North Eastern Inshore Fisheries and Conservation Authority

ANNUAL PLAN





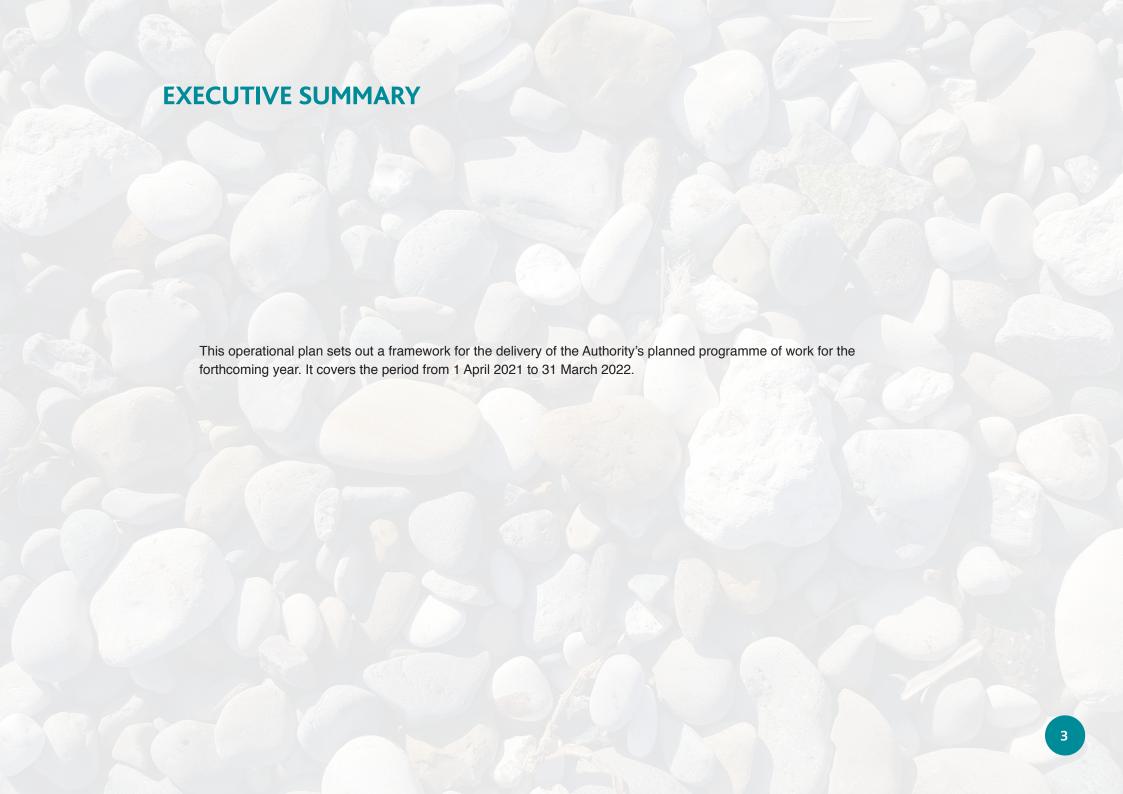
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North Eastern Inshore Fisheries and Conservation Authority

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VISION To lead, champion and manage a sustainable marine environment and inshore fisheries, by successfully securing the right balance between social, environmental and economic benefits to ensure healthy seas, sustainable fisheries and a viable industry.

FOREWORD

Since the last plan was published in March 2020 the UK has faced an unprecedented challenge in terms of managing the social and economic impacts of the COVID-19 global pandemic. Like all public sector organisations, North Eastern IFCA (NEIFCA) has had to continuously adapt and tailor its operational activities to both maintain service delivery and ensure the safety and wellbeing of its staff in response to the pandemic. Alongside the pandemic the UK has also had to face the challenges of formally exiting the European Union and establishing new trading arrangements.

During 2020 the Authority awarded a contract for the build of a new 9.5m cabin, rigid inflatable boat as part of its wider vessel replacement programme. This new vessel will significantly enhance NEIFCA's operational capabilities. Delivery is anticipated sometime during April 2021.

During 2020 the Authority also endorsed a revised pay and grading structure following a detailed review of service and further work is planned with a focus on organisational culture, staff development and training, recruitment and collaborative working with external partners.

Other planned work streams for the year ahead include the development of more flexible fisheries management frameworks informed by species specific stock management plans, the commissioning of a new bespoke fisheries database and the development of a new website.

Finally I would like to pass on my very best wishes for 2021 to all NEIFCA's staff, officers and members and also more widely, to colleagues who work in all our key partner organisations.

Caroline Lacey Clerk of North Eastern Inshore Fisheries and Conservation Authority





INTRODUCTION

PLAN CONTENT

This eleventh Annual Plan for North Eastern Inshore Fisheries and Conservation Authority was developed through its main committee and internal working groups. The plan sets out the main performance targets and objectives for the year ahead, facilitating effective performance management and staff development. This plan will continue to be reviewed and updated annually to reflect improvements in performance brought about by achieved targets and any changes in national objectives and success criteria.

FUNCTIONS

The Authority is responsible for managing the exploitation of sea fisheries resources within its area of jurisdiction. This includes all animals and plants which habitually live or are cultivated in the sea. In delivering this function the Authority is required to ensure that all exploitation and development, taking place within its District, is sustainable and socio-economic needs are balanced with marine environmental protection. The Authority is also required to balance the needs of all stakeholders exploiting resources within its district and further the conservation objectives of any Marine Conservation Zones (MCZs).

The Authority's principal enforcement functions relate to minimum landing sizes, net and fishing gear regulations, restricted fishing areas, the protection of European Marine Sites (EMSs) and Marine Conservation Zones (MCZs). Apart from the enforcement of these regulations, the Authority's main fisheries vessel, North Eastern Guardian III (NEG III) also plays a central role in monitoring the impact of offshore activities through the digital recording of sightings information, water column sampling (including temperature, salinity, turbidity, dissolved oxygen), acoustical seabed assessment, underwater and remote camera assessment, grab sampling and wider fisheries stock assessment work using a range of trawls and dredges.

The Authority can make byelaws (subject to final confirmation by the Department of Environment, Food and Rural Affairs) to address a wide range of local fisheries and marine environmental management issues. This also extends to emergency byelaw regulations which are time limited to a maximum period of eighteen months.

ENVIRONMENTAL RESPONSIBILITIES

The Authority's role in marine conservation and protection continues to develop. The 2009 Marine and Coastal Access Act provides clear duties to ensure that any exploitation of sea fisheries resources is carried out in a sustainable way and the conservation objectives of Marine Conservation Zones are furthered. There are currently two Marine Conservation Zones designated within the Authority's jurisdiction: Holderness Inshore and Runswick Bay.

The Authority is also a statutory consultee for all marine licensing applications and consents occurring within its area of jurisdiction. These include applications relating to the discharge of effluents, marine water extraction, removal and deposition of dredged materials, harbour and coastal construction projects, scientific investigations and renewable energy projects. The Marine Management Organisation (MMO) acts as the primary consultative 'hub' for the majority of licensing applications and consents involving construction. The majority of consultations are now dealt with electronically via a national system operated by the MMO.

Key Authority Officers are registered on this system and receive electronic alerts when relevant licensing consents are opened for consultation, comments are then drafted and submitted electronically on behalf of the Authority. This work is currently led by the Authority's Senior Environmental and Scientific Officer. Any consents relating to discharge or extraction are managed by the Environment Agency and a similar electronic consultation process is in place to deal with those also.

In addition, the Authority is also a "Relevant and Competent Authority" under the Conservation (Natural Habitats &c) Regulations 1994.

This means that the Authority, along with other partners, have a statutory duty to ensure that the conservation objectives of European marine sites are upheld. Currently five European Marine Sites are designated within the Authority's jurisdiction:

Northumbria Coast, Teesmouth and Cleveland Coast, Flamborough Head, Humber Estuary and the Greater Wash site.

During 2012 DEFRA commenced a project aimed at strengthening the assessment and management of fishing activities within European Marine Sites to ensure much greater compliance with Article 6 of the Habitats Directive. This revised approach was subsequently extended to include Marine Conservation Zones. All UK sites and associated fishing activities have now been categorised according to their features and the level of risk presented by both current and potential fishing activities.

Each site is subject to ongoing monitoring and assessment of the potential impacts arising from fishing activity. This allows tailored management to be introduced to protect and conserve sensitive environmental features such as salt marsh or sub-tidal reef habitat.

Many sites have established management schemes in place that help to coordinate the work of relevant Authorities, including IFCAs, through a formal management group. NEIFCA officers are actively involved in these groups and are currently playing a crucial role in the development of new, regional management groups.



AUTHORITY AREA

The district of the Authority extends six nautical miles seaward from the baselines, from the River Tyne to a point drawn True East from 'Haile Sand Fort' on the North East Lincolnshire Authority boundary, close to Humberston, on the South Bank of the Humber Estuary. The district also encompasses all estuarine areas, landward to tidal limits, occurring within the boundaries of member local authorities.



FUNDING

LEVY

The levy for the 2021/2022 financial year has been agreed and set by Authority members at £1,298,400, a 1% uplift on the previous year. The Authority's budget has been reviewed by the Chief Officer and his senior management team, together with the Clerk and Treasurer, to identify the level of expenditure necessary to meet operational priorities through to 31 March 2022.

OVERALL BUDGET

The Authority's budget is spent in the following major areas:

CENTRAL MANAGEMENT BUDGET

Expenditure relating to the cost of corporate management and administrative support, including Human Resource, Legal,

financial, administrative support and training. The draft budget resources the main objectives and work priorities for the year ahead in order to deliver the strategic 'road map' towards the achievement of both the Authority's overarching national vision and local priorities. It has been produced in line with the Annual Plan and Strategic Risk Register.

OPERATIONS

Direct expenditure incurred in the performance of the Authority's objectives, comprising land-based, offshore and environmental activities, including salaries and asset running costs relating to vessel and vehicle fuel, maintenance, berthing fees, storage costs, leasing and hire costs and the purchase of equipment.

OPERATIONAL BUDGET FOR THE AUTHORITY FOR 2021/2022

Net Expenditure

Central Management £419,430

Operations

Land Based £129,760
Offshore Operations £508,680
Environment £127,630
Grant Funded £0

Net Cost of Service £1,185,500

Funding (Contribution)

Contribution to £102,900

Renewals Fund

Contribution to Vehicle £10,000

Replacement Reserve

Local Authority Levy £1,298,400

FINANCIAL RISKS

The Bank of England's most recent monetary policy report explains that the economic outlook remains uncertain and is dependent on the evolution of the COVID-19 pandemic and measures taken to protect public health. CPI has fallen to 0.5% and the Bank predicts the level of CPI to remain around 0.5% over the winter but rising to 2.1% by December 2021 and remaining close to the target of 2% to the end of the forecast period. NEIFCA will experience this reduction in inflation as a temporary saving on fuel and other supplies. The Government Spending Review 2020 on 25 November 2020 introduced a pause in the increase in public sector pay for 2021-22 excluding those working in the NHS. The exit from the European Union's Single Market and Customs Union on 1 January 2021 has also increased economic uncertainty. It is also recognised that the risk to NEIFCA's financial outlook has heightened including the specific grant Local Authorities receive for Inshore Fisheries and Conservation and in relation to potential future pressure on resources to support the delivery of national marine policy.

RESERVES

Reserves are held to manage the above risks. In the short-term the general reserve will be available to meet the ongoing known pressures, but it is expected that proposed charges or additional income will eventually balance the budget. The Authority maintains a general reserve to meet unforeseen events and specific reserves to even out cash flow for individual projects or purchases. The Authority currently holds three specific reserves.

GENERAL RESERVE

The general reserve enables the Authority to demonstrate its financial standing as a 'going concern', to be in a position to meet unforeseen liabilities. The requisite level of reserves is subjective, since any such liability is neither known nor anticipated. Setting the level of general reserves is just one of several related decisions in the formulation of the budget for a particular year. Account is taken of the key risks, stated above, that could impact on the financial assumptions underpinning the budget alongside a consideration of the Authority's financial management arrangements. A good track record for managing in-year budget pressures and operation of robust financial reporting arrangements is evident. The expected balance of the general reserve as at 31 March 2021 is £273,128.

RESERVES

SPECIFIC RESERVES

In 2011/12 the Authority created an earmarked reserve to manage the risk associated with patrol vessel maintenance. Due to its nature, certain maintenance is cyclical rather than annual and other maintenance may be of an exceptional and urgent nature. The balance on the reserve will be maintained at £50,000.

The replacement of the patrol vessel remains a key risk for the Authority, included within the levy proposals is a contribution to the renewals reserve of £102,900. The overarching vessel replacement programme consists of three individual components, replacement of the main patrol vessel, alongside the separate build and commission of two daughter craft, a 9.5m cabin rigid Inflatable Boat (RIB) and an 8m aluminium inshore work boat. The procurement contract for the build and commission of the 9.5m Cabin RIB was approved at a Special Authority Meeting on 17 August 2020. The projected cost of £383,774 will be funded from the Renewals Reserve. The vessel is due to be delivered

in April 2021. The Authority agreed that the balance of the projected outturn underspend for the 2020/2021 financial year be transferred to the Renewals Reserve bringing the estimated balance to £1,237,772 at 31 March 2021.

A vehicle replacement reserve has been set up to fund the maintenance and replacement of vehicles and the balance of this is estimated to stand at £10,000 at 31 March 2020. Currently the Authority owns three small multi-purpose vans, one large transporter van and leases a further 4x4 'pick-up' and a utility vehicle. Owning vehicles has proven much more cost effective in terms of flexibility of managing mileage and additional 'end-of-term costs' which are applied with each lease agreement. Maintaining a reasonable vehicle replacement reserve enables the fleet programme to be effectively managed.

ASSETS

The Authority's largest asset is a 26m-patrol boat, the 'North Eastern Guardian III' (built and delivered November 2007, capable of a top speed of 26 knots and equipped with the latest electronic navigation systems and marine survey and monitoring equipment. The vessel also carries a 6.4 metre RIB capable of speeds up to 30 knots. Following delivery of North Eastern Guardian III in 2007, the Authority established a renewals fund to support its replacement under pinned by a well defined vessel replacement plan. As part of that plan the Authority awarded a contract in August 2020 for the build and commission of a new 9.5m cabin rigid inflatable boat (RIB). Delivery of this new vessel will significantly strengthen the Authority's offshore patrolling capabilities and is expected at the beginning of April 2021. Access to external funding sources remain key to progressing the replacement of the main vessel.

The Authority currently owns a 4x4 truck and an SUV. In addition to a transporter van, it also owns two Isuzu pick-up trucks and a small caddy van. All the vehicles are used to transport and launch vessels and equipment and access coastal and estuarine areas.

The Authority employs sixteen dedicated staff members with a wide variety of expertise and high levels of competency.



CONSTITUTION

The Authority's work programme for the year ahead is reviewed and adopted annually, reflecting local, regional and national priorities for the year ahead. The relationship between the national IFCA vision, national objectives and the annual work programme is diagrammatically represented below:

IFCA Vision

IFCA Success Criteria

High-level IFCA Objectives

NEIFCA Annual Work Programme

Staff Work Objectives (Annual Appraisals)

North Eastern Inshore Fisheries and Conservation Authority is one of ten such Authorities established in October 2010 under provisions contained within the Marine and Coastal Access Act 2009.

On 1 April 2011 the Authority assumed full statutory responsibility for managing the exploitation of sea fisheries resources within its jurisdiction.

The Authority currently consists of representatives from the eleven coastal local authorities within its area, comprising 13 local authority members, together with 14 members appointed by the Marine Management Organisation (MMO) and singular members representing Natural England, the Environment Agency and the Marine Management Organisation.

The total membership of the Authority is 30 members.





MEMBERSHIP OF THE AUTHORITY

APPOINTED BY CONSTITUENT AUTHORITES:

EAST RIDING OF YORKSHIRE COUNCIL
Clir. C Matthews, (C, E)
Clir. J Copsey

DURHAM COUNTY COUNCILCllr. E Bell

HARTLEPOOL BOROUGH COUNCIL Cllr. S Moore

HULL CITY COUNCIL
Cllr. P Webster

NORTH EAST LINCOLNSHIRE COUNCIL Clir. S Harness

NORTH LINCOLNSHIRE COUNCIL Clir. R Allcock (E)

NORTH YORKSHIRE COUNTY COUNCIL
Cllr. T Randerson (E)
Cllr. D Chance

REDCAR AND CLEVELAND BOROUGH COUNCIL Clir. M Fletcher

SOUTH TYNESIDE METROPOLITAN
BOROUGH COUNCIL
Cllr. E Gibson

STOCKON-ON-TEES
BOROUGH COUNCIL
Cllr. M Smith

SUNDERLAND CITY COUNCIL
Cllr. P Stewart

APPOINTED BY MARINE
MANAGEMENT ORGANISATION
Dr S Axford (VC, E)
Mr A Faichney
Mr M Montgomerie
Mr N Proctor (E)
Mrs K T Carter (E)
Professor Mike Elliott (E)

Mr J Whitton

APPOINTED BY MARINE
MANAGEMENT ORGANISATION
Miss R Lynam
Mr G Redshaw (E)
Mr G Collins
Mrs D.M Mear

NOMINATED BY MARINE
MANAGEMENT ORGANISATION
Mr A Newlands
Mr C Proud

APPOINTED BY THE
ENVIRONMENT AGENCY
Mr M Christmas
Mr P Slater

APPOINTED BY NATURAL ENGLAND
Miss E Brown

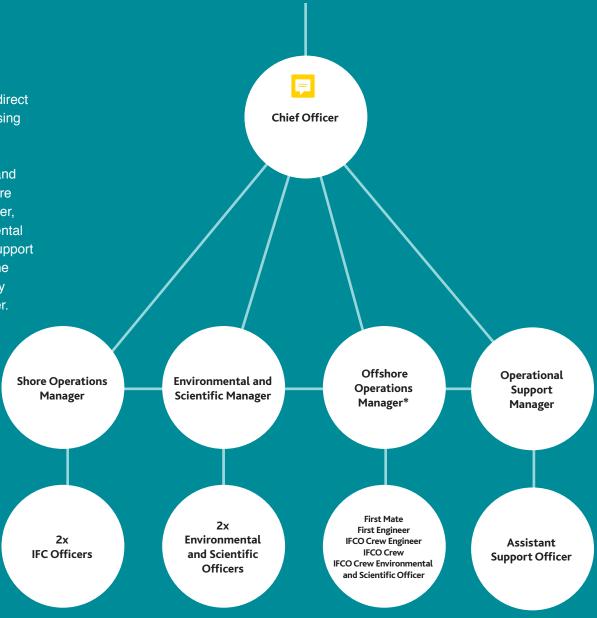
(C) Chairman(VC) Vice Chairman(E) Members of the Executive Committee

STAFF AND STRUCTURE

A full staffing and organisational review was completed during December 2020. NEIFCA is a direct employer with an establishment currently comprising a Chief Officer; Shore Operations Manager and two Inshore Fisheries and Conservation Officers (IFCOs); Environmental and Scientific Manager and two Environmental and Scientific Officers; Offshore Operations Manager and First Mate, First Engineer, IFCO Crew Engineer, IFCO Crew and Environmental and Scientific Officer, IFCO Crew; Operational Support Manager and Assistant Support Officer. One of the senior management positions also acts as Deputy Chief Officer providing support to the Chief Officer. That role currently sits with the Offshore Operational Manager.







NEIFCA COMMITTEE

SERVICE STANDARDS

- Staff will identify themselves when dealing with you
- Respond to general correspondence within ten working days
- Respond to email correspondence within five working days (we will respond by email)
- Deal with complaints in accordance with the feedback procedure
- ► Be courteous and helpful
- Provide information on our services and facilities
- Consult on important issues and ask your views about our services
- Provide confidential interview facilities
- Provide an SF1 inspection record form at the end of any premise, vessel or vehicle inspection
- In terms of any formal prosecutions, all proceedings to have commenced within six months of the detection of the original offence

TRAINING AND DEVELOPMENT

Following the completion of the staffing and organisational review in December 2020 the Authority's commitment to the training and development of its staff will be further enhanced through 2021. This will include much more active integration with the national IFCA officer training programme. Annual appraisals for all staff will be held during December with a further mid-term review completed during June. Training and development needs, identified through the appraisal process will be incorporated into a training plan. Appraisals will also link to progression through the Authority's new pay structure.

It is important that training and development activities are focused on those areas which are relevant to the workplace and that there is the commitment from both the employee and manager. The Authority views training and development in a much wider and holistic sense, including not only specific formal 'classroom' based training courses but also conferences, seminars, workshops, presentations to external groups and representing NEIFCA at relevant public events.

CORE STRATEGIES

The work of the Authority is guided by a number of core or 'key' strategies and policies which are integral to this plan and its successful implementation. These strategies are reviewed and updated regularly by the Authority. The Risk Management Policy and associated risk registers are reviewed and considered on a six monthly basis or quarterly if required. Other strategies, such as enforcement and compliance and research are reviewed on an annual basis. The core or key policies which inform the work of NEIFCA are summarised as follows:

ENFORCEMENT AND COMPLIANCE POLICY

The enforcement policy statement has been drafted in accordance with the Regulators' Compliance Code and the regulatory principles required under the Legislative Regulatory Reform Act 2006.

It sets out the general principles and approach which NEIFCA is expected to follow. The appropriate use of enforcement powers, including prosecution, is important both to secure compliance with the law and to ensure those who have duties under it may be held to account for harm caused to the marine ecosystem.

RESEARCH STRATEGIES

The Authority's research work includes fisheries stock assessment programmes, environmental research and monitoring work and occasional 'ad hoc' project initiatives. This work is supported and informed by an annual research strategy and five year strategic plan. The content of the research strategy is agreed annually by the Authority's Science Advisory Group and reviewed throughout the year. The strategy can also be updated to support the planning and delivery of national work streams as and when they arise.

RISK MANAGEMENT STRATEGY

The aim of this strategy is to manage risk and to successfully integrate risk management into existing business and management processes.

Risk management is a key part of this Authority's corporate governance arrangements providing assurance to meet the requirements of the Accounts and Audit Regulations 2003 and was reviewed and adopted by the Authority at its meeting held on 11 March 2020.

STRATEGIC ENVIRONMENTAL ASSESSMENT

Is a statutory process which aims to provide high level protection of the environment and to ensure integration of environmental considerations in the preparation and adoption of plans and programmes with a view to promoting sustainable development. This methodology now forms the foundations of the Authority's fisheries management processes.

SUCCESS CRITERIA

To support the delivery of the national IFCA vision, IFCAs have agreed a revised set of success criteria matched with corresponding high-level objectives. The vision, success criteria and high level objectives are designed to assist in the creation of a shared understanding of the collective aims and objectives of IFCAs, and focus service delivery towards achievement of the national vision. These national IFCA performance criteria also link directly to the UK Marine Policy statement.

The following success criteria have been agreed and adopted nationally

- IFCAs are recognised and heard,
 whilst working in partnership and engaging
 with stakeholders.
- 2 IFCAs implement a fair, effective and proportionate enforcement regime.
- 3 IFCAs use evidence based and appropriate measures to manage the sustainable exploitation of sea fisheries resources and deliver marine environmental protection within their districts.
- 4 IFCAs have appropriate governance in place and staff are trained and professional.
- 5 IFCAs make the best use of evidence to deliver their objectives.



DELIVERABLES

WORKING LEVEL OBJECTIVES

Maintain a database of stakeholder contacts updated annually.

Maintain and review a communication strategy annually.

Review and update website by the end of each Month.

Review and update national MoUs annually.

SUCCESS CRITERIA 1

IFCAs are recognised and heard, whilst working in partnership and engaging with stakeholders.



SUCCESS CRITERIA 2

IFCAs implement a fair, effective and proportionate enforcement regime.

Maintain and publish an enforcement risk register. В Develop consistency in regulations. C Manage operational activity. Capture, record, evaluate and disseminate intelligence. Engage in joint working. D Ensure IFCOs are warranted. trained and accredited to national standards. Maintain professionalism and deliver efficient effective enforcement activity. 2022 2019 2020 2021

Achieved / Delivered Partially Achieved / In Progress Not Achieved / Implemented T Target

- * This is an ongoing national work stream in partnership with both Defra and the MMO.
- ** Further engagement with national IFCO training programmes planned 2021/2022.

DELIVERABLES

WORKING LEVEL OBJECTIVES

Enforcement strategy and risk register are published annually from 1 April each year.

Detail application and enforcement of management measures within Annual Report.

Compile and publish records of enforcement activity in standard format.

Adopt, review and publish national code of conduct for IFCOs and integrate with annual appraisal process.

Warranted officers attain national accreditation and continue professional development.

DELIVERABLES

WORKING LEVEL OBJECTIVES

Record site-specific management considerations for MPAs and report progress.

Publish data analysis and evidence supporting new management measures.

Collect information to assess the effectiveness of new management measures.

Develop a range of criteria based management options which are reviewed and updated annually.

Deliver new management measures within agreed timescales.

Management plans published annually and progress noted in Annual Report including MSY commitments.

SUCCESS CRITERIA 1

IFCAs are recognised and heard, whilst working in partnership and engaging with stakeholders.

Identify issues likely to affect sustainable management, undertake a risk assessment and gap analysis, review appropriateness of existing measures, evaluate management options and develop and implement proportionate marine management solutions.



Support the implementation of a well-managed network of marine protected areas and contribute to delivery targets for MSFD, WFD and Marine Plans.



Develop fisheries management plans for priority species where appropriate.



2019 2020 2021 2022

- Achieved / Delivered Partially Achieved / In Progress Not Achieved / Implemented T Target
- Due to the dynamics and complexities of assessing sustainable management this will remain an 'in progress' work stream for the Authority.
- Due to the dynamics and complexities of assessing well managed MPAs this will remain an 'in progress' work stream for the Authority.
- Review and update of exisiting fisheries management plans 2021/2022.

SUCCESS CRITERIA 2

IFCAs implement a fair, effective and proportionate enforcement regime.

Α

Demonstrate a long-term strategic approach to sustainable marine management.









E

Staff performance management systems are in place that link to IFCA success criteria. Induction procedure for new joiners. Staff training and development needs identified. Performance managed.









C

Efficient and effective secretariat in place to support the Authority. New members will receive an induction pack. There will be a 'rolling' twelve month schedule of Authority meetings. Notice of meetings and documentation will be made available in line with standing orders.









D

IFCA Committee meetings will be held in public unless material is either confidential or exempt.









2019

2020

2021

2022

New staff performance management framework to be implemented 2021/2022 for all staff.

DELIVERABLES

WORKING LEVEL OBJECTIVES

Annual plan published by 31 March each year and submitted to the Secretary of State.

Annual report produced and published by 30 November each year and submitted to the Secretary of State.

All staff have annual performance management plans in place and annual appraisals are completed by 31 December each year.

An efficient secretariat of IFCA staff support IFCA Authority meetings.

Annual report demonstrates how marine, land and water management mechanisms have worked responsively and effectively together.

All MMO appointees to the Authority have an annual appraisal review.

DELIVERABLES

WORKING LEVEL OBJECTIVES

An annual research plan will be published each year.

An annual research report will be published each year.

The Authorty's contribution to Technical Advisory Group and progress towards a national evidence needs programme will be recorded within the annual report.

SUCCESS CRITERIA 1

IFCAs are recognised and heard, whilst working in partnership and engaging with stakeholders.

Strategic research plan that contributes to a greater understanding of the marine environment and delivery of cost-effective management of sea fisheries resources. Standard operating procedures describe how data is captured and shared with principal partners.

C Non-confidential meta-data collected through IFCA research programmes is recorded in databases available to the marine research community.





SUMMARY WORK PROGRAMME 2021/2022

Authority Officers and members have developed the following summary work programme for the year ahead. The work programme covers a wide range of national and regional priorities and links to the delivery of the national IFCA Success Criteria.

FISHERIES ENFORCEMENT

Continue active engagement within the national collaborative fisheries intelligence gathering project including tasking and coordination.

Deliver a comprehensive fisheries patrol service throughout the NEIFCA district.

Actively support and engage in joint agency partnership and enforcement work throughout the year.

Fully engage in the national IFCA training programme and ensure continuous development and training of all 'front line' enforcement staff.

FISHERIES REGULATIONS

Implement the new minimum conservation reference size byelaw regulation and commence informal consultations on flexible permitting regulations and associated provisions.

Maintain an active and proactive educational programme providing regular information updates on both current and proposed fisheries regulations.

SUMMARY WORK PROGRAMME 2021/2022

ENVIRONMENTAL & RESEARCH

Continue scrutiny and review of all marine licensing applications within the NEIFCA district with a focus on those relating to 'mine water' discharge, aggregate dredging, cabling and pipelines.

Continue stock and environmental monitoring programmes both inshore and offshore with a focus of scallops, crustaceans, nephrops, sea bass and eelgrass.

Continue MPA monitoring and assessment work with a focus on periodic review.

ADMINISTRATION

Continue to provide an efficient administrative support service to the Authority and its sub-committees.

Review and update administrative systems to maximise the efficiency and effectiveness of service delivery.

Commission and implement a new Authority website and a new fisheries database.

Provide an effective and efficient service to all fishing permit holders.

TRAINING & DEVELOPMENT

Implement a new staff appraisal system linked to personal development and salary progression.

Maintain an active training and development programme for all Authority members.

ORGANISATIONAL

Complete recruitment to all vacant full time positions.

Foster a new and revitalised organisational culture supported by a revised set of core staffing values underpinned by a positive and supportive management structure.

Progress the Authority's vessel replacement programme including commissioning the new 9.5m cabin RIB and furthering the replacement of North Eastern Guardian III.



North Eastern Inshore Fisheries and Conservation Authority

2021/2022 Annual Plan