to them using the equipment for the first time; and assisted by lending equipment when required to other IFCAs. This has proven the benefit of having standardisation of equipment.
- We have designed a programme of side scan surveys in conjunction with Natural England in order to meet the requirements of both organisations. We plan that staff members from Natural England will accompany EIFCA staff aboard our research vessel when conducting side scan surveys, in order to facilitate a two way transfer of relevant knowledge and experience.
- Eastern IFCA staff have prepared and delivered presentations at events, notably a major meeting arranged by Natural England, intended to develop monitoring of marine protected areas.
- We routinely use data generated by the Environment Agency Water Framework Directive sampling of juvenile fish in order to better understand the distribution and habitat preferences of fish within our district. Within the past year, EIFCA staff contributed to the collection of this data by forming half of the team surveying the River Alde. This enhances our ability to conduct our own surveys in a manner fully compatible with the large existing EA WFD dataset. (Photographs at the foot of this item refer to this survey). We have planned further surveys for the end of July 2015 which will also offer the opportunity of participation to volunteers from local NGOs.
- Responding to a request from the commercial fishing industry, Eastern IFCA set in place a system for the voluntary submission of detailed information from fishing vessels operating in the south of our district. This has provided a channel for the capture of this valuable information, useful both for the better management of the fisheries and to allow the fishing industry to demonstrate the value to them of particular areas and species. It is noteworthy that the National Federation of Fishermen's Organisations (NFFO) has proposed that data from fishermen should be incorporated in the management decisions relating to fisheries; EIFCAs action in implementing the structured voluntary submission of such data pre-dates the NFFO proposal.



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

The inter-tidal cockle and mussel stocks in the Wash are an important resource, both for the local fishermen working out of the ports of Boston and King's Lynn and as a conservation feature of the site, providing food for over-wintering oystercatchers and other waders. Because of the importance of these stocks, it is critical that the management of these fisheries is conducted in a manner that does not hazard the sustainability of the beds. To facilitate this, the Authority submits annual Habitats Regulation Assessments to Natural England prior to opening these two fisheries. Additionally, in 2008, the Authority, in agreement with Natural England and the local fishing industry, developed a suite of management policies for these fisheries. These policies and assessments are supported by data provided from comprehensive annual stock assessment surveys. 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 1,200 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. 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; Case Study 9).

In the past year the level of management that the Authority has applied to the Wash cockle and mussel fisheries is being developed for other fisheries, too. Following DEFRA's Revised Approach to the Habitats Directive 1992 and the Birds Directive 2009, all fisheries occurring in Marine Protected Areas (MPA) will need to be assessed before December 2016. There are 19 MPA's in the District, including 10 Special Protection Areas (SPAs), 8 Special Areas of Conservation (SAC's) and one recommended Marine Conservation Zone (rMCZ). Between these sites there are almost 2,000 gear/feature interactions that require assessment. Following a prioritisation process, 89 interactions, combining 18 different gear types on 3 features (*Sabellaria spinulosa* reef, cobble/boulder communities and eelgrass beds) were considered sufficiently damaging to require immediate management. Rather than closing whole sites to those fishing activities, however, the Authority was able to use evidence gathered from habitat mapping surveys to focus where precisely the closed areas needed to be. This approach has provided the feature with its necessary level of protection, while having the minimum possible impact on the fishery. Following dialogue with fishermen, IFCO's, Natural England and site experts, 1,305 of the remaining interactions have been classed as non-occurring and, therefore, not requiring further assessment. The remaining 513 interactions were considered potentially disturbing enough to require further research. In order to conduct these reviews efficiently, an approach was taken in which the work was divided into three streams. Two, looking at fishery and feature extents, were site specific, while the third stream, looking at gear/feature interactions, was generic. Together, the research and environment teams have reviewed the relevant fishing activity and feature extent data, and combined this evidence with literary reviews of the gear/feature interaction evidence. Site Champions have then pooled the evidence gathered from these three work streams in order to

determine what management measures could potentially be required at each site. To date, 38 interactions have been taken to full assessment, of which two, beam trawling on sub-tidal mixed sediments and beam trawling on sub-tidal muddy sediments, have been determined to have an adverse impact and will require management intervention. There are still a further 475 interactions to complete, of which 84 are expected to require a full assessment.

Management of fisheries within MPA's has not been the only driver for assessing our local fisheries. Under the revised Common Fisheries Policy and the Marine Strategy Framework Directive all fisheries will soon be required to operate within Maximum Sustainable Yield. This has precipitated the need to conduct research on the local crab, lobster and whelk fisheries in order to help determine at what level of exploitation those fisheries are currently being fished at. For the whelk fishery, which has traditionally followed a "boom and bust" approach, this has led to the introduction of an emergency byelaw that has limited the number of pots allowed to be used within the District and increased the Minimum Landing Size. Although it is anticipated that national legislation will be introduced to protect bass stocks, the Authority has also conducted research on this species to determine which of our estuaries may be acting as nursery areas and what socio-economic impacts potential management will have.





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.



Norfolk crab fishermen forced out to make way for offshore wind farm works

Danish government-controlled wind farm company takes out injunction against fisherman in The Wash

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

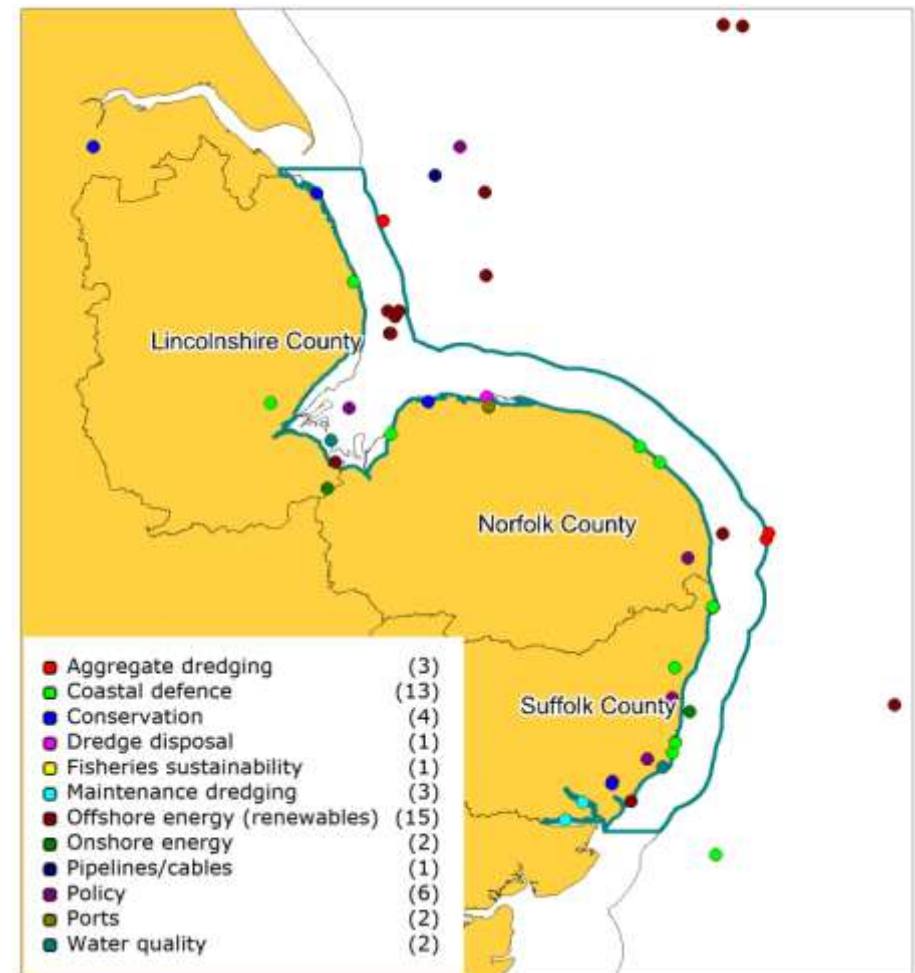
Part 2: IFCA role as statutory consultee on marine licences

Promoting healthy seas, sustainable fisheries and a viable industry via input

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.

During the year, representations were made in relation to 82 consultations. Offshore wind farm works form a significant proportion of developments in this region, but other key works include coastal defences, aggregate and channel dredging, conservation plans and national fisheries policies. Three brief case studies that demonstrate the Authority's ability to promote healthy seas, sustainable fisheries and a viable industry are given here:

- (i) Lynn, Inner Dowsing and Lincs offshore wind farm operations and maintenance licence: the Authority initially objected to proposals for a 25-year licence for these works at this cluster of wind farms off Skegness because of insufficient consideration to European Marine Site features, and the need to uphold consistency between fishing and renewables industry regulation. These concerns were resolved with agreement of a monitoring plan for EMS features. Direct engagement was undertaken with the MMO, Natural England and Centrica in relation to



Environment team consultation activity 2014/15

(ii)	<p>preparing responses and ensuring consistency of approach across regulatory authorities.</p> <p>New offshore disposal site, Harwich Haven Authority: The Authority objected to this proposal because of predicted impacts on potting fisheries in this area. Engagement has been undertaken with the applicant, MMO and Cefas to discuss mitigation including monitoring and agreement to use the new site on a temporary basis until monitoring could demonstrate that the level of impact was within acceptable limits.</p>	
(iii)	<p>Implementation of the demersal landing obligation (discard ban) in England: the Authority supported measures to rebalance quota in favour of u10m vessels. We highlighted that inshore fisheries in the Suffolk section of our district are particularly constrained by the current system and emphasised that the highly adaptable nature of these fishers (in terms of target species and activity level) means any quota administration must be flexible enough to support their variable business models.</p>	



Success Criterion 7: IFCAs are recognised and heard

Kings Lynn Heritage Day 12th September 14

As part of the programme of district wide Outreach events, which are designed to promote greater understanding of the purpose and work of the IFCA, the Authority attended Kings Lynn Heritage day.

The opportunity to utilise our display equipment, personnel and vessels in our home town to educate the public on our work and the challenges within the inshore marine sector was very useful. A significant number of visitors were hosted with children being particularly drawn to the aquarium tank displaying live shellfish and crustacean. The key topics for discussion were the protection of the marine environment, the viability of local fishing operations and the impact of offshore renewable energy developments.

The full programme of events conducted in 2014-15 is listed below and demonstrates the Authority's commitment to being open and transparent about our work and actively demonstrating the worth and value of the marine conservation and inshore fisheries management function.

- Cromer & Sheringham crab and lobster festival
- Ipswich Maritime Festival
- Great Yarmouth Maritime Festival
- Frampton Marsh RSPB open day
- Kings Lynn Heritage Open Day
- Wild about Norfolk

Further details of Eastern IFCA communication and engagement activities is available in the annual Communications report at: <http://www.eastern-ifca.gov.uk/documents/CE%20report%202014%2015.pdf>



Risk management strategy

Pages 30-35 of the 2014/15 Annual plan outline the Risk Management Strategy of Eastern IFCA.

Risk Description	Interventions in 2014-15	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>A continued programme of community outreach events, stakeholder meetings and</p>	<p>Disparate stakeholder aspirations introduce complexities which may drive perceptions of disengagement or inefficiency.</p> <p>Focus on delivery of MPA protective effect</p>

	<p>media engagement.</p> <p>Overt and increased use of digital and social media including website, Twitter and Facebook.</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 2014</p> <p>Annual plans used to prioritise and communicate outputs for 2014-15</p> <p>Representation of community issues to higher authorities</p> <p>Provision of a leadership function</p> <p>Significant revisions to Protection team ways of working to promote greater frequency of engagement with stakeholders.</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>
Loss of suitably qualified and experienced personnel	<p>Appropriate leadership and management provided.</p> <p>Investments made in professional and personal development.</p> <p>Core values developed with staff and introduced.</p> <p>Staff objective setting and appraisal system fully functioning.</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>

	<p>Provision of a safe and professional working environment.</p> <p>Flexible working arrangements enabled.</p> <p>Regular internal communications through suite of departmental and inter team meetings.</p> <p>Line management empowered to delegate functions and outputs to the lowest level.</p>	
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>Attempts to broker balanced solution to provide protective effect whilst mitigating impact on local fishing activity are ignored by fishing community.</p> <p>Fishing vessels fail to adhere to management measures including closed areas introduced through new byelaws.</p>

	<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>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>	
Shellfish and fish stocks collapse	<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>Development of whelk stock management measures.</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>Failure of bio security controls introduces disease in the Wash fishery</p> <p>Unregulated fishing behaviour threatens stock status.</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>	
Failure to secure data	<p>Requests for information dealt with in accordance with Data Protection Act</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>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>

Resources

The following resources belonged to Eastern IFCA on the 31st March 2015.

Vessel details	HP	MCA Work Boat Code	Length	Crew	Commissioned	Life remaining	Replacement cost
FPV <i>John Allen</i>			11m	2	2013	10	£420,000
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

Vehicle details	Entered service	Replacement date	Replacement cost
Ford Tourneo bus	2008	2016	£20,000
Peugeot 308 sw	2009	2016	£13,500
Peugeot 207 sw	2010	2014	£14,000
Peugeot 207 sw	2010	2014	£14,000
Skoda Yeti 1.6	2014	2019	£15,000
Skoda Yeti 1.6	2014	2019	£15,000
Skoda Yeti 4x4	2014	2019	£18,000
Isuzu DMax Eiger	2014	2019	£20,000

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

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

The Authority had a budget of £1,391,070 for 2014-15. 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 2015-16 remains at the 2014-15 level. By 31 March 2015 the Authority had spent 100% of its budget which resulted in an over spend of £3,410 which was withdrawn from reserves. The key budget variances were:

- 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) Extra costs of Vessels due mainly to an upgrade to FPV John Allen (£86,000) and essential works to FPV Three Counties (£45,000).

Reserve name	Amount held within reserve @ 31 March 2015
Research	£89,921
Operational	£250,000
Vessel contingency	£210,765
Legal and enforcement	£75,000
ICT	£26,242
Vessel replacement	£954,669
Vehicle renewals	£56,589
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 2014-2015

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 2014-2015. The post of Chief Executive Officer was held by one person during the financial year 2014-2015. The combined remuneration was £54,626. The expenses paid to post holder were:

Mileage	Subsistence	Train/taxi/parking	Telephone	Total
£0	£75	£331	£0	£406

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 IFCA	Defines roles and responsibilities and ways of working
MoU	Marine Management Organisation and IFCA	Defines roles and responsibilities and ways of working
MoU	Environment Agency and IFCA	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 IFCA	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 IFCA	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

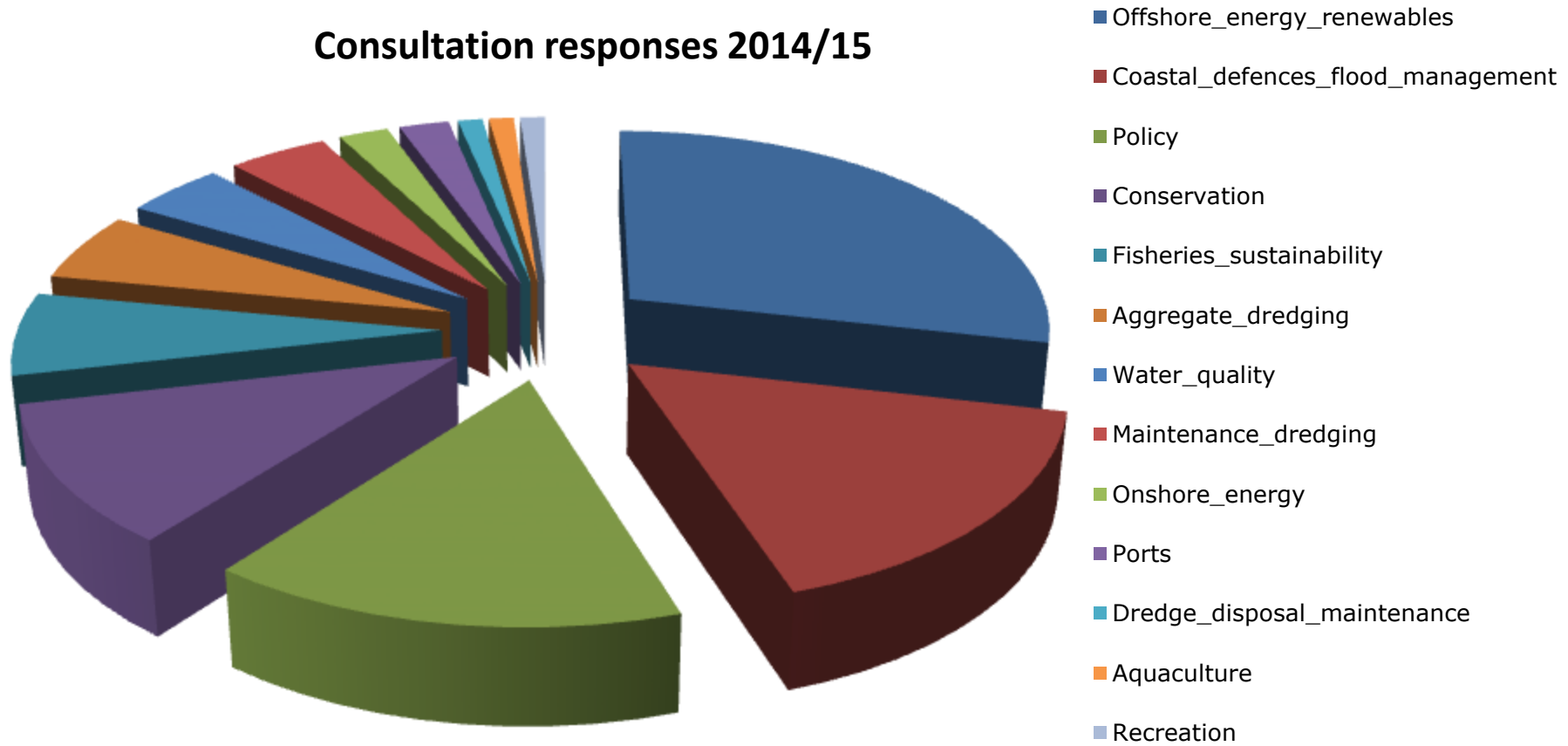
C	Andrew Jackson Solicitors	Provision of specialist legal advice (call off contract)
C	Zacobyte Consulting Ltd, Kent and Essex IFCA and Sussex IFCA	Provision of IFCA website template
IA	IFCA Technical Advisory Group	Provision of technical advice to IFCA COG
C	CEFAS and Natural England	Charter agreement for the study of Cobble and Boulder Communities



Marine planning and licensing activity

The Environment team sent 91 consultation responses as detailed below:

Consultation responses 2014/15



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 2014-2015 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 Policy 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 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 2014-2015 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 routinely showed that the stocks of cockles within this area were not sufficient to facilitate a fishery and a temporary closure on this fishery was brought in during August 2012 under Byelaw XI. However, a survey in Autumn 2014 indicated that there were significant stocks of cockles in harvestable densities at the site. In order to support the viability of the local shellfish industry work was set in train to present a fishing opportunity through water and shellfish sampling to gain requisite health clearances. Subsequent surveys in Spring 2015 showed that the stocks had survived the winter and that a fishery was possible. Work is ongoing to develop mechanisms to enable the fishing opportunity.

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 2014-15.

Marine Protected Area management

The Authority's approach to managing fisheries within Marine Protected Areas reflects the "sustainable use" ethos, strongly promoted when European Marine Sites were first designated – i.e. to enable appropriately conducted commercial activity to continue whilst ensuring the conservation objectives of the sites are furthered. This has been a key focus in managing bivalve shellfisheries in The Wash for over a decade, requiring collaborative working with local fishermen and statutory nature conservation advisors, to agree suitable parameters. The Authority recognises the current programme of assessment of all commercial fisheries in Marine Protected Areas (the "revised approach") to be a timely driver for the consideration of effects of other fishing operations on protected marine habitats, as well as an opportunity to promote co-management, improve data gathering and where necessary, improve fishing practices.

The Authority's Protected Areas byelaw was implemented in May 2014. It provides protection (in the form of closed fishing areas) from towed demersal gear to three "red risk" most sensitive habitats (*Sabellaria spinulosa* reef, boulder and cobble communities, and seagrass beds) within two European Marine Sites in the Eastern IFCA District (The Wash & North Norfolk Coast, and Humber Estuary Special Areas of Conservation). Flexibility is written in to this byelaw: this enables the Authority to review and modify the protective effect in response to changing requirements – for example shifting location of ephemeral features, or shifts in patterns of fishing activity. The byelaw can be applied to protect Annex I habitats in any of fifteen European Marine Sites (Special Areas of Conservation and Special Protection Areas) located fully within the Eastern IFCA district, plus three sites straddling the Eastern IFCA's northern and southern boundaries with neighbouring IFCAs.

Following an evidence review and data gap analysis, completed in summer 2015, the Authority has prioritised resources for the assessments of

fisheries in European Marine Sites for 337 “ambers and greens”. This includes all remaining fishery/feature interactions requiring assessment, but excludes a total of 1,427 interactions that do not occur either because the fishing activity does not take place, there is no physical contact between the fishery and the feature, or the interaction is already managed. It is intended to complete the assessments by the end of 2015/16, in order to meet Defra’s target to implement associated management (if required) by December 2016.

There are no Marine Conservation Zones in the Eastern IFCA district at present, although one site, Cromer Shoal Chalk Beds, was proposed in Defra’s January 2015 Tranche two MCZ designation consultation. Eastern IFCA will assess fisheries in this site according to potential risk to the chalk bed features; should fisheries measures be required, they will be developed in conjunction with local fishing representatives.

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 2014-15 and whilst there have been some isolated breaches, the majority 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 somewhat stalled as there are apparently insurmountable differences within the local fishing industry. There is an opportunity to align work to deliver management of fisheries in EMS with MSC accreditation and this will be progressed in 2015.

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 and into the Strategic Assessment and Annual Compliance Risk Register – a reflection of the importance of RSA activity within the district. Engagement with RSA increased in the 2014-15 period which is reflected in the number of RSA inspection carried out.

Management metrics

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

Management metrics 2014-2015	
Byelaw derogations (and extensions) issued to facilitate research purposes	13
Freedom of Information requests	0
Environmental Information Regulation requests	0
Wash Fishery Order 1992 licences issued	57
Authority vessel days at sea 2014-2015	
<i>FPV John Allen</i>	62
<i>RV Three Counties</i>	99
<i>FPV Pisces (used primarily as a tender to RV Three Counties)</i>	35
Fisheries and environmental enforcement 2014-2015	
Boardings at sea	74
Inspections of commercial fishing vessels/landings	906
Inspections of recreational sea anglers	367
Verbal Warnings	7
Written Warnings	1
Home Office Cautions	0
Financial Administrative Penalties (FAPs) issued	0
Prosecutions	0

Staffing

Through staff engagement, 'pinch points' considered to hinder optimum operational output have been identified. As a result a decision was taken not to replace the 3 vacancies that came about on a like for like basis. Following the feedback, three new positions were created; those being:

- An additional Marine Environment Officer – specifically to lead on consultations
- An IFCO & Crew Member to give more enforcement flexibility across the district, both on shore and at sea
- An IFCO & Project Manager to further support marine enforcement activity alongside the IFCO & Crew Member, whilst using their project management skills to co-ordinate and drive key projects, such as the By-Law review

The adjusted structure and current staff resource has positively supported the achievement of the Authority's objectives and has facilitated the better balance of hours worked versus contracted hours. This is reflected in the extra hours committed by staff dropping by 572 against that reported last year:

April 2013 - March 2014	832 extra hours worked
April 2014 – March 2015	260 extra hours worked

It should be noted that the resource available to enforcement activity is also supportive of enabling the forthcoming third vessel to be put to sea.

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.

Estimated carbon footprint for the Authority in 2014-2015 compared against a baseline of 2008-2009				
Source	2008-2009	2012-2013	2013-14	2014-15
Owned road vehicles	24.40 tCO ₂ e	21.6 tCO ₂ e	20.23 tCO ₂ e	22.04 tCO ₂ e
Owned ships	197.07 tCO ₂ e	111.90 tCO ₂ e*	106.20 tCO ₂ e*	115.40 tCO ₂ e*
Electricity	22.59 tCO ₂ e	16.0 tCO ₂ e	16.48 tCO ₂ e	18.37 tCO ₂ e
Train travel		0.457tCO ₂ e	1.06 tCO ₂ e	1.18 tCO ₂ e
Total tonnesCO₂e	244.71 tCO₂e	149.50 tCO₂e	143.97 tCO₂e	156.99 tCO₂e

Developed using the Carbon Trust online carbon footprint calculator

*FPV ESF 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 2014-15

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