

Success Criterion 1: The NWIFCA has sound governance and staff are motivated and respected					
<i>Staff feel proud to work for the NWIFCA and have the training and skills to deliver the Authority's objectives in a professional, fair and consistent manner. They are supported by excellent leaders and managers, working alongside engaged and effective committees. These committees are representative of the communities they serve and wider stakeholder interests; they have the backing of constituent local authorities and provide the strategic direction to ensure the long-term sustainability of the marine environment in and around the district</i>					
High Level Objective	Outcome(s)	Performance Indicators	Lead	Partners	Due Date/Progress
(1a) By April each year, publish an annual plan that meets minimum standards as set out in Defra guidance, setting out the authority's main objectives and priorities for the year	The NWIFCA has an annual plan that clearly sets out, in a way that is easy to understand, what it does and its main objectives and priorities for the coming year.	Annual plans to meet the requirements of the NWIFCA and Defra are prepared and published by 30 April each year	IO	NWIFCA Committee	Annual Plan published by 30 th April 2012
(1b) As soon as is reasonably practicable after the end of each financial year, prepare a report on the NWIFCA's activities in that year, in line with Defra guidance	The NWIFCA has an annual report that clearly sets out, in a way that is easy to understand, the Authority's achievements in the last year.	Annual reports meeting the requirements of the NWIFCA and Defra are prepared and published by 30 September each year	IO	NWIFCA Committee	First Annual Report published by 30 th September 2012
(1c) Demonstrate a long-term, strategic approach to sustainable marine management, in line with duties in the Marine and Coastal Access Act, clearly articulating how the NWIFCA will do this through annual plans and/or longer-term strategies. Delivery is ongoing, with the first formal review in 2015.	Report reviewing marine sustainability issues and fisheries management in the District and proposing new management measures to address concerns.	The issues impacting sea fisheries resources within the NWIFC District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	Science Group	Cefas MMO EA NE NWIFCA Committee	Initial review undertaken and received approval from Committee by April 2013 subject to resources; results reflected in Annual Plan (see 2a, 6a, 6c & 6d)
(1d) Staff management systems are in place that include: <ul style="list-style-type: none"> an annual staff performance monitoring system, which sets clear work objectives for every member of staff that are linked to the organisational 	Staff management system in place to meet requirements of the objective	A staff management system, including training and development plans, is in development and being tested during 2011 for approval by staff and Committee and implementation in 2012	Personnel Officer	Staff	Development of staff management system by October 2011 Testing October 2011 – April 2012 Approval and implementation by April 2012 (see 7b)

<p>objectives described in the annual plan and monitors their performance against a set of agreed criteria; and</p> <ul style="list-style-type: none"> a performance improvement procedure. 					
<p>(1e) Develop and deliver a people capability strategy, which ensures that staff can deliver the organisational objectives as set out in annual plans, aided through training, mentoring and new skills development. The strategy should be developed by April 2012; NWIFCA should demonstrate ongoing delivery, with the first formal review in 2015.</p>	<p>Gaps in the capability of the NWIFCA to meet its duties and objectives are assessed; proposals for addressing problems are in place</p>	<p>Staff resources and capability is assessed against NWIFCA objectives and duties with a gap analysis by April 2012; plans for addressing problems and progress against them are reflected in annual plans and reports.</p>	<p>Training Officer</p>	<p>Staff</p>	<p>Conduct gap analysis and develop people capability strategy by April 2012. Ongoing delivery 2012 – 2015. Formal review 2015.</p>
<p>(1f) By September 2012, demonstrate that staff and members are engaged with the objectives of the NWIFCA, can influence the direction and development of the organisation and are free to constructively challenge decisions without reproach.</p>	<p>Happy staff and members</p>	<p>Systems are developed and implemented that enable all staff and members to contribute to and comment on all NWIFCA policies and business by Sept 2012; systems follow best practice/principles in investing in people.</p>	<p>IO</p>	<p>Staff and members</p>	<p>Development and implementation of systems by Sept 2012</p>
		<p>Staff and members are content that they can influence the development of policy for the NWIFCA demonstrated through annual feedback.</p>	<p>IO</p>		<p>Consultation with staff and members conducted by April 2013.</p>

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

The decisions to introduce, amend or repeal byelaws are evidence-based, timely, based on appropriate consultation and can be shown to have a positive impact in line with their intended effect to manage, protect and promote the recovery of sea fisheries resources from the effects of exploitation.

High Level Objective	Outcome(s)	Performance Indicators	Lead	Partners	Due Date/Progress
(2a) By April 2015 demonstrate that: <ul style="list-style-type: none"> key issues likely to impact on the sustainable management of the marine environment in the district are identified and evaluated using the best available evidence and a range of management options is considered; the impacts that different courses of action might have in managing those key issues are thoroughly evaluated; proportionate regulation (for example introducing a legal mechanism such as a byelaw) is used as a last resort; the effectiveness of interventions to improve the delivery of 	<p>Agreed policies and processes in place to review and amend byelaws and make new ones as required.</p> <p>Process to decide on the most appropriate management measure to apply to address fisheries and wider sustainability concerns as they arise, including the making of emergency byelaws.</p> <p>Process to assess the effectiveness of management measures in the District</p>	<p>The issues impacting sea fisheries resources within the District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports</p>	Science Group	Cefas MMO EA NE TSB Sub-Committee	<p>The issues impacting sea fisheries resources within the District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015. Demonstrate progress has been made by April 2013 and reported by April 2014. (see 1c, 6a, 6c & 6d).</p>
		<p>All byelaws made after April 2011 meet the requirements of Defra guidance</p>	Byelaws Officer	TSB Sub-Committee	<p>All byelaws made after April 2011 meet the requirements of Defra guidance</p>

beneficial outcomes is continuously monitored; and there is a clear NWIFCA Committee process for dealing with agreed interventions quickly, efficiently and effectively, particularly for emergency byelaws.		The NWIFCA has necessary records and database systems in place to inform decision making.	CC		Following national guidance, progress on review of record keeping and database systems by April 2013. Completion of review and record keeping by April 2014.
(2b) By April 2015, all legacy byelaws have been reviewed and evaluated against current evidence base; redundant and duplicate byelaws have been removed and gaps covered.	By April 2015, all legacy byelaws have been reviewed and evaluated against current evidence base; redundant and duplicate byelaws have been removed and gaps covered Byelaws meet the management and enforcement goals of NWIFCA at all times	The byelaw review and changes are on schedule to meet objective.	Byelaws Officer	TSB Sub-Committee	Begin byelaw review – approval from committee on progress at quarterly meetings Review of all byelaws; removal of redundant and duplicate byelaws; gaps covered by April 2015

Success Criterion 3: A fair, effective and proportionate enforcement regime is in place					
<i>A risk-based enforcement regime is in place, which is in line with the Regulators Compliance Code, legislative requirements, and which makes the NWIFCA an efficient and fair enforcer, managing the exploitation of sea fisheries resources, using a range of alternative enforcement methods and sanctions whose impact and effectiveness is regularly assessed and continually improved</i>					
High Level Objective	Outcome(s)	Performance Indicators	Lead	Partners	Due Date/Progress
(3a) Demonstrate the use of a transparent, risk-based enforcement framework that meets the minimum standard set out in government guidance and is continuously reviewed and improved.	Develop and review annually an enforcement framework that is compliant with government best practice	Annual enforcement risk register published on the NWIFCA's website and available for viewing at both NWIFCA's offices by 30 April each year.	ED	NWIFCA Committee	Develop enforcement framework by April 2012. Annual enforcement risk register drafted and agreed by NWIFCA Committee by 30 April 2013
		The NWIFCA's enforcement risk register is peer reviewed annually by a national panel, which is set up by [x]. The peer review comments are forwarded to the CE and Chair of the NWIFCA.	ED	NWIFCA Committee	Targets will be set when a national system is established
		The enforcement risk register is compiled in a standard format approved by all IFCA's and provided to the national peer review panel by the 28 February each year.	ED SFO	NWIFCA Committee	Targets will be set when a national system is established
(3b) Develop and apply a code of conduct for inspections that aligns NWIFCA activity and procedures with national standards.	NWIFCA officers conduct professional inspections in a manner consistent with inspections conducted by other enforcing authorities throughout England	A code of conduct for inspections both ashore and at sea is created by 30 th October 2011 and reviewed annually. The code of conduct is published on the NWIFCA's website and available from both NWIFCA offices by 30 April each year	ED	MMO EA Royal Navy	i) Adopt the Hampton Code and publish it on NWIFCA website by 30 th Oct. 2011. ii) Ensure all officers are trained in its use by 30 th Oct. 2012. iii) When resources allow, create a Code of Conduct for NWIFCA officers and review annually. iv) Ensure officers are trained to conduct inspections in a manner consistent with those conducted by other enforcement authorities in England

		Establish a national IFCA/MMO team by 30 th October 2011 to independently assess the overall quality of enforcement inspections conducted by the NWIFCA on an annual basis with the results reported back to the CE and Chair of the NWIFCA by the 30 April each year.	ED	MMO	Contribute to the development of the national system
		Development of an SLA between the NWIFCA, MMO, NE and EA regarding the provision of standardised enforcement training and the secondment process for officers of each signatory by 30 April 2012.	ED	EA NE MMO	Development of a SLA with MMO, NE, EA by 30 April 2012 (see 4a).
		The NWIFCA's enforcement knowledge and performance is assessed (to nationally determined standards - to be developed by 30 April 2012) on a bi-annual basis whilst attending the national enforcement training course.			Contribute to the development of the national system

Success Criterion 4: The NWIFCA works in partnership and is engaged with its stakeholders					
<i>The NWIFCA will work across boundaries, engaging effectively with local and central government, other government bodies, other delivery bodies, industry and other NGOs, recreational users and individuals in the work that it does. Through this partnership approach to working, the NWIFCA will deliver the socio-economic and environmental outcomes it is charged with delivering under the Marine and Coastal Access Act</i>					
High Level Objective	Outcome(s)	Performance Indicators	Lead	Partners	Due Date/Progress
(4a) By April 2011, develop Memoranda of Understanding (MoUs) or Service Level Agreements with key partners, including Cefas, MMO, Natural England and the Environment Agency, that outline agreed ways of working and sharing information and, by April 2012, demonstrate that they are being utilised. Consideration should be given to having a Service Level Agreement with a lead local authority within the district.	The NWIFCA and key partners have a clear understanding of their roles and joint responsibilities The production of a comprehensive package of national and local Memoranda of Understanding (MOUs) and/or service level agreements (SLAs). Efficient and effective partnership working between all relevant parties and the NWIFCA.	Initial MOUs are agreed and adopted by end of April 2011.	IO	Cefas MMO EA NE	Demonstrate that MoUs are being utilised by April 2012 (see 5b)
		Discussions have been held with partner organisations with regard to SLAs; SLAs (if required) are agreed and adopted by April 2012.	IO	Cefas MMO EA NE	SLAs (if required) are agreed and adopted by April 2012 (see 3b)
		Identify and discuss with lead local authority requirement for SLA by October 2011	CE	Lead LA	Identify and discuss with lead local authority requirement for SLA by October 2011
		Each MOU and SLA is reviewed annually to ensure effective delivery of objectives as defined in the annual plan; progress against MoU action plans is reflected in annual reports	IO	Cefas MMO EA NE Lead LA	Review of MoUs and SLAs (if required) by April 2012 (see 3b & 5b) Reflect progress against MoU action plans in Annual Report 30 th Sept 2012.
(4b) By April 2012, develop a stakeholder engagement and communication strategy with corresponding plans that: <ul style="list-style-type: none"> demonstrate transparency and a balanced approach to dealing with key stakeholders; and enable consideration of stakeholder views when making decisions. 	Develop a strategy for engagement with the wider public. Work with other agencies. Develop NWIFCA website to allow proper engagement with identified and agreed stakeholder groups. Develop database of identified and agreed stakeholder groups that would find it difficult to engage via the website.	Set-up database of stakeholders from current list by April 2011. Update list every 6 months. Review contacts list annually.	CC		Update database of stakeholders by 30 th October 2011 Review contacts list by 30 th April 2012
		Engagement strategy developed by April 2012	Communications Officer		Engagement strategy developed by April 2012 subject to available resources (see 6b)
		By April 2012 the NWIFCA will create a website to give access to current information; all regular forms and documents to be provided electronically by April 2013. Website is reviewed and updated monthly.	Communications Officer		New website created by April 2012. Review and update monthly Provision of electronic forms and documents by April 2013

		Develop interpretation boards and presentations to allow greater interaction with stakeholders.	Communications Officer		Development of interpretation boards and presentations by April 2013 subject to available resources (see 6b)
(4c) By April 2014, review stakeholder engagement and communication strategy/plans and implement any necessary improvements by April 2015.	Stakeholder and communication strategy/plans are kept up to date	Review of stakeholder and communication strategy/plans completed by April 2014	Communications Officer		Subject to available resources: Review of stakeholder and communication strategy/plans completed by April 2014. Implement any necessary improvements by April 2015 (see 6b)

Success Criterion 5: The NWIFCA makes the best use of evidence to deliver its objectives

The NWIFCA, by acquiring and sharing its own internal data and by seeking and sharing those generated and recorded by others (including the MMO, Environment Agency, Natural England and Cefas), will have access to the necessary scientific, statistical and socio-economic information relating to inshore fishing and the marine environment to enable effective delivery of its duties.

High Level Objective	Outcome(s)	Performance Indicators	Lead	Partners	Due Date/Progress
(5a) By April 2012, put procedures, plans and appropriate records systems in place that demonstrate that the best available, quality-assured evidence, whether acquired in-house or externally, is used appropriately in decision-making at all levels. These procedures, plans and records systems must meet minimum standards as set out in government guidance and EU legislation.	The NWIFCA is provided with accurate and timely evidence-based information upon which to base its management decisions and the reasons for decisions are clear, transparent and communicated effectively.	The NWIFCA is provided with accurate and timely evidence-based information upon which to base its management decisions and the reasons for decisions are clear, transparent and communicated effectively.	Science Group	Cefas NE TSB Sub-Committee	Put procedures, plans and appropriate records systems in place by April 2012, subject to available resources
		Research plan is published each year.	Science Group	TSB Sub-Committee	Research plan is published by April 2012, subject to available resources
		Previous year's research report published each year	Science Group	TSB Sub-Committee	2011 research report published by June 2012, subject to available resources
(5b) By April 2012, have an agreed action plan of how key, mutually-beneficial information will be shared between the NWIFCA and with key delivery partners to improve efficiency and the delivery of beneficial outcomes.	The NWIFCA provides relevant information to and have access to relevant information from key delivery partners.	By April 2012 develop and agree MoUs with delivery partners and review annually.	IO	Cefas EA NE MMO TSB Sub-Committee	As part of MoUs, develop and agree action plan with partners for sharing key, mutually-beneficial information by April 2012 (see 4a)
		NWIFCA representative to take part in annual IFCA scientific conference	Science Group		Attend annual IFCA scientific conference, subject to available resources
		NWIFCA representative to proactively be involved in relevant evidence networks to share best practice, e.g. Technical Advisory Group.	Science Group		NWIFCA representative to proactively be involved in relevant evidence networks - ongoing
(5c) By April 2013, demonstrate that there is the in-house capability to collect, analyse and interpret evidence to inform management policy decisions and meet the	NWIFCA has the technical capability to collect, analyse, interpret and manage evidence. NWIFCA has personnel within the organisation with	NWIFCA annual plan and report demonstrate use of evidence, resources and capability as per strategic research plan.	Science Group	TSB Sub-Committee	Demonstrate in annual plan and report the in-house capability to collect, analyse and interpret evidence to inform management decisions and meet minimum requirements by April 2013.

minimum requirements laid out in government guidance on evaluation and monitoring.	appropriate skills to ensure that management decisions make the best use of available evidence	Seek appropriate peer review of research reports [prior to publication]	Science Group		
		NWIFCA annual plans and reports, including research plans and reports, are published online on the NW-IFCA and Technical Advisory Group websites	Science Group	TSB Sub-Committee	Publish annual plans and reports, including research plans and reports, on NWIFCA and TAG websites by April 2012
(5d) By April 2014, review evidence and knowledge sharing procedures and implement any necessary improvements by April 2015.	Knowledge sharing plans and procedures are effective and appropriate.	Develop knowledge sharing plans and procedures by April 2014	Science Group	Cefas MMO EA NE TSB Sub-Committee	Develop knowledge sharing plans and procedures by April 2014
		Knowledge sharing plans are reviewed and amended annually	Science Group	Cefas MMO EA NE TSB Sub-Committee	Knowledge sharing plans are reviewed and amended annually

Success Criterion 6: The NWIFCA supports and promotes the sustainable management of the marine environment

The NWIFCA will deliver responsive and flexible management of sea fisheries resources to meet local needs, in line with the legislative frameworks and guidance set by Central Government and others, such as the Marine Policy Statement and subsequent Marine Plans. In doing this, the NWIFCA will be able to show that it is having a positive impact, leading to more sustainably exploited sea fisheries resources in its district.

High Level Objective	Outcome(s)	Performance Indicators	Lead	Partners	Due Date/Progress
(6a) By April 2012, with partner organisations (such as the Marine Management Organisation, Environment Agency and Natural England) develop shared objectives for the sustainable management of the District's marine environment and ensure that they are reflected in annual plans	Shared objectives for management of the marine environment have been identified with partner organisations and NWIFCA meets its objectives in conjunction with others, where possible	Identify where there are shared objectives in managing the marine environment with partner organisations by April 2012 and identify how these impact on NWIFCA's objectives	Science Group	Cefas MMO EA NE TSB Sub-Committee	Identify where there are shared objectives in managing the marine environment with partner organisations by April 2012 and identify how these impact on NWIFCA's objectives (see 1c, 2a, 6c & 6d)
		Shared objectives are set out in annual plans	Science Group	Cefas MMO EA NE TSB Sub-Committee	Set out shared objectives in Annual Plan April 2012
		Progress of shared objectives reported on in annual reports	Science Group	Cefas MMO EA NE TSB Sub-Committee	Report on progress of shared objectives in Annual Report by 30 th Sept 2012
(6b) By April 2013, develop and implement action plans for communicating and educating coastal communities about sustainable management of the marine environment	Raised awareness of NWIFCA's work allows marine and coastal users to be better able to engage with the sustainable management of the marine environment	Plans and processes for raising awareness of NWIFCA's work in place by April 2013	Communications Officer		Plans and processes for raising awareness of NWIFCA's work in place by April 2013, subject to available resources (see 4b)
		Examples of engagement set out in annual reports	Communications Officer		Examples of engagement illustrated in Annual Report Sept 2012 (see 4b)
		Feedback from relevant stakeholders regarding the effectiveness of engagement is routinely sought	Communications Officer		Subject to resources an annual survey will be conducted during April to May to assess stakeholder feedback (see 4b)

(6c) By April 2015, demonstrate adoption of the principles of best practice in sustainable management of marine environment for the District, as exemplified using tools such as Strategic Environmental Assessments.	<p>The NWIFCA is aware of and adopts the principles of best practice in sustainable management of the marine environment for the District</p> <p>The NWIFCA adopts the principles of the UK's Marine Policy Statement and marine plans</p>	The issues impacting sea fisheries resources within the NWIFC District have been identified, prioritised and, where appropriate, suitable management plans for them put in place by April 2015; management plans and progress against them are reflected in annual plans and reports	Science Group	TSB Sub-Committee	Progress has been made in identifying and prioritising issues affecting fisheries resources within the NWIFC district by April 2013; this progress is reflected in the annual plan and report (see 1c, 2a, 6a & 6d)
		Examples of proactive involvement in relevant networks to share best practice are reported in annual reports	Science Group	TSB Sub-Committee	Examples of proactive involvement in relevant networks to share best practice are reported in the Annual Report Sept. 2012
		The impact of the Marine Policy Statement and the process of marine planning on the NWIFCA's work are assessed and addressed annually from April 2011.	Science Group	Defra TSB Sub-Committee	The impact of the Marine Policy Statement and the process of marine planning on the NWIFCA's work are assessed and addressed annually starting April 2011 (see 1c, 2a, 6a & 6d)
(6d) By April 2015 at the latest, but showing progress from April 2011, demonstrate adoption of minimum standards (for example in line with government guidance on sustainable development) and a precautionary approach for the management and protection of sites of special scientific interest, national nature reserves, Ramsar sites, European marine sites, and/or Marine Conservation Zones within the NWIFC district.	<p>NWIFCA working in partnership with key delivery bodies to enable marine protected areas within its District to be managed sustainably</p> <p>NWIFCA delivers the principles of sustainable development, as set out in Government guidance</p>	Assessment of the condition of marine protected areas by statutory bodies, where available, have been taken into account when developing suitable management plans.	Science Group	ISCZ EA NE TSB Sub-Committee	Demonstrate progress in adoption of minimum standards and precautionary approach by April 2012
		NWIFCA can demonstrate effective representation on relevant management boards/steering groups for marine protected areas, where appropriate	Science Group	ISCZ Morecambe Bay EMS Management Group TSB Sub-Committee	Appoint representation on relevant management boards/steering groups for marine protected areas by April 2012
		NWIFCA can demonstrate delivery of the principles outlined in Government guidance on sustainable development	Science Group	Defra MMO NE	Demonstrate progress on the delivery of the principles outlined in Government guidance on sustainable development by April 2012 (see 1c, 2a, 6a & 6c)

Success Criterion 7: IFCAs are recognised and heard

Each IFCA, and IFC authorities as a group, have a vision and plan for future management of inshore fisheries and conservation. This will help them to be a recognised "brand", managing their public voice so that they are respected and trusted for the expertise they offer.

High Level Objective	Outcome(s)	Performance Indicators	Lead	Partners	Due Date/Progress
(7a) By April 2012, demonstrate ability to effectively engage with Local and Central Government and key partner organisations at a national level, to the benefit of IFCAs as a whole.	The IFCAs create an Association to represent their interests on a national and collective basis.	By April 2012, each IFCA is actively involved, through membership, in the direction, good governance and running of the Association.	CE	Other nine IFCAs	The NWIFCA is an active member of a national Association of IFCAs and is involved in the management and governance of the Association when established
	The production of a comprehensive package of national and local Memoranda of Understanding (MoUs) and/or service level agreements (SLAs).	Initial MoUs are agreed and adopted by end of April 2011; SLAs (if required) are agreed and adopted by April 2012. Each MoU and SLA to be reviewed annually to ensure effective delivery of objectives as defined in the annual plan.	CE Science Gp CE Science Gp Science Gp CE	Defra Cefas MMO EA NE LA	SLAs (if required) are agreed and adopted by April 2012 and reviewed by April 2013 Each MoU is reviewed by April 2012 (see 4a & 5b)
	Efficient and effective partnership working between all relevant parties and each IFCA.	By April 2012 partnership working is embedded in the NWIFCA (and partner organisation), evidenced on an annual basis by regular liaison meetings and joint or collaborative activities as defined in the annual plan.	IO	Defra Cefas MMO EA NE	Specific examples of partnership working is reported in annual reports by Sept. 2012
(7b) By April 2013, develop a strategy and corresponding action plan for promotion of the work of the NWIFCA and the benefits that it offers to the local community, and demonstrate	A strategy and corresponding action plan for the work of the NWIFCA is delivered by 2013 Promotional/Communications plans developed by the NWIFCA as a part of a	By April 2013 a strategy for the promotion of IFCAs work is developed, including the development of promotional / communication plans which are to be reviewed annually.	Communications Officer		Develop a strategy for the promotion of the NWIFCA's work, including the development of promotional / communication plans by April 2013 subject to available resources (see 4b & 6b)

implementation of the action plan by April 2015.	“listening and learning policy”.	By April 2013 annual reports by the NWIFCA to include a specific element which has data on ‘compliments, comments and complaints’ from stakeholders and general public and significant events which have demonstrated the IFCA’s PR strategy is operational.	Communications Officer		Annual report to provide evidence that the NWIFCA’s PR strategy is operational and effective by April 2013. Subject to resources, develop a system for recording feedback from stakeholders and local communities (see 4b & 6b)
	The NWIFCA annual report contains evidence and information on progress of in delivering the promotions strategy.	By April 2013, as a minimum, the NWIFCA to hold proactive biennial stakeholder meetings and events to inform and consult with all interested parties in the IFCA District.	Communications Officer		Subject to resources, biennial stakeholder meetings and events with all interested parties within District by April 2013 (see 4b & 6b)
		By April 2012 the NWIFCA to create a website to give access to current information; all regular forms and documents to be provided electronically by April 2013. Website is reviewed and updated monthly.	Communications Officer		New website created by April 2012. Review and update monthly. Provision of electronic forms and documents by April 2013 (see 4b)
	NWIFCA staff fully trained to promote the aims and objectives of the authority.	By April 2011 all NWIFCA staff to be badged so as to be recognised as NWIFCA officers who following internal training, can speak with authority on the NW-IFCA aims and objectives.	Training Officer		NWIFCA staff fully trained to promote the aims and objectives of the authority by April 2012 (see 1d)
		By April 2012 annual staff appraisals will be undertaken to measure the standard of behaviour toward, and interaction with, stakeholders, general public and officers/staff of partner organisations.	CE ED		Include suitable measures in staff management systems by April 2012 (see 1d)